



## Strategic Planning & Performance (Police) Committee

**Date:** WEDNESDAY, 3 NOVEMBER 2021

**Time:** 2.00 pm

**Venue:** COMMITTEE ROOMS, GUILDHALL, LONDON, EC2V 7HH

**Members:** Tijds Broeke (Chair)  
Andrew Lentin (Deputy Chair)  
Caroline Addy  
Munsur Ali  
Deputy Keith Bottomley  
Helen Fentimen  
Alderman Timothy Hailes  
Deborah Oliver  
Deputy James Thomson  
Deputy Philip Woodhouse  
Moawia Bin-Sufyan (External Member)  
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/s0qkN52Zabo>

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

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 6 September 2021.

**For Decision**  
(Pages 5 - 10)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

**For Information**  
(Pages 11 - 12)

5. **VIOLENCE AGAINST WOMEN AND GIRLS UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 13 - 20)

6. **HMICFRS INSPECTION UPDATE**

Report of the Commissioner.

**For Decision**  
(Pages 21 - 42)

7. **HUMAN RESOURCES DATA MONITORING INFORMATION: 1 APRIL 2021 - 30 SEPTEMBER 2021**

Report of the Commissioner.

**For Information**  
(Pages 43 - 68)

8. **VULNERABILITY DEEP DIVE**

Joint report of the Commissioner and Director of Community and Children's Services.

**For Information**  
(Pages 69 - 108)

**9. Q2 PERFORMANCE V POLICING PLAN MEASURES**

Report of the Commissioner.

**For Information**  
(Pages 109 - 126)

**10. FORCE'S PERFORMANCE AGAINST THE GOVERNMENT'S NATIONAL PRIORITIES FOR POLICING - 2ND QUARTER STATEMENT (END OF SEPTEMBER 2021)**

Joint report of the Town Clerk and Commissioner.

**For Information**  
(Pages 127 - 136)

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

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

**13. 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**

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

**15. 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 Monday, 6 September 2021

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held virtually on Monday, 6 September 2021 at 9.00 am

### Present

#### Members:

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

#### Officers:

Simon Latham	-	Director of the Police Authority Team
Alistair Cook	-	Treasurer, Police Authority
Oliver Bolton	-	Deputy Head, Police Authority
Polly Dunn	-	Town Clerk's Department
Sarah Phillips	-	Town Clerk's Department
Matt Lock	-	Head of Internal Audit
Bukola Soyombo	-	Chamberlain's Department
Alistair Sutherland	-	Assistant Commissioner, City of London Police
Kevin Kilburn	-	City of London Police
Rob Atkin	-	City of London Police
Paul Adams	-	City of London Police
Steve Heatley	-	City of London Police
Hayley Williams	-	City of London Police

### 1. APOLOGIES

Apologies for absence were received from Andrew Lentin.

The Chair introduced the two new Members of the Committee, Adrian Hanstock and Moawia Bin-Sufyan.

The Chair congratulated Assistant Commissioner Alistair Sutherland, following the announcement of his appointment as Deputy Chief Constable of the British Transport Police (BTP).

The Chair took the opportunity to thank the Force, Metropolitan Police and BTP, amongst others, for their work during the various protests over recent weeks.

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

Adrian Hanstock noted that Assistant Commissioner Alistair Sutherland had been announced as his successor at BTP.

3. **MINUTES**

**RESOLVED**, that the public minutes of the meeting held on 4 May 2021, be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

Members considered a joint report of the Town Clerk and Commissioner regarding public outstanding references.:

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

5. **Q1 PERFORMANCE V POLICING PLAN MEASURES**

Members received a report of the Commissioner providing an update on performance against the measures in the City of London Policing Plan 2020-23 in Quarter 1, 2021/22.

The Assistant Commissioner provided a verbal overview of the report and concluded that the data was favourable.

Members requested that officers revisit the information contained within the report and how it was presented. Acknowledging that Q1 represented the start of the year, Members wished to see Q4 data from the previous year included in future so that there might be scope for comparison and the identification of trends. Officers would work on a revised report with the Chair ahead of the next meeting **(2/2021/P)**.

It was not considered meaningful to compare current statistics with mid-pandemic data, which had been exceptional. It was confirmed that performance data from 2019/2020 was being used (in place of 2020/2021) and was included in the report.

There was a concern expressed for the drop in levels of positive outcomes from stop and searches.

Following a question on whether the backlog in the Courts was impacting the outcome of cases, the Assistant Commissioner advised that it was too early to tell. There may be consequences due to Covid, prison population and other factors. This was something that could be better explored in the coming six months.

The importance of ongoing training was discussed. Upskilling formed a huge part of the Transform programme and a review into the efficiency of training and associated costs had been undertaken two weeks previously.

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

6. **HMICFRS QUARTERLY REPORT**

Members received a report of the Commissioner providing an overview of activities undertaken in response to reports published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) since May 2021 and the following matters were raised:

Before the report was discussed, the Chair articulated immediate worry for ongoing slippage of deadlines and requested that the Force do all it can to prevent further continuous delays. There was also a request to revisit the report format, to be explored with officers ahead of the next meeting **(3/2021/P)**. It was suggested that a distinction be drawn between actions the Force have more control over delivering and those that are largely dictated by external bodies.

The SIA for Safeguarding & Public Protection enquired as to whether there was evidence that previous recommendations on recognising the voice of the child had been addressed. This area had historically featured within these reports but had not been included on this occasion. The Assistant Commissioner stated there had been significant work on vulnerability training, from the voice of the child through to modern slavery and beyond and it was noted that all the recommendations from that inspection had been delivered as reported to the previous Committee in May 2021 including the recommendation relating to voice of the child. A deep dive on vulnerability was scheduled for the November meeting, so a fuller update would be provided

There was a challenge to the recommendation updates provided on the use of force. It was suggested that the Force had been harsh in their own assessment of this and that work was being undertaken by the Stop and Search Working Group to explore if this happened disproportionately when working outside of the City. Steps to address this were ongoing. Members felt that this was a good example of where improved background context would provide a helpful story alongside the metrics.

On road safety, a collaborative effort between the City of London Police (COLP) and the City of London Corporation (COL) was clearly required. It was felt that the Authority Team could helpfully work as an intermediary to address this particular issue once and for all. The Chair requested that the deadline for resolution be brought forward for November 2021 **(4/2021/P)**.

Information regarding the work underway to address other issues such as domestic abuse will be covered within the deep dive on vulnerability.

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

7. **TRANSFORM- UPDATE ON SECTOR / LOCAL POLICING (DEEP DIVE)**

Members received a report of the Commissioner presenting an update on a deep dive of the Sector/Local Policing model since June 2021.

Members felt that the work of Sector and Local Policing was hugely important but yet to demonstrate its full potential since the implementation of the new model. Members sought reassurance and commitment that funding would continue to be prioritised for this area, providing it could be based on a demonstration of effectiveness. There was positive uptake across Members of the corporation and officers confirmed that the model works and would remain. It was hoped that a dedicated ward officer and prevention hub would improve corporate memory with the added benefit of better reporting for measurable outcomes.

Thoughts on what metrics could be used to for measurable outcomes were welcomed, suggestions included how local policing has contributed to the prevention of acquisitive crime, Criminal Behaviour Orders and repeat offenders.

There was a discussion on communications, particularly on the subject of anti-social behaviour (ASB) and the varying tolerance levels to certain behaviours. It was acknowledged that there were often different views amongst residents about when there should be police intervention. Where criminal activity is taking place, the COLP would take action, but in the effort to ensure quality of life there had been an increase in patrols, particularly around the Barbican estate. It was suggested that if the number of patrol hours around the City could be measured, this may usefully be shared with residents and businesses.

It was the ambition of the Force as part of the Transform programme, to have Corporation Communications staff available in the Control Room, to better enable live updates through social media and other appropriate platforms. The Force was also pushing the Next Door app.

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

8. **FORCE'S PERFORMANCE AGAINST THE GOVERNMENT'S NATIONAL PRIORITIES FOR POLICING - SPECIFIED INFORMATION (AMENDMENT) ORDER 2021**

Members received a report of the Town Clerk outlining the performance of the City of London Police against the Government's National Priorities for Policing – Specified Information (Amendment) order 2021.

**RESOLVED**, that:

- 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 be noted; and,
- The performance statement up to the end of July 2021 which had been published on the City of London Police Authority's website be noted.



**9. INTERNAL AUDIT UPDATE**

Members received a report of the Head of Audit and Risk Management providing an update on the work of Internal Audit undertaken for the City of London Police and the Police Authority against the 2021/22 Internal Action Plan.

There needed to be further discussion with the PA Team and relevant Chairs about whether this report needed to and should be presented to both SPPC and Resource, Risk and Estates Committee (RREC), as it had been for this quarter.

It had been requested that Internal Audit escalate significant issues with the Chairs of the relevant Committees as they arise, rather than waiting for the Committee meetings in order to report on them.

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

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

There were no questions.

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

There was no other business.

**12. EXCLUSION OF THE PUBLIC**

The Chair established that there were no questions or other business to be taken in non-public session and ended the meeting accordingly, in public session.

**The meeting ended at 10.24**

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Chairman

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## Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
2/2021/P	6 September 2021 Q1 Performance V Policing Plan Measures	Members wished to see Q4 data from the previous year included with Q1 in 2022.	Assistant Commissioner	<b>Complete-</b> the end of year Q4 assessment column for 2020-21 has been added into the 2021-22 report as requested.
3/2021/P	6 September 2021 HMICFRS Quarterly Report	Report format to be explored with Chair and Deputy Chair ahead of the next meeting.	Assistant Commissioner	<b>In Progress</b> – Feedback from Members at the Committee was fed into the report author, some adjustments have been made to the format but any further constructive feedback welcome.
4/2021/P	6 September 2021 HMICFRS Quarterly Report	The deadline for the road safety to be brought forward to November 2021	Assistant Commissioner	<b>Complete-</b> These recommendations are now complete and are now Green. A detailed briefing note was sent to Graham Packham regarding these with full updates. Updates are also in the report on the agenda.

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# Agenda Item 5

<b>Committee(s):</b> Police Authority Board	<b>Dated:</b> 21 <sup>st</sup> October 2021
Strategic Planning and Performance Committee	3 <sup>rd</sup> November 2021
Professional Standards and Integrity Committee	5 <sup>th</sup> November 2021
<b>Subject:</b> Violence Against Women & Girls: Update report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	People are safe and feel safe
<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:</b> Commissioner of Police Pol 70-21	<b>For information</b>
<b>Report author:</b> Carly Humphreys, Chief Inspector, Response, Local Policing	

## Summary

Sarah Everard's murderer's actions have shaken trust in policing and highlighted that women and girls have real concerns about their safety and violence against them. There are critical issues for the whole of policing that need to be examined and acted on, from vetting to professional standards, to how predatory or misogynistic behaviour is challenged. In line with the national policing response City of London Police (CoLP) is prioritising its response to Violence Against Women and Girls (VAWG) and this report is an interim update on the work in progress. A full report, including a VAWG action plan will be brought to November's Police Authority Board.

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. The murder of Sarah Everard by a serving Metropolitan Police officer, Wayne Couzens has understandably required forces to consider the implications from this appalling tragedy. Whilst this is just one of many cases of violence against women and girls, the fact that the perpetrator was a serving police officer has had a direct impact upon the confidence of many women towards policing. It has also encouraged a number of women to come forward to describe their own negative experiences of working for the police.

2. This report outlines the work being conducted externally and internally to enhance public confidence, reassure our community and address concerns of some of our staff. This work will be supported throughout the organisation and communicated through an external and internal media campaign.

### The National Position

3. The National Police Chiefs Council and the College of Policing will soon be launching a national police strategy for VAWG. This will be led by a new, full-time National Police Lead for VAWG, Deputy Chief Constable Maggie Blyth to drive and coordinate action. In Force we have appointed Detective Chief Superintendent Rebecca Riggs, as our Lead in this area, supported by Detective Chief Inspector Carly Humphreys.
4. The Home Secretary has launched a non-statutory inquiry to investigate the issues raised by the conviction of Wayne Couzens. The inquiry will be made up of 2 parts, establishing a definitive account of Couzen's conduct leading up to his conviction, as well as any opportunities missed and looking at any wider issues across policing – including vetting practices, professional standards and discipline, and workplace behaviour. HMICFRS will be asked to conduct a thematic inspection of vetting and counter-corruption procedures in policing across England and Wales – including forces' ability to detect and deal with misogynistic and predatory behaviour.
5. The Prime Minister will launch a Home Secretary-chaired taskforce to drive cross-government action on tackling violence against women and girls to help maintain public confidence in policing. The new group will report into the Crime and Justice Taskforce chaired by the Prime Minister, Minister for Crime and Policing, Kit Malthouse, and Maggie Blyth. It will meet for the first time in the autumn.
6. Alongside national policing we are currently waiting for further guidance from the Home Office on their request for police forces to record and identify, on an experimental basis any crimes of violence against the person, including stalking and harassment and sexual offences, where the victim perceives it to have been motivated by a hostility based on their sex. CoLP Chief Officer Team is revising our position on this. NPCC is also awaiting the Government's response to the upcoming Law Commission Review, which is considering including misogyny as a hate crime, to provide guidance to us and all police forces of the Government's intention and the correct next steps.

### Community Engagement

7. The force has an internal Vulnerability Working Group (VWG), chaired by Detective Superintendent Richard Waight. This feeds into the Vulnerability Steering Group (VSG) chaired by T/Commander Evans, which has an internal and external membership, notably including a representative from the Department of Community & Children's Services and also a representative from the Police Committee. Both of these groups meet quarterly to oversee many aspects of VAWG, but a more specific VAWG Action Plan has been developed and will be presented to your November Board.

8. Local Policing is currently revising its Night Time Economy (NTE) plan focussed around VAWG, which will incorporate a force-wide approach through a dedicated NTE team. This team will draw upon officers from both Local Policing, the Public Protection Unit (PPU) and the third sector to combat the threat towards women and girls. This is planned for launch early 2022. However due to commence on the 26<sup>th</sup> November 2021 is the Christmas Campaign, which will see increased resourcing dealing with the NTE and with a focus on vulnerability into the New Year.
9. The precise scale of concern amongst women and girls within the City is largely unknown and requires a mature assessment drawing upon the support of local businesses and partner agencies. Ward Panel events are being planned to seek the views of the community and establish with whom we can improve engagement to build additional confidence. Similarly, we are establishing links with our business leads through our newly established Business Crime Reduction Partnership (BCRP). This will enable us to explore from a business community perspective, how we can increase confidence and reduce fear regarding VAWG. Critical to this broader understanding is also the role of our Independent Advisory Scrutiny Group (IASG). A meeting with Local Policing is scheduled for the 21<sup>st</sup> October 2021 to focus on this. We will also continue our partnership work with the City of London Corporation (CoL), with whom we will liaise and engage with to explore options.
10. In targeting high harm offenders, a joint preventative operation is being launched on the 26<sup>th</sup> November 2021 alongside the Metropolitan Police Service and British Transport Police to focus on high-visibility engagement on late and night shifts to tackle VAWG. This activity will be focused in and around transport hubs and licensed premises with a particular focus on ensuring the safety of lone females and monitoring the presence of lone males outside such premises.
11. Work continues with licensed premises and there is a clear pathway to increase female safety through WAVE (Welfare and Vulnerability Engagement) training. This implements the 'ASK FOR ANGELA' scheme across NTE venues. Policing across London has joined together with Safer Sounds, part of the Safer Business Network, and licensed venues across the capital to help keep people safe while enjoying a night out. The safety initiative 'Ask for Angela' is being relaunched on 21<sup>st</sup> October 2021 in the City and will be rolled out to bars, clubs and other licensed businesses. People who feel unsafe, vulnerable or threatened can discreetly seek help by approaching venue staff and asking them for 'Angela'. This code-phrase will indicate to staff that they require help with their situation and a trained member of staff will then look to support and assist them. Venues that support 'Ask for Angela' have been given Welfare And Vulnerability Engagement (WAVE) training.
12. To date, the Safer Business Network (SBN) has delivered training to 15 venues, but the scheme will be re-launched on the 21<sup>st</sup> October 2021. A funding bid to the Home Office has been submitted for £50k relating to the Safety of Women at Night (SWAN), if successful, the SBN this will deliver the training to a further 300 venues across the City.

#### Police Deployment

13. Consideration has been given regarding the deployment of plain clothed officers. A revised policy around prohibiting proactive lone working for plain clothed officers has been communicated to staff. Officers have also been instructed on our newly established public verification process using the FCR (Force Control Room). This now provides reassurance to members of the public should they seek to challenge the identity and deployment of an officer. We have ensured consistency across London, with the Metropolitan Police and British Transport Police regarding this response.
14. On 1<sup>st</sup> October 2021 Commissioner Dyson wrote a communications piece following the sentencing of Wayne Couzens, which was shared externally on Twitter, Facebook, Nextdoor and the CoLP website. Messaging will also continue to be shared through the Monthly Sector Update; the next issue being at the end of this month, which has a circulation of Alderman and Common Councillors.

### Prevention

15. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Interim Report<sup>1</sup> highlighted that we must sustain our focus on taking action to prevent crimes against women and girls before they are committed, including working with partner agencies to tackle the issues that can contribute to someone adopting harmful behaviour. All HMICFRS inspection recommendations are reported to the Strategic Planning and Performance Committee (SPPC), which next meets on 3<sup>rd</sup> November 2021.
16. The City currently has two registered sex offenders subject of a MAPPA (Multi-Agency Public Protection Arrangement) offenders. These offenders are managed through assigned offender managers with a focus on responding to intelligence through proactive policing.
17. Last week, Local Policing received confirmation that they were successful in their bid to obtain £28k of funding relating to 'Safer Street' initiatives, which deliver several night safety hubs across various locations in the City (to be confirmed). These will run until March 2022. Further funding requests have been submitted to the Home Office.
18. The education of men and boys regarding their responsibility as an 'active bystander' to make women and girls feel safe is also an important area. The PPU has already begun to scope this work, which will be delivered alongside partner agencies.
19. PPU and the Vulnerable Victim's Advocate have delivered a webinar presentation to female CoL staff regarding personal safety. Due to its success, a wider training package is being delivered for businesses across the City. PPU will launch '16 Days of Action Against Gender Violence'; an international campaign from 25<sup>th</sup> November 2021. This will include victim hubs at different locations in the City whilst encompassing 'Good Night Out'<sup>2</sup> and WAVE<sup>3</sup> training sessions for licensed premises.

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<sup>1</sup> [Interim report: Inspection into how effectively the police engage with women and girls - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmicfrs/interim-report-2021/)

<sup>2</sup> The 'Good Night Out' campaign supports nightlife spaces and organisations to better understand, respond to, and prevent sexual harassment and assault, through specialist training, policy support and an accreditation programme. [Info | Good Night Out Campaign](#)

<sup>3</sup> The WAVE Programme consists of a training, best practice guidance and the Ask for Angela campaign.



## Enforcement

20. The Force tasking process monitors outstanding suspects for VAWG related offences, this is tracked daily to ensure that all opportunities for apprehending suspects are exploited. Specifically for VAWG offences, the force has three outstanding suspects<sup>4</sup>; two of which are residing overseas.
21. Improving upon our investigation standards is also a critical part of our enforcement plan. When a VAWG crime has taken place, the force will ensure that there is a seamless approach from initial police contact to investigation and subsequently onto the criminal justice system; ensuring that the best support is in place for the victim. For allegations made where there has not been a successful prosecution for the victim, a recent audit from the Domestic Abuse CPS London District Prosecutor, provided a wholly complimentary review of the force's supervision and decision making.
22. PPU work closely with the London RASSO (Rape and Serious Sexual Assault) CPS leads, working together on a Joint Action Plan. An outcome of this joint MOU in relation to securing early CPS investigative advice has improved opportunities for conviction. Regular dip-sample reviews of VAWG offences are conducted for the force Crime Scrutiny Group. Data in respect of this area will be reported in the November paper.
23. Compliance to the Victim's Code is monitored through the Force Resolution Centre and reviewed by the PPU Detective Chief Inspector (DCI). This ensures that all victims have been updated within the appropriate time frame and that investigations are receiving appropriate supervision.
24. Local Policing, by the end of November 2021, will complete a review to ensure that all first responders are equipped to deal with disclosures of domestic abuse, sexual violence, stalking and female genital mutilation. An example of this being the implementation of our domestic abuse '20 point plan' which requires mandatory supervisor attendance at the scene. Additionally, THRIVE (Threat, Harm, Risk, Investigation Opportunities, Vulnerability of the victim and Engagement level required to resolve the issue)<sup>5</sup> training has already been delivered to all first responders, the monitoring of this plan is captured within the force Crime Standards Board, including a monthly 'deep dive' of selected cases.

## Professional Standards Department (PSD)

25. A review of all sexual misconduct and intelligence cases from the past five years is ongoing. From this review, the force is satisfied that all cases have been dealt with effectively and reassured that any risk factors have been identified. This includes

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<sup>4</sup> Correct at 13/10/21 – source PPU.

<sup>5</sup> THRIVE methodology is a recognised technique in policing and is used by a number of police services around the country. It enables our responders and investigators to make an individual assessment of every incident, so we can fit the action we take to the particular circumstances. This provides victims of crime with a bespoke service commensurate with what has occurred and the level of impact on the victim.

ensuring that our contributions to the national barred and advisory list are fully up-to-date. Currently there are two live cases being investigated by PSD, related to VAWG.

26. PSD also has ownership of the NPCC led Sexual Harassment Implementation Plan. This was reviewed in March 2021 and reflects that we are up-to-date with our national requirements.
27. Pro-active work remains at the forefront in relation to Abuse of Position for a Sexual Purpose (APSP). A number of inputs have been delivered internally to educate staff into spotting the signs, as well as externally to vulnerable groups and businesses. This is complemented by a force wide publication of the new NPCC approved video focused on APSP and how to support officers who identify it. More broadly, the specific role of the PSD Engagement Officer has ensured that both internally and externally we outline our force values, standards of professional behaviour and clear reporting routes where wrongdoing is suspected.
28. The force has also developed a Standing Operating Procedure (SOP) in relation to APSP, one of only a small number of forces to have done this, underlining the seriousness in which we are ensuring that APSP is being fully addressed in the risk profile for the force.
29. Vetting is completed in accordance with the College of Policing APP (Approved Professional Practice). This includes mandatory Police checks and Complaints and Misconduct checks, if they have worked in another police force. Any applicant with a conviction, caution or misconduct finding for violence against women will not be granted vetting due to the impact of public confidence on the police service. Any applicant with untested intelligence relating to such matters will be risk-assessed and may include a vetting interview to enable a balanced and proportionate decision to be made.
30. In a bid to speed up the recruitment and vetting process, which can be lengthy, an approach had been taken by the Force to recruit some individuals on a risk assessed basis. This meant that they could join the organisation sooner and commence work on a risk managed basis subject to vetting completion. On the 7<sup>th</sup> October 2021, the Recruitment Oversight Board agreed that the force would no longer 'Risk Manage' individuals into the force, meaning that full vetting would need to be awarded before they commenced employment (unless there are extenuating circumstances which would require a documented rationale by a designated Chief Officer lead).

#### Diversity, Equality and Inclusion (DEI)

31. On the 6th October 2021, Commissioner Dyson led a forum session to listen to staff from across the force and included the sharing of experiences of being a woman in the City of London Police. On Thursday 14th October 2021, Commissioner designate Angela McLaren held a further session for women only.
32. The issues raised have been collated and a Working Group is due to meet this week in order to co-ordinate follow-up communications and implement appropriate suggestions for improvement. Additionally, the Professional Standards Department

(PSD) will support any officers who come forward to report concerns linked to sexual misconduct, both current and historic.

33. Members will already be aware from the regular quarterly reports to the Professional Standards and Integrity Committee (PSIC) on Equality and Inclusion (E&I) that internally, significant work is already in progress regarding E&I. Notably, from April 2022, the force will be launching a series of mandatory annual *values, standards and ethics* sessions for all employees. These inputs will bring together mixed groups of officers and police staff (of different ranks and grades), to collectively explore our culture and values. The sessions will include outside speakers from the communities we serve, to describe the impact policing has had on their lives - both good and bad. These voices will of course include female victims of violence and harassment.
34. Next year the force will also offer short secondments to external organisations who excel in E&I. Our staff who take part will be able to find out from employees of these organisations how they work, and in turn bring back their experiences and best practice to inform our internal approach to E&I. The organisations selected for the scheme will include those which champion female leaders and have concrete measures in place to promote and nurture gender equality.
35. HR processes have also been enhanced to reflect our E&I commitment. This is evidenced through an 'Aspirations Paper' recently agreed at the Force E&I Strategic Board which has set an objective: *To increase the representation of Female Police Officers by 2.6% per year to reach representation of 50% female Officer by 2031*. Currently, our percentage of female Police Officers is 23.7% whereas for Police Staff, it is 57.8% (correct as of September 2021, source 'Force HR Monitoring Report' due to the November SPPC). Of note, at the recent Chief Inspector promotion process, four out of the 6 successful applicants were female. Part of the strategy to deliver this will be to continue making use of initiatives such as 'Police Now' which attracts a high proportion of female applicants. In addition to advertising through the National Staff Networks in order to attract more female interest.
36. Externally, by the end of Quarter 1 for 2022, the force is committed to hosting an E&I conference in the Square Mile. The conference will underscore the force's commitment to E&I and simultaneously provide a platform to explore and promote best practice in policing, for all protected characteristics.
37. The force will make best use of liaising with the Gender Network and LGBT Network. This will seek to ensure that processes are in place to listen to women and trans-women in order to hear what they think needs to take place to improve policing. In November 2021, LGBT+ advisors will undergo training, this will equip them to commence a number of initiatives such as community engagement events which can focus on protecting women and girls.
38. There are specific strands of our wellbeing strategy that fit within our focus surrounding VAWG; all new starters and transferees have direct contact upon induction from the Staff Networks, and Federation or Unite. Additionally, the Buddy Scheme is offered to all new joiners. This is led at Chief Superintendent rank and focuses on culture, the importance of being oneself, and having the confidence to challenge inappropriate

behaviour or wrongdoing such as predatory or misogynistic behaviour. This scheme is being extended to Police Staff.

39. In November 2021, the force will provide a re-accreditation for Mental Health First Aiders. Although interactions will remain confidential, this may provide a broader indication regarding who is utilising the service and whether there are any gaps in provision. The bi-monthly coffee mornings, which have been a great success, will also continue to support wellbeing and have a future theme of gender.
40. The force has also now allocated a 'HeForShe' Senior Lead. This is an emerging piece of work for the force which centres around the premise that both women and men are equally critical to achieving gender equality and promoting women's empowerment.<sup>6</sup>

### Governance and Performance

41. Locally, governance within the force for VAWG will be formally managed through the Performance Management Group with plans to have a more detailed measure within the CoLP Policing Plan 2022-23 for VAWG under the Vulnerability priority. The Policing Plan Measures get reported to your SPPC on a quarterly basis.
42. Additional governance will sit within the VAWG partnership forum which feeds into the Safer City Partnership to drive activity across partnerships, including charities and the third sector.

### **Conclusion**

43. Overall, this report updates Members and has outlined what the force is doing to enhance its response towards VAWG. The focus is very much two pronged; firstly, to develop and improve upon our policing response to these issues and re-build trust and confidence within our communities. Secondly, to ensure that we have a committed internal response for our workforce.
44. These commitments will be overseen through formal governance as described in the report to ensure that progress is monitored and evolved as we increase our internal and external dialogues to tackle VAWG.

### **Appendices - None**

#### **Carly Humphreys**

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<sup>6</sup> <https://www.heforshe.org/en>

# Agenda Item 6

<b>Committee(s):</b> Strategic Planning and Performance Committee– For Information	<b>Dated:</b> 3 <sup>rd</sup> November 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>	<b>No</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 77-21	<b>For Information</b>
<b>Report author:</b> Strategic Development	

## Summary

This report provides Members with an overview of activity undertaken within the last reporting period, since your September 2021 Strategic Planning and Performance Committee, in response to reports published by HMICFRS.

At the September Committee Members commented on the format of the report and Appendix making a number of comments. Revision of the format is a work in progress and any further feedback from Members on how they would like this update presented is welcomed.

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

Two new reports have been published in the last period:

- Police response to violence against women and girls - Final inspection report (2 actions relevant to the Force, 1 of which CoLP is already compliant with, the other is in progress).
- Police super-complaint - A duty to protect: Police use of protective measures in cases involving violence against women and girls (7 actions relevant to the Force, 3 of which CoLP is already compliant with).

### Inspections undertaken since last report

No inspections have taken place

### Inspections Due

A Child Protection revisit inspection is scheduled for December 6<sup>th</sup> 2021. Members are asked to note that the recommendations made in the first inspection in 2019 were

reported as delivered. The revisit will test that and may identify additional areas for improvement.

### **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 19 outstanding recommendations, compared to 27 at the end of the last quarter. Note, actions that were either 'closed' or 'white' have been removed from the tables as a result of feedback from your last Committee.

There are 17 new GREENS to report, demonstrating significant progress since your September 2021 Performance and Resources Management Committee.

<b>Recommendation Summary</b>	<b>Previous report [September 2021]</b>	<b>Current report [November 2021]</b>
NEW Green	17	17
<b>Amber</b>	<b>19</b>	<b>18</b>
<b>Red</b>	<b>8</b>	<b>1</b>
<b>Total Recommendations not yet delivered (amber/red)</b>	<b>27</b>	<b>19</b>

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

### **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 September 2021 Performance and Resources Management Committee there has been 2 new reports published for the force to consider; 7 actions. Progress with existing recommendations as well as detail of the current inspection programme is provided below for reference.

#### **Current Position**

2. 2 reports have been published since last reported to your Committee in September 2021:

- Police response to violence against women and girls - Final inspection report**, published 17<sup>th</sup> September 2021.  
 This is a national HMICFRS report which sets out findings of how effectively the police respond to violence against women and girls. The report makes 5 recommendations, each with a number of sub-actions; there are 2 which are relevant to the City of London Police, detailed within Appendix A.
- Police super-complaint - A duty to protect: Police use of protective measures in cases involving violence against women and girls**, published 25<sup>th</sup> August 2021.  
 A national joint investigation undertaken by the College of Policing, Independent Office of Police Conduct and HMICFRS. The report makes 7 recommendations for forces, 3 of which CoLP has already completed.

### Inspections undertaken since the last report

- No new inspections have taken place.

### Inspections Due

- A revisit inspection of Child Protection will take place in December 2021. This inspection is to assess progress made against the force report first published in July 2020. Members are asked to note that the recommendations made in the first inspection in 2019 were reported as delivered. The revisit will test that and may identify additional areas for improvement.

### HMICFRS Reports Due

- No force reports are anticipated.

### Current status of HMICFRS Recommendations

- A total of 18 HMICFRS reports have been managed by the Force during the last reporting period.
- There are currently 19 outstanding recommendations, detailed in the tables below. There are 17 new greens to report and 1 red.

### Current Status of HMIC Recommendations Summary

HMICFRS Report title	Number of open recommendations/areas for improvement and status			
	Previous report [September 2021]		Current report [November 2021]	
	National report	Force report	National report	Force report

## New Reports

Police response to violence against women and girls - Final inspection report			<b>1 NEW GREEN</b> 1 AMBER	
Police super-complaint - A duty to protect: Police use of protective measures in cases involving violence against women and girls			<b>3 NEW GREEN</b> 4 AMBER	

## Previous Reports

	National report	Force report	National report	Force report
A review of 'Fraud: Time to choose'	3 AMBER		<b>2 NEW GREEN</b> 1 AMBER	
A joint thematic inspection of the police and Crown Prosecution Service's response to rape	1 NEW GREEN 5 AMBER 1 CLOSED		<b>2 NEW GREEN</b> 3 AMBER	
Review of policing domestic abuse during the pandemic	2 NEW GREEN 1 RED		1 AMBER	
The Hidden Victims - Report on Hestia's super-complaint on the police response to victims of modern slavery	3 AMBER		<b>1 NEW GREEN</b> 2 AMBER	
Getting the balance right? An inspection of how effectively the police deal with protests	2 NEW GREEN 3 AMBER		<b>3 NEW GREEN</b> COMPLETE	
Disproportionate use of Police powers	2 NEW GREEN 2 AMBER 2 RED		<b>2 NEW GREEN</b> 2 AMBER	
Pre-charge bail and released under investigation: striking a balance	1 NEW GREEN 1 AMBER		1 AMBER	
Roads Policing – Not Optional	1 NEW GREEN 2 RED 1 WHITE 1 CLOSED		<b>3 NEW GREEN</b> Complete	
Crime Data Integrity inspection 2019		1 RED 1 CLOSED		1 AMBER
The Poor Relation - The police and CPS response to crimes against older people	1 RED		1 AMBER	



PEEL 2018/2019		1 AMBER		1 RED
Understanding the difference: the initial police response to hate crime	1 RED		1 AMBER	
<b>Recommendation Summary</b>	<b>Previous report [September 2021]</b>		<b>Current report [November 2021]</b>	
	<b>National report</b>	<b>Force report</b>	<b>National report</b>	<b>Force report</b>
<b>New reports</b>				
New Green	9	0	4	0
<b>Outstanding (O/S) recommendations</b>				
Amber	12	0	5	0
Red	1	0	0	0
<b>Sub-total O/S – New Reports</b>	<b>13</b>	<b>0</b>	<b>5</b>	<b>0</b>
<b>Previous reports</b>				
NEW Green	8	0	13	0
<b>Outstanding (O/S) Recommendations previous reports</b>				
Amber	6	1	11	1
Red	6	1	0	1
<b>Sub-total O/S – Previous Reports</b>	<b>12</b>	<b>2</b>	<b>11</b>	<b>2</b>
<b>Total outstanding recommendations (red/amber)</b>				
	<b>25</b>	<b>2</b>	<b>16</b>	<b>3</b>
	<b>27</b>		<b>19</b>	

## Conclusion

8. 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.

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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.

### Police response to violence against women and girls - Final inspection report

A national report HMICFRS Published 17<sup>th</sup> September 2021 This report makes 5 recommendations each of which include a number of sub-actions. 2 recommendations apply to the force [in part].

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	By March 2022, all police forces should ensure information on the protected characteristics of victims is accurately and consistently recorded.	<b>NEW GREEN</b>	March 2022	<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. 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> <p>All other sub-actions within the report are for Ministry of Justice, Home Office and other Government depts and NPCC leads.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<u>Recommendation</u> All chief constables should immediately review and ensure that there are consistently high standards in their forces' responses to violence against women and girls and should be supported in doing so by national standards and data	AMBER	March 2022	The report sub divides this recommendation with specific requirements and associated deadlines.  This includes the action for forces to produce and publish an action plan [HMICFRS deadline March 2022] pending input from NPCC lead setting the framework.  Other sub-actions are for NPCC leads, College of Policing, Home Office and other Government depts.

## Police super-complaint - A duty to protect: Police use of protective measures in cases involving violence against women and girls

A national report HMICFRS Published 25th August 2021 There are 7 actions for the force, 3 complete 4 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> Chief constables, in conjunction with the NPCC lead for bail, should implement processes for managing RUI in line with the letter from the NPCC Lead for Bail Management Portfolio dated 29 January 2019 (Annex F of the report). This is to ensure, as far as is possible, that investigations are conducted efficiently and effectively, thereby supporting both victims of crime and unconvicted suspects.	AMBER	No date set by HMICFRS  March 2022	Existing processes and procedures are already in place to address this recommendation.  Next steps:  To further enhance the service, dip samples of released under investigation crime reports will be undertaken.
2	<u>Recommendation</u> Chief constables should ensure data is gathered on the use of voluntary attendance to enable the identification of patterns of its use, particularly in relation to the types of cases, so that voluntary attendance is only used in	NEW GREEN	No date set by HMICFRS	Voluntary Attendance records are completed on the NICHE system. Systems are in place to identify patterns and in particular the types of cases. The records are easily accessible and there to be scrutinised.  Voluntary attendees do not enter the custody suite.

	Recommendations & Areas for Improvement	Status	Due Date	Comment
	those cases where it would be an appropriate case management tactic.			
3	<u>Recommendation</u> Chief constables should introduce processes to ensure that in all pre-charge bail cases where bail lapses, the investigator in charge of the case carries out an assessment of the need for pre bail-charge to continue. In those cases where the suspect has not been charged, the decision to extend or terminate bail should be recorded with a rationale.	NEW GREEN	No date set by HMICFRS	These processes are already in place and conducted by the Custody Management Team reviewing rationale an making appropriate challenges.
7	<u>Recommendation</u> Chief constables should review and if necessary refresh their policy on how the force processes notifications of NMOs [Non-molestation orders], so officers can easily identify if an NMO exists.	AMBER	No date set by HMICFRS March 2022	A wider issue for policing – issues are caused by delays adding the orders onto the Police National Computer system by the courts. Next steps: The force will raise at next meeting with the courts exploring blockage causes and mitigation by the courts.
11	<u>Recommendation</u> Chief constables should, until DAPOs replace DVPNs and DVPOs in their force: A. review, and if necessary refresh their policy on DVPNs and DVPOs, and in line with the overarching recommendation: I. ensure that there is clear governance and communication to prioritise the effective use of DVPNs and DVPOs, when these are the most appropriate tools to use; II. monitor their use to ensure they are being used effectively; and B. ensure experience and lessons learned on using DVPN/DVPOs informs the use of DAPOs.	AMBER	No date set by HMICFRS March 2022	Much of this recommendation is already addressed by supervisory review, dip sampling, existing guidance and force/joint governance meetings. Next steps: <ul style="list-style-type: none"> <li>• Guidance will be updated to reflect the latest court booking process</li> <li>• Training of senior officers to be considered</li> <li>• Timetabling of refresher training to relevant officers</li> </ul>

Recommendations & Areas for Improvement		Status	Due Date	Comment
13	<p><u>Recommendation</u> Chief constables should assure themselves that:</p> <p>A. their officers are fully supported in carrying out their duties to protect all vulnerable domestic abuse victims by:</p> <ol style="list-style-type: none"> <li>1) ensuring their officers understand the suite of protective measures available (including new measures such as DAPOs);</li> <li>2) ensuring officers are aware of referral pathways to third-party support organisations which are available to protect vulnerable domestic abuse victims; and</li> <li>3) ensuring their officers have guidance and support on how to choose the most appropriate response for the situation; and</li> </ol> <p>B. governance is in place to monitor the use of all protection orders and to evaluate their effectiveness, including by seeking the views of victims.</p>	AMBER	<p>No date set by HMICFRS</p> <p>March 2022</p>	<p>A</p> <p>Bullet 1, 2 and 3 – these duties are completed by trained specialist public protection officers. Referral pathways are documents in force SOPs and intranet. The force also has access to a Vulnerable Victim Advocate.</p> <p>B – Dip sampling and Domestic Abuse surveys continue and results reported to appropriate governance meetings</p> <p>Next steps: Domestic abuse matters training is to be delivered to frontline staff – to be timetabled.</p>
14	<p><u>Recommendation</u> Chief constables should consider what legal support they need to use protective measures (if they don't already have this) and secure this support.</p> <p>The NPCC should consider whether regional or national legal (or other) expertise could be made available, so forces can easily access specialist support and can maximise efficiency and consistency.</p>	NEW GREEN	<p>No date set by HMICFRS</p>	<p>This action is for Chief Constables and the NPCC.</p> <p>The force has use of City Solicitors legal team for assistance where needed with protective measures.</p> <p>Additionally, links with local barristers chambers where required for court presentation to secure orders already exists.</p> <p>Any future directives from the NPCC will be incorporated into business as usual.</p>

## 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, 2 of which are delivered, 1 is in progress..

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.	NEW GREEN	30 Sept 2021	CoLP follows the national guidance in this area.
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 Police should set up an effective national tasking and co-ordination process for fraud.	AMBER	31 March 2022	This relates to the FOM (Fraud Operation Meeting) which is run by the NECC. Work is in progress to agree a process which will include workflow, agreed mitigation, agreed risk holders, agreed escalation process, response timeframes etc
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	NEW GREEN	31 Oct 2021	CoLP follows the national guidance in this area.

## 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, 3 are complete, 1 closed and 3 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<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	AMBER	December 2021 for review	Reasons why rape victims fail to support is recorded on force systems and guidance is available to officers.

Recommendations & Areas for Improvement	Status	Due Date	Comment
so that the data gathered can help target necessary remedial action and improve victim care			Audits have recently been conducted and the results are to be reviewed. If audits positive, this action will turn green.
<p>4</p> <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>	NEW GREEN	December 2021 for review	<p>Local CPS Rape and Serious Sexual Offences [RASSO] meetings are being arranged at DI and Det Supt. level.</p> <p>A memorandum of understanding for Early Advice [CPS/CoLP] has been drafted and signed off.</p>
<p>5</p> <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. 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>	NEW GREEN	December 2021 for review	<p>This is included in the Early Advice memorandum of understanding which has been drafted and signed off.</p> <p>Public Protection Unit supervisors are to include rationale re Early Advice on reviews. This is included in updated Rape SOP, which was published in August 2021.</p>



Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<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 should implement any changes needed so that these difficult messages are conveyed in a timely way that best suits the victims' needs.	AMBER	December 2021	This is currently being considered by the force and is to be discussed with partners but may require resolution at a national level.
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. Next step: Force SOP to be updated to ensure this is recorded on force systems. There is currently no mechanism to record how many victims right to views are taken up.

## 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
3	<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: <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>	AMBER	December 2021	Audits for Outcome 16 and 15 [joint with CPS] have now taken place – the results reviewed and learning identified.  The HMICFRS report identified a template in another force which may prove beneficial. This has been secured and the ability to incorporate into force systems is currently being evaluated. It is anticipated this action will be Green by the December due date.

## 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
<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> <ul style="list-style-type: none"> <li>a) easily access information and advice on modern slavery and human trafficking through their force systems;</li> <li>b) identify possible victims of modern slavery;</li> <li>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;</li> <li>d) know how to take immediate steps to make victims feel safe (including facilitating access to a place of safety, if necessary);</li> <li>e) understand how to advise victims what support is available them;</li> <li>f) understand the National Referral Mechanism and duty to notify requirement, and know how to make good-quality referrals; and</li> <li>• 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.</li> </ul>	<p>AMBER</p>	<p>October 2021</p> <p>December 2021 to monitor compliance</p>	<p>Substantively complete: All bullets are now addressed except for c) and g) compliance against which will need to be monitored against a background of crime levels rising to pre covid levels.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p><u>Recommendation - to chief constables</u> 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>	AMBER	<p>October 2021</p> <p>Now December 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 Organised Crime Groups.</p>
4	<p><u>Recommendation</u> <u>To chief constables, and police and crime commissioners</u> 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>	NEW GREEN	<p>October 2021</p>	<p>Modern Slavery leads attend national training, regular Pan-London practitioner meetings and sit on the City of London Corporation working group ensuring up to date guidance is shared.</p> <p>Guidance has been provided to officers during training and is available on the intranet and 16 officers across the force have attended a 2-day college of policing Modern Slavery Victim Liaison Officer training course.</p> <p>Public Protection Unit officers also work closely with partners to ensure multiagency approach to safeguarding and support.</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, 5 complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<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 [NPoCC] Strategic Intelligence and Briefing team. And this team should ensure that its intelligence collection process is fit for purpose.</p>	NEW GREEN	Dec 2021 pending Transform changes embedded	The force completes all necessary returns to NPoCC and links with the MPS. These feed a national bi-weekly meetings allowing a national picture. Under Transform the intelligence function takes protest work excluding Extreme Right Wing as that will remain within the Special Branch arena. Intel Development Officers are in post with the intelligence function.
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>	NEW GREEN	December 2021	The Corporation Legal Services team now has access to the Knowledge Hub and have signed up to the relevant area.
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>	NEW GREEN	December 2021	Reviewed at the last Public Order Working Group: the group is satisfied that the force is compliant with this recommendation. Protests (and all public order operations) are debriefed appropriate to the scale of the operation and the level of impact it has had, with the most significant operations (in terms of resource or impact) being fully debrief by qualified debriefers through a structured debrief. Results of debriefs feed into NPoCC.

## Disproportionate use of Police powers

A national report HMICFRS Published 26<sup>th</sup> February 2021 There are 6 actions for the force, 4 are complete and 2 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><u>Recommendation</u></p> <ul style="list-style-type: none"> <li>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.</li> </ul>	AMBER	July 2022	Assurance that officers are appropriately trained in this area is provided by the Stop and Search and Use of Force Working Group. New training opportunities are being explored and a pilot is being run. Once delivered this will need to be evaluated.
2	<p><u>Recommendation</u></p> <p>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>	NEW GREEN	July 2021	<p>Continuing Professional Development sessions have been delivered on Stop and Search – this included communication skills.</p> <p>The Body Worn Video SOP has been re-issued and addresses this point.</p>
3	<p><u>Recommendation</u></p> <p>By September 2021, forces should:</p> <ul style="list-style-type: none"> <li>[1]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>[2]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 officers to account when behaviour falls below acceptable standards; and</li> <li>[3]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>	AMBER	December 2021	<p>Bullet 1 and Bullet 2 – the Body Worn Video SOP has been re-issued and addresses these points. Complete.</p> <p>Bullet 3 - Advice from Force Solicitors still awaited, but a process has been developed and is ready to launch once legal advice has been received.</p>

5	<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.	NEW GREEN	July 2021	The force has a Stop and Search and Use of Force monitoring group that regularly review comprehensive analysis reports. These reports enable the force to identify any disproportionality.
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## 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
9	<u>Recommendation</u> 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.	AMBER	March 2021 for initial review [completed]  December 2021 to monitor compliance within the new system	The force has recently implemented a new system for communicating with the CPS; the MG3 form [see recommendation] has been retired and monitoring is being put in place to ensure compliance and further messaging to the force is planned as part of bedding in the new system.

## Roads Policing – Not Optional

A National report HMICFRS Published 15<sup>th</sup> July 2020. There are 10 recommendations for the force, 8 are completed, 2 closed [not applicable].

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<p><u>Recommendation</u> 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>	NEW GREEN	September 2020 for an initial position  Now January 2022	The force has analytical resources which is funded by TfL. Information is shared with partners, including City of London Corporation. both the City of London Police and City of London Corporation are confident that the RDRP affords an effective vehicle to formally assess road safety initiatives.
11	<p><u>Recommendation</u> -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>	NEW GREEN	August 2021 for the College of Policing	The College of Policing has recently introduced a revised syllabus for Roads Policing training – the force is identifying candidates and will incorporate into existing training plans.
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>	NEW GREEN	September 2020 [subject to review]	City of London Police routinely shares collision data with the Corporation and report the data to the Department of Transport through their CRASH system. The data is also shared with other RDRP members. This includes formal year-end data, and in-year management information to inform RDRP discussions and decisions

## 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
6	<p><u>Area for Improvement</u> The force should immediately improve its use of cannabis warnings, penalty notices for disorder and community resolutions, to make sure it only issues them in accordance with national guidance.</p>	AMBER	<p>February 2020</p> <p>December 2021 to further assess performance</p>	<p><u>Current Position</u> <b>Substantively complete.</b> Overall compliance is 70% – audits are completed every 2 weeks and reviewed by the Strategic lead who holds failing officers to account. Additional training, access to systems and guidance has been issued to facilitate improved performance. Onward compliance and monitoring continues. The force continues to engage with partners regarding a replacement process [2 Tier Out of Court Disposals], but this is a longer term project.</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
10	<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>	AMBER	<p>December 2021 pending appointment of a force Victim Champion</p>	<p>The force already undertakes some activity which contributes, however the need for a permanent Victim Champion was identified within Transform.</p> <p>This position has yet to be filled which has impacted progress.</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
2	<u>Area for Improvement</u> The force should implement a process to get feedback from vulnerable victims.	RED	December 2019	Some vulnerable victims are approached for feedback , however there is a need to expand this. Completion has been hampered by staff moves and resourcing issues, which continues to be a factor.  The force is formulating criteria against which victims can be matched for further follow-up. A further deadline of January 2022 has been set to achieve this.

## 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
8	<u>Recommendation</u> Our inspection shows that some hate crime victims get a better service than others due to the national minimum standard of response to victims of hate crime inconsistently applied. <ul style="list-style-type: none"> <li>•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>•following the review, any agreed standard of response for forces should be monitored by governance processes, including external scrutiny.</li> </ul>	AMBER	December 2020  (December 2021 to establish progress)	<b>Substantively complete.</b> Actions have been taken; the force SOP has been revised and published, Hate Crime dip sampling is included in the force schedule and the IASG has been engaged with.  Independent surveying of victims of Hate crime remains to be completed.

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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 3 <sup>rd</sup> November 2021
<b>Subject:</b> Human Resources Data Monitoring Information 1 April 2021 – 30 September 2021	<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 78-21	<b>For Information</b>
<b>Report author:</b> Julia Perera, HR Director	

## Summary

This report sets out the City of London Police (‘the Force’) Human Resources monitoring data for the period between **1<sup>st</sup> April 2021 to 30<sup>th</sup> September 2021**. The data provided in this report provides detail as to whether as a force we are on target to deliver the requirements as set out by the forces Strategic Workforce Plan. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:

- **The force strength** – which at the end of September 2021 was 844.56 (FTE) Police Officers and 478.70 (FTE) Police Staff. The figures include PCSOs, apprentices and staff that are in funded posts.
- Please note that the Establishment was 933 for Officers and 513.10 for staff.
- **Sickness** – The average working days lost for Police Officers is 2.9 days and for Police Staff is 3.7 days during this period. Using Home Office national measures, the absence rate for officers for the financial year 2020/21 was 3.5% and the absence rate for staff was 3.9%. [Note that this data does not include Covid related sickness]
- **Grievances** – One new grievance case has been submitted during this period.
- **Employment Tribunals** – There have been no new Employment Tribunal cases submitted during the reporting period.

Members are asked to:

- Note the Report.

## **Main Report**

### **Background**

1. The City of London Police Human Resources Directorate provide a performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1st April 2021 and 30<sup>th</sup> September 2021.

### **Workforce Management**

2. As of 30<sup>th</sup> September, the City of London Police has an overall strength of 844.56 Police Officers, against an Establishment model of 933. The Establishment is based on the agreed Force Structure models. Following the financial pressures placed upon the force in the last six months significant work continues to be taken regarding workforce planning. The Strategic Workforce Planning Meeting, which is chaired by the Assistant Commissioner, oversees all workforce planning activity within the force and reviews the force structure to ensure that we continue to operate in line with financial boundaries.
3. Due to the challenges regarding funding, the Recruitment Oversight Board, which oversees recruitment activity also approves all start dates for new joiners to ensure it is operating within the financial boundaries.
4. Recruitment activity is ongoing for all externally funded Police Officer and Police Staff posts.
5. Recruitment activity is being managed in relation to Police Officer posts where there is a skills gap within the force, such as firearms officers and officers from the economic crime sector. The force has also continued with promotion processes within the reporting period.
6. The force's Workforce Plan (which was introduced in December 2016) is refreshed and updated every 12 months to ensure that as a force we have an understanding of our current priorities, demands and threats, mapped against our workforce numbers, skills and demographics. The Workforce Plan is closely linked with the STRA process. The Workforce Plan is supported by a 12 month recruitment plan, which details the promotion, transferee and other bulk recruitment campaigns to ensure we meet our demand; there is also a 12 month training plan which takes into account the skills required across the force. The Workforce Plan is reported to your Risk, Resource and Estates Committee as agreed with the Chairs.
7. As of 30<sup>th</sup> September 2021, the strength of Police Staff is currently 478.70. (FTE) against an Establishment model of 513.10. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts. A robust framework has been implemented to monitor the number of

agency staff roles and continues to be closely monitored by the Strategic Workforce Planning Meeting.

**Table of CoLP Officer and Staff Establishment Figures vs Strength as of 30/09/2021**

<b>Rounded FTE</b>		<b>31/03/17</b>	<b>31/03/18</b>	<b>31/03/20 19</b>	<b>31/03/20 20 *</b>	<b>30/03/20 21*</b>	<b>30/09/20 21*</b>
Officers	Establishment	735	735	756	843	888	933
	Strength	675.49	695.38	735.47	767.72	861.35	844.56
Staff	Establishment	468.1	451.10	451.10	518.22	506.06	513.10
	Strength	411.46	443.20	413.02	444.49	493.87	478.70
PCSO's (included in staff numbers)	Establishment	22	14	6.79	6.79	5.79	5.00
	Strength	11	8	5.79	4.79	4.79	3.79
Specials	Establishment	100	100	100	100	100	100
	Strength	58	73	76	76	79	79
Agency	Strength	18	33	24	8	14	17
Volunteers	Strength	21	9	12	10	18	20

\* Please note that posts previously shown as unfunded off establishment (for both officers and staff) are now reflected in these numbers)

8. Following the National Uplift programme where the government has allocated additional posts to the force the first student officer intake of 2021/22 took place in September 2021. This is the first student cohort within CoLP to undertake the Policing Education Qualifications (PEQF) route, which has replaced the traditional Initial Police Learning and Development Programme (IPLDP) route of training student officers. The force continues to also profile in regular transferee officer campaigns which will target skills that the force require.
9. In order to manage this growth in Police Officer numbers, revised recruitment methods and procedures have been developed to increase capacity and improve the customer experience for all. Learning & Organisational Development have had to adapt to larger intake classes and different methods of instruction to maintain delivery during the Covid 19 pandemic.
10. Following the changes made to recruitment processes during the pandemic and more staff and officers returning to the workplace, recruitment methods have been reviewed with a hybrid approach being adopted. Some interviews and selection processes are still taking place on line however an increasing amount are being performed in a face to face setting. The situation will continue to be monitored and adapted when required.

11. The Vetting Unit within Professional Standards has introduced a new IT System which has streamlined and improved vetting times. They still play a key role in the Recruitment Oversight Board, where any issues can be raised and dealt with quickly.
12. As detailed in our previous report our collaboration with Police Now resulted in a diverse group of high-calibre graduates joining the Specialist Operations Directorate in January 2021 as direct entry detectives. Due to the success of this programme we have engaged with Police Now for a further cohort of direct entry Detectives to join the force. They are due to join in early 2022.
13. Based on our attrition rates and predicted retirements over the next five years the force has built within its workforce plan & recruitment strategy the number of probationers and transferees we will need to recruit to support the force's corporate plan. This plan reflects the national uplift for year 2 and year 3 and also reflects the skills the force will require for the next 5- 10 years. The workforce plan also takes into account the Strategic Threat and Risk (STRA) process and the Transform Programme outcomes.

## **People Development**

### Talent Delivery:

14. The Talent Development delivery plan gives a strategic overview of the framework for the delivery of the plan against define, attract, select, develop & manage, engagement & retention and management of talent linked to the Corporate Plan. This work has now been aligned to the CoLP/ NPCC Equality and Inclusion Plan which will ensure that the many initiatives that have been delivered both by Learning & Organisational Development (L&OD) and business areas across the force are communicated across the Force.
15. Delivery of application and Interview workshops for all officers and staff has continued throughout the pandemic. Workshops specifically linked to the recent Chief Inspector process have been well attended and positive feedback received from candidates
16. The three tier mentoring has been reviewed and we recruited 11 new internal mentors in 2021 and currently have active relationships with BTP and MPS. We are also working with the Princes Trust on delivery of the Mosaic Program which was put on hold due to the pandemic.
17. Reverse mentoring – we launched a reverse mentoring pilot, with 5 mentors ranked from Constable to Inspector and 5 mentees ranked Superintendent and Chief Superintendent. We have 4 more pairs that will join the pilot later in 2021. The feedback has been positive, the pilot will be reviewed in the Autumn with a view to further rollout.
18. The Positive Action Leadership Scheme (PALS) was launched in December 2020 and the final Module (6) was delivered in September. The final module was attended by the Commissioner designate. Feedback from delegates has been positive. The programme focuses on the personal and professional

development of individuals, providing tools for colleagues to progress their careers, whether for promotion or lateral development. A review will take place in the autumn to plan how this programme will be rolled out across the force.

19. Over the past 18 months we have been running some pilots for development programmes- in ECD, with PALs and with the Gender Equality Network. All three are focused on different types of development.
- ECD (NLF) Development programme – was initially targeted at staff
  - PALs – was targeted to under represented groups
  - Leading with Impact - aimed at those in a supervisory role (or those wishing to move into a supervisory role) led by the Gender Equality Network and will be delivered in 2022.

These pilots will be reviewed to ensure the programmes complement each other and both Officers/Staff can identify which are most suitable to them.

20. Work continues with the senior leadership team (SLT) to embed the forces leadership and cultural commitments. A leadership development CPD event was delivered to SLT in March and we ran 8 workshops with Superintendents, Chief Inspectors and equivalent grade Staff during July and August. The outcomes of these workshops have been shared with the Chief Officer Team in September. We have aligned this work with development and implementation of the cultural journey that will support the force in both the short term including and up to 2025. This work will include business areas working together to solve problems and develop a single force ethos.
21. The PDR system has been further upgraded in April 2021. The new version is able to provide a more holistic people development structure for the force. It will be able to capture and analyse any development needs of each employee and will have the ability to report these needs. The benefits of the new system will be highlighted further in future committee reports as the system is embedded within the force.

PEQF (Policing Education Qualifications Framework):

22. Since the beginning of 2021, L&OD have been working closely with Coventry University to design the new PEQF programme for our future student officers. We were able to meet the criteria for sign off from the College of Policing earlier in the Summer and were delighted to receive commendations for our proposals in the areas of recruitment, Equality and Inclusion and Support & wellbeing. Our first cohort of students receiving this new training programme starts with us in September 2021 with some completing the two year programme (for existing degree holders) and others the three year programme (for new apprentices).

### Training Needs Analysis:

#### Detective Professionalising investigation Programme (PIP) Training Needs Analysis

23. In early 2021, CoLP was the first force in the country to implement the Chronicle PIP training system, which allows for the monitoring of detective accreditation and ongoing development, as well as identifying training and skills gaps. One such skills gap is that of mandatory development for those at DS and DI ranks. To address this skills gap CoLP L&OD have commenced a partnership with an external provider to deliver the new College detective programme of training for Supervisors. In addition to upskilling our own, we are able to sell spaces to delegates from other forces to help offset our own costs.
24. To date, the Chronicle PIP system has been implemented for all PIP2 detectives and work has begun to configure PIP3 and PIP4 roles on the system as well as general detective CPD. Work is also in progress to align this system with the Force's central training system (TAS), via an interface, to ensure a single point of truth for all PIP related records. The L&OD team are in the process of setting up and launching the ePortfolio functionality on the system which is to be piloted in late 2021 on a PIP2 Investigator course. This will allow the electronic submission of work based portfolios for trainee DCs for the first time.

#### Forcewide Training Needs Analysis for Transform Operating Model

25. At the beginning of the year, the Transform Programme board worked with Business Area Leads to scope out the training needs which would emerge from each of the new models. This is critical to ensure that the workforce are suitably skilled to carry out their roles under the new operating models.
26. Findings were passed to L&OD and we have since led on two Training Boards (in July and August), chaired by T/Commander Evans, to assess the skills gap and prioritise training accordingly. This process has resulted in a potential saving from the initial 'ask' to a more refined model whereby essential areas have been prioritised and resources effectively pooled to increase our accessibility to skilled individuals across the force.

### Custody Training:

27. We have successfully upskilled two additional trainers to deliver gaoler and Sgt courses, thereby providing additional resilience and allowing us to broaden our offering. There have been 2 x custody courses in 2021 with a third planned for October 2021. All custody refreshers are booked for March 2022 and there has been a request for a Gaolers course prior to the end of 2021. All custody courses have been mapped into our demand calendar to assist with future planning.



## Continued Professional Development (CPD)

28. Our 'Focus on' sessions since April 2021 have focused on areas of Diversity and Inclusion. We have delivered sessions on each of the protected characteristics, using our own staff but also external speakers from other forces and agencies. Topics have included Unconscious Bias in policing, Gender Imbalance and Stereotyping in Gypsy, Roma and Traveller Communities. Over 700 officers have attended these sessions and we will continue to build on these with a programme of Equality and Inclusion training opportunities.
29. From October 2022, CPD will focus on detective training, we have a number of Senior Investigating Officers lined up to present to our investigators with a focus on best practice.
30. Two modules of the Management Development Programme (MDP) have been delivered in 2021 focusing on effective finance and budgeting, leadership styles, the PRI (Performance Requires Improvement) process and Occupational Health referrals. Over 80 managers attended the sessions. The next will be delivered in November and will focus on Leadership development, the PDR process and Misconduct procedures.
31. The Management course for Sergeants- the 'Core Leadership Programme' was delivered in May and run online. The equivalent Inspectors course is planned for November following the latest promotion process. The learning outcomes will assist officers with the professional promotion portfolio. Consideration is being given to provide a bespoke training package for new and acting sergeants on response groups.
32. 250 officers will receive additional public order training at Gravesend training centre to fulfil our commitments to mutual aid and Operation Benbow. This will be recorded and a video produced to assist with future training. At the same time, frontline officers will have started receiving additional vulnerability training covering themes including modern slavery, online grooming and the importance of the voice of a child, this is being delivered online. Stop search training will be delivered separately from public order training and will also be taught virtually to maximise training numbers.

## Driver Training and Future Demand

33. The demand for driving school has been identified through the Training Boards conducted this Summer as part of our Transform Programme of work, a planner has been produced which enables operational capability to be maintained. The current fleet is being used to full capacity to deliver this and will need to be increased to meet the future demand. The future of motorcycle training needs to be explored as the pathways into police riding require different types of bikes including electric options to ensure the development of riders. This will be in line with the Force Fleet Strategy.

## IT Training

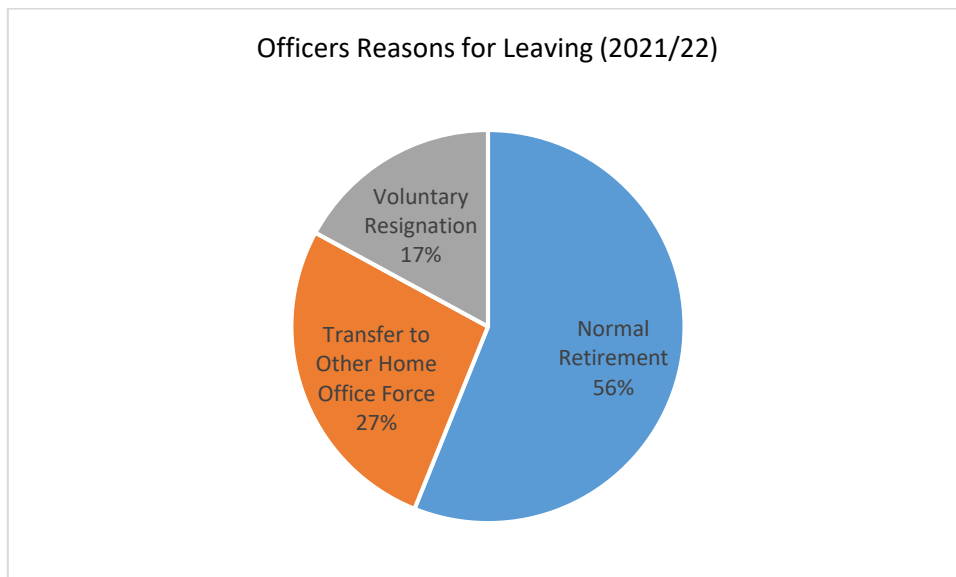
34. PND and PNC training has caught up with demand and procedures implemented to ensure appropriate allocation of courses. ViSOR courses can now be offered to satisfy demand identified by transform. Niche and Pronto training has been delivered to all that require it in-force and a supervisor and refresher package has been developed.

## **Labour Turnover**

35. During the reporting period (April 2021 – September 2021), 41 Police Officers and 25 Police Staff left the City of London Police, this equates to a 4.7% and 4.9% turnover rate respectively. The breakdown of reasons for leaving the force is provided in the tables below for each staff group; a further six years of data has been added for trend purposes.

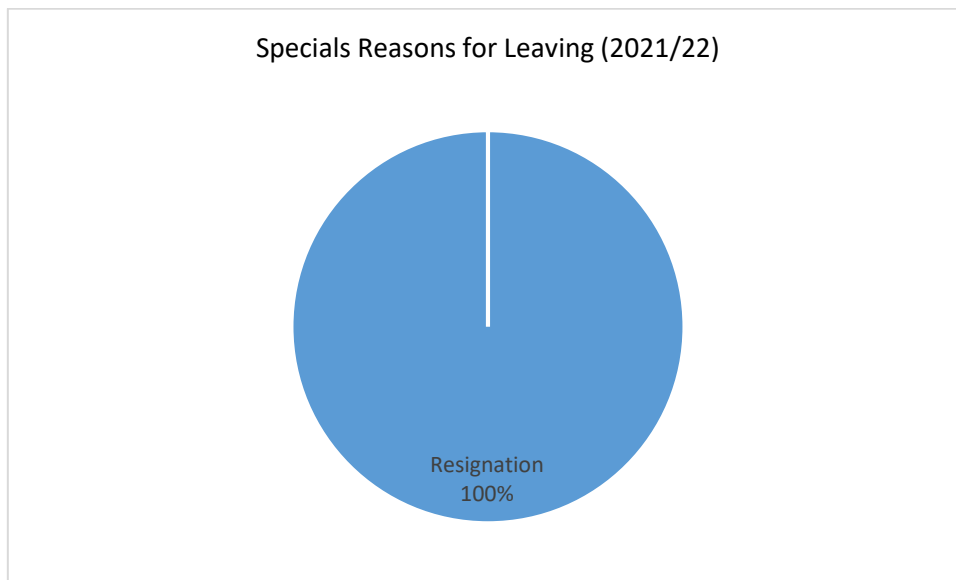
### **CoLP Police Officers - Reasons for Leaving (per Financial Year)**

Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in/not in active service	1	0	0	0	0	1	0
Dismissed	1	0	1	1	0	0	0
End of Contract/Secondment	0	0	1	0	0	4	0
Medical Retirement	3	2	2	0	2	1	0
Retirement	40	37	35	37	31	29	23
Transfer	7	7	9	17	22	14	11
Resignation	20	14	26	7	22	21	7
<b>Total</b>	<b>72</b>	<b>60</b>	<b>74</b>	<b>62</b>	<b>77</b>	<b>70</b>	<b>41</b>



### CoLP Special Constabulary - Reasons for Leaving (per Financial Year)

Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in service	0	0	0	0	0	0	0
Resignation	6	14	8	6	3	5	5
Joined Regulars	0	0	2	1	9	1	0
Dismissal	0	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	0
Medical Retirement	0	0	0	0	0	1	0
<b>Total</b>	<b>6</b>	<b>14</b>	<b>10</b>	<b>7</b>	<b>12</b>	<b>7</b>	<b>5</b>



### CoLP Staff - Reasons for Leaving (per Financial Year)

Reason for leaving	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Death in service	0	1	1	1	0	1	0
Dismissed	1	1	2	1	1	2	0
Medical Retirement	1	1	0	0	0	0	0
Retirement	8	2	5	10	6	7	2
Transfer	6	2	2	0	0	0	0
Resignation <sup>1</sup>	44	37	42	49	44	25	22
Resignation joined Police	2	2	7	2	0	0	1
Redundancy	5	6	1	1	0	0	0
End of Secondment	0	0	0	1	0	0	0
<b>Total</b>	<b>67</b>	<b>52</b>	<b>60</b>	<b>65</b>	<b>51</b>	<b>35</b>	<b>25</b>



36. For the reporting period, 41 Police Officers left the force with the highest number leaving from Specialist Operations (14), followed by NLF/ECD (13) and Local Policing (12). The main reasons for Police Officers leaving during this

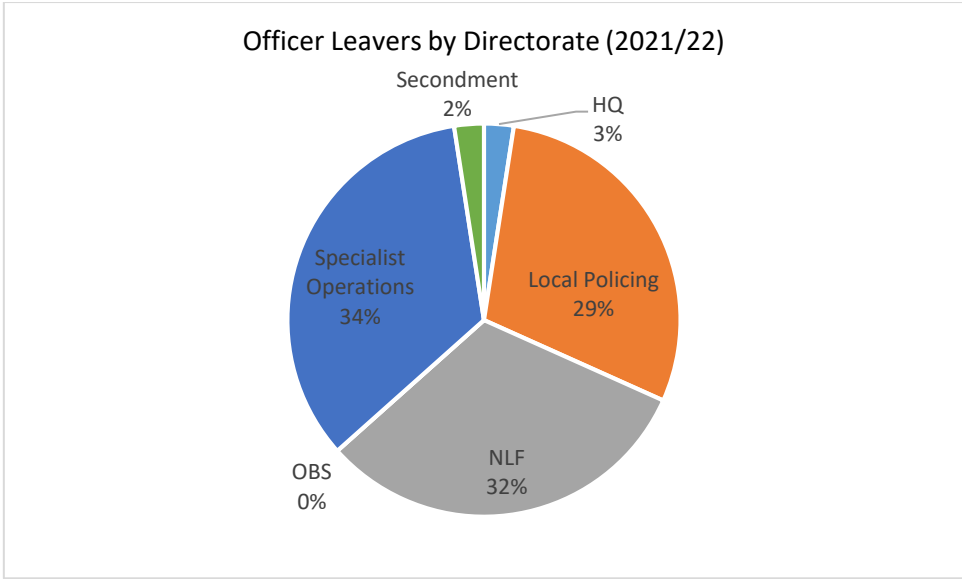
<sup>1</sup> Resignation includes the conclusion of fixed term contracts

period was retirement followed by transferring to another force for either career development or personal reasons. The College of Policing actively encourage officers to move to other forces to gain a wider insight and develop in their careers, within CoLP we have a number of officers that have rejoined us from other forces bringing with them new ideas, experiences and innovations.

37. 25 Police Staff in total left the force in the reporting period, the greatest number of leavers were in what is now Operational Business Support (OBS) (7), followed by Specialist Operations (6) and HQ (6). The main reason for leaving was resignation.
38. HR have been collating online exit interview data via Survey Monkey since the beginning of 2019. The exit interview survey was reviewed and relaunched with a new format and updated questions in April/May 2021. HR continue to offer the facility of a face to face exit interview to CoLP officers and staff if preferred and in addition if staff prefer they can have an exit interview with one of the staff networks.
39. For the financial year, 24 online exit interviews have been completed, including 10 Police Officers and 14 Support Staff. Of these exit interviews, the majority of responses were positive to questions about working at the CoLP, such as, having a clear understanding of what was expected of them and how their work related to the CoLP's goals, and that individuals felt they were given opportunities to learn new things.

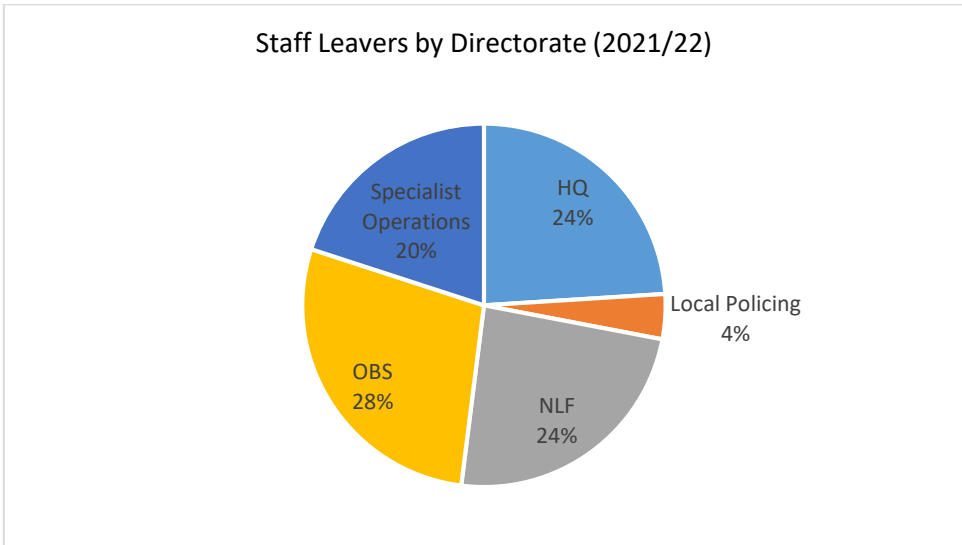
#### **CoLP Officer Leaver's by Directorate (Financial Year 2021/2022)**

<b>Directorate</b>	<b>Apr 21</b>	<b>May 21</b>	<b>Jun 21</b>	<b>Jul 21</b>	<b>Aug 21</b>	<b>Sept 21</b>	<b>Total</b>
<b>HQ</b>	1	0	0	0	0	0	<b>1</b>
<b>Local Policing</b>	2	0	1	5	1	3	<b>12</b>
<b>NLF</b>	1	0	5	3	1	3	<b>13</b>
<b>OBS</b>	0	0	0	0	0	0	<b>0</b>
<b>Specialist Operations</b>	2	1	5	1	4	1	<b>14</b>
<b>Secondments</b>	0	0	0	0	1	0	<b>1</b>
<b>Total</b>	<b>6</b>	<b>1</b>	<b>11</b>	<b>9</b>	<b>7</b>	<b>7</b>	<b>41</b>



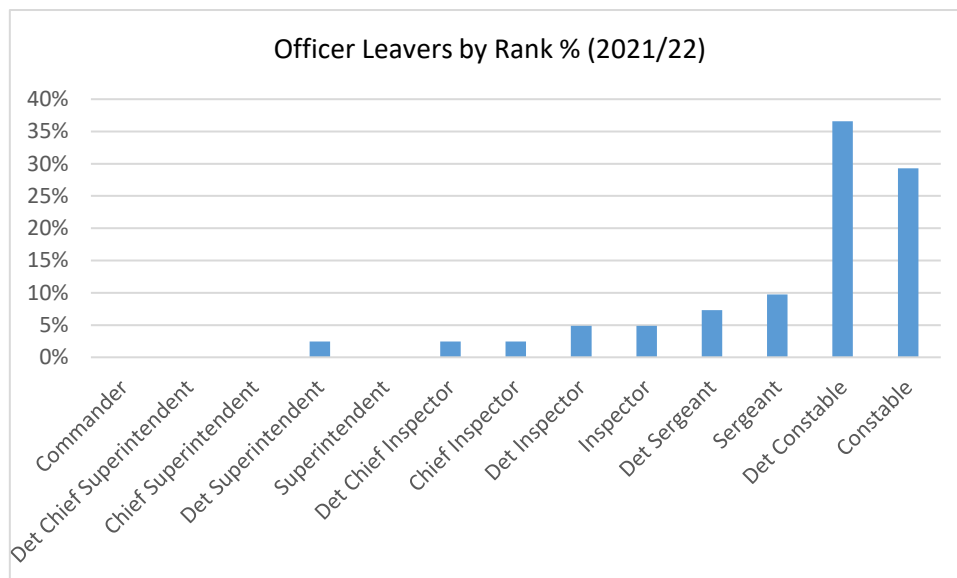
**CoLP Staff Leaver's by Directorate (Financial Year 2021/2022)**

Directorate	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sept 21	Total
HQ	0	1	2	2	1	0	6
Local Policing	1	0	0	0	0	0	1
NLF	1	1	0	2	1	1	6
OBS	2	2	1	0	2	0	7
Specialist Operations	0	0	0	2	2	1	5
<b>Total</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>2</b>	<b>25</b>



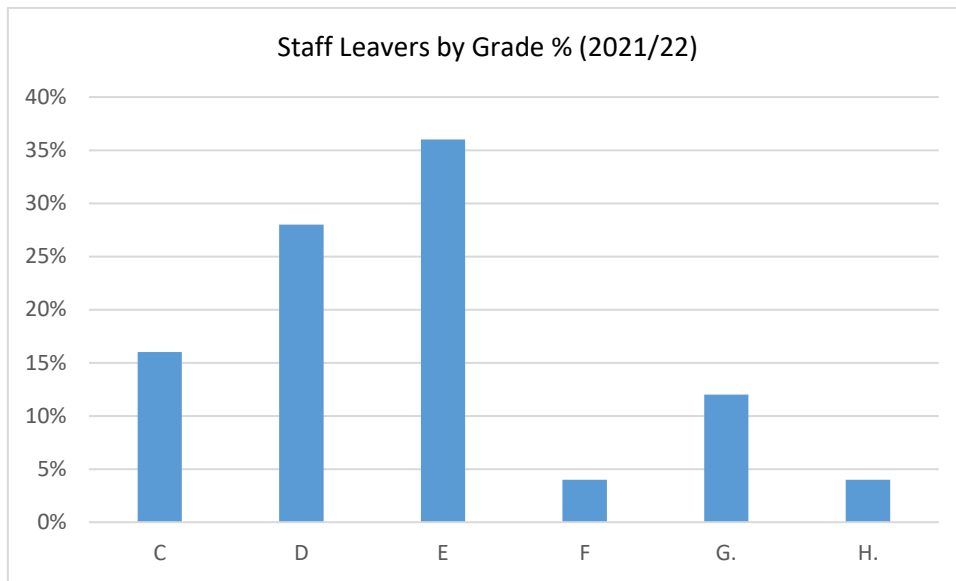
### CoLP Officers Leavers by Rank (Financial Year 2021/2022)

Rank / Grade	Police
Commander	0
Det Chief Superintendent	0
Chief Superintendent	0
Det Superintendent	1
Superintendent	0
Det Chief Inspector	1
Chief Inspector	1
Det Inspector	2
Inspector	2
Det Sergeant	3
Sergeant	4
Det Constable	15
Constable	12
<b>Grand Total</b>	<b>41</b>



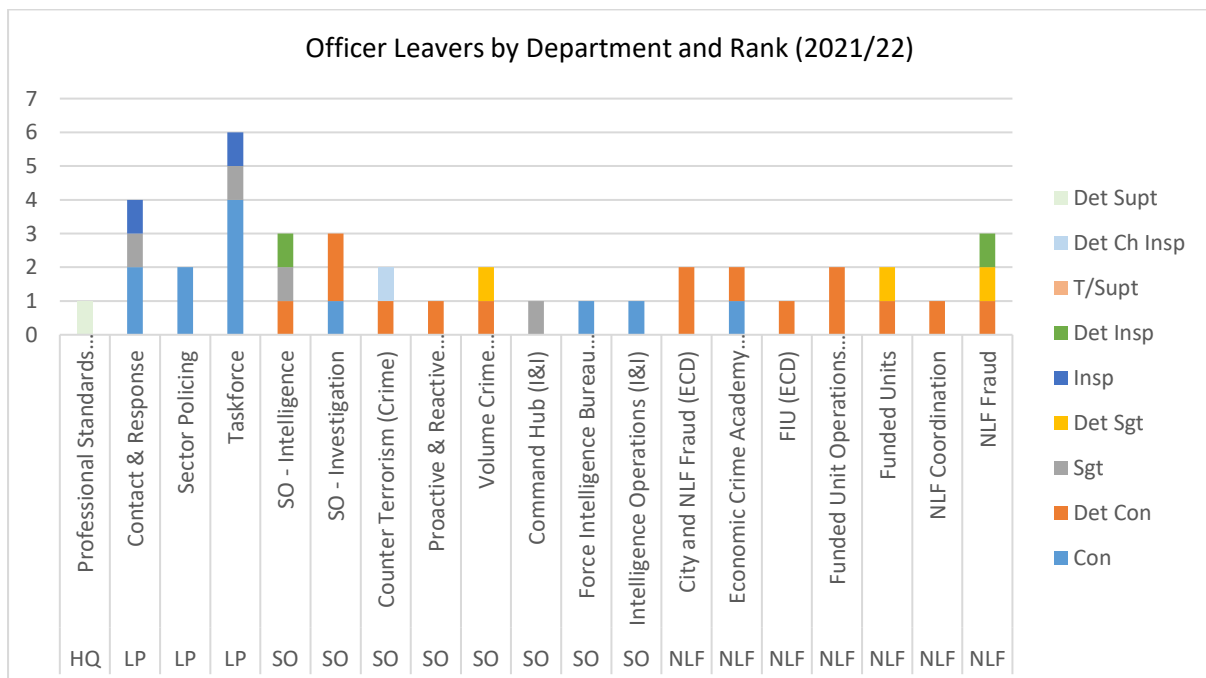
### CoLP Staff Leavers by Grade (Financial Year 2021/2022)

Rank / Grade	Support Staff
A.	0
B	0
C	4
D	7
E	9
F	1
G	3
H	1
<b>Total</b>	<b>25</b>



### CoLP Police Officer Leavers by Department and Rank (Financial Year 2021/22)

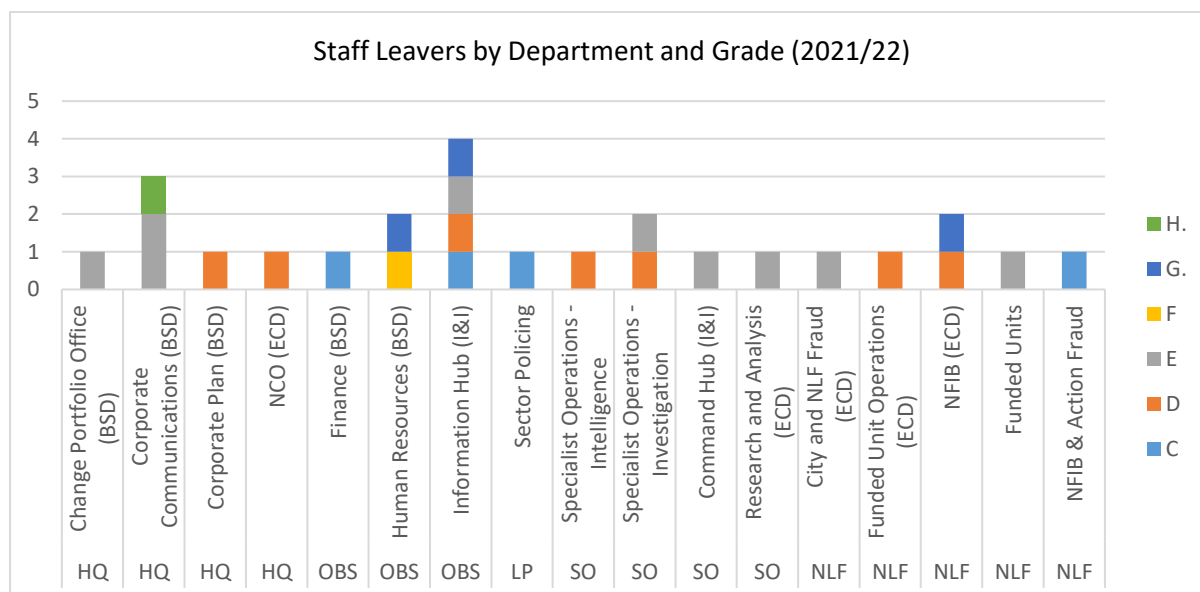
40. The graph below shows the number of Officer leavers by Department and Rank. During this reporting period, the greatest number of leavers was in Taskforce with 6 leavers.





## CoLP Staff Leavers by Department and Grade (Financial Year 2021/22)

41. The graph below shows Staff leavers by Department and Grade. During this reporting period, 4 employees left Information Hub, now in OBS.



## Recruitment

42. In the reporting period of 1<sup>st</sup> April 2021 – 30<sup>th</sup> September 2021, the City of London Police have had 35 Police Officer recruitment campaigns. There have been 5 promotion campaigns, these include the Assistant Commissioner campaign launched in August 2021, and a Chief Superintendent, National Business Crime Superintendent, Chief Inspector, and Inspector. A Commissioner campaign was launched in May 2021 and an appointment has been made, the new Commissioner will start towards the end of the year. 33 Police Staff campaigns have taken place during the same period.
43. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process as well as medical assessments. As a result, repeat recruitment campaigns are often required.
44. In April 2021, a Chief Inspector promotion and selection campaign was launched, this received 29 applications, 6 applicants were successful, 4 of the successful candidates were female, and 3 were internal.
45. An Inspectors promotion and selection process was launched in January 2021 which resulted in 67 applicants, of which 38 shortlisted for interview. 27 were successful and have been posted as a result of the posting panel that took place in in September 2021. Both of these campaigns, Chief Inspector and Inspector, have enabled the force to fill some of its immediate vacancies. The Inspectors process has enabled the force to maintain a select list where officers can be posted as vacancies arise at this rank.

46. Following the decision that the force will be the National Lead in Cyber Crime a promotion/selection campaign took place in early 2021 to appoint a Detective Chief Superintendent, they joined the force in April 2021.

### **Police Officer Recruitment**

47. A total of 45 Police Officers were recruited during the reporting period including 12 Student Officers/Probationers.

### **Police Staff Recruitment**

48. A total of 22 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.

### **Equality and Inclusion**

49. The Equality and Inclusion Operational Board was formed in June 2020 and is chaired by a T/Commander its purpose is to raise any issues that impact on the force's operational performance, in relation to equality, diversity and inclusion. It supports the force's performance in creating an inclusive and diverse organisation. The board includes representatives from all support networks and staff from several of the force's organisational units.
50. The force's HR Self Service system enables employees to self-define their protected characteristics. This links in with a national initiative that has recently been launched through the uplift programme to encourage officers and staff to record their characteristics.
51. The force has also introduced a new Equality and Diversity Strategy.
52. Full reporting on matters relating to E &I are now reported to the Professional Standards and Integrity Committee, this includes a Highlight report and updates on progress on all workstreams, so is not repeated here. However, data on all aspects of E&I protected characteristics is reported below where available.

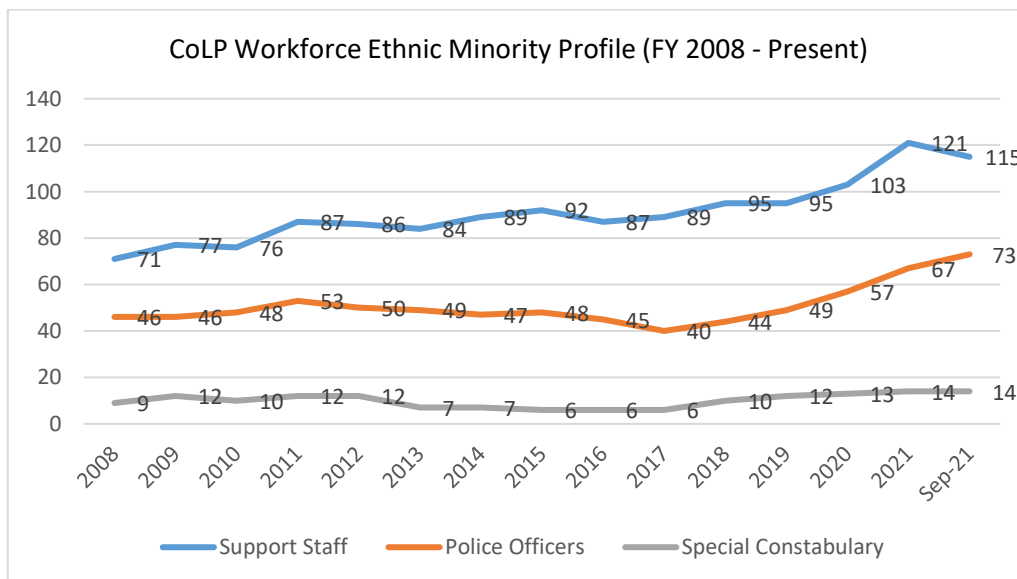
### **Ethnicity**

53. For this reporting period (1<sup>st</sup> April 2021 to 30<sup>th</sup> September 2021), the number of BAME Police Officers has increased to 73, which is in large part due to a Student Officer intake in September 2021, and the number of BAME Police Staff has decreased to 115, this decrease is due to a number of leavers and individuals moving to the Next Generation Programme (the officers and staff within this programme are not counted on the forces strength due to it being a two year funded programme). The graph below represents the number of Black,

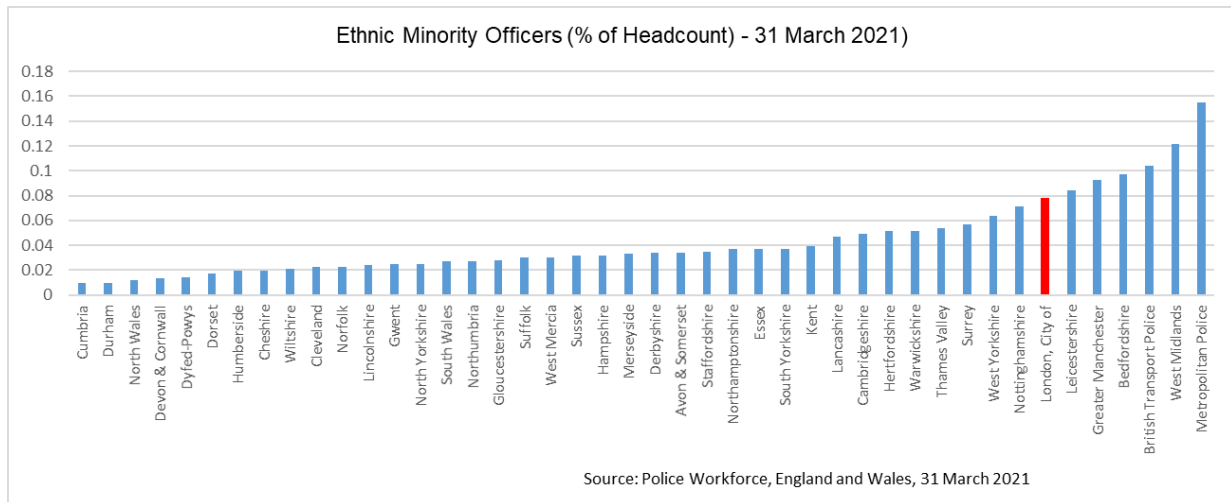
Asian and Minority Ethnic (BAME) Police Staff, Officers and Special Constabulary within the CoLP at the end of the financial year from 2007/8 to 2021/22.

54. When compared nationally, CoLP Staff BAME representation rate is ranked as second highest among all national forces (not including BTP as a non-HO force) and is sixth highest for Officer representation (not including BTP).
55. The force has made a decision to incorporate the BAME Action Plan into the national NPCC Workforce Representation, Attraction, Recruitment, Progression & Retention Delivery plan, which is reviewed continuously. The force's Equality & Inclusion Operational Board oversees the work on the this plan. The force has made improvements on a number of areas. For example, the force is now advertising more widely and is supporting internal applicants through application writing and interview workshops. In addition, there has been an introduction of a buddy system were BAME officers are supported from a buddy when they join the force. The force has also commenced some positive action initiatives.

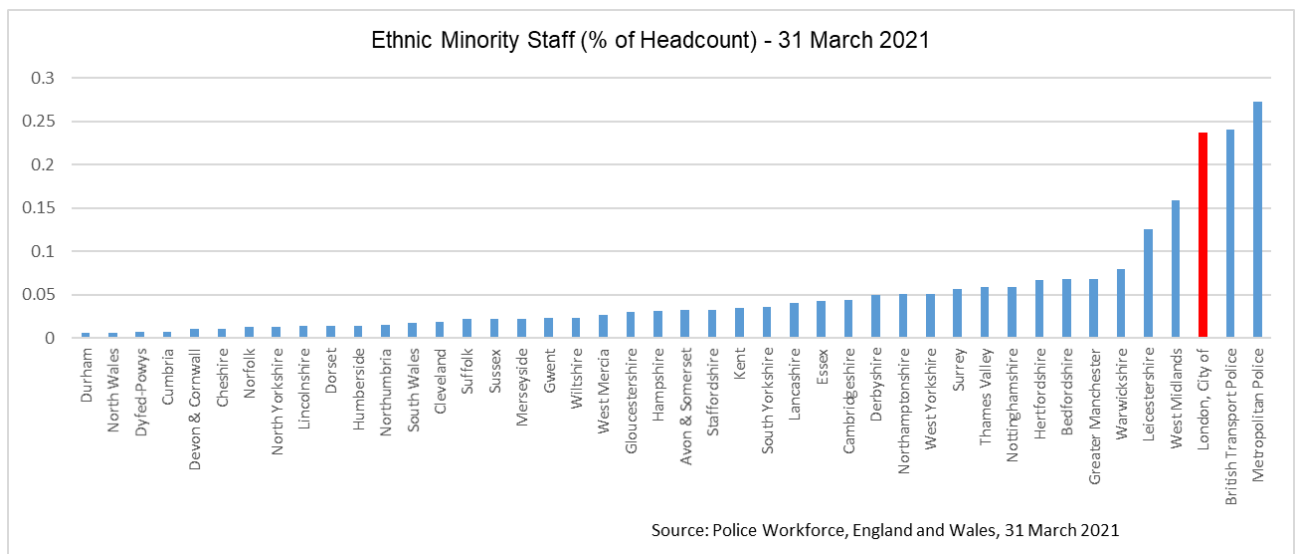
### CoLP Workforce Profile by Ethnicity 2008-2022 (financial year to present)



## Officer BAME representation - National Comparison (National Statistics Police workforce open data tables March 2021)



## Staff BAME representation - National Comparison (National Statistics Police workforce open data tables March 2021)



## Gender

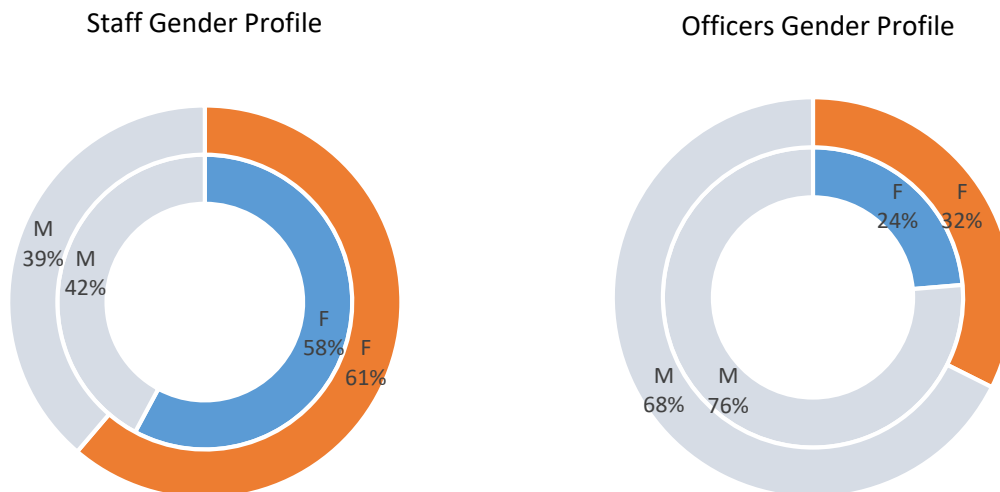
56. The percentage of female Police Officers stands at 23.7% in September 2021. As part of 2019-2024 People Strategy, CoLP is continuing to undertake a number of activities to improve female representation. Approximately 42% of applications received for Police Officer roles were from female applicants; 11% of Police Officer new joiners were female in the reporting period. It must also

be noted that at the recent Chief Inspector promotion process 4 of the 6 successful applicants were female.

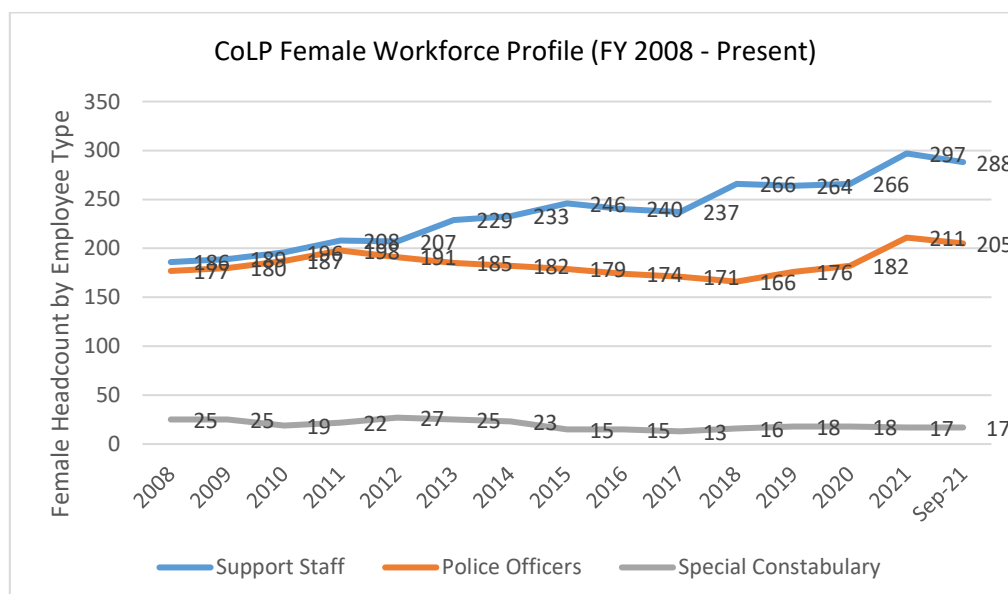
57. The national average for female Police Staff stands at 61.2% as at 31 March 2021, as of September 2021 CoLP's female Police Staff representation rate is 57.8%. It is worth noting that the force has a more even representation of male and female Police Staff.

## Gender Comparison

- City of London – September 2021
- National Comparison (England and Wales) - March 2021



## Workforce Female Gender Profile – 2008-2022



## **Disability**

58. The CoLP's disability profile remains similar to data previously reported with 20 Police Officers and 14 Police Staff currently identifying themselves as having a disability.
59. As of 30th September 2021, 36 Officers are working under 'recuperative duties' (short term) and we currently have 33 Officers on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to Officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010). For an Officer to be placed on adjusted duties, he/she must: a) be attending work on a regular basis and b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).
60. The force has also recently introduced Dyslexia Assessors at the force to support colleagues on all matters related to dyslexia including reasonable adjustments.

## **Sexual Orientation**

61. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 36 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual (up from 33 previously reported), with 884 employees choosing not to disclose this information or choosing "prefer not to say". With the introduction of new functionality to the HR system (mentioned above) we hope that this ability for officers and staff to confidentially self-define their protected characteristics will enable a better picture of the true data to emerge.

## **Age**

62. The current age profile of the Police Staff workforce ranges between 22 and 65+. There are currently 189 Police Staff aged 50 and over. 308 members of Staff are between the ages of 22 and 49.
63. The age profile of Police Officers ranges between 20 and 60+. There are currently 169 Police Officers aged 50 and over. Police Officers can retire once 30/35 years' service has been completed (depending on pension scheme). The force currently has 20 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 3 Officers that could be eligible to retire in 2021/2022 as they currently have 29.5 years' service.

## **Religion and Belief**

64. Currently 21.4% of the total workforce (Police Officers & Police Staff) identify themselves as 'Christian'; 2.3% as 'Muslim'; 0.7% as 'Hindu', 0.5% as Buddhist. 1.2% identified as having another religious belief, 0.2% as Judaism and 0.5% as Sikh, whereas 73.2% either have no religion, prefer not to say or have chosen not to disclose their religion or belief.

65. As previously mentioned, with the introduction of new functionality to the HR system we hope that this ability for officers and staff to confidentially self-define their protected characteristics will enable a better picture of the true data to emerge.

### **Sickness Absence Management**

66. The Home Office (HO) & Her Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2020/21, in percentage terms, (working time lost / contracted hours available) was an average of 3.5% for Police Officers and 3.9% for Police Staff. For Police Officers CoLP sickness rate was 4.5% in the Home Office data for the financial year.
67. The City of London Occupational Health Service undertakes pre-employment medical assessments for support staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements. OH report on a quarterly basis. For the period 1 April 2021 to 31 August 2021 the OH have responded to a total of 18 pre-employment requests within their SLA of 2 working days. Please note that Police Officer recruitment medicals are not included in these figures.
68. For the period 1 April 2021 to 31 August 2021 the OH Advisors received 93 referrals of which 90 were delivered within their SLA (an appointment offered within 5 days of receipt of a referral), which is an SLA response rate of 97%. In addition, there were also 18 referrals to the OH Physician all of which were seen within the SLA a response rate of 100% (the SLA for OH Physicians is to offer appointments within 14 days of receiving a referral. The OHP is contracted 1 day per week for 45 weeks).

### **Grievances and Employment Tribunals (1<sup>st</sup> April 2021 – 30<sup>th</sup> September 2021)**

69. During the reporting period only one new grievance was submitted, this investigation was concluded in early August 2021. In this reporting period we continue to have few grievances. This trend could be attributed to earlier intervention in cases which de-escalated the issues progressing to a grievance. Additionally, as with the previous six months staff have been prominently working from home due to the continued pandemic restrictions so issues and potential conflicts that might normally arise in the working environment appear to have continued to be diminished.
70. In the last two financial years we have had the following number of grievance: 2019/20 16 and 2020/21 2 and in the last 6 months we have only had one grievance submitted, so the volume of new cases is extremely low.
71. The City of London Police received one new Employment Tribunal claim within the reporting period. This has been submitted by an officer for disability discrimination related to their view that insufficient reasonable adjustments have been made and they have been placed on Unsatisfactory Performance measures. The case is scheduled for an ET merits hearing in November 2021.

72. The tables below summarise the recent and live Employment Tribunals during the reporting period.

New ET's submitted and opened	One
-------------------------------	-----

ET's closed	Two
-------------	-----

ET's still in progress / concluded	Details
Case 1 – Sex Discrimination	<p>ET1 submitted in December 2017 relating to officer failing eye sight test for Firearms.</p> <p>ET held in June 2019 – ET determined that the Force had acted appropriately and case dismissed.</p> <p>Appellant lodged an Appeal in October 2019.</p> <p>In April 2020 at the EAT preliminary hearing the Appeal's judge dismissed the appeal as there was no merit.</p> <p>Appellant lodged an appeal in August 2020 with the Court of Appeals.</p> <p>The judge determined that this case should be heard by the Court of Appeal in relation to one element of the grounds of appeal. This was scheduled to be heard in the Royal Court of Justice on 21<sup>st</sup> and 22<sup>nd</sup> April 2021.</p> <p>In May the Court of Appeal confirmed that they did not uphold the appeal and they awarded the CoLP costs..</p>



Case 2 – Sex Discrimination	<p>ET1 submitted in December 2017 relating to the cessation of an allowance during Maternity Leave.</p> <p>ET hearing in October 2018 found in favour of the officer but CoLP appealed the decision based on the Regulations being unclear.</p> <p>EAT held in May 2019 and the appeal upheld the original decision.</p> <p>Based on Legal advice this matter went to the Court of Appeal in January 2021. The appeal was heard on 13<sup>th</sup>/14<sup>th</sup> January 2021.</p> <p>The Court of Appeal upheld the original decision but did not find against the force in terms of any direct discrimination and remitted the indirect discrimination claim back to the Employment Tribunal however, the Force reached a settlement agreement with the officer. In light of the Court of Appeal decision around interpretation of Police regulations we have written to the Home Office around the ambiguity of the Police Regulations and the financial burden it has now placed on those forces that have interpreted the regulations as such, this has been supported by the Metropolitan Police Service, Thames Valley Police and Hampshire Constabulary.</p>
Case 3 ( New ) – Disability Discrimination	<p>Our resistance to the ET1 claims were submitted to the ET on 26<sup>th</sup> July. We have been notified that a Case Management Hearing has been scheduled with the ET judge on in November to discuss the merits of the case.</p>

## Well Being

73. City of London Police recognises that a strong commitment to wellbeing benefits both staff and the organisation as a whole and seeks to consider both physical health and mental health. The Force’s wellbeing strategy aims to go further than the legal duty to employee wellbeing, in line with the Force’s vision and values.
74. The Wellbeing Strategy consists of six areas, all of which interrelate. The areas are:

- physical wellbeing
  - mental wellbeing
  - emotional wellbeing
  - team wellbeing
  - financial wellbeing
  - organisational wellbeing.
75. Individual and organisational wellbeing are essential enablers of organisational performance with extensive research demonstrating that staff who feel valued and engaged perform better than those who do not.
76. The strategy will be reviewed annually and amended as necessary. The strategy has strong links to the Force's Diversity, Equality and Inclusion (DEI) toolkit, the Wellbeing Champion is a member of the DEI Strategic Board which was chaired by AC Sutherland.
77. The Force Health and Wellbeing Network is resourced by volunteers within CoLP who do this alongside their primary role. The network promote wellbeing by running events and linking to national events and campaigns such as the annual Mental Health Awareness week.
78. Health and Wellbeing Network events during the reporting period including wellbeing coffee mornings attended by the Wellbeing Champion along with one of the Police dogs and their handler in attendance. There is mounting evidence showing the positive effect animals can have on human wellbeing, even for short periods of time, and this is clearly evident with the dog in attendance always being a star attraction.
79. Oscar Kilo is the online home and brand of the National Police Wellbeing Service who's aim is to encourage the sharing of best practice and learning and encourage everyone to understand more about what wellbeing meant to them and their organisation.
80. As part of the supported offered to Police Forces and Fire and Rescue Services is the Blue Light Wellbeing Framework. The framework provides an audit and benchmarking section with standards that have been tailored to meet the specialist needs of emergency service staff. The areas of scrutiny are:
- Mental Health
  - Occupational Health
  - Personal resilience
  - Absence Management
  - Creating the environment
  - Leadership
  - Protecting the workforce.
81. The Force's Wellbeing Champion recently completed the Blue Light Wellbeing Framework self-assessment for CoLP and this will be reviewed by the National

Police Wellbeing Service before the results and recommendations are returned to CoLP.

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# Agenda Item 8

<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 3 <sup>rd</sup> November 2021
<b>Subject:</b> Vulnerability Deep Dive	<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>	<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:</b> Commissioner of Police and Director of Community and Children's Services Pol 79-21	<b>For Information</b>
<b>Report author:</b> DCI Anna Rice, Serious and Complex Crime, Specialist Operations	

## Summary

In May 2021, the new Chair of the Strategic Planning and Performance Committee stated that he would require a 'deep dive' on a particular topic at each of these Committees throughout 2021-22. This Committee topic is Vulnerability.

This report is to update Members on the activity across key vulnerability strands within the City of London Police (CoLP), in partnership with colleagues within the Community Safety Team and Department for Community and Children Services.

The report will provide an oversight of strategic governance, current and future demand and collaboration taking place across the following vulnerability strands:

- A. Domestic Abuse (including Honour based abuse and Female Genital Mutilation (FGM))
- B. Sexual Violence
- C. Child Sexual Exploitation and Child Protection
- D. Modern Slavery
- E. Hate Crime

The CoLP are a statutory safeguarding partner within the City and Hackney Safeguarding Children Partnership (CHSCP) and the City and Hackney Safeguarding Adult Board (CHSAB). Both partnerships monitor the effectiveness of work to safeguard and promote the welfare of children and adults, championing good practice and analysing data to inform service planning. The Commander Operations represents the COLP on both Boards. The City specific sub-committees, which meet bi-monthly, for both children and adults and report on the work of the sub-committees into the main Boards, are independently chaired and have representation from the CoLP as well as City of London Corporation (CoLC), Health, Education and other agencies.

Internally activity across vulnerability is driven through the Vulnerability Working Group (VWG), chaired by the Vulnerability lead, Detective Superintendent, Investigations, Specialist Operations. The VWG reports directly to the Vulnerability Steering Group, chaired by Commander Operations with overall strategic oversight.

Activity across the 11 vulnerability strands is driven through the Force Vulnerability Action Plan (VAP) and associated strand action plans. These are aligned to the National Vulnerability Action Plan actions and themes.

Additionally, vulnerability sits within the Policing Plan under the 'Neighbourhood Policing' priority and is a golden thread that cuts across all aspects of policing, supporting delivery of the ambitions within the Corporate Plan. The monthly Tactical Tasking and Coordination Group (TTCG) ensures appropriate operational delivery across the vulnerability strands cognisant of threat, harm and risk and current demand.

The COVID-19 pandemic saw a decrease in the levels of reporting across all areas of vulnerability, notably domestic abuse and sexual violence and resulted in significant changes to how police officers and staff engage with victims and work with partners to tackle these issues.

Historically the City of London (CoL) receives low numbers of reports across all areas of vulnerability in comparison to surrounding boroughs. As such, the CoLP, along with partners aims to proactively understand the safeguarding and vulnerability issues affecting the CoL, focusing on prevention and raising awareness within the community. This works assists the discovery of hidden demand and with increased victim/public confidence could increase referrals/reporting.

In terms of crime investigation, the Public Protection Unit (PPU) provide the investigative and safeguarding response across vulnerability issues, made up of specially trained detectives in dealing with domestic abuse, sexual offences and child protection.

Following the impact across policing of the Sarah Everard murder, the CoLP is currently reviewing the response to Violence Against Women and Girls (VAWG) which is closely linked, but will not be the specific focus of this report. A plan supporting this work is being developed in Force currently.

The largest proportion of vulnerability linked crime investigations within the CoL relate to sexual offences and domestic abuse. The majority of these relate to non-resident victims, visiting or working within the CoL. Through close partnership working with surrounding boroughs, the CoL and the Vulnerable Victim Advocate (VVA), the CoLP ensures that any risks relating to both residents and non-resident victims and offenders are effectively managed. This is achieved through the array of effective multi-agency safeguarding meetings that are embedded within CoL processes, including the Multi-Agency Risk Assessment Conference (MARAC) for domestic abuse, the Community MARAC, the Multi-Agency Child Exploitation meeting (MACE) and statutory child protection meetings.

## **Recommendation(s)**

Members are asked to note the report.

## **Main Report**

### **Background**

1. In accordance with National Police Chiefs Council (NPCC) direction, the CoLP align their activity to the National Vulnerability Action Plan (NVAP) that is structured around eleven strands of vulnerability, each with a dedicated lead at Inspector/Chief Inspector. The current CoLP strands are as follows:
  - Domestic Abuse
  - Sexual Violence
  - Stalking and Harassment
  - Harmful Practices  
(includes Female Genital Mutilation (FGM), Forced Marriage and Honour Based Abuse)
  - Hate Crime
  - Mental Health/Suicide
  - PREVENT
  - Adults at Risk
  - Child Protection/Exploitation (includes missing)
  - Human Trafficking/Modern Slavery (MSHT)
  - Management of serious and violent offenders (MOSOVO)
2. Governance of strand leads activity is performed by the vulnerability lead at the VWG, maintaining bespoke strand action plans in line with NVAP themes.
3. In addition, HQ Services provide additional oversight of plan compliance with recommendations made by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) providing insight for consideration by strand leads that is also assessed by the VWG and VSG.
4. The CoLP also feed into the Vulnerability Knowledge and Practice Programme (VKPP). This National programme maintains an overview of force VAPs providing opportunities for peer review, the sharing of best practice and the achievement of continuous improvement.
5. The VWG maintain a specific Vulnerability Risk Register, reporting to Vulnerability Steering Group (VSG) that aligns to the CoLP risk management process.

### **Current Position**

6. Following the introduction of a new NVAP, and implementation of the new CoLP Target Operating Model, a review of vulnerability arrangements and the overarching force VAP is taking place that is being led by the CoLP Vulnerability

Lead. This includes a deep dive into action plans and reviewing them against local priorities and demand plus benchmarking against national activity with support from the VKPP.

7. A vulnerability dashboard is produced monthly that reports on demand and informs activity and tasking across the vulnerability strands (appendix 1). This is complimented by the Strategic threat assessment and resulting control strategy that is produced for consideration of Tactical Tasking and Co-ordination Group (TTCG) aiding tactical alignment with threat and demand.
8. Under the current review of vulnerability arrangements, this dashboard will be expanded further to include a wider range of performance metrics across the vulnerability themes. This will include measurements to assess the impact and outcomes of policing activity against demand and drive future activity, initiatives and focus. It will be imperative that this includes partnership data.
9. Vulnerability training is mandatory across frontline staff within the CoLP. The current training package has recently been redeveloped with a greater focus on voice of the child and professional curiosity. In addition, the CoLP will be rolling out the *DA Matters* Training, a College of Policing and NPCC endorsed programme to police officers and staff to improve our response to DA.
10. CoLP fund the Vulnerable Victim Advocate post 2 days a week, with the remaining 3 days a week funded for 12 months through a Proceeds of Crime Act (POCA) funding. The VVA plays a crucial role in supporting any vulnerable victims from report to court, providing emergency safety planning and referrals to specialist support. In addition, the VVA provides training to police and partners and delivers engagement and prevention initiatives across the CoL partnership. The implementation of this role has been recognised as national best practice and commended to other organisations for their consideration. Discussions to ensure future funding remains in place for the VVA role are ongoing. There is a significant risk to the service CoL provide to victims should this funding be withdrawn. Victim and public confidence are high-level objectives essential to improving the legitimacy of policing.
11. CoL have a dedicated VAWG Forum, attended by the CoLP, key partners and stakeholders and chaired by the Assistant Director of People at the CoLC. The VAWG forum reports to the Safer City Partnership (SCP). This is a key forum for driving partnership activity across the VAWG spectrum. Through a SCP POCA bid, an independent review of VAWG services was commissioned in early 2021. The review highlighted areas of good practice and challenges within our current response to DA. The recommendations are being taken forward through the VAWG forum Strategic Action Plan (see Appendix 2 and 3). The three identified areas for improvement were:
  - i. To ensure effective strategic governance
  - ii. Develop a standardised and comprehensive dataset
  - iii. Enhancing the multi-agency response.



12. The DA Act 2021 came into UK law after receiving Royal Assent on 29<sup>th</sup> April 2021. The Act introduces a range of changes for police and local authorities which both CoLP and CoLC are currently introducing. Within policing, the Act has made changes to legislation relating to 'Revenge Porn' offences and will introduce Domestic Abuse Protection Orders as an additional method to protect victims. However, these orders are yet to be piloted and CoLP awaits national guidance prior to implementation.

### Domestic Abuse

13. Domestic abuse processes are well established within the CoL. These include the recent introduction by the CoLP of a '20 Point Plan' and mandatory supervisor attendance at all DA incidents to improve the frontline response to victims and enhance opportunities for evidence led prosecutions. This has been shared nationally as best practice.

14. All domestic abuse investigations and non-crime matters are allocated to the PPU for investigation and safeguarding. The PPU work closely with the CoLC to safeguard victims and in all cases consider evidence led prosecutions.

15. The number of DA cases fell during the COVID-19 pandemic (specifically the first national lockdown), a trend that was reflected nationally. Levels have now gradually increased as individuals return to work and visit the city and are able to access services more readily.

QUARTER	DOMESTIC ABUSE CRIMES
Q1 19/20	27
Q2 19/20	33
Q3 19/20	29
Q4 19/20	33
Q1 20/21	9
Q2 20/21	21
Q3 20/21	24
Q4 20/21	22
Q1 21/22	28
Q2 21/22	42

16. The increase can also be attributed to the partnership activities since the height of the pandemic to engage with the community through social media and several awareness campaigns.

17. There has been an increase in Q2, partly due to 6 offences linked to one offender who is now remanded in custody and several dual arrests. This upward trend will be monitored in the next quarter.

18. Throughout 2020 and 2021 to date, the CoLP have worked closely with partners to deliver several initiatives around domestic abuse. These have included:

- Spotting the Signs Toolkit – shared with Business throughout the COL providing information to managers and staff on responding to DA. This has been updated

to include a section on working from home. This toolkit has been recognised as national best practice through operation Talla and adopted within other forces.

- Hidden Harms Campaign – Developed with Crimestoppers to raise awareness of DA and HBA amongst harder to reach communities, specifically the Bangladeshi community in the city. Utilised targeted social media and traditional media translated into Bengali.
- Hotel Engagement Newsletter – circulated on a quarterly basis and focussed on vulnerability issues.

19. All high-risk cases are referred to the CoL MARAC, chaired by the Detective Inspector (DI) PPU and attended by representatives from the Community Safety Team (CST), social care, health, housing, victim support and other commissioned and voluntary services. The MARAC allows for effective information sharing and risk management across partners, focussing on the victim, perpetrator, and children. Regular joint agency training sessions are held for MARAC members, covering areas such as information sharing, risk assessment and safeguarding.

20. Despite the impact of the COVID pandemic, the number of MARAC referrals remained high in 2020/21 – much in part to cases resulting from the rough sleeping community or those that were re-housed in the City in temporary accommodation. This alongside increased awareness and referrals from partner agencies has seen referrals remain high into the new budget year and demonstrates the robust risk assessment and management processes across the City.

	2019/2020	2020/2021	2021 - date
<b>No MARAC Cases</b>	7 (4)	13 (3)	10 (0)

\*\* The number in brackets denotes the number of rough sleeper cases within the total

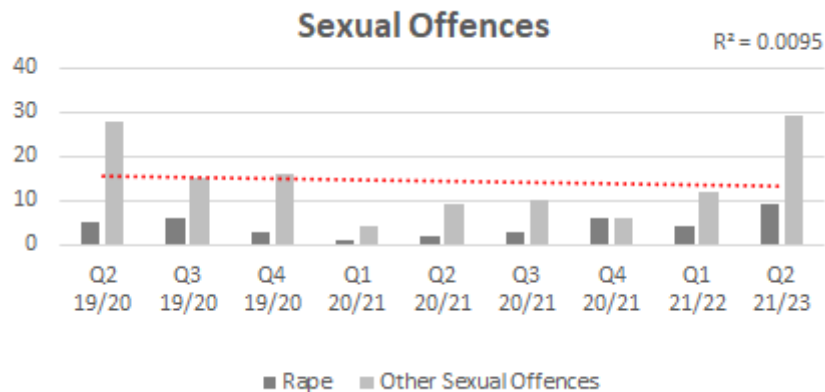
21. In relation to HBA and FGM, figures remain extremely low with zero reports during 19/20 and 20/21. Whilst some of this is due to our low residential population, there is still considered to be an element of under-reporting due to cultural barriers. CoL have recently employed a dedicated Bengali Advocate and CoLP will be working closely with her to raise awareness and encourage reporting of DA and harmful practices amongst this community, building on the Hidden Harms Campaign.

22. COLP attend the London Regional Harmful Practices Group, attended by the Metropolitan Police Service (MPS), British Transport Police (BTP) and a range of partner agencies and charities to consider best practice and initiatives with the aim of increasing reporting and improve the collaborative response.

## Sexual Violence

23. There has been an increased focus on sexual offences in response to the Sarah Everard murder and other high-profile cases. Serious ‘Stranger’ sexual offences within the City of London remain low. Of the rape cases reported, the majority centre on the issue of ‘consent’ making investigation and prosecution challenging.

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



25. The number of sexual offences also decreased during the pandemic due to the decreased footfall and closure of licensed premises. Whilst figures are once again increasing and the rolling 12-month comparison shows an increase of 144% (13 offences), the total figure remains on a par with 19/20 levels.

26. As licensed premises have reopened and due to the heightened profile of VAWG, there has been an increase in sexual offence reporting. Figures are however skewed by the inclusion of late and non-recent reports. All sexual offences are investigated within the Public Protection Unit apart from 'Stranger 1' rapes which are allocated to the Major Crime Team.

27. The VVA plays a key role in supporting victims of sexual violence, ensuring they are supported from 'report to court'. This is alongside the team of SOITs (Sexual Offence Investigation Trained officers) whose provide the single point of contact for victims throughout the investigation.

28. The PPU work closely with the Crown Prosecution Service (CPS) Rape and Serious Sexual Offences (RASSO) Unit to maximise opportunities for prosecution. At a strategic level, CoLP meet regularly with the London RASSO CPS lead to monitor trends and ensure progress is in line with the RASSO Joint Improvement Plan.

29. CoLP have recently achieved some significant convictions and sentences for sexual offences which have attracted media interest. Notably, the sentencing of a male to 108 months imprisonment in September for rape and kidnap offences; and the recent conviction of a male found guilty of 2 counts of sexual assault in a city licensed premise.

30. CoLP have continued a programme of engagement activity alongside partners in Victim Support and the COL to raise awareness on issues such as consent, and

sexual violence linked to the night-time economy. This has included several initiatives:

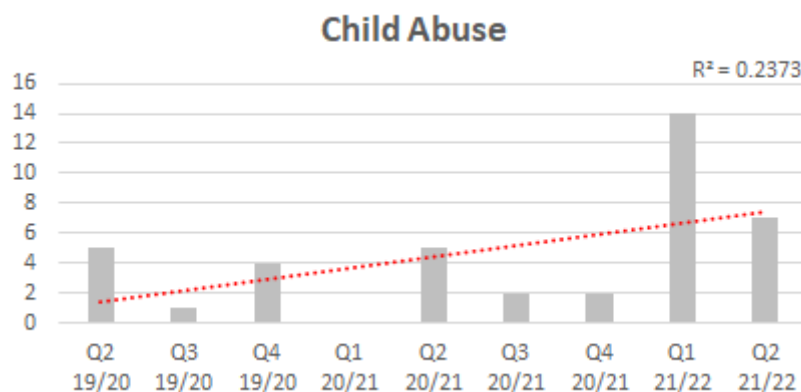
- Social media video series during lockdown highlighting how victims can report sexual abuse, dispelling myths and outlining support available.
- Training for licensed premises in relation to vulnerability and specifically VAWG and sexual violence.
- Supporting the ‘Good Night Out’ and ‘Reframe the Night’ campaigns to raise awareness on sexual violence in licensed premises.
- Input the Corporation Women’s Network on night safety and VAWG.

31. This is being built upon further with a recent successful bid for ‘Safer Streets’ funding which will support the implantation of night safety hubs for access to related services in the lead up to Christmas. Additionally, the CoL will launch ‘Ask for Angela’ in October 2021 with associated Welfare and Vulnerability Engagement (WAVE) training being made available for licensed venues. This year's Christmas Campaign will also include a specific element on night safety.

32. A key focus of future work in this area and across all VAWG strands will be on developing a campaign and training for men and boys, identifying the need for men to play an active role in women’s safety and the requirement to challenge current attitudes and educate young men and boys.

### Child Sexual Exploitation and Child Abuse

33. The number of child abuse and CSE cases within the CoL is low. This is in part due to our low residential population and small number of educational establishments. All cases are referred to the PPU and investigated by specially trained officers. A small ‘spike’ in Q1 offences is related to a series of linked reports.



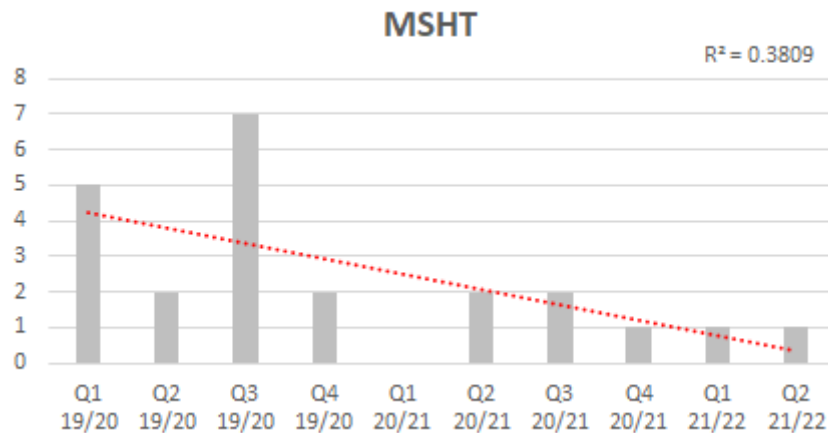
34. The PPU and CoLP work closely with the CoL Children’s Services Team through referral of Public Protection Notifications, and this has continued through the COVID pandemic, utilising telephone or video conferencing facilities for strategy and child protection conferences. COLP are a statutory partner of the City and Hackney Safeguarding Children Partnership, represented by the Commander

Operations to ensure statutory functions are discharged. The DCI or Det. Supt of Serious & Complex Crime represents at the relevant executive and sub-committees.

35. The CoLP underwent a HMICFRS inspection across Child Protection in 2019, and as a result a clear improvement action plan was developed. This has resulted in further training for staff to embed the concept of 'the voice of the child', and the implementation of a crime scrutiny group to review child protection investigations and referrals to qualitatively assess the standard of reporting and investigation, and ensure the child is at the centre of any police action. These report into the Crime Standards Board. Additionally, training has been provided to Control Room staff to ensure they understand vulnerability and are utilising a series of prompts designed to ensure a standard and thorough response (e.g. turn on body worn video).
36. In relation to child exploitation, reporting continues to be extremely low. CoLP work focuses on raising awareness and ensuring frontline staff and the community identify the signs of exploitation.
37. Operation Makesafe is a national operation focussed on recognising CSE within hotels and other businesses. CoLP rolled this out in 2015 in partnership with the Metropolitan Police. This has continued to develop and CoLP are now part of a national working group to standardise the Operation Makesafe work and training/awareness with hotels. CoLP utilise cadets to test hotel responses to CSE, and this is an effective mechanism for ensuring their investment in the issue. Whilst this activity halted during COVID, this is due to commence again imminently.
38. The PPU DI and CSC Service Manager jointly chair the MACE (multi agency exploitation meeting), attended by a range of partners, where the City's response to CSE and CCE is considered, in response to identified trends or future threats. The focus is on the concept of contextual safeguarding to protect individuals and the community.
39. In relation to online exploitation and abuse, CoLP receives a relatively small number of referrals from the NCA (National Crime Agency). CoLP does not have a proactive online investigation team however officers in PPU are trained to utilise the CPSy (Child Protection System online), an online system to identify those sharing indecent images of children who geolocate to the CoL. To date, no City based offenders have been identified through this system. The CoLP Cyber Crime Unit assist with any proactive online work required to target offenders.

### **Modern Slavery**

40. Modern Slavery is a growing theme which can crosscut through many crime types. The number of modern slavery reports has decreased since the start of the pandemic. This is most likely due to the reduced footfall and other crime within the CoL, as it is usually discovered because of interactions around other crime types such as drug supply and prostitution.

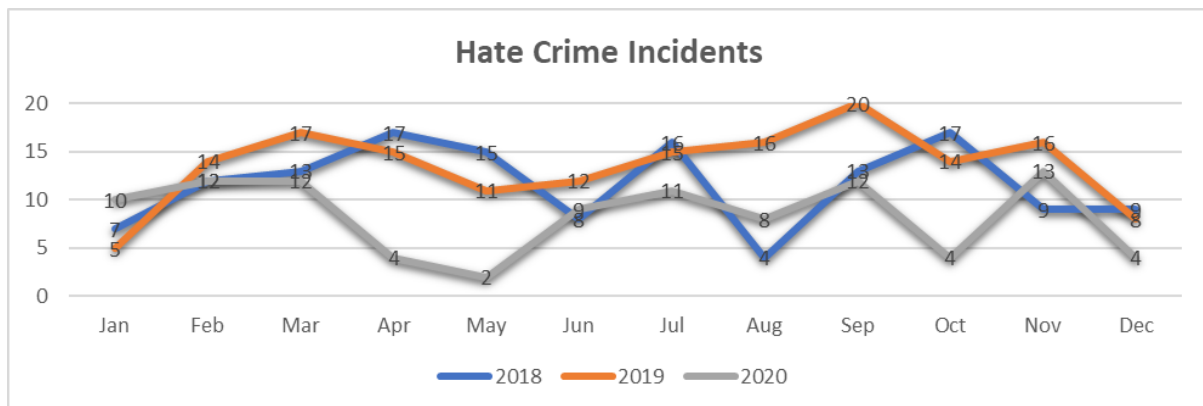


41. A substantial proportion of CoLP NRM (National Referral Mechanism) referrals result from defences raised by individuals arrested for drug supply offences. Under the Transform model, the newly developed Drugs table have primacy for these investigations and investigating the modern slavery defence.
42. Where connections to organised crime groups are identified, investigations are progressed by the Serious Organised Crime Team. PPU lead on victim support and safeguarding. An additional post was secured through the Transform Programme for an exploitation Sergeant within the PPU, this role will enable a more coordinated approach to activity across MSHT and county lines.
43. CoLP are closely linked with local, regional and national partners, through the CoL MS Forum and Project Enterprise – the Pan-London practitioner meeting for police and partners. CoLP undertakes activity in line with national ‘Operation Aidant’ or County Lines intensification periods, each period focussing on specific area of MSHT (e.g., child exploitation, prostitution). COLP provide a national return to the NCA following these periods of action.
44. CoLP have MSHT SPOCs across the force, who have completed an extensive training course in investigating MSHT and drive training across the force. They can advise investigators and are also trained as Victim liaison officers.

## **Hate Crime**

45. Responsibility for the CoLP response to hate crime sits within Local Policing (Sector) to raise awareness and increase reporting. This is closely linked with work focussing on and reviewing antisocial behaviour to ensure hate crime is not missed. Serious hate crime is investigated by the Public Protection Unit. Victims of hate crime are signposted to specialist support services either via the Vulnerable Victim Advocate or through organisations such as StopHate and TrueVision.
46. CoLP are members of the South Eastern Regional Hate Crime Group where best practice is shared.

47. Hate crime levels within the CoL remain low, with the majority being low level public order or violence without injury offences and in the main racially or religiously aggravated.



48. COLP have a range of improvements/activities underway to tackle hate crime and improve our response:

- Improving the risk assessment process for hate crime, with plans to introduce a bespoke hate crime risk assessment in 2021/22.
- PSHE (Personal Social, Health & Economic Education) programme, which will include input(s) to support City Schools in educating and protecting young people in respect of Hate Crime.
- Benchmarking across forces to develop a City External Scrutiny Process, which identifies areas for improvement in responding to Hate Crime.
- Developing a training package(s) to raise awareness of the impact of hate crime on colleagues and to ensure officers/staff (including. Call Handlers) respond to it effectively.

49. In addition, the introduction of misogyny as a recordable hate crime category in late 2021, and the media spotlight on VAWG are likely to increase the number of hate crime reports moving forward. There has been widespread publication and media attention in relation to the introduction of recording misogyny. CoLP are awaiting national guidance on the implementation of this change to provide a consistent message and approach to the community to manage expectation.

## Mental Health

50. Mental Health and Suicide are a separate strand under the vulnerability priority. Whilst this report does not focus on these areas, it should be noted that this is a cross cutting issue across many of the other vulnerability areas. For example, many domestic abuse victims and perpetrators present with mental health issues and this is an underlying issue in many of the high-risk MARAC cases discussed.

51. The force lead for Mental Health and Suicide is placed within Sector Policing and there is a large amount of work ongoing with CoL partners to provide MH support to those in the CoL and reduce suicide.

52. The CoLP/CoLC/NHS fund the Mental Health Triage nurses who proactively support frontline staff by providing on the street assessment of individuals presenting with mental health issues and ensure appropriate signposting and use of MH detention powers, freeing up valuable police time and providing improved outcomes for individuals. Additionally, there is effective partnership working through the Community MARAC, chaired jointly by CoLP and the CST where complex cases of antisocial behaviour or those with repeat mental health issues can be discussed.

53. Future investment in mental health initiatives and support across the partnership is imperative in reducing the burden that mental health places on the police service.

## **Conclusion**

54. Vulnerability is 'golden thread' that weaves through all aspects of policing. CoLP and CoLC work closely together to deliver activity across strategic objectives in line with the National Vulnerability Action Plan and Policing Plan. Whilst crime levels remain low, partnership work to raise awareness, increase reporting and provide public reassurance is paramount to improving the effectiveness of our response that in turn will enhance legitimacy with the community we serve.

## **Appendices**

- Appendix 1 – Vulnerability Dashboard – September 2021
- Appendix 2 – STADA – Review of Domestic Abuse Services
- Appendix 3 - VAWG forum Strategic Action Plan (CoL) [TO FOLLOW]

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# Vulnerability Dashboard

## September 2021

Force Performance Unit



*Date Updated: 3<sup>rd</sup> October 2021*

#### Data Restrictions

Please note the data restriction marked on this product.

\* Please note that figures have not been published and could be subject to change due to the reconciliation process that occurs before publishing by the Home Office.

## Vulnerability Summary

The table below summarises the figures for each vulnerability strand for the period of October 2020-September 2021.

The Business Objects report extracting this data is run on the 3<sup>rd</sup> of the month.

Further information about how these have been extracted is included on the following pages.

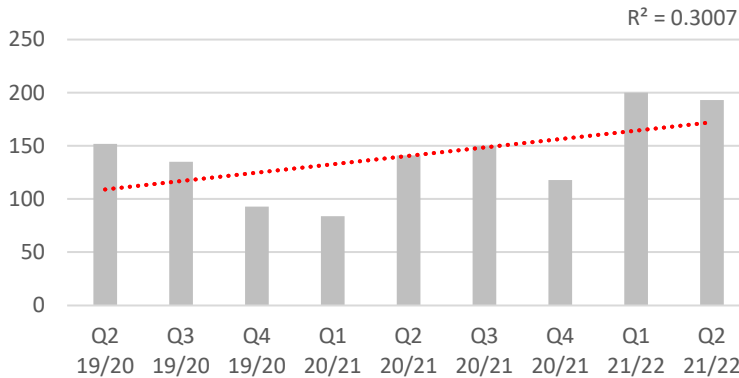
This table is updated on a monthly basis while the analysis on the following pages is updated on a quarterly basis.

Strand		Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sept-21	Latest Trend
Adults at Risk PPNs		50	52	48	34	34	50	51	76	73	81	51	61	↑
Children at Risk PPNs		18	23	25	18	21	44	35	42	29	32	18	36	↑
Child Protection, Child Sexual Exploitation and Abuse & Missing Children	Child abuse	6	0	4	1	0	3	0	9	5	1	1	5	↑
	CSE	1	0	0	0	0	0	0	0	1	0	0	0	→
	Missing Children	0	0	0	0	0	1	0	1	2	0	0	1	↑
Domestic Abuse Crime		12	6	7	7	7	6	7	8	10	13	8	21	↑
Harmful Practices	FGM	0	0	0	0	0	0	0	0	0	0	0	0	→
	Forced marriage	0	0	0	0	0	0	0	0	0	0	0	0	→
	HBV	0	0	0	0	0	0	0	0	0	0	0	0	→
Hate Crime		3	12	4	4	2	9	10	7	14	22	9	11	↑
Managing Violent & Sexual Offenders		4	3	3	3	3	2	2	2	2	2	2	2	→
Mental Health		66	64	68	44	45	69	66	95	100	110	60	75	↑
Suicides & Attempted Suicide	Suicides	0	0	1	2	0	0	1	0	1	0	0	1	↑
	Attempted suicides	11	3	14	3	3	16	9	11	17	17	12	10	↓
Modern Slavery & Human Trafficking		0	0	2	1	0	0	0	1	0	1	0	0	→
Prevent		0	0	0	0	0	0	0	0	1	24	1	2	↑
Rape & Other Sexual Offences	Rape	2	0	1	3	0	3	1	2	1	2	2	5	↑
	Other sexual offences	6	3	1	2	1	3	0	6	5	10	8	11	↑
Stalking & Harassment		15	8	6	11	3	8	5	5	10	10	8	12	↑

Figures are subject to change after a review by the Home Office.

# Adults and Children at Risk PPNs Quarterly Analysis

## Adults at Risk

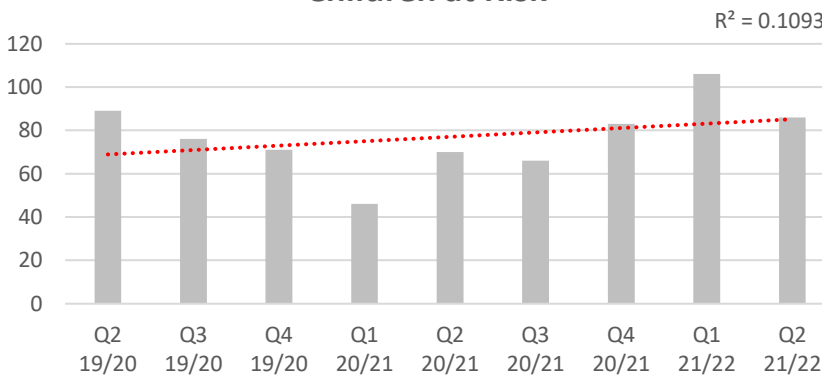


Quarter	Adults at Risk
Q2 19/20	152
Q3 19/20	135
Q4 19/20	93
Q1 20/21	84
Q2 20/21	141
Q3 20/21	150
Q4 20/21	118
Q1 21/22	200
Q2 21/22	193

The above graph shows the number of Adult at Risk PPNs submitted each quarter, extracted from the system based on the PPN entered date.

Comparing Q2 21/22 to Q2 20/21 there has been an increase of 52 reports between the quarters representing 37% increase. There has been a 7% decrease compared to Q1 21/22. Similar to last quarter levels are higher than they have been over the past two years and the increasing trend line continues. Across the quarter we have shared 103 reports with other police forces and 41 with adult social care. A 25% increase in reports from August to September (n=75).

## Children at Risk



Quarter	Children at Risk
Q2 19/20	89
Q3 19/20	76
Q4 19/20	71
Q1 20/21	46
Q2 20/21	70
Q3 20/21	66
Q4 20/21	83
Q1 21/22	106
Q2 21/22	86

The above graph shows the number of Child at Risk PPNs submitted each quarter, extracted from the system based on the PPN entered date.

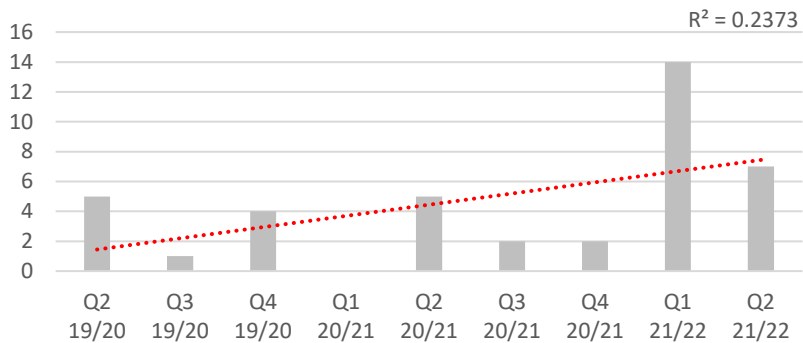
Comparing Q2 21/22 to Q2 20/21 there has been a 23% increase here also. Some of this increase may be attributed to an internal focus on improving recording of Child PPNs as part of work around recognising the voice of the child and also it could be that with more children returning to school those at risk are more easily identified than they were in 20/21.

Across the quarter 55 reports have been shared with other police forces and 11 with social care. Reports have doubled from August (n=18) to September (n=36).

Figures are subject to change after a review by the Home Office.

# Child Protection, Child Sexual Exploitation and Abuse & Missing Children Quarterly Analysis

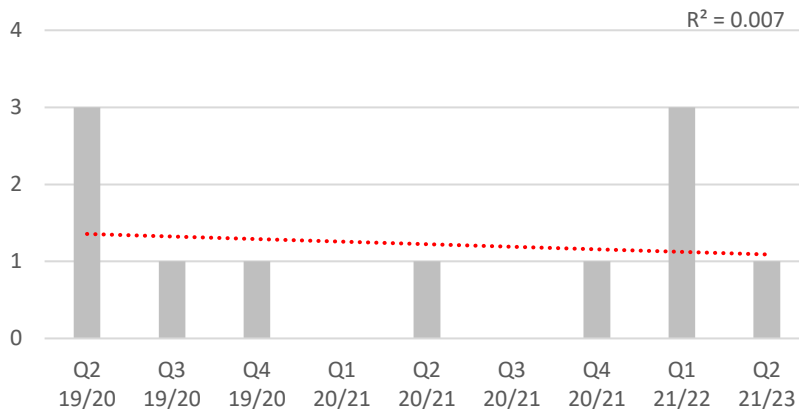
## Child Abuse



Quarter	Child Abuse
Q2 19/20	5
Q3 19/20	1
Q4 19/20	4
Q1 20/21	0
Q2 20/21	5
Q3 20/21	2
Q4 20/21	2
Q1 21/22	14
Q2 21/22	7

The above graph shows the number of Child Abuse occurrences recorded on Niche RMS each quarter, based on the occurrence created date. It includes both crimes and incidents and uses the 'Child' qualifiers to identify those occurrences involving child abuse including emotional, physical, sexual and neglect abuse. The number of Child Abuse occurrences reported in Q2 21/22 has risen by 40% compared Q2 20/21 but has decreased significantly compared to the spike seen in Q1 21/22. The majority of child abuse reports received this quarter were in September with a couple relating to indecent photographs being possessed or distributed. In relation to Child Sexual Exploitation there was 1 report in June, the first since October -2020 and none this quarter.

## Missing Children

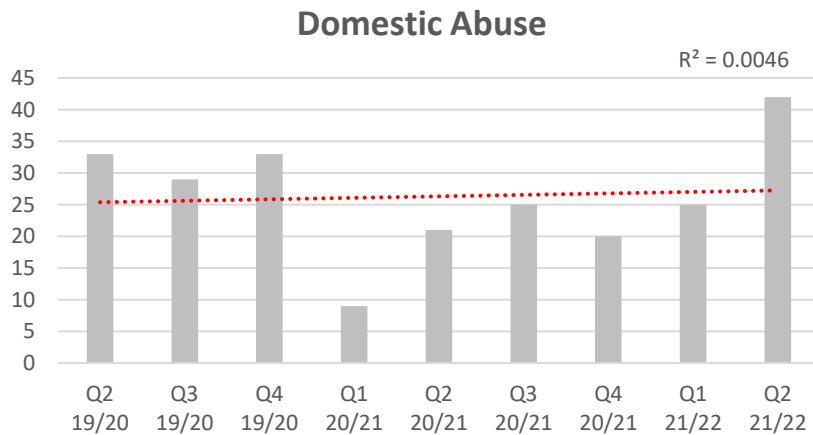


Quarter	Missing Children
Q2 19/20	3
Q3 19/20	1
Q4 19/20	1
Q1 20/21	0
Q2 20/21	1
Q3 20/21	0
Q4 20/21	1
Q1 21/22	3
Q2 21/22	1

Across the last year the trend line shows a decrease in the number of reports of missing children despite an increase in Q1 21/22. There was one report in Q2, the same figure in Q2 20/21. The one report this quarter from September related to a juvenile misper who was dealt with on the day and taken back to her foster carers.

Figures are subject to change after a review by the Home Office.

## Domestic Abuse Quarterly Analysis



Quarter	Domestic Abuse
Q2 19/20	33
Q3 19/20	29
Q4 19/20	33
Q1 20/21	9
Q2 20/21	21
Q3 20/21	25
Q4 20/21	20
Q1 21/22	25
Q2 21/22	42

The above graph shows the number of Domestic Abuse crimes recorded on Niche RMS each quarter, based on the occurrence created date and those occurrences with a domestic qualifier (in either the NICL or local qualifier fields).

There has been an increasing trend over the last year; despite the two year trendline being stable. Q2 21/22 compared with Q2 20/21 is showing an increase as last year will be effected by the national lockdown but levels are similar to Q1 19/20. Compared to Q1 21/22 there has been a 68% increase, taking levels beyond where they were before Covid-19 began to impact reporting.

21 reports in September, 4 assault with injury, 9 assault without injury, five stalking and harassment, one rape, one other sexual offences, and one public disorder. Ten reports are standard risk, four medium and three high risk. Four reports not yet classified.

## Harmful Practices Quarterly Analysis

Quarter	FGM	HBV	Forced Marriage
Q1 19/20	0	0	0
Q2 19/20	0	0	0
Q3 19/20	0	0	0
Q4 19/20	0	0	0
Q1 20/21	0	0	0
Q2 20/21	0	0	0
Q3 20/21	0	0	0
Q4 20/21	0	0	0
Q1 21/22	0	0	0

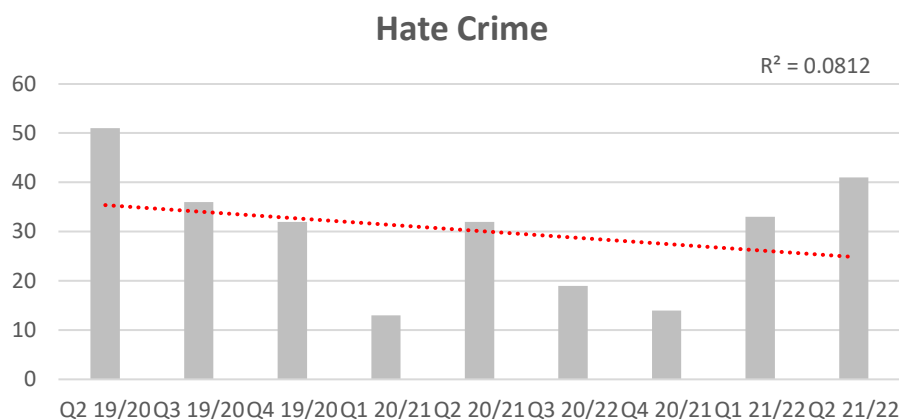
These figures include both crimes and incidents recorded on Niche RMS, with cancelled/transferred occurrences excluded. The categories are extracted based on local and nicl qualifiers.

The three categories under harmful practices are Female Genital Mutilation (FGM), Honour Based Violence (HBV) and Forced Marriage.

There were no reported occurrences of the Harmful Practices in the financial year 20/21 and none so far in 21/22.

Figures are subject to change after a review by the Home Office.

## Hate Crime Quarterly Analysis



Quarter	Hate Crime
Q2 19/20	51
Q3 19/20	36
Q4 19/20	32
Q1 20/21	13
Q2 20/21	32
Q3 20/22	19
Q4 20/21	14
Q1 21/22	33
Q2 21/22	41

The above graph shows the number of hate crimes recorded on Niche RMS each quarter, based on the occurrence created date and those occurrences with a hate crime flag (in the NICKL qualifier field) or a hate crime type descriptor in the stats classification.

There has been a general decreasing trend over the last two years. Comparing Q2 21/22 to Q2 20/21 we are now seeing a decrease of 28% due to Q2 20/21 being mostly in lockdown, when comparing to Q2 19/20 there is still a 20% decrease.

Most crimes this quarter relate to public order offences (n=31) there was one ABH hate crime recorded and three common assaults. Most offences had a racial element (n=32, 78%). When looking at the race related crimes 3 related to Asian individuals, 5 to Black individuals and 10 to a White individual, however in 20 cases (63%) the victims ethnicity was not recorded making analysis of trends here difficult.

An increase of 22% (n=11) in September with nine racially motivated reports, one transgender and one sexual orientation.

## Managing Violent Offenders and Prevent Quarterly Analysis

Quarter	Mappa Nominals	Prevent Referrals
Q2 19/20	5	5
Q3 19/20	4	5
Q4 19/20	4	4
Q1 20/21	4	0
Q2 20/21	4	2
Q3 20/21	3	0
Q4 20/21	3	0
Q1 21/22	2	1
Q2 21/22	2	27

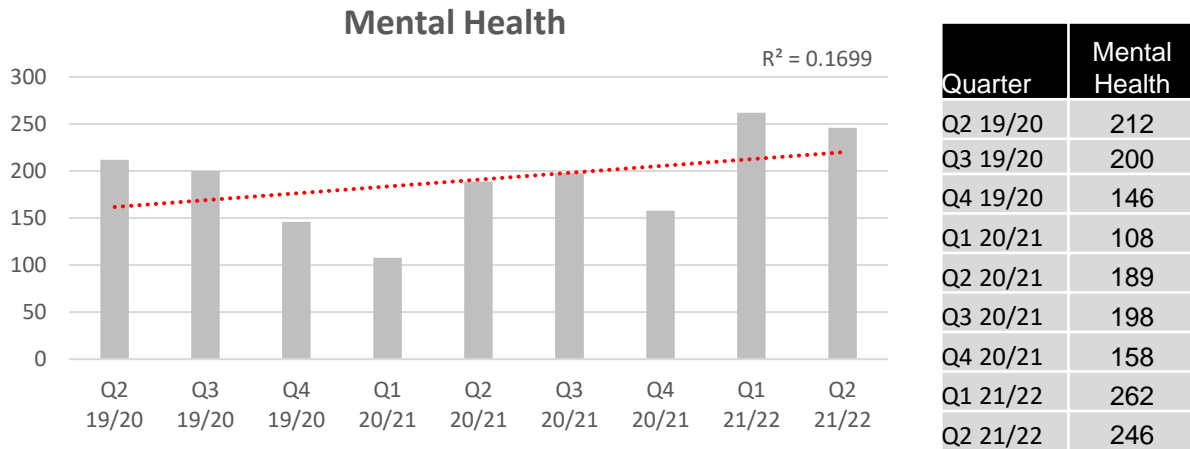
These figures are provided by the relevant teams for inclusion in the document and has only been collated by PIU since Q3 18/19.

The current MAPPA nominals are 2 low risk nominals. The first prevent referral since September 2020 was received in June. In July we had 24 referrals; 22 of these though were for the same high profile individual who had been in the news during mid July and this person had already been referred into Prevent in their home area.

We had 2 referrals in September.

Figures are subject to change after a review by the Home Office.

# Mental Health Quarterly Analysis



The above graph shows the number of crimes and incidents recorded on Niche RMS each quarter with either a mental health nicl qualifier or an attached mental health monitoring form. The mental health flag was introduced in September 2019 which is why we see an increase in figures at this point (Q2 19/20). Comparing Q2 21/22 to both Q2 20/21 and Q2 19/20 there has been a significant increase, but a slight decrease compared to Q1 21/22 which was the highest since recording began on niche in November 2017. These continued high levels of reporting could be a delayed impact of the pandemic, the Centre for Mental Health has observed an international increase in levels of psychological distress and mental ill health in the wake of COVID-19. We did not initially see the impact of this but is perhaps becoming apparent now as people return to the City. Most reports are concern for safety incidents (n=197, 80%). September is showing a increase with 75 reports. 64 of the reports are related to concern for safety.

## Suicide and Attempted Suicide Quarterly Analysis

Quarter	Suicide	Attempted Suicide
Q2 19/20	1	32
Q3 19/20	2	16
Q4 19/20	0	14
Q1 20/21	1	22
Q2 20/21	0	29
Q3 20/21	1	28
Q4 20/21	1	22
Q1 21/22	2	37
Q2 21/22	1	39

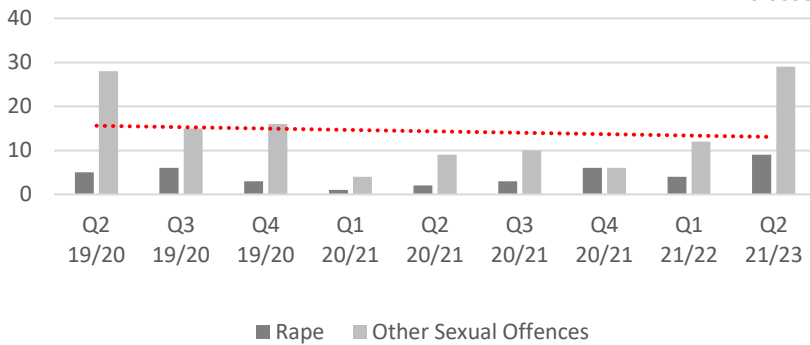
These figures are provided by FIB for inclusion in the document and have only been collated by PIU since Q3 18/19. There has been one suicide this quarter and 39 attempted suicides, this is a decrease in suicides from last quarter but a slight increase in attempts. Levels are fairly similar to Q2 19/20. One suicide in September and 10 attempts.

Figures are subject to change after a review by the Home Office.

## Sexual Offences Quarterly Analysis

### Sexual Offences

$R^2 = 0.0095$



Quarter	Rape	Other Sexual Offences
Q2 19/20	5	28
Q3 19/20	6	15
Q4 19/20	3	16
Q1 20/21	1	4
Q2 20/21	2	9
Q3 20/21	3	10
Q3 20/22	6	6
Q3 20/23	4	12
Q3 20/24	9	29

The above graph shows the number of crimes recorded on Niche RMS each quarter under either the rape or other sexual offences categories.

We've seen both categories of offences generally decrease across the last year. There have been 9 rape offences recorded this quarter, higher than 20/21 and 19/20 and an increase from last quarter. Two offences are linked to hotels and one to a licensed premises.

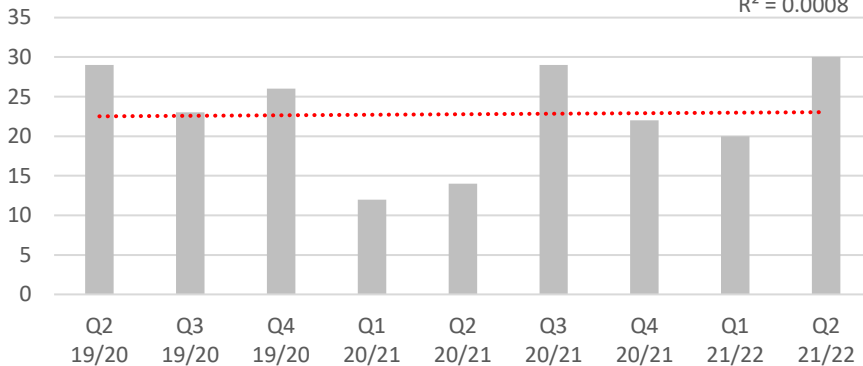
5 reports in September, four female and one male victims.

Other sexual offences has seen an increase of 20 reports this quarter reports have returned to a similar level to 19/20. There has been a increase of 38% (n=11) in September.

## Stalking and Harassment Quarterly Analysis

### Stalking & Harassment

$R^2 = 0.0008$



Quarter	Stalking & Harassment
Q2 19/20	29
Q3 19/20	23
Q4 19/20	26
Q1 20/21	12
Q2 20/21	14
Q3 20/21	29
Q4 20/21	22
Q1 21/22	20
Q2 21/22	30

The above graph shows the number of crimes recorded on Niche RMS each quarter under the stalking and harassment offence category.

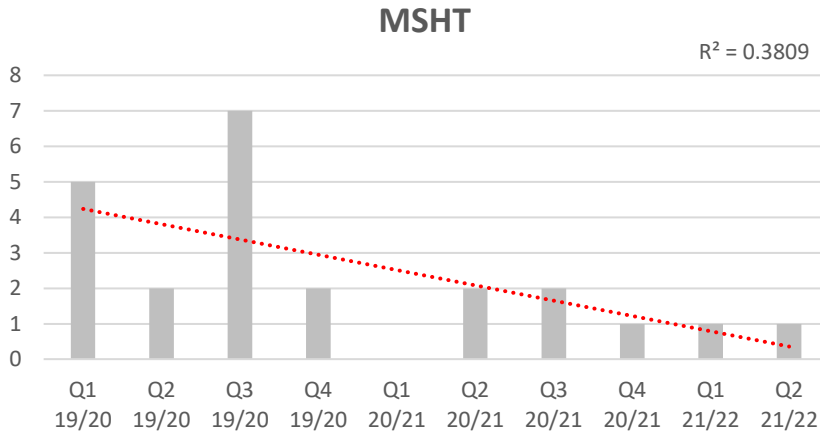
The graph shows a stable trend with a spike in reporting in Q3 20/21 that has been exceeded this quarter. There has been a notable increase this quarter compared to last but levels remain the same in 19/20. This quarter most reports were received in September and the majority relate to malicious communications (n=14) or harassment without violence (n=12). Just under a third of the offences this quarter are related to domestic abuse.

Twelve reports in September, four public order harassment without violence, six malicious comms and two stalking and harassment or controlling/coercive behaviour .

Figures are subject to change after a review by the Home Office.



# Modern Slavery and Human Trafficking Quarterly Analysis



Quarter	MSHT
Q1 19/20	5
Q2 19/20	2
Q3 19/20	7
Q4 19/20	2
Q1 20/21	0
Q2 20/21	2
Q3 20/21	2
Q4 20/21	1
Q1 21/22	1
Q2 21/22	1

The above graph shows the number of crimes and incidents recorded on Niche RMS each quarter with a 'Modern Slavery/Human Trafficking' (MSHT) local qualifier.

Comparing Q2 21/22 with Q2 20/21 for MSHT we have seen a decrease of 1 report, this is the same when compared to Q2 19/20 also.

One historic report in July that we have referred to the NRM and are transferring to the MPS for further investigation. Nil in September.

## NECVCU Quarterly Analysis

The National Economic Crime Victim Care Unit (NECVCU) have engaged with 20,231 victims this quarter. There were 297 vulnerable victims identified and engaged with across the quarter and 11 repeat victims identified. Alongside this 43 victims required and received additional safeguarding support.

In this quarter 13 victims contacted the NECVCU requesting additional advice and were protected from revictimization.

Figures are subject to change after a review by the Home Office

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## City of London Coordinated Community Response to Violence Against Women and Girls

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### 1.0 Introduction

Standing Together Against Domestic Abuse were commissioned by the City of London to deliver a review of the response to violence against women and girls, with a focus on the specialist provision. This report presents the review findings: a description of the specialist provision in the City; an overview of the multi-agency approach and how the City delivers a Coordinated Community Response to violence against women and girls. There are areas for development highlighted in a different colour throughout the report, and it concludes with an overview of good practice and the key areas for development, with recommendations.

A driver for this Review was recognition that there were a number of specialist services operating in the City, as well as pan-London provision, and a need to understand the role and scope of these services and how the wider multi-agency response links with them to identify duplication or gaps.

Additionally, the Domestic Abuse Act contains requirements for tier one authorities in relation to safe accommodation for, and strategy in relation to, victims/survivors of domestic abuse. In London the responsibility is held by MOPAC. Conversations are ongoing as to how this will be managed between MOPAC and the boroughs and City. It will be important for the City to have a robust strategic and operational understanding of the response to violence against women and girls in order to work with MOPAC.

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### 1.1 Methodology

The evidence for this review was gathered through:

- Survey of, and meetings with, key stakeholders.
- Desktop review of documents and data.
- Presentation of initial findings to the VAWG Forum to gather feedback.

Althea Cribb, an Associate of Standing Together who has worked in the violence against women and girls' sector for fifteen years, carried out the review and wrote this report.

## 2.0 Provision of Services

The City of London is unique compared with the rest of London in having a relatively small resident population, but a significant visitor and worker population. As a result, the numbers reporting violence against women and girls are small. Comparing the City with its five neighbouring boroughs (using data provided by London Councils):

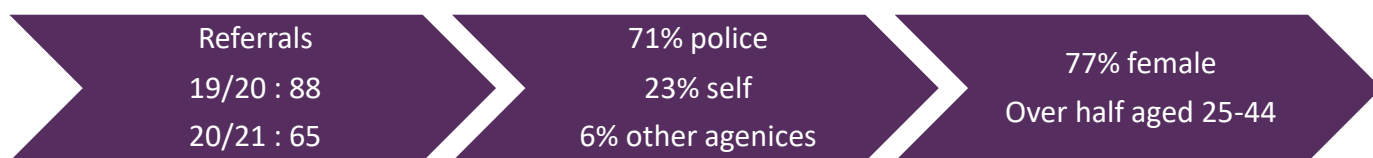
Area	City of London	Camden	Hackney	Islington	Tower Hamlets	Westminster
Population (2018 <sup>1</sup> )	7,700	253,000	282,000	238,000	317,000	254,000
Helpline <sup>2</sup> calls Q3 20/21	44	215	251	212	308	237
Calls per 1,000 population	5.7	0.8	0.9	0.9	1.0	0.9

The table represents one aspect of help-seeking by victims/survivors (calls to national helplines); there are many other ways in which help is sought including police, housing and directly with specialist services. Additionally, it does not account for the 500,000+ workers usually in the City and the many thousands of daily visitors. Nevertheless, it suggests a higher rate of calls from the City per 1,000 population: given underreporting of these types of abuse, this is positive for the City.

### 2.1 City-Based Services

#### *Vulnerable Victims Advocate*

The Vulnerable Victims Advocate (VVA) is currently a two-day a week post provided by Victim Support, funded by the City of London Police Authority; the funding is sought for and agreed on an annual basis. It will increase to a five-day a week post (through job share) in 2021/22 for one year funded through the Proceeds of Crime Act.



The role is based in the Public Protection Unit of the City Police (when Covid-restrictions allow) and works alongside the Victim Support IDVA (see below), also based there.

Operationally the VVA acts as a single point of contact for non-specialist and specialist domestic abuse services in the City for referrals, information, and guidance.

<sup>1</sup> <https://www.london.gov.uk/in-my-area> [data retrieved 12-April-2021]

<sup>2</sup> Women’s Aid/Refuge (NDAH), Rape & Sexual Abuse Support Centre (RASASC), Men’s Advice Line (Respect), Women & Girls Network’s Sexual Violence Helpline. Funded by London Councils as part of Ascent Partnership.

The VVA provides support and advocacy to people in the City who are experiencing or have experienced crime and are identified as vulnerable. The primary focus is supporting those affected by domestic or sexual abuse, child sexual exploitation, hate crime and those with additional vulnerabilities who have been affected by crime. Due to the volume of visitors and workers in the City, the VVA signposts to appropriate services in the victim's home area.

Despite the Covid-lockdown causing a significant reduction in visitors and workers in the City, there was only a small decrease between 2019/20 and 2020/21. The high number of police referrals reflects the good working relationships between the services.

Approximately 83% of referrals were violence against women and girls related: domestic abuse, 'honour'-based abuse, harassment, rape, sexual assault, sexual grooming, and stalking. Referrals are categorised by crime type; therefore, a higher proportion may be VAWG-related, and/or some referrals may involve male victims. It would support the partnership's understanding of the needs met by the VVA to have standardised data collection of VAWG types and non-VAWG crimes so that the data is separated into these two groups.

There are other ways in which the data could be improved:

- Demographic information recording needs to be standardised to include all protected characteristics, disaggregated by those who are residents, visitors, or workers.
- Record referrals for City residents, separate to referrals for those living outside the City, outside of London and outside the UK. These should be monitored as a group (rather than naming the specific area), as the response here will be different.
- Instead of listing the nationality of the individual referred, it would be more meaningful to record ethnicity (as above), and to monitor those who require an interpreter.
- Expand the 'other' category for referral sources to build a clear picture for which services and organisations are referring in. In this Review nearly all stakeholders referred to the VVA as a point of contact, but it is not clear how translates into referrals.
- The VVA should record referrals that are made to other services in the City or pan-London, including the IDVA and Ascent. This would help to develop data matching to minimise double counting. It would also highlight where there may be unmet need due to an absence of provision, or services being already over-stretched.

#### *Independent Domestic Violence Adviser*

Victim Support's Independent Domestic Violence Adviser (IDVA) is MOPAC funded within the pan-London IDVA provision. The post is 2.5 days a week, based in the Public Protection Unit of the City Police (when Covid-restrictions allow) and works closely with the VVA based there.

The IDVA provides advocacy and crisis support for victims of domestic abuse assessed at high risk of harm and homicide. Referrals are received from police, the VVA, MARAC and through self-referrals.

This review was unable to access data for the IDVA service, and this is a concern. The Policy Officer has requested the data from Victim Support and MOPAC, but it remains unclear where the data would be provided from. Data should be available for the City to understand the level of demand and the type of needs for City residents accessed as at high risk of domestic abuse.

While it can be challenging for services delivered at a pan-London level to provide the exact data a local area may be asking for, discussions need to take place at a strategic level to ensure that the data required can be provided. It would be helpful for the data to be standardised as far as possible with the data collected by the VVA and MARAC.

#### *Bangladeshi Specialist Worker*

The VAWG Forum identified low levels of reporting from the Bangladeshi community compared with the number of residents. The service has been commissioned by the Corporation with POCA funding (Proceeds of Crime Act). Solace is currently recruiting to this post, which will provide advocacy, support and community engagement.

#### *Sanctuary Scheme*

A Sanctuary Scheme is in place for residents of the City to access. There is a clear pathway for professional referral to the scheme, which provides additional security measures to enable survivors of VAWG to stay safely in their own homes. A dedicated budget is in place, which has no recorded expenditure for 2019/20 or 2020/21. No other data is available on referrals to or use of the Sanctuary Scheme, this should be collected.

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## **2.2 Pan-London Services**

The City benefits from provision that is funded pan-London, as well as services commissioned to cover the City and Hackney.

#### *Ascent Partnership*

The Ascent Partnership provides advice and counselling to women and girls aged 14+ who are at medium or standard risk of VAWG. The service is funded by London Councils and MOPAC and is pan-London, so accessible to women and girls who live in all London boroughs and the City. Professionals in the City are aware of the services from each individual provider, even if they are not aware that the delivery is part of the Ascent Partnership. Ascent and its members are also involved with the VAWG Forum to ensure they are part of local information sharing and learning.

- *Solace Women's Aid* provide the east London advice hub, through which referrals can be made to the partnership and case work support provided to women.
- *IKWRO* provide one to one counselling and specialist group interventions, including provision for many women in their first language. Delivery in 2020/21 reduced due to Covid.
- *LAWRS* provide advocacy and counselling within the Ending Harmful Practices strand, for which *Asian Women's Resource Centre* is the partnership's lead partner.

- *Rights of Women* provide legal training, guides and legal advice. No training could be delivered in 2020/21 due to Covid. They provide the National Women’s Family Law Legal Line.

Solace Advice Hub	IKWRO	Rights of Women	LAWRS
<ul style="list-style-type: none"> <li>• 2020/21 8 women</li> <li>• 2019/20 3 women</li> <li>• 2018/29 5 women</li> </ul>	<ul style="list-style-type: none"> <li>• 2020/21 2 group and 48 one-to-one counselling sessions</li> <li>• 2019/20 8 group and 61 one-to-one sessions</li> </ul>	<ul style="list-style-type: none"> <li>• 2018/19 and 2019/20 one training session delivered in each</li> </ul>	<ul style="list-style-type: none"> <li>• Worked with 43 women in the city over four years</li> </ul>

- *Southall Black Sisters* provide support to women with no recourse to public funds who are victims/survivors of VAWG.
- *Other provision:* Specialist advice for young women (*Women and Girls Network*), women who are involved in prostitution (*Nia*), women who use substances problematically, women who have complex housing situations, disabled women, Deaf women, LBT+ women and learning disabled and/or autistic women.

The targets for Ascent Partnership provision were set in 2017 by London Councils. The grant process will be completed again in 2022, and targets may be reviewed at that point. Currently the level of demand in the City is above targets set, and across London Partnership members are working with increasingly complex cases and higher levels of need. The Ascent Partnership Project Manager discusses issues like these with the Domestic Abuse, Vulnerability and Risk Policy Officer.

### 2.3 Other Services Available in / to the City

In addition to locally provided services, and the Ascent Partnership, other pathways are in place for residents and professionals.

#### *Support for Victims Presenting to Primary Care*

*Nia* delivers IRIS (Identification and Referral to Improve Safety) in City and Hackney. IRIS aims to improve the quality of care provided by General Practices to women experiencing domestic abuse through training and education for Practice staff and a referral pathway to advocacy for women.

#### *Children and Young People*

Specialist support for children and young people in relation to violence against women and girls can be accessed through the Victim Support East London Children and Young People’s Service. Children’s Social Care refer to family therapy for children and young people along, or with one or both parents. A Clinical Psychologist also supports the team. The Ascent Partnership provision works with girls aged 14 and over, and has services aimed at young women (see above). The partnership would benefit from a greater understanding of what is provided by these services

across the spectrum of violence against women and girls, with particular reference to those that may not be reached by mainstream services such as FGM and sexual exploitation.

### *Perpetrators*

There is no dedicated perpetrator provision in the City of London. This was identified as a priority within the VAWG Strategy and work is ongoing within the action plan to identify need, and options for provision. Children's Social Care are able to spot purchase places on groups with DVIP. This review was unable to establish how many places have been purchased.

This is a challenging area to identify need, due to low levels of help-seeking by those concerned about their behaviours. Essential partners in developing an understanding of potential need due to the likelihood that they are working with perpetrators are substance misuse services, the General Practice, mental health services, housing and children's social care.

In addition to this, professionals from a number of different services identified a gap in responding to victims of domestic abuse who wish to remain with their partner. This is a challenging area to respond to safely, but interventions are being developed that the City could learn from, in partnership with Respect Accredited perpetrator programmes, for example SafeLives Whole Picture/Connect projects<sup>3</sup> and Drive<sup>4</sup>.

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## 3.0 Multi-Agency Response

There is a strong multi-agency response to VAWG in the City. Stakeholders commented that the size of the City enables them to develop and maintain effective working relationships across services and departments. The VAWG Forum is instrumental in bringing organisations together.

The Domestic Abuse, Vulnerability and Risk Policy Officer, located in the Community Safety Team at the City of London Corporation, was referred to frequently as playing a key role in bringing partners together and ensuring an appropriate and consistent response to VAWG. This part time post is held by the part-time Vulnerable Victims Advocate. This enhances the single point of contact role: professionals can seek advice for specific situations, and gain information and guidance on their overall response, and the City's strategic and operational approach.

A single point of contact is positive in many ways. It can also represent a single point of failure, should the post be lost, or the post holder be unavailable for any reason. The Community Safety Officer provides coordination for the MARAC (see below) and supports the VAWG Forum and works alongside the Domestic Abuse, Vulnerability and Risk Policy Officer. This is an important operational

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<sup>3</sup> <https://safelives.org.uk/sites/default/files/resources/The%20Whole%20Picture%20-%20SafeLives'%20Strategy.pdf> [accessed 25-April-2021]

<sup>4</sup> <http://driveproject.org.uk> [accessed 25-April-2021]



role as well as being an alternative point of contact for professionals. If the Policy Officer were full-time this would minimise risks to delivery related to their availability of strategic and operational support and actions.

Domestic abuse training is available by request for practitioners in the Corporation and its partners. It is delivered by the VVA. Training is also available through the City and Hackney Safeguarding Board. Members of the Ascent Partnership can be commissioned to deliver specific training. All staff and managers who work on the City estates are scheduled to receive domestic abuse training as soon as this is possible in line with Covid-restrictions. This is the only mandatory training.

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### 3.1 City of London Police

It has been clear through this review that for the City police, violence against women and girls is a high priority within its vulnerability agenda. The police fund the VVA, and the post is co-located with the IDVA in the police station, which enhances partnership working and supports prompt and appropriate referrals.

Data is collated by the City police and presented to partners under the heading 'Domestic Abuse'. This data is presented as an infographic and could be developed and enhanced to present a clearer picture of reporting by residents, workers and visitors covering the whole spectrum of VAWG.

The infographics contain data on 'Why – Reasons'. It is not clear where this information comes from, such as the victim, the alleged perpetrator, or the officer's perception. The wording suggests reasons can be identified for the perpetration of VAWG-related crimes and include 'family bereavement', 'mental health' or 'withdrawing from drugs'. This perspective is contrary to our understanding of VAWG in the context of the control, power and coercion exercised by perpetrators. This should be discussed by the partnership within a wider review of effective data collection and analysis.

There are other ways in which the data could be improved:

- Differentiate the data by crimes and non-crime incidents.
- Cover all forms of VAWG and present this data separately to non-VAWG incidents/crimes.
- Present data on victims and alleged perpetrators separately, including demographic data, protected characteristics, and vulnerabilities such as substance misuse, mental health.
- Specify the relationships between victims and alleged perpetrators for different crime types and non-crime incidents, as above, separating VAWG and non-VAWG.
- Disaggregate the data to show the needs of residents separately to non-residents.
- Present data on identified risk levels for domestic abuse.

The data reporting should be standardised for each quarter, so that effective comparisons can be made by the partnership.

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### 3.2 Housing

The Corporation is working towards Domestic Abuse Housing Alliance Accreditation<sup>5</sup>, which is a positive step towards ensuring the best response to victims/survivors, and perpetrators, of domestic abuse in the City. The existing response is survivor centred.

A Steering Group is in place involving Housing and Community Safety; partners will be invited shortly. Housing work closely with the Community Safety Officer (MARAC Coordinator) and the Domestic Abuse, Vulnerability and Risk Policy Officer. Lockdown has interrupted some elements of the accreditation process such as training, the commitment remains, and the process continues.

Housing collects data on the number of households moved due to domestic abuse. In 2020/21 five households were moved, an increase from 2019/20 (one) and 2018/19 (two).

Through the work towards Accreditation, a focus on the DAHA Whole Housing Approach (<https://www.dahalliance.org.uk/what-we-do/whole-housing-approach/>) would enhance the collective response to those in need of housing support more widely. This will take place alongside understanding the Domestic Abuse Act requirements for the provision of safe accommodation, preparing the City for liaison with MOPAC which has the statutory responsibility.

The Guinness Partnership operate in the City and have a representative on the Safer City Partnership. They logged 47 domestic abuse cases in the City in 2020, an increase from 2019 (29 cases) and 2018 (30 cases). The Guinness Partnership have a dedicated National Safeguarding and Domestic Abuse Team to respond to residents and are DAHA Accredited.

The Homelessness Team have good working relationships with domestic abuse partners including the VVA. There is a proactive response to rough sleepers in the City and the Team refers to MARAC. This can be challenging as the Team is often working with the perpetrator and the victim who continue to be in a relationship. This is an area for the partnership to discuss and develop.

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### 3.3 Children's and Adult's Social Care

Children's and Adults' Social Care participate in the City VAWG Forum. The partnership structure for both is via City and Hackney Safeguarding Boards<sup>6</sup>. These offer an opportunity for the VAWG Forum, or a more strategic structure, to make the links across all forms of VAWG (not just domestic abuse) and how they intersect with the duties of children's and adults' social care.

In situations of domestic abuse, Adults' Social Care raise safeguarding concerns and follow the Making Safeguarding Personal guidance. This involves contacting the victim if it is safe to do so and

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<sup>5</sup> <https://www.dahalliance.org.uk/what-we-do/accreditation-for-housing-providers/>

<sup>6</sup> NB: City and Hackney Children's Safeguarding Board [Domestic Violence at Home](#) webpage does not list City services; the [Domestic Violence and Abuse](#) webpage has a link to 'City of London – Domestic Abuse Services' that does not work.

completing a DASH. However, this would usually be completed by the Vulnerable Victims Advocate. ASC would refer to MARAC and liaise with partner agencies including police if required. ASC would consider the needs of the perpetrator as to whether anything could be put in place to support with reducing the risk of abuse.

As with other services, a challenge for ASC is working in situations in which the victim and perpetrator of domestic abuse continue to be in a relationship. This can be done, ideally with a multi-agency approach, with a focus on reducing risk within the situation.

It is essential that Children's Social Care work in a non-judgemental way with non-abusing parents and their children, while holding perpetrators accountable for their behaviours. The Safe and Together model is an internationally well-regarded way of working with families in which a parent is being abused by the other parent (<https://safeandtogetherinstitute.com>).

The VAWG strategy refers to ensuring "children and young people witnessing/victims of abuse are supported" (p20) and also refers to children "who live with domestic abuse" (p29). The new Domestic Abuse Act 2021 states children are victims of domestic abuse, not 'witnesses' or passively 'living with' abuse. It is also important to name the abuser, not "households with domestic abuse", to create a culture that holds perpetrators to account for their abuse. *This language should be reviewed across the partnership.*

There is no mandatory training for social workers and associated social care staff in the City, although they do access the training on offer when they can. *The VVA role will be full time in 2021/22, this could be an opportunity to explore co-location with social care services, to increase referrals and knowledge transfer in these areas. Mandatory training would also be beneficial.*

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### 3.4 Health

As outlined above, Nia provides the IRIS Project in City and Hackney: there is one General Practice in the City, but many residents are registered with practices in other boroughs.

A MARAC Liaison Nurse supports primary care involvement with the MARAC. This is effective in the City's General Practice, due to IRIS. It is more challenging in relation to residents who are registered with GPs outside of the City where IRIS is not in place.

Residents can access several hospitals for acute care, all outside of the City: The Royal London Hospital (Tower Hamlets), University College Hospital (Camden), St Thomas' Hospital (Lambeth), Guy's Hospital (Southwark), Homerton University Hospital (Hackney). This presents a challenge for the partnership in understanding the health needs of domestic abuse victims/survivors.

Safeguarding Children at Homerton University Hospital are part of the VAWG Partnership, as well as the City and Hackney Safeguarding Children's Board. They log MARAC cases on their system as part of involvement with this process.

Further information was requested from other health partners for this review but was not received, this could be considered as the VAWG Forum and Strategy develops.

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### 3.5 Mental Health and Substance Misuse

Talk Changes (Homerton Hospital) offers talking therapies to adults registered with a General Practice in the City or in Hackney. It is a confidential NHS Service.

City and Hackney Mind provides community advocacy, counselling, education services and employment support, therapeutic day services and welfare rights advice.

City residents aged between 11 and 19 years old can access free and anonymous online counselling and emotional support through Kooth.

Turning Point provide substance misuse services for the City, and new post of Women's Worker has been created, to develop self-referral opportunities and women-only spaces within the service. They provide a drop-in, along with Open Doors (part of Homerton University Hospital Community Sexual Health Services, working with those involved in prostitution), in Hackney. These services present an opportunity to work in partnership to identify the needs of this client group, to raise the profile of this provision, and for closer working with the City VAWG provision.

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## 4.0 Coordinated Community Response

“The Coordinated Community Response enables a whole system response to a whole person. It shifts responsibility for safety away from individual survivors to the community and services existing to support them.”

Standing Together Against Domestic Abuse 'In Search of Excellence' (2020)

There is recognition of the need for a whole system response to VAWG in the City. This is particularly strong in relation to operational responses to victims/survivors. A VAWG Strategy and Action Plan are in place, monitored by the VAWG Forum.

A CCR brings together services including health, housing, social care, education, criminal justice along with communities, to ensure local systems keep survivors safe, hold abusers to account, and

prevent violence against women and girls. A CCR addresses prevention, early intervention, crisis, and long-term recovery and safety, working with a wide range of services, pathways, and systems.

All these elements are in evidence in the City: either already provided or contained within the VAWG Strategy as an area of development.

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#### 4.1 Violence Against Women and Girls Strategy

The VAWG Strategy has a clear vision and aim. It links directly to the Corporate Plan and gathered data and intelligence to inform priorities. It links with the MOPAC strategy and sets out the local City arrangements including work that takes place with neighbouring boroughs. The strategy and partnership recognise all forms of VAWG, although at times this is conflated with domestic abuse. The priorities have been translated into an action plan, which is monitored by the VAWG Forum. The VAWG Strategy and Action Plan are wide ranging and ambitious, covering prevention, provision and holding perpetrators accountable. Most areas for action are the responsibility of the Policy Officer and the Community Safety Officer in the Corporation. This should be reviewed to establish other partners that should take the lead, or work alongside the Policy Officer. This would remove pressure from that role, as well as widening the responsibility and accountability for actions. Progress would also be supported by the Policy Officer role becoming full time.

One area of development is to address the language used within the Strategy: there are repeated references to 'incident' of violence against women and girls. While this may be appropriate for some forms of VAWG such as FGM and some sexual violence, and reflects how VAWG can be reported to police, it is not appropriate for domestic abuse, sexual exploitation and grooming, and 'honour'-based abuse. These types of abuse and violence are ongoing, a constant in terms of the lived experience of victims and involving patterns of coercion and controlling behaviours by perpetrators. The partnership should review the way in which VAWG is discussed and described, to ensure that these understandings are built into strategy, policies, procedures, and training.

There are actions in the action plan that would benefit from being reworded to become more precise to enable measurement of outcomes. One example is the action "Partners to be aware of the Continuum of Needs Model when working with families with children, when domestic abuse and /or sexual violence is identified as a risk factor, and to take a lead professional role or refer to the City of London Children and Families Social Care and Early Help Service dependent upon the presenting needs." The progress of this action is 'ongoing'; but does not state how the partnership will establish that awareness is in place, and that responses are in line with the action. This could be achieved, for example, through annual audits of case files, or feedback through case supervision.

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#### 4.2 Violence Against Women and Girls Forum

The Forum meets quarterly. It has high levels of attendance from specialist and multi-agency representatives. It is coordinated by the Policy Officer and the Community Safety Officer, and chaired by the Assistant Director People, Department of Community & Children's Services.

The Forum is highly regarded by members. The meetings contain updates on service provision, reviews of data, and updates on the progress of the Action Plan. The Forum works to understand gaps and trends in the City and identify how to address these.

The Terms of Reference for the Forum outlines a strategic function that is not currently matched by the content of the meetings, which tend to be more operationally focused. The Forum in its current format delivers an important function that is valued by members and should not be lost.

The City would benefit from reviewing how the strategic function could be developed to ensure leadership and shared ownership, across the Corporation and partner agencies, of the of strategy and action plan, and the funding of services. The information sharing at the Forum about services, good practice, gaps and trends is essential, and would feed into the strategic function.

A smaller, more focused strategic function would enable the partnership to hold services to account in relation to training, referrals to specialist services and the MARAC, and actions within the action plan. It would also bring commissioning and funding into a shared place, developing ownership of the VAWG response across the required organisations and departments.

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### 4.3 MARAC

The City MARAC is chaired by the City Police. The coordination is carried out by the Community Safety Officer in the Corporation, alongside their role supporting the VAWG Forum and delivery of the VAWG Strategy Action Plan.

There is high regard for the MARAC from providers and referrers; it is seen as well organised and providing an effective information sharing and action planning space for victims of domestic abuse at high risk of significant harm or homicide.

The MARAC was identified as of particular importance for discussing victims who are homeless and sleeping rough, as often they do not want referrals into services, but their needs and risk can be high. The MARAC coordinator links with the Rough Sleeper bi-weekly task and action group, and this has been recognised as having improved appropriate information sharing between services.

The MARAC coordinator connects with the Community MARAC, which addresses issues of anti-social behaviour and safeguarding, to ensure domestic abuse is recognised and responded to appropriately.

There was an increase in referrals during the Covid lockdowns because providers and other professionals were not seeing victims/survivors and therefore concerns were raised.

The MARAC Coordinator reports to the VAWG Forum, identifying good practice, challenges or trends. Due to the low numbers, the updates are more anecdotal than data driven. Despite the low numbers, standardised data collection and sharing with the partnership is important. As outlined elsewhere in this review, gathering data on referrals, demographic information, protected characteristics and the needs of victims/survivors, children and perpetrators is essential to enable the partnership to understand provision and identify unmet need.

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#### **4.4 Specialist Domestic Abuse Court**

A Specialist Domestic Abuse Court is provided through Westminster Magistrates' Court covering both City and Westminster. Support for witnesses is provided by the VVA, the IDVA, or the Victim Support Witness Service. The partnership would benefit from receiving any data that may be collected on victims attending court and their support needs.

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#### **4.5 Support for Employees**

A HR Domestic Abuse and Stalking Policy is in place for the Corporation. This outlines the response and support provided to victims/survivors and outlines how employees who are perpetrators of abuse will be held accountable for their behaviour.

The VAWG Strategy and Action Plan identifies the need to work with businesses to ensure that employees in the City are responded to and supported safely and appropriately. The work that was planned will restart once Covid-restrictions allow.

Given the very high numbers of workers that would usually be coming into the City, the VAWG Strategy recognises this is an important area of work to ensure safeguarding and support is provided. With the use of new technologies having increased significantly during Covid-restrictions, these could be used to facilitate awareness raising and training to ensure the best use of time by the key personnel involved in this area of work.

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#### **4.6 Survivor Consultation**

The scope of this Review did not extend to survivor consultation, but it is a core element of a Coordinated Community Response.

The VAWG Forum should gather information from specialist providers on what service user feedback that they gather. If mechanisms for feedback are not in place for specialist City services (VVA and IDVA) then this should be developed, for example through an online survey link that can be shared easily, or through building it into the case closure / end of contact process.

In addition to gathering feedback from service users, opportunities for consultation with residents, visitors and workers are also important, whether they access local services or not. A permanently available, advertised online link is one option for doing this. Meaningful co-production of services and strategies involves actively seeking participants to contribute their thoughts and feedback in



ways that are accessible and have a real impact on the decisions made in the City, e.g., through regular meetings or groups.

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## 5.0 Strengths and Good Practice

There is strong commitment in the City to providing an effective, whole system response to violence against women and girls. Reporting numbers are low, but stakeholders are aware that VAWG is under reported and therefore a great deal of focus and priority is placed on the response.

A strong partnership approach is in evidence through the MARAC and the VAWG Forum where attendance is consistently high and fully engaged.

High quality provision is in place from the Vulnerable Victims Advocate, the IDVA and the Ascent Partnership. The VVA is seen as a point of contact for professionals, which is supported by the VVA's role as the Policy Officer. A trusted, knowledgeable, and proactive single point of contact is a real asset for the City.

Gaps are recognised and work is undertaken to identify funding to meet these, as evidenced by the establishment of a Bangladeshi Specialist Worker post.

The response of the Rough Sleepers Team is positive in their recognition of domestic abuse victims and survivors, and the joint working that take place through and outside the MARAC.

The City of London Housing Service is working towards DAHA Accreditation, which will enhance what is already a survivor-centred approach.

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## 6.0 Areas for Development

Areas for development and suggestions have been included where appropriate throughout this report. This section presents the three overarching areas of learning for the partnership; they should be read with reference to the relevant sections of this report.

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### 6.1 Ensure effective strategic governance

This review has shown there is commitment to a Coordinated Community Response to violence against women and girls in the City. The operational response is effective, but it is not clear how the ownership of the strategic approach and operational response is shared across Corporation departments and other key services.



This presents a risk to the CCR in the City as it is potentially dependant on committed individuals, rather than built into partnership structures. It also has an impact on commissioning and funding of specialist services, in that it falls to a small number of people to seek and secure funding every year.

*Recommendation:* The Safer City Partnership and VAWG Forum should establish a strategic function (this could be a group) that is smaller than the VAWG Forum and focused on strategic leadership and ownership of the VAWG Strategy and agenda; but informed by the expertise and experience of the wider VAWG Forum membership. This development, and the progress of the Strategy, would be supported by moving the Policy Officer to a full-time post.

*Recommendation:* Review and if necessary, develop survivor and public consultation and co-production mechanisms within the coordinated community response.

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## 6.2 Standardised and comprehensive dataset

As outlined above, data collection takes place in the City, but development of this would tell a more effective story of the need and demand for specialist VAWG and non-specialist services.

*Recommendation:* Develop a standardised and comprehensive dataset covering all relevant services and all forms of violence against women and girls.

Standardising the data collected as far as possible (given the different focus and response of different services) would support the partnership in collating and analysing the data. For all services this should include demographic data, all protected characteristics, and areas of vulnerability such as mental health, substance misuse and care and support needs.

Specialist services in the City (the VVA, IDVA, MARAC) should record and monitor the types of support needed by victims/survivors, to enable the partnership to understand how needs are being met and any gaps in provision. Collection of demographic and protected characteristics data, and by VAWG type, enables comparison with population data to build an understanding of areas of under reporting. See section 2.1 for more detail on recommended data collection for the VVA, and section 3.1 on police data.

The partnership would also benefit from gathering data from the wider partnership:

- Sanctuary Scheme: referrals (number and demographics), types of security provided.
- Children's Social Care: number of referrals, Child in Need and Child Protection cases in which VAWG is a factor (specifying type); referrals out to specialist services for the victim/survivor, child(ren), and perpetrator, including to community perpetrator programmes.
- Adult Social Care: number of referrals/safeguarding concerns involving VAWG (specifying type); referrals out to specialist services for the victim/survivor or perpetrator.

- Housing: data is gathered on the number of moves that have taken place due to domestic abuse; further data will be developed in line with DAHA Accreditation; explore data collection in relation to other forms of VAWG.
- Homelessness and rough sleeper team: Numbers of referrals and those being supported who are VAWG victims or perpetrators (specifying type), including where both are accessing the service (including couples); referrals out to specialist services for the victim/survivor or perpetrator.
- Substance misuse service: Numbers of referrals and those being supported who are VAWG victims or perpetrators (specifying type), including where both are accessing the service (including couples); referrals out to specialist services for the victim/survivor or perpetrator.
- Mental health services: Numbers of referrals and those being supported who are VAWG victims or perpetrators (specifying type), including where both are accessing the service (including couples); referrals out to specialist services for the victim/survivor or perpetrator.
- Acute and other secondary health services such as midwifery: data gathering is more challenging here (see above section on health) but should be explored, learning how other boroughs work with acute services to understand the need in relation to VAWG. Ideally capturing the number of Emergency Department attendances by VAWG victims (specifying type), disclosures to midwifery and sexual health services.
- Specialist Domestic Abuse Court: City cases being heard, outcomes, support that has been provided to victims/survivors.

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### 6.3 Enhance the multi-agency response

There are opportunities to enhance the existing response of non-VAWG-specialist services. The uplift of the VVA role to a full-time post presents a potential opportunity to extend the joint working or co-location with other services in addition to police (as and when restrictions also allow), for example with children's social care, adult social care, and the substance misuse service.

*Recommendation:* Review the location of the VVA role once it is full time, to identify whether co-location with other services is possible.

*Recommendation:* Establish mandatory training for key services including children's social care, adult social care, substance misuse services, advice services, homelessness, and housing (this last is already planned). Training should cover awareness and understanding of all forms of VAWG, information on referral pathways and appropriate responses, including completion of the DASH risk assessment for domestic abuse where appropriate.

*Recommendation:* Work with employers and businesses has been identified and should continue either in person as soon as Covid-restrictions allow, and/or using new technologies to raise awareness. The VAWG Forum should identify other services to deliver this work in partnership, e.g., Corporation departments already involved with businesses in the City.

## 7.0 Summary of Recommendations

Area	Recommendations
<p><b>Ensure effective strategic governance</b></p>	<p>The Safer City Partnership and the VAWG Forum should establish a strategic function (this could be a group) that is smaller than the VAWG Forum and focused on strategic leadership and ownership of the VAWG Strategy and agenda; but informed by the expertise and experience of the wider VAWG Forum membership.</p>
	<p>The partnership should review the way in which VAWG is discussed and described as outlined in this report, to ensure that these understandings are built into strategy, policies, procedures, and training.</p>
	<p>Review the actions in the action plan to ensure they are precise and enable measurement of outcomes.</p>
<p><b>Standardised and comprehensive dataset</b></p>	<p>Develop a standardised and comprehensive dataset covering all relevant services and all forms of violence against women and girls.</p> <p>The report sets out how this can be done.</p>
<p><b>Enhance the multi-agency response</b></p>	<p>Review the location of the VVA role once it is full time, to identify whether co-location with other services is possible.</p>
	<p>Establish mandatory training for key services including children’s social care, adult social care, substance misuse services, advice services, homelessness, and housing (this last is already planned). Training should cover awareness and understanding of all forms of VAWG, information on referral pathways and appropriate responses, including completion of the DASH risk assessment for domestic abuse where appropriate.</p>
	<p>Work with employers and businesses has been identified and should continue either in person as soon as Covid-restrictions allow, and/or using new technologies to raise awareness. The VAWG Forum should identify other services to work in partnership with, including other Corporation departments that are already involved with businesses in the City.</p>

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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 3 <sup>rd</sup> November 2021
<b>Subject:</b> Q2 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 80-21	<b>For Information</b>
<b>Report author:</b> Robert Ellis, Director of Analysis and Performance	

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**Policing Plan Measures Performance  
Quarter 2 2021/22  
1<sup>st</sup> July – 30<sup>th</sup> September 2021**

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**Q2 21/22 Performance – Policing Plan Measures**

## 1.1 Summary

This report summarises performance against the measures in the City of London Policing Plan 2020-2023 for Quarter 2 (Q2) 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 Q2 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 many areas continue to be impacted or face unpredictable demand as a result in Q2 2021-22. A full summary of performance against each measure which sits within the overarching measures, is contained within the report.

Whilst the assessment of some measures has changed the overall assessment of each of the priorities remains the same as at the end of Quarter 1.

	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22
Economic & Cyber Crime	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING		

<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))

Counter Terrorism	<b>CLOSE MONITORING</b>	<b>CLOSE MONITORING</b>	<b>CLOSE MONITORING</b>		
Serious Organised Crime	<b>SATISFACTORY</b>	<b>SATISFACTORY</b>	<b>SATISFACTORY</b>		
Violent & Acquisitive Crime	<b>SATISFACTORY</b>	<b>SATISFACTORY</b>	<b>SATISFACTORY</b>		
Local Policing	<b>CLOSE MONITORING</b>	<b>CLOSE MONITORING</b>	<b>CLOSE MONITORING</b>		

## 1.2 Recommendation(s)

It is recommended that members note the report.

## Main Report






### 2.1 Background

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 the performance for Q2, 1<sup>st</sup> July to 30<sup>th</sup> September 2021.

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 .

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.


## 2.2 Current Position – Overview of All Measures

Priority: Economic and Cyber Crime						
MEASURE	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	TREND
<b>Overall Assessment</b>	N/A	Close Monitoring	Close Monitoring			
<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)”	N/A This was a new measure introduced for 2021-22	Satisfactory	Satisfactory			
<b>Measure 2-</b> 90% of surveyed respondents have improved knowledge of fraud threats and protective behaviours following engagement events / direct communications	N/A This was a new measure introduced for 2021-22	No survey data yet available	No survey data yet available			
<b>Measure 3-</b> The number of judicial outcomes recorded by policing is increased	N/A This was a new measure introduced for 2021-22	Requires Action	Close Monitoring			
<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)	N/A This was a new measure introduced for 2021-22	Satisfactory	Satisfactory			
<b>Measure 5-</b> Increase use of serious crime prevention and other ancillary orders	N/A This was a new measure introduced for 2021-22	Satisfactory	Satisfactory			
<b>Measure 6-</b> Economic Crime Academy delegate	N/A This was a new	Close Monitoring	Close Monitoring			

training numbers are sustained with 90% satisfaction rate	<b>measure introduced for 2021-22</b>					
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There are six measures under this priority within Policing Plan.

- The first measure is reported as Satisfactory around Action Fraud victim satisfaction with the service. Satisfaction levels this quarter are maintained at the same level as last (89%).
- The second measure which covers improved knowledge of Fraud threats currently has no information. The data collection survey to inform on this measure is being established so that a baseline can be set for performance. This will be reported before the end of Q4 so that the Force can establish the current performance in this area and then set a measure to build upon this for the next reporting year.
- The third measure around judicial outcomes is assessed as Close Monitoring as there has been an improvement on last quarter with 462 outcomes recorded taking the total for this year (n=497) just over half of the outcomes recorded last year (n=450). It is hoped that further clearing of backlogs in the criminal justice system will see this total continue to increase next quarter.
- The fourth measure covering OCG disruptions is reported as Satisfactory for this period. Both the overall number of disruptions (n=31) and the number of major disruptions (n=9) so far this year are currently ahead of the quarterly averages from last year (n=26 and n=5 respectively).
- The fifth measure around ancillary orders is reported as Satisfactory, levels of ancillary orders and SCPOs under review are similar to last quarter. If no increase is seen next quarter this may move to Close Monitoring.
- The final measure on Economic Crime Academy delegates and course satisfaction is reported as Close Monitoring. A lower number of courses were delivered this quarter as previous years have shown summer to be a quieter period for take up; and consequently, July and August were used to facilitate trainer holidays and essential updates to course materials. Whilst delegate numbers were low this quarter satisfaction has significantly increased to 98%; this is most likely due development of the Moodle platform through which the online delegate experience is improved with easier access to course material and interaction with trainers.




<b>Priority: Counter Terrorism</b>						
<b>MEASURE</b>	<b>Q4 2020-21</b>	<b>Q1 2021-22</b>	<b>Q2 2021-22</b>	<b>Q3 2021-22</b>	<b>Q4 2021-22</b>	<b>TREND</b>
<b>Overall Assessment</b>		<b>Close Monitoring</b>	<b>Close Monitoring</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>Satisfactory</b>	<b>REPORTED ANNUALLY as part of Community Survey</b>	<b>REPORTED ANNUALLY as part of Community Survey</b>			<b>Trend will be added once this year's survey complete</b>
<b>Measure 2-</b> An increased percentage of	<b>Close Monitoring</b>	<b>Requires Action</b>	<b>Requires Action</b>			



Project Servator stops that result in a positive outcome.						
<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>Requires Action</b>	<b>Satisfactory</b>	<b>Satisfactory</b>			

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 Q2 a 55% positive outcome rate is reported for the year to date, compared to 63% for the previous year. However, the trend is improving quarterly rising from 45% to 53% last quarter and from 53% to 59% this quarter. If this trend continues into next quarter it may reach similar levels to last year and move to close monitoring.
- The Third measure around the number of Op Lightning reports continues to report as Satisfactory. So far this year 46 reports have been received compared to 32 at this point last year.

<b>Priority: Serious Organised Crime</b>						
<b>MEASURE</b>	<b>Q4 2020-21</b>	<b>Q1 2021-22</b>	<b>Q2 2021-22</b>	<b>Q3 2021-22</b>	<b>Q4 2021-22</b>	<b>TREND</b>
<b>Overall Assessment</b>		<b>Satisfactory</b>	<b>Satisfactory</b>			
<b>Measure 1-</b> An increase in the number of organised crime groups disrupted	<b>Satisfactory</b>	<b>Satisfactory</b>	<b>Satisfactory</b>			
<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>Satisfactory</b>	<b>REPORTED ANNUALLY as part of Community Survey</b>	<b>REPORTED ANNUALLY as part of Community Survey</b>			Trend will be added once this year's survey complete
<b>Measure 3-</b> a reduction in the number of cyber enabled crimes	<b>Satisfactory</b>	<b>Satisfactory</b>	<b>Satisfactory</b>			
<b>Measure 4-</b> Maintain Force use of multi-agency	<b>Satisfactory</b>	<b>Satisfactory</b>	<b>Satisfactory</b>			

interventions or investigations supported or coordinated to safeguard children						
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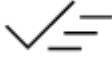
There are four measures under this priority within the Policing Plan.

- The first measure, an increase in the number of organised crime groups disrupted is reported as Satisfactory for the second quarter as levels look to be on track to exceed last year's total.
- 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. So far this year 16 reports have been received compared to 25 by this point last year.
- 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. There has been a slight decrease in the number of investigations (n=7) compared to last quarter (n=15) and this quarter last year (n=8). If this trend continues this could move to close monitoring in Q3.

<b>Priority: Violent and Acquisitive Crime</b>						
<b>MEASURE</b>	<b>Q4 2020-21</b>	<b>Q1 2021-22</b>	<b>Q2 2021-22</b>	<b>Q3 2021-22</b>	<b>Q4 2021-22</b>	<b>TREND</b>
<b>Overall Assessment</b>		<b>Satisfactory</b>	<b>Satisfactory</b>			
<b>Measure 1-</b> A reduction in number of victim-based violent crimes.	<b>Satisfactory</b>	<b>Satisfactory</b>	<b>Satisfactory</b>			
<b>Measure 2-</b> A reduction in number of victim-based acquisitive crimes	<b>Satisfactory</b>	<b>Satisfactory</b>	<b>Satisfactory</b>			
<b>Measure 3-</b> A reduction in the re-offending rate of people committing violent and acquisitive crime	<b>Satisfactory</b>	<b>Satisfactory</b>	<b>Close Monitoring</b>			
<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>	<b>Satisfactory</b>	<b>Satisfactory</b>			

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. There has been a reduction for both the rolling 12 month period (-12%) and compared to the 19/20 baseline (-25%).
- The second measure, a reduction in number of victim-based acquisitive crimes is reported as Satisfactory. There has been a reduction for both the rolling 12 month period (-34%) and compared to the 19/20 baseline (-49%).
- The third measure around the reduction in reoffending for acquisitive and violent crime is assessed as Close Monitoring as levels of repeat offender crime are similar to both that of 2019/20. The percentage of repeat offenders is showing a slight increase.
- The fourth measure around victim satisfaction is assessed as Satisfactory.

<b>Treatment</b> <b>85% Satisfied</b>			<b>Follow Up</b> <b>65% Satisfied</b>
<b>Overall Service</b> <b>62% Satisfied</b>			<b>69% Would Recommend in Future</b>

The Force is currently achieving around a 10% response rate to the survey; 789 text message requests have been successfully delivered since November 2020 and we have received 78 responses. We have seen all measures increase in Q2, notably those satisfied with how they were treated has risen from 76% to 85%. Whilst people are generally satisfied there is still room for improvement.

The provision from the current provider has expired so the Force is exploring the possibilities for other provision as a matter of urgency.

<b>Priority: Local Policing</b>						
<b>MEASURE</b>	<b>Q4 2020-21</b>	<b>Q1 2021-22</b>	<b>Q2 2021-22</b>	<b>Q3 2021-22</b>	<b>Q4 2021-22</b>	<b>TREND</b>
<b>Overall Assessment</b>		<b>Close Monitoring</b>	<b>Close Monitoring</b>			
<b>Measure 1-</b> Roads policing - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London	<b>Requires Action</b>	<b>REPORTED ANNUALLY as part of Community Survey</b>	<b>REPORTED ANNUALLY as part of Community Survey</b>			Trend will be added once this year's survey complete
<b>Measure 2-</b> Antisocial Behaviour- a reduction in the percentage of people who are surveyed who consider ASB a	<b>Requires Action</b>	<b>REPORTED ANNUALLY as part of Community Survey</b>	<b>REPORTED ANNUALLY as part of Community Survey</b>			Trend will be added once this year's survey complete

priority in the City of London						
<b>Measure 3-</b> The public order measure- an increase in the number of positive outcomes following arrests resulting from public order incidents	<b>Satisfactory</b>	<b>Close Monitoring</b>	<b>Close Monitoring</b>			
<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>	<b>Satisfactory</b>	<b>Satisfactory</b>			

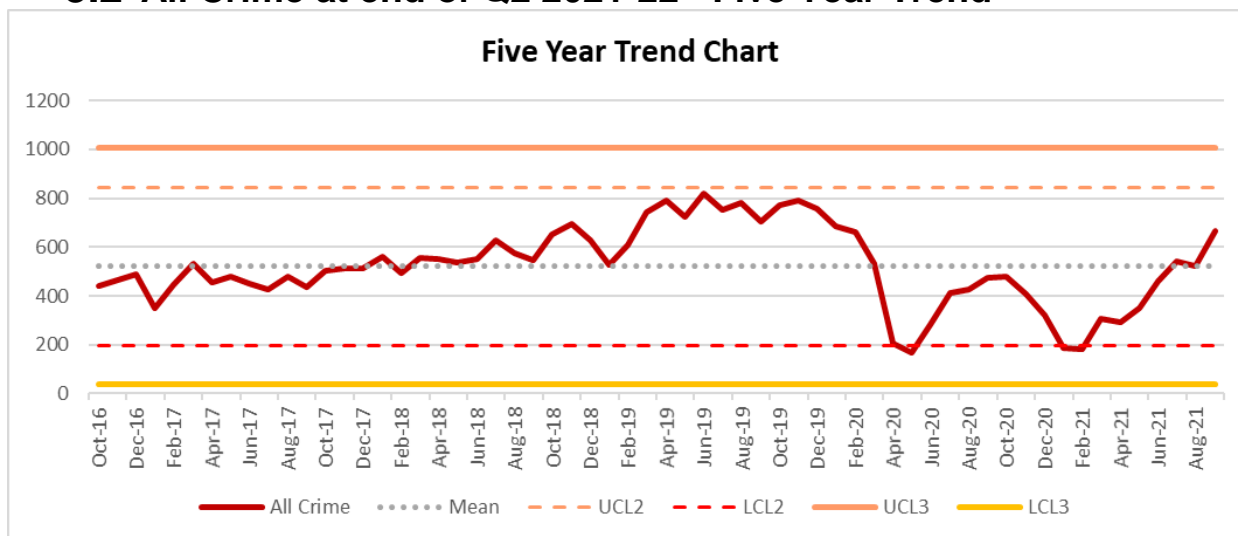
There are four measures under this priority within the Policing Plan.

- 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. The current positive outcome rate for the year to date is 19% which is a decrease from 33% last year and 23% in 2019/20 but could still be recovered before the end of the year.
- The fourth measure regarding an increase in the use of the national vulnerability framework is reported as Satisfactory. Levels of adult referrals have increased compared to the previous 2 years whilst child referrals have increased compared to 2020/21 but are similar to that seen in 2019/20.

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

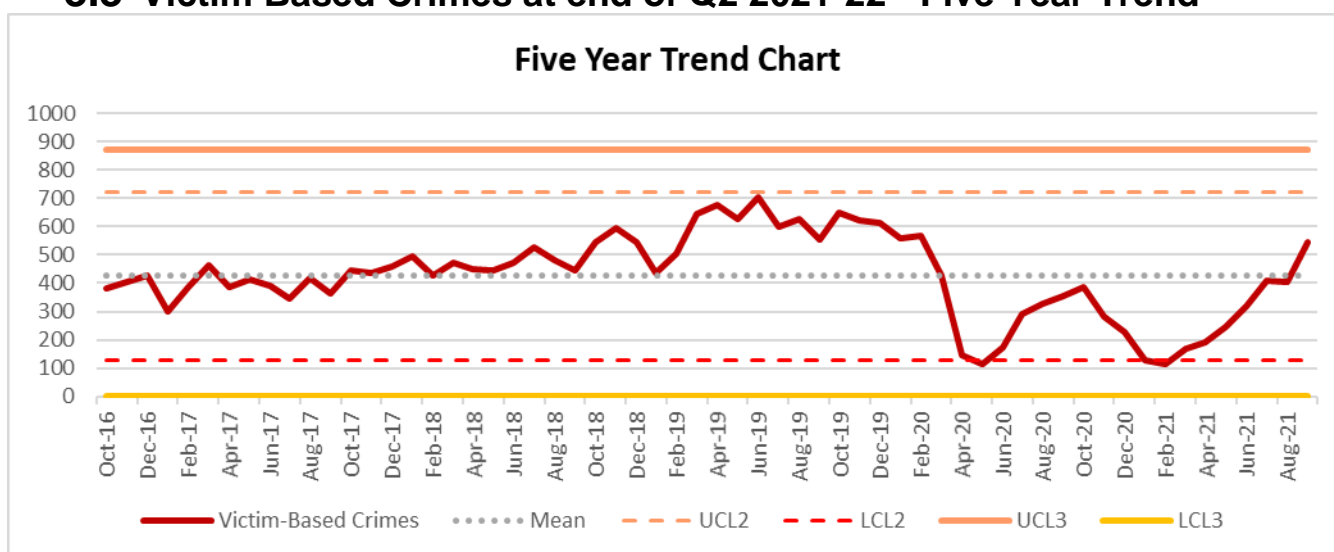
### 3.1 Key Data

### 3.2 All Crime at end of Q2 2021-22 - Five Year Trend



There were 1730 crimes recorded across Q2, a **57% increase** from the 1103 offences recorded in Q1. Despite this sharp increase the Force continues to report a decrease for the rolling 12 month period of -23% (n=-1414); and compared to the 2019/20 baseline a **reduction of -37%** (n=-1694). When compared to last year the Force reports an increase of 44% (n=863); noting that 20/21 figures were significantly impacted by national lockdowns. At present the Force forecasts that the end of year crime figure will be 5,700; which is similar to levels seen in 2017/18. However levels in September have been significantly higher than the previous forecasted figure; and if unchecked the end of year total could reach 6,100 offences.

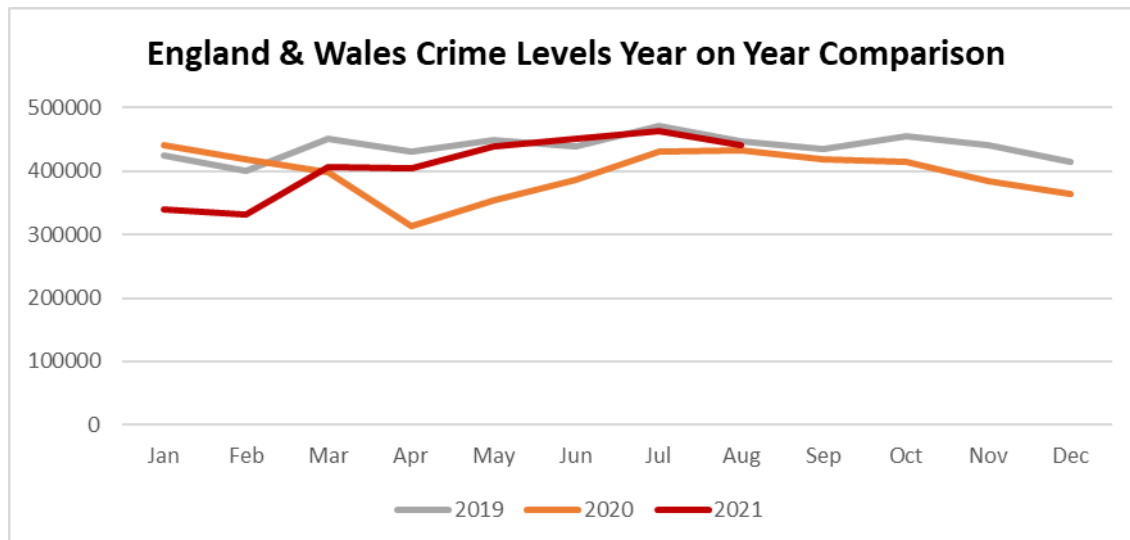
### 3.3 Victim Based Crimes at end of Q2 2021-22 - Five Year Trend



There were 1358 victim based crimes recorded across Q2, an **80% increase** from the 754 offences recorded in Q1. This is a sharper increase than the Force reported for All

Crime levels; but following a similar trend there has been a **29% decrease** for the rolling 12 month period (n=-1389). There was also a decrease compared to the 2019/20 baseline; a reduction of -44% (n=-1630). When compared to last year the Force are reporting an increase of 50% (n=708); recognising that 20/21 figures were significantly impacted by national lockdowns.

### 3.4 National Comparison

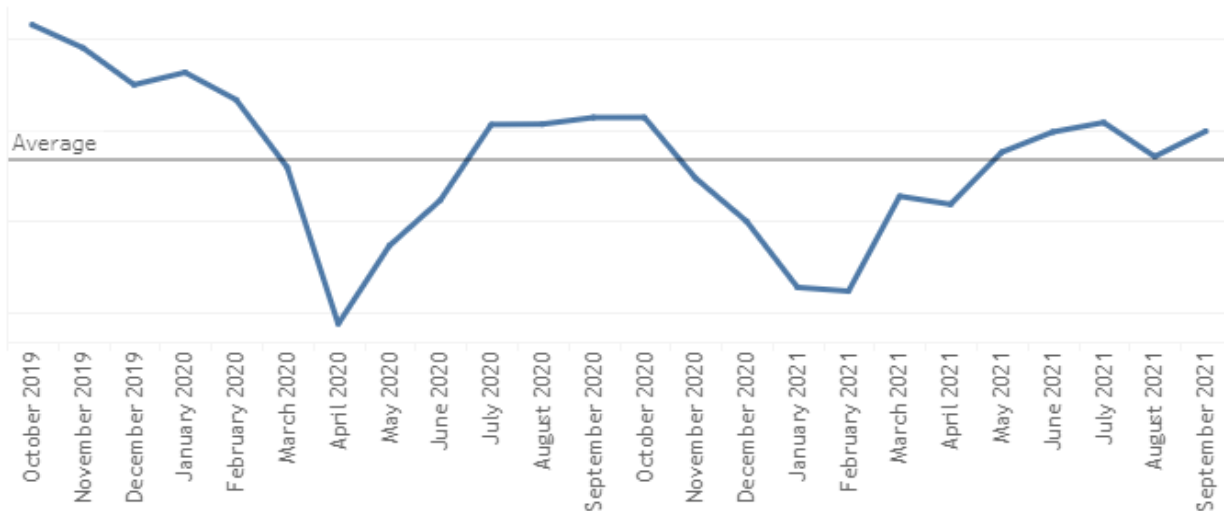


The most recently published data for crime nationally is available to the end of August 2021. Comparing the rolling 12 month figures to this point, a **-1.3% decrease** in crime was reported across England and Wales; with 31 forces reporting a decrease.

Nationally the increase in All Crime has not been as sharp as that seen in the City; but the national decrease in April/May 2020 was also not as significant. Notably, nationally crime levels have returned to the same levels as 2019; whilst the City has yet to returned to 2019 levels.

Across all forces nationally at the end of August the City of London Police reported the **highest reduction**; and is currently ranked **1st** out of 43 Forces for the rolling 12 months (**-29%**). This performance has been consistent for **14 months**. Suffolk Police are currently ranked 2<sup>nd</sup> with a decrease of 11%.

### 3.5 MPS Comparison



The MPS rolling 12 months to end September 2021 is showing a reduction of -7.36% compared to the City of London; which has a reduction of -23% for the same period. MPS crime levels followed a very similar pattern to that in the City between April 2020 and early 2021 seeing similar peaks and troughs based on lockdown restrictions and easings. However, the City has seen a continued increase since May 2021; whilst the MPS figures have started to plateau around their average level. The City has taken longer to return average levels than the MPS (July 2021 compared to May 2021). Whilst the MPS saw a decrease in August and a following increase in September, similar to the City; the September increase in the City is more pronounced.






### 3.6 Conclusion

For Q2 2021-22, at present there are no areas of major or significant concern in Force performance. The previous year was an exceptional year with the Covid-19 pandemic having an impact on all areas of Force performance. One measure graded as requiring action last quarter has improved to 'Close Monitoring' this quarter. The measure concerns Economic Crime Judicial Outcomes, yet the overall assessments of each priority remain unchanged since the last reporting quarter.

The Force is beginning to see activity and performance return to similar levels as those before the pandemic; and the Force recognises the need to be alive to the challenges that the year ahead will bring. 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.

## Appendix A

### 1. Performance Summary

	Q4 2020-21	Q1 2021-22	Q2 2021-22	Q3 2021-22	Q4 2021-22	Trend
Economic & Cyber Crime	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING			
Counter Terrorism	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING			
Serious Organised Crime	SATISFACTORY	SATISFACTORY	SATISFACTORY			
Violent & Acquisitive Crime	SATISFACTORY	SATISFACTORY	SATISFACTORY			
Local Policing	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING			

### 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.

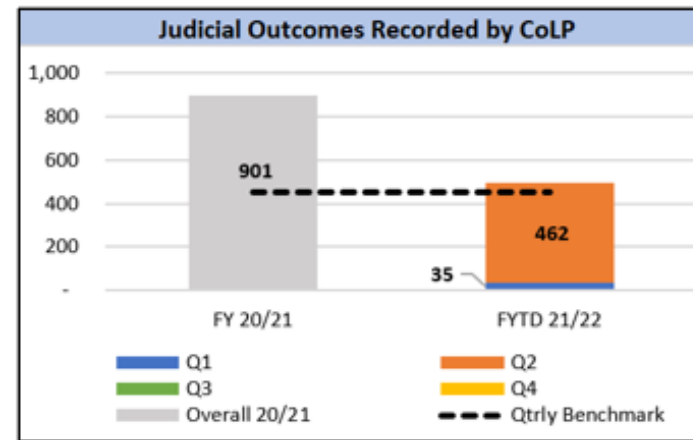
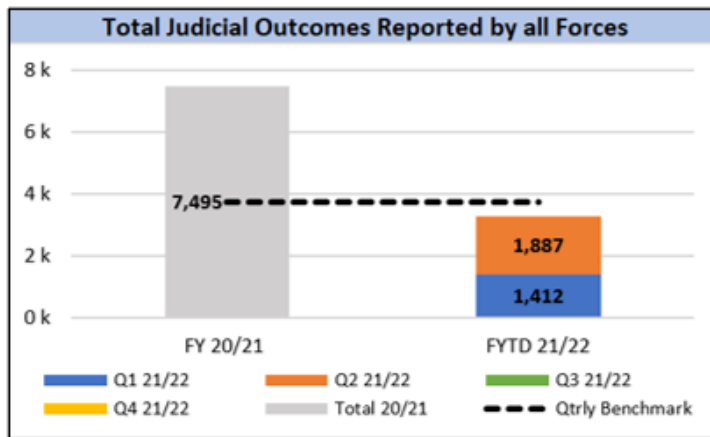
**REQUIRES ACTION:** Two or more measures within this category report Requires Action.



## 2. Measures shown as ‘Close Monitoring’ or ‘Requires Action’

<b>PRIORITY: ECONOMIC &amp; CYBER CRIME</b>		<b>Assessment</b>	<b>Close Monitoring</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>		

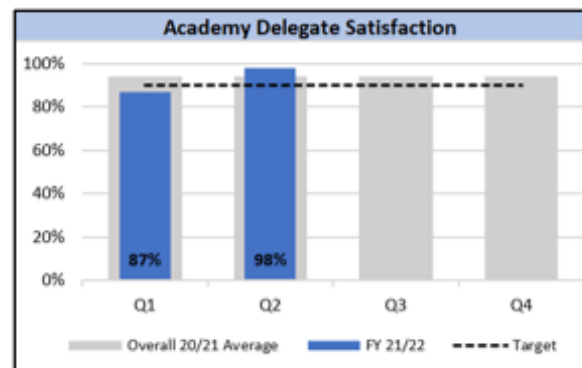
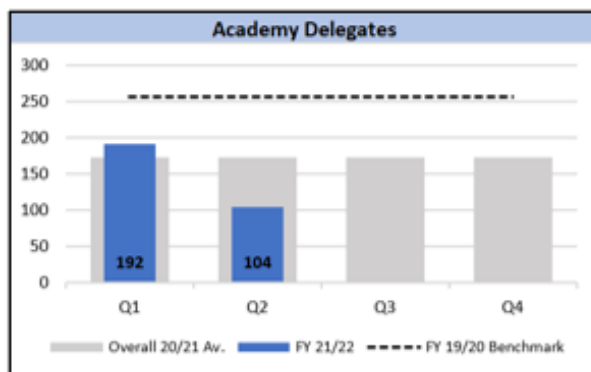
### Current Position



The number of judicial outcomes recorded both nationally and by CoLP against economic, cyber and fraud crimes increased this quarter, most notably for CoLP teams as backlogs in the criminal justice system reduced and courts further reopened. It is hoped these increases will continue in to Q3 as further held investigations receive court dates.

PRIORITY: ECONOMIC & CYBER CRIME		Assessment	Close Monitoring
<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 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 its 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>	<p><b>SATISFACTORY:</b> Delegate training numbers are sustained at 2019/20 average levels <b>and</b> delegate satisfaction through surveys is at least 90%</p> <p><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%.</p> <p><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%.</p>		

#### Current Position



A lower number of courses were delivered this quarter as previous years have shown summer to be a quieter period for take up; and consequently, July and August were used to facilitate trainer holidays and essential updates to course materials. Whilst delegate numbers were low this quarter satisfaction has significantly increased to 98%; this is most likely due development of the Moodle platform through which the online delegate experience is improved with easier access to course material and interaction with trainers. Courses resumed in September both in person and online with good attendance from both police and private sector delegates.

<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		

**Current Position**

PROJECT SERVATOR STATS 2020/21													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
<b>Stop and Search</b>	N/A	0	2	23	13	23	6	6	10	2	5	20	<b>110</b>
<b>Positive Stop &amp; Searches</b>	N/A	0	2	15	11	12	5	3	7	0	1	13	<b>69</b>
<b>Arrests</b>	N/A	0	2	13	10	11	6	5	9	1	3	4	<b>64</b>
<b>Stop Search Positive Outcome Rate</b>	N/A	N/A	100%	65%	85%	52%	83%	50%	70%	0	20%	65%	<b>63%</b>

PROJECT SERVATOR STATS 2021/22													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
<b>Stop and Search</b>	20	28	33	21	14	11							<b>127</b>
<b>Positive Stop &amp; Searches</b>	9	13	21	13	7	8							<b>71</b>
<b>Arrests</b>	5	6	11	10	4	3							<b>39</b>
<b>Stop Search Positive Outcome Rate</b>	45%	46%	64%	62%	50%	73%							<b>56%</b>

Project Servator utilises a suite of tactics with Stop & Search being the final resolution of several 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 this financial year is as follows; April: 603, May: 672, June: 625, July: 613, August: 365, September: 183

Therefore, although 81 Stop & Searches have been conducted so far, officers have conducted 3000 conversations with individuals within the year. Currently the positive stop and search rate sits at 56% a slight increase (+3%) from last quarter. This is currently sitting 7% below the 2020/21 rate and 11% below 2019/20, it is however still a very impressive positive outcome rate, there is no national comparator for all positive outcomes but the latest national arrest rate from stop search was just 13%.

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.

PRIORITY: VIOLENT AND ACQUISITIVE CRIME		Assessment	CLOSE MONITORING
Measure of Success	A reduction in the re-offending rate of people committing violent and acquisitive crime		
Aim/Rationale	A key measure of the effectiveness of the Force in reducing crime is how we manage offenders brought to justice and ensure they are provided with opportunities and programmes on their release to minimise the risk of reoffending. The Force works with a number of partners and has its own programmes to monitor and work with offenders to reduce reoffending upon release.		
Reason for Assessment	<b>SATISFACTORY:</b> Reoffending rates decrease from level reported in 2020/21. <b>CLOSE MONITORING:</b> Re-offending rates remain at same level reported in 2020/21. <b>REQUIRES ACTION:</b> Reoffending rates increase from level reported in 2020/21.		
Current Position			
<b>2019/20 Baseline</b>			
When looking at just Violent and Acquisitive crimes there are 814 crimes with identified offenders for the year, there are 596 offenders recorded against these crimes, 122 of whom are repeat offenders (20%) and account for 340 crimes (42% of those crimes with an offender, 5% of all crimes).			
<b>2020/21 Baseline</b>			
There have been 403 crimes where an offender has been identified, with 296 offenders recorded against these crimes, 60 were recorded as repeat offenders (20% of offenders) and these offenders account for 167 (41% of those crimes with an offender, 7% of all crimes).			
<b>2021/22 Performance</b>			
This measure is reported on a rolling 12-month basis as provided by PIU to better inform performance as the numbers are not significant enough to show trends when compared quarter to quarter. This period covers October 2020 – September 2021.			
There have been 458 crimes where an offender has been identified, with 319 offenders recorded against these crimes, 73 were recorded as repeat offenders (23% of offenders) and these offenders account for 212 (46% of those crimes with an offender, 5% of all crimes).			
We are currently seeing slight increase in the percentage of repeat offenders but the proportion of crimes relating to these offenders is reduced from 2020/21 and the same as at the end of 2019/20.			

<b>PRIORITY: LOCAL POLICING</b>		<b>Assessment</b>	<b>CLOSE MONITORING</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>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 FYTD</b>  Number Public Order offences for Q1 &amp; Q2: 134.  Number of positive outcomes for public disorder offences: 37 equating to 29%  End of Year Positive Outcome Rate: 33%</p> <p><b>2021/22 Performance FYTD</b>  Number of Public Order offences for Q1 &amp; Q2: 266.  Number of positive outcomes for public disorder offences: 51 equating to 19%</p> <p>Whilst the number of positive outcomes has increased compared to 2020/21 the number of offences has also increased meaning the outcome rate is reduced. The 19% positive outcome rate for the current year to date however is similar to the end of year figure of 23% from 2019/20 that may be a more reliable baseline given the unusual circumstances of last year. For this reason this measure has been held at close monitoring and not requires action.</p>			

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<b>Committee:</b> Strategic Planning & Performance (Police) Committee	<b>Dated:</b> 03/11/2021
<b>Subject:</b> Force's Performance against the Government's National Priorities for Policing – 2nd Quarter Statement (end of September 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 and Commissioner	<b>For Information</b>
<b>Report author:</b> Alex Orme, Head of Police Authority Team Chief Superintendent Rob Atkin, City of London Police	

## Summary

The Home Office requires the Police Authority to publish information (a quarterly statement) on our website about the City of London Police's performance against the Government's national priorities for policing .

This is our second quarterly performance statement (Appendix A) which provides an update on the contribution the City of London Police is making in achieving improvements against the national priorities for policing. The statement (as at the end of September 2021) is being presented to Committee for comment, before being placed on the Police Authority website.

## Recommendations

Members are asked to note the national priorities for policing performance statement – as at the end of September 2021 (Appendix A)

## 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 Police Authority Team working with the Force produced the first quarterly performance statement (as at the end of July 2021) and it was presented to the Strategic Planning and Performance Committee in September 2021. However,



due to time constraints, the first quarterly performance statement had already been placed on the Police Authority website.

8. The second quarterly performance update (as at the end of September 2021) is being presented to Committee for comment, before being published on the Police Authority website.

### **Consultees**

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

### **Conclusion**

9. 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.
10. 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 – 2<sup>nd</sup> Quarter Statement (as at the end of September 2021)- Force's Performance against the Government's National Priorities for Policing - Specified Information (Amendment) Order 2021 (submitted by the Force)**

#### **Alex Orme**

Police Authority Team  
Town Clerk's

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## Force Delivery of National Priorities for Policing

### Second Quarterly Statement – as at the end of September 2021

#### Background

The update provides a quarterly statement on the contribution 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) 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, which the Home Office are establishing in order to track collective improvements in outcomes applying a baseline from the 2019/20 financial year.

#### Overview of Force Performance (as at the end of September 2021)

City of London Police are making real progress in delivery of the national policing priorities and has strategies in place to address any potential reductions in performance.

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

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

##### **National Metrics.**

**Homicides** - CoLP Homicides = 0 reports in reporting period

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

There have been zero homicides during the reporting period.

The Force has a range of multi-agency plans and responses which concentrate on reducing violence occurrences in the night time economy and in preventing domestic violence. These

mechanisms are highly responsive, and resources can be flexed to challenge increases 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 September 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.

Whilst no firearms have been discharged in the City in this quarter there have been two robbery offences where the victims were threatened with firearms.

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 cross border gang activity and targeted, 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 and offenders are well managed; coupled with priority patrolling of areas linked to higher violence.

The City of London Police Tactical Firearms Group 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. \*Data for August and September not available at time of report and will be reported in the next update\*.

#### **The current position (as at the end of September 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.

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

CoLP form part of a coordinated pan-London and UK approach to enforcement and other interventions in respect of County lines drug supply. CoLP officers take part in the County Lines Intensification weeks where hotspots are identified and in partnership with British Transport Police and the MPS transport hubs policed to intercept those involved. CoLP officers have undertaken specific continual professional development alongside BTP and MPS officers specifically to be able to recognise and deal more effectively with this problem.

City of London Police actively 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.

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 (2019/20) compared to current levels on both a monthly and 12 monthly basis.

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

	Sep-19	Sep-21	Change Monthly	Direction
Burglary	26	27	4%	↑
Robbery	11	21	91%	↑
Theft of Motor Vehicle	6	4	-33%	↓
Theft from Motor Vehicle	12	23	92%	↑
Theft Person	70	86	23%	↑

**Reduce Neighbourhood Crime Summary Table 12 months to September 2019 compared to 12 months to September 2021.**

	October 2018-September 2019	October 2020-September 2021	Change Yearly	Direction
Burglary	325	151	-54%	↓
Robbery	156	110	-29%	↓
Theft of Motor Vehicle	39	40	3%	↑
Theft from Motor Vehicle	135	105	-22%	↓
Theft Person	749	518	-31%	↓

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

Neighbourhood crime has seen significant reductions when comparing the baseline to 20/21. Even when considering COVID, the force is performing well. There has been a slight

increase in Theft of Motor Vehicle offences with a yearly change compared to baseline of an additional 1 offence.

Nationally, when looking at All Crime CoLP has had the highest decrease of any force area in the country for 14 consecutive months as at the latest available national data to the end of August 2021.

The Force has a comprehensive plan in place to target offenders and support victims of this theft and robbery offences and has worked effectively with Operation Venice over the past year (the MPS operation targeting moped/bicycle enabled crime focusing on link series phone snatch/robberies). Actions taken by the Force to address the recent spike in robbery include increased resources both uniform and plain clothes deployments. Extensive work is undertaken with the MPS on our borders, sharing intelligence, joint operations and relentlessly targeting known offenders. This has resulted in several arrests of offender in the process of committing crime.

### **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** – CoLP does not have information on this that would be robust or meaningful. It is expected that the Home Office will develop a national measure for this area.

#### **The current position (as at the end of September 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 continued during the national lockdowns helping 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. This team offer advisory and training services to small to medium-sized enterprises (SMEs) through to multi-national organisations.

It is recognised across policing that cybercrime is a significant threat to the UK as a whole and that policing is striving to keep pace with both the increase in demand and complexity. The City of London Police is the NPCC lead for cybercrime and works 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.**

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

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

The above results were reported from a small sample size (67), representing a 10% response rate. Whilst a 10% response rate is considered welcome in some sectors work is ongoing to improve engagement; by looking at a range of different methods and channels to survey victims of crime in order to provide deeper insights; and improve our services.

COVID-19 saw a reduction in the number of reported domestic abuse crimes during lockdown. The Force has continued to invest in this area and developed a number of initiatives including a ‘Spotting the Signs’ toolkit for employers; and a ‘Hidden Harms’ Campaign. These are designed to maintain engagement with the community, encourage reporting and ensure appropriate support is signposted and accessible.

Engagement work continues with City businesses to encourage reporting, support workers, and raise awareness with employers. The Public Protection Unit (PPU) have published a digital newsletter for hotels; which focuses on vulnerability strands. The first edition explored Domestic Abuse and how staff can protect customers; and what to look out for when hotels reopen to the public. There is a clear link to heightening awareness and tackling sexual violence / Violence Against Women and Girls (VAWG). The newsletter will continue and the VAWG strand will run through each edition.

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