



## Strategic Planning & Performance (Police) Committee

**Date:** MONDAY, 12 SEPTEMBER 2022  
**Time:** 10.00 am  
**Venue:** COMMITTEE ROOMS, GUILDHALL, LONDON EC2V 7HH

**Members:** Tijds Broeke (Chair)  
Andrew Lentin (Deputy Chair)  
Caroline Addy  
Munsur Ali  
Helen Fentimen  
Deborah Oliver  
Alderman Timothy Hailes  
Deputy James Thomson  
John Griffiths  
Moawia Bin-Sufyan (External Member)  
Adrian Hanstock (External Member)

**Enquiries:** Richard Holt  
Richard.Holt@cityoflondon.gov.uk

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[https://youtu.be/MZTpPv\\_Gb5c](https://youtu.be/MZTpPv_Gb5c)

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**John Barradell**  
Town Clerk

## **AGENDA**

NB: Certain items presented for information have been marked \* and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting

### **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 of the Strategic Planning and Performance Committee held on 5<sup>th</sup> of May 2022.

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

**4. PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

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

**5. \*UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) ACTIVITY**

Report of the Commissioner.

**For Information**  
(Pages 13 - 24)

**6. \*HMICFRS INSPECTIONS UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 25 - 70)

**7. \*QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 71 - 88)

**8. \*PROTECT DUTY UPDATE**

Joint report of the Town Clerk and the Commissioner.

**For Information**

(Pages 89 - 102)

**9. \*Q1 POLICING PLAN PERFORMANCE 22-23**

Report of the Commissioner.

**For Information**  
(Pages 103 - 120)

**10. \*VICTIM SERVICES - DEEP DIVE**

Report of the Commissioner.

**For Information**  
(Pages 121 - 144)

**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. NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting of the Strategic Planning and Performance Committee held on 5<sup>th</sup> of May 2022.

**For Decision**  
(Pages 145 - 146)

**15. \*PARTNERSHIP APPROACH TO DELIVER A SAFE NIGHT-TIME ECONOMY-  
OPERATION REFRAME**

Joint report of the Town Clerk and the Commissioner.

**For Information**  
(Pages 147 - 164)

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

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

## STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE

Thursday, 5 May 2022

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Rooms, Guildhall, EC2V 7HH on Thursday, 5 May 2022 at 10.00 am

### Present

#### Members:

Tijs Broeke (Chair)  
Deborah Oliver  
Deputy James Thomson  
Moawia Bin-Sufyan (External Member)  
Adrian Hanstock (External Member)

#### Overserving remotely:

Andrew Lentin (Deputy Chairman)

#### In attendance:

Helen Fentimen  
Michael Mitchell

#### Officers:

Richard Holt	- Town Clerk's Department
Alix Newbold	- Police Authority Team
Paul Betts	- Assistant Commissioner, City of London Police
Umer Khan	- City of London Police
Carly Humphreys	- City of London Police
Omar Haque	- City of London Police
Emma Cunningham	- City of London Police
Mathew Mountford	- City of London Police
Hayley Williams	- City of London Police
Wajeeha Sharif	- Community & Children's Services Department

#### 1. APOLOGIES

Apologies were received in advance of the meeting from Alderman Timothy Hailes and Caroline Addy.

It was noted that the Deputy Chairman would be joining the meeting remotely and that Helen Fentimen would be observing the meeting.

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

There were no declarations of interest.

3. **TERMS OF REFERENCE**

The Committee received the Terms of Reference as set by the City of London Police Authority Board at its meeting on 25 April 2022.

**RESOLVED-** That the Terms of Reference be received.

4. **MINUTES**

The Committee considered the public minutes and non-public summary of the previous meeting of the Strategic Planning and Performance Committee held on the 7<sup>th</sup> of February.

Responding to a question from a member of the Committee Officers explained that appropriate performance dashboards and graphics would be included in the next performance report for the quarter.

**RESOLVED-** That the public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 7<sup>th</sup> of February be approved as an accurate record.

5. **PUBLIC OUTSTANDING REFERENCES**

The Committee received the Public Outstanding References from the last meeting.

The Chair requested an update on the two outstanding references listed in the report. It was suggested that a deep dive report on victim services and satisfaction rates be brought to the next meeting of the Committee.

**RESOLVED-** That the report be noted.

6. **Q4 PERFORMANCE AGAINST POLICING PLAN MEASURES**

The Committee received a report of the City of London Police Commissioner on the Q4 Performance against Policing Plan Measures.

The Commander introduced himself to the Committee and noted he was not able to attend in person due to an urgent operational matter. The Committee Chair and Chair of the Police Authority Board thanked the City of London Police for their excellent work regarding a recent murder investigation and for keeping Members informed appropriately.

The Chair thanked the Assistant Commissioner for his attendance at a recent City-Wide Residents meeting noting that his answers were well received by the residents and Members in attendance.

The Chair noted that the majority of the performance measures were listed as satisfactory and that this represented a positive trend. In addition, it was noted that this would be the last performance report in the current format which would be moving to more reflective performance measures. Officers highlighted the progress made but commented that there were further improvements to be made.

The Committee commented on the need to include the proposed action for each of the performance measures, particularly those which were listed as requiring improvement, and a date when these actions would be completed. It was added that it was important to include appropriate metrics for success which were linked to directly to the Policing Plan.

The Chair requested that a reporting mechanism be established to ensure that he was appropriately informed outside of committee to replace the work previously completed by the Strategic Leads.

The Committee requested further details on why the satisfaction rates were decreasing and whether any of these measures ever surpassed the rating of satisfactory. The Chair commented that whilst the satisfaction rates were still under the 2019 pre-lockdown rates the direction of travel was not positive. Officers explained that the first quarter results and the current scoring system for their suitability were both under review.

Answering a Committee Member's query Officers updated the Committee on the governance measures in place regarding Stop and Search. The Committee agreed that the appropriate committee to receive further detail on the governance of Stop and Search would be the Professional Standards and Integrity Committee with the deep dive on victim services being received by the Strategic Planning and Performance Committee.

**RESOLVED-** That the report be noted.

7. **FORCE'S PERFORMANCE AGAINST THE GOVERNMENT'S NATIONAL PRIORITIES FOR POLICING - 4TH QUARTER STATEMENT (END OF MARCH 2022)**

The Committee received a report of the Town Clerk on the Force's Performance against the Government's National Priorities for Policing, 4<sup>th</sup> Quarter Statement end of March 2022. The Chair highlighted that the City of London Police were now ranked fortieth out of all forces in terms of all crime representing a twenty five percent increase noting that this was after spending eighteen months ranked first. It was noted that due to the low volumes in some crime areas, small changes in numbers often lead to large changes in percentage.

Responding to a query from a Member of the Committee Officers stated that the decrease in domestic crime in the City of London during the pandemic was likely due to a decreased number of visitors and workers to the City, but that this would be confirmed.

The Chair of the Police Authority Board observed that the Quarterly Statement presented was technical in nature and a requirement of the Police Authority to publish on its website. He suggested that a more public facing document presenting this information be developed by the Director of the Police Authority and the Force as part of a larger review of how information regarding the City of London Police is presented. The Chair observed that communication and

engagement had regularly been raised as an issue by the Police Authority Board whilst he had served on the Board.

A Committee member noted it was important to reassess reporting to reconsider what the classification of 'good' looks like in this context.

The Committee requested that further information on the actions taken to promote successes be included in reports of this kind. Responding to this it was confirmed that there were a number of plans in place to progress cyber-crime policing, both nationally and locally, and commented that traditionally the City of London Police had not been good at promoting successes in policing which would be reassessed.

**RESOLVED-** That the report be noted.

8. **UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) ACTIVITY**  
The Committee received a report of the City of London Police Commissioner on the update for Violence against Women and Girls (VAWG) Activity.

In response to a query from the Chair it was confirmed that any delays to progress on this nationally would not adversely affect the Forces strategic progress in relation to Violence Against Women and Girls. It was added that momentum was growing with a national framework and a City of London Police specific action plan.

The Committee discussed the need to establish an appropriate communication and engagement plan to build trust and confidence with the public. Responding to these concerns Officers noted that building confidence would be a longer-term process and agreed to review the information in the report to establish how best to make it accessible for a public audience as well as internally.

The Police Authority Board Chair highlighted that it was vital the Officers had the appropriate training with regard to the correct language and tone for dealing with sexual offences as this had been raised at a Cluster Panel meeting recently. The Chair requested a 'meet the team' with Officers of the new Professionalism and Trust Portfolio to better understand the Force's work in this area.

**RESOLVED-** That the report be noted.

9. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**  
The Committee received a report of the Commissioner on the Quarterly Community Engagement Update.

A Member questioned how best to make Sector Policing Cluster Panels effective and engaging for residents. Further to this a Committee Member queried if in-person panels were the most appropriate forum for this engagement, noting that modern technology allowed for more immediate and wide reading communication. It was observed that it was important to get a balance between dealing with local matters which are of importance to those

attending the Panels in-person and reaching those that might not attend the panels in person through other methods. The Chair of the Police Authority Board asked the Force to consider publishing the dates and venues of the Cluster Panel meetings annually on a rolling basis in advance as then people could get the dates in their diaries in good time.

Responding to a Committee Member's question Officers agreed that it was important to effectively monitor the changing community within the City of London and that Police Officers had the training to notice the signs of cultural offences. Following a further question, it was confirmed that appropriate engagement through methods such as neighbourhood policing had been employed with regard to Counter Terrorism and that there was a team in place at the City of London police to investigate modern-day slavery cases.

**RESOLVED-** That the report be noted.

**10. HMICFRS UPDATE**

The Committee received a report of the Commissioner on the HMICFRS Inspections Update. The Chair noted it was good to see that significant progress had been made in this area.

Following a question from a Member of the Committee Officers explained the process for taking forward the recommendations raised by the HMICFRS noting that Members would be informed of any recommendations not approved.

The Committee discussed the level of detail included in the reporting of these recommendations. The Chair commented that he was happy with the current position with the reporting of the HMICFRS reporting noting that the detail provided offered assurance. It was noted that as described in the report any recommendations not approved as 'complete' by HMICFRS would be brought to the Committee's attention in the next update as the process was iterative.

**RESOLVED-** That the report be noted.

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

The Police Authority Board Chair informed that the Police Authority Board would be recruiting two external members to join the Board which would be advertised accordingly.

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

The Committee thanked Polly Dunn for her time supporting the Committee and the Police Authority Board.

**13. EXCLUSION OF THE PUBLIC**

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

14. **PROTECTIVE SECURITY DEEP DIVE**

The Committee received a verbal update from the City of London Police Commissioner on the Protective Security Deep Dive.

**RESOVLED-** That the update be noted.

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

There was one question received in the non-public session.

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

There were no items of urgent business considered in the non-public session.

**The meeting ended at 12.00 pm**

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Chair

**Contact Officer: Richard Holt  
Richard.Holt@cityoflondon.gov.uk**

## Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
2/2022/P	<b>Item 5- Public</b> Outstanding References	It was suggested that a deep dive report on victim services and satisfaction rates be brought to the next meeting of the Committee	Commissioner	<b>Complete-</b> This is on the agenda.
3/2022/P	<b>Item 7- Force's</b> Performance against the Government's National Priorities for Policing - 4th Quarter Statement (End Of March 2022)	Officers stated that decrease in domestic crime in the City of London was likely due to a decreased number of workers/ visitors and low footfall in the City, but that this would be confirmed.	Commissioner	<b>Complete-</b> Enquiries made with the Performance Information Unit (PIU) confirmed that this was the case. They confirmed the ACs anecdotal analysis that CoLP experienced lower than usual numbers of DA reports in 2021-22 due to low footfall from workers and visitors in the City and also the relatively small resident population. Although it was highlighted in the media that DA reports were expected to rise, the Force monitored totals closely throughout the lockdown periods in the weekly covid reports and never saw any particular spikes.

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<b>Committee(s):</b> Strategic Planning and Performance Committee  Professional Standards and Integrity Committee  Police Authority Board	<b>Dated:</b> 12 September 2022  26 September 2022  27 September 2022
<b>Subject:</b> Update on Violence against Women and Girls (VAWG) activity	<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/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Commissioner of Police</b> Pol 65-22	<b>For Information</b>
<b>Report author:</b> DCS Rebecca Riggs; DCI Carly Humphreys, Professionalism and Trust Directorate	

### Summary

The purpose of this report is to provide an update for Members of the Strategic Planning and Performance Committee (SPPC), Professional Standards and Integrity Committee (PSIC) and Police Authority Board (PAB) on strategic progress made by the City of London Police (CoLP) in relation to Violence Against Women and Girls (VAWG)<sup>1</sup>. Additionally, it provides some examples of work completed, and also areas for development over the coming months.

The report details current work at National, Regional and Local level and includes work ongoing with partners including the City of London Corporation.

### Recommendation(s)

Members are asked to note the report

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<sup>1</sup> This document uses the following Home Office definition of VAWG: “The term ‘violence against women and girls’ refers to acts of violence or abuse that we know disproportionately affect women and girls. Crimes and behaviour covered by this term include rape and other sexual offences, domestic abuse, stalking, ‘honour’-based abuse (including female genital mutilation, forced marriage, and ‘honour’ killings), as well as many others, including offences committed online.”

## Main Report

### Background

1. Members will be aware of the national and local focus on VAWG and detail of the background to this report was fully described in the previous reports to your Committees in November 2021, February 2022 and May 2022.

### Current Position

#### Key Milestones since the last update (June – August 2022)

- **Operation Reframe:**  
A successful monthly partnership Safety Hub is now in place led by the City of London Police (CoLP). This is a joint-working approach to facilitate the Night-Time Economy (NTE) by working with partners to provide a reassuring high visibility presence, with the particular objective of ensuring that women and girls, both are safe and feel safe in the City of London. This Operation is in line with the national Safer Streets campaign to 'reframe the night', further detail can be found in Appendix A.
- **Listening Circles:**  
The Professionalism and Trust department has now established a programme of Listening Circles for women in the organisation, these will commence in September in 2022. A number of working groups have been completed to ensure that these run effectively and accommodate all female employees. These Circles will gradually evolve to include male colleagues, alongside the ethos of the HeforShe campaign, in addition they will also expand to encompass other protected characteristics such as Race. An infographic in relation to the opportunities which Listening Circles offers is included in Appendix B (*please note this is a draft and is currently under consultation with our working group and staff networks*).
- **Learning and Recommendations:**  
The organisation is committed to learning, both from inside and outside of the organisation to improve upon the service it provides to the public by maintaining the very highest standards of professional behaviour. As a consequence, the Professional Standards Department (PSD) has completed a number of reviews from reports, such as Op Hotton, Child Q and the Police-Perpetrator Super Complaint. The learning and recommendations from these reports will be managed through the re-designed Organisational Learning Forum (OLF), further detail can be found in Appendix A. These issues are also being reported on in more detail to the Professional Standards and Integrity Committee who hold responsibility for oversight in this area.

## **National**

2. Policing progress concerning VAWG continues nationally with a chief focus on partnership work. The CoLP remains working in close alignment with the NPCC (National Police Chiefs Council), including regular taskforce meetings to share good practice and disseminate national headlines. Strategic executive partnership meetings have also provided opportunities to shape work across broader communities.
3. Members will recall that in April 2022, along with all forces nationally, the CoLP submitted its VAWG Action Plan to the NPCC. This formulated national performance benchmarking for VAWG and promulgated good practice. The results of this national performance assessment have been shared with the HMICFRS, this has been presented as an entire policing approach, rather than highlighted work on an independent force-level basis.
4. The feedback from the NPCC has been positive, indeed it has largely identified that all forces are delivering consistently in similar areas. The areas which the CoLP will increase focus for delivery will be to rebuild trust and confidence amongst black and minoritised women and girls, as well as individual women and girls with lived experience. To achieve this, we are enhancing our partnership work with VAWG organisations, charities and our established partnerships.
5. The CoLP continues to support national VAWG delivery, such as:
  - CoLP secondments to the NPCC to work on the VAWG portfolio. This recently includes support from a CoLP DCI lead for Cyber Crime, this will have a national benefit by drawing upon the CoLP specialisms in this area to protect women and girls in online spaces.
  - Supporting the NPCC through national consultation regarding the Online Safety Bill<sup>2</sup>, this currently going through parliament. Until the Online Safety Bill is passed, we are working with the NPCC to support delivery of voluntary interim Codes of Practice (CoP) for VAWG, these will regulate organisations and social media companies to hold them to account. The College of Policing (CoP) will assist organisations to monitor and detect violence and abuse against women and girls, this will not only include criminal offences but also what is known as 'legal but harmful' material.
  - Developing upon City business relationships, such as licensing and hospitality, which can provide national influence.

## **Regional**

6. The CoLP remains working alongside the British Transport Police (BTP) and Metropolitan Police Service (MPS) in a regional working group. Of note, the NPCC has now assigned the region a NPCC VAWG Taskforce Delivery Lead. This will enhance our ability to contribute to regional VAWG

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<sup>2</sup> [Online Safety Bill \(26th May 2022\) \(parliament.uk\)](https://www.parliament.uk/bills/2022-23/online-safety-bill)

work and develop a pan-London sustainable model to embed VAWG as 'business as usual' for the future.

### **Local**

7. Since our most recent update to members in May 2022, the CoLP has continued to develop work to tackle VAWG by delivering sustainable change, as outlined in the key milestones.
8. The following updates build upon our commitments outlined in the May 2022 report; therefore these updates reflect additional pieces of work rather than a duplication of work mentioned in previous reports. The Independent Advisory and Scrutiny Group (IASG) are also provided with regular updates which has been valuable to shape our policing approach to VAWG across diverse communities.
9. The CoLP Learning and Organisational Development team (L&OD) has now been re-aligned to report directly into the Professionalism and Trust department. This now provides a more streamlined approach to identifying recommendations and embedding them into active organisational learning within the organisation.
10. In relation to the 3 National objectives some activity on each of these to date is described in Appendix A.

### **Governance**

11. The City of London Police's strategic and tactical delivery on VAWG is being scrutinised at a local and national level, as follows:
  - The CoLP Renewing and Rebuilding Trust and Confidence Board, chaired by Assistant Commissioner Paul Betts, is driving progress against the delivery framework objectives which we have set out in our Strategic Delivery Plan under each of the three pillar objectives. To achieve this, the CoLP has a Tactical Action Plan that sets out the activities which will take place to deliver against these objectives, this Action Plan will also be sent to the HMICFRS<sup>3</sup> for independent review.
  - Achievement will be scrutinised through independent review of our performance metrics to ensure that there is objectivity and transparency. This will take the form of regular consultation with our Independent Advisory and Scrutiny Group (IASG) and more formally, through Police Authority Board (PAB) and Professional Standards and Integrity Committee (PSIC). Key milestones and significant activity will also be highlighted to PAB/ PSIC and also shared with partners.

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<sup>3</sup> Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest. [HMICFRS - Home \(justiceinspectors.gov.uk\)](https://www.justiceinspectors.gov.uk)

- The CoLP will also regularly feed into a number of NPCC National Working Groups to share learning and best practice amongst all other Police Forces in England and Wales and the aforementioned regional Trust and Confidence Strategic Working Group with the Metropolitan Police Service and the British Transport Police.
- We will regularly review our Strategic Delivery Plan to ensure that it includes new recommendations from the NPCC as they are announced.

## **Conclusion**

12. The CoLP continue to work in partnership with the City of London Corporation to enhance the City of London's response to VAWG. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider delivery of the NPCC VAWG strategy.
13. All the work noted in this report contributes to our new Policing Plan, in particular our Operational Priorities to 'Keep those who live, work, and visit the City safe and feeling safe' and to 'Put the victim at the heart of everything we do'.

## **Appendice(s)**

Appendix A - Highlights of activity under the 3 NPCC National Objectives  
Appendix B – Listening Circles Infographic

### **Contacts:**

#### **Rebecca Riggs**

Detective Chief Superintendent

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#### **Carly Humphreys**

Detective Chief Inspector

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## **Appendix A- VAWG Update to September SPPC, PSIC and PAB**

### **Highlights of progress against NPCC objectives**

#### **NPCC Objective 1-Improve Trust and Confidence in Policing**

This area focuses on our commitment to improve internal and external trust and confidence. Our new Policing Plan outlines our operational priority to keep those who live, work, and visit the City safe and feel safe. Consequently, we know that we must do more to earn the trust and confidence of our communities, in particular that of women and girls. To achieve this, we must ensure that our officers and staff uphold the highest professional standards.

#### Highlights:

- Our Professional Standards Department (PSD) has completed the review of live, recent and historical cases to ensure that all concerns raised have been dealt with appropriately and updates on this are being provided to the Professional Standards and Integrity Committee. A peer review of cases with the Metropolitan Police has now been completed and the report is currently under review by PSD. An early assessment has indicated that no urgent reviews or areas of criticality need to be addressed, however there will be a subsequent report outlining the recommendations and learning for the organisation, including how these will be implemented.
- The PSD has received a significant increase in the direct reporting of misconduct, rather than through anonymous reporting mechanisms. This provides an indication that employees are gaining greater trust and confidence in the process of raising concerns.
- The PSD has reviewed the recommendations of the Operation Hotton Report<sup>1</sup> and responded with an Action Tracker which will be governed and scrutinised through the Organisational Learning Forum (OLF). The OLF is currently in a re-design phase and will be Chaired by Commander Khan, however any immediate actions from the Report have already been addressed and actioned as organisational learning.
- Following Child Q, the PSD pro-actively complemented a comprehensive review of all juvenile strip searches between January 2019 and April 2022. All of these 9 cases were reviewed, some individual and organisational learning was identified, however no conduct or safeguarding issues were discovered. In response to this learning, immediate educational work was completed with a force-wide reach to ensure that all juvenile strip searches continue to be completed in line with legislation and to the highest professional standards.

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<sup>1</sup> [Operation Hotton Learning report - January 2022.pdf \(policeconduct.gov.uk\)](#) – the report makes 15 recommendations for the MPS to change policing practice following an IOPC investigation which found evidence of discrimination, misogyny, harassment and bullying involving officers predominantly based at Charing Cross Police Station.

A full report will be presented to the next PAB and PSI committees, additionally, the report will also be shared with the City and Hackney Safer Children' Partnership Board. The recommendations from this review will also be delivered through the OLF.

- The PSD have pro-actively accepted the recommendations from the 'Police-Perpetrated Domestic Abuse Super-Complaint'<sup>2</sup>. Although not force specific, the HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), the College of Policing and the Independent Office for Police Conduct (IOPC) have published a report in response to the super-complaint submitted by the Centre for Women's Justice on police perpetrated domestic abuse. The super-complaint raised concerns about how police forces in England and Wales respond when police officers and police staff are accused of domestic abuse.

The PSD are currently reviewing the report which outlines that Police Forces are not fully recognising and responding to the risks and responsibilities associated with domestic abuse allegations involving police suspects. The recommendations from this report, where applicable, will be captured through the OLF governance and scrutiny process as with Op Hotton and Child Q.

- The next phase of the plan for internal Cultural Development is to conduct a series of events through August into September 2022 which will enable all employees to experience learning and understand the importance of trust and confidence in leadership. Continuing the theme of our previously successful 'Our People' conference, these events will have a particular focus on race and gender, acknowledging inter-sectionality and how we can restore trust and feelings of police legitimacy amongst the more diverse communities we police.

## **NPCC Objective 2- Relentlessly Pursue Perpetrators**

This area focuses on our ongoing commitment to bring more perpetrators of violence against women and girls to justice, working with partner agencies as a "whole system" response. This also includes work to reduce case attrition and to address the concerns and experiences of the victims.

Highlights:

- A capability review of Public Protection is still underway to ensure that the CoLP's operational response meets the public calls for service regarding VAWG. In addition, vacancies within this department are being filled as an operational priority, to ensure that there are no service provision gaps.

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<sup>2</sup> [Police super-complaints: force response to police perpetrated domestic abuse - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/police-super-complaints-force-response-to-police-perpetrated-domestic-abuse)

- Domestic Abuse Matters<sup>3</sup> training is currently being rolled out across the organisation as mandatory training. The College of Policing and the domestic abuse charity, SafeLives, worked with key stakeholders to develop 'Domestic Abuse Matters', a bespoke cultural change programme for police officers and staff in England and Wales. This training has been designed to ensure that the voice of the victim is placed at the centre of the policing response, with the aim of having a long-term impact to change attitudes and culture within policing regarding its response to domestic abuse. Many other forces have embedded this training in response to the HMICFRS 2014 report 'Everyone's business: Improving the police response to domestic abuse', which highlighted the need for forces and officers to better understand and respond to coercive control.

### **NPCC Objective 3- Create Safer Spaces**

This area focuses on protecting women and girls in public spaces, at home and online. We will continue to work closely with our partners and in particular the City of London Corporation (CoLC) to protect women from victimisation in these spaces.

#### Highlights:

- The CoLP launch of 'Operation Reframe' took place on the 28<sup>th</sup> April 2022, this Operation is a partnership approach to facilitate the night-time economy (NTE) by asking partners to assist the CoLP to provide a reassuring high visibility presence, with the goal of making people feel safe in the City of London. This is in line with the nationally promoted Safer Streets campaign to 'Reframe the Night'. The Operation encompasses the CoLP Licensing team, City Corporation Community Safety Team, Mental Health Team, City Corporation, Licensing team, Environmental Health, Sector and other specialist Policing teams, PPU/Victim advocate, SIA (Security Industry Authority), Street Pastors, Special Constabulary, Park guard, Network Rail, Samaritans & the British Transport Police.

Activity has included:

- Targeted engagement with licensed premises, particularly through security and management. Relevant agencies have attended with CoLP and CoLC (City of London Corporation) to inspect licensed premises and ensure adherence to safety and security.
- Early engagement with persons in the designated areas who appeared under the influence of alcohol. This has been effective to identify early safeguarding requirements and also to intervene in the escalation of negative behaviours.
- The 'Ask for Angela' safety initiative has been highlighted alongside promotion for Safer streets reporting. These initiatives have been highlighted on leaflets and also via the DIGI-STOPPER (mobile communication) Boards. The licensing team are also completing quality assurance checks on Ask for Angela venues during this Operational activity.

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<sup>3</sup> [For police: Domestic Abuse Matters | Safelives](#)

- Providing Welfare and Vulnerable Engagement (WAVE) advice and information on measures to avoid potential drink spiking incidents. This has included the distribution of alcohol toppers and taking partnership action to reduce preventable injury linked to alcohol and drugs.

The Operation has already been hugely successful through ensuring that vulnerable women are safeguarded and intervening in incidents where early predatory behaviour is witnessed.

- Safer Streets funding bid: On the 25<sup>th</sup> July 2022, the Home Secretary formally announced that £50 million of new funding will be given to communities across England and Wales to make the streets safer for all. The CoLC is already working closely with the CoLC in order to submit a successful bid for transformative crime prevention initiatives, particularly focused on VAWG.

28<sup>th</sup> July 2022

DCI Carly Humphreys

# Listening Circles

Sessions will be advertised on Citynet with a link to book attendance.

## How to register



Sessions will take place on different days and times, both in person and virtually. Any in-person sessions will be held away from the police estate.

## ACCESSIBILITY



Initial sessions will be for women employees with plans to extend to all employees. A maximum of 12 people per session to ensure effectiveness.

## Who can attend?



- Support the force to become an equal inclusive workplace
- Share & listen in a safe environment
- Enhance confidence & trust
- Involve workforce in decision making

## Objectives



Professionalism

## Purpose

To provide a safe space for employees to speak about and share experiences with the aim of enhancing the working environment to address concerns and find tangible joint solutions.



Integrity

Compassion



## Sessions

Sessions will not be recorded, and no formal minutes taken. An action tracker and summary will be noted and sent to all attendees to agree and comment on in the first instance.



## Actions

Actions & priorities identified will be presented by the Professionalism & Trust Team at the Trust & Confidence Board. All information presented will be anonymous and unattributable.



## Change

Change will be driven through workstream leads across the force to ensure all areas of work are involved and there is a consistent approach to any learning and change.



## Information

For more information visit the Professionalism & Trust intranet page

<https://cityoflondonpolice.sharepoint.com/SitePages/Professionalism-and-Trust.aspx>

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# Agenda Item 6

<b>Committee(s):</b> Strategic Performance & Planning Committee	<b>Dated:</b> 12 September 2022
<b>Subject:</b> HMICFRS Inspections Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</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 66-22	<b>For Information</b>
<b>Report author:</b> Emma Cunnington, Head of Strategic Development	

## Summary

This report provides Members with an overview of activity related to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) undertaken since the last meeting of the Strategic Planning and Performance Committee in May 2022.

## HMICFRS Inspections

Since the last meeting in May 2022, the City of London Police has been inspected as follows:

<b>Name</b>	<b>Date</b>	<b>Duration</b>	<b>Re-inspection?</b>
Serious & Organised Crime	25 July – 29 July (with a final interview with Cmdr Khan scheduled for 25 August)	1 week	No
Stop & Search <ul style="list-style-type: none"> <li>Remote – Body Worn Video Review</li> </ul>	Commenced 25 July (ongoing)	Ongoing	No
Victim Services Assessment	5 – 9 September	1 week	No
Prevention and Deterrence, Responding to the Public & Investigations (PEEL Q3, Q4, Q5)	5 – 9 September	1 week	No

Upcoming inspections are summarised as follows:

<b>Name</b>	<b>Date</b>	<b>Duration</b>	<b>Re-inspection?</b>
Managing Offenders (PEEL, Q7)	13 – 14 September	2 days	No
Managing Suspects and Offenders (PEEL, Q7.2)	26 – 27 September	2 days	No
Stop & Search	TBC September	Unknown	No
Efficiency (PEEL, Q12)	TBC September	Unknown	No
Thematic inspection of police capability and capacity to vet and monitor officers and staff (national inspection)	3 <sup>rd</sup> October	1 day	No
The Police Efficiency, Effectiveness and Legitimacy (PEEL) Inspection	7 November – 6 December	Up to 4 weeks	Yes (PEEL 2018/19)

### HMICFRS Recommendations Overview

This report details progress against the recommendations from all live inspection action plans, which is summarised in the table below as well as at paragraph 9. Further details are also provided in Appendix A.

<b>Recommendation Summary</b>	<b>Previous Report (May 2022)</b>	<b>Current Report (September 2022)</b>
Green	8	25
Amber	15	26
Red	0	0
Total Recommendations not yet delivered (amber/red)	15	26

NB: Fuller details are in the more detailed table in the Main Report  
**Recommendation**

Members are asked to:

- Note the report.

## Main Report

### Background

1. This report provides Members with an overview of activity related to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) undertaken since the last meeting of the Strategic Planning and Performance Committee in May 2022.

### Current Position

#### Inspections since last Committee (May 2022)

2. There have been three inspections since the last committee meeting in May 2022.

- a. Serious and Organised Crime

The City of London Police was inspected in the business area of Serious and Organised Crime (SOC) from 25 – 29 July 2022. Whilst this is a regional inspection, the individual Force graded judgements will remain in PEEL reports. A final interview with Commander Khan, as Chief Officer of SOC, took place on 25 August followed by a 'warm' de-brief (the debrief had not taken place at the time of report submission). The aim of the inspection was to determine whether:

- Forces and Regional Organised Crime Units (ROCU) make good use of all available intelligence to identify, understand and prioritise SOC and inform effective decision making.
- The force/ROCU has the right systems, processes, people and skills to tackle SOC and keep the public safe.
- Disruptive activity reduces the threat from SOC (Pursue).
- The force/ROCU prevents people from engaging or re-engaging in organised crime (Prevent); and
- Communities, organisations and individuals are resistant and resilient to the impact from SOC (Protect and Prepare)

- b. Stop and Search (Body Worn Video Review)

The City of London Police was inspected in the business area of Stop and Search, which commenced on 25 July 2022. Specifically, this remote inspection concentrated on reviewing body worn video footage to assess how the Force treat the public. Specifically, this inspection requested:

- To review approximately five recordings from the last 31 days
- To review five recordings from 31-180 days

- c. Victim Services Assessment

The City of London Police was inspected in the business area of Victim Services, from 5 to 9 September 2022. The inspection was framed around 6 areas:

- The force manages incoming calls, assesses risk and prioritises the police response well.
- The force deploys its resources to respond to victims and incidents in an appropriate manner.

- The force's crime recording can be trusted.
- The force has effective arrangements for the screening and allocation of crimes for further investigation and these consider vulnerability and risk.
- The force conducts a proportionate, thorough and timely investigation into reported crimes, with senior level governance providing robust scrutiny; and
- The force makes sure it follows national guidance / rules for deciding the outcome it gives for each report of crime.

### Upcoming inspections

3. There are five planned upcoming inspections for the City of London Police in the next few months:

a. Managing Suspects and Offenders

The City of London Police is due to be inspected on its management of suspects and offenders (Q7.2 of PEEL) on 26-27 September 2022.

b. Stop and Search

The City of London Police is due to be inspected in the business area of Stop and Search in September 2022 (dates to be confirmed).

c. Efficiency

The Force's HMICFRS Liaison Officer has informed the Force that, following this year's Force Management Assessment, an efficiency expert will inspect the Force ahead of the formal PEEL inspection in September 2022. This inspection will focus on Q12 of PEEL: 'How good is the force at planning and managing its organisation efficiently, making sure it achieves value for money, now and in the future'.

d. Thematic inspection of police capability and capacity to vet and monitor officers and staff (national inspection)

As part of a national inspection, the City of London Police is due to be inspected in the area of police capability and capacity to vet and monitor officers and staff.

e. The Police Efficiency, Effectiveness and Legitimacy (PEEL) Inspection

The City of London Police will have its PEEL inspection which will include a designated final evidence collection phase of four weeks from 7 November 2022 with inspection staff being on-site as well as remote. The inspection report has an expected publication date of March 2023. An internal PEEL Assessment and Resourcing meeting will be held during the week commencing 10 October 2022 and the Force's HMICFRS Liaison Officer will be in contact after this meeting to timetable the final evidence collection phase. During the week of 31 October, HMICFRS have requested a strategic presentation on the position of the Force against all the question areas contained within the PEEL assessment framework.

## HMICFRS Publication Reports

4. Since the last Committee meeting, the Force has now received the HMICFRS publication following the Child Protection Re-Inspection which took place in December 2021, following the initial inspection in December 2019. The full report can be found [here](#).
5. Whilst the re-inspection found that the City of London Police had acted to address some of the concerns raised in 2019, it also found that action was still required to:
  - Make sure all our staff are trained to recognise vulnerability and protect children.
  - Improve control room systems so frontline responders get the information and support they need to deal with risk and reduce vulnerability.
  - Make sure officers have the capability to respond to all forms of online child abuse and reduce the risk to children.
  - Improve the quality of its MOSOVO risk management plans; and
  - Make sure appropriate adults arrive in time to support detained children.
6. Good progress has already been made in a number of key areas for the above.

## Current Status of HMICFRS Recommendations

7. A detailed overview of the progress on each of the live (open) HMICFRS recommendations can be found in Appendix A of this report.
8. The process for capturing HMICFRS recommendations has been revised and is now in a digitalised format to enable the Force to:
  - a. create shared awareness and collaboration between business leads across all business areas and, where applicable, to work in collaboration with external partners.
  - b. enhance the previous process for monitoring and reviewing progress against deadlines in a more proactive manner to ensure these are completed; and
  - c. through internal governance and scrutiny, provide regular updates and prioritise action against recommendations based on risk for, for example through the Audit and Assurance meetings, dip sampling activities, etc.
9. Members were informed at the last meeting of new iterative process to report on the Force's green status recommendation to HMICFRS:
  - An action owner/senior business lead deems a recommendation is now a green status when he/she is satisfied that the recommendation has been implemented and can evidence this accordingly.
  - This is then tested at the Force Audit and Assurance meeting chaired by Assistant Commissioner Betts and reported to this Committee as "Green – pending HMICFRS sign-off."
  - The Force then notifies the HMICFRS Liaison Officer on a quarterly basis of recommendations the Force deems 'Green.' If they agree, the recommendation will be signed off as complete on the HMICFRS monitoring Portal, if not then the Force will be asked to evidence further.

- Confirmation of those recommendations shown as signed off by HMICFRS will then be reflected in the next iteration of this update to this Committee. This process is in its infancy stage as a new team is now overseeing the Force HMICFRS requirements, but a good working relationship is already established with the Force HMICFRS Liaison Officer

10. A total of 11 HMICFRS reports have been managed by the Force in the last period since May 2022.

11. Current recommendation status:

- 0 red recommendations
- 26 amber recommendations detailed in the table below
- 25 green recommendations (pending HMICFRS sign off)

HMICFRS Report Title	Number of Open Recommendations / AFI and Status			
	Previous Report (Feb 22)		Current Report	
	National Report	Force Report	National Report	Force Report
National child protection inspection post-inspection review			5 Amber	
A joint thematic inspection of Multi-Agency Public Protection Arrangements			4 Amber	
A joint thematic inspection of the Police and Crown Prosecution Service's Response to Rape, Phase 2: Post-Charge	3 Amber		3 Amber	
A joint thematic inspection of the criminal justice journey for individuals with mental health needs and disorders	6 Amber		6 Amber	
Police Response to Violence Against Women and Girls	1 Green		2 Green	
A Review of Fraud: Time to Choose	1 Amber		2 Green 1 Amber	
A joint thematic inspection of the Police and Crown Prosecution Service's Response to Rape	2 Green 1 Amber		3 Green 4 Amber	
Disproportionate Use of Police Powers	1 Amber		5 Green 1 Amber	
Cyber: Keep the Light On			2 Green	

The Poor Relation – The Police and CPS Response to Crimes Against Older People			4 Green	
	1 Amber		1 Amber	
Understanding the Difference: The Initial Police Response to Hate Crime			7 Green	
	1 Amber		1 Amber	

## Corporate & Strategic Implications

12. There are no strategic, financial, resource, legal, risk, equalities, climate or security implications and no proposals in the report. This report is just intended to update Members on recent and upcoming activity.

## Conclusion

13. This report sets out details around the HMICFRS inspections that have taken place since May 2022, as well as upcoming inspections, publication reports and the current status of HMICFRS recommendations.

## Appendices

- Appendix A – HMICFRS Report Recommendations

## Emma Cunnington

Head of Strategic Development

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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
<b>RED</b>	The recommendation should have been implemented but has not been due to resource issues or force capability to complete and remains outstanding
<b>WHITE</b>	The recommendation is no longer required / relevant or is dependent upon another organisation.

Individual recommendations may require multiple tasks to be completed by task owners from across the force before they can be discharged. The schedule below details the owners of tasks against individual recommendations highlighting those which are outstanding.

## National child protection inspection post-inspection review

A national report HMICFRS

Published 11th May 2022

This report leaves 5 of the original 6 recommendations as open

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Sept?	Direction of Travel
<b>Amber</b>	1	We recommend that City of London Police should immediately review the vulnerability training for its staff in all roles, to improve the understanding of the importance of engaging with children and in understanding their perspectives to improve safeguarding activities that		2020 (based on HMICFRS original child protection inspection report)	Sept 2022: The Head of Crime will attend the relevant national forums to ensure we are delivering the most appropriate vulnerability training to our staff. A one-day training package that focuses on vulnerability in children has been delivered to over 1000 police officers and staff.	Head of L&OD	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Sept?	Direction of Travel
		deliver better outcomes for those children.			Domestic Abuse (DA) trainers have been in Force and completed a health check and Learning & Organisational Development (L&OD) will continue to work with them to provide refresher training where weaker knowledge was apparent.		seen. A number of tasks have been set to make sure the force meets the recommendations.	
Amber	3	We recommend that City of London Police should immediately review the management arrangements for sex offenders and violent offenders in its public protection unit, including its supervision and management processes, so that it is satisfied that the unit is fully effective within its terms of reference. The aims should achieve: <ul style="list-style-type: none"> <li>• the timely completion and update of risk management plans.</li> <li>• timely and unannounced home visits being made to registered sex offenders; and</li> <li>• timely recording of intelligence on force systems.</li> </ul>		2020 (based on HMICFRS original child protection inspection report)	Sept 2022: A review has been completed with regards to the way in which we monitor sex offenders within the City. There are a number of processes currently in place that are being amended and changed in order to support this recommendation: <ol style="list-style-type: none"> <li>1. Three further officers (1DC, 1DS and DI) are being trained in MOSOVO.</li> <li>2. A monthly notification is being sent to relevant officers to keep them informed of the City's Registered sex offenders (RSOs). This document will contain a picture of the offender, their notification requirements and details of what officers should do if they come across the offender.</li> <li>3. Meetings are being held with relevant MPS officers to ensure that they are sharing information with the City regarding the offenders who frequent the City - this includes persons who work within the City that may be a risk. A reminder has been sent to MPS ( Op Jigsaw) officers that they must complete a partner record on the relevant system ( VISOR) which is shared with the City</li> </ol>	Head of PPU	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was seen. A number of tasks have been set to make sure the force meets the recommendations.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Sept?	Direction of Travel
					<p>should they identify an offender in our area. Within the monthly sharing of RSO's to group, the MOSOVO DS will check these partner records to ensure that we are up to date with the offenders and a subsequent intel report will then be completed.</p> <p>4. RSOs training was held for PPU officers in June on the managing offenders and the ways in which we can identify and work with others to ensure we are monitoring our offenders within the City.</p> <p>5. Two-day attachments are being sought within the MPS (Op Jigsaw) department for City officers. A flagging system is being set in place and meetings arranged with CAD and Niche in order to access the process around attending warrants and completing home visits - this will be completed by December 2022.</p>			
Amber	4	<p>We recommend that, within three months, City of London Police should review its systems and practice to ensure that:</p> <ul style="list-style-type: none"> <li>• warning markers and flags are used to alert responders to risk and vulnerability; and</li> <li>• control room staff have effective systems to help them to prompt frontline responders to follow force policy – for example, to turn on</li> </ul>		2020 (based on HMICFRS original child protection inspection report)	<p>Sept 2022: The following actions are being undertaken in this area:</p> <ol style="list-style-type: none"> <li>1. Review of existing practices to consider if documentation regarding supervision is sufficient/</li> <li>2. Ensure control staff have a full understanding of the warning flags available in CAD (Computer Aided Despatch)</li> <li>3. CAD and Niche/Pronto (Force Crime and Incident recording system) will define which</li> </ol>	CAD Manager	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was seen. A number of tasks have been set to make sure the force meets	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Sept?	Direction of Travel
		body-worn video cameras when attending domestic abuse incidents.			flags and warning markers exist and who is responsible for their update 4. Control to prompt officers when attending domestic abuse incidents to turn on body worn video (mandatory recording)		the recommendations.	
<b>Amber</b>	5	We recommend that, within three months, City of London Police should act to improve child protection investigations by reviewing its systems for investigating online child abuse and by establishing effective arrangements to identify and tackle those who download and distribute indecent images of children in its area.		2020 (based on HMICFRS original child protection inspection report)	Sept 22: POCA funding to Public Protection Unit (PPU) has allowed for the purchase of licences for CAID (Child Abuse Image Database) and it is expected that training will be completed by June 2023.	Head of PPU	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was seen. A number of tasks have been set to make sure the force meets the recommendations.	
<b>Amber</b>	6	We recommend that, within three months, City of London Police should introduce improvements to the arrangements for the attendance of appropriate adults, so that these are timely and sufficient to support children while they are in police detention.		2020 (based on HMICFRS original child protection inspection report)	Sept 22: The Force is reviewing its processes to ensure timely contact and arrival of AAs to support detained children	Custody manager	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was seen. A number of tasks have been set to make sure the force meets	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Sept?	Direction of Travel
							the recommendations.	

## A joint thematic inspection of Multi-Agency Public Protection Arrangements

A national report HMICFRS

Published July 2022

This report leaves 4 of the original 4 recommendations as open

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Sept?	Direction of Travel
<b>Amber</b>	14	Category 3 referrals are made to manage individuals who present a high risk of domestic abuse where formal multi-agency management and oversight through MAPPAs would add value to the risk management plan.	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	
<b>Amber</b>	15	There is a comprehensive training strategy for all staff involved in the MAPPAs process that fully utilises existing training packages and makes sure they can enable staff in all roles to prepare for and present or contribute to a case in a multi-agency forum and understand how MAPPAs fits with other multi-agency forums, such as Integrated Offender Management and Multi-Agency Risk Assessment Conferences (MARACs).	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Sept?	Direction of Travel
Amber	18	All MAPPA nominals managed at Levels 2 and 3 are allocated to a suitably trained police offender manager	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	
Amber	19	Workloads for staff managing sexual offenders are reviewed against national expectations and, where found to be excessive, take steps for mitigation and communicate this to affected staff	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	

## A Joint Thematic Inspection Of The Police And Crown Prosecution Service's Response To Rape, Phase 2: Post-Charge

A national report HMICFRS  
Published 25 February 2022

This report makes 3 recommendations aimed at the Police; all are currently open.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Amber	1	<u>Recommendation</u> Immediately, police and prosecutors should review and significantly improve communications with victims from the point of charge onwards.	May-22	No dates set by HMICFRS	<p>Sept 2022: The VVA (who performs the ISVA role) will maintain contact with the victim throughout the report to court process. As the VVA is co-located within PPU, this allows the OIC to ensure clear communication and strategy in relation to comms with the victim. Additionally, as per the victims code, the victim is updated at least every 28 days, and this continues post charge. With rape cases, this is usually done by a Sexual Offences Investigative Trained Officer (SOIT) (unless for a specific investigative reason one was not assigned, and the OIC will do this). The SOIT will have been assigned at the outset of the investigation and has the sole role of managing the victim and associated actions through report to court, is appropriately trained and will develop rapport with victim. The adherence to the 28-day victim contact is monitored through a weekly report which goes to the serious and complex crime DCI, outlining any PPU crimes which have fallen outside this 28-day contact for the DCI to escalate. Additionally the PPU DI will review each rape on a monthly basis, and maintenance of victim contact should form part of this review.</p> <ul style="list-style-type: none"> <li>The teams are regularly reviewing the victim updates. CID/PPU use this as a performance measure and are part of their monthly performance meetings.</li> </ul>	Head of CJS and Custody	Green - the actions are now completed.	

Amber	8	<u>Recommendation</u> Immediately, the police and the CPS should work collaboratively to ensure that bad character is considered in all rape cases and progressed wherever it is applicable.	May-22	No dates set by HMICFRS	Sept 2022: In response to the lack of usage to Bad Character by CPS, when there are submissions of rape cases, a bi-monthly meeting is now being held with the Rape and Serious Sexual Offence (RASSO) leads, the CPS and the senior prosecutors to ensure that any cases of concern are discussed. Here the lack of bad character usage by the CPS on select cases will be addressed to ensure it is being used.		Green - the actions are now completed.	
Amber	9	<u>Recommendation</u> Immediately, forces should make sure that victims of rape are given the opportunity to make a victim personal statement (VPS) at the earliest possible time, with the option of updating this statement closer to the court trial date.	May-22	No dates set by HMICFRS	Sept 2022: <ul style="list-style-type: none"> <li>Narrative provided from business leads on the processes undertaken in compliance with the force Standard Operation Procedure (SOP) and the national Victims' Code, which also supports shared awareness where the offer of Victim Personal Statement (VPS) to, and response from, victims are: captured in the force system and rape audits; crime scrutiny groups; and the Crime Standards Board.</li> </ul>	PPU Manager	Amber - this is a new recommendation with actions to complete being assessed.	

## A Joint Thematic Inspection Of The Criminal Justice Journey For Individuals With Mental Health Needs And Disorders

A national report HMICFRS

Published 17th November 2021

This report makes 7 recommendations aimed at the Police: 6 are in progress and 1 is complete.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in September?	Direction of Travel
Amber	10	<p><u>Recommendation</u> Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should:</p> <p>Develop and deliver a programme of mental health awareness-raising for staff working within criminal justice services. This should include skills to better explain to individuals why they are being asked questions about their mental health so that there can be more meaningful engagement</p>	Nov-22	Nov-22 (HMICFRS report)	<p>March 2022 update:</p> <ul style="list-style-type: none"> <li>Task owner is liaising with mental health lead and Administration of Justice (AOJ) to ascertain what is currently received &amp; whether we can upskill internally.</li> </ul>		Head of Learning & Development	Amber - this is a new recommendation with actions to complete being assessed.	
Amber	11	<p><u>Recommendation</u> Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should:</p> <p>Jointly review arrangements to identify, assess and support people</p>	Nov-22	Nov-22 (HMICFRS report)	<p>March 2022 update:</p> <ul style="list-style-type: none"> <li>Task owner attends London Criminal Justice System (CJS) Board and will discuss what our partners are doing. As a force we have arrangements in place and a SOP, but we need to see what is being done by partners to assess whether further improvements can be made.</li> </ul>		Head of CJS Services	Amber - this is a new recommendation with actions to complete being assessed.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in September?	Direction of Travel
		with a mental illness as they progress through the CJS to achieve better mental health outcomes and agree plans for improvement.							
Amber	14	<u>Recommendation</u> Ensure that all dedicated investigative staff receive training on vulnerability which includes inputs on responding to the needs of vulnerable suspects (as week as victims). This should be incorporated within detective training courses.	Nov-22	Nov-22 (HMICFRS report)	March 2022 update: <ul style="list-style-type: none"> <li>Currently all officers receive a generic 1-day input on vulnerability. For Investigative roles the force provides Temporary/Detective Constable (T/DC) with more bespoke training, the Investigations academy is to deliver training to Detective Sergeant/Detective Inspector (DS/DI). Learning and Organisation Development (LOD) will conduct a review of both of these offerings.</li> </ul>		Head of Learning & Development	Amber - this is a new recommendation with actions to complete being assessed.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in September?	Direction of Travel
Amber	15	<u>Recommendation</u> Dip sample (outcome code) OC10 and OC12 cases to assess the standard and consistency of decision making and use this to determine any training or briefing requirements and the need for any ongoing overnight	Nov-22	Nov-22 (HMICFRS report)	March 2022 update: <ul style="list-style-type: none"> <li>Dip sampling of outcome codes will now sit with AOJ. A process of how this will be implemented and resourced is being explored.</li> </ul>	Head of CJS Services is requesting resources to support dip sample review.	Head of CJS Services	Amber - this is a new recommendation with actions to complete being assessed.	
Amber	16	<u>Recommendation</u> Review the availability, prevalence, and sophistication of mental health flagging, to enhance this where possible, and to consider what meaningful and usable data can be produced from this.	Nov-22	Nov-22 (HMICFRS report)	Feb 2022: <ul style="list-style-type: none"> <li>Force uses flags and raises Public Protection Notices (PPNs) where necessary. These are checked by the Public Protection Unit (PPU) for referrals. This data is then used by Performance Information Unit (PIU) to inform different working groups of the stats.</li> <li>The next stage is to assess gaps. Acting/DI of PPU has run a dip sample in February/March to assess this. This will be analysed and confirm what the next tasks are to complete the recommendation.</li> </ul>		Acting Head of PPU	Amber - this is a new recommendation with actions to complete being assessed.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in September?	Direction of Travel
<b>Amber</b>	17	<u>Recommendation</u> Assure themselves that risks, and vulnerabilities are properly identified during risk assessment processes, particularly for voluntary attendees. They must ensure that risks are appropriately managed, including referrals to Healthcare Partners, Liaison and Diversion and the use of appropriate adults.	<b>Nov-22</b>	Nov-22 (HMICFRS report)	March 2022 update: <ul style="list-style-type: none"> <li>The Force has a Voluntary Attendee (VA) SOP in place with a risk assessment.</li> <li>This has also identified the need to have one standard process in place. This is a work in progress, which has been raised with the Crime Standards Board.</li> </ul>		Head of CJS and Custody	Amber - this is a new recommendation with actions to complete being assessed.	
<b>WHITE (CLOSED)</b>	18	<u>Recommendation</u> The police service should: Police leadership should review MG (manual of guidance) forms to include prompts or dedicated sections for suspect vulnerability to be included.	<b>Nov-22</b>	Nov-22 (HMICFRS report)	After consulting with HMICFRS it has been clarified that this recommendation has been assigned to the NPCC to look into as individual forces cannot change the Manual of Guidance (MG) forms. There is nothing further the force can do.		Head of CJS Services	February 2022 AMBER  March 2022 WHITE (CLOSED)	

## Police Response To Violence Against Women And Girls - Final Inspection Report

A national report HMICFRS

Published 17th September 2021

This report makes 5 recommendations each of which include a number of sub-actions. 2 recommendations apply to the force [in part] at this time; they are both green pending HMICFRS sign-off.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Green – pending HMICFRS sign off	3	<p>Structures and funding should be put in place to make sure victims receive tailored and consistent support</p> <p>3.2 By March 2022, all police forces should ensure information on the protected characteristics of victims is accurately and consistently recorded.</p> <p>3.1 &amp; 3.3 are NOT on the HMICFRS monitoring portal and are NOT actions for the Police rather other bodies:            3.1 By March 2022, informed by and connected to work on the proposed Victims Bill, the Ministry of Justice, Home Office and other government departments should review funding to ensure it is</p>		March 2022		Det Ch Supt Head of Professionalism & Trust	Green – pending HMICFRS sign off	

	<p>sufficient for specialists to support victims making complaints to the point that they have received the outcome they need. The aim should be to provide funding so that an independent (non-legal) adviser/advocate is available to support victims of domestic abuse and sexual violence as they go through the criminal justice system (and should consider this for victims of other crimes that disproportionately affect women). This support should be designed in consultation with the victim and should continue after a perpetrator is released from prison.</p> <p>3.3 By March 2022, informed by and connected to work on the proposed Victims Bill, the national policing lead, National Police Chiefs' Council leads, and the Home Office should work together to establish guidance for all forces on how the views and experiences of victims should be recorded, analysed and considered as part of performance</p>					
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		management of VAWG offences. As a minimum, this should include a single national survey to measure victim satisfaction, and processes to link local performance management data with the proposed national VAWG improvement measures (recommendation 4.4). This should allow for both local and national quality assurance, as well as the identification of any emerging issues, risks or variables that need further action to resolve. Police forces and partner agencies should have clear responsibilities in supporting victims through every stage of the case.						
<b>Green - pending HMICFRS sign off</b>	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	<b>Mar-22</b>	Mar-22 (HMICFRS report)	<p>March 2022 Update:</p> <ul style="list-style-type: none"> <li>Our response is in line with NPCC national framework, the Delivery plan is bespoke to the city but based upon the NPCC three pillars. Our performance in this area will be tracked through individual action plans for strand leads and will be Red Amber Green (RAG) rated. The performance will be submitted to the NPCC in two initial stages. March 22, all forces to submit a data return outlined in the framework. June 22, Key</li> </ul>	Det. Ch. Supt. Head of Professionalism and Trust	Green - with the VAWG action plan in place, training, an internal review of cases against officers/staff, along with a range of other priorities, the force assesses this	

					pillar 1 and 2 deadline returns. Key areas have been identified where we need to invest in ensuring that we maintain the high standards we already have in our response to Violence Against Women and Girls (VAWG).		recommendation as Green. It is an ongoing recommendation, but all the processes and checks are in place for moving forward.	
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## A Review Of 'Fraud: Time To Choose'

A national report HMICFRS

Published 5th August 2021

There are 3 new actions for the force, 2 are green pending HMICFRS sign off and 1 in progress

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Green – pending HMICFRS sign off	1	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.		September 2021			Green – pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Amber	2	<u>Recommendation</u> By 31 March 2022, the National Police Chiefs' Council (NPCC) Coordinator for Economic Crime with the National Crime Agency (NCA), National Economic Crime Centre (NECC) and City of London Police should set up an effective national tasking and co-ordination process for fraud.	Sep-22	Mar-22 (HMICFRS report)	March 2022 Update NFIB- National Fraud Intelligence Bureau NECC- National Economic Crime Centre NCA- National Crime Agency <ul style="list-style-type: none"> <li>• An effective tasking of crimes from NFIB going to law enforcement is in place</li> <li>• Tasking is supported through Lead Force Operations Room (LFOR)</li> <li>• Escalation between policing and NECC/NCA is in place via bilateral tasking arrangements</li> <li>• FOIM (Fraud Operation Intelligence Meeting) set up for monthly meeting to track cases requiring escalation and adoption</li> <li>• Intelligence side of meetings successful, operationally no cases have been accepted or escalated from policing to NCA/NECC or partners.</li> <li>• Progress still needs to be made in tasking cases that are not accepted by policing.</li> <li>• CoLP looking at using Agency Partnership Management Information System (APMIS) to task Priority 1/Priority 2 cases.</li> <li>• Working group set up to discuss and plan resolution and recommendations.</li> <li>• Improvements are still required in decision making at the FOIM.</li> </ul>	Commander National Lead Force Operations	Amber - the HMICFRS Force liaison has agreed progress is being made on this recommendation but assesses there is still work required. He has offered advice to the business leads on this, and they will continue to work forward. This recent update document will be uploaded to the monitoring portal to show progress. An extension of deadline will be needed to move by 6 months to September to meet the challenges the team are facing and the requirement of the HMICFRS Liaison Officer.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
					<ul style="list-style-type: none"> <li>Advice has been sought from the HMICFRS Force Liaison Officer on the next steps for this recommendation and whether enough has been done to close at this stage: <ul style="list-style-type: none"> <li>HMICFRS Force Liaison agrees the process is taking shape but assesses more work is required. The monitoring portal will be updated with the current briefing on this. He has offered suggestions extending the deadline by six (6) months to meet the challenges the team are facing.</li> </ul> </li> <li>Commander NLF ops and NECC Dep Director have met to discuss this and NECC has escalated the CoLP recommendation paper to the Threat lead for review.</li> </ul>			
Green – pending HMICFRS sign off	3	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.		October 2021			Green – pending HMICFRS sign off	

## A Joint Thematic Inspection Of The Police And Crown Prosecution Service's Response To Rape

A national joint thematic HMICFRS and HMCPSI

Published 16th July 2021.

There are 7 actions for the force: 3 are green pending HMICFRS sign off and 4 are in progress.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Amber	1	Immediately, police forces should ensure information on the protected characteristics of rape victims is accurately and consistently recorded.		October 2021		Head of PPU	Amber	
Green pending HMICFRS sign off	2	Police forces and support services should work together at a local level to better understand each other's roles. A co-ordinated approach will help make sure that all available and bespoke wrap-around support is offered to the victim throughout every stage of the case. The input of victims and their experiences should play a		January 2022	CoLP work closely with support agencies (statutory and third sector) through the VAWG forum and aware of roles and support on offer. CoLP commission the Vulnerable Victim Advocate who is a trained ISVA to support rape victims and signpost to offer bespoke services where needed.	Head of PPU	Green pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
		central role in shaping the support offered.						
Amber	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 so that the data gathered can help target necessary remedial action and improve victim care.	Jun-22	Dec-21 (HMICFRS report)	<ul style="list-style-type: none"> <li>Reasons why rape victims fail to support a case is recorded on the Force Crime and Incident recording system (Niche) and via outcome codes. Procedure for recording victims wishes on statement/other police records or Body Worn Video (BWV) where able is within the force SOP.</li> <li>Audits of outcome 16 [Domestic Abuse] have taken place and the CPS has agreed to look at outcome 15 [Domestic Abuse] with PPU.</li> </ul> <p>March Update:</p> <ul style="list-style-type: none"> <li>Outcome 14,15,16 templates are being reviewed against HMICFRS criteria. The templates will make it easier to record the reasons for withdrawal and ensure appropriate auditable records are obtained. PPU will mandate their use for all rape cases. The templates will allow for auditing and also PIU to develop bespoke reports. DCI CJS is working with DI Niche team to check if any existing templates within Niche can do what we need them to do. If not, then request for updated templates will go to Niche regional team in May for sign off.</li> </ul>	Head of CJS Services and FCR	Amber – templates are ready to go to the Niche regional team for sign off in May.	
Green pending	4	Immediately, police forces and CPS areas should work together at a local level to		October 2021	<ul style="list-style-type: none"> <li></li> </ul>	Head of AoJ	Green pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
<b>HMICFRS sign off</b>		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.						
<b>Green – pending HMICFRS sign off</b>	5	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.		January 2022	•	Head of AoJ	Green – pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Amber	6	<p><u>Recommendation</u></p> <p>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 [NFA] 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.</p>	Mar-22	Dec-21 (HMICFRS report)	<ul style="list-style-type: none"> <li>HMICFRS have asked us to keep this at Amber until they inspect us during PEEL.</li> <li>As part of Operation Bluestone/Soteria<sup>1</sup> this is being looked at nationally under the transformation of rape investigations. Whilst this national work is continuing, CoLP has a clear Standard Operating Procedure (SOP) as to expectations for updating victims in relation to rape. CPS RASSO (Rape and Serious Sexual Offences) lead has responded to this with their usual practice when it comes to no further action in Rape cases. i.e. They will work with the Officer In the Case/Sexual Offences Investigation Trained (OIC/SOIT) officers at CoLP to ensure no further action is conveyed to victim <b>in the most appropriate way</b>. This is documented in the Force SOP. Head of CJS and Custody assess that this can now be closed as Green.</li> </ul>	DCI  Head of CJS and Custody	Green pending HMICFRS sign off following communication with CJS about how to improve communication to victims where there is NFA and an updated SOP that documents how the force should communicate the action lead assesses this recommendation is met and is Green.	

<sup>1</sup> [Operation Soteria Bluestone | College of Policing](#)

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Amber	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 (VRR) scheme and should periodically review levels of take-up.	Apr-22	Dec-21 (HMICFRS report)	<ul style="list-style-type: none"> <li>This is communicated as part of final contact with victim.</li> <li>Force Rape SOP has been updated and published to ensure this is recorded on the Niche system. Rape SOP outlines needs to inform victims of Victim Right to Review (VRR) at point of NFA and forms part of supervisor (DS and DI level) final supervisor review.</li> </ul> <p>March update:</p> <ul style="list-style-type: none"> <li>New VRR template is now on Niche, and details have been circulated to PPU. VRR checks will be included in the Rape/Sexual Offence Audit reports provided to the Crime Scrutiny Group by the FCIR.</li> </ul>	DCI  Head of CJS and Custody	Green pending HMICFRS sign off – SOP updated; Niche templates updated to include area for VRR recording. Audits will be done by crime registrars and fed back to the crime scrutiny group for compliance.	

## Disproportionate Use Of Police Powers

A national report HMICFRS

Published 26th February 2021

There are 6 actions for the force: 5 are green pending HMICFRS sign off and 1 is in progress.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Amber	1	<u>Recommendation</u> By July 2022, forces should ensure that officers and staff have effective communication skills, in line with the National Policing Guidelines on Conflict Management. This should be in addition to existing training on conflict management and de-escalation.	Jul-22	Jul-22 (HMICFRS report)	<ul style="list-style-type: none"> <li>• Mentivity training commenced October 2021 for front line officers.</li> <li>• Virtual Continuous Professional Development(CPD) sessions focusing on stop and search were delivered to 85 officers and staff this year and a written bulletin sent force wide to compound this learning.</li> <li>• A Focus on CPD virtual training session providing an input on communication was well received and a written bulletin was published in December 2021</li> <li>• 'Focus on' communication bulletin published Jan 2022</li> <li>• Stop search training for frontline officers has been built into the training timetable and is scheduled for June and July 2022</li> <li>• Current student officer cohort received improved Stop Search training including varied practical scenarios and were tasked to produce a best practice video for dissemination to the rest of the force via the Learning and Development video streams.</li> </ul>	Head of Learning & Development	Green - it is assessed that the training plan in place meets the criteria for this recommendation.	

					<ul style="list-style-type: none"> <li>An additional video is being developed in collaboration with the British Transport Police (BTP) with a planned release within 4 weeks</li> </ul>			
<b>Green pending HMICFRS sign off</b>	2	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		December 2021			Green pending HMICFRS sign off	
<b>Green pending HMICFRS sign off</b>	3	By September 2021, forces should: <ul style="list-style-type: none"> <li>ensure that officers record on body-worn video (when this is available) the entirety of all stop and search encounters, including traffic stops and use of force incidents.</li> <li>have a structured process for regularly reviewing and monitoring internally a sufficient sample of body-worn video</li> </ul>					Green pending HMICFRS sign off	

		footage to identify and disseminate learning and hold officers to account when behaviour falls below acceptable standards; and <ul style="list-style-type: none"> <li>provide external scrutiny panel members with access to samples of body-worn video footage showing stop and search encounters and use of force incidents, taking account of the safeguards in the College of Policing's Authorised Professional Practice.</li> </ul>						
<b>Green pending HMICFRS sign off</b>	5	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.	<b>January 2022</b>	July 2021		PIU	<b>Green pending HMICFRS sign off</b>	
<b>Green pending HMICFRS sign off</b>	6	By July 2021, forces should ensure they have effective external scrutiny processes in place in relation to the use of force. Forces should take account of feedback and update the scrutiny panel and the community on the action taken.					<b>Green pending HMICFRS sign off</b>	

<b>Green pending HMICFRS sign off</b>	7	With immediate effect, forces should ensure that all stop and search records include detail of the self-defined ethnicity of the subject. When this information is refused by the subject, the officer-defined ethnicity code should be recorded.					<b>Green pending HMICFRS sign off</b>	
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## Cyber: Keep The Light On

A national report by HMICFRS

Published October 2019

This report makes 5 recommendations 3 are complete and 2 are green pending HMICFRS sign off.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
<b>Green pending HMICFRS sign off</b>	AFI 1	Chief constables should evaluate the use that their force makes of cyber specials and volunteers to ensure that they are used effectively.				Head of NFIB Cyber	<b>Green pending HMICFRS sign off</b>	
<b>Green pending HMICFRS sign off</b>	AFI 5	With immediate effect, City of London Police should provide the Home Office with details of how the force intends to address the issue of reports being held in 'quarantine' within the Know Fraud system. Furthermore, the force should		March 2020		Head of NFIB Service Delivery Team	<b>Green pending HMICFRS sign off</b>	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
		also identify its proposals to prevent a re-occurrence.						

## 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 are complete and 1 in progress.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
<b>Green pending HMICFRS sign off</b>	8	Cause of concern (#15345) The police do not consistently assess the needs of victims as set out in the relevant codes of practice and so the needs of victims are not always met.  Recommendation (#10582) Within six months, chief constables should make sure that victim needs assessments are always completed.		March 2020		Supt Business Planning	Green Pending HMIC sign off	
<b>Green pending HMICFRS sign off</b>	9	Cause of concern (#15344) Chief constables do not understand well enough the current demand for adult safeguarding arrangements		November 2019			Green pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
		and have not considered the likely future demand and the implications for forces.  Recommendation (#9883) Within three months, chief constables should conduct analysis of the current and future demand for adult safeguarding, including the gap in knowledge that may exist from those cases where referrals are not made because of errors or omissions. This analysis should be incorporated into force management statements (FMSs).						
Amber	10	<u>Cause of concern</u> Some victims may not be receiving support services, and some support services do not work as well as they could. This is because the police do not always refer victims when they should, support services do not have ready access to police information, and witness care arrangements are sometimes provided separately.  <u>Recommendation</u>	Jun-22	Jan-20 (HMICFRS report)	The City of London Police has a number of processes and services in place to assist vulnerable victims. <ul style="list-style-type: none"> <li>• The force has two Vulnerable Victim Advocates.</li> <li>• Victim Satisfaction Surveys are used to understand the needs of the public</li> <li>• A wider adoption of other communication channels for surveys, has led to improved engagement with harder to reach groups.</li> <li>• The Victim Code of Conduct is followed in all victim contact, including during crime assessment.</li> <li>• When a case is assigned to an officer, contact is made with the victim to discuss their needs,</li> </ul>	DCI Head of Major Crime	AMBER - This is progressing and awaits confirmation from business lead as to whether they assess that the recommendation has been met?	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
		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>establishing where support may be needed or to give support advice for relevant agencies.</p> <ul style="list-style-type: none"> <li>The force also has the Victim Care Unit (VCU) as part of the National Lead Force response to Fraud.</li> <li>Cyber Griffin leads in Police victim care in the area of cyber criminality. It offers services designed to support individuals and organisations who have been victims of Cyber Crime.</li> <li>The victim right of review - if there is a decision not to prosecute the suspect, the victim has a right to be told within 5 working days.</li> <li>The VCU successfully bid and received funding for 100 hundred call blocker units. They are highly effective at blocking nuisance/ scam calls and are proven to increase the wellbeing of individuals when installed.</li> <li>AC Betts has commissioned internal report to the Audit and Risk meeting to consider what further needs to be done to close this recommendation</li> </ul>			
<b>Green pending HMICFRS sign off</b>	11	<p>Cause of concern (#15342) Some adults who need safeguarding are being put at risk because the police are not always referring cases to partner organisations, and there are no effective measures to ensure that referrals have been made.</p> <p>Recommendation (#9926)</p>		November 2019			<b>Green pending HMICFRS sign off</b>	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
		Within three months, chief constables should ensure that adult safeguarding referrals are always made when appropriate, with effective processes in place to make sure this happens. The NPCC lead for adults at risk should advise chief constables as to how this is best achieved.						
<b>Green – pending HMICFRS sign off</b>	17	Area for improvement Within six months, chief constables should find good ways to assess the current demands on the police made by older people. These assessments should include a prediction of future changes in demand, account for the work of other organisations, and be incorporated into FMSs.		September 2020			<b>Green – pending HMICFRS sign off</b>	

## 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: 7 are green pending HMICFRS sign off and 1 is in progress.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Green – pending HMICFRS sign off	2	<p>Cause of concern (#16586) We are concerned that flagging hate crime incorrectly has serious implications for forces in terms of their ability to understand hate crime and how it affects victims and their communities, and then respond appropriately. Incorrect flagging also undermines the integrity of published national data and analysis.</p> <p>Recommendation (#8951) We recommend that, within three months, chief constables make sure hate crimes are correctly flagged, and that forces have good enough processes in place to make sure this is done.</p>		October 2018		Head of PPU	Green – pending HMICFRS sign off	

Green – pending HMICFRS sign off	3	<p>Cause of concern (#16585) We are concerned that some hate crime victims may be vulnerable to being targeted repeatedly and, at the moment, the risks to them are not being assessed well enough.</p> <p>Recommendation (#8994) We recommend that, within six months, chief constables adopt a system of risk assessment for vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this.</p>		January 2019			Green – pending HMICFRS sign off	
Green – pending HMICFRS sign off	4	<p>Cause of concern (#16584) We are concerned that the risks to some hate crime victims are not being managed well enough or consistently enough, and some hate crime victims are less safe as a result.</p> <p>Recommendation (#9037) We recommend that, within six months, chief constables incorporate risk management into a risk assessment process for</p>		January 2019			Green – pending HMICFRS sign off	

		vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this.						
<b>Green – pending HMICFRS sign off</b>	5	<p>Cause of concern (#16583) We are concerned that the recurring risks to some hate crime victims are not being managed well enough or consistently enough, and that the most vulnerable victims would be safer if the police routinely worked with partner organisations to manage risks to victims.</p> <p>Recommendation (#9080) We recommend that, within six months, chief constables work with partner organisations to adopt a system of risk management for vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this. They should also consider whether the principles of the multi-agency risk assessment conferences (MARAC) process are a good way to</p>						<p>Green – pending HMICFRS sign off</p> 

		manage the risks to hate crime victims.						
<b>Green – pending HMICFRS sign off</b>	6	<p>Cause of concern (#16582) We found that forces do not consistently use the Home Office cyber-enabled flag. This means forces and the government may not have good enough information to understand how much different groups are targeted online, which means they cannot make sure effective decisions are made about how to respond.</p> <p>Recommendation (#9123) We recommend that, within three months, chief constables make sure that the Home Office cyber-enabled flag is consistently applied, and that forces have adequate systems in place to make sure that this is done.</p>						<p>Green – pending HMICFRS sign off</p> 
<b>Green – pending HMICFRS sign off</b>	7	<p>Recommendation We believe there needs to be a change to control room practice to make sure victims are asked why they perceive that the perpetrator has</p>						<p>Green – pending HMICFRS sign off</p> 

		<p>acted as they have done. This will make sure victims get an appropriate response.</p> <p>We recommend that, within six months, the NPCC lead for hate crime should review and consult on the introduction of a police force control room process, whereby callers are asked why they perceive that the perpetrator has acted as he or she has done</p>						
<b>Amber</b>	8	<p><u>Recommendation</u></p> <p>Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the national minimum standard of response to victims of hate crime inconsistently.</p> <ul style="list-style-type: none"> <li>We recommend that, within six months, the NPCC lead for hate crime works with the College of Policing to review the operational guidance about the minimum standard of response to establish if it is still</li> </ul>	March 22 - aligned to PEEL 2018/19 (Rec 2) as above	Dec-19 (HMICFRS report)	<p>Task [4]</p> <p>This action is linked to recommendation 2 “PEEL 2018/2019” – Both action deadlines now aligned.</p> <ul style="list-style-type: none"> <li>Previously delays to implementing this area for improvement have centred on the absence of resource [Vulnerable Victim Advocate (VVA)] within PPU to undertake the required surveys.</li> </ul> <p>March Update:</p> <ul style="list-style-type: none"> <li>The Domestic Abuse (DA) surveys have been completed and the results are currently being analysed.</li> <li>PPU has secured the funding for the VVA for next year and is looking at options to secure this funding for future years.</li> </ul> <p>As of 17/03/22</p> <ul style="list-style-type: none"> <li>A scheme for victim surveys has started. A list of 10 occurrences have been dip sampled across different crime types (inc. stalking,</li> </ul>	Head of PPU and Performance Analysis Manager	Green - a process is now in place and the scheme for VVA's to contact victims has now started. This is Green pending HMICFRS sign off	

		<p>appropriate and relevant for forces</p> <ul style="list-style-type: none"> <li>We recommend that, following the review, any agreed minimum standard of response for forces should be monitored by force governance processes, including external scrutiny.</li> </ul>			<p>harassment, low level sexual offences &amp; hate crimes).</p> <ul style="list-style-type: none"> <li>VVAs will contact the victims 3 times over a number of weeks to ask them to complete the over the phone survey. This allows for safeguarding and victim care that an online survey would not offer. The VVAs have been asked to log the time they spend on these surveys so an assessment of impact can be completed as it is time consuming.</li> </ul>			
<p><b>Green – pending HMICFRS sign off</b></p>	<p>13</p>	<p>Recommendation</p> <p>In our view, forces do not gather and use intelligence about hate crime consistently enough. This means forces do not have enough information to understand fully how different groups are victimised and make sure that officers make effective decisions about how to respond.</p> <ul style="list-style-type: none"> <li>We recommend that chief constables make sure officers know it is important to find and record more intelligence about hate crime and use it to inform the police response.</li> </ul>					<p>Green – pending HMICFRS sign off</p>	

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# Agenda Item 7

<b>Committee(s):</b> Strategic Planning and Performance Committee  Police Authority Board	<b>Dated:</b> 12 September 2022  27 September 2022
<b>Subject:</b> Quarterly Community Engagement Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1. People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 67-22	<b>For Information</b>
<b>Report authors:</b> HQ, Sector Policing, Specialist Operations	

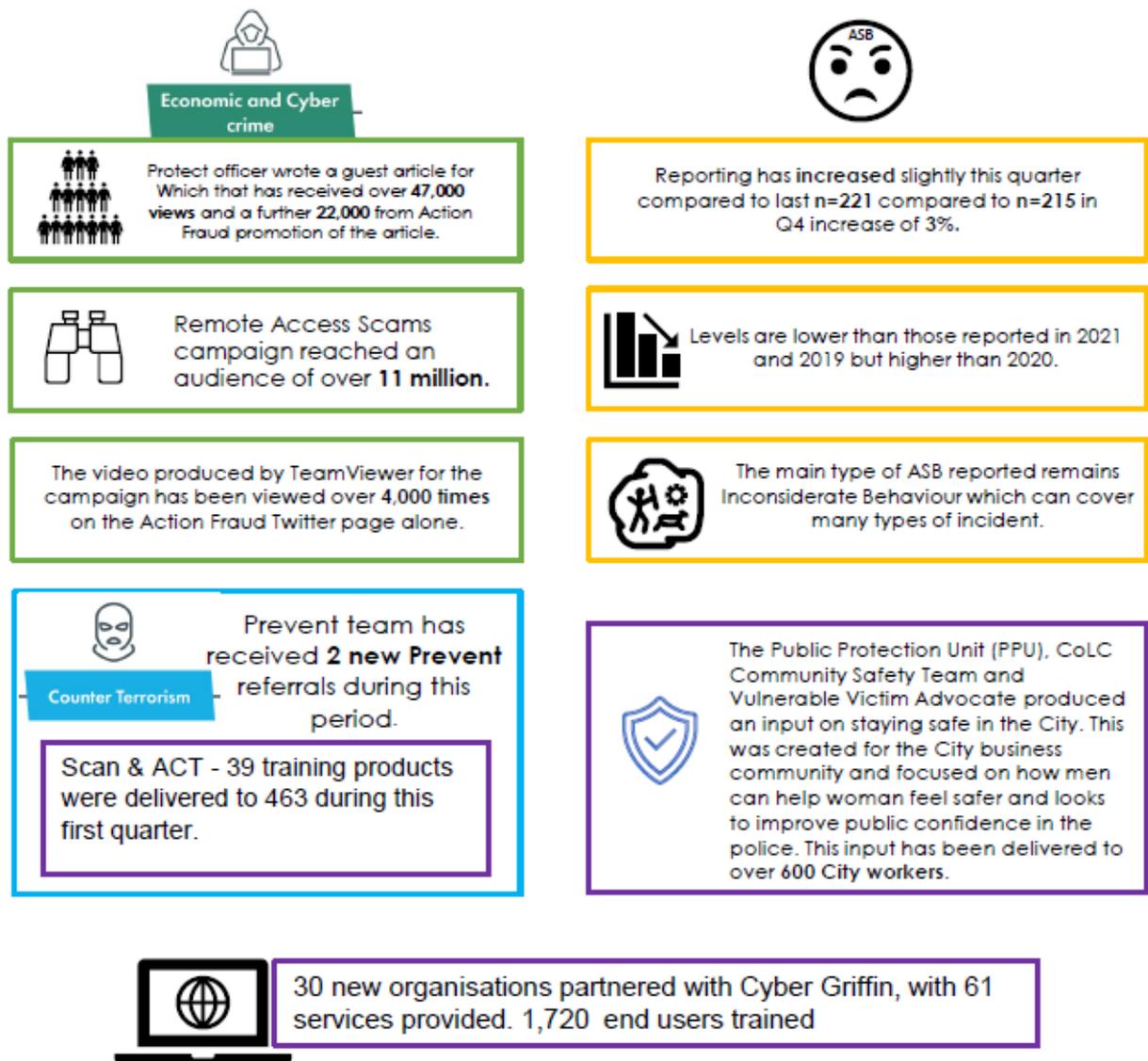
## Summary

This report provides the quarterly update (April 2022 to June 2022) on engagement taking place across the City of London Police area within the following areas: (1) Counter Terrorism (CT) and Prevent; (2) Safeguarding the Vulnerable; (3) Prevention of Fraud and Cyber Crime; (4) Anti-Social Behaviour (ASB) and Sector Policing; (5) Engagement with the Independent Advisory and Scrutiny Group (IASG)

## Recommendation

Members are asked to note the report.

## Community Engagement Dashboard



### Main Report

#### 1. Counter Terrorism and Prevent

##### PREPARE & PROTECT: Mar- Jun 2022

##### Counter Terrorism Security Adviser (CTSA) team:

- 1.1 The CTSA team proactively support the Protect and Prepare elements of the national CONTEST Strategy, delivering on protective security advice, CT awareness, both physical and people security measures and ensuring our community is prepared as possible in dealing with a terrorist attack. A fundamental part of the CTSA role is face to face engagement, assessment, and

product delivery. With more City workers returning to the office, face to face delivery has increased over this reporting period.

- 1.2 The team continues to support partners within the City of London Corporation including the Public Realm and Planning teams. The CTSA team supported the local authority in providing security assessments on applications for table and chair licences and has improved physical security of crowded places within the City of London. Applications for these licences have vastly increased during this reporting period. The team has also continued with the crowded places assessments. Engagement continues with all businesses/partners where opportunities arise.
- 1.3 Whilst not in Q1, as part of the Force's Testing and Exercising regime and in response to the Manchester Arena Inquiry, a table-top exercise was held on the 13 July 2022. The aim of the exercise was to seek to ensure that the Force is prepared to respond to a city-based Major Incident with an effective command and control capability. This provided an important engagement opportunity, in terms of working with partners and protecting the public. At the time of writing, learning from this exercise is currently being assessed.

### **Practical Training Package**

- 1.4 The CTSA's have continued to deliver training packages to businesses such as See Check and Notify (SCaN) and ACT (Action Counters Terrorism). With an increase in businesses returning to office, the demand for training products such as vehicle screening, postal awareness has returned. This quarter also saw the Jubilee celebrations enhanced training, preparation and testing was conducted with St Pauls Cathedral and key stakeholders. 39 training products were delivered to a total of 463 during this first quarter.

### **Regional Meeting/Training**

- 1.5 The CTSA office have been liaising with NaCTSO (National Counter Terrorism Security Office) and Homeland Security in consultations and workshops to assist in the development of the Protect Duty, to improve public security and to help shape future legislation. This was delivered locally to the police authority board.
- 1.6 Following the launch of the new 'Notify Pad'<sup>1</sup> designed by the CTSA's. A variety of business across the City of London have been recruited for the first phase of the trial. The aim of which is to ensure the correct information is obtained when reporting suspicious activity which allows for early notification of risks that may harm the CoLC. Positive feedback from participants has been received.
- 1.7 This period has seen three members of the CTSA team complete the initial Counter Terrorism Security Advisor Foundation course and enter the 2-year pathway towards accreditation.

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<sup>1</sup> Notify Pad is an application designed by CoLP and being piloted, to assist in better use of hostile reconnaissance data

## **Planned Future Activity**

- 1.8 The CTSA team will continue to deliver SCAN and Act training across the city, focusing on areas of identified vulnerability.
- 1.9 Work will continue nationally with the National Counter Terrorism Security Office and as information becomes available around UK Protect and the anticipated Protect Duty this will be shared with stakeholders.
- 1.10 The team will continue to collaborate with the City of London Corporation (COL) to address the planned changes in legislation and the issuing of Pavement licences.

## **PREVENT: March - June 2022**

### **Referrals**

- 1.11 The Prevent team has received 2 new Prevent referrals during this period. One of these referrals was anonymous and relates to a City resident. Work on this case is ongoing currently whilst the second referral was related to an arrest in the City, and this has now been transferred to the local Metropolitan Police Prevent team.

### **Prevent team meetings / Media:**

- 1.12 The Prevent team is involved with a Project Starlight pilot in the CoLP. Project Starlight is a national project run by CT policing which identified a link between terrorism offenders and domestic violence perpetrators, victims and witnesses. The CoLP pilot has recently gone live and will involve a series of pertinent questions asked by the Public Protection Unit (PPU) when speaking to domestic violence victims during the course of their investigation. Answers supplied will assist in identifying any concerning behaviours of the offender and the Prevent team would be made aware for any subsequent investigation. This pilot is a collaborative approach with Prevent and PPU.

## **Planned Future Activity**

- 1.13 The Prevent team continue to engage with the CoLP vulnerability working group as the 14th strand of vulnerability to ensure radicalisation is considered in all areas of policing<sup>2</sup>. The Prevent team plan to launch an awareness campaign in force during November 2022 around V2R (Vulnerability to Radicalisation) to highlight the dangers of radicalisation and signs displayed when a person is in the process of being radicalised. Future planned events currently include a Continuous Professional Development (CPD) event with numerous guest speakers, a Prevent focused tabletop exercise for officers and the launch of Prevent Ambassadors in force.

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<sup>2</sup> This relates to the NPCC National Vulnerability Action Plan where risk of radicalisation is being implemented as the 14<sup>th</sup> core discipline of public protection. [NVAP.pdf \(npcc.police.uk\)](#)

## **Stalls/Engagement**

- 1.14 Engagement has continued this quarter with the Prevent team attending events including the City-wide residents meeting at the Guildhall, Op Rocotta (a Sector Policing led Crime Prevention operation in the City), numerous pop up Prevent/Community Policing events aimed at City residents taking place at City libraries over the Spring/Summer months, and safeguarding events at the Guildhall School of Music and Drama.
- 1.15 In person presentations with City businesses have continued. The importance of Prevent was reiterated to businesses during the CT2022 event and this has led to an increase in enquiries about what the Prevent team can offer.
- 1.16 The Prevent team has recently reached out to the new youth services provider in the City, Society Links. A future meeting will discuss a Prevent training package which will be offered to staff highlighting the signs of Radicalisation and the reasons why individuals may become radicalised. This is important as youth services in the City have been impacted over the lockdown period where online radicalisation especially increased.

## **Internal Women's Network/Islamic Women's Network**

- 1.17 Prevent officers continue to support various police and local networks to ensure an understanding of Prevent and the knowledge and confidence to come forward with any concerns they may have.

## **Practical Training Package**

- 1.18 The Prevent team deliver a training package to identify signs of radicalisation and what to do when this occurs. Prevent training sessions are being held internally on a monthly basis for new recruits and transferees. Sessions are also planned for the business community in the coming months. In the past year training has been delivered to all of the uniform groups, PPU and new starters/transferees and will be repeated from October 2022. Approximately 60 participants have attended these training sessions in Q1. External sessions for Mental Health nurses have also been provided along with holding stalls to raise awareness in conjunction with Sector Policing.

## **Regional Meeting/Training**

- 1.19 The Prevent team is continuing to work with the Prevent teams from around the country looking at the best ways for improving professional and best practice. Future training courses has been booked over the summer months.

## **CT Local Profile (CTLP)**

- 1.20 The CTLP for the City of London is now complete and plans for a local partner presentation event . The Prevent team recently attended an NHS pan London event where local CTLP's for all London areas were presented by City of London and Metropolitan Police officers to senior NHS staff.

## **PURSUE: March 2022 – June 2022**

- 1.21 The pursue detectives engage with the business community, primarily because of Op Lightning/hostile reconnaissance activity reported by SCan trained security guards. Detectives specifically focus on the need for quick reporting and high quality report submissions to allow for a quick and affective risk assessment.
- 1.22 Detectives are now asking the community for feedback on Op Lightning reports to better understand the needs of the community and improve the service. This comes in the form of a questionnaire which is sent out to every business or member of public that reports CT related intelligence.
- 1.23 Detectives have developed a package along with our Public Protection Unit to highlight and understand the risk of radicalisation when vulnerable children and adults have witnessed or become involved in Domestic Abuse. All Public Protection officers have received a bespoke briefing and are now actively looking for vulnerabilities to radicalisation when dealing with members of the public.

### **Planned Future Activity**

- 1.24 Detectives are piloting a CCTV system that may help track and identify subjects suspected of conducting Hostile reconnaissance via description and behavioural assessment. This will involve a testing and exercise event in the coming period.
- 1.25 CoLP is looking to collaborate with MPS/SO15<sup>3</sup> to strengthen our working partnership and enhance our capability to combat Terrorism across all 4-P strands. A working project is currently being set up with progress to start in the coming months.
- 1.26 A new DCI will take up a role within the department with their main task being to lead on the MPS SO15/CoLP collaboration. The new DCI is from the MPS SO15 command and brings a wealth of CT experience to the department.

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## **2. Safeguarding and Vulnerability**

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- 2.1 CoLP has maintained an active role in community engagement around Violence against Woman and Girls (VAWG). Weekly meetings are being held to discuss the progress of the engagement surrounding VAWG and ways in which the CoLP are committing to the plan.
- 2.2 As previously reported to this Committee, Reframe the night is a CoLP and Corporation campaign that has recently started within the City and is focused on bystanders, aiming to start conversations, particularly amongst men and boys to stand up and challenge these behaviours when they see them and 'make these

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<sup>3</sup> Counter Terrorism Command (CTC) or SO15 is a Specialist Operations branch within London's Metropolitan Police Service.

attitudes a thing of the past'. Sector Policing, PPU, and a number of partners including the Corporation and working collectively to engage with the public to inform, educate and re-assure.

- 2.3 Since the last update, the Public Protection Unit (PPU), CoLC Community Safety Team and Vulnerable Victim Advocate are still producing an input on staying safe in the City. This was created for the City business community and focused on how men can help women feel safer and looks to improve public confidence in the police. This input has been delivered to over 600 City workers and this is still ongoing albeit the interest has slightly declined.
- 2.4 PPU worked closely with the Licensing Team, City Corporation Community Safety team and Vulnerable Victim Advocate to organise a conference for hotel staff. This took place on 13<sup>th</sup> July at a venue in Broadgate Circle with the aim to identify vulnerability and support people at risk of harm. It included inputs on Modern Slavery and Human Trafficking (MSHT), domestic abuse, child exploitation. There were also inputs by guest speakers who have been victims of high harm offences.
- 2.5 The opportunity remains for hotel staff to undertake Welfare and Vulnerability Engagement (WAVE) training so that 'Ask for Angela' will be available in hotels alongside licensed premises. The increase in venues that offer 'Ask for Angela' will further increase the feeling of safety in the City, especially during the Night Time Economy.
- 2.6 Hotels have been chosen as they are open 24/7 with staff always present. Ask for Angela is the name of a campaign in England that started in 2016 that is used by bars and other venues to keep people safe from sexual assault by using a codeword to identify when they are in danger or are in an uncomfortable situation. The 'Ask for Angela' safety initiative has been highlighted alongside promotion for Safer streets reporting as part of the Operation Reframe response. These initiatives have been highlighted on leaflets and also via the DIGI-STOPPER (mobile communication) Boards. The Licensing team is also completing quality assurance checks on Ask for Angela venues during this Operational activity.
- 2.7 The PPU is continuing to work closely with City schools. Further engagement is planned with students at the City of London School (CLS) in relation to 'how men can help women feel safe'. This follows feedback from students at the City of London School for Girls (CLSG). This input will be provided in conjunction with the Vulnerable Victim Advocate and the Sector officer for the area however due to the exam period this has not yet taken place, although PPU are looking to obtain a date for this as soon as possible.
- 2.8 Within the above-mentioned training, PPU are looking to include safeguarding training (for the pupils) and awareness of the forms of Child Criminal Exploitation (CCE). This training package has yet to be created and permission from the school and parents themselves will need to be granted prior to commencing the training. This is a work in progress with a view to introduce this by December 2022.

2.9 Operation MAKESAFE is a national operation whereby premises are trained to identify any child at risk of Child Sexual Exploitation (CSE) and CCE. Meetings are being held with the cadets and their leaders, operation dates discussed, and locations being arranged. This will enable the City of London to identify areas of risk, establish the degree of training needed and the level of understanding within the square mile of CSE and CCE.

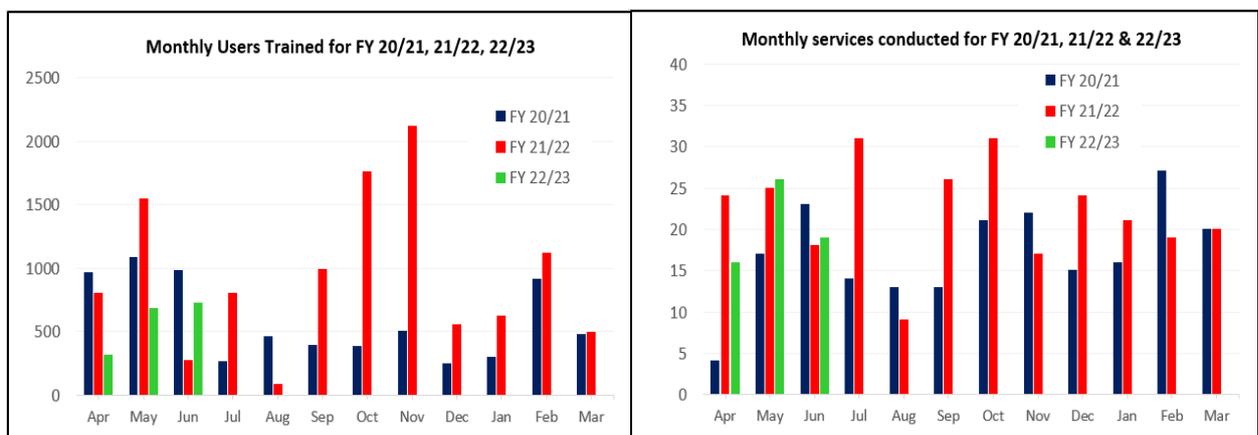
### 3. Prevention of Fraud and Cyber Crime

3.1 Q1 of FY 22/23 has seen 30 new organisations partner with Cyber Griffin, and the team conduct 61 services. The team has trained 1,720 end users which is 69% of the quarterly target. The feedback from businesses and the impression received is that organisations have shifted their focus to improving their security plans and incident response processes in light of the wider global events. As such, the uptake of the two services that cover these areas has increased significantly. These inputs are delivered to a smaller cohort of people meaning that Cyber Griffin has delivered more services over the period than in previous years but to smaller groups of people.

3.2 Cyber Griffin continues to explore a diverse range of avenues to ensure it effectively delivers its advice to as many businesses and individuals in order to protect themselves from cyber-crime. The programme is currently investigating several projects to explore extending our services nationally and internationally, without diminishing the impact to organisations in the Square Mile. So far, the programme is scheduled to conduct 36 services in Q2 of FY 22/23, and this is likely to increase during the quarter itself although in the past it has been a slower period due to school holidays and employees taking annual leave.

3.3 Cyber Griffin continues to have positive meetings with Bristol University and remains on target to release the new Incident Response Exercise this year. Feedback on this new product continues to be positive, as does the feedback related to all existing Cyber Griffin core services. For more details, please visit the Cyber Griffin website: [www.cybergriffin.police.uk](http://www.cybergriffin.police.uk)

3.4 A comparison of monthly end users trained, and services conducted across FY 20/21, 21/22 and 22/23.



## **Prevention of Fraud**

- 3.5 Cyberhood watch: The Protect Team has started conversations with the National Cyber Security Centre (NCSC) and Neighbourhood Watch to discuss ways that their Cyberhood watch ambassadors can support Protect officers in disseminating consistent cyber security advice to harder to reach areas of the UK, including those who are not regular users of computers or smart phones. The first stages are attending the Cyberhood watch bi-monthly meeting and facilitating introductions between Protect officers and Cyberhood watch ambassadors in their local area. This will be ongoing into the next quarter.
- 3.6 Remote Access Scams campaign (4 April) reached an audience of over 11 million, video produced by TeamViewer for the campaign has been viewed over 4,000 times on the Action Fraud Twitter page alone. Protect officer Christine Barnes wrote a guest article for Which? as part of the campaign that has received over 47,000 views and a further 22,000 from Action Fraud promotion of the article.
- 3.7 The final stages of the Domestic Abuse, Stalking and Harassment project included presenting to the Home Office to get feedback and appropriate sign off. The Domestic Abuse, Stalking and Harassment (DA&SH) project focuses on how technology can be used and abused in these settings. The project consists of one x 1-hour presentation and 1 x 4-hour workshop aimed at helping DA&SH practitioners and the police understand the risk that technology can pose to victims and provide tools to help victims learn how to Protect themselves from this type of abuse.
- 3.8 In July, the 1-hour presentation from the DA&SH project was delivered online to the Protect network to train the trainer and relevant materials were shared with the network to use during engagements.
- 3.9 In September, the Protect network will receive in-person training on the 4-hour workshop. Following this training, Protect officers will be able to use these materials to deliver inputs to DA&SH charities, practitioners and police officers/staff.
- 3.10 A presentation was given with DCPCU/UK Finance members to give an overview of Action Fraud, NFIB and how the report process works to encourage interaction.
- 3.11 Staff attended a 2-day workshop in Holland with multiple international police forces regarding education to prevent cyber-crime.

## **Other Activity**

- 3.12 A phishing awareness campaign launched on the 11<sup>th</sup> July to increase awareness of reporting to the Suspicious Email Reporting Service (SERS). The

campaign was supported by 40 police forces with a reach of 8.5m and over 36m impressions. We have monitored SERS to see if the campaign has resulted in any changes in reporting patterns and there was an uplift of over 30,000 reports in the week following the campaign.

3.13 14<sup>th</sup> July – presentation to Barclays SME customers took place.

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## 4. ASB and Sector Policing

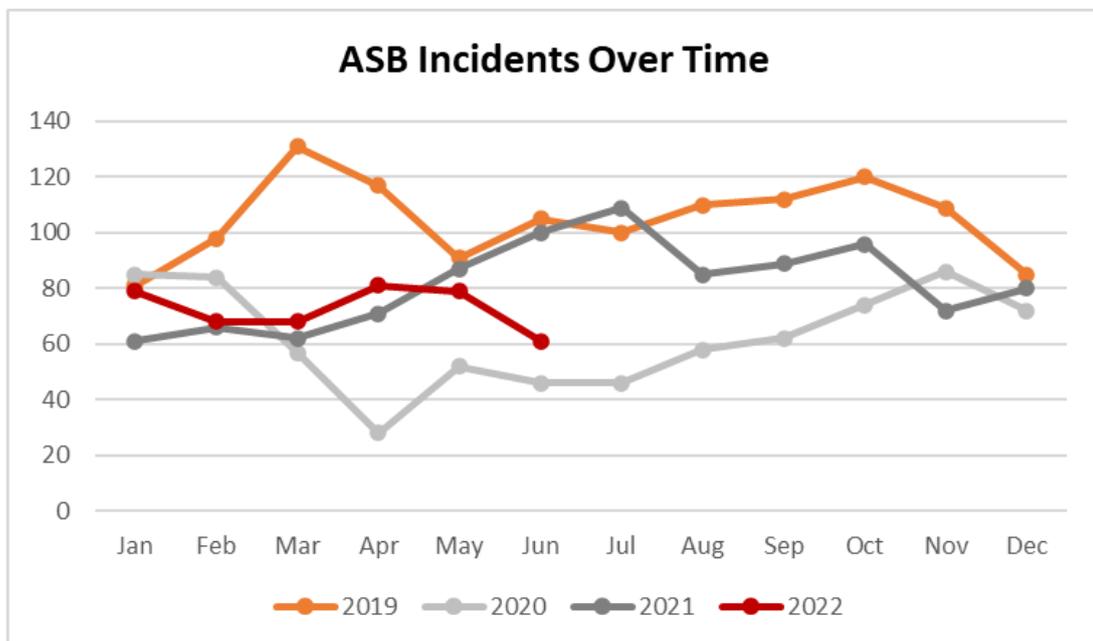
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### Anti-Social Behaviour (ASB)

The following ASB information covers the Q1 for 2022 (April to June inclusive):

- Levels of reporting have increased slightly this quarter compared to last, n=221 compared to n=215 in Q4 an increase of 3%.
- Levels are lower than those reported in 2021 and 2019 but higher than 2020.
- The main type of ASB reported remains Inconsiderate Behaviour which can cover many types of incidents.
- Similar to last quarter we have seen a shift in the reporting of incidents towards the end of the week, with peaks on Thursday and Saturday. Levels are fairly consistent across the beginning of the week before falling to the lowest level on Sunday.
- Most incidents this quarter refer to individuals refusing to leave licensed premises or alight from buses and taxis, there has also been an increase in reports of aggressive individuals and fights related to night time economy venues.
- There has been an increase in the number of reports of groups skateboarding, cycling and doing parkour (a type of free running). There were also some reports of urban explorers but less than in previous quarters.

### ASB Incident Data by Month

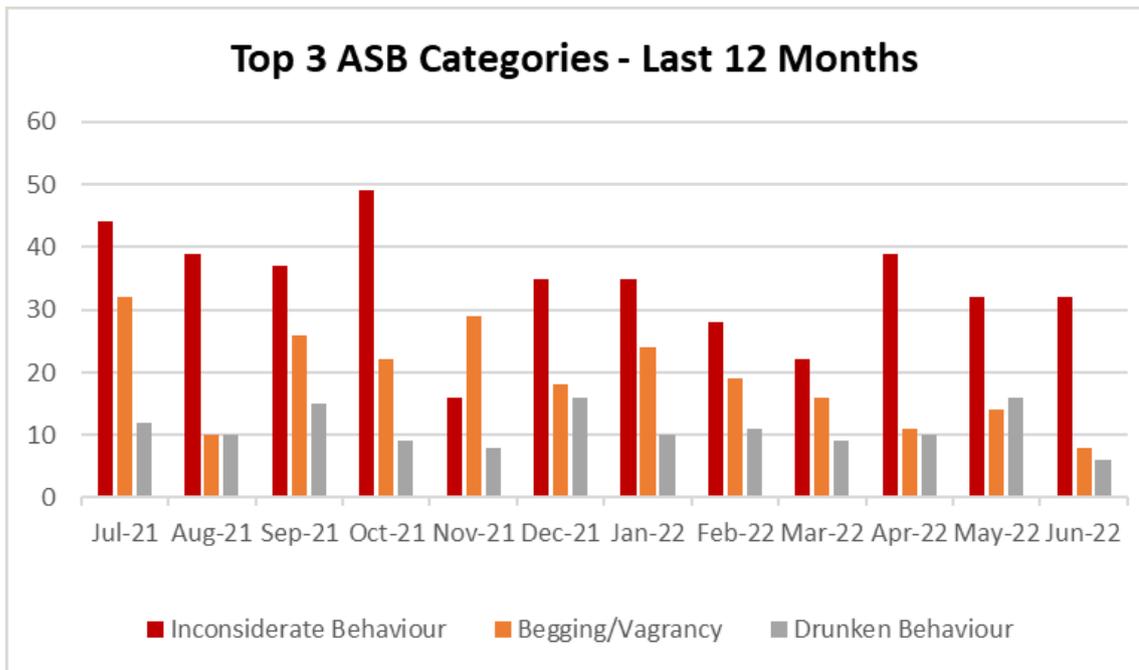


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2019</b>	81	98	131	117	91	105	100	110	112	120	109	85
<b>2020</b>	85	84	57	28	52	46	46	58	62	74	86	72
<b>2021</b>	61	66	62	71	87	100	109	85	89	96	72	80
<b>2022</b>	79	68	68	81	79	61						

- 4.1 The number of ASB incidents has decreased throughout the quarter following a slight peak in April and continue to remain below those experienced before the covid-19 pandemic and much of 2021. Due to seasonal variances seen in previous years the volume of incidents may increase during the next quarter.
- 4.2 On average there have been 74 incidents reported per month between April and June and 81 a month over the last 12 months. Compared to Quarter 1 in 2021 we have seen a 14% decrease in ASB reports this year and when compared to 2019 Q1 ASB reporting there has been a decrease of 29%.
- 4.3 The top three wards where ASB incidents took place this quarter are Bishopsgate (41), Tower (23) and Castle Baynard (14). The only notable repeat street location this quarter was Bishopsgate recording 23 incidents, 11 incidents occurred within the Barbican estate.

### **Highest Recorded Categories**

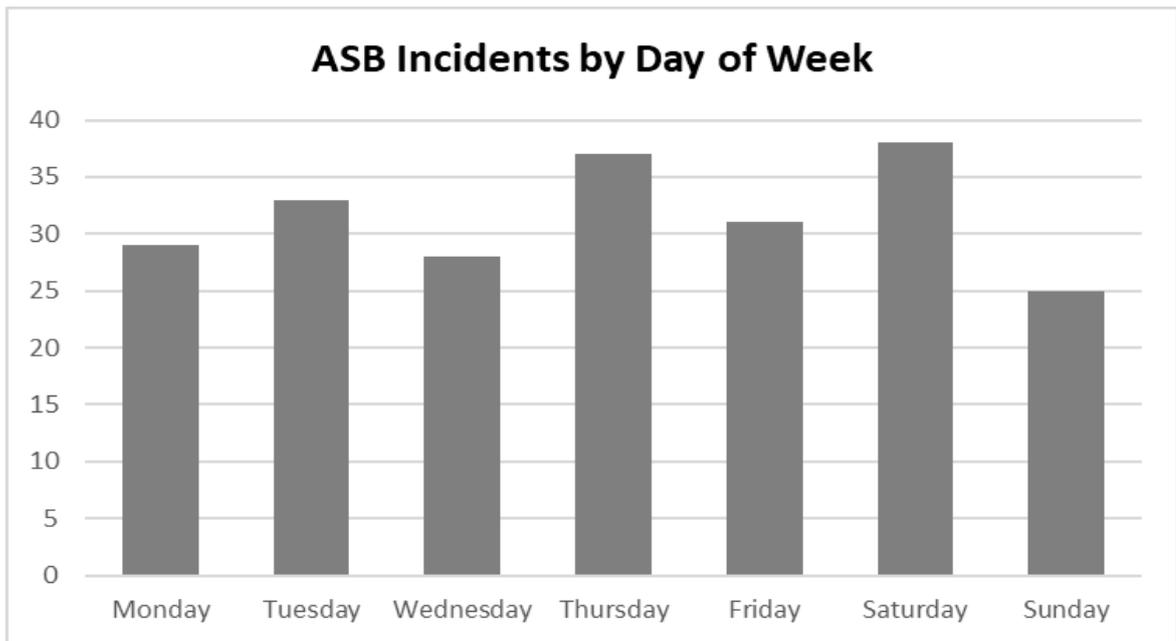
- 4.4 In the current period Inconsiderate Behaviour (n=103) is the most reported category of ASB with all other categories having very few reports. The next most common are Begging/Vagrancy (n=33) and Drunken Behaviour(n=32). Levels of noise nuisance complaints have decreased significantly from their peak in 2020 with just 16 reports this quarter. This is likely due to less people being at home under lockdown/ restrictions during the pandemic.
- 4.5 After reviewing records classified as 'Inconsiderate Behaviour' some records could have been recorded in other categories in the above table as they have referred to specific behaviours such as drunkenness, playing loud music, throwing objects etc. Categorisation is based on the recording officer's interpretation and where some incidents refer to multiple categories they may have been recorded against inconsiderate behaviour as a catch-all. This could explain why it is always the most prevalent category in data returns.



- 4.6 The above graph shows that all three of the top categories have gradually decreased across the quarter and that the increased levels of begging/vagrancy seen previously in the year have not been maintained.
- 4.7 The main issue being raised in this period is people refusing to leave licensed premises or transport such as bus and taxis when asked by staff. There has also been a lot of reports of aggressive individuals sometimes within premises or just on the street, this is a new trend that has not been frequently reported previously and will be monitored to see if it continues in coming quarters. Reports of groups skateboarding or cycling and causing noise nuisance or intimidation have increased this quarter as have reports of urban explorers. There were a few reports of noisy groups thought to be filming music videos in residential areas.

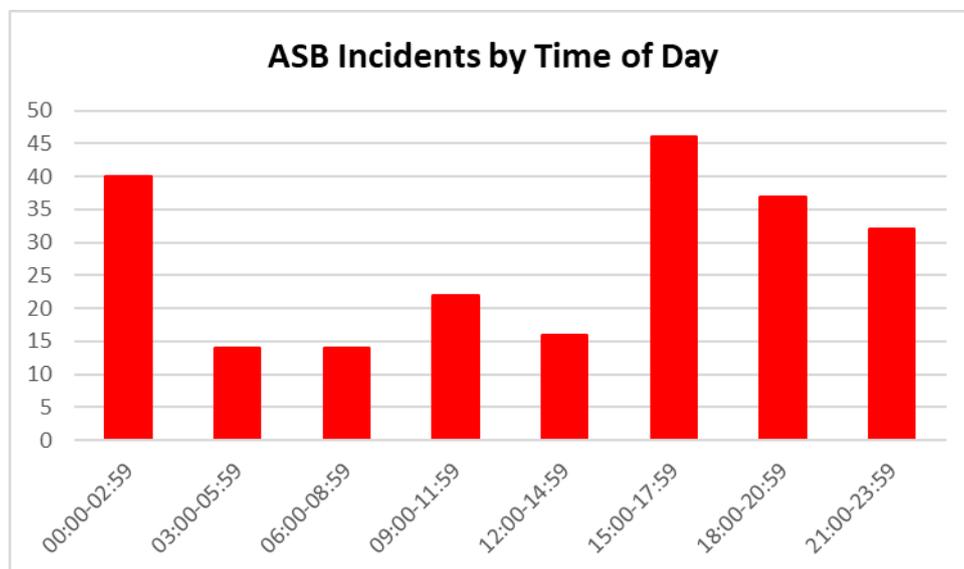
### Days of the Week

- 4.8 In the current period incidents are more commonly reported on Saturdays and Thursdays and lowest reporting levels occur on Sundays and Wednesdays. Levels are similar across the weekdays and then both peak and trough at the weekend.



### Time of Day

4.9 Reporting of all ASB incidents in the current period are shown in the below graph broken down by three hour periods across the day. Incident reports occur most frequently in the 12 hour period from 15:00 to 02:59 and are at their lowest between 03:00 and 08:59. The peak has moved from 21:00-23:59 in Jan-Mar to 15:00-17:59 reflecting the change in season.



How the Report Data was obtained

The data obtained in this report was completed using SAP Business Objects and extracting the information from RMS Niche. The search has been built on the criteria provided as a result of the ASB audit – it includes all occurrences where the local qualifier and stats classification are set to ASB.

## **Sector Policing**

- 4.10 Sector Dedicated Ward Officers have run crime prevention/engagement initiatives through Operation Patella. This initiative targets hotspot locations that show any increase in theft shoplifting offences and actively introduces hotspot patrolling to deter crime. There were 3 deployments during Q1 at Bank, Monument and Liverpool St. During the times of these deployments (1200-1600) there were no thefts reported.
- 4.11 City of London Police officers and staff held a number of crime prevention stands and community engagement (Operation Rocotto) hubs to reach out to businesses, residents and visitors to the Square Mile, in collaboration with the City Security Council (CSC).
- 4.12 The Op Rocotto “Hi Visibility Day” was a joint initiative with the CSC and the City of London Crime Prevention Association. Officers provided support and information around personal safety, road safety, protecting personal belongings and online safety. Project Servator also worked closely with the CSC on the day.

### **Dedicated Ward Officers (DWO) and Licensing:**

- 4.13 Cluster Panels/Meetings: Following our launch of the panels in January 2022 meetings took place on:
- Monument Cluster - Wednesday 20th July 2022, 17:30 hours at 40 Gracechurch St.
  - Barbican Cluster - Thursday 14th July 1800 hours at Golden Lane Community Centre.
  - Fleet Cluster - Wednesday 20th July, 1730-1900 hours at 6 New Street Square.

Changes to the City Police website to reflect the timings of the upcoming meetings is in progress. The dates and venues of these meetings are published on the monthly briefing notes, which are sent to the Councillors and Aldermen, and who are also invited to the meetings. The ASB co-ordinator now attends the cluster panels. The dates of these meetings are also placed on the platform ‘NextDoor’ and the residents Newsletter. The DWO’s have been creating flyers to be handed out, this is a work in progress and CoLP Corporate Communications are working with the officers to create a standard flyer that can be edited for each Cluster.

- 4.14 These are some of the examples following the Cluster Panel meetings:
- On Thursday 16th of June Officers met with a resident at the Barbican to discuss ASB issues and have a walk around the estate to point out some of the priorities.
  - On the 21st of July, OP ROMSEY focus was expanded to include the main hotspot of cycle related ASB located in and around the Barbican, All DWO’s and RPU were involved in the Operation. There was multi-agency working including security at the Barbican to tackle the by-law issues (skateboarders/cyclists) within the Estate.
  -
- 4.15 A comprehensive review of Amazon Web Services (AWS) project has taken place where we evaluated feedback from participating students and lessons

learnt from the wider CoLP / CoLC / AWS project delivery. The planned next phase is to commence with a launch event on Saturday 24th September 2022. (See appendix A).

## **Other Activity**

- 4.16 ASB awareness week commenced on the 18<sup>th</sup> July. City of London Police and partners engaged with residents, workers and visitors in the Square Mile about how they can report concerns and what the police and partners can do to tackle ASB. This was the UK's second official ASB Awareness Week.
- 4.17 Running from 18-24 July, the ASB Awareness Week focussed on the impact of ASB on young people and the importance engaging with the wider public about their vital role in tackling ASB. Highlights include:
- On the 20<sup>th</sup> July, officers focussed on Homeless/Begging, which was an Operation Luscombe day. All DWO's combined across the city to identify and signpost those in need of support, and to deter ASB related to this theme.
  - As aforementioned, on the 21<sup>st</sup> of July, OP ROMSEY focused on the main hotspots of cycle related ASB located in and around the Barbican. Multi-agency and community engagement including security at the Barbican to tackle the by-law issues (skateboarders/cyclists) within the Estate.
- 4.18 Operation 'Rocotto 4' will take place in September 2022. This follows three previously successful high visibility engagement days in collaboration with the City Security Council. Again, this will see both Police and Security working in partnership to deliver reassurance and targeted engagement activities across the City. This Operation will see an expansion to cover, not only hi visibility engagement around iconic sites, and businesses, but also residential areas, crowded places and entry points into the City.

## **Recruitment engagement**

- 4.19 In terms of engaging with the wider community in relation to officer recruitment to the Force, Project Outreach works alongside and in support of CoLP Human Resources. It provides those candidates coming into the force with support and guidance throughout their journey.
- 4.20 Project Outreach is interspersed with events in support of the wider Police Uplift Programme and continues to conduct targeted recruitment engagement events utilising dedicated resources under the direction of a newly appointed senior leader at Chief Inspector level.
- 4.21 In Q1 2022, there were 17 events attended including a 150 *Transferee Officer* seminar at the Aviva Building in May. More is planned with a multitude of different locations/events in the coming period including:
- Milton Keynes Job Fair – (40,000 reach)

- Education Leavers Job Fair – (15,000 reach)
- Shomrim Jewish Community Day (5000 reach)
- ‘Bleep Test’ in the Community – hosted by East London Mosque and City Fitness First.

4.22 The ongoing PUP is supported through a focussed media and advertising campaign. The advertising campaign has attracted nearly 2 million impressions<sup>4</sup> so far. There were 408 sign ups via the campaign landing page, with organic social media now at over 200 posts since 6 May 2022.

4.23 400 female candidates have applied to join, of which 92 were successful at the initial application stage.

4.24 461 black and minority candidates have applied to join, of which 99 were successful as the initial application stage.

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## 5. Independent Advisory Scrutiny Group (IASG) Engagement

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5.1 Work continues with the IASG in undertaking scrutiny of the force in such areas as stop and search and use of force. We are additionally currently recruiting to establish a youth independent advisory and scrutiny group which will both complement the existing work but will also add scrutiny and thinking from a different perspective. IASG members continue to provide constructive advice to the Force in respect of both National and Local matters, including operations and events where there is propensity for community impact/tension/sentiment and on specific promotion and selection processes.

### Conclusion

The good and varied engagement work continues across the City of London Police enabling us to actively engage with the City Community, and as part of our responsibilities as National Lead Force for Economic Crime. Members are asked to note the report.

#### Report co-ordinated by:

Matt Mountford

**T/Det Superintendent**

**Headquarters**

**City of London Police**

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<sup>4</sup> An impression in digital marketing and advertising is a count of every time an ad (paid or organic) is served to a user.

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# ADDRESSING YOUNG PEOPLE'S PERCEPTION OF THE POLICE

Saturday 24th September 2022

Hosted at the Amazon offices in London

Young people and the police often have a negative relationship. Reputations differ on both sides and it often harms this particular relationship - it's a complex challenge to address.

We are inviting young people from across London to join an inspirational and challenging one day event, hosted at the Amazon offices. This event is an all-day meeting where they will work closely with experienced designers, mentors and the police to help create a series of digital concepts that will determine the future relationship between young people and the police.

The ultimate goal of the event is to build young people's trust and confidence in the police. It is also a fantastic opportunity to explore future careers in the design and technology industries.

## Why take part?

- ★ Learn the skills and mindset that are going to play an important part of any job and company in the future.
- ★ The experience and learnings gained on this day will be valuable to any employer and will help you stand out.
- ★ Be inspired by working with leading designers in London.
- ★ Network with industry leaders to help your own professional development and make connections.

## Agenda for the day

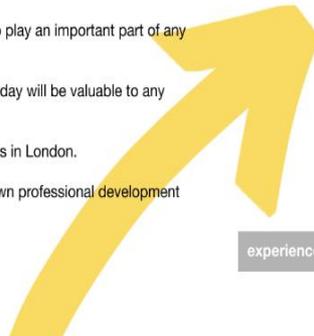
- 9:30am - 10:00am: Arrive at the Amazon offices.
- 10:00am - 10:15am: Introductions, meet your mentors and receive the project brief.
- 10:15am - 11:00am: Meet your team of designers and dissect the challenge.
- 11:00am - 1:00pm: Live user research. Designers will ask students and the police questions about their current situation
- 1:00pm: A 'working lunch'
- 1:00pm - 6:00pm: Continue to work through the process - ideation, initial concepts, prototypes and preparing a presentation.
- 6:00pm - 7:30pm: Final presentations (5 mins max)

*"The CoLP and MPS are delighted to be part of this major collaboration and pioneering initiative. This is an excellent opportunity for young people from diverse backgrounds to build relationships, learn new skills and work with design industry experts."*

*We are fully committed to our pledge of working with young people to make a positive difference to the communities we serve. Listening to young peoples lived experiences will no doubt assist in strengthening trust and confidence in policing via this ongoing initiative"*

- Chief Inspector Lucky Singh, Metropolitan Police Service
- Chief Inspector Ray Marskell, Local Policing

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# Agenda Item 8

<b>Committee(s):</b> Strategic Planning and Performance Committee  Police Authority Board	<b>Dated:</b> 12 September 2022  27 September 2022
<b>Subject:</b> Protect Duty Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1 People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police & Town Clerk, City of London Corporation	<b>For Information</b>
<b>Report authors:</b> Detective Inspector Joanne Northcott Counter Terrorism- Protect; Cdr Umer Khan, Operations and Security; Ian Hughes, Transportation and Public Realm	

## Summary

The report is a joint briefing from the City of London Police and the City of London Corporation in response to a request by the Deputy Chair at the May Police Authority Board.

The purpose of this report is to summarise the current position with the Protect Duty and how the force will work with partners to sign post advice on the Duty in a timely fashion.

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. On 22<sup>nd</sup> May 2017, Martyn Hett tragically lost his life, along with 21 other victims, during the Manchester Arena terrorist attack. A year later, Martyn's mother, Figen Murray visited a theatre and expected to see rigorous security measures in place, however this was not the case. This motivated her to campaign for legislative

requirements to ensure venues and publicly accessible locations employed risk-based security procedures in order to protect the public. Her campaign became known as 'Martyr's Law' and is encapsulated in the proposed Protect Duty.

2. In the Government's 2019 manifesto, it committed to improving the safety and security of public venues in the context of counter terrorism.
3. In February 2021, the Home Office published a Protect Duty consultation document. The aim of this was to consider how Government could work together with private and public sector partners to develop proportionate security measures in order to improve public security and counter terrorism. It also considered how those responsible for publicly accessible locations were ready and prepared to take appropriate action should a terrorist attack happen. The consultation was open to the public and was targeted at venues, businesses, local authorities, public authorities and individuals who owned or operated at a publicly accessible location. A publicly accessible location is defined as any place to which the public or any section of the public has access, on payment or otherwise, as a right or virtue of express or implied permission.
4. The Protect Duty consultation suggested organisational structures should be in place to deliver the legislative requirements and highlighted the need for staff training and awareness for those in specialist security roles. It also sought to identify ways to improve guidance and support for those responsible for aspects of the Duty. The consultation suggested that owners and operators should have clear responsibilities under the Duty similar to health, safety and fire legislation. To regulate and enforce the Duty, the consultation foresaw a light touch inspection model with compliance assessed through an appropriate third-party body. Suggestions that a new offence would be created, and fines issued for non-compliance were made.
5. A significant volume of responses was received by the Home Office from the consultation, including responses from the City of London Police and the City of London Corporation in its capacity as venue operator and highway authority. Officers from both organisations liaised to ensure their respective responses were aligned. The report to relevant Committees in June 2021 on this matter is attached at Appendix 1 for Members reference and information. A letter was sent by the Town Clerk and Chief Executive, to the Minister of State containing the response to the Protect Duty consultation at the conclusion of the consultation period.
6. To note, in 2017 the City undertook a major review of its governance and culture to embed a better understanding of threat and risk management and to mitigate the risk from terrorist attacks. Five multi-agency security boards were developed and partnership working between the City of London Corporation and the City of London Police has been strengthened.

### **Current Position**

7. Since the consultation concluded in July 2021, the Home Office has continued to work to shape the needs of the Protect Duty and the legislative requirements.

8. It has been suggested that the Protect Duty will apply to venues or publicly accessible locations with a capacity in excess of 100 people with enhanced measures of legislative obligation applying to venues and locations with a higher capacity (numbers not yet known). For the City of London, this would mean a large number of locations would be in scope, including businesses, licensed premises, hotels, visitor attractions, iconic sites and open spaces to name a few. The City of London Corporation also directly manages facilities within the scope.
9. It is envisaged that locations under a capacity of 100 people will still be encouraged to undertake proportionate security practices, but the requirement will not be legislated.
10. The City of London Police is fully engaged with the Home Office and reassurance has been provided that partners will be kept informed by the Home Office on the progression of the Duty. Commander Umer Khan (Operations & Security) is monitoring the progress via the Contest Steering Group bi-weekly meetings in partnership with Ian Hughes (Deputy Director), Transportation & Public Realm.
11. Despite the changes in Cabinet, the Home Office continue to develop the Protect Duty. In the interim, all individuals are advised to utilise ProtectUK<sup>1</sup>, an information sharing platform which supports organisations in evaluating and managing risk posed by terrorism. The overall aim is that ProtectUK and the ProtectUK App will evolve into the key site and App supporting the Governments Protect Duty. They will be the source of guidance required to implement simple and effective protective security measures.
12. The Counter Terrorism Security Advisors (CTSA's) from the City of London Police can also be contacted by both the City of London Corporation and the wider City community for counter terrorism security advice.

## **Conclusion**

13. The detail of the Protect Duty is currently unknown. Assurances have been provided by the Home Office, that stakeholders will be kept informed of progress. Updates will be provided to Commander Umer Khan at the Contest Steering Group who will bring further updates to the Police Authority Board.

## **Appendices**

- Appendix 1 – Protect Duty Consultation Paper (June 2021). *Author Ian Hughes.*

## **Background Papers**

Protect Duty Consultation Response- June 2021- Policy and Resources Committee and Planning and Transportation Committee

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<sup>1</sup> | [Protect UK](#)

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## Appendix 1

<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources Committee – For Decision Planning & Transportation Committee – For Decision	3 June 2021 29 June 2021
<b>Subject:</b> Protect Duty Consultation Response	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1</b>
<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> Town Clerk & Chief Executive	<b>For Decision</b>
<b>Report authors:</b> Ian Hughes (Deputy Director), Transportation & Public Realm	

### Summary

In the context of the high and continuing threat from terrorism in the UK towards publicly accessible crowded spaces, the Government are undertaking a public consultation towards a Protect Duty that would better define, guide & regulate the role of owners, operators and responsible bodies protecting crowded spaces from terrorist attack.

Alongside the broad objective of creating an improved culture of security awareness, the consultation is largely focused on considering how to ensure venues consider and manage the risk to their premises, and how those responsible for public spaces can better work together to address the threat of terrorist attack.

The City Corporation is well placed as a venue operator in its own right and as Highway Authority for most of the Square Mile to respond positively towards the consultation. Given the significant work done since 2017 to review & refine the way it approaches counter terrorism, the City will be able to provide examples of best practice covering structural governance, how to create a security-minded culture and the steps necessary to make physical security improvements to the public realm.

Using that experience as well as the City’s role as health & safety regulator, the City will also seek to raise concerns as to how such a Duty can remain proportionate in terms of resources, cost & risk management and how it could be enforced.

The consultation ends on 2 July, so to enable officers to finalise a response with an appropriate degree of Member oversight, it is recommended that Members delegate

the City Corporation's final response to the Comptroller & City Solicitor in consultation with your respective Chairmen & Deputy Chairmen.

### **Recommendation(s)**

Members are recommended to:

- Note the consultation objectives and City Corporation responses outlined in this report.
- Delegate the detailed consultation response to the Comptroller & City Solicitor in consultation with the Chairmen & Deputy Chairmen of the Policy & Resources and Planning & Transportation Committees.

### **Main Report**

#### **Background**

1. Recent years have seen an increase in terrorist attacks in publicly accessible locations across the UK and Europe, with the City of London itself being the target of terrorist planning & attack on more than one occasion.
2. In its 2019 manifesto, the Government committed itself to improving the safety and security of public venues in the context of counter terrorism, and in February this year, the Home Office launched a public consultation regarding a new 'Protect Duty' addressing roles & responsibilities for protective security & preparedness at publicly accessible locations across the UK.
3. This was against the background of recent inquests relating to terrorist attacks in London and Manchester, as well as calls for new legislation to make it a legal requirement for those responsible for such locations to consider the risk of a terrorist attack and to take appropriate steps to protect the public.
4. It is clearly appropriate for the City Corporation to respond to that consultation in its capacity as venue operator and highway authority, and for Members to have sight of, and approve, that response.
5. The closing date for this consultation is 2 July but given the timelines for Committee and the need to approve the response from an officer perspective through the Senior Security Board, this report seeks to provide Members with a background understanding of the issues and the City Corporation's outline position. It then recommends the final response to the consultation be delegated to the Comptroller & City Solicitor in consultation with your Chairmen & Deputy Chairmen.
6. Otherwise, to note that the City Police provide both the City Corporation and the wider City community with professional support and advice via their Counter Terrorism Security Advisors (CTSAs). As such the City Police will be undertaking their own consultation response, with officers from both

organisations liaising accordingly to ensure their respective responses are aligned.

### **Consultation Objectives**

7. The consultation is intended to consider how the various responsible bodies can work together to develop proportionate measures to improve public security, and how such bodies are ready & prepared to take appropriate action were a terrorist attack to happen.
8. The Government appreciates that some organisations already implement security plans, training & awareness for staff and simple physical countermeasures. However, in the absence of existing legislation to clearly define some of these roles & responsibilities, the Government is concerned there is a lack certainty as to whether security considerations are being undertaken or addressed by all the appropriate bodies.
9. The consultation therefore seeks to consider what could be done to improve this position through 'reasonable and not overly burdensome security measures'. It is mindful of the impact legislative change can have, but the consultation stresses this should be balanced against the need to ensure that public safety & security is effectively considered.
10. As a result, the consultation seeks to consider four themes:
  - a. To whom (or where) should the legislation apply?
  - b. What should be the requirements?
  - c. How should compliance work?
  - d. How should government best support and work with partners?
11. The consultation also contains three specific proposals related to the potential introduction of a Protect Duty:
  - a. The Duty should apply to large organisations (employing 250 staff or more) that operate at publicly accessible locations
  - b. The Duty should apply to owners / operators of publicly accessible venues with a capacity of 100 persons or more
  - c. A Protect Duty should be used to improve security considerations and outcomes at public spaces

### **Consultation Response**

12. The consultation is targeted at organisations, businesses, local authorities and public bodies who own or operate publicly accessible locations, including sporting, entertainment & meeting venues, high streets, schools & universities, medical centres, places of worship, government offices, transport hubs, parks, public squares and other open spaces.
13. Given its wide operational remit in the Square Mile and beyond, the City Corporation has a direct responsibility or partnership role in regulating or licensing a considerable number of such locations. It also directly manages a range of facilities likely within scope of the Duty, from schools, tourist

attractions and open spaces to corporate buildings and markets, but for the purposes of the response to the consultation, it is intended to focus on two areas, namely the City Corporation as venue owner / operator and the City Corporation as highway authority.

### Security Culture

14. For large organisations, the consultation suggests organisational structures should be in place to enable the delivery of policy, planning & operational processes aligned with business needs and the legislative requirements. As part of this it specifically highlights the need for staff training & awareness, with the need for ongoing professional development for those in specialist security roles.
15. More broadly, the consultation also seeks to consider whether the Duty should include requirements for partnership working between responsible parties to ensure better public protection and organisational preparedness. It also seeks to identify ways to improve guidance and support to those who might be required to hold aspects of the new Duty.
16. The City is well placed to respond to this aspect of the consultation having learned lessons from past terrorist incidents in the Square Mile and beyond. In 2017, the City undertook a major review of its governance and culture around how it considered and sought to mitigate the risk from terrorist attack, and as a result, several new security focused cross-department multi-agency boards were introduced.
17. These boards are coordinated to deliver a collaborative approach across the organisation, embedding a better understanding of threat & risk management and enhancing our existing working partnerships with the City Police and other key stakeholders such as Transport for London.
18. Five such Boards now work together to deliver this approach (see Appendix 1), namely:
  - a. Senior Security Board to provide strategic governance & oversight
  - b. Public Realm Security Advisory Board to consider terrorist threat, risk and mitigation as it relates to public highway areas in the Square Mile
  - c. Security Advisory Board to undertake the same role for City-managed premises
  - d. HR Advisory Board to consider the City's obligations towards its staff in the context of security e.g. Action Counters Terrorism e-learning
  - e. Digital Security Board to consider cyber threats to the organisation
19. This integrated approach has delivered a security-aware culture across the organisation with a greater understanding and acceptance of responsibilities, requirements and priorities. Combining a joined-up approach with a robustness of process has delivered key improvements to the way the City addresses the risk of terrorism towards its staff, its venues and the public at large.

20. Part of that process has been to strengthen its partnership working with the City Police, Transport for London, key City commercial & cultural stakeholders and the security services to draw in additional expertise at a strategic, tactical and operational level.
21. As a result, the Coroner for the Inquest into the London Bridge terrorist attack recognised the City's improved structure & governance, noting in particular the creation of the Public Realm Security Advisory Board with TfL and the City Police as key members.
22. However, in acknowledging the steps the City Corporation had taken, he was unsure as to what extent this had been mirrored across the country. This is addressed within the current consultation as there remains a concern that for those authorities not previously confronted by such issues, the appreciation and management of these risks is not well understood.

### Venues

23. In terms of venues, the consultation suggests that counter terrorism responsibilities should adopt a similar approach to fire safety, namely that owners & operators have clear responsibilities for the control and ownership of their venues and can use appropriate systems & processes to mitigate risk. Similarly, the capacity of the venue could be used as an indicator of the level of legislative obligation, once again similar to existing fire safety legislation.
24. Given that most large venues already have various measures in place for anti-social behaviour reasons, the consultation envisages that for many organisations & venues, such requirements would simply require changes to existing systems & processes at nil or low cost.
25. There is however a degree of difference between measures necessary to address anti-social behaviour and those necessary to prevent harm from individuals motivated towards direct violence to others, and this is likely to be a significant consideration in understanding the additional measures necessary to proportionately address this risk.
26. Nevertheless, the City intends to support such proposals as a realistic and appropriate extension of the current legislative responsibilities for venue management, provided risk assessments & mitigation measures remain proportionate to the venue, its environment and the nature of the terrorist threat at the time.
27. The City intends to suggest that the recommendations could go further to consider the needs for coordination and agreement of security measures between duty-holders at events. The Fishmongers Hall inquest has highlighted how lack of communication and information sharing between a venue and event organisers can present vulnerabilities at venues.

### Public Highway

28. The current terrorist threat can often appear random in nature given the increase in the number of attacks in public spaces that have no clear boundaries or well-defined entrance or exit points.

29. Such locations are often vulnerable to low sophistication methodologies such as knife attacks or the use of vehicles as weapons, and although difficult to combat, the Government wants to consider how it can do more to work with responsible parties to consider & achieve appropriate security measures in these types of public spaces.
30. The consultation points out that any publicly accessible location is a potential target, and seeks to consider:
  - a. How responsibilities for public spaces could be established
  - b. What would be reasonable & appropriate to expect of those responsible for public spaces to improve security
  - c. The potential role of legislation in addressing these issues.
31. As it stands, roles & responsibilities for counter terrorist protection in such spaces are unclear, particularly with regards to public highway. Highway Authorities have certain responsibilities to maintain these areas for road safety, slips, trips & falls etc, and must also be mindful of the need to consider crime, disorder and counter terrorism in the discharge of their statutory duties.
32. However, there is no clear and direct legal obligation for any one particular organisation to address the risk of terrorist attack, which implicitly acknowledges the difficulty in taking on such an obligation for areas that cannot be managed like a venue. Safety Advisory Groups exist for the purpose of providing oversight to the arrangements to manage major events on the highway, but responsibility for the day-to-day protection of the public on our streets is far less clear.
33. That is not to say Highway Authorities fail to address this issue, but as noted earlier in the context of the Inquest to the London Bridge attack, the extent to which these issues are understood & considered across the UK is highly variable. Equally an expectation to consider, assess and mitigate risk against every type of terrorist attack for every busy street and crowded space in the UK is unlikely to be realistic.
34. This issue is further complicated by the multi-agency jigsaw of local government. Any change to existing legislation would need to clarify the respective obligations towards local authorities, highway authorities, private landowners and two-tier authorities outside London.
35. Nevertheless, the City Corporation fully supports the ambition of raising awareness of the need to consider counter terrorism measures when considering public realm design. The success of the Public Realm Board in delivering an innovative, joined up & holistic approach with the support of key stakeholders has been integral to the City's strategy. It has delivered a series of proportionate, buildable and affordable solutions that better protect the public without overwhelming the 'look & feel' of the City's public realm.
36. However, implicit behind the need for such a Board was the recognition of a gap in approach that had not been addressed through the use of other forums such as Community Safety Partnerships, Business Improvement Districts, Local Resilience Forums etc.

37. In taking this step to proactively consider the City's crowded spaces, the City Corporation also recognised the public's expectation that it needed to do all it reasonably could to keep the public safe, particularly in a part of the UK uniquely at risk given its role in the UK economy. This will be a key piece of learning the City will be including in its response to the consultation.

### Regulation & Enforcement

38. The consultation suggests compliance with the above requirements would be demonstrated by providing assurance that the various threat & risk impacts have been considered and appropriate mitigations taken forward. It foresees a light touch inspection & enforcement model with compliance assessed remotely and / or through an appropriate third-party agency.
39. It also suggests that a new offence would be created for non-compliance, with organisations fined for persistently failing to take reasonable steps to reduce the potential impact of attack.
40. However, the consultation lacks clarity on who will take responsibility for ensuring compliance with these requirements. It is our understanding that the City Police would not be sufficiently resourced to undertake this duty for all potential risk owners, particularly as they expect a significant increase in demand for their CTSA guidance as a result of the Protect Duty in any case.
41. If a wider enforcement agency is envisaged, the same resourcing concerns would apply and it would need sufficient technical competencies to determine enforcement outcomes but based on experience of similar Health & Safety legislation by the City's Commercial Environmental Health team, the value of inspection typically demands a local context in order to make robust, defensible and proportionate decisions.
42. The consultation also fails to address how an offence under the Protect Duty might sit alongside a legal failure or criminal sanction in the event of a terrorist incident and given that some organisations such as leisure venue chains can exist across diverse geographical locations, there needs to be clarity on how those organisations can receive consistent advice and inspection.

### **Strategic Implications**

43. A key objective of the Protect Duty is to drive forward an improved culture of security, where owners / operators can undertake informed security considerations and implement reasonable & proportionate security measures to deliver broader improved security outcomes.
44. As noted earlier, the steps the City Corporation has taken in the last four years to address these issues in the Square Mile would suggest it is well placed to respond to any change to Government legislation in this area. This aligns to the City's Corporate Plan of ensuring the public are safe and feel safe, with the City being able to positively support the Home Office and other

government agencies in terms of shaping the Protect Duty to ensure it is effective in meeting this objective.

45. Alongside sharing the positive outcomes, the City is also well placed to balance this with concerns regarding the ability of local government in particular to meet the financial implications of the Protect Duty should these be significant without additional central government support.
46. In addition, as trustee of Bridge House Estate, the City Corporation's proposed response would seek to clarify that responsibility for assessing public highway areas is a matter for the appropriate public body rather than the owner of a private structure below that highway.

### **Financial & Resource implications**

47. The consultation seems to suggest that most of these legislative obligations could be met at little or no cost. However it does accept that some security measures would require more significant mitigation requirements such as implementing appropriate access control or reducing the risk of 'vehicle as a weapon' attack.
48. As the City has found through its recent Cross-Cutting Programme to protect its key buildings and the on-going Public Realm Security Programme to protect on-street crowded spaces, significant funding is typically needed to plan, design and implement some of these measures.
49. The City identified funding to deliver these measures via a combination of its City Cash reserves, CIL and the on-street parking reserve, but identifying further funding from these sources would need to be considered in the context of the City's wider funding position and its resource allocation process.
50. On the wider front, such sources of funding may not be available to other organisations across the UK, and concerns regarding the additional financial burden of any new obligations have been raised with the Government during the consultation engagement so far. The consultation itself is silent on whether additional government funding would be made available for this purpose, but the City intends to raise this issue in its response.

### **Legal & Risk implications**

51. The City Corporation would clearly seek to comply with whatever additional responsibilities might arise from the consultation and any subsequent legislative changes. Adapting existing fire risk management approaches towards security seems proportionate in terms of venues but establishing a Protect Duty for all public highway throughout the UK when any location can potentially be subject to an attack is clearly more challenging and would represent a step change in governance of such spaces.
52. In that context, the City has already taken reasonably practicable and proportionate measures to deliver enhanced security protection to its priority

crowded places under its existing governance, process and funding. However, not every street can be protected from every type of terrorist threat, which makes the identification and prioritisation of locations in conjunction with advice from the City Police crucial to managing & mitigating these risks.

## **Equalities & Climate Implications**

53. None.

## **Proposal**

54. In summary, it is proposed to respond to the consultation along the following lines based on the City's recent experience:
- a. The City is supportive of measures to create and enhance the security culture of organisations across the UK and is able to share examples of Best Practice to assist in that process.
  - b. The City is supportive of the proposals to include proportionate counter terrorism obligations for venue owners / operators above a certain size.
  - c. The City is supportive of Government seeking to clarify roles & responsibilities for protecting outdoor crowded spaces and is able to share examples of Best Practice of how to facilitate a coordinated and holistic approach to such a challenge.
  - d. The City will reiterate that the impact & outcome of the proposed Protect Duty should be proportionate, and that it should be mindful of the potential additional cost burden on those likely to take on additional responsibilities.
  - e. The City will also raise concerns regarding the need for clarity on the regulation & enforcement process based on its parallel experience of current Health & Safety legislation.

## **Conclusion**

55. The City is well placed to respond to the Government's consultation on the Protect Duty. Given its position at the heart of London and the UK's economy, the City Corporation has had to address the threat of terrorist attack throughout much of its recent history, allowing it to place the current threat in the context of its continuing commitment to keep those who live, work and visit the City safe from harm.

## **Appendices**

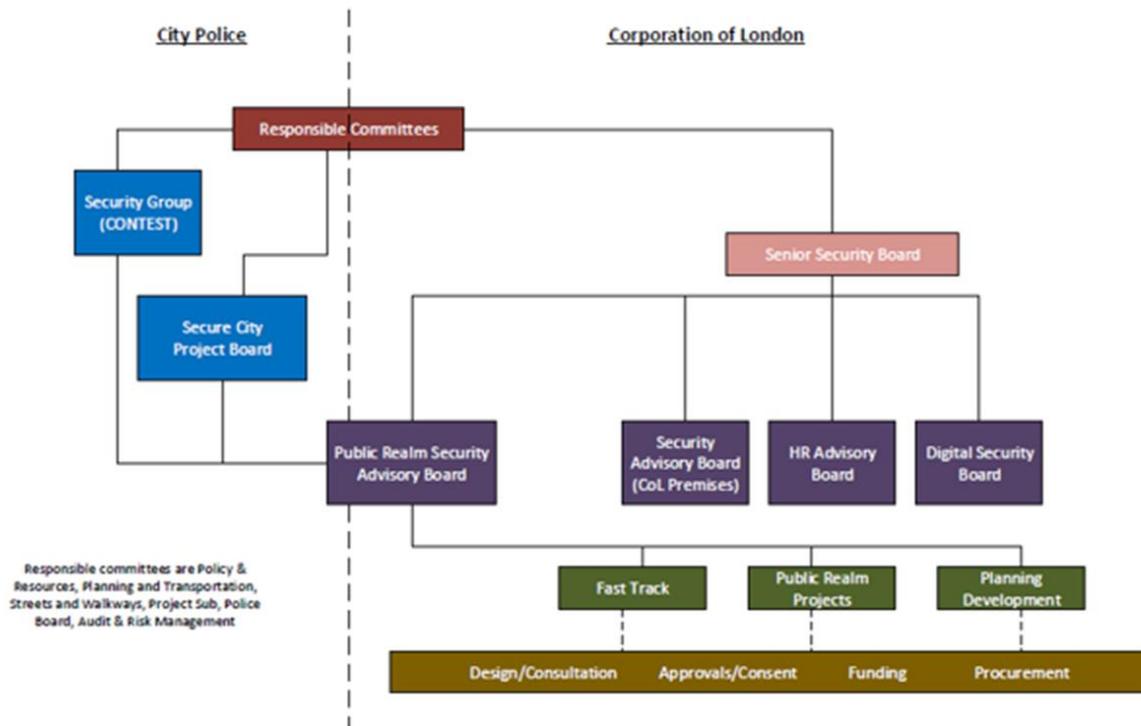
- Appendix 1 – City Corporation Security Governance

### **Report author:**

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# 1. Appendix 1 – City Corporation Security Governance



<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 12 September 2022
<b>Subject:</b> Q1 Policing Plan Performance 22-23	<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 70-22	<b>For Information</b>
<b>Report author:</b> Emma Cunnington (Strategic Development) & Claire Flinter (Performance Information Unit)	

## Summary

This report provides a performance assessment against the measures in the Policing Plan for Q1 2022-23 (1<sup>st</sup> April to 30<sup>th</sup> June 2022). This report is provided to Members in a new format and includes graphs from PowerBI (a new internal project) to help visualise the data underpinning each measure or metric.

Appendix A provides detailed assessment against each measure, whilst paragraph 8 sets out two tables showing the overall assessment of each priority area.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. This report presents Force performance against the measures published in the Policing Plan.
2. The Policing Plan 2022-25 has three operational priorities:
  - a. Keep those who live, work and visit the City safe and feeling safe
  - b. Protect the UK from the threat of economic and cybercrime
  - c. Put the victim at the heart of everything we do.

3. The Policing Plan has three organisational priorities:
  - a. Our People
  - b. Our Resources
  - c. Efficiency & Effectiveness
  
4. Each of these operational and organisational priorities have several measures and metrics which are set out in this report alongside an assessment of where performance is in Q1. Where performance is lower than expected at this stage of the year, this report sets out the actions that are being taken to improve performance for Q2.
  
5. The data used to compile this report is accurate as of the last day of the quarter – 30 June 2022. The Force are currently building on technological capabilities and systems via the integration of Microsoft PowerBI as a data visualisation platform to display live and up-to-date data. The aim is that, in the future, we will have a centralised understanding of demand in terms of both our national and local responsibilities, in order to be able to effectively project and scenario-plan future demand. In order to do this, the PowerBI project aims to ensure we can use real time data linked up with macroeconomic data (both open source and data collected by the City of London Corporation, e.g. on footfall, licenses, etc.)
  
6. An overall snapshot of performance assessment by each measure in the Policing Plan is summarised in Table 1 below. The grading assessment used aligns with HMICFRS inspections grading system, and can be described as follows:

Table 1 – Grading Assessment Criteria

<b>Grade</b>	<b>Description</b>
OUTSTANDING	Consistently exceeds in its performance
GOOD	Consistently meets performance levels expected
ADEQUATE	Performance is met most of the time, but it is not consistent, plans are in place to improve and there is good confidence in them
REQUIRES IMPROVEMENT	Performance is not met most of the time. Plans are in place to improve but there is less confidence around these plans.
INADEQUATE	Performance is consistently not met and plans to improve are unclear
No grading	Area under development with the business

7. As with HMICFRS, there are a number of factors that go into making a performance assessment which is not always based purely on the data. For example, some performance measures are brand new measures and there is no data beyond Q1 of this year to compare it. Factors that go into the grading system, therefore, are as follows:

Table 2 – Grading Factors

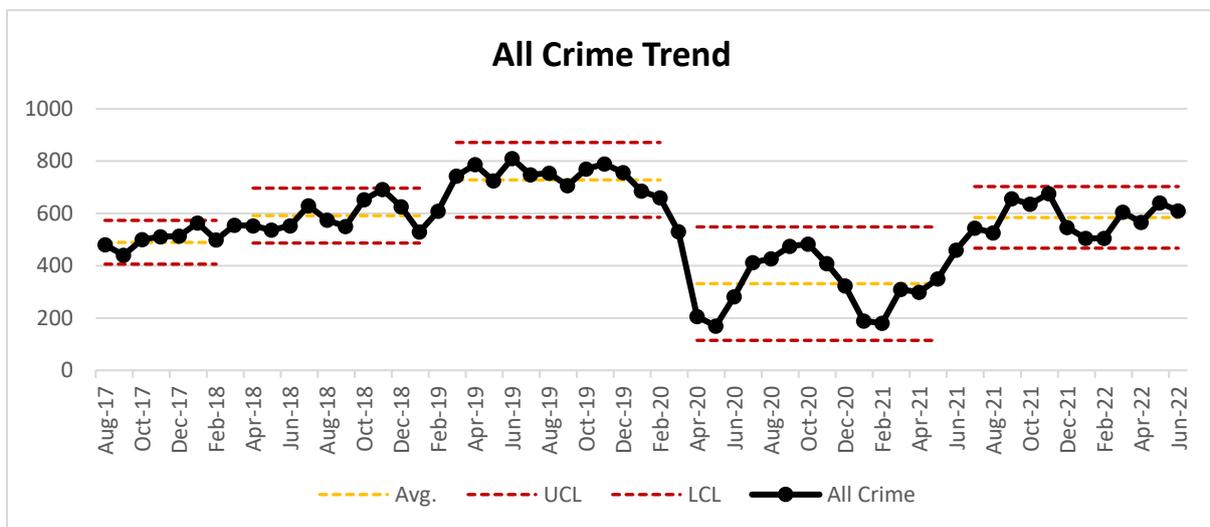
Data and trends	Where available, this will help us understand the long-term trends, and whether performance is stable, declining or improving.
Benchmarking	Where benchmarking is available and understood, this will be used to inform the assessment.
Business context	This is qualitative information supplied by the business, which can be supported by data. This information helps to understand if plans are in place and mitigation measures put in place.
Measures	Some metrics carry more weight than others in the assessment because they carry more risk or directly relate to the measure.

8. The City of London Police Authority’s Policing Plan has seen a transition to new performance measures. There has also been a new way of presenting and grading these measures using feedback from the City of London Police Authority. City of London Police are in the process of benchmarking some of these measures and we aim to develop this plan further and ask for patience as this continues to evolve. It should be noted that gradings were made with professional judgement at this time and where there are gaps in data currently, these have been assigned a ‘No Grading’ rating.

**Crime and ASB Overview**

9. To set the context of the crime landscape for the City of London Police, an overview of; All Crime, Violent crime and Neighbourhood crime is provided below. This is accompanied by a summary of the picture surrounding positive outcomes. Performance comparisons are made for the current 12 months (July 20 – June 21 vs July 21 – June 22) and also to the benchmark year (Q1 19/20 vs Q1 22/23). The reason benchmark comparisons are made is because this was decided nationally as a better comparison for police forces to understand performance due to the significant impact on crime levels during the pandemic period.

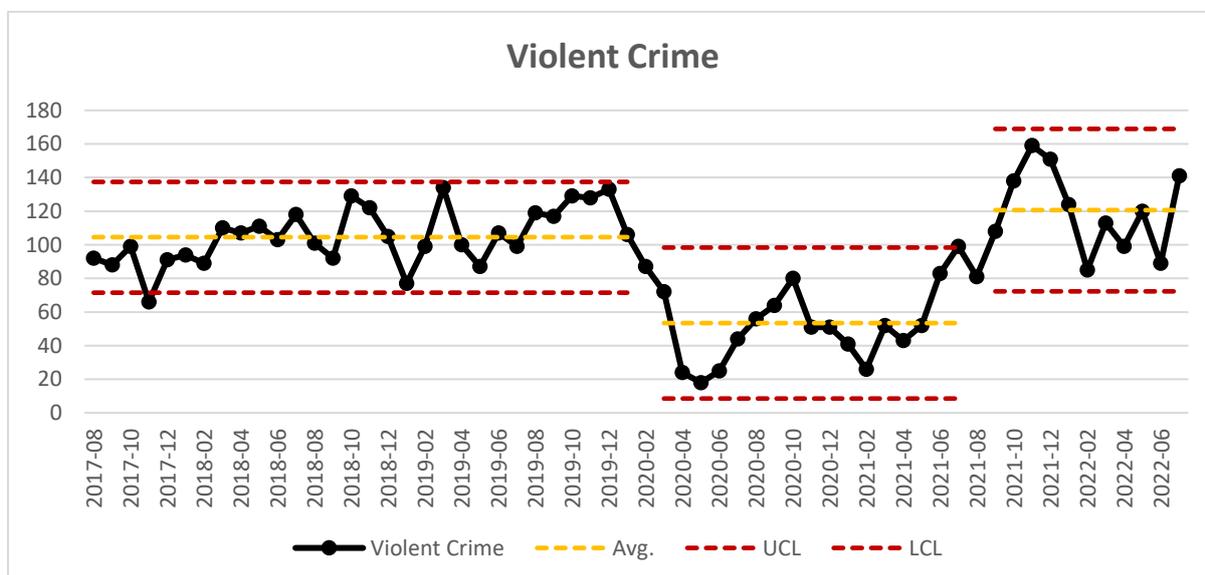
Graph 1 – All Crime Trend



10. All Crime is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) increase of +63% (+2704). The increase looks pronounced as it is compared to key periods of lockdown which saw significantly reduced levels of crime. Therefore comparisons are also made to the benchmark year (2019/20) noting this was a high crime year for the City of London Police. Benchmark comparisons show a -21% (-495) decrease with volumes not yet returning to pre-pandemic levels for crime overall. This is seen as a positive.

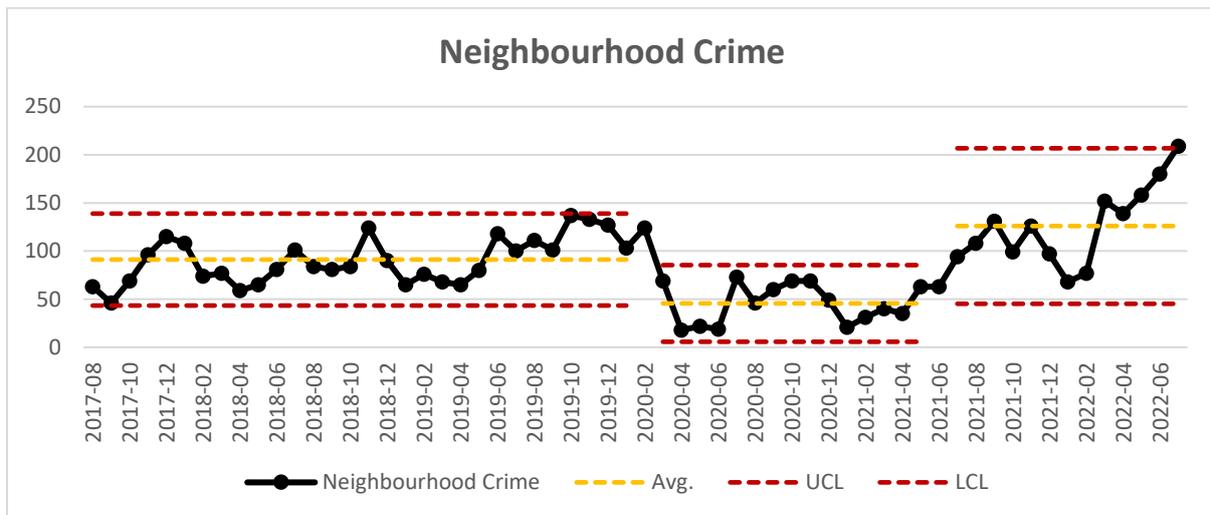
11. The current system of performance for all crime starts from July 21 as crime levels returned to pre-pandemic levels. Volumes of crime are expected to fall between 467 – 702 crimes a month with an average of 585. No statistical exceptions have been seen in this system of performance with volumes continuing to fall above and below the average in line with expected variation.

Graph 2 – Violent Crime Trend



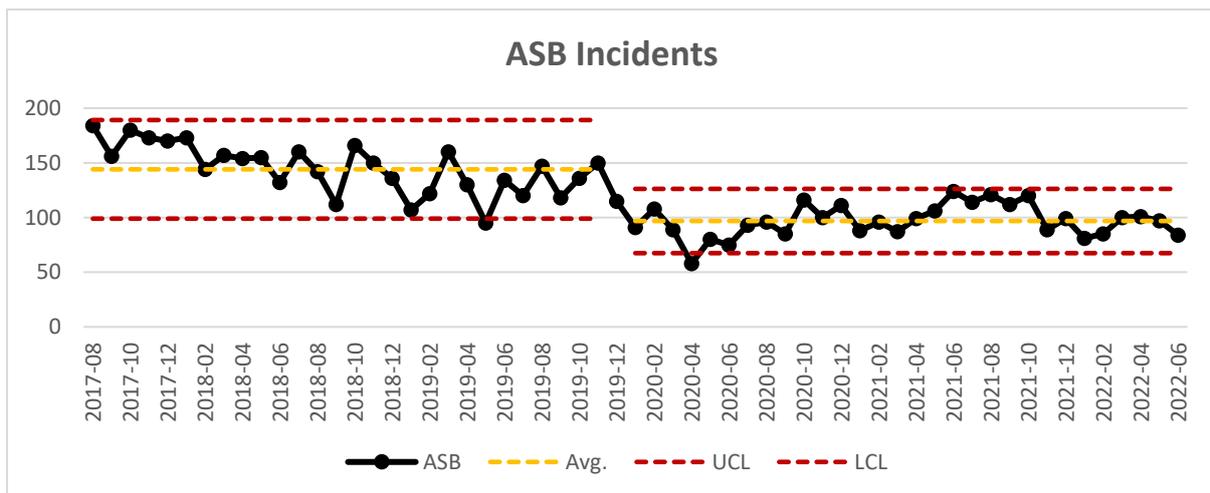
12. Violence Crime consists of the following offence types; Homicide, Violence with Injury, Violence without Injury, Stalking and Harassment, Rape and Other Sexual Offences. Violent crime is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) increase of +112% (+723). This is predominantly being driven by violent and sexual offences. The violent crime trend deviates from the ‘all crime’ trend in that levels are higher than the benchmark year by +7%. Whilst Q4 21/22 and Q1 22/23 are lower than Q3 21/22, seasonal forecasting suggests that peaks in these crime types are expected between October and December. This area remains scrutinised at all monthly performance meetings with plans in place to address the forecasted risks in this area.

Graph 3 – Neighbourhood Crime Trend



13. Neighbourhood Crime consists of the following offence types; Burglary Residential, Robbery Personal, Vehicle Crime and Theft from the Person. Neighbourhood crime is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) increase of +131% (+810). Neighbourhood Crime has seen significant increases in pre-pandemic crimes, predominantly for Theft from the Person offences since March 2022 which is what has driven volumes into exception for June 2022. When compared to the benchmark year there is an 82% increase. Significant work and activity are going into addressing the main driver for these increases with further work ongoing to mitigate two smaller trends that have also been identified in Theft from the Person offences.

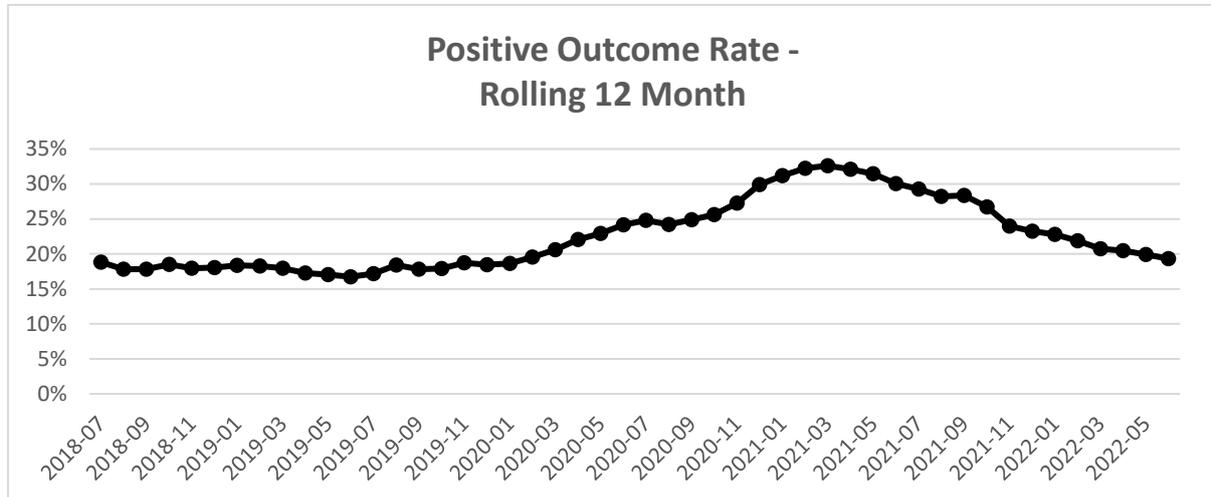
Graph 4 – ASB incidents



14. Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) decrease of -0.2% (-2). When compared to the benchmark year ASB incidents are seeing a -21% (-77) decrease. \*Of note ASB incidents can be

reported from the incident system or the crime system, these figures have been provided from the incident system.

Graph 5 – 12 month rolling positive outcome rate



15. Positive Outcomes are based on outcome codes 1-4 and 6-8 which include outcomes such as charged/summons, out of court disposals, taken into consideration etc. These are also seen as a sign of proactivity in a police force. The positive outcome rate is calculated based on the amount of crime recorded per month divided by the number of outcomes achieved in that month. Therefore the rate can be impacted by the rise and fall in crime volumes. This can be seen with the higher positive outcome rate during the pandemic period and falling rate in recent months with the increase back to higher crime volumes. However overall the City of London Police have very high levels of performance for the positive outcome rate with the highest levels nationally. This has been consistent over the longer term and is not expected to have changed recently. Published national statistics are produced in October and will be compared to Q1 performance for the City of London Police to check this position and provide any additional context. In summary the current 12 months is showing a positive outcome rate of 19%.

16. Performance information for National Lead Force activity and Fraud statistics can be found in priority 2 of Appendix A.

**Current Position**

17. A summary of performance assessment by measure is found in Table 3 below:-

Policing Plan Priority	Overall proposed grade	Measure	Proposed Grade
Keep those who live, work and visit the City safe and feeling safe	Good	1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs	Adequate
		1.2 Vigilance against terrorism by 'planning, testing and exercising' and 'preparing and engaging' businesses and communities to ensure the City is prepared to respond to Terrorism.	Good
		1.3 Improve the current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications	Good
		1.4 Ensure Police make appropriate use of their powers to tackle and defer Anti-Social Behaviour	Adequate
		1.5 Increase the number of positive outcomes from identified repeat offenders	Outstanding
		1.6 Reduce Neighbourhood Crime	Requires Improvement
		1.7 Reduce Violent Crime	Adequate
		1.7 Disrupt drugs supply in the City through pursue activity	Good
Protect the UK from the threat of economic and cyber-crime	Good	2.1 Prepare, engage and raise awareness across business and communities of threats and risks of economic/cyber-crime measures they can take to protect themselves	Good
		2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	Good
		2.3 100% of Action Fraud cyber-crime referrals will be investigation by the City	Good
		2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	Good
		2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.	Adequate
		2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City of London Police.	Adequate
		2.7 Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.	Requires Improvement

Policing Plan Priority	Overall proposed grade	Measure	Proposed Grade
Putting the victim at the heart of everything we do	No Grading	3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	Adequate
		3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	No Grading
		3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention	No Grading
		3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.	No Grading
		3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.	No Grading
		3.6 Regular monitoring of the Criminal Justice Score Card to ensure that CoLP are above the National Average for improving timeliness, increasing victim engagement and improving quality of justice working with the CPS.	No Grading

Policing Plan Priority	Overall proposed grade	Measure	Proposed Grade
People	Adequate	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	Outstanding
		4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	No Grading
		4.3 Overall engagement score – staff survey – year on year increase over the next three years.	No Grading
		4.4 To recruit 40% of visible ethnic minority student officers in each new intake. the total number of new joiners to CoLP each year is at least 51% female. To achieve an overall increase of 2.6% per year of female representation across the service.	Requires Improvement
Resources	Good	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	Good
		5.2 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilisation of IT/Estate/Fleet assets toward business outcomes. Staff survey question ' I am well equipped to do my job.'	No Grading
		5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	No Grading
Efficient and effective service	No Grading	6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.	No Grading
		6.2 Increase in percentage of people who agree COLP provide an effective service.	No Grading
		6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	No Grading
		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%	Requires Improvement

18. Appendix A breaks down further assessment of the performance measures by metric and provides some accompanying data visualisation and strategic narrative against each line.

## **Corporate & Strategic Implications**

19. Strategic implications – The City of London Police Authority’s Policing Plan is a critical and central strategy document to the work of the entire Force. The performance measures set out in this report are vital in ensuring that the Force is on track to achieve the ambitions set out in the Policing Plan 2022-25, and as part of each Annual Report.

20. Financial implications – none

21. Resource implications – none

22. Legal implications – none

23. Risk implications – The Force’s Risk Register is now in line with the Policing Plan structure showing operational risks associated with operational priorities and organisational risks associated with organisational priorities. Failure to meet performance targets for each area may contribute to an increase in the likelihood score of the Force Risk Register.

24. Equalities implications – Performance measures particularly within the organisational priority of ‘Our People’ contribute positively to ensure the Force complies with the Public Sector Equality Duty 2010 and the Equality Act.

25. Climate implications – Performance measures particularly within the organisational priority of ‘Our Resources’ contribute positively to the City Corporation’s Climate Action Strategy.

26. Security implications – There are no specific security implications to flag in this report but clearly a number of the metrics of the Policing Plan have general security implications.

## **Conclusion**

27. This report sets out performance assessment of the refreshed Policing Plan as of Q1 (1<sup>st</sup> April – 30<sup>th</sup> June 2022). To make these assessments, the Force has used new technological capabilities and systems via the integration of Microsoft PowerBI as a data visualisation platform to display live and up-to-date data. Detailed assessments on each metric can be found in Appendix A.

## **Appendices**

- Appendix A – Policing Plan Framework 2022/23- Q1 assessment

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**POLICING PLAN PERFORMANCE FRAMEWORK  
2022/23 - QUARTER 1**

**OPERATIONAL PRIORITIES**

<b>1. KEEP THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE</b>	<b>2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER- CRIME</b>	<b>3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO</b>
<b>GOOD</b>	<b>GOOD</b>	<b>NO GRADING</b>

**ORGANISATIONAL PRIORITIES**

<b>4. PEOPLE</b>	<b>5. RESOURCES</b>	<b>6. EFFICIENT AND EFFECTIVE SERVICE</b>
<b>ADEQUATE</b>	<b>GOOD</b>	<b>NO GRADING</b>

# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23



OPERATIONAL PRIORITIES						ORGANISATIONAL PRIORITIES		
1. KEEP THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE		2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME		3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO		4. PEOPLE	5. RESOURCES	6. EFFICIENT AND EFFECTIVE SERVICE
OVERALL - GOOD		OVERALL - GOOD		OVERALL - NO GRADING		OVERALL - ADEQUATE	OVERALL - GOOD	OVERALL - NO GRADING
Specialist Operations	Specialist Operations	National Lead Force	National Lead Force	National Lead Force	Specialist operations	Corporate Services	Corporate Services	Corporate Services
1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs	1.2 Vigilance against terrorism by 'planning, testing and exercising' and 'preparing and engaging' businesses and communities to ensure the City is prepared to respond to Terrorism.	2.1 Prepare, engage and raise awareness across business and communities of threats and risks of economic/cyber-crime measures they can take to protect themselves	2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.
ADEQUATE	GOOD	GOOD	GOOD	ADEQUATE	NO GRADING	OUTSTANDING	GOOD	NO GRADING
Local Policing	Local Policing	National Lead Force	National Lead Force	Specialist operations	Specialist operations	Corporate Services	Corporate Services	Corporate Services
1.3 Improve the current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications	1.4 Ensure Police make appropriate use of their powers to tackle and deter Anti-Social Behaviour	2.3 100% of Action Fraud cyber crime referrals will be investigation by the City	2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention	3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.	4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	5.2 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilisation of IT/Estate/Fleet assets toward business outcomes. Staff survey question' I am well equipped to do my job'.	6.2 Increase in percentage of people who agree COLP provide an effective service.
GOOD	ADEQUATE	GOOD	GOOD	NO GRADING	NO GRADING	NO GRADING	NO GRADING	NO GRADING
Specialist Operations	Local Policing	National Lead Force	National Lead Force	Specialist operations	Specialist operations	Corporate Services	Corporate Services	Trust & Confidence
1.5 Increase the number of positive outcomes from identified repeat offenders	1.6 Reduce Neighbourhood Crime	2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.	2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City Of London Police.	3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.	3.6 Regular monitoring of the Criminal Justice Score Card to ensure that CoLP are above the National Average for improving timeliness, increasing victim engagement and improving quality of justice working with the CPS.	4.3 Overall engagement score – staff survey – year on year increase over the next three years.	5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.
OUTSTANDING	REQUIRES IMPROVEMENT	ADEQUATE	ADEQUATE	NO GRADING	NO GRADING	NO GRADING	NO GRADING	NO GRADING
Local Policing	Specialist Operations	National Lead Force				Corporate Services		
1.7 Reduce Violent Crime	1.8 Disrupt drugs supply in the City through pursue activity	2.7 Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.				4.4 To recruit 40% of visible ethnic minority student officers in each new intake. the total number of new joiners to CoLP each year is at least 51% female. To achieve an overall increase of 2.6% per year of female representation across the service.		
ADEQUATE	GOOD	REQUIRES IMPROVEMENT				REQUIRES IMPROVEMENT		

# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING
1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs (City based OCGs)	1.1.1 Number of Major Disruptions		4	0		<p>Disruptions are currently claimed against OCGs and strategic vulnerabilities (e.g. cyber) to provide a record of executive action that is conducted against SOC. They help provide an evidence base for what works in tackling SOC and act as a performance measure of executive action conducted, tactics adopted by the force to disrupt the OCG, measures in place to tackle SOC, and ensuring the force is not only claiming against Pursue but all 4P strands. Disruptions include anything that has a discernible impact on the OCG, including significant cash seizures, arrests of key or peripheral nominals and the sentencing of OCG nominals. The definition of a high harm OCG has been defined as those within the PND bands of 1A - 2B.</p> <p>Greater levels of activity is being seen in more recent years, particularly for moderate disruptions and disruptions for the highest harm scoring OCGs. There is a current inspection due from the HMICFRS around Serious Organised Crime and the findings of this will be incorporated into the narrative and gradings when released.</p>	SPECIALIST OPERATIONS	ADEQUATE
	1.1.2 Number of Moderate Disruptions		13	6				
	1.1.3 Number of Disruptions within highest quartile of harm scoring OCGs		6	0				
1.2 Vigilance against terrorism by 'planning, testing and exercising' and 'preparing and engaging' businesses and communities to ensure the City is prepared to respond to Terrorism.	1.2.1 Planning and Testing - Number of events Planned		N/A	39		<p>The measures in this area have been defined as follows:                      1.2.1 - planned events and completed events - this will include products such as Act and Scan are included.                      1.2.2 - this will be recorded as the number of partners engaged with at the point of planning and delivery. Each partner will be recorded as 1 engagement. For example 5 meetings with 1 partner in the planning of an event would be recorded as 1 engagement. If those engagements continue into the next month, that will be recorded as 1 again.                      1.2.3 - Due to the sensitivity of this area of reporting information will be shared on pertinent topics that generated the need for further discussion or collaboration. It is suggested that this could include the learning outcomes or modules covered, for example;                      Act operational tabletop - The training followed a staged approach from observed suspicious behaviour escalating to a suspect package and finally an MTA. This training identified the need for clear plans considering staff messaging and individual behaviour. National messaging such as Run Hide Tell, the HOT principles for suspect packages. The impact of an event on the workplace, staff welfare and the intrusion of the press.                      1.2.4 - This will be recorded as the role of the attendees within their respective area of business. Using one of the four NaCTSO categories. 1 Those who strongly influence the writing of policy and procedure. 2 Those responsible for writing policy and procedure. 3 Operational Supervisors. 4 All other jobs across the business.                      1.2.5 - This measure will be recorded as the number of courses with attendees in total for example 4 online courses with 38 attendees. If more than one product is delivered at the same time this will be treated as one (e.g. Scan and act to the same audience).                      1.2.6 - Operation lightning reports that have captured suspicious behaviour reports from colleagues, businesses and members of the public.                      1.2.7 - As with 1.2.3 this will include any relevant narrative.</p> <p>In summary this area is graded as good, this would be reflective of the changes in internal staffing personnel and their required training balanced against a business community slowly returning to pre covid normality and opportunities for product delivery</p>	SPECIALIST OPERATIONS	GOOD
	1.2.1 Planning and Testing - Number of events completed		N/A	39				
	1.2.2 Planning and testing - number of partners engaged with		N/A	28				
	1.2.4 Prepare and engage - Reach of Attendees		N/A	487				
	1.2.5 Prepare and engage - number of online courses		N/A	3				
	1.2.5 Prepare and engage - number of attendees (online course)		N/A	24				
	1.2.6 Prepare and engage - Operation Lightning reports		25	29				
1.3 Improve the current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications	1.3.2 number of project Servator interactions with members of the public		3136	7789		<p>Project Servator is a policing tactic that aims to disrupt a range of criminal activity, including terrorism, while providing a reassuring presence for the public. The approach relies on police working with the community – businesses, partners and members of the public – to build a network of vigilance and encourage suspicious activity to be reported.</p> <p>Project Servator has been successful in gathering intelligence that has assisted Counter Terrorism Units across the UK in investigating and preventing acts of terror. It has resulted in arrests for a multitude of offences and is responsible for removing firearms, knives and drugs from the streets.</p> <p>Whilst there are increased interactions in quarter 1 there are lower levels of deployments. This is reflective of the team being much smaller in the comparison to Q1 21/22. This will also therefore reflect in the intelligence submissions and the capacity for arrests within this team.</p> <p>1.3.1. The current grading level for the CoLP is GOOD. This is from their interim QA in May 2021. In 2018/19 it was also GOOD so there is consistency in the performance of this area of business. The grading levels are marked against a list of criteria by the National Project Servator team and is graded against operation, engagement and communications. In order to be graded GOOD, a force must meet all relevant criteria and show a clear progression in all three elements along with evidence of positive growth of Project Servator throughout the force. This area is due to be reviewed again shortly and the updated results will be reflected within the measure.</p>	LOCAL POLICING	GOOD
	1.3.3 number of deployments		844	472				
	1.3.4 outcomes (arrests made)		34	18				
	1.3.4 outcomes (intelligence submitted)		73	11				
1.4 Ensure Police make appropriate use of their powers to tackle and deter Anti-Social Behaviour	1.4.1 Number of ASB calls received		329	282		<p>Over the past 4 years, the number of ASB calls received are showing a long term downward trend. This is in line with the results shown from the Telephone Crime Survey for England and Wales (TCSEW).</p> <p>In the current quarter there have been 282 ASB calls received, with a 71% attendance rate which is 2% less than the attendance rate in Q1 20/21. Not all calls are always police related and the City works well with the Corporation to ensure the right response to reports of ASB.</p> <p>Work is currently ongoing to work through historical data for 1.4.4 as some of it requires coding. Good practices have been set up by the CoLP to record Community protection verbal warnings, written warnings, notices and breaches so these figures will be available once the data cleansing has been completed. Processes are also being reviewed 1.4.5 to ensure consistency of reporting for these measures and data will be provided as soon as the new processes have been confirmed.</p>	LOCAL POLICING	ADEQUATE
	1.4.2 Number of ASB calls attended		241	199				
	1.4.2 % Of ASB Calls attended		73%	71%				
	1.4.3 Number of CBOs Issued		UNDER DEVELOPMENT					
	1.4.3 Number of CBOs Breached		UNDER DEVELOPMENT					
	1.4.4 Number of CPWs Issued		UNDER DEVELOPMENT					
	1.4.4 Number of CPNs Issues		UNDER DEVELOPMENT					
1.4.5 Number of Dispersal Orders Used		UNDER DEVELOPMENT						



# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING
1.5	Increase the number of positive outcomes from identified repeat offenders	1.5.1 Number of repeat offenders in the last 12 months	146	183		<p>1.5.4 - Narrative: In the current 12 months there have been 183 offenders that have been identified as committing more than one crime. This is 19% of all offenders identified (published research has shown these rates can normally be higher albeit the CoLP is not directly comparable to other forces which may account for differences in findings). These 183 offenders have been responsible for 483 crimes, which is 7% of all crimes recorded. Of the 483 crimes committed by repeat offenders, 92% of these crimes have received a positive outcome. This is very reassuring.</p> <p>Of note, recent analysis shows that the most common outcome for a case being closed is not having a suspect identified (36.4%) and this is higher than the national average. So whilst good work is being done where repeat offenders are being identified, further work is required to improve the identification of suspects and the conversion into offenders. However overall the CoLP does have the highest positive outcome rate nationally (for overall crime) which is positive.</p> <p>Within the CoLP there are varying departments set up to deal with offender management. These include the Lifetime Offender Management (LOM) Team, Public Protection Unit (PPU) and also the Integrated Offender Management (IOM) Team.</p> <p>The LOM deal with offenders on Serious Crime Prevention Orders by managing and monitoring those subjects, ensuring compliance with their conditions. This mainly links to Fraud and money laundering so this unit is closely aligned to the Asset Recovery Team. PPU are responsible for all public protection based orders, these include; sexual harm prevention orders, harassment and stalking orders, slavery and trafficking prevention orders and domestic violence based orders. The IOM deals with Criminal Behaviour Orders in relation to non-serious nominals. Work is underway to improve how all serious and repeat offenders are managed across the CoLP.</p>	SPECIALIST OPERATIONS	OUTSTANDING
		% of offenders that are repeat offenders (12m)	14%	19%				
		1.5.2 Number of Crimes linked to repeat offenders in the last 12 months	407	483				
		% of offender identified crimes that are from repeat offenders (12m)	33%	40%				
		% of all crime that is from repeat offenders (12m)	9%	7%				
		1.5.3 Positive Outcome rate for repeat offenders in the last 12 months	97%	92%				
1.6	Reduce Neighbourhood Crime	1.6.1 National measure Neighbourhood Crime - volume of burglary Residential, Robbery Personal, Vehicle Crime and Theft from Person Offences	161	479		<p>Volumes will look significantly higher as they are being compared to volumes at the height of restrictions during the Covid-19 pandemic. The CoLP crime levels appear to have been more impacted than the overall national picture, therefore the rate of increase when comparing to the pandemic period will be much greater than anywhere else. A baseline of 19/20 was set for all forces to help inform more meaningful performance comparisons. All Crime volumes are below still lower than the 19/20 benchmark, however national comparisons to the benchmark are showing a 4.8% increase.</p> <p>When compared to Q1 FY19/20 there is an 82% increase in Neighbourhood Crime. This is predominantly being driven by the recent increase seen in theft from the person offences. Significant work and activity has gone into the main driver of this increase, with further work ongoing for 2 other smaller trends identified within this crime type.</p>	LOCAL POLICING	REQUIRES IMPROVEMENT
		1.7.1 Violent Crime Volumes - Homicide, Violence with Injury, Violence without Injury, Stalking and Harassment, Rape and other sexual offences	178	314		<p>When compared to Q1 FY 19/20 there is a 7% increase in violent crime volumes. This comparison has been reducing with the two most recent quarters at lower volumes. The increase is predominantly driven by higher harm offences with seasonal peaks expected from October - December. Plans are being put in place to bring forwards the Christmas campaign to address the seasonal peaks forecasted.</p>	LOCAL POLICING	ADEQUATE
1.8	Disrupt drugs supply in the City through pursue activity	1.8.1 Positive outcomes for possession with intent to supply	16	9		<p>In the current 12 months (July 21 -June 22) there has been 41 possession with intent to supply offences. In the same period there has been 38 positive outcomes for possession with intent to supply offences. In some reporting periods there can be more outcomes than offences due to volumes being counted on 'created dates' and outcomes counted on 'outcome date'. This is in line with national reporting standards. In summary, there is a 93% positive outcome rate in the current 12 months for possession with intent to supply offences.</p> <p>There has been a long term declining trend for the volume of drug related intel reports with Q1 showing as the lowest quarter in over 4 years. As a result drug related intel is reducing as an overall proportion of all intel reports over time.</p>	SPECIALIST OPERATIONS	GOOD
		1.8.2 Volume of Possession with Intent to Supply offences	15	9				
		Positive outcome rate of Possession with Intent to Supply Offences	107%	100%				
		1.8.3 Possession with intent arrests	24	24				
		1.8.4 Volume of drug related intel reports	250	100				
		1.8.5 Amount of seized drugs	UNDER DEVELOPMENT					
		1.8.6 Amount of seized cash	UNDER DEVELOPMENT					
2.1	Prepare, engage and raise awareness across business and communities of threats and risks of economic/cyber-crime measures they can take to protect themselves	2.1.1 Reach of protect events	3753	6931		<p>2.1.1 - The number of protect events were significantly lower in 2020/21 than previous years; as restrictions were imposed due to Covid-19. However, in 2021/22 teams found new ways of engaging with stakeholders and the public, in particular using online events which can reach greater numbers. This recovery has continued, with 6,931 people attending a mixture of 96 online and in-person events in Q1 2022/23. This represents an increase of 24% from the 21/22 quarterly average of 5,598 attendees.</p> <p>2.1.2 - awaiting update</p> <p>2.1.3 - The Q3 21/22 peak in Social Media impressions was due to the Cyber Protect team reaching 12.2 million individuals and achieving 32 million impressions with it's online shopping campaign #fraudfreexmas. In Q1 22/23 the number of social media posts and impressions were below the 21/22 quarterly average. Notable campaigns included Cyber Protects #remoteaccessscams, Action Fraud posted a number of alerts about the Ofgem phishing scam and launched their holiday fraud campaign, and the Fraud and Funded units posted about their significant arrests and campaigns.</p> <p>2.1.4 - this data will be available shortly.</p>	NATIONAL LEAD FORCE	GOOD
		2.1.2 Reach of Neighbourhood alerts	N/A	708482				
		2.1.3 Impressions from Protect social media messaging	57868240	27712895				
		2.1.4 Percentage of survey respondents who feel better able to protect themselves	81%	N/A				



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2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME	2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	2.2.1 National measure - National positive outcomes reported	1412	1596		<p>2.2.1 - At the end of Q1, the national judicial outcome rates are 7.6% for 2019/20, 5.0% for 2020/21 and 4.3% for 2021/22. There are still outstanding disseminations for each year either being investigated or awaiting closure - which means the outcome rate is likely to increase over time and these figures are subject to change.</p> <p>2.2.2 - The COLP judicial outcome rate is 22% for 2019/20, 9% for 2020/21 and 38% for 2021/22, far higher than the national averages. The COLP NFA rate is currently 5% for 2021/22, which is below the national average of 42%.</p>	NATIONAL LEAD FORCE	GOOD
		2.2.2 CoLP positive outcomes reported	35	238				
	2.3 100% of Action Fraud cyber crime referrals will be investigated by the City	2.3.1 Number of action fraud referrals received	6	6		<p>The start of this quarter saw the work of the team in the media worldwide, after it charged two members of the infamous LAPSUS\$ hacking group. The work of the unit now appears to have put a stop to the activities of LAPSUS\$ who had been attributed to several high profile attacks at the start of this year against multinational tech companies. There have been several resourcing challenges due to staff leaving on promotion/level transfer. Replacement staff have been recruited but it will be some time before they can join due to vetting backlogs. We have seen a very slight increase in the compromise of businesses email accounts, with a suspect now being identified in one particular investigation.</p> <p>Positive outcomes have been defined as the following criteria (subjects - cautioned, charged, other criminal justice outcomes, those referred to prevent for diversionary activity, convictions).</p> <p>Referrals are from NFIB rather than Action Fraud; Opinion was grading should be GOOD due to low numbers.</p>	NATIONAL LEAD FORCE	GOOD
		2.3.2 Number of action fraud referrals investigated	6	6				
		2.3.3 Positive outcomes from FCCU investigations	2	N/A				
	2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	2.4.1 Number of academy training courses	18	19		<p>2.4.1 &amp; 2.4.2 - The ECCA delivered 19 training courses in Q1. As is often the case due to Easter and new budgets, April was relatively quiet, but the number of courses delivered in May and June was in line with the 2021/22 monthly average. The first Accredited Counter Fraud Specialist Course was delivered in April following Covid related delays.</p> <p>2.4.3 - As above, the number of delegates increased throughout the quarter. 78% of delegates were from UK policing, with 14% from the private sector, and the remainder from the UK Treasury.</p> <p>2.4.4 - Satisfaction averaged at 91% for the quarter. Although mostly positive, feedback evaluation shows that delegates would prefer courses being delivered in the classroom rather than online.</p>	NATIONAL LEAD FORCE	GOOD
		2.4.2 Number of training days delivered	1266	945				
		2.4.3 Number of delegates	416	221				
		E001 Number of Delegates who completed the satisfaction survey	109	138				
		2.4.4 Percentage of delegates satisfied with the course overall	87%	91%				
2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.	2.5.1 Number of Major Disruptions	4	3		<p>There were 12 disruptions were claimed against Economic Crime OCGs in Q1. Of these, 3 were classified as Major disruptions. A major disruption represents the OCG being impacted at a key player level.</p> <p>There is currently only 1 Economic Crime OCG group that falls within the highest quartile of harm scoring OCGs since September 21.</p> <p>It has been agreed that Met DCPCU Disruptions should be represented within these figures. These numbers are currently not included but are being retrieved, therefore the chart and figures are subject to future changes.</p> <p>Majors are not claimed until after court hearings and moderation panels, meaning DCPCU have around 9 major disruptions yet to be claimed.</p>	NATIONAL LEAD FORCE	ADEQUATE	
	2.5.2 Number of Moderate Disruptions	13	6					
	2.5.3 Number of Disruptions within highest quartile of harm scoring OCGs	0	0					
2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City Of London Police.	2.6.1 Number of restraints, cash seizures, confiscations and account freezing orders	40	31		<p>2.6.1 - In Q1 of this year, at 31 instances, activity is in line with the quarterly average from 2021/22. However, there was an overall 54% drop in POCA activities in 2021/22 compared to the previous year. Decreases in POCA activity are being seen nationally and the Strategic Asset Recovery Board is investigating this change.</p> <p>2.6.2 - Throughout 2021/22, the value of these orders also reduced considerably across all measures with the exception of the UK's highest ever account forfeiture of £28.75m in Q3. Accordingly, the value of Q1 POCA activities represents a 92% decrease on the 2021/22 quarterly average. Due to the decrease amount of orders this is graded as Adequate, despite the value increase.</p>	NATIONAL LEAD FORCE	ADEQUATE	
	2.6.2 Value of restraints, cash seizures, confiscations and account freezing orders	£526,260	£793,988					
2.7 Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.	2.7.1 Value of funds recovered (NEVCU)	£208,000	£23,400		<p>2.7.1 &amp; 2.7.5 - The number of NEVCU victims with confirmed recoveries, and the associated value of those recoveries is dependant on the victim informing the NEVCU. Since January 2021, 81 victims have reported approximately £2.5m refunds received.</p> <p>2.7.2-2.7.5 - Project Recall is a longstanding initiative to alert banks to accounts used in fraud. The number of disrupted bank accounts has been rising since the inception of the project, but a software licensing issue in April limited the number of alerts sent this quarter, despite steady recovery through May and June. The system for banks to confirm the value of repatriated funds is not automated as yet, and in Q1 only £3 was confirmed.</p> <p>Due to short-term drop in alerts sent under RECALL, and issues with feedback from banks and victims. Confirmation - only £3 was confirmed as recovered in Q1, this has been queried and confirmed by the business.</p>	NATIONAL LEAD FORCE	REQUIRES IMPROVEMENT	
	2.7.2 Number of alerts sent to banks - Project recall	1822	1089					
	2.7.3 Value of alerts sent - Project recall	£9,712,842	£4,917,158					
	2.7.4 Confirmed savings - Project recall	£44,277	£3					
	2.7.5 Number of victims with confirmed recoveries (Recall and NEVCU)	UNDER DEVELOPMENT						
3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	3.1.1 Survey responses - online reporting	671	409		<p>In Q1, 89,577 links to the confirmation survey were sent to individuals that reported a crime and 0.8% of those reporting a crime opted to provide satisfaction feedback.</p> <p>The Action Fraud survey indicates that satisfaction with the telephone reporting service in Q1 remained within target at 96%. This is in line with Q1 in 21/22 which was also at 96%. Recent negative comments have largely been attributable to frustration regarding increased call wait times - but overall satisfaction levels in this area remain high over the long term. Due to technology issues the number of survey responses dropped for March and April, however overall this is still a robust sample size with which to draw meaning - noting there might be slightly more variability in the figure for the current quarter due to the lower response rate.</p> <p>Online satisfaction remained below target at 80% across the quarter with a June high of 82%. Again this area was also impacted by the lower survey response rate. The higher the response rate, the more confidence in the results.</p>	NATIONAL LEAD FORCE	ADEQUATE	
	3.1.2 satisfaction levels - online reporting	81%	80%					
	3.1.3 Survey responses - telephone reporting	686	340					
	3.1.4 Satisfaction levels - telephone reporting	96%	96%					



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PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWN ER	PROPOSED GRADING
3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO	3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Number of Surveys that went out (sample size)	219	497	<p><b>Survey Response Rate</b></p> <p><b>Victim Satisfaction</b></p>	<p>Victim satisfaction looks at responses from victims of crime that have answered the question, "how satisfied were you with the service you received from the City of London Police?". Respondents can provide an answer ranging between 1 = very satisfied and 5 = very dissatisfied. Those that have replied with a score of 1 or 2 represent those who replied with a satisfied response. The current quarter does not yet include June data, as there is a delay between crimes happening, the data set being uploaded and the analysis being completed.</p> <p>Currently victim satisfaction surveying is not at a robust enough sample size to be able to draw any meaning from the results. There is little confidence that the results would be the same if repeated. The results currently have extremely wide confidence limits. This means that the CoLP is not able to draw much meaning from the results and therefore is unable to understand victim satisfaction levels over time. Whilst some qualitative commentary could be used, overall it would still not be representative. A number of recommendations have been made in a recent victim satisfaction report and work is ongoing to improve the surveying of victims.</p> <p>It is unknown the current position for domestic abuse victim surveying. Data and sampling is completed by the Force Performance Unit. The telephone surveys were conducted by the IDVA (Independent Domestic Violence Advocate) in the Public Protection Unit. They have recently resigned and the new person is due to start shortly but there are concerns as to whether this service is included within the job description. There are options regarding using the potential new surveying solution to store the results but there are significant risks regarding the survey being undertaken.</p> <p>Due to not having any insights in both the surveying for victims with this therefore impacting the City's ability to understand the view of victims in these areas, this area has currently been graded as inadequate. Whilst work is underway to improve this position, there are risks which could cause further delays.</p>	SPECIALIST OPERATIONS	NO GRADING
		3.2.1 Survey responses - victim satisfaction	18	31				
		Response Rate	8%	6%				
		3.2.2 Victim Satisfaction - Treatment	39%	52%				
		3.2.2 Victim Satisfaction - Kept Informed	56%	35%				
		3.2.2 Victim Satisfaction - Overall Service	56%	39%				
		3.2.2 Victim Satisfaction - Recommend	61%	42%				
		3.2.3 Survey responses - domestic abuse	AWAITING NEW POST HOLDER					
	3.2.4 Satisfaction levels - domestic abuse	AWAITING NEW POST HOLDER						
3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention	3.3.1 At risk children identified and Public Protection Notices (PPNs) are completed in all relevant cases when children come to notice	106	132	<p><b>Child at risk PPNs</b></p>	<p>Multi-Agency referrals are completed as a priority each day, they form part of the BAU for PPU. PPU are also attending the multi-agency safeguarding meetings when convened by Children's Social Care. The police are also attending the multi-agency safeguarding meetings.</p> <p>Due to the absence of data and not having a full picture in this area, there could be unknown risks, as well as the known risk around resourcing constraints.</p>	SPECIALIST OPERATIONS	NO GRADING	
		3.3.2 Multi Agency referrals are conducted within 24 hours (72 hours at the weekend)	106					132
		3.3.3 Police attend multi agency safeguarding meetings	20					24
3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.	3.4.1 Number of female victims of violence; compared to 2019/20 baseline	62	104	<p><b>Violence Against Women and Girls</b></p>	<p>This measure is currently still under development but will reflect a large proportion of crimes against female victims based on the home office definition for Violence against Women and Girls. This measure still needs testing and work will be prioritised to ensure this is accurate and the additional measures are also supported by data.</p> <p>When compared to pre-pandemic levels (19/20), the current quarter 1 22/23 (104 crimes) is higher than Q1 19/20 (74). In the past 4 quarters volumes have been above the average with Q2 22/23 into exception. Extensive work is currently being undertaken in the City with regarding to VAWG and is well documented with regular external reporting.</p> <p>In regards to overall performance for evidential difficulties - victim does not support police action, the CoLP see much lower levels of these types of outcomes when compared nationally. Further work will be undertaken to understand this area for female victims of violence.</p> <p>All victims are offered the support of the vulnerable victim advocate however not all will be referred as they may not wish to have this service.</p>	SPECIALIST OPERATIONS	NO GRADING	
	3.4.2 Percentage of female victims withdrawing from the process during police investigation compared to 2019/20 baseline	UNDER DEVELOPMENT						
	3.4.3 Positive Outcome rate for female victims of violence; compared to the 2019/20 baseline	UNDER DEVELOPMENT						
	3.4.4 Number referred to vulnerable victim advocate or similar	AWAITING RESPONSE						
3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.	3.5.1 Number of PPNs submitted	346	373	<p><b>Number of PPNs submitted</b></p>	<p>The number of PPNs submitted has been increasing over time with Q1 the highest quarter recorded in the last 4 years. The last 5 quarters have all been above the average and the current quarter is close to the upper control limit. The increases are mainly due to the easing of lockdown and a greater interaction with member of the public. There is also an increased awareness due to Voice of the Child training and vulnerability trained that has been rolled out across the force.</p> <p>Dip samples are completed as part of the Crime Scrutiny Group and also each PPN is QA'd by the DSS before referral. Any that contain insufficient detail are rejected and sent back for further information to be added.</p>	SPECIALIST OPERATIONS	NO GRADING	
	3.5.2 Number of referrals to other forces/social services	280	249					
	% Referred to other forces/social services	81%	67%					
	3.5.3 Results of dip sample and areas identified for improvement	AWAITING UPDATE						
3.6 Regular monitoring of the Criminal Justice Score Card to ensure that CoLP are above the National Average for improving timeliness, increasing victim engagement and improving quality of justice working with the CPS.	3.6 Regular monitoring of the Criminal Justice Score Card to ensure that CoLP are above the National Average for improving timeliness, increasing victim engagement and improving quality of justice working with the CPS.	UNDER DEVELOPMENT			<p>A Criminal Justice Scorecard is published by the MOJ and Home Office to bring together data from the police, CPS and Courts to look at the timeliness and effectiveness of investigations. It currently covers data up to the end of March 2022 and shows the City Police area against the London South CPS and London Local Criminal Justice Board.</p> <ul style="list-style-type: none"> <li>For the police measures we are below the national average from time crime recorded to police decision.</li> <li>The biggest difference reported is linked to CPS charge to case completion in court.</li> <li>CoLP are doing better than average for the measures linked to victims not supporting police action and victims not providing evidence.</li> <li>The percentage of cases in which the prosecution offer no evidence because the victim/witness no longer supports prosecution has seen a 0.3% decrease since the previous quarter, and is now below the national average.</li> <li>This quarter new metrics have been added on case file quality. CoLP are doing better than average for successful outcomes for offences with specific victims.</li> </ul>	SPECIALIST OPERATIONS	NO GRADING	

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PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING
4. PEOPLE	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	4.1.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	N/A	93%		Officer safety training and first aid training have been combined, with April, May and June 22 showing an overall 93% rate of those required to have the training as being in date. This has been increasing over the past year to the current position to date. Future analysis will include a breakdown between officer safety and first aid, as well across areas of the business, however overall there is a 93% rate which is above the target set out in the metric.	CORPORATE SERVICES	OUTSTANDING
	4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	4.2.1 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	UNDER DEVELOPMENT		UNDER DEVELOPMENT	This area is being worked on as part of the professionalism and trust portfolio and the details are still being designed. The report for the Values, ethics and trust training has been to the Chief Officer Team. Awaiting a further update in this area before it can be reported upon.	CORPORATE SERVICES	NO GRADING
	4.3 Overall engagement score – staff survey – year on year increase over the next three years.	4.3.1 Overall engagement score – staff survey – year on year increase over the next three years.	UNDER DEVELOPMENT		UNDER DEVELOPMENT	<p>Job satisfaction was reported at a high average level for both police officers and police staff in the 2020 staff survey. Furthermore, engagement was reported at a very high average level across the force. This suggests that individuals within City of London Police generally feel highly personally invested in their jobs and are willing to dedicate their emotional, cognitive and physical energies into their roles. These average scores for engagement and job satisfaction, particularly for police officers, are slightly higher than that seen in many other forces involved in the collaborative research project (Durham).</p> <p>This years staff survey will come out in October 22 and will be different to previous staff surveys. The aim here is to show the direction of travel over the next three years so the year 22 will be the benchmark year. As part of the new surveying tool for the staff survey, analysis will be completed via the dashboards with clever algorithms to pick up data insights in the qualitative comments and understand any trends.</p>	CORPORATE SERVICES	NO GRADING
	4.4.1 To recruit 40% of Ethnic Minority (excluding White Minorities) student officers in each new intake	4.4.1 To recruit 40% of Ethnic Minority (excluding White Minorities) student officers in each new intake	40%	25%		<ul style="list-style-type: none"> <li>From the student constable intakes, 76% are non-BAME and 11% are from a BAME background. This data is not in line with force ambitions; this is a challenge that is not unique to CoLP and most forces nationally are not meeting their diversity ambitions. We are employing a number of options in line with our continued Outreach and Comms Strategy, including the following:-</li> <li>Introduced a Positive Action Team with a dedicated focus on increasing numbers of underrepresented groups into Force</li> <li>Introduced a 'Buddy' system which supports under-represented candidates through the recruitment &amp; onboarding process</li> <li>Updating the applicant tracking system for student officer recruitment to "Oleoo", rolled out summer 2022, this will make it easier to apply and process candidate applications.</li> <li>Additional IPLDP pathway added until the end of March 2023 to attract a diverse pool of candidates.</li> <li>Hosting further open days/webinars specifically for under-represented groups to encourage them to get into a particular field.</li> <li>All our campaigns now have contact details for our Support Networks where interested applicants can discuss any issues on the application process.</li> <li>The importance of equality and diversity is prominent on our website.</li> <li>A broader advertising strategy has been implemented which ensures wider and specific advertising for all campaigns.</li> </ul>	CORPORATE SERVICES	REQUIRES IMPROVEMENT
	4.4 To recruit 40% of Ethnic Minority (excluding White Minorities) student officers in each new intake and the total number of new joiners to CoLP each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service.	4.4.1 Proportion of Ethnic Minority (excluding White Minorities) officers	8%	9%		As well as the initiatives outlined above we are looking at ways to retain and develop staff and officers within the CoLP. The force has continued to run the PALS development programme every year, which is offered to all under-represented groups. This programme has been created to develop and retain officers and police staff from under-represented groups. The force's Learning & Organisational Development Team will continue to implement new developmental programmes for all under-represented groups, and these are being developed with the support of Staff Support Networks and specialist advisors.		REQUIRES IMPROVEMENT
		4.4.2 The total number of new joiners to CoLP each year is at least 51% female	29%	31%		<p>This metric looks at police officers, police staff and specials and volunteers. Due to the numbers of specials and volunteers being so low, these are not included in the graphical representation. In Q1 22/23, 9% of police officer joiners were female and 47% of police staff joiners were female. There were no joiners for specials and volunteers. The overall rate is therefore 31%. This is no different to the 12 month rate and therefore falls well below the ambition set out within the measure.</p> <p>We are employing a number of options to increase female representation within intakes, including:</p> <ul style="list-style-type: none"> <li>Placing job adverts to target particular groups, to increase the number of applicants from underrepresented groups. This could include part time, flexible working and job share adverts as we know more female officers apply for this than male ones. Increasing targeted advertising on popular female social media platforms.</li> <li>Including statements in job adverts to encourage applications from under-represented groups, such as 'we welcome female applicants'</li> </ul>		REQUIRES IMPROVEMENT
		4.4.3 To achieve an overall increase of 2.6% per year of female representation across the service.	24%	24%		<ul style="list-style-type: none"> <li>Currently, 58% of Staff are female and 24% of Officers are female. As part of the E&amp;I Strategy we are looking at ways we can retain and develop our staff and officers, providing opportunities to those from under-represented backgrounds. For example:</li> <li>We are offering shadowing or mentoring to groups with particular needs. This would also be expanded to assistance with promotion preparation for anyone with protected characteristics at underrepresented ranks.</li> <li>We are offering training or internships to help certain groups get opportunities or progress at work. This would include input from the women's network and other staff associations.</li> </ul>		REQUIRES IMPROVEMENT



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PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING	
5. RESOURCES	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	5.1.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	N/A	82%	<p style="text-align: center;">ULEZ Compliance</p>	The CoLP owned fleet is currently 82% ULEZ Compliant, and on track to meet the 100% (not including the horsebox) by the time the exemption runs out in 2023, subject to manufacturers delivering vehicles on time. There is no historic data as it wasn't measured previously. The number has been increasing as the fleet has been replaced with ULEZ compliant vehicles.	CORPORATE SERVICES	GOOD	
	5.2 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilisation of IT/Estate/Fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job'.	5.2.1 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilization of IT/Estate/Fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job'.	UNDER DEVELOPMENT	UNDER DEVELOPMENT	UNDER DEVELOPMENT	<p style="text-align: center;">UNDER DEVELOPMENT</p>	The last time a staff survey was run was in 2020 and prior to this was 2017. The 2020 survey sought to understand how key measures from the previous survey had changed and secondly, to investigate factors having the largest impact on key measures to assist in the identification of priorities for action. There were 502 responses (42% response rate) which is a similar response rate to other forces. The most relevant question to this measure was "I am well equipped to do my job". "Average scores for confidence in job skills were high for police officers and very high for police staff. Both police officer and police staff respondents on average indicated feeling high levels of responsibility to bring about improvements and changes in the workplace, to correct problems, and to deal with issues."  Work is ongoing to develop the staff survey for delivery in October and will seek to set the benchmark this year and show the direction of travel over the next three years. Whilst work is ongoing, there is not a current or regular understanding of the workforce and whilst there are plans in place, this does leave a current gap in knowledge.	CORPORATE SERVICES	NO GRADING
	5.3 Digital Investigation training delivered across the service for all investigators, over the next 12 months.	5.3.1 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	UNDER DEVELOPMENT	UNDER DEVELOPMENT	UNDER DEVELOPMENT	<p style="text-align: center;">UNDER DEVELOPMENT</p>	This area is currently under development and data will not be available until later this year. This is being achieved through the mandating of an existing College of Policing NCALT training package. Communications to officers will be sent in September, for completion by 31st December 2022. It is anticipated data will start to become available in September.	CORPORATE SERVICES	NO GRADING
6. EFFICIENT AND EFFECTIVE SERVICE	6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.	6.1.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.	47	23	<p style="text-align: center;">UNDER DEVELOPMENT</p>	The measure was designed to ensure that the Force implemented 90% of its audit recommendations within timescales agreed after the Internal Audit Report had been published. Due to Covid reconciliation by Audit was paused and the Force acted on other priorities.  Over the course of this year Internal Audit have undertaken reconciliation on Force historic audits, a total of 11 audits have been reviewed. One audit (Police Front Desks) has been closed as complete and will no longer be subject to follow up. 10 audits remain with outstanding recommendations awaiting completion and the Force is working with Audit setting new dates for review.  A total of 47 recommendations were part of this audit, 23 have been signed off as complete with 23 continuing to be worked on and one recommendation accepted as risk (no longer to be progressed).  As the Audit programme is undertaken this year the Force will work to complete the recommendations outstanding and this measure will be reported based on the reconciliation of new reports and recommendations based on information and assessment provided by Internal Audit.	CORPORATE SERVICES	NO GRADING	
	6.2 Increase in percentage of people who agree COLP provide an effective service.	6.2.1 Increase in percentage of people who agree COLP provide an effective service.	61%	N/A	<p style="text-align: center;">The % of People who agree the CoLP provide an effective service</p>	Within the 2021 Community Survey conducted by the CoLP, there were three additional areas added to question 12 to establish benchmarks of performance of perception, the question was as follows: The CoLP is responsible for law enforcement in the City of London. The police force responsible for law enforcement in the rest of London is the Metropolitan Police Service - a separate organisation. Thinking about if you were to have contact with the CoLP, how much do you agree or disagree with the following statement? "The City of London Police provide an effective service". The results of this questions showed that 29% of respondents strongly agreed and 31.5% tended to agree, providing an overall score of 61% of respondents agreeing to a varying extent that the City of London provides an effective service. As this was a new measure there is currently no historical data to compare to. Work is currently ongoing regarding surveying conducted by the CoLP to bring multiple surveying elements into one place so currently there is no recent information on this measure and there are some risks as to having the data in place in the timeframe required. There are also some risks regarding the intended solution. Due to these reasons, this area is currently graded as requires improvement.	CORPORATE SERVICES	NO GRADING	
	6.3 Improve timeliness to deal with public complaints	6.3.1 Improve timeliness to deal with public complaints	UNDER DEVELOPMENT	UNDER DEVELOPMENT	<p style="text-align: center;">UNDER DEVELOPMENT</p>	Initial conversations have progressed with this business area on how best to represent data in this area. The measure will be broken down to show timeliness by Force and also by Action Fraud, as well as by the different levels that the complaints are handled (Section 3/non Section 3). This will give a better understanding of performance and also mirrors IOPC reporting which will allow benchmarking to take place.	TRUST AND CONFIDENCE	NO GRADING	
	6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.	6.4.1 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.	80%	87%	<p style="text-align: center;">Crime Data Integrity - Violent Crime Recording Compliance</p>	This is an audit of CADs with a first opening code of 1. This code combines Violence Against the Person (VAP) and Public Order (PO) offences. CADs will be counted if the review shows that a crime within the VAP category, or a victim-based PO offence (s.4 or 4A Public Order, or the Racially/Religiously based equivalents) is required. Results are based on the number of these crimes recorded as a percentage of the number required under Home Office Counting Rules criteria.  For quarter 1, there is a compliance rate of 87.3%. April and May were both above 90%, however the overall quarter rate has been brought down by the lower compliance level found in June 22. A rating of 87.3% would likely receive a grade of Requires Improvement in a CDI inspection, however the grading may be worse (Inadequate) if the assessment is that the missed crimes relate to serious offences.	CORPORATE SERVICES	REQUIRES IMPROVEMENT	

<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 12 <sup>th</sup> September 2022
<b>Subject:</b> Victim Services - Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 71-22	<b>For Information</b>
<b>Report author:</b> Det. Supt. Richard Waight, Head of Investigation Services, Specialist Operations	

## Summary

This report provides a progress update on service delivery in respect of the Policing Plan operational priority, namely – ***Put the Victim at the Heart of Everything We do.*** It is provided to Members and follows the submission to the February 2022 Strategic Planning and Performance Committee (SPPC) that updated on current victim services delivered by the City of London Police (CoLP) supported by local authority, regional and National partners. This is included at **Appendix ‘A’** to this report and provides detail of the National policy context and the expansive suite of services we already deliver.

Also attached is **Appendix B-** City of London Interim Findings from Domestic Abuse Matters August 2022- For Member’s information.

## Recommendation

Members are asked to note the report.

## Main Report

### Background

1. This report will update on how we are improving our response to the victim journey, ensuring victims receive the very best support considerate to our operational priority of *“Putting the victim at the heart of everything we do is a golden thread that runs throughout this policing plan.”*
2. Specifically this report will update on the following themes:

- The role of Victims' Champion
  - Victims strategy and delivery plan
  - Surveying of Victims
  - Staff development
3. The update will also provide commentary in respect of the agreed performance measures aligned to this area of operational priority, namely:

3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).
3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse
3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention
3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.
3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.

## Current Position

### Governance, performance and continuous improvement

4. **Update on the Government Plan;** Pre-legislative scrutiny of the draft Victims Bill is being led by the Justice Committee to examine the adequacy of its policy objectives and key provisions. The Committee will likely publish its report in September 2022. The Government will then have 60 days to respond and implement any suggested changes. The Government plan for delivering a “world-class service to victims” has five critical elements:

- Amplify victims' voices in the criminal justice process
- Increase the transparency of the performance of our criminal justice agencies
- Make sure that there are clear lines of accountability for when victims do not receive the right level of service
- Support victims to rebuild their lives through accessible and professional services, and ensure that criminals pay more to support these

- Ensure there are better tools to protect victims and prosecute culprits

This plan will deliver against a ‘Victims’ Bill’ a draft copy of which can be viewed at [Annex A Victims \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Senior oversight of Victim Services is maintained via the CoLP Performance Management Group (PMG) with delegated responsibility to the Crime Standards Board (CSB) now chaired by the Commander Security & Operations who monitor and manage the Force response in support of the Victim Code of Practice (VCOP).

5. Draft CoLP **Victim Strategy** will be circulated for consultation in mid-October and be presented at the November Crime Standards Board for scrutiny before escalating to the Chief Officer Team and Police Authority for final scrutiny and agreement to publish. A strategic delivery plan will accompany the strategy built with consideration to the victim journey and aligned to the Victims’ Rights within the Victim Code of Practice (VCOP).

A copy of the VCOP can be found at:

[MoJ Victims Code 2020 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

6. The CoLP Victims’ Champion has been appointed and is DCI Amanda Lowe. DCI Lowe will lead a revised business group within the Investigation Services command of Specialist Operations – Victim Services and Safeguarding. This group includes the Force Resolution Centre, one of the first service touch points for victims and alongside another, Command and Control will be a focus for assuring victim engagement begins well. The Victims’ Champion will be supported by a Victim Service Analyst & Coordinator delivering oversight of victim service delivery across the City of London and providing analysis to inform our performance framework, delivery plans, governance and continuous improvement. This new role is currently in the recruitment phase.
7. A **Victim Services Assessment** will commence for a week on 5<sup>th</sup> September 2022. This is part of ongoing HMICFRS Scrutiny aligned to the PEEL Framework and will examine our response to six question topics:

The force manages incoming calls, assesses risk and prioritises the police response well.
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The force deploys its resources to respond to victims and incidents in an appropriate manner.
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The force's crime recording can be trusted.
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The force has effective arrangements for the screening and allocation of crimes for further investigation and these take into account vulnerability and risk.

The force carries out a proportionate, thorough and timely investigation into reported crimes, with senior level governance providing robust scrutiny.

The force makes sure that it follows national guidance / rules for deciding the outcome it gives for each report of crime.

The VSA work has been a current area of significant Victim Service focus including a process of self-assessment and service improvement led by Chief Superintendent Steve Heatley. This important work has informed policy/process change in respect of crime recording, review, allocation and finalisation with performance improvements aligned to these areas. Improvements have also been made with greater emphasis on the voice of the victim being represented in the judicial process through a drive to increase use of victim personal statements.

Survey Analyst being recruited

8. *'Improve satisfaction among victims, with a particular focus on victims of domestic abuse'* (measure 3.2) is one of the current measures for the victim driven operational priority which currently has 'No Grading. Satisfaction levels are currently based on a very small number of respondents to surveys that, at 6% makes their significance unreliable as a true indicator of performance. Significant work is underway to improve our programme of surveying engaging with victims consistently and through the most appropriate channels (e-mail; SMS; direct telephone contact) at the following points:

- Post-reporting a crime
- Post-closing a crime
- Listening post – an open channel for leaving feedback

This work will be supported with the recruitment of a survey analyst and will form part of a broader performance management framework providing improved insight to drive continuous improvement.

Survey delivery is subject of an ongoing tender process.

9. Domestic Abuse is a current area of high focus considerate to the prevalence of this crime type most notably aligned to the growing night-time economy in the City of London. The dedicated response to this area is delivered by the Public Protection Unit (PPU) with support from CID. Considerate to demand occurring largely between Thursday and Sunday, the PPU will be moving from a weekday to

7-day week availability and is currently subject of a change process that requires due notice to staff/officers of change to their operating hours. Additionally the Force is looking at resourcing in this area with a view to increasing by 5 Detective Constables, which represents a 50% increase.

10. Improving our response to domestic abuse has been greatly assisted through the delivery of a *DA Matters* programme with all frontline staff receiving training in this area of violent crime. Feedback received from students has been very positive with 92% of attendees stating that they feel this training will enable them to respond to victims of domestic violence and abuse in a more informed way. Full interim feedback is at **Appendix 'B'** that indicates the strong effect that this training will likely deliver. A six-month review has been scheduled into the programme to assess the impact of the training in an operational context that will also be informed by victim surveys.

11. Performance reporting in respect of understanding the demand/threat upon the Vulnerable has been improved with the delivery of a Vulnerability Dashboard that is an interactive solution delivered using Microsoft Power BI. Used to inform operational tasking and coordination it is also used to inform continuous improvement in supporting victims via the Local Vulnerability Action Plan and VAWG Strategic Delivery Plan.

Strand	FYTD		Frequency Change	% Change	FYTD 19/20		% Change	Previous Rolling 12 Months		Current Rolling 12 Months		Frequency Change	% Change
	21/22	22/23			19/20	Change		12 Months	12 Months				
Adult At Risk PPNS	332	344	12	4%	242	102	42%	644	772	128	20%	↑	
Child At risk PPNS	156	241	85	54%	150	91	61%	336	466	130	39%	↑	
Domestic Abuse Crime	47	81	34	72%	42	39	93%	102	214	112	110%	↑	
Hate Crime	64	65	1	2%	69	-4	-6%	110	173	63	57%	↑	
Mappa Nominals	2	4	2	100%	7	-3	-43%	4	4	0	0%	●	
Mental Health	435	471	36	8%	302	169	56%	849	1002	153	18%	↑	
Modern Slavery & Human Trafficking	2	0	-2	-100%	7	-7	-100%	7	0	-7	-100%	↓	
Prevent	5	3	-2	-40%	8	-5	-63%	10	8	-2	-20%	↓	
Stalking and Harassment	36	62	26	72%	49	13	27%	93	132	39	42%	↑	
Child Protection, CSE/A & Missing Children													
Child Abuse	16	15	-1	-6%	11	4	36%	33	30	-3	-9%	↓	
CSE	13	11	-2	-15%	6	5	83%	20	20	0	0%	●	
Missing Children	3	2	-1	-33%	6	-4	-67%	4	6	2	50%	↑	
Harmful Practices													
FGM	0	0	0		0	0		0	0	0			
Forced Marriage	0	1	1		0	1		0	1	1			
HBV	0	1	1		0	1		0	1	1			
Rape and Other Sexual Offences													
Other Sexual Offences	29	37	8	28%	33	4	12%	49	100	51	104%	↑	
Rape	8	16	8	100%	9	7	78%	17	35	18	106%	↑	
Suicides & Attempted Suicide													
Attempted Suicides	66	39	-27	-41%	56	-17	-30%	125	109	-16	-13%	↓	
Suicides	2	0	-2	-100%	3	-3	-100%	5	1	-4	-80%	↓	

Direction Symbols: ↑ Increase ↓ Decrease ● No Change  
 Direction Colours: Green - more than 10% decrease, Red - more than 10% increase, Orange - less than 10% increase or decrease

The above screenshot, taken at the time of writing is fed live data and provides an up to the minute overview of demand in this area with the capability to be interrogated by type and temporal analysis.

12. The measure (3.3) *Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention* is assessed in the Force Policing Plan performance as having 'No Grading' currently. This is due solely to the current absence of a data capture tool that is in development and will be resolved for future reporting. To assure Members, ALL children that come to police attention are supported and multi-agency safeguarding meetings are regularly held with appropriate partners to effectively manage and mitigate risk with aim of protecting children from harm.
13. The measure (3.5) *Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable* is an area that receives total scrutiny with the supervisors at the PPU reviewing each PPN to inform appropriate safeguarding. This, as with 3.3 above requires data development and solution to automate what is a good performance in this area of potential high harm.
14. **Cyber support to victims**; A significant area of growing criminality Nationally and Internationally. Of note in this area has been the longer-term security of funding to Cyber Griffin that is now working closely with the recently launched London Cyber Resilience Centre to build on the already strong suite of resources that have victims' at their heart of their four primary services:
  - **Baseline Briefings** – Non-technical intelligence led presentations designed equip attendees with key advice and guidance they need to protect themselves from the most prolific cyber offences today.
  - **Table-Top Exercise** – A scenario-based exercise designed to take teams through a series of increasingly complex cyber-attacks with the aim teaching them the value and key principles of effective cyber strategy.
  - **Incident Response Training** – A seminar for all staff involved in cyber incident response which teaches the police major incident response methodology in the context of cyber events.
  - **Cyber Capability Assessment** – A police led assessment of an organisations information security management (ISM) resulting in an advisory report detailing the organisations maturity broken down into a list of controls.

This catalogue of NCSC certified services is applied flexibility depending on the victim's needs. Using these, Cyber Griffin aim's is to provide long-term support to victims of cyber-crime and to instil sustainable resilience to any future cyber

criminality. Cyber Griffin engages with 100% of victims of cyber dependent criminality within the City of London.

### **Risk/Issues**

15. This is a significant priority for the City of London Corporation that already has significant investment directed in support of its victim focused objectives. The key issues of note are the requirements to invest in data science, surveying and analytical capability to maximise understanding and inform the most appropriate outcomes bespoke to the needs of Victims’.

### **Conclusion**

16. Read in conjunction with the first report to SPPC this update provides detail of what is currently offered and what is coming in this area of significant operational priority with a number of strategic deliverables, including a new Victim Strategy and delivery plan that will be completed over the next quarter. This approach will remain flexible to changes in Government policy (Victims Bill), local demand most importantly the bespoke needs of our Victims’.

### **Appendices:**

**Appendix ‘A’** – Report to February 2022 SPPC that provides detail on available Victim services in the CoL

**Appendix ‘B’** – City of London Interim Findings from DA Matters August 2022

### **Contact**

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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 12 <sup>th</sup> January 2022
<b>Subject:</b> Victim Services - Deep Dive	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police	<b>For Information</b>
<b>Report author:</b> Det. Supt. Richard Waight, Head of Investigation Services, Specialist Operations	

### Summary

The Chair of the Strategic Planning and Performance Committee has, at the next meeting scheduled a 'deep dive' in to the area of victim services. This report is to update Members on the current victim services delivered by the City of London Police (CoLP) supported by local authority, regional and National partners.

National focus in support of victims is particularly high at this time with significant steps being taken towards the introduction of a 'Victims' Law' that will build on the foundations provided by the Victims' code to substantially improve victims' experiences of the criminal justice system. This report will summarise this and the current process of consultation that the CoLP is engaged with.

Victims are a key priority in service delivery and span all aspects of policing response. This breadth of services will be summarised in the following areas that articulate the victim journey from initial reporting to judicial outcome.

- A. Initial contact and crime reporting
- B. Investigative phase
- C. Judicial process

Service summaries will include reference to bespoke victim services and those provided by officers and staff in the delivery of their respective roles. The report will also provide oversight of strategic governance, compliance with the Victim Codes of Practice and current performance level in respect of victim/public confidence and satisfaction.

### Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. **National perspective**; “Every year, one in five people in our country will become the victim of a crime. Some will be bewildered by what’s happened to them. Others will be left picking up the pieces of their lives. All victims should feel confident to pursue justice. We have a moral duty to protect these victims of crime. It is the right thing to do.”<sup>1</sup> Government ambition is to improve the service and support that victims receive – from the moment a crime is committed through to their experience in the courtroom.
  
2. **The Government plan** for delivering a “world-class service to victims” has five critical elements:
  - Amplify victims’ voices in the criminal justice process
  - Increase the transparency of the performance of our criminal justice agencies
  - Make sure that there are clear lines of accountability for when victims do not receive the right level of service
  - Support victims to rebuild their lives through accessible and professional services, and ensure that criminals pay more to support these
  - Ensure there are better tools to protect victims and prosecute culprits

This plan will deliver against a ‘Victims’ Bill’ that will build on the foundation of the Victims’ Code with the aim of substantially improving victims’ experience of the criminal justice system. The intention is to place a number of key principles from the code in to primary legislation with a clear signal to all relevant agencies that they must comply with delivering it. The proposed principles (subject of live consultation at time of writing) are<sup>1</sup>

- **ensuring victims are informed** – to ensure that victims can fully understand the criminal justice process, criminal justice agencies must pay due consideration to providing victims with the information they need throughout the entirety of their case, from reporting through to post-conviction
- **ensuring victims are supported** – although victims do not have to report a crime to access support, when they do, the Code stipulates that victims must be referred to a service that helps them cope and recover, supported during their journey at court, and assessed as to whether they need any specialised assistance, such as eligibility for special measures

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<sup>1</sup> Delivering justice for victims – A consultation on improving victims’ experiences of the justice system December 2021

- **ensuring victims have their voices heard** – victims must have their voices heard in the criminal justice process and be offered the opportunity to make a Victim Personal Statement to explain how the crime has had an impact on them
- **Victims’ right to review** – victims must be able to challenge decisions that directly impact them, and the Code specifies that they have the right to ask for a review under the National Police Chiefs’ Council or CPS Victims’ Right to Review Schemes, which allow complainants to request a review of certain decisions not to pursue a prosecution or to stop a prosecution

3. **Existing expectations for victims: the Code;** The Victims’ Code<sup>2</sup> sets out the legitimate expectations for all victims of crime. The code centres around twelve key rights that victims have and requires specified agencies, including the police to deliver services that support these rights that are listed below:

- To be able to understand and be understood.
- To have details of the crime recorded without unjustified delay
- To be provided with information when reporting the crime
- To be referred to services that support victims and have services and support tailored to your needs.
- To be provided with information about compensation
- To be provided with information about the investigation and prosecution
- To make a victim personal statement
- To be given information about the trial, trial process and role as a witness
- To be given information about the outcome of a case and any appeals
- To be paid expenses and have property returned
- To be given information about the offender following a conviction
- To make a complaint about your rights not being met

4. **National context of harm;** At its highest the impact of harm can be seen in many cases and notably in the tragic murder of Sarah Everard. Trust and confidence in policing, and in particular linked to the loss of Sarah Everard has reduced. The National focus on Violence Against Women and Girls (VAWG) is fully supported by the CoLP who are working closely with the National Police Chiefs Council, City of London Corporation (CoLC), our partnerships, our communities and our workforce to develop a comprehensive action plan that rebuilds the trust and confidence internally and externally. This victim/public focused work has a local structure and governance. The related strategy has already been presented to PAB.

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<sup>2</sup> Victims’ Code – GOV.UK (April 2021), [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/974376/victims-code-2020.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/974376/victims-code-2020.pdf)

5. **Lead force context;** The City of London (CoL) has a relatively low volume of crime and as such victim numbers are likewise low compared to other forces. That said the CoLP have significant lead force responsibilities for fraud, cyber and economic crime, and the delivery of services associated with these crime types attracts significant volumes of victims across the UK and globally. Victim services are delivered proportionate to demand with areas of high volume having bespoke teams supporting victims. Examples of bespoke teams include; a) the Economic Crime Victim Care Unit (ECVCU) who provide victim support services aligned to the Action Fraud (AF) fraud and cyber reporting service; and b) the Victim Contact Unit (VCU) that support National Lead Fraud Investigations that currently have an average of 144 victims per operation.
6. **Local high harm victims;** Additional to the high harm linked to our economic crime (that also, in the main represents our serious organised crime demand) is the harm associated with the management of sexual offences and violent offenders. This is an area that received some scrutiny in the 'Vulnerability deep dive'. The majority of victims in this area are also non-City resident who are either visiting or working within the CoL. Through close partnership working with surrounding Metropolitan boroughs, County Forces, the CoLC 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 multi-agency safeguarding meetings that are embedded within CoLP/CoLC 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. This activity is governed via local, regional and national strategic governance arrangements. This is further complemented through close working with the London Victim and Witness service to offer support and signpost specialist services to victims of crime.
7. **Investigator responsibilities;** Officers and police staff in the course of investigations deliver against the VCOP and signpost victim services as appropriate. There are specialist victim services provided by the Victim Care Unit and the Cyber Crime Unit, alongside the Public Protection Unit (PPU) who 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. FLOs
8. **Victim location;** Additional to the lead force context, the demographic of victims in the CoL is also a largely transient one due to their being, in the main, a mix of commuter, tourist and leisure/night-time economy visitors. This can present additional challenges due to victim proximity to the CoL when maintaining contact. Also, as presented during the Vulnerability 'deep dive' mitigation of these challenges is supported by cross border and cross agency collaboration.

9. **Future developments;** In line with HMG objectives around the Victims Bill work locally is underway to review how we deliver victim services. This includes delivery of the agreed (Transform Programme) implementation of two roles; a) Victim service manager; and b) Victim service coordinator. The introduction of these roles will ensure a consistency of approach to victim services, ensure victim services are at the forefront of any strategic policy, manage performance, maximise shared learning and ensure every victim contact matters.
10. **Other key role of note;** CoLC fund the Vulnerable Victim Advocate (VVA) post 2 days a week, with the remaining 3 days a week currently funded for 12 months through 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 are taking place to ensure permanent funding remains in place for the VVA role.
11. **Priority and application;** The CoLP place victim services at the centre of all police activity. Victim services in this report will be summarised and aligned to the following strands of operation:
  - Governance, performance and continuous improvement
  - Initial reporting, assessment and allocation
  - Response, including investigation, victim management and judicial process

## **Current Position**

### **Governance, performance and continuous improvement**

12. Senior oversight of performance is maintained via the CoLP Performance Management Group (PMG) with delegated responsibility to the Crime Standards Board (CSB) who monitor and manage the Force response in support of the Victim Code of Practice (VCOP). Managers receive monthly reporting to aid their monitoring of VCOP compliance. A crime scrutiny group also operates and is tasked by the CSB to assist with more qualitative assessment of areas that require a deep dive to assist continuous improvement in this key area.
13. **Crime Scrutiny Group;** A monthly group that reviews investigations on a pre-determined theme (directed by CSB) that includes an assessment of VCOP compliance. Their work is supported by monthly performance information from the Performance Information Unit (PIU) that is used to identify compliance issue

14. There are specific guidelines on the management of vulnerable victims that are governed by management of vulnerable victims is documented in the November 2021 vulnerability report.
15. Operational prioritisation is also made considerate to victim impact/harm. Senior governance for operational decisions is maintained by the monthly Tactical Tasking and Coordination Group (TTCG) who ensure appropriate operational delivery cognisant of threat, harm and risk and current demand. Risk associated with victim services are recorded on the force risk register and managed inline with force risk governance structure
16. A key tool in support of performance monitoring and management are Victim Satisfaction Surveys. They are used to improve our understanding of needs of the public and are an indicator as to whether the Force is meeting victim expectations. These statistics are reported to the PAB and considered against the achievement of our policing plan objectives. They are an important barometer of victim/public satisfaction/confidence that aids the delivery of quality services by feeding organisational learning that drives continuous improvement. The insight gained can typically be used to inform 'Integrity and Standards' and 'Equality and Inclusion' boards; potentially revealing discriminatory practices, processes or system based bias.
17. **Victim Satisfaction performance;** A statutory reporting measure, it is a key measure within the new National Crime and Policing Priorities, and the forthcoming Policing Plan 2022/23. Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) also provide a periodic layer of scrutiny for VCOP compliance and service delivery. The current Policing Plan 2021/22 performance measure is currently (Q2) 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>

18. CoLP is typically achieving a 10% response rate to the current victim of crime survey; 789 text message requests have been successfully delivered since November 2020 and the Force received 78 responses. All measures have 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; both in service standards at point of contact and during subsequent updates.

19. A change to the statutory duty to conduct the Victim Survey occurred in 2017 shifting expectations by the Home Office and HMICFRS towards gaining a deeper insight led understanding of the victim journey. A change in survey design at this time was hampered by the Force being locked into an existing contractual agreement; with amendment fees which made substantial change unaffordable.
20. The Force was also concerned over a perception of limited response rates vs value for money and the increasing forecast of costs; for continuing to conduct telephone based surveys. The Force would typically experience a response rate of 15.5 % (2017/18) to 18% (2018/19); at an annual cost of £45k.
21. As a result of the PMG action and review the Force moved to the current SMS text based service; delivered by an external company (Esendex). The Force also engaged a second partner to deliver a Domestic Violence and Abuse Survey; largely as the requirement arose out of sync with the commissioning of the Victim Satisfaction contract (Snap Surveys).
22. The Force is striving to improve response rates and to date has not developed a universal communication strategy for surveying. The communication events to date have been survey specific and time limited due to resource constraints. The investment in a dedicated post would provide support to ensure a communications effort was underway (and tracked) throughout the reporting year; rather than for a few short weeks ahead at the end of the year as was recently necessary for delivery of the Community Survey.
23. A wider adoption of other communication channels, both private and public sector; has led to improved engagement with hard to reach groups. The annual communication strategy should include proactive scheduled use of ward meetings, Dedicated Ward Officers, KINs and the Corporation's access to the business community. The Force has the option to make greater use of SMS mobile messaging, Internet site Pop-Ups, QR Codes at Force and CoL public locations and the digital media boards; as well as routinely integrating survey links into the Force's publications. To date efforts to implement these options have been hampered by an absence of available professional resource; rather than a lack of Force innovation.
24. The Force's focus on placing the victim at the heart of its service approach will raise demand for improved survey services. This aligns well with the renewed focus on victims and vulnerable victims being demonstrated by government. A deep dive into victim services is expected by the Police Authority early in 2022.
25. The Force's delivery of the DVA Survey has a dependency on the maintaining of funding for the Vulnerable Victims Advisor; who conducts the DVA survey questioning on behalf of PIU.
26. There is an opportunity to use the ward panels and meetings to improve general survey uptake; and a measure to support this approach is being proposed in the forthcoming Policing Plan (Draft) 2022/23.

27. Further Policing Plan (Draft) survey measures in development : a proposal to survey the business community in order to understand their perceptions of the Force's efforts to effectively manage return to normality following large scale public order incidents, impact of testing and exercising events and some counter terrorism measures.

### **Initial reporting, assessment and allocation**

28. All officers and police staff have a responsibility to ensure that every victim contact matters. Every interaction with a victim is part of the holistic service the CoLP offer. Victim contact takes many forms:

- Interaction in the street and face to face reporting
- On-line reporting
- Phone reporting
- Trans crime into the FRC
- Action fraud

The victim code of conduct is followed in these interactions.

29. The next stage following crime reporting is crime assessment which involves significant interaction with the victim. The force has two distinct functions to carry out crime assessment; the National Fraud Intelligence Bureau/VCU and The Force Resolution Centre. The initial ? of the Victim Code of Conduct are met during this process.

30. **Force Resolution Centre;** The Force Resolution Centre (FRC) is a dedicated function servicing crime reporting and allocation across the CoLP (excluding NLF matters that are dealt with by the Lead Force Ops Room). Specialist resources provide the city of London with a clear victim focused approach to investigation, beginning with a transparent crime screening policy. Victims are at the heart of this process using the THRIVE+ methodology, which aligns to the Code of Ethics and National Decision Making Model enabling the CoLP to respond appropriate to the level of harm.

31. Each crime reported is subject to an initial assessment in accordance with the National crime recording standards to establish if an offence has been committed. The victim is at the centre of this assessment and FRC staff will:

- Ensure compliance with Victims Code of Practice (VCOP) - to include completing the victim contact management section on any crimes they add to NICHE and ensuring the completion of this section on any other crimes.
- Conduct an assessment for the tasking of enhanced victim support, and provide assistance and guidance to victims and witnesses of crime where enhanced victim support is not required.
- Provide assistance and guidance to victims and witnesses of crime through referral to Victim Support or the Vulnerable Victim Advocate where required.

32. The principals of the victim code are applied to all assessments and at this point a determination is made as to whether a victim is vulnerable or repeated. If yes, enhanced support will be provided.

- A person is considered vulnerable if as a result of their situation or circumstances, they are unable to take care of or protect themselves, or others, from harm or exploitation
- A victim is to be treated as a repeat victim if they have been subjected to the same or similar offence in the past 12 months. Whilst this should necessitate action in respect of safeguarding/reassurance/support it does not automatically mean the crime should be allocated for further investigation if it fails to meet the allocation threshold (whether mandatory or assessed).

33. When considering the status of a victim and whether there are any additional factors that will indicate that the crime should be allocated for investigation, special consideration should be given to the following:

- Where the victim has suffered substantial loss – this could include an elderly victim who has had something of low monetary value (e.g. pension) stolen where this is their sole source of income or where the loss is significant for another reason (e.g. sentimental rather than monetary)
- Where the victim is a public servant and the offence was committed whilst they were acting in the course of their duty

### **Response, including investigation, victim management and judicial process**

34. **Victim management by investigators;** When a case is assigned to an officer the officer makes contact with the victim and discusses their needs for example how often the victim requires an update and specific support or signposting as required. It is the responsibility of the officer to continue that service covering areas as follows:

- Would they like to engage with our service and if so establish the areas in which support is needed.
- If possible give support advice for relevant agencies such as Victim Support, City Advice or Toynbee Hall over the phone.
- If they would like us to contact these services on their behalf then we would collate all the information needed and make the referral by contacting the agency requested directly.
- We would end the call by explaining what we will now do going forward and ensure they have our contact details for any future support or advice.

All victim contacts must be recorded on Niche.

35. **Victim Contact Unit (VCU)**; part of the National Lead Force response to Fraud. It is structured with three Victim Care Reviewers and managed by one Victim Care Manager. The VCU support Victims emotionally and practically whether they are located within the City of London or elsewhere in the Country or World as part of the National Lead Force Investigations. The VCU are an important team who ensure all rights under the Victims Code of Practice are being achieved to a high standard throughout City of London Police Fraud Investigations.

Currently the VCU manage 4325 Victims across 30 Operations (internal and external), broken down as follows:

- 593 Victims for Victim care only from external Organisations and Police Forces with no Investigation by CoLP.
- 3732 Victims which are Victims of National Lead Force (NLF) Investigations conducted by CoLP.

In addition the VCU receive weekly lists from the National Fraud Intelligence Bureau (NFIB). These are lists of City Victims who have reported to Action Fraud which can include both individuals residing in the City of London and Organisations which are based here. In the 2020 calendar year they received 39 spreadsheets with 1216 victims reports on and so far in the 2021 year this has been 45 spreadsheets received and 26,023 reports made. This is not representative of separate victim reports as some Organisations include bulk uploads on these reports. The support in which we offer these Victims has been detailed below.

36. **Victim Support**; The London victim and witness service provides victim support. The volume crime service receives a daily automatic transfer of victims that have requested to be referred to victim support. This service provides support and sign posting to all victims throughout the duration of their case.

37. **Economic Crime Victim Care Unit (ECVCU)**; As a direct result of the success of the pan-London Action Fraud Economic Crime Victim Care Unit (ECVCU), the Home Office provided funding to roll-out the Action Fraud National Fraud Economic Crime Victim Care (NECVCU) in areas outside London with potential to extend the service across England and Wales.

The original aim was to roll out NECVCU to all 43 forces in the England and Wales for Level 1 (non-vulnerable victims) with a further aim to roll-out to all forces at Level 2 (vulnerable victims) once further funding is approved. Six forces receive Level 1 and Level 2 service, these are the initial pilot forces. Fourteen forces, in addition to the pilot forces, now receive the Level 1 service, which is an overall total of twenty. Six forces have intimated they do not want the NECVCU service, so currently we are now seeking to bring a total of 37 forces into the Level 1 service.

38. **Domestic Abuse (DA)**; 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 gathering and prosecutions. This has been shared nationally as best practice.

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

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.

**39. Sexual Violence;** 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.

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.

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.

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

40. **Mental Health;** Mental Health and Suicide is a 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.

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.

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.

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.

41. **Cyber support to victims;** Cyber Griffin leads the CoLP Police's victim care in the area of cyber criminality. The programme offers four primary services designed to support individuals and organisations who have been a victim of cyber criminality:

- **Baseline Briefings** – Non-technical intelligence led presentations designed equip attendees with key advice and guidance they need to protect themselves from the most prolific cyber offences today.
- **Table Top Exercise** – A scenario based exercise designed to take teams through a series of increasingly complex cyber-attacks with the aim teaching them the value and key principles of effective cyber strategy.
- **Incident Response Training** – A seminar for all staff involved in cyber incident response which teaches the police major incident response methodology in the context of cyber events.
- **Cyber Capability Assessment** – A police led assessment of an organisations information security management (ISM) resulting in an advisory report detailing the organisations maturity broken down into a list of controls.

This catalogue of NCSC certified services can be applied flexibly depending on the victim's needs. Using these, Cyber Griffin aims to provide long-term support to victims of cyber-crime and to instil sustainable resilience to any future cyber criminality. Cyber Griffin engages with 100% of victims of cyber dependent criminality within the City of London.

**42. Victims right to review a police decision;** If the police or Crown Prosecution Service (CPS) decide not to prosecute the suspect the Victim has a right to be told within five working days. They should be informed of the following:

- Reasons for the decision
- How they can get further information
- How to seek a review and make representation under the National Police Chief's Council or the CPS Victims right to review scheme
- How to be referred to support services

**43. Call Blocker Project;** The Fraud Operations VCU successfully bid and received funding for one-hundred Call Blocker Units from the supplier TrueCall. These Units are highly effective at blocking scam and nuisance calls which come through to individuals/victims phone lines and have been proven to increase the wellbeing of individuals when installed. These Units are recognised and used by Trading Standards Teams across the Country and the National Scams Prevention Team. The City of London Police Force now have this capability for residents within the square mile.

The VCU have worked alongside the Corporation of London, Corporate Communications, City of London Trading Standards and the Dedicated Force Ward Officers to ensure this new capability within the Force and City is becoming well known and available to those residents in need.

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## City of London Police Force DA Matters – First Responders Overview August 2022

68 respondents

Average age: 37.6 years old

Male: 66%

Female: 34%

White British: 72.1%

Total Black, Asian and racially minoritised: 8.8%

Average years of service: 12.7 years

**Below figures are % of respondents who say they have a 'Very' or 'Extremely' good understanding of the area of learning.**

**1. Understanding of the tactics perpetrators of domestic abuse demonstrate when they are coercively controlling their victim**

Before training: 28%

After training: 99%

**2. Understanding of the stages of coercive control and abuse experience, and therefore why they appear to not always support police action**

Before training: 22%

After training: 97%

**3. Understanding of the tactics perpetrators use to keep their victim(s) in a relationship and prevent them from leaving**

Before training: 31%

After training: 96%

**4. Knowledge of the types of questions that would encourage a victim of coercive control to disclose their experiences to you as a police responder**

Before training: 21%

After training: 92%

**5. Recognise the impact that domestic abuse and coercive control has on children, whether they experience it directly or indirectly**

Before training: 40%

After training: 87%

**6. Knowledge of how it is best to record domestic abuse on police records; ensuring perpetrators of abuse are held accountable for their behaviour and victim blaming identified as unacceptable**

Before training: 41%

After training: 85%

**7. Understanding of how as a police responder you can gather evidence, and offer safeguarding advice (taking into account the victims existing safety plans already in operation)**

Before training: 47%

After training: 91%

**8. Understanding of the three distinct types of relationship abuse, (intimate terrorism/coercive control, situation couple violence, violent resistance) and how to identify and respond to perpetrators who are presenting as victims**

Before training: 10%

After training: 91%

**9. Understand the link between coercive control and stalking and harassment**

Before training: 29%

After training: 82%

**10. Understanding of the tactics perpetrators of domestic abuse can use to try to manipulate police responders**

Before training: 34%

After training: 90%

**11. Do you feel the learning from today's course will change the way in which you perform your role?**

After training: 84%

**12. Do you feel this training will enable you to respond to victims of domestic violence and abuse in a more informed way?**

After training: 92%

**13. On a scale of 1-10 how likely is it that you would recommend the training to a colleague? (not likely 0<10 extremely)**

8 or higher: 94%

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