



## Strategic Planning & Performance (Police) Committee

**Date:** THURSDAY, 17 NOVEMBER 2022  
**Time:** 10.00 am  
**Venue:** COMMITTEE ROOMS, GUILDHALL, LONDON, EC2V 7HH

**Members:** Tijds Broeke (Chair)  
Andrew Lentin (Deputy Chairman)  
Caroline Addy  
Munsur Ali  
Deborah Oliver  
Alderman Timothy Hailes  
Deputy James Thomson  
Helen Fentimen  
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/kAugkoxsfN8>

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

**John Barradell**  
Town Clerk

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting of the Strategic Planning and Performance Committee held on 5th 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. **HMICFRS UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 13 - 56)

6. **CITY OF LONDON POLICE - POLICING PLAN 2022-25- ANNUAL REFRESH 2023-24**

Report of the Commissioner.

**For Information**  
(Pages 57 - 96)

7. **Q2 POLICING PLAN PERFORMANCE 22-23 PLUS APPENDED PERFORMANCE FRAMEWORK**

Report of the Commissioner.

**For Information**  
(Pages 97 - 122)

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

Report of the Commissioner.

**For Information**

(Pages 123 - 132)

**9. VICTIM SERVICES UPDATE (DEEP DIVE)**

Report of the Commissioner.

**For Information**  
(Pages 133 - 160)

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

Report of the Commissioner.

**For Information**  
(Pages 161 - 168)

**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 5th of May 2022.

**For Decision**  
(Pages 169 - 170)

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

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

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## STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE

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 Sub-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 Sub-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 Sub-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 Sub-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 Performance & Planning Committee	<b>Dated:</b> 17 November 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 100-22	<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. The September meeting of this Committee was cancelled owing to the national period of mourning for HM Queen Elizabeth.

Members may like to be aware that the HMICFRS are physically in Force from Monday 7 November, interviewing a cross-section of officers and staff over the course of a month (up until 6 December), as part of the inspectorate’s routine police efficiency, effectiveness and legitimacy (PEEL) programme, which assesses all 43 police forces against these national standards.

### HMICFRS Inspections

Since the last meeting in May 2022, there has been an intense period of inspections. During this period, Chief Superintendent Steve Heatley was appointed as Lead on Inspections and Improvement on 19 September, reporting into AC Betts, to provide additional capacity to manage the strategic workload in this area. 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 Cdr Khan scheduled for 25 August)	1 week	No
Stop & Search-Remote – Body Worn Video Review	Commenced 25 July (ongoing)	Ongoing	No

<b>Name</b>	<b>Date</b>	<b>Duration</b>	<b>Re-inspection?</b>
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
Managing Offenders (PEEL, Q7)	10 <sup>th</sup> – 12 <sup>th</sup> and 19 <sup>th</sup> October	2 days	No
Managing Suspects and Offenders (PEEL, Q7.2)	3 <sup>rd</sup> & 4 <sup>th</sup> November	2 days	No
Efficiency (PEEL, Q12)	21 <sup>st</sup> – 24 <sup>th</sup> November	Unknown	No
Thematic inspection of police capability and capacity to vet and monitor officers and staff (national inspection)	3 <sup>rd</sup> October	1 week	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's appendix details progress against the recommendations from all live inspection action plans.

### HMICFRS Publications

In addition, this report sets out an overview of recent HMICFRS publications including:

- City of London Police's Child Protection Re-Inspection
- Thematic national inspection on vetting, misconduct and misogyny in the police service

### **Recommendation**

Members are asked to:

- Note the report and appendix.

## 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. Members will recall that the September meeting of this Committee was cancelled owing to the national mourning period for HM Queen Elizabeth.

### Current Position

#### PEEL Inspection, 7 November – 6 December

2. The HMICFRS are physically in Force from Monday 7 November, interviewing a cross-section of officers and staff over the course of a month (up until 6 December), as part of the inspectorate's routine police efficiency, effectiveness and legitimacy (PEEL) programme, which assesses all 43 police forces against these national standards.
3. Prior to the inspection formally starting, the Chief Officer Team were required to give HMI Matt Parr and his colleagues a Strategic Briefing of the City of London Police covering the 12 questions in the [PEEL Assessment Framework](#). This took place on Tuesday 1<sup>st</sup> November. Further pre-inspection activity for PEEL has also taken place by HMICFRS since the May Committee which can be found in paragraph 6 of this report.
4. In the first week (w/c 7<sup>th</sup> November), three inspection teams will focus on stop and search, response, volume crime, force resolution centre and command and control. In the second week (w/c 14<sup>th</sup> November), five inspection teams will focus on public protection, sector policing, vulnerability, offender management and custody. In the third week (w/c 21<sup>st</sup> November), the focus will be on efficiency and business planning of the Force. There is no scheduled activity taking place in the 4<sup>th</sup> week, but this might change if the inspectors require further follow up interviews, focus groups or reality testing sessions.
5. The expected publication date of the Force's PEEL inspection is due to take place on w/c 6<sup>th</sup> March 2023.

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

6. There have been eight 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.

d. PEEL Q3, Q4, Q5

Prevention and Deterrence, Responding to the Public & Investigations (PEEL Q3, Q4, Q5) 5-9 September 2022.

e. PEEL Q7

The City of London Police is being inspected on its management of suspects and offenders (Q7.2 of PEEL) on 3<sup>rd</sup> and 4<sup>th</sup> November 2022.

f. 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 was inspected in the area of police capability and capacity to vet and monitor officers and staff. This took place on the 3<sup>rd</sup> October for one week.

#### HMICFRS Publication Reports: Child Protection Re-Inspection

7. 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](#).
8. 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<sup>1</sup> risk management plans; and
  - Make sure appropriate adults arrive in time to support detained children.
9. Work is progressing in a number of key areas for the above. The actions detailed in the appendix following the recommendations from HMICFRS are being managed by Specialist Ops and are regularly reported into monthly HMICFRS meetings and Audit and Assurance meetings both chaired by AC Betts.

#### HMICFRS Publication Reports: Thematic Inspection on vetting, misconduct and misogyny in the police service

10. Members will be aware of the [thematic report](#) that was published on 1 November concerning vetting, misconduct and misogyny in the police service.
11. Whilst the City of London Police were not one of the Forces inspected as part of this report, the Force have set up an internal working group to look carefully at the findings in this report and review our own work in light of the recommendations. Once this review has been carried out, we will provide an update to the Professional Standards and Integrity Committee and the Police Authority Board.

#### Current Status of HMICFRS Recommendations

12. A detailed overview of the progress on each of the live (open) HMICFRS recommendations can be found in Appendix A of this report.
13. The process for capturing HMICFRS recommendations has been revised and is now in a digitalised format to enable the Force to:

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<sup>1</sup> [Sexual or Violent Offender Manager \(MOSOVO\) - College of Policing](#)

- 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.

14. Members were informed at the last meeting of new iterative process to report on the Force's green status recommendation to HMICFRS:

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

16. Current recommendation status:

- 0 red recommendations
- 26 amber recommendations detailed in the table at Appendix A.
- 25 green recommendations (pending HMICFRS sign off).

### **Corporate & Strategic Implications**

17. 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**

18. This report sets out details around the HMICFRS inspections that have taken place since May 2022, and the current status of HMICFRS recommendations, and highlights the current PEEL inspection.

### **Appendices**

- Appendix A – HMICFRS Report Recommendations

### **Emma Cunnington**

Head of Strategic Development

E: [emma.cunnington@cityoflondon.police.uk](mailto:emma.cunnington@cityoflondon.police.uk)

## 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.

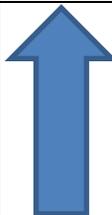
## National child protection inspection post-inspection review

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 Nov?	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		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.	Head of L&OD	Amber: re-inspection report published May, but work to meet recommendations started in	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		understanding their perspectives to improve safeguarding activities that deliver better outcomes for those children.			A one-day training package that focuses on vulnerability in children has been delivered to over 1000 police officers and staff. 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.		February once draft report was 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)	Nov 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</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 Nov?	Direction of Travel
					<p>to MPS ( Op Jigsaw) officers that they must complete a partner record on the relevant system ( VISOR) which is shared with the City 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</li> </ul>		2020 (based on HMICFRS original child protection inspection report)	<p>Nov 2022: The following actions are being undertaken in this area:</p> <ol style="list-style-type: none"> <li>Review of existing practices to consider if documentation regarding supervision is sufficient/</li> <li>Ensure control staff have a full understanding of the warning flags available in CAD (Computer Aided Despatch)</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	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		frontline responders to follow force policy – for example, to turn on body-worn video cameras when attending domestic abuse incidents.			3. CAD and Niche/Pronto (Force Crime and Incident recording system) will define which 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)		tasks have been set to make sure the force meets the recommendations.	
Amber	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)	Nov 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.	
Amber	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.		2020 (based on HMICFRS original child protection inspection report)	Nov 22: The Force is reviewing its processes to ensure timely contact and arrival of AAs to support detained children. A meeting is being held with the contract provider for this service to ensure the contract is fit for purpose.	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	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
							set to make sure the force meets 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 Nov?	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 MAPPA 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 MAPPA 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 MAPPA fits with other multi-agency forums, such as Integrated Offender	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 Nov?	Direction of Travel
		Management and Multi-Agency Risk Assessment Conferences (MARACs).						
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 Nov?	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>Nov 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.	

<b>Amber</b>	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.	<b>May-22</b>	No dates set by HMICFRS	Nov 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.	
<b>Amber</b>	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.	<b>May-22</b>	No dates set by HMICFRS	Nov 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 Nov?	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>Nov 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>Nov 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 Nov?	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)	Nov 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 Nov?	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)	Nov 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)	Nov 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 Nov?	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)	Nov 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 Nov?	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)	March 2022 Update: <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 Nov?	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 Nov?	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.	2022- <b>this relies on a number of partners.</b>	Mar-22 (HMICFRS report)	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 Nov?	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.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
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 central role in shaping the support offered.		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	
Amber	3	<u>Recommendation</u> Police forces should collect data to record the different stages when, and reasons why, a victim may withdraw	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</li> </ul>	Head of CJS Services and FCR	Amber – templates are ready to go to the Niche	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		support for a case. The Home Office should review the available outcome codes so that the data gathered can help target necessary remedial action and improve victim care.			<p>Worn Video (BWV) where able is within the force SOP.</p> <ul style="list-style-type: none"> <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>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>		regional team for sign off in May.	
<b>Green pending HMICFRS sign off</b>	4	Immediately, police forces and CPS areas should work together at a local level to prioritise action to improve the effectiveness of case strategies and action plans, with rigorous target and review dates and a clear escalation and performance management process. The		October 2021	•	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 Nov?	Direction of Travel
		NPCC lead for adult sexual offences and the CPS lead should provide a national framework to help embed this activity.						
Green – pending HMICFRS sign off	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 Nov?	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 Nov?	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 Nov?	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	

		<p>footage to identify and disseminate learning and hold officers to account when behaviour falls below acceptable standards; and</p> <ul style="list-style-type: none"> <li>provide external scrutiny panel members with access to samples of body-worn video footage showing stop and search encounters and use of force incidents, taking account of the safeguards in the College of Policing's Authorised Professional Practice.</li> </ul>						
<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 Nov?	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 Nov?	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 Nov?	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 Nov?	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)	<ul style="list-style-type: none"> <li>Improvements in VCOP compliance are being undertaken with further detailed scrutiny, new Niche templates for Victim letters and referrals via Victim Needs Assessments.</li> <li>Vulnerable victims are referred to the vulnerable victim advocate who provide support. The force has one vulnerable victim advocate with another being trained at present. The force has good relationship with other forces and is an active part of the joint City and Hackney partnership in terms of both vulnerable adults and children and a wealth of</li> </ul>	DCI Head of Major Crime	Green – pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	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>specialist services are available through this partnership in terms of needs. The force participate in a number of focus meetings such as the recent one on the cost of living crisis.</p> <ul style="list-style-type: none"> <li>• “DA” abuse Survey review to include stalking and more general vulnerable victims within the DA survey. On a wider victim perspective, Uplands Software (Rant &amp; Rave) the New CoLP survey platform will increase our response rate for Victim Satisfaction as well as our Community survey with Text Message and email will make this more accessible for people to take part, the community survey in particular plans to have QR codes for people who come into the City to take part in, options we are considering are posters, social media campaigns to try and increase the response rates and make it more representative. This will collect reliable data which we can use to drive service improvements across the business.</li> <li>• 2 detailed SOP’s (standard operating procedures) provide guidance to staff on how to manage both adults and children that are vulnerable through a variety of factors.</li> </ul>			

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
					<ul style="list-style-type: none"> <li>All PPN's (Public protection Notices ) reviewed by a supervisor in a virtual MASH within the PPU and progressed with the relevant services, often the individual are the responsibility of external social services as there are low numbers of residents within the City.</li> <li>A Victim service coordinator and strategic manager are currently being recruited under the Serious and Complex DCI. The purpose of these roles are to champion the victim in all City processes, governance, consistency and progression in this area. The coordinator is at interview stage.</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) Within three months, chief constables should ensure that adult safeguarding referrals are always made when appropriate, with effective</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 Nov?	Direction of Travel
		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>					<b>Green – pending HMICFRS sign off</b>	
<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>					<b>Green – pending HMICFRS sign off</b>	

		<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>						
Amber	8	<p><u>Recommendation</u> Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the national minimum standard of response to victims of hate crime inconsistently.</p> <ul style="list-style-type: none"> <li>We recommend that, within six months, the NPCC lead for hate crime works with the College of Policing to review the operational guidance about the minimum standard of response to establish if it is still</li> </ul>	March 22 - aligned to PEEL 2018/19 (Rec 2) as above	Dec-19 (HMICFRS report)	<p>Task [4] 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>	

<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 17 November 2022
<b>Subject:</b> City of London Police – Policing Plan 2022-25-Annual Refresh 2023-24	<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:</b> Commissioner of Police Pol 98-22	<b>For Information</b>
<b>Report author:</b> Emma Cunnington, Head of Strategic Development	

## Summary

This report outlines the proposed approach to refreshing the current City of London Policing Plan 2022-25.

An annual refresh is required to ensure the plan is current and relevant and continues to address national and local policing priorities.

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. Members will recall that the Force and Police Authority published a new Policing Plan for 2022-2025 on the 1<sup>st</sup> April 2022.<sup>1</sup> This was following a very comprehensive review of the plan and all priorities in line with the appointment of the new Commissioner of Police and Chief Officer Team in January 2022.
2. The Policing Plan is refreshed annually to ensure that it is current and takes account of any necessary changes including for example, changes to national priorities, national and local threats or crime trends, risk, budget and other organisational changes.

<sup>1</sup> [city-of-london-policing-plan-2022-2025.pdf](https://www.cityoflondon.police.uk/city-of-london-policing-plan-2022-2025.pdf) (cityoflondon.police.uk)

## Current Position

3. The Plan, attached at Appendix A for reference, has been reviewed by the Head of Strategic Development.
4. A number of updates and amendments, as detailed below are recommended:
  - P1&2- Refresh of the Chair's and Commissioner's Foreword
  - P5- Our Area- Refresh of City overview statistics. Performance Highlights refresh to show 2022-23 highlights (Platinum Jubilee, HM Queens Funeral (Op London Bridge); World Cup 2022)
  - P6 & 7- Update to reflect policing challenges/ focus in 2022-23 including, reduced focus on Covid-19 pandemic, Police Uplift Programme, Destination City, increase in protest.
  - P8 & 9- Listening to our Communities-Update Drivers to include impact of any new legislation; update with any more recent Community Survey outcomes and 'in year' local needs ( from City Resident meetings, Cluster Panels etc)
  - P10- Include details on NPCC Race Action Plan and CoLP involvement
  - PP15-21- Operational Priorities- Review and amend as necessary to reflect any changes in context/ performance measures and Include impact of Destination City
  - P22-26- Organisational Priorities- Review and amend as necessary to reflect changes in context, workstreams and performance measures. Include references to Corporate Services Review, Youth IASG and update workforce and budget information.
  - P27- Audit and Inspection- reference PEEL inspection 2022 (if results available before publication of refreshed Policing Plan these can be included); review measures to ensure current and relevant.
  - P30- Review and refresh in line with Capital projects re-prioritisation exercise
  - P31- Working Collaboratively-Review and refresh to include development of activity with stakeholder engagement.
  - General review and refresh of photography to update.

## Timeline

5. The following timeline has been agreed with the Commissioner and the Police Authority Team:
  - 17<sup>th</sup> November -Strategic Planning & Performance Committee- Outline of Proposed Refresh and take any thoughts /comments/ feedback from Members
  - 12<sup>th</sup> December- Policing Plan Workshop with Members (before PAB meeting)
  - 13<sup>th</sup> December - Early January- Force works on amendments and updates
  - Early January- Chairman and Commissioner brief to wider Court Members
  - 12<sup>th</sup> January - PAB Deadline
  - 25<sup>th</sup> January - PAB meeting- a draft will be submitted for *final comments*
  - 15<sup>th</sup> February- PAB meeting- Final submitted for approval.
6. This leaves a contingency of a further PAB meeting on 22<sup>nd</sup> March *if necessary* for sign off ahead of publication on 1<sup>st</sup> April.

7. The Chair of PAB will then brief Court ‘for information’ on the new Plan in April/May.

### **Corporate & Strategic Implications**

Strategic Implications- The Policing Plan directly supports the City of London Corporation’s Corporate Plan for a safe and secure City; the Policing Plan also has regard to the priorities of the Safer City Partnership.

Financial implications- The Policing Plan outlines budget details and is linked to the Medium-Term Financial Plan.

Resource implications- The Policing Plan outlines workforce details and budgeted establishment.

Legal implications- The Police Act 1996<sup>2</sup> requires the police authority to issue, before the beginning of each financial year, a policing plan.

Risk implications- N/A

Equalities implications – The new Policing Plan has Equality and Inclusion at its core as this is a force priority that runs through all planning currently.

Climate implications- N/A

Security implications- N/A

### **Conclusion**

8. The Review of the Policing Plan is key to ensuring that it remains current and continues to deliver on the Policing priorities set by the Police Authority for the following performance year 2023-24.

### **Appendices**

- Appendix A – City of London Policing Plan 2022-25

**Emma Cunnington**  
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**City of London Police**  
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<sup>2</sup> S.6ZB as above

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# CITY OF LONDON POLICING PLAN 2022-2025



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

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# FOREWORD

## FROM POLICE AUTHORITY CHAIR AND CITY OF LONDON POLICE COMMISSIONER

### CHAIRMAN'S FOREWORD

The City of London Police Authority Board's vision for the City is to make it the safest business district in the world. Its vision for the City of London Police is for it to continue to be world-leading in its specialisms of protective security and tackling economic crime.

In 2021 the Board appointed Angela McLaren as the first female commissioner in the City of London Police's 182 year history. Her professional credentials, leadership approach and commitment to equality and inclusion were key factors in her selection. She will be joined by a new chief officer team with the diverse skills and experience necessary to lead a modern police service.

The Board's number one priority continues to be dealing with the threat from terrorism. As part of this Policing Plan, City of London Police will continue to invest in and prioritise its operational capability in this area, including Project Servator, armed policing and the Safer City Programme.

Financial and related professional services choose London and the Square Mile for its regulatory regime and approach to tackling economic crime. It is why the City Police's role as National Lead Force for Fraud is so important. The City of London Police's responsibility for commissioning the national fraud and cybercrime reporting and analysis service is a vital part of this work and continues to be critical to protect and pursue activity across policing. The Board will also support City of London Police's work to enhance its police leadership role in cyber, as the City's tech sector continues to drive innovation in online platforms for businesses across the UK.

The new Commissioner has made clear that a key part of her agenda is to rebuild trust in policing, as an effective police service must have the confidence of its communities. It is for this reason the Board has developed a Diversity Statement to enhance scrutiny of City of London Police's work to secure this trust and strengthen the diversity and inclusivity of its operations. This Policing Plan has a strong focus on victims, diversity and inclusion, and reducing violence against women and girls, particularly in the City's growing night-time economy.

The City of London Police is of fundamental importance to the City and its business and residential communities. The Police Authority Board will continue to challenge and support the City of London Police to deliver the priorities set out in this Policing Plan.

#### James Thomson

Chair of the Police Authority Board



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## FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

I am delighted to present this policing plan. A plan that reflects our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to economic crime, cybercrime and protective security.

We discharge these responsibilities in a changing world. As we emerge from the pandemic, we see the City coming back to life, whilst at the same time, we are all living more of our lives online. These changes impact how we police and we must stay responsive to ensure we keep people safe in both the physical and virtual world. We must also acknowledge this is a very difficult period for policing. Trust, confidence and legitimacy are very much in the spotlight and under the microscope.

This plan intentionally puts victims at its heart and has a strong focus on creating a culture of equity and belonging. Policing is a people business and living our values of professionalism, integrity and treating people with compassion, both inside and outside the organisation, will be key to how we operate.

The way our services are delivered and received by the public and the way our people feel about working in the City of London Police, will be indicators of success. We will seek to attract and retain a diverse range of talent, considerate of the skills and behaviours we need now and in the future. We will develop a truly inclusive culture, where our people feel trusted, well-led, and well-supported by one another. An organisation people are proud to be part of.

Tackling crime requires an understanding of the root causes and a whole-system response. We will continue to work collaboratively with partners, including the Corporation, law enforcement and the public and private sectors to prevent and reduce crime and bring offenders to justice, locally, nationally and internationally. In doing so, we will also increase our engagement across our communities.

The last two years have been particularly difficult for society and for policing. I am proud to be leading the City of London Police and look forward to working collectively to deliver a modern engaging and professional service for all our communities.



**Angela McLaren**

# POLICING PLAN ON A PAGE

Our policing plan has our values at its core. Professionalism, integrity and compassion will underpin everything we do, from how we provide our services to how we interact with our colleagues. The plan has clear operational priorities, namely to protect both our local and national communities and in doing so continuously focus on supporting victims. Our organisational priorities will enable us to deliver our service. We will attract, retain and develop our people and promote a culture of equity and belonging. Our people must have access to the right resources, whilst at the same time ensuring we act with efficiency and effectiveness.

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**

## OPERATIONAL PRIORITIES

- KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE
- PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBERCRIME
- PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

## VALUES

- PROFESSIONALISM
- INTEGRITY
- COMPASSION

## ORGANISATIONAL PRIORITIES

- OUR PEOPLE
- OUR RESOURCES
- EFFICIENCY AND EFFECTIVENESS



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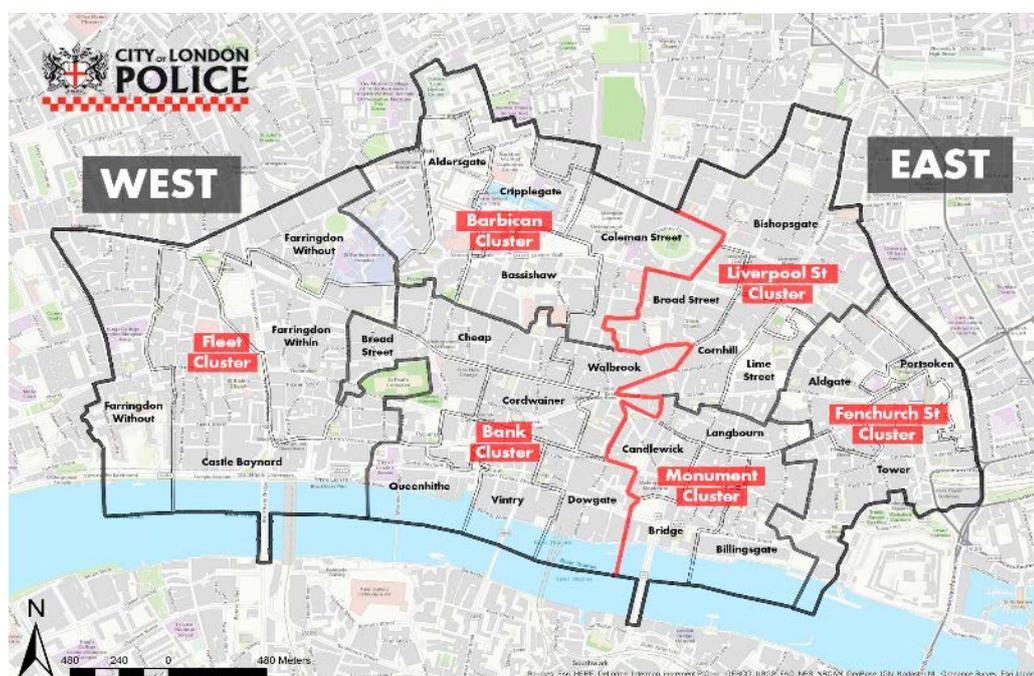
# SECTION 01

## BACKGROUND TO THE PLAN

# CITY OF LONDON POLICE AT A GLANCE

## OUR AREA

- The City of London is one square mile, with around 8,700 residents, and, in a typical year, 513,000 workers per day and over 18 million visitors annually.
- It is home to countless sites of historic, cultural, and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the Stock Exchange.
- The City of London is one of the most important financial centres in the world and the economic heart of the United Kingdom.
- As national policing lead for economic and cybercrime, our area extends to the national and international.



## IN 2021 TO 2022 WE HAVE...

Deployed our Project Servator teams **2424** times to protect our City.

Policed **76** protests in the City.

Disrupted **41** Organised Crime Groups.

Recruited **66** new joiners, **10.6%** BAME.

Cadets recruited **56%** female and **66%** from BAME background officers.

Informed banking of **£54,887,229** money at risk and confirmed **£2,227,589** repatriated to victims.

Through Action Fraud and the NFIB, we have diverted over **1.87 million** additional contacts to police 999/101 centres per year and recorded circa **639,000** reports.

Alerted the financial sector to **35,400** bank accounts and compromised credit cards linked to fraud with a value of almost **£58m**.

Recovered over **£29,080,669** in assets compared to **£5,931,307** in 2020/21.

Sought our victims **£218,079** in compensation.

## POLICING IN A CHANGING WORLD

The COVID-19 pandemic has presented unprecedented challenges for the well-being of our communities. It has accelerated the adoption of technology and increased social isolation for some people, contributing to an increased threat from terrorism, fraud and cybercrime.

In the autumn of 2021, the national terrorism threat level was increased to severe (meaning an attack is highly likely). The threat and profile of terrorism is changing. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

The 2021 Crime Survey of England and Wales estimated that fraud and cyber accounts for over a third of all crime. These crimes affect more people, more often, than any other crime type and cause significant harm to victims. Economic and cybercrime are serious and organised threats. A significant number of people committing fraud are also involved in other forms of serious and organised crime.

Fraud continues to be cyber-enabled, using internet and communication platforms. The proliferation of virtual currencies has also provided new opportunities for criminals to launder the proceeds of their crimes. The City of London Police has a key role to lead the national policing response to these threats.

As crime becomes increasingly more global, City of London Police is at the forefront of working with international law enforcement agencies to fight criminality. Successful programmes to assist international law enforcement to strengthen economic crime and counter terrorism capabilities have resulted in closer working, and the ability to tackle criminality that affects the UK from abroad more effectively. Combating the international threat will require sharing best practice, increased partnership working and using learning from others to influence how services are delivered in the UK.

Since the start of the pandemic, work patterns of people and businesses have changed and restrictions on travel have impacted tourism. As of November 2021, retail and visitor footfall in the City of London area was still 60 per cent of pre-pandemic levels. The City of London Corporation is working on a strategy named 'Destination City', which aims to meet the challenges of the changing economic landscape and deliver sustainable investment into the future City economy. This is underpinned by an exciting future in the leisure sector for the City, built upon its unique heritage and culture. The City will see a refreshed hospitality and retail offering to its residents and visitors. This will be supported by a future ambitious events program.

The City will change and grow through these plans. It will attract crowds, create new wellness and sporting attractions, enhance the night-time economy, have more car-free areas and see an increase in residential population. More events in the City will require a focus on public safety, not only by deterring criminality, but also on the threats from terrorism.

Our policing style will be highly visible, approachable and responsive to the needs of the community. Our local sector model focuses on those crime and anti-social behaviour problems that matter most to our communities. Strong partnerships with the Corporation, businesses and licensees will ensure sustained public protection as the leisure economy grows.

In ensuring the City is at the forefront of public safety, we are working alongside the Corporation on the 'Safer City Program', due to conclude in 2023. This will see the delivery of state of the art technology upgrades to maximise safety in the Square Mile. This includes state of the art CCTV infrastructure to improve security, detect crime and keep people safe and feeling safe.

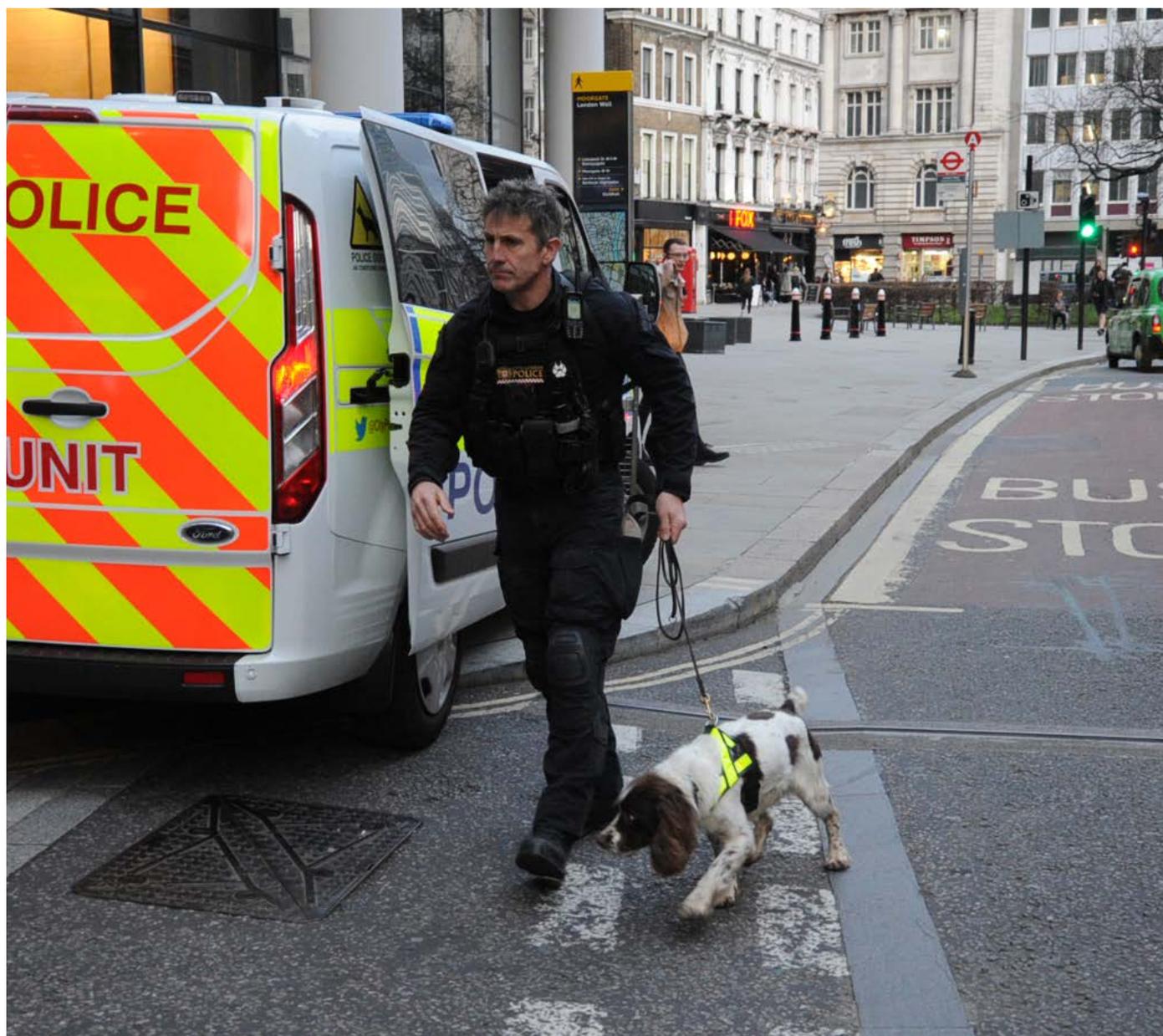
Movements linked to Black Lives Matter and Violence Against Women and Girls have created momentum for social change. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Public confidence has suffered and City of London Police is committed to restoring trust among its communities. Policing is implementing national action plans for race and inclusion and to reduce violence against women and girls, which will be delivered locally alongside other activity to drive up standards of behaviour and create a culture of inclusion and belonging.

Being able to attract and retain the very best police officers, staff and volunteers is increasingly important in a competitive labour market alongside the changing societal expectations of how we live and work. A representative workforce and a culture that is genuinely inclusive will help us to retain talent, benefit from diversity of thought and drive innovation and creativity in our services.

Data and technology remain central to understanding the threat from future criminality and the impact on policing and the public. Innovation is necessary to deliver a response that is shaped by evidence and leverages the latest technology to stay ahead of the threat.

International and local drivers to improve environmental sustainability are also relevant to policing, from managing the additional demand from climate activists exercising their right to protest, to reducing our carbon footprint and improving the sustainability of our estate's infrastructure. With potentially more car-free areas in the City, we will consider how best our officers patrol and respond to calls for service, using more two-wheeled vehicles where appropriate, in line with the Corporation Climate Action Strategy.

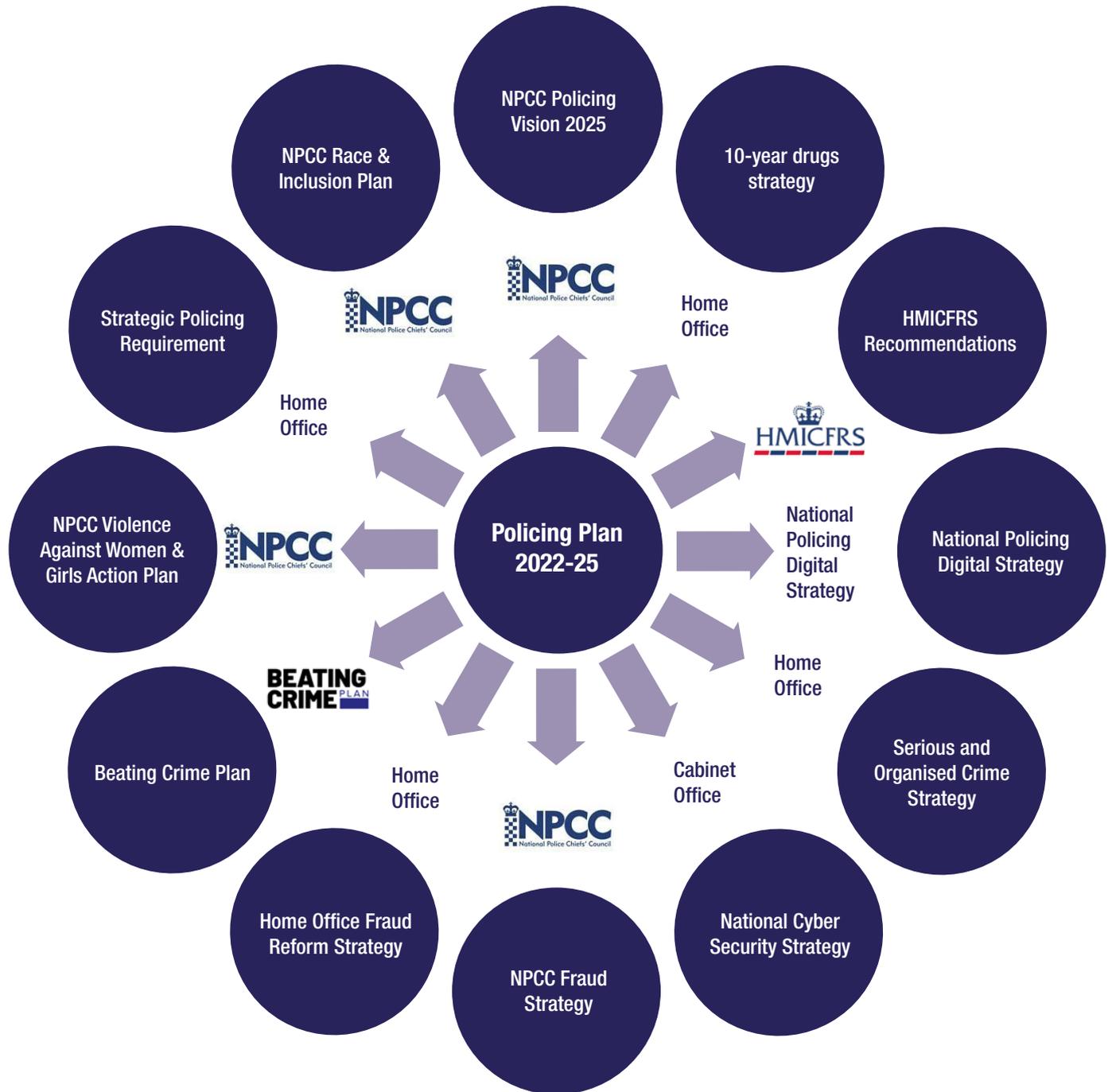
Our plan sees the safety of communities and their feelings of safety, as a 'golden thread' throughout all we do. This will be key to ensuring the UK is able to reach its full potential, attracting future investment and the confidence of businesses to invest, with people seeing the City as the first-choice destination. Our plan places victims of crime at the heart of everything we do, with a relentless focus on reducing crime, bringing offenders to justice and crime prevention.



# LISTENING TO OUR COMMUNITIES

The policing plan has been informed by numerous national drivers (priorities, strategies and plans), along with engagement from our communities.

## NATIONAL DRIVERS



## LISTENING TO COMMUNITIES

In providing a policing service to the City, it is important we listen to our communities and respond to issues the public feel should be a priority area for the City of London Police. Each year we undertake a community survey to capture the views of residents, workers and visitors to the City to identify what they feel are the priority areas for us to focus on.

Over the past three years there have been some consistent themes raised in the community survey. The response and prevention of terrorism; reducing anti social behaviour; theft of personal items; reducing violence and harassment; and rough sleeping were highlighted this year in the top five concerns and previously we have seen road safety and drug dealing feature as key concerns.

The top five priorities for our community are.



**Terrorism** remains a high priority for the police service, to ensure we protect the people living, working and visiting the City. Recent attacks in the UK and in the City underline the critical work we and our partners do to prevent attacks and ensure we can respond effectively, should an attack occur. This remains an important focus for the provision of our service and forms one of the three pillars of the policing plan.

**Personal theft, anti-social behaviour and rough sleeping** are addressed in the 'keeping the City safe and feeling safe' pillar of the policing plan, as well as putting victims at the heart of everything we do. These form a key part of our success measures of reducing neighbourhood crimes, in partnership with the Corporation.

**Violence and harassment** were the fourth priority identified in our survey. Key to this is our work with the licencing authority and businesses to ensure the night-time economy is a safe place for people to be. We have detailed plans to tackle violence against women and girls and reduce crimes linked to the night-time economy. Our measures for reducing neighbourhood crime directly address this priority, along with support for victims and increased criminal justice outcomes.

While **road safety** was not identified as a top three priority for the public within the survey, we remain focused on this aspect of service, along with the Corporation, to improve the feeling of safety in the use of the roads across the City. We will continue to take part in local, regional, and national days of action to improve road safety and safety awareness.

**Drug dealing and reducing the harm from drugs** remains a priority for the service and is linked to our work in disrupting organised crime, the Government's 10 year drug supply strategy and bringing to justice those who supply drugs in the City of London Police area.

Worked into the policing plan each year are the threats, emerging issues and risks across the priority areas set out in the full strategic assessment of the service. These include fraud, terrorism, serious and organised crime, violent and acquisitive crime and our neighbourhood concerns.



## NATIONAL TO LOCAL

A national delivery plan for violence against women and girls was published in December 2021 and is a key focus of this policing plan. A detailed delivery plan based around three national objectives to improve trust and confidence in policing, relentlessly pursue perpetrators and create safer spaces will be developed and scrutinised by the Police Authority. Year one of the plan will focus on key police activity, while years two and three will evolve into a multi-agency partnership plan between the Corporation, statutory agencies, third sector and businesses, delivering a whole-system approach to tackling violence against women and girls.

## OUR PLAN

All this work aims to ensure we deliver a policing service to the public that is valued and legitimately responds to our community priorities, while also tackling other high-harm areas of concern such as economic and cybercrime that form the second pillar of our plan. Together with our partners, our focus on putting the victim at the heart of everything we do will ensure we provide the very best service and relentlessly bring more offenders to justice.

Bringing all this together, our Policing Plan has three operational priorities at a local and national level. To deliver these priorities as an organisation, we will be putting our people at the forefront, and leading with innovation and efficient and effective processes. Our priorities support our obligations under the Strategic Policing Requirement, which addresses those threats that transcend force borders and require a coordinated or aggregated response. Currently those threats are terrorism, civil emergencies, serious organised crime, public order, a national cyber security incident and child sexual abuse.

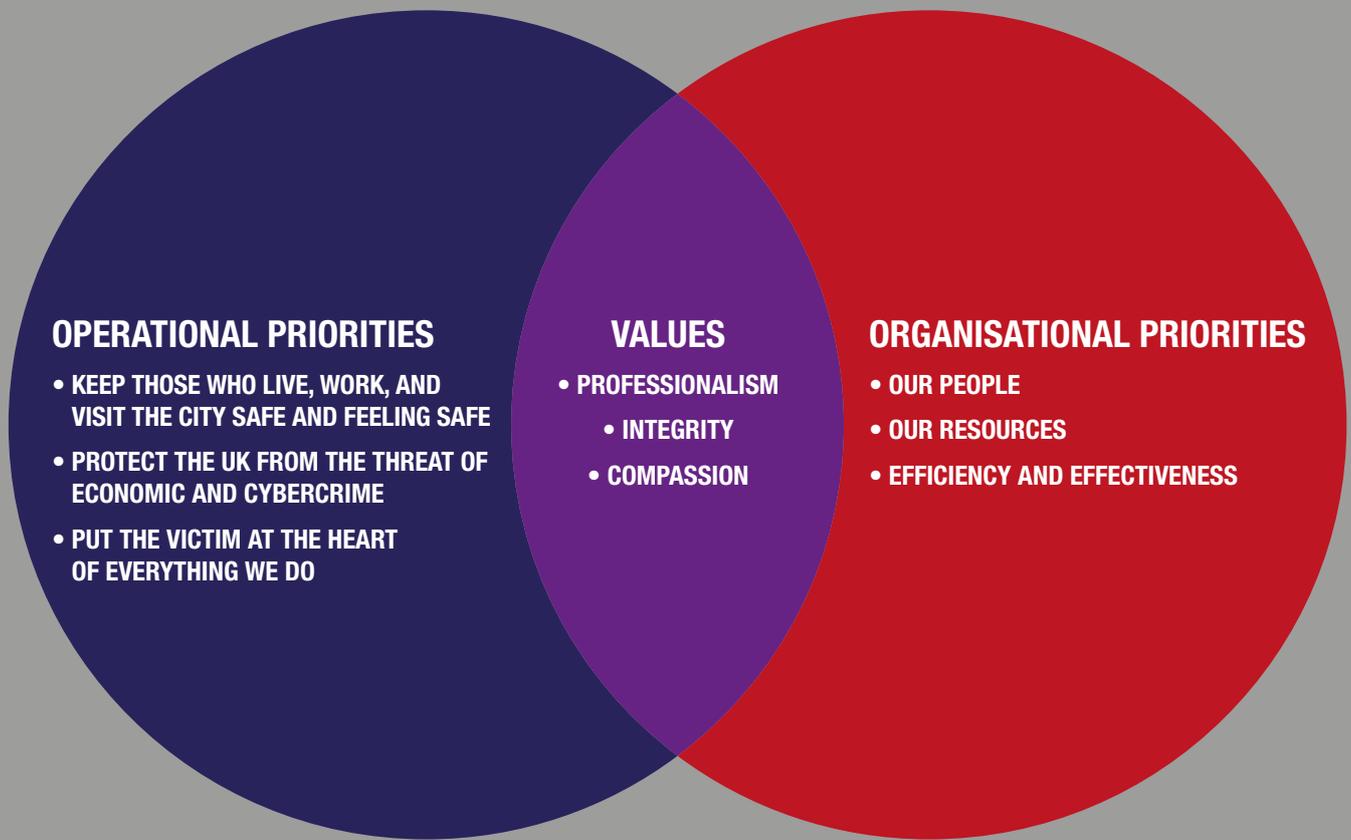
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# SECTION 02

## THE PLAN IN DEPTH

# OVERVIEW

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**



## OPERATIONAL PRIORITIES

### KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

We will prevent and tackle crime, from the most serious offences affecting the most vulnerable, including terrorism and violence against women and girls, through to the lower-level crime we know concerns our communities, such as anti-social behaviour.

### PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBERCRIME

We will lead the policing response to the threat from economic and cybercrime, delivering against national fraud and cyber strategic ambitions.

### PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will constantly improve the victim experience, from first contact to the end of judicial process, focussing on positive outcomes for victims and bringing more offenders to justice.

## VALUES

### PROFESSIONALISM

We will deliver our services professionally and diligently. We will always expect the highest level of professional conduct by our people and commit to their continuous professional development.

### INTEGRITY

We will earn the trust of diverse communities and partners through honesty and always doing the right thing. We will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.

### COMPASSION

We will act with humanity and kindness, ensuring our people and communities are treated with care and respect. We will create a culture of belonging and mutual trust and respect.

## ORGANISATIONAL PRIORITIES

### OUR PEOPLE

We will create a culture of inclusion to attract and retain diverse talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported. We will continue to develop leadership capabilities, embedding a culture of empowerment, continuous learning and improvement in all we do.

### OUR RESOURCES

We will embrace new technologies to fight crime and improve victim experiences. We will enhance our use of data and the digital capabilities in our workforce. We will continue to invest in estates infrastructure to ensure it is fit for modern policing and our fleet is able to meet the changing environment of the City.

### EFFICIENCY AND EFFECTIVENESS

We will ensure efficient and effective use of our funding and resources to provide best value for money. We will work with a range of partners and sectors to maximise efficiencies and ensure the best outcomes for our communities and victims of crime.

# VALUES

## PROFESSIONALISM, INTEGRITY AND COMPASSION

Our policing plan has our values at its core. These drive how we interact with each other and the public and how we work together to achieve the ambitions set out in this policing plan. We will ensure they are both understood and practiced in all we do. We will expect to be held to account against these values, both as individuals and organisationally in all we deliver as a police service.

### PROFESSIONALISM

- Professionalism is a trait that we value highly: it refers to doing things correctly in a timely manner and taking pride in everything we do.
- We will conduct professional and thorough investigations into crimes, doing everything possible to protect those who are most vulnerable.
- We expect our officers and staff to be committed to professional development, both for themselves and for those they supervise and to be able to make sound operational decisions based on discretion and common sense.
- We also want our employees to set an example to others. Our professionalism will ensure that we meet the requirements and demands of our communities by providing them with high-quality, timely, efficient, and effective services.

### INTEGRITY

- Integrity is about being trustworthy, honest and doing the right thing.
- We expect our officers and staff to have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.
- Our behaviour, actions and decisions will always support the public interest and those we work in partnership with.
- We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.
- We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance.

### COMPASSION

- To ensure our communities receive the best possible service, our officers and staff follow our core value 'Acting with humanity and kindness'.
- We believe in mutual trust and respect and in valuing diversity in our role, both as an employer and as a public service provider.
- We will support equality by creating an environment that maximises everyone's talents to meet our own needs and those of the communities we serve.
- We understand that every individual is unique. Compassion is essential to ensure that everyone is treated with care and respect, regardless of their differences.

# OPERATIONAL PRIORITIES

## KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

- Reducing neighbourhood crime and harm
- Protecting the City from terrorism
- Safeguarding and supporting vulnerable people
- Tackling serious and organised crime

### REDUCING NEIGHBOURHOOD CRIME AND HARM

**We will respond to community concerns about neighbourhood crime, including acquisitive crime and anti-social behaviour and encourage safer driving and riding to reduce harm on our roads.**

Police officers, staff, special constables, and volunteers provide a 24/7, 365 day a year service to keep those who live, work, study and visit the City safe. Our sector model concentrates on working at ward level with partners and communities to prevent and reduce crime and embed long-term problem-solving solutions. This includes expanding our business crime reduction partnership and working with the Business Improvement Districts and Safer City Partnership. The Safer City Partnership is a statutory partnership that **brings together organisations and other partners with responsibility for keeping people safe**. It is responsible for the delivery of the Safer City Strategy. The Safer City Partnership plays a key role in reducing crime and other harms that affect those who live, work, and visit the City of London.

The Partnership has a track record of success over the years in achieving goals:

- It provides a strategic and collaborative platform for different agencies to come together and help make the City a safer and pleasant place.
- It's responsible for delivering high quality community safety interventions for the benefit of the City of London and its neighbouring communities.
- Its local experience and approach is endorsed by the Home Office's Modern Crime Prevention Strategy, which highlights that potential partnerships have to prevent and reduce crime.
- Its ambition is to build upon the existing and strong foundations and oversee further improvements in preventing and responding to crime and anti-social behaviour.

Focusing on community concerns and issues raised by our new local ward panels is a key part of our policing plan and response, creating a series of localised commitments. Anti-social behaviour, including street drinking, rough sleeping, begging and anti-social cycling/skateboarding will remain a priority and activity for long-term problem solving with our partners.

Low overall crime levels in the City make it one of the safest places in the country. However, since the City COVID-19 restrictions have started to ease, there has been a significant increase in footfall in the night-time economy. This has coincided with an increase in violence linked to alcohol and acquisitive crime. With the development of the culture mile, we will continue to work in partnership with our communities, both business and residential, collaborating with the licenced trade, to reduce crime and vulnerability, focussing on violence against women and girls and reducing theft in the night-time economy.

We will continue to focus on policing the City's road network, encouraging safer driving and riding, with an aim to reduce harm on our roads. We will work towards Vision Zero, eradicating deaths and serious injuries on our roads.

We will use our stop and search powers ethically, responsibly, and lawfully to recover weapons, stolen items, and target those who sell drugs within the City. The trust and confidence of the community in the use of these powers is key and will be scrutinised through our Independent Advisory Scrutiny Group and by the Police Authority. We will continue to publish and scrutinise data in terms of ethnicity to ensure that we are transparent and that we are using these powers ethically, responsibly, and lawfully.

The City of London is often a focal point for demonstrations, the majority of which are peaceful. We will continue to work with organisers, in partnership with the Corporation and other stakeholders, minimising disruption to the people who live, work, and visit the City to deliver well planned and safe events.



### PROTECTING THE CITY FROM TERRORISM

**We will continue to enhance and develop our protective security tactics to protect the City from terrorist attack, testing and exercising with a range of key stakeholders and partners to improve our response.**

The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption. Our priority activities support the national strategy of preventing people turning to terrorism, pursuing those who plot to carry out attacks, strengthening our protection against a terrorist attack and preparing to mitigate the impact of any attack. We will implement learning arising from public inquiries and reviews into terrorist incidents locally and nationally to ensure continuous improvement in our approach.

Over recent years, we have strengthened engagement with our community and will continue to develop ways to engage and work with partners in a coordinated way. This includes continued training to enhance security awareness through local delivery of national programmes including *See, Check and Notify (SCaN)* and *Action Counters Terrorism (ACT)*.

The City of London Police will continue to lead the counter terrorism policing tactic Project Servator across law enforcement nationally and internationally. This includes working with organisations, venues and events to help them maximise the effect their staff can have on disrupting terrorist activity.



### SAFEGUARDING AND SUPPORTING VULNERABLE PEOPLE

**Working with partners, we will provide the best response and support to people who are vulnerable or find themselves in a vulnerable situation.**

Supporting victims and safeguarding the vulnerable are key themes of this policing plan. We will use the national vulnerability assessment framework to ensure the appropriate policing and partnership support is provided.

Our response to domestic abuse, stalking and harassment, child abuse, sexual offending and hate crime is led by our Public Protection Unit. This is a significant area that spans the whole policing response, requiring not just the pursuit of offenders, but significant work to prevent crimes and increase the protection of the public. Coordination of this is guided by a vulnerability action plan which seeks continual improvement, from initial response, through the investigative and judicial processes, to improved outcomes.

Ensuring a high-quality service is pivotal to our response to many areas of safeguarding, including violence against women and girls and is achieved through a strong partnership with the Corporation and other agencies.

## TACKLING SERIOUS AND ORGANISED CRIME

**We will relentlessly pursue organised crime groups that operate in the City and beyond, particularly in the areas of economic and cybercrime, drug supply, modern slavery and immigration crime.**

Serious and Organised Crime (SOC) continues to have a significant impact in the UK, with roughly 70,000 SOC nominals involved in serious and organised criminality. The National Crime Agency, National Strategic Assessment of Serious and Organised Crime states between 550,000 and 850,000 UK-based individuals posing varying degrees of threat to children. SOC is therefore both a local and national priority. As the national policing lead for fraud and cybercrime, economic offences continue to be the highest form of SOC addressed by the City of London Police.

The low resident child population accords with the low level of reported child sexual exploitation and abuse. Instances of domestic servitude, labour exploitation, sexual exploitation and organised immigration crime occurring in the City are also low. However, we will continue to actively target these crime types by developing intelligence and actively targeting criminals in these areas.

The supply of drugs and links to gangs, violence and acquisitive crime are set out in the 2021 UK Government 10-year drug plan, to cut crime and save lives. Organised crime groups are known to operate in the City. There are also links to drug use and supply in the night-time economy. Due to the extensive transport hubs and our surrounding boroughs, county lines activity regularly passes through the City policing area. Our activity in this plan fully supports the new national strategy.

We will also make full use of powers to prevent reoffending.

We will proactively disrupt offenders involved in local crime and SOC and will tackle repeat offenders who cause most harm, through a multi-agency response to manage their behaviour and impact on the community.

Offender management is a proactive commitment to the disruption and face-to-face management of criminals involved in local crime and SOC. We will continue to prioritise the use of serious crime prevention orders (SCPO's) and other ancillary orders that monitor and restrict certain behaviours to prevent future or ongoing criminal activity.

## OPERATIONAL SUCCESS MEASURES

- 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.**
- 1.3 Improve 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.**
- 1.5 Increase the number of positive outcomes from identified repeat offenders.**
- 1.6 Reduce neighbourhood and violent crime.**
- 1.7 Disrupt drugs supply in the City through pursue activity.**

# PROTECT THE UK FROM THE THREAT OF FRAUD AND CYBERCRIME

- Leading and coordinating the national police response
- Improving national fraud and cybercrime reporting services
- Developing the skills and knowledge to tackle economic and cybercrime
- Improving the police response to fraud

## LEADING AND COORDINATING THE NATIONAL POLICE RESPONSE

**We will strengthen the national strategic approach to policing economic and cybercrime and work closely with partners to deliver a whole system response to these threats.**

City of London Police is the national policing lead for economic and cybercrime, responsible for setting the national strategy and coordinating the operational response. We will strengthen our approach to tackling economic and cybercrime, at a local regional and national level, aligning these portfolios and developing a joint capability strategy including the creation of a national fraud and cyber coordination centre. The National Fraud Policing Strategy will also be refreshed in 2022.

Together, the City of London Police and Corporation have the unique ability to position the UK as the world-leader in tackling economic and cybercrime. Recognising the fundamental need for a whole-system response, we will continue to work closely with key partners and stakeholders, in particular industry which has made a substantial investment in our work to tackle fraud, and the National Economic Crime Centre.

## IMPROVING NATIONAL FRAUD AND CYBERCRIME REPORTING SERVICES

**We will improve the fraud and cyber reporting service through a programme of continuous improvement and implementation of a next generation service.**

City of London Police is responsible for delivering the National Fraud and Cyber Reporting Service. It is currently developing a next generation service to provide a more accessible service for the public and organisations to report fraud and cybercrime and improve the flow of crime, information and intelligence reports through the ecosystem. The procurement process is underway, and the delivery of the next generation service is expected to go live in 2024.

Implementation of the next generation service will be underpinned by a continuous improvement programme over the next three years to increase ease of reporting by individuals and industry (including a new cyber reporting

capability for business), maximise opportunities with financial institutions to stop and recover victim losses, and further roll out the Economic Crime Victim Care Unit. We will continue to raise awareness of the latest threats to help keep the public safe and improve the prioritisation of disseminations to forces to maximise disruption opportunities and prioritise threats with links to organised and violent crime.

## DEVELOPING THE SKILLS AND KNOWLEDGE TO TACKLE ECONOMIC AND CYBERCRIME

**We will continue to develop and deliver the highest quality training and continuous professional development to satisfy the needs of UK policing, the wider public sector counter fraud community and government funded international capability building, while generating sufficient income to cover all costs.**

The Economic Crime and Cyber Academy has broadened its remit to incorporate cybercrime and successfully adapted and integrated hybrid learning as part of a new strategy created in 2021. Implementing this strategy and developing its cyber offering will form a key part of its priorities over the life of this plan.

## IMPROVING THE POLICE RESPONSE TO FRAUD

**We will support implementation of the national fraud reform programme, lead and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.**

City of London Police has been working with the Home Office on a national fraud reform program which will see increased pursue and protect capabilities across City of London Police and Regional Organised Crime Units over the next three years. In addition, we are working with Police and Crime Commissioners (PCCs) to influence greater prioritisation of fraud within their local policing and crime plans and seeking a greater involvement from PCCs in supporting victims.

We will continue to broaden our investigative caseload to take a more proactive approach to targeting high harm threats and disrupting organised crime groups, working



as part of a national network of investigators. Our units funded by the banking sector, insurance industry and Intellectual Property Office also have an important role in the whole system, as their reach extends beyond the capabilities of individual forces. A second Intellectual Property Crime Unit established in the Northwest of England extends our national reach and is a blueprint for our ambition to strengthen economic crime capabilities outside of London. We will work with funders to further extend this model.

### IMPROVING THE POLICE RESPONSE TO CYBERCRIME

**We will continue to develop the UK policing response to cybercrime.**

As the national policing lead for cybercrime, City of London Police leads on the delivery of a national cyber programme focused on developing the capacity and capability of policing to combat cybercrime. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre, Home Office and across wider policing. The programme has over 35 projects covering areas such as training and development, equipment, technology, policy, and process.

The programme has built an effective, integrated policing capability at the local, regional, and national level, able to respond to major cyber incidents and reported cybercrime. The programme has developed cybercrime units in every force in England and Wales and dark web operational teams in every region, providing a comprehensive victim-focused service.

Recognising prevention is key, the programme has rolled out not for profit Cyber Resilience Centres (CRC) to every region of England and Wales. These public private partnerships provide subsidised or free cyber security

guidance and consultancy for hard-to-reach micro and SMEs. A national CRC has also been developed. This will provide an opportunity to strategically coordinate and develop national services.

City of London Police will continue to develop the Cyber Griffin service and seek opportunities to develop this model outside of the city. Following COVID-19 social distancing restrictions, the Cyber Griffin operating model was changed through investment in new digital infrastructure enabling delivery of a digital service. Cyber Griffin has worked with some of the largest organisations in the country. We will ensure the cyber protect and pursue teams responsible for protecting the City of London have best in class cyber capabilities and share their experience and knowledge.



CYBER GRIFFIN



NATIONAL  
CYBER  
RESILIENCE  
CENTRE  
GROUP

## TARGETING ILLICIT FINANCE AND PROTECTING INTELLECTUAL PROPERTY

**We will disrupt criminals by targeting the proceeds of crime and support Government strategies to strengthen financial investigation, asset denial and money laundering capabilities across policing.**

As the national policing lead for economic crime, City of London Police has taken responsibility for the National Police Chiefs' Council portfolios for Financial Investigation and Intellectual Property. The importance and opportunity that financial investigation offers has been recognised by Government, leading to significant reform and investment from the Home Office. Over the next three years, we will see the replacement and upgrade of computer systems utilised across policing within financial investigation, the introduction of new legislation for asset recovery and the introduction of the Economic Crime Levy in 2022.

Stripping criminals of their illicit finances disrupts criminal activity, deprives them of their criminal lifestyles, protects communities from the harm caused by criminal gangs and sends a strong message to those who might otherwise be attracted to criminal lifestyles. Enhanced focus around the illicit finances of SOC is seeing greater use of legislation in the civil, as well as criminal, sphere of justice. In December 2021, the City of London Police, working with the Crown Prosecution Service and supported by other law enforcement bodies, removed £28.75million from SOC in a civil action. Using intelligence generated from suspicious activity reports and the public/private sectors increased analysis of how SOC groups are financed is a priority focus for the City's contribution to reducing the harm of SOC with new investment in capability being made.

## REDUCING BUSINESS CRIME

**We will continue to position the National Business Crime Centre as the national lead and a conduit for information sharing across business and policing. We will work closely with the Corporation to support business crime reduction in the city.**



The business crime portfolio is delivered through the National Business Crime Centre (NBCC), hosted within the City of London Police, which delivers business engagement across a wide range of disciplines. The depth of knowledge, business insight and the breadth of contacts across business, Government and policing, saw the NBCC become the national business engagement lead, supporting the policing response to COVID-19. The NBCC website will be further developed to become the default location for business guidance and advice around the threats and risk for business. Using existing and developing new partnerships within the city, the NBCC will enhance its range of crime prevention guides so new crime trends and emerging crime threats are quickly identified and addressed.

Recognising the new Business Improvement Districts (BIDs) being introduced into the city, the NBCC will review the National Business Crime Reduction Partnership standards to encourage greater engagement with BIDs. The standards provide a national recognised accreditation that improves information sharing and business reassurance. The NBCC will continue to work with the City Security Council with support from their Security Industry Authority Seconded to ensure that the City is at the cutting edge to adopt the forthcoming protect duty.

## OPERATIONAL SUCCESS MEASURES

- 2.1 Prepare, engage, and raise awareness across businesses and communities of threats and risks of economic/cybercrime and 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.**
- 2.3 100 per cent of Action Fraud cybercrime referrals will be investigated by the City of London Police.**
- 2.4 Economic and Cybercrime Academy delegate training numbers are increased; with 90 per cent satisfaction rate.**
- 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 to freeze, restrain and protect proceeds of crime by City of London Police.**
- 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.**

## PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

**We will continually improve our response at every stage of the victim journey, ensuring victims receive the very best support. We will continue to seek charges, prosecution, or satisfactory out of court disposals against perpetrators of crime to ensure victims receive the justice they deserve. Our support to victims through their journey will also ensure ease of reporting and access to the right support. Witnesses who come forward to assist police also need the appropriate care to ensure they remain confident in us and the criminal justice process.**

Putting the victim at the heart of everything we do is a golden thread that runs throughout this policing plan. We will explore new ways victims can report crime and ensure they receive a professional response

A new Victims' Champion will coordinate our support to victims, assuring compliance with priorities, leading on service improvements and ensuring we deliver the best available support to victims of crime. We will develop a new victims strategy that will be scrutinised by the Police Authority. We will establish mechanisms of regular surveying of victims and audit to understand our impact and provide opportunities for learning and service improvement. We will ensure all officers and staff are trained in the Victim Code of Practice and to support victims with set clear expectations in respect of contact, follow up and standards.

### DELIVERING AN IMPROVED CRIMINAL JUSTICE SERVICE

**We will work with the Crown Prosecution Service to improve the victim experience throughout the criminal justice process and implement digital reforms to support swifter justice.**

Aligned with national ambition, we will ensure our services support the delivery of swift justice that works in the interests of people and protects UK businesses. We will ensure our staff are well equipped to prepare cases for court and improve in areas such as disclosure, delivering against national action plans locally. To break the cycle of crime, drug testing of offenders will continue to take place as part of our custody process and the necessary referrals and action taken with partners to divert offenders into treatment and rehabilitation. In line with national ambitions, we will incorporate improving support to female victims of violence throughout the criminal justice process into our work.

Throughout this policing plan there are a range of measures and activities that aim to improve our effectiveness in fighting crime and keeping people safe.

Our aim is to ensure that we are as effective as we can be at detecting crimes. City of London Police has one of the highest positive outcome rates nationally and we wish to maintain that position.

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## OPERATIONAL SUCCESS MEASURES

- 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 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.**
-

# ORGANISATIONAL PRIORITIES

**We must ensure we deliver a policing service where our people are properly equipped with the right skills, knowledge, equipment and culture. Our code of ethics and values underpin how we treat each other, the public and deliver our service.**

## PEOPLE

- Support and develop our staff, ensuring legitimacy, transparency and accountability in everything we do.
- Create an environment where diversity of thought and inclusion thrives.
- Ensure the wellbeing of our staff is at the forefront of what we do.
- Ensure our workforce is representative of the communities we serve.
- Attract and retain the best talent, exploiting the opportunities that come with policing an area like the City for London and our national lead roles.
- Ensure open and fair channels for lateral and upward progression.
- Ensuring leadership engagement at all levels.

## RESOURCES

- Ensure our buildings and infrastructure are modern and fit for delivering 21st Century policing.
- Ensure our fleet is able to meet the changing environment of the City of London and can respond to the diverse requirements of policing .
- Invest in our information technology, making sure our officers and staff have the information and systems to do their jobs.
- Be innovative and data-driven in fighting crime, embracing new technologies such as machine learning and artificial intelligence.
- Invest in the skills of officers in digital investigations, forensics, intelligence and insight to improve our performance in reducing crime and bringing offenders to justice.
- Use technology to improve the service and communication with the communities we serve.

## EFFICIENT AND EFFECTIVE SERVICE

- Ensure efficient and effective use of our funding and resources to provide best value for money, through single service provision, removing duplication and constantly challenging ourselves to be the best we can be.
- Ensure our processes and systems are effective and efficient to support the needs of our communities, for example, making it easy to report crime and access information.
- Ensure our response is tailored to the needs of the communities we serve.
- Work collaboratively with our partners in law enforcement and other sectors to ensure the best outcomes for our communities and victims of crime.
- Drive our recruitment processes to promptly achieve our officer uplift requirements.
- Ensure, through vigorous workforce planning, that our people are allocated in a way that optimises delivery of these policing plan priorities.

# OUR PEOPLE

## COMMITMENT TO EQUITY AND BELONGING

**We will develop a truly inclusive culture, where our people feel trusted, well led and well supported by each other.**

This requires a change in culture and dedicated resource to drive improvement. A Professionalism, Trust and Confidence lead has been appointed and a team will be developed to deliver against a comprehensive Diversity and Inclusion plan.

Building and maintaining trust and confidence of the public is key to our success, both locally in the city and with our national responsibilities. Our effectiveness at tackling crime and disorder, the quality of our engagement with the public and the extent to which we treat people with fairness and respect is of upmost importance to the delivery of our plan.

A key to success is attracting and retaining the very best police officers, staff, and volunteers and ensuring our people reflect the community of London in relation to ethnicity, gender, beliefs, sexual orientation, and background. We will continue to build on the recent recruitment campaigns that have increased the visible diversity of our officers, staff and cadets. Internally, we will foster a culture of equity and belonging. The way our people feel about working at the City of London Police, the service it provides and the people they work with must be seen as a key indicator of success in building trust with the public itself.

Significant work has and is being undertaken in the force, this is divided into the following key areas with our ambitions for success.



WORKSTREAM	OVERVIEW OF ACTIVITY
Community Engagement	Increasing our legitimacy and confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime and scrutiny of police powers such as 'stop and search'.
Recruitment Development and Progression	Building a diverse workforce in tune with London, including people from black and minority communities, women and people from the LGBT community. Ensuring we develop our workforce to achieve their potential and be the very best for the community. We will strive to improve our representation of underrepresented groups at all levels of the organisation and in specialist roles.
Culture & Leadership	Work to build leadership capability across the force and build a workforce culture that is truly inclusive and embeds our diversity and inclusion ambitions at all levels of the force. A workplace which people are proud of and one where City of London Police is an employer of choice.
Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people and increase productivity
Retention and exiting	Ensuring that the service retains talent, particularly from under-represented groups. Exploit opportunities for entry and re-entry at different levels and specialisms into the service. Understand why staff are exiting the service and use insight and data to improve retention.

## INDEPENDENT ADVISORY AND SCRUTINY

The City of London Police has an established Independent Advisory and Scrutiny Group (IASG). The group is made up of a wide range of people from different backgrounds. The group provides an independent view and advice on the strategic development and delivery of our policing services. Additionally, the group provides independent assessment on the legitimacy of our activity in relation to use of stop and search powers and 'use of force' and over internal processes such as recruitment and promotion. Over the next three years, we will work with the group to develop their membership and the scrutiny work they do across the service.

The Police Authority Board plays a vital role in helping the City of London Police to build and maintain public trust. In undertaking this role, the Police Authority continues to:

Ensure equality of opportunity	Eliminate bias	Embed diversity and inclusion	Maintain a zero tolerance to racism
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Embedding diversity and inclusion and eliminating bias requires continuous review, education, training and monitoring, by both policing and the bodies that have oversight of policing. Both the Police Authority Board and its Professional Standards and Integrity Committee ensure complaints with any racial allegations are closely scrutinised, monitors diversity in officer and police staff numbers and ensures that stop and search data is published and monitored by external bodies. Through this scrutiny, our plans on diversity and inclusion are closely monitored and challenged.

## AN ORGANISATION THAT LEARNS FROM EXPERIENCE AND CONSTANTLY STRIVES TO IMPROVE

Policing is often difficult and complex. We will embed a culture of continuous learning and development and a culture where we encourage our staff to seek out lessons from other organisations, experiment and test new ideas and more consistently use feedback from colleagues, partners, public and academia to improve our approach. We will actively capture learning from policing events, focus on recommendations for improvement from HMICFRS, the College of Policing and others to ensure we are continually striving for excellence in all we do. We will prioritise our learning and development for our staff to provide the very best technical skills to do the job, but also developing skills around leadership, performance improvement and diversity and inclusion. We will focus on evidence-based policing and encourage use of academia to deliver better services.

## ORGANISATIONAL SUCCESS MEASURES

- 4.1 Learning and development over 90 per cent completion rates for officer safety; and emergency life support training.**
- 4.2 Learning and development – 100 per cent completion rates for mandatory training including new values, standards and ethics training.**
- 4.3 Overall engagement score – staff survey – year on year increase over the next 3 years.**
- 4.4 To recruit 40 per cent of visible ethnic minority student officers in each new intake and the total number of new joiners to City of London Police each year is at least 51 per cent female to achieve an overall increase of 2.6 per cent per year of female representation across the service.**

## OUR RESOURCES

Our Policing Plan is underpinned by investment in future technologies, equipment and estate that enables us to be at the forefront of policing and emerging crime threats. Over the next three years, we will develop a portfolio of change to ensure the City of London Police remains an effective and efficient force. Our roadmap of change summarises some of the key programmes within the portfolio, which will enhance capabilities and deliver a better service for the public.

We will further look at how technology can encourage greater participation of the public in policing and continue to transform and exploit technology to assist and support how we engage with our communities across the City. Over the next three years we will improve data quality, security, accessibility and availability to improve outcomes for the public. We will ensure our officers and staff are well trained in digital investigation and forensics to be at the forefront of crime investigation.

We will continue to develop a mobile-first, cloud-first approach to ICT, providing secure and easy access to the data that we need across a range of platforms, delivered at point of need, reducing the reliance on officers returning to the workplace to complete their tasks. This will involve an investment of over £3.5 million over the next 3 years. We will ensure our data is available to our people to support timely and informed decision-making, as well as continuing to support the public interest in greater transparency of how we police. We will implement a new command and control system by 2025, ensuring our intelligence, custody and prosecutions systems are integrated and interoperable with the Metropolitan Police Service solution.

Progressive work continues with the Corporation of London to modernise our police estate, ensuring officers and staff are accommodated in modern, fit-for-purpose facilities and we reduce our carbon footprint. We will embrace new ways of working to maximise the efficiency of our estate. We will look for opportunities to ethically generate income, through activities such as training and other services.

Our fleet is another important area for development over the next three years with an investment of £1.2 million. With the changing nature of the City roads to a more car-free and pedestrianised area, we will assess the most effective way to patrol. Whilst policing will always need traditional vehicles to respond to emergencies and carry equipment and people, we need a different fleet in the future.



In partnership with the Corporation of London, we have a key role in safeguarding and promoting the City's future. We will continue to work together to reduce the impact we have on the environment and at the same time support the changing and future economic plans of the City of London. We will take a balanced approach to sustainable policing, demonstrating budgetary responsibility, promoting economic, social and environmental development, but ensuring increasing the trust and confidence the public have in us as a police service remains our main goal. With the Corporation, a substantial investment is being made to deliver a comprehensive new policing estate over the next four years.

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### ORGANISATIONAL SUCCESS MEASURES

- 5.1 Achieve a 100 per cent ULEZ compliant fleet (excluding the horse box) by 2023.**
  - 5.2 User experience: we will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, to drive the successful utilization of IT/estate/fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job'.**
  - 5.3 Digital investigation training delivered across the service for all investigators over the next 12 months.**
-

# EFFICIENT AND EFFECTIVE SERVICE

## FUNDING

Like all police forces in England and Wales, most of our funding is from the Home Office. This is in the form of a core grant to cover the basic operations of policing, as well as specific grants. These cover areas such as counter terrorism policing and where we take a national lead role in areas such as fraud and cybercrime.

Unlike other PCCs, the corporation do not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the Corporation of London levy a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London.

In partnership with the Corporation, we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services, through increased local funding and mitigating the pressures of rising costs.

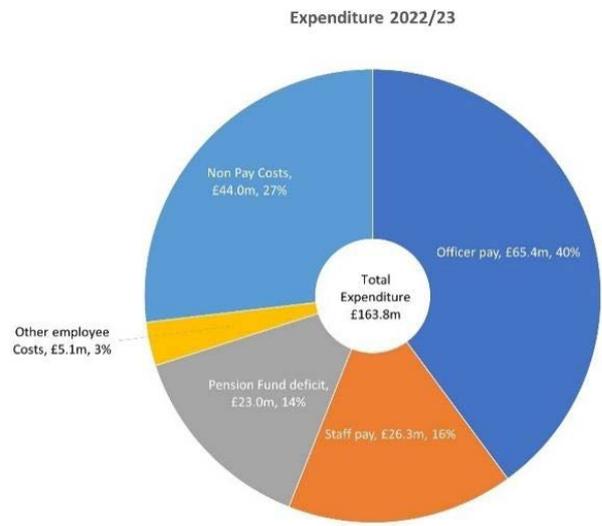
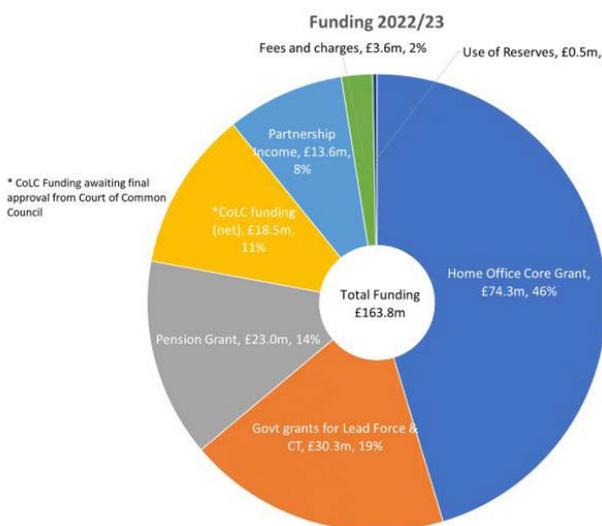
With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.

## WHAT WE SPEND

Around three-quarters of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2021/22 the force establishment was 516 police staff and 934 officers, rising to 993 officers in 2022/23 as a result of the Police Uplift Programme.

To make sure our expenditure does not exceed our funding in 2022/23, we, in partnership with the Corporation, will mitigate the £6.1 million of budget pressures through additional funding and increased efficiency measures. This is in addition to the £9 million of savings we have made since 2020/21. We will look at opportunities to manage our budget challenges through:

- Improved procurement;
- Reviewing supplies and services;
- The use of proceeds from seized assets;
- Review of support services and supervision ratios;
- Improved working patterns to match need;
- Efficient business support;
- Improving supervision ratio;
- Reducing overtime; and
- Improved use of mobile technology and agile working.



## INSPECTION, AUDIT & IMPROVEMENT

To ensure we continue to deliver policing services at the expected level and are not failing our victims, we are regularly engaged and held to account with inspections from Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS), which makes recommendations and identifies areas for improvement. Like all Home Office police forces, we are subject to the PEEL inspection process, as well as contributing to HMICFRS's thematic inspections programme on specific aspects of policing. The inspection process has been impacted by COVID-19, as such, our next PEEL inspection is in October 2022 where we will be fully assessed against all inspection criteria.

HMICFRS grades forces' performance from 'Outstanding' through to 'Good' and 'Requires Improvement' and finally 'Inadequate'. Our last PEEL inspection was undertaken in 2018/19 and graded the Force as follows in the five areas of PEEL:

Efficiency	GOOD
Effectiveness	GOOD
Legitimacy	REQUIRES IMPROVEMENT*
Crime Data Integrity	GOOD
Custody	GOOD

\*The Legitimacy 'Requires Improvement' grading related specifically to the lack of community scrutiny regarding stop and search data and IT software for counter corruption purposes. We have fully addressed both issues.

All current and previous inspection reports relating to the City of London Police, except for some reports relating to protective security, can be found on the HMICFRS website.

In addition to the inspection process, we participate in an internal audit programme run by our local authority (Corporation of London). This programme is set in consultation with our Police Authority Board to ensure they can have effective oversight into all aspects of the service we are providing to the City.

Both our inspection and audit reports are reported to our Police Authority, which retains oversight on our actions to implement the improvements suggested within these documents. The result of all these programmes is to continually drive improvement in all aspects of services that we deliver to the public.

## ORGANISATIONAL SUCCESS MEASURES

- 6.1 Audit inspections – high risk – implement 90 per cent of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.**
- 6.3 Increase in percentage of people who agree COLP provide an effective service.**
- 6.4 Improve timeliness to deal with public complaints compared to 2019/20 baseline.**
- 6.5 Crime Data Integrity – Completeness of Violent Crime recording; to sustain a rate above 90 per cent.**



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# SECTION 03

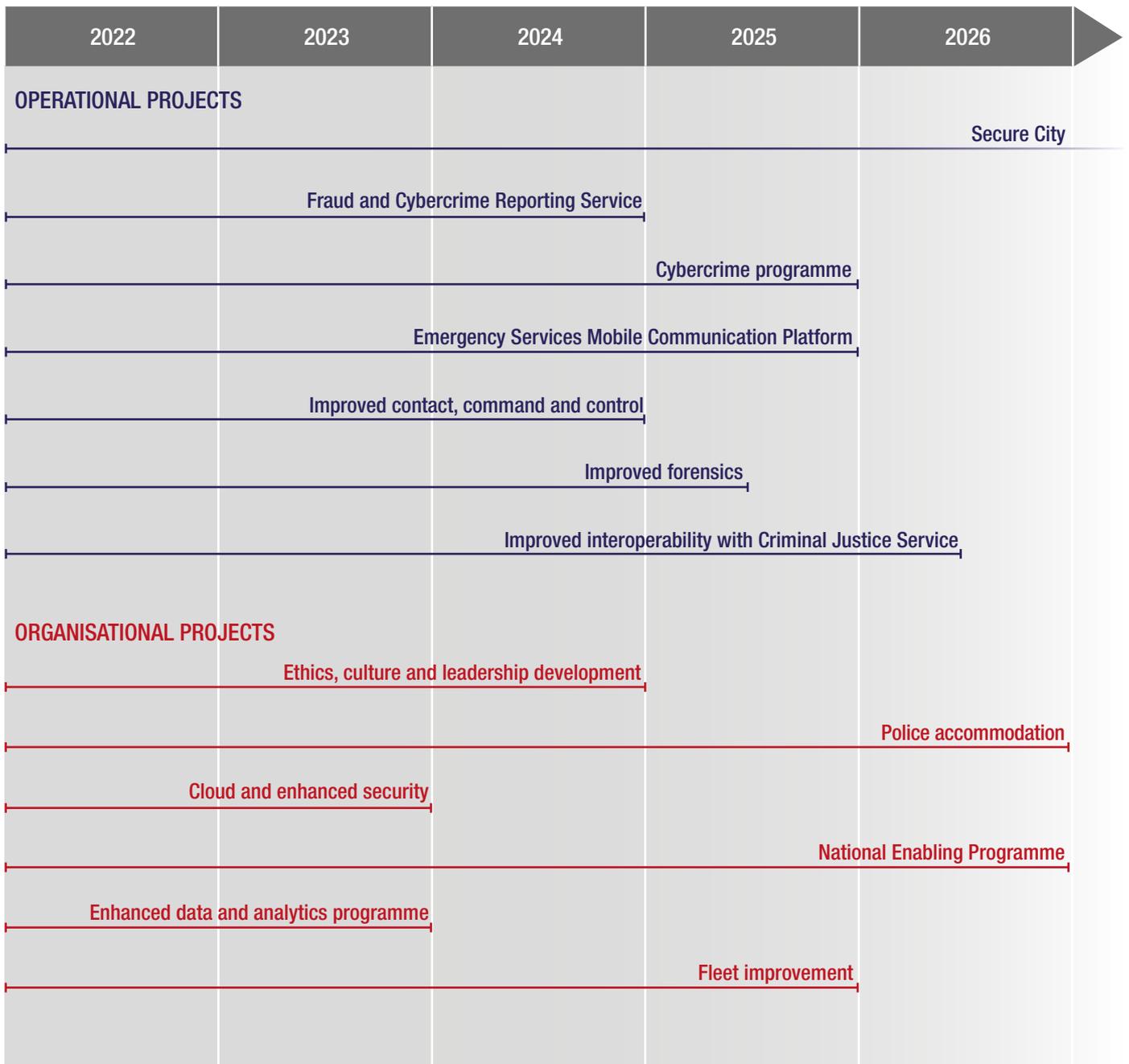
## DELIVERING THE PLAN

# BUSINESS PLANNING AND CHANGE

To meet the ambitions of this plan we cannot stand still. We must ensure we have the right business planning and delivery and be investing in the right change programmes to modernise and professionalise our service delivery.

The City of London Police is delivering a series of projects to improve the service we deliver to your communities. These projects cover all areas of the force, using innovation, new technology and products to make our processes more efficient and effective, to deliver a better service to the public and release officer and staff time to focus on enhanced and visible policing for our communities.

A high-level representation of current programmes and projects is shown below. A full portfolio of change is currently being developed.



## WORKING COLLABORATIVELY

We recognise that we cannot deliver everything in this plan alone. We will work closely alongside a broad range of partners, from local to national and international (including British and other governments) to ensure our service is effective and efficient in protecting victims and communities.

### CITY OF LONDON CORPORATION

Our partnership work with the Corporation of London includes planning for large scale events, the Secure City programme and accommodation programme, tackling antisocial behaviour and safeguarding vulnerable adults and children.

### METROPOLITAN POLICE (MPS) AND BRITISH TRANSPORT POLICE (BTP)

We deliver several services with the MPS and BTP to protect London and provide seamless policing service across the capital. We also work with agencies such as Transport for London, ensuring a consistent and coordinated approach to tackling issues within London. Additionally, we work with a number of other forces across a range of matters, including protective security, fraud, intelligence and threats that extend across force boundaries.

### SAFER CITY PARTNERSHIP (SCP)

Our work with the SCP tackles local crime and antisocial behaviour, ensuring a coordinated, cross-sector approach to these issues. The partnership plays a crucial role in promoting crime prevention in the City of London.

### PRIVATE INDUSTRY ASSOCIATIONS

Our work tackling fraud particularly benefits from close association with UK finance and professional services organisations which include the Association of British Insurers, the British Banking Association and CIFAS, amongst others.

### INTERNATIONAL ORGANISATIONS

We have forged alliances with groups such as the Global Cyber Alliance, Homeland Security in the US and numerous police forces and other jurisdictions. This helps us to tackle issues relating to organised crime and protective security, which ultimately benefits the City of London and UK citizens.

### NATIONAL CRIME AGENCY (NCA) AND NATIONAL ECONOMIC CRIME CENTRE (NECC)

Our national lead force responsibilities mean we work closely with other national agencies, both strategically and operationally to protect the UK from serious threats.

## ROLES AND RESPONSIBILITIES

The Corporation's Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its sub-committees.

### THE ROLE OF THE POLICE AUTHORITY BOARD IS TO ENSURE:

- The City of London Police runs an effective and efficient service by holding the Commissioner to account.
- Value for money in the way the police is run.
- Policing priorities are set considering the views of the community and in accordance with the wider requirements of the Police Act 1996.

The work of the Police Authority Board is supported by a Police Authority Team, which ensures the Police Authority's obligations are effectively and efficiently discharged.

The Town Clerk and Chief Executive of the Corporation, who is also the Chief Executive of the Police Authority, works closely with the Chair of the Police Authority Board and all Members to ensure that there is an effective and efficient police service in the City.

The Chamberlain of London is the Section 151\* Officer for the City of London Police Authority and performs the functions of the Treasurer to the Authority.

The Controller and City Solicitor is the Authority's Monitoring Officer.

### THE ROLE OF THE COMMISSIONER OF POLICE

- Keeping the communities of the City of London safe and secure.
- Ensuring our national lead force functions are discharged efficiently and effectively.
- Delivering efficient and effective operational policing which responds to the needs of the public.
- Managing resources and expenditure by the police service.

### THREE EXTERNAL BODIES WORK CLOSELY WITH THE CITY OF LONDON POLICE TO SET STANDARDS AND SCRUTINISE PERFORMANCE:



Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services is the inspection body which provides regular annual and thematic inspections

**HMICFRS - Home ([justiceinspectors.gov.uk](https://www.justiceinspectors.gov.uk))**



The College of Policing sets the standard for policing and carries out research

**Working together | College of Policing**



The Independent Office for Police Conduct oversees the complaints process nationally

**Independent Office for Police Conduct**

## CONTACT US



 [www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority](http://www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority)

 Provide feedback on this plan to:  
[postmaster@cityoflondon.police.uk](mailto:postmaster@cityoflondon.police.uk)

 **101** Non-emergency police number, in an emergency always dial **999**

 Textphone service **18001 101**

 Follow us on twitter **@CityPolice**

 Like us on Facebook

### PUBLIC ENQUIRIES AND REPORTING CRIME:

 [www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)

 Bishopsgate Police Station  
182 Bishopsgate, London, EC2M 4NP  
Open 24 hours

 Headquarters (not open to the public)  
City of London Police  
Guildhall Yard East, Guildhall Buildings London  
EC2V 5AE

 Anti-terrorist hotline **0800 789 321**



<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 17 November 2022
<b>Subject:</b> Q2 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 99-22	<b>For Information</b>
<b>Report author:</b> DCS Rajiv Mahajan, Corporate Services, Claire Flinter & Ashley Liggins (Performance Information Unit)	

## Summary

This report provides a performance assessment against the measures in the Policing Plan for Q2 2022-23 (1<sup>st</sup> July to 30<sup>th</sup> September 2022). This report is provided to Members in a new format (the Policing Plan performance framework) which includes charts to help visualise the data underpinning each measure or metric and also to help visualise the longer-term trends compared to the current quarter.

Appendix A provides a detailed assessment against each measure, points 6, 7 & 8 are tables that outline the grading assessment criteria. Table 3 is a summary of Appendix A.

## 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 Q2.
  5. The data used to compile this report is accurate as of the last day of the quarter – 30 September 2022. The Force is currently building on technological capabilities and systems via the integration of Microsoft PowerBI as a data visualisation tool 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, this is not to suggest that those gradings would be used by the HMICFRS but gives us a common language when describing out performance that is recognised in policing. It 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 Q2 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 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 in accordance with the information presented in table 1 and 2. Where there are gaps in data currently, these have been assigned a 'No Grading' rating until performance can be better understood.

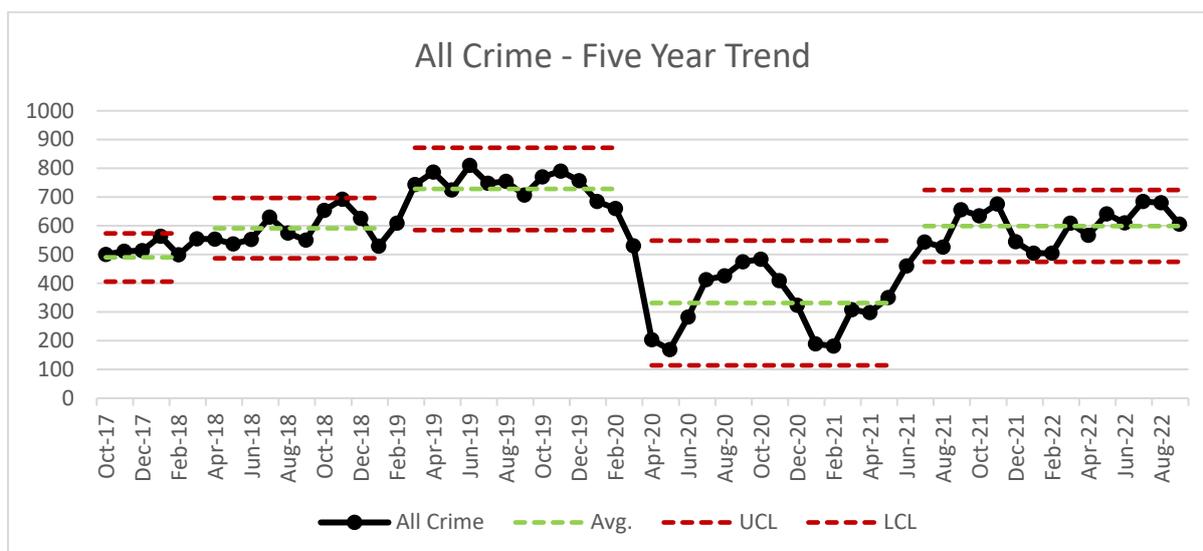
### **Crime and ASB Overview**

9. Executive Summary:

- **All crime**  
19/20 benchmark year comparisons show a 16% (739 by volume) decrease
- **Violent crime**  
This trend deviates from the 'all crime' trend in that levels are higher than the benchmark year by 7%
- **Neighbourhood crime**  
Compared to the benchmark year there is a 70% increase, however intense policing and partner response has resulted in a sharp downward trend
- **Theft from the person**  
Significant drop since June 22, with the volume for the first time in 7 months, returning below the average
- **Robbery**  
Volumes are lower than the 19/20 benchmark year with 17 less crimes (April 19 – Sep 20 vs Apr 22 – Sept 22).
- **Burglary**  
Volumes are lower than the 19/20 benchmark year with 8 less crimes (April 19 – Sep 20 vs Apr 22 – Sept 22)
- **ASB**  
Compared to the benchmark year, ASB incidents show a 23% (170 by volume) decrease
- **Positive Outcome rates**  
CoLP continue to maintain very high levels of performance for the positive outcome rate, with the highest levels nationally at 18%

10. 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 (Oct 20 – Sept 21 vs Oct 21 – Sept 22) and also to the benchmark year (Q1-Q2 19/20 vs Q1-Q2 22/23). Benchmark comparisons are made because it 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.

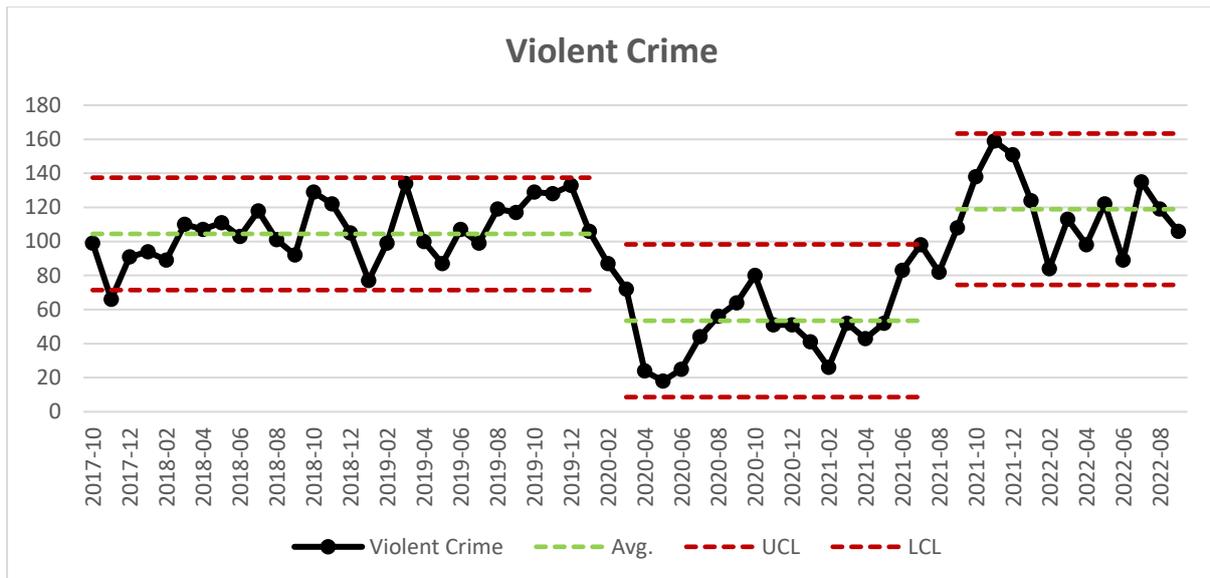
Graph 1 – All Crime Trend



11. All Crime is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) increase of +54% (+2535). 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). Benchmark comparisons show a -16% (-739) decrease with volumes not yet returning to pre-pandemic levels for crime overall. This is seen as a positive and does not follow the national trend where nationally, volumes are higher than the benchmark year.

12. 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 474 – 724 crimes a month with an average of 599 a month. 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



13. Violent 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 (Oct 20 – Sept 21 vs Oct 21 – Sep 22) increase of +86% (+666), which the rate of increase has slowed since Q1. Violent offences are 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%. Seasonal forecasting suggests that peaks in these crime types are expected between October and December. This area remains scrutinised at all monthly performance meetings and the Tactical Tasking and Coordinating Group with plans in place to address the forecasted risks in this area.

#### Operational Activity

- Op Reframe launched. Multi agency partnership approach to tackle violent crime within NTE. Monthly initiative with partners focusing on NTE issues. Deployments included increased resources saturating areas identified as hotspots for crime. Partners deployed include Licensing Officers (COLC), Environmental Health Officers (COLC), CoL Community Safety Team, SIA Officers, BTP, Network Rail, MPS, Special Constabulary, CoLP Network of Women, Samaritans, St Johns Ambulance, Parkguard, Street pastors and Mental Health team
- Evidence based approach taken to tackle violence in NTE. Three years of data reviewed. Three locations identified for increased levels of crime count, crime harm and ASB. 3-month deployment plan created with resources briefed and tasked. Learning incorporated into Christmas and World Cup policing plan.

#### Significant Results

- Arrest within 48 hours of male suspect who having engaged victim online committed suspected serious sexual offences within City of London hotel

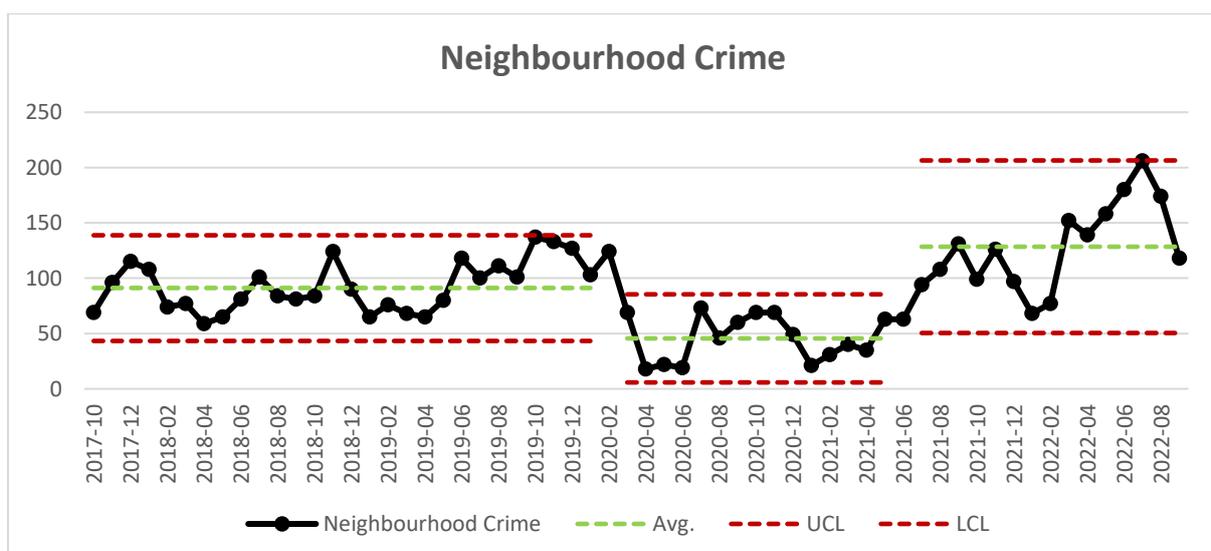
location. Excellent work by Public Protection Unit resulting in identification of suspect and arrest. Multiple weapons including imitation firearms and neo-nazi material recovered.

- Vehicle used in an attempted murder outside a bar in Leadenhall Street in late July. Suspect arrested, charged and remanded in custody and trial preparation by the Major Crime Team continues.
- Swift arrest, charge and remand in custody of a suspect linked to the attempted murder of a homeless male in Blomfield Street as he lay sleeping in a shop doorway. Trial preparation by the Major Crime Team continues
- Op Mantis (Bishopsgate stabbings) – excellent progress. See below under ‘Robbery’ for details.
- Op Reframe results include:
  - Over 100 licensed premises inspected in partnership with agencies above
  - Over 100 visits to welfare tent
  - Arrests for drink spiking, possession of Class A and B drugs and affray
  - 25 drinks tested for spiking and education piece delivered to patrons
  - Multiple vulnerable persons supported by the welfare tent
  - 50 SIA door staff checked with three arrests for Fraud
  - 30 private hire vehicles inspected by RPU

#### Future Plans

- Significant trial (March 2023) preparation by the Major Crime Team continues linked to the murder in Gresham Street. Two of the suspects remanded in custody have now entered guilty pleas to robbery.
- Shift review of Local Policing units to ensure resources reflect risk within NTE
- Bi-weekly tasking meeting tasking resources to crime hotspot locations
- Op Reframe deployments with partners maintained

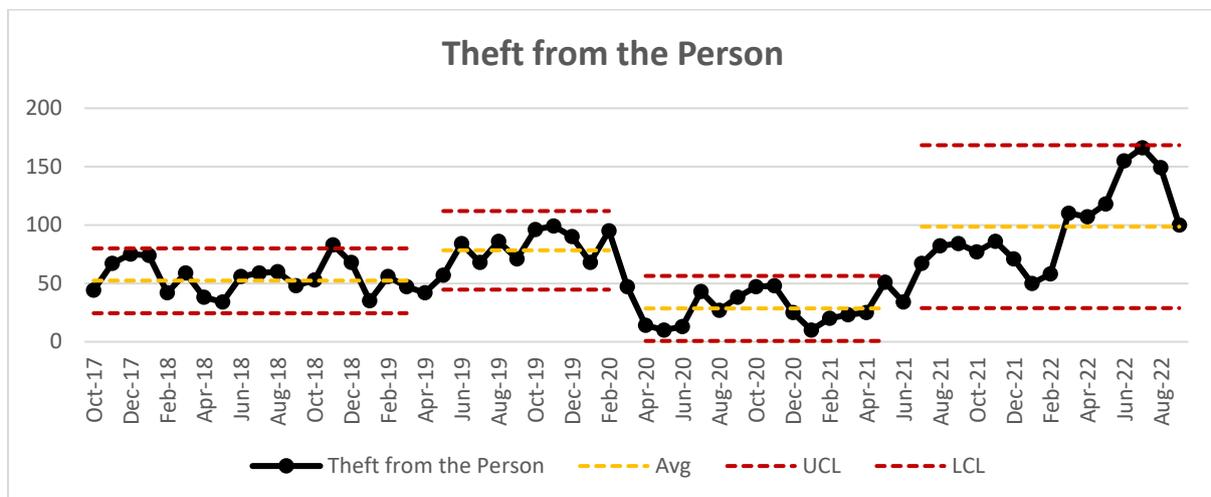
Graph 3 – Neighbourhood Crime Trend



14. 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 (Oct 20 – Sep 21 vs Oct 21 – Sept 22) increase of +106% (+821). 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 July 2022. When compared to the benchmark year there is a 70% increase in Neighbourhood crime. 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. Positive results were seen for September which are shown in the overall drop in Neighbourhood crime and also specifically in Theft from the Person Offences.

Graph 4 – Theft from the Person Offences



15. Theft from the Person crime is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sept 22) increase of +142% (+733). The SPC chart shows the step increase in this crime type from March 22 with the following months above the average. There has been a significant drop for September 22 levels, with the volume for the first time in 7 months, returning below the average within the systems of performance, and more in line with the benchmark year volumes.

**Operational Activity**

- Op Niven launched to tackle snatch offences within the City. Proactive crime team dedicated to offence type. Collaboration with MPS Pan London Op Venice team and local surrounding MPS boroughs. Local Policing assets tasked to repeat locations during relevant time frames, supported by range of specialist resources. Proactive prevention messaging via Crime Stoppers and business engagement forums.

**Significant Results**

- Op Orca joint operation with MPS run from 27th to 30th Sept Joint patrols with Op Venice, scorpion units & City Roads Policing, Support Group & dog units.

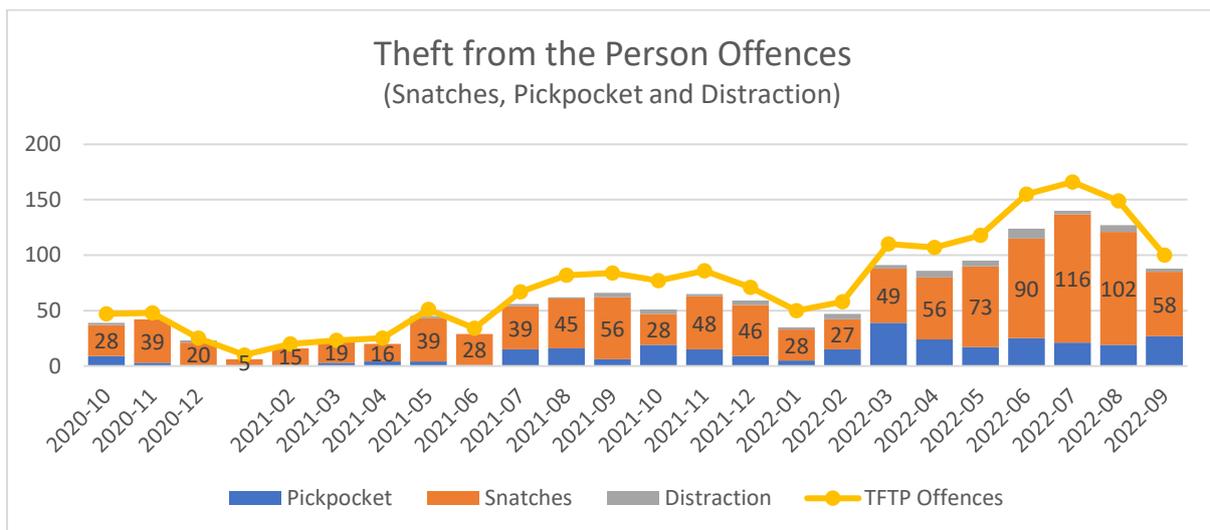
Along with Proactive Crime Team completed spotting patrols. Total cessation of snatch offences during joint patrols.

- Op Mantis – see below under ‘Robbery’
- Extensive communication campaign with ‘best-practice’ crime prevention advice
- Five defendants involved in distraction thefts in the Eastcheap area pleaded guilty during October and will be sentenced in late November. They befriended individuals with a variety of false promises and gained access to their phones, banking apps and crypto accounts, stealing in excess of £100k.

### Future Plans

- Maintain collaboration with MPS
- Disrupt activity through days of action and pursuit of offenders
- Op NIVEN and Op RE-FRAME will continue to focus on such offences throughout the Christmas Campaign Period which overlaps with World Cup Football period.

Graph 5 – Themes in Theft from the Person Offences



16. Within Theft from the Person Offences, key word searches have been used to identify MO types and the volumes of MO types. It is possible using this method that crimes can be counted in multiple categories if the same crime triggers key words in both categories. In summary, the majority of Theft from the Person Offences are being driven by phone snatches. September demonstrates the significant drop in snatch offences, believed to be driven by multiple factors to include the positive results from policing activity. Intelligence development work and tasking activity continues to look into the MO types within Theft from the Person Offences to effectively target this criminality.

Graph 6 – Vehicle Offences



17. Vehicle crime is made up of the following crime types; Vehicle Interference, Theft from Motor Vehicle and Theft of Motor Vehicle. Vehicle crime is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sept 22) increase of +60% (+87), noting this is comparing against the pandemic period with reduced offending. The majority of crime in this area is Theft from Motor Vehicle Offences with 168 in the current 12 months.

#### Operational Activity

- Tasking of response officers to patrol car parks
- Plain clothes officer deployments within car parks

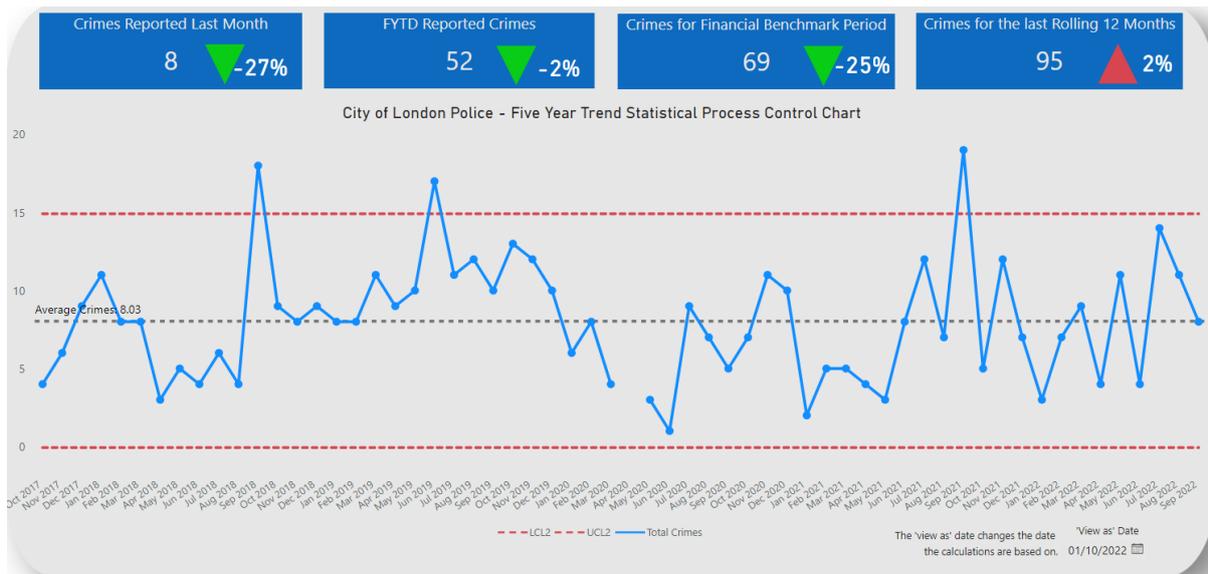
#### Significant Results

- Repeat offender arrested resulting in notable reduction in number of offences

#### Future Plans

- Monitor crime type
- Focused patrols tasked to car parks

#### Graph 7 – Robbery – Personal Offences



18. Robbery - Personal crime is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sept 22) increase of +2% (+2), showing little change, even when compared to the pandemic period. These volumes are also lower than the 19/20 benchmark year with 17 less crimes (April 19 – Sep 20 vs Apr 22 – Sept 22). Where there are gaps included on the graph this demonstrates that there were no crimes that occurred that month.

#### Operational Activity

- Op Niven deployments as above

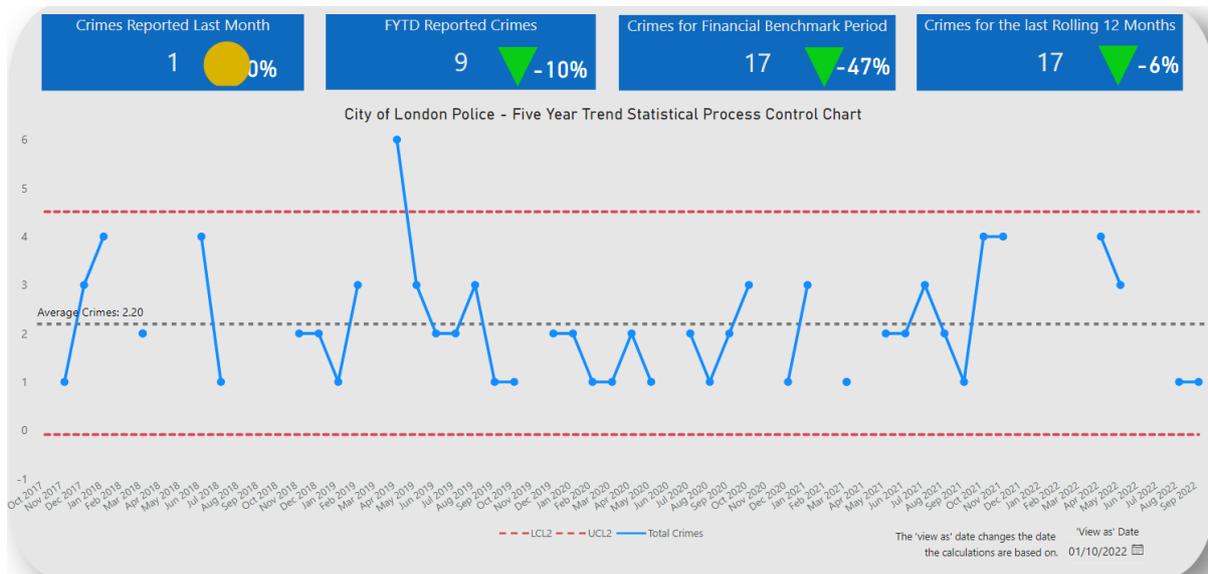
#### Significant Results

- Operation MANTIS – Major Crime Team investigation, saw the arrest and charge of two offenders involved in snatch of mobile phone which escalated to a point where members of the public were stabbed and slashed with bladed weapons. Widespread social and mainstream media coverage due to time of day and location. Two arrests within a week of those suspected to be involved (despite the use facial concealment during the offences) resulting in charges covering both offences in the City and linked offences earlier on same day in MPS area. Suspects remanded in custody awaiting trial.

#### Future Plans

- Proactive Crime Tteam Op Niven team maintain collaboration with MPS
- Op Niven disrupt activity through days of action and pursuit of offenders
- Op NIVEN and Op RE-FRAME will continue to focus on such offences throughout the Christmas Campaign Period which overlaps with World Cup Football period.
- Specialist Operations Directorate detectives will investigate all robberies and linked-series snatches

## Graph 8 – Burglary - Residential Offences



19. Burglary - Residential crime is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sept 22) decrease of -6% (-1), showing little change, even when compared to the pandemic period. These volumes are also lower than the 19/20 benchmark year with 8 less crimes (April 19 – Sep 20 vs Apr 22 – Sept 22). Where there are gaps included on the graph this demonstrates that there were no crimes that occurred that month.

### Operational Activity

- Response teams briefed regarding Burglary hotspots
- High visibility patrols conducted across the City focusing on crime type
- Plain clothes deployments within Burglary hotspots

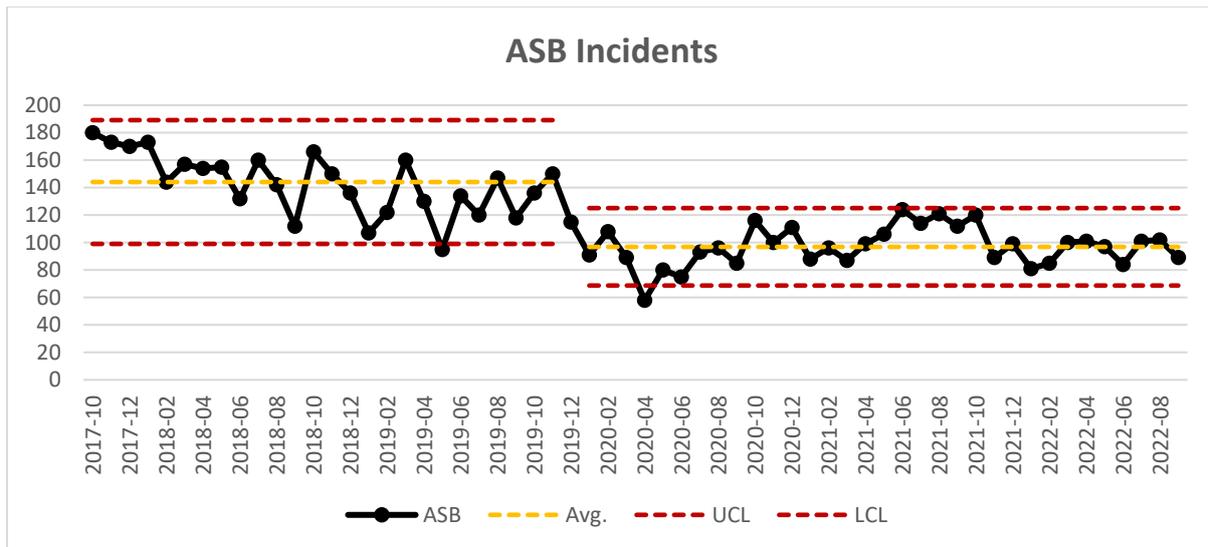
### Significant Results

- Plain clothes officer observed male acting suspicious in Bishopsgate. Male entered premises. Male seen to leave premises with bag. Stopped detained and arrested.

### Future Plans

- City of London Police have for some time been attending all residential burglary offences in line with new guidelines issued by National Police Chiefs Council. In addition, with the City, police attendance is supplemented by both Crime Scene Investigator and Serious & Complex Crime detective officer.

## Graph 9 – ASB incidents



20. Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sep 22) decrease of -9.9% (-126). When compared to the benchmark year ASB incidents are seeing a -23% (-170) 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.

#### Operational Activity

- City of London Police worked in partnership with City of London Corporation and partners to mark UK's second official ASB awareness week. The week focused on the impact of ASB on young people.

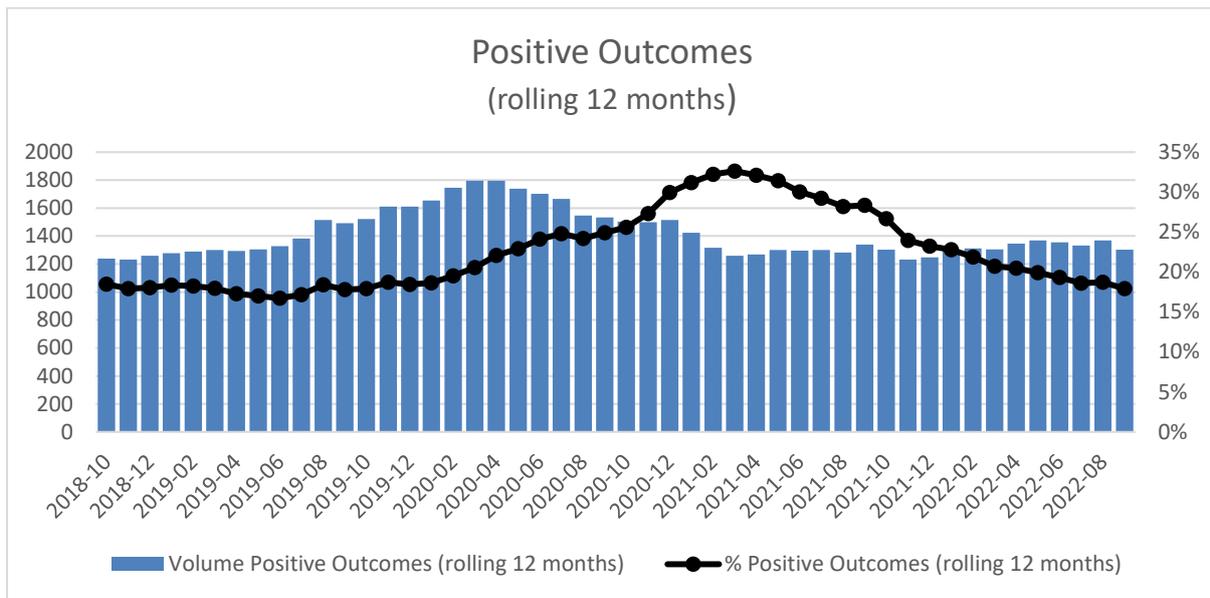
#### Significant Results

- Dedicated Ward Officer's tasked with continued effort under Op Luscombe to support homeless persons to reduce begging and associated ASB and to ensure the continued recording and response to homelessness in the City, offering relevant support/referrals where appropriate.
- Dedicated Ward Officers tasked with addressing poor road-user behaviour (namely cyclists and e scooter riders on pavements and breaching pedestrian crossing signals), as this has been raised by residents as a concern. Drink spiking testing and education piece with drink toppers and new posters to prevent offences on Op Reframe on 30<sup>th</sup> September.

#### Future Plans

- Continued partnership work with City of London Corporation
- Welfare zone within NTE hours to provide safe spaces
- NTE police and City of London Corporation joint patrols

Graph 10 – 12 month rolling positive outcome rate



21. 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 positive outcomes recorded 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. 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. In summary the current 12 months is showing a positive outcome rate of 18%.

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

**Current Position**

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

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grading	Q2 Grade
Keep those who live, work and visit the City safe and feeling safe	Adequate	1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs	Adequate	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	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	Good
		1.4 Ensure Police make appropriate use of their powers to tackle and defer Anti-Social Behaviour	Adequate	Good
		1.5 Increase the number of positive outcomes from identified repeat offenders	No Grading	No Grading
		1.6 Reduce Neighbourhood Crime	Requires Improvement	Requires Improvement
		1.7 Reduce Violent Crime	Adequate	Adequate
		1.8 Disrupt drugs supply in the City through pursue activity	Good	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	Good
		2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	Good	Good
		2.3 100% of Action Fraud cyber-crime referrals will be investigation by the City	Good	Good
		2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	Good	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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grading	Q2 Grade
		2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City of London Police.	Adequate	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	Requires Improvement
Putting the victim at the heart of everything we do	Good	3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	Adequate	Good
		3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	No Grading	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	Requires Improvement
		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	Good
		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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grading	Q2 Grade
		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	Outstanding
People	Adequate	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	Outstanding	Outstanding
		4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	No Grading	No Grading
		4.3 Overall engagement score – staff survey – year on year increase over the next three years.	No Grading	No Grading
		4.4 To ensure our workforce better reflects the communities we serve.	Requires Improvement	Requires Improvement
Resources	Adequate	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	Good	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	No Grading
		5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	No Grading	Requires Improvement
Efficient and effective service	Adequate	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	No Grading
		6.2 Increase in percentage of people who agree COLP provide an effective service.	No Grading	No Grading

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grading	Q2 Grade
		6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	No Grading	Good
		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%	Requires Improvement	Adequate

24. 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**

25. 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.

26. Financial implications – none

27. Resource implications – none

28. Legal implications – none

29. 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.

30. 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.

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

32. 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**

33. This report sets out performance assessment of the refreshed Policing Plan as of Q2 (1<sup>st</sup> July – 30<sup>th</sup> Sept 2022). To help make these assessments, the Force has used new technological capabilities and systems via the integration of Microsoft PowerBI as a data visualisation tool to display live and up-to-date data on some of the areas in the policing plan. Detailed assessments on each metric can be found in Appendix A.

## **Appendices**

- Appendix A – Policing Plan Framework 2022/23- Q2 assessment

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# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	GRAPH	NARRATIVE Q2	WHO	Q1 GRADE	Q2 GRADE
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	0	0	<p>1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs (City based OCGs)</p>	<p>Disruptions are currently claimed against OCGs and strategic vulnerabilities (e.g. cyber/firearms/drugs) 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. This measure only focuses on City Based OCGs and does not include strategic vulnerabilities or OCGs that sit within measure 2.5. Therefore these numbers can look very low, but will not be reflective of all work that goes into disruptions OCGs and strategic vulnerabilities. It is proposed that this is widened out and reported as one measure to better understand and monitor disruptions.</p> <p>In Q2 there has been 1 moderate disruption against City based OCGs (noting there are not many that fall under this category) which is the lowest number of disruptions in 4 years.</p>	SPECIALIST OPERATIONS	ADEQUATE	ADEQUATE
		1.1.2 Number of Moderate Disruptions	3	1					
		Number of Minor Disruptions	1	0					
		1.1.3 Number of Disruptions within highest quartile of harm scoring OCGs	0	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	39	23	<p>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.</p>	<p>In Q2, 23 engagement events were planned and carried out. This is a drop compared to Q1, however it is difficult to understand the longer term trends in some of the metrics in these areas as new processes were put in place to enable reporting capability. Whilst slightly more partners have been engaged with, this has reached a much smaller audience than Q1. However, online engagements has seen a much greater number of attendees across 1 big event. Overall, operation lightning reports remain in normal variation above and below the average.</p> <p>Due to the sensitivity of this area, reporting of information will be at a high level and shared on pertinent topics that generated the need for further discussion.</p> <p>1.2.3 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.</p> <p>Further observations from additional exercises include;</p> <ul style="list-style-type: none"> <li>- communication during an incident and what information is passed to emergency services</li> <li>- identify and contact organisations in the City that may be targeted by protests prior to any action taking place (in progress)</li> </ul> <p>1.2.7 Attended Feedback to capture improvements to preparedness Positive feedback from businesses reporting hostile reconnaissance, with learning around increasing efficiency and timeliness of reporting. This has been addressed via a CTSA/SB briefings and internal processes being reviewed.</p> <p>Overall rating of (Good) In summary this area continues to operate as an Overall Rating of good. This takes into account the current staffing levels and ongoing training within CT which is still ongoing, coupled with the footfall in the City and from Pre Covid activity and move of City Companies to have more flexible home/work patterns.</p>	SPECIALIST OPERATIONS	GOOD	GOOD
		1.2.1 Planning and Testing - Number of events completed	39	23					
		1.2.2 Planning and testing - number of partners engaged with	28	31					
		1.2.4 Prepare and engage - Reach of Attendees	487	285					
		1.2.5 Prepare and engage - number of online courses	3	1					
		1.2.5 Prepare and engage - number of attendees (online course)	24	100					
		1.2.6 Prepare and engage - Operation Lightning reports	29	23					
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	7789	6344	<p>1.3.2 number of project Servator interactions with members of the public</p>	<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. 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>Interactions and deployments have both dropped in quarter 2 compared to quarter 1, but volumes are still falling around the 5 year average. This is likely to have been impacted due to the high number of leavers within the department and the significant abstractions to support mutual aid requests such as the Commonwealth Games. This has moved the team from a three team pattern to a two team pattern, which means abstractions are more impactful across the lower team numbers (abstractions approximately equating to 2FTE). Recruitment and training is ongoing to mitigate the turnover. Whilst fewer arrests have been made in Q2 compared to Q1 however, more intelligence has been submitted.</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. This is qualitative and quantitative. It is felt the quantitative measures in the policing plan are mostly right, but should also specifically include outcomes from stop and search. 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. From the inspection in May 21, all recommendations for improvements were tracked and monitored against and this has all now been completed and embedded as part of business as usual. This area has recently been reviewed in May 22 and the results will be incorporated once they are available.</p>	LOCAL POLICING	GOOD	GOOD
		1.3.3 number of deployments	472	441					
		1.3.4 outcomes (arrests made)	21	19					
		1.3.4 outcomes (intelligence submitted)	11	20					
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	282	292	<p>1.4.1 Number of ASB calls received</p>	<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). In the current quarter there have been 292 ASB calls received, with a 74% attendance rate which is 3% increase from Q1. Not all calls are always police related and the City works well with the Corporation to ensure the right response to reports of ASB which is not always the Police. This has been sustained again this quarter and would now be considered a stable decreasing trend.</p> <p>City of London Police worked in partnership with City of London Corporation and partners to mark UK's second official ASB awareness week. The week focused on the impact of ASB on young people. There is currently dedicated Ward Officer's tasked with continued effort under Op Luscombe to support homeless persons to reduce begging and associated ASB and to ensure the continued recording and response to homelessness in the City, offering relevant support/referrals where appropriate. They are tasked with addressing poor road-user behaviour (namely cyclists and e scooter riders on pavements and breaching pedestrian crossing signals), as this has been raised by residents as a concern. Drink spiking testing and education piece with drink toppers and new posters to prevent offences on Op Reframe on 30th September.</p> <p>Future plans to sustain this reduction are to continue partnership work with City of London Corporation, provide a welfare zone within NTE hours to provide safe space and police the NTE with both police and City of London Corporation joint patrols</p> <p>CPWs and CPNs still have some data missing between 18/19 and 20/21 and this is being worked through. However the last 6 quarters are reflective of CPWs and CPNs issued. There have been 14 CPWs issued in the last quarter and 3 CPNs. Data for CBOs and Dispersal orders remain outstanding.</p>	LOCAL POLICING	ADEQUATE	GOOD
		1.4.2 Number of ASB calls attended	199	216					
		1.4.2 % of ASB Calls attended	71%	74%					
		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	6	14					
		1.4.4 Number of CPNs Issues	7	3					
1.4.5 Number of Dispersal Orders Used	UNDER DEVELOPMENT								



# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	GRAPH	NARRATIVE Q2	WHO	Q1 GRADE	Q2 GRADE
THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE	1.5 Increase the number of positive outcomes from identified repeat offenders	1.5.1 Number of repeat offenders in the last 12 months	183	166		<p>This measure looks at the 'increase the number of positive outcomes from identified repeat offenders'. To be categorised as an offender, this means that you are in receipt of a positive outcome, therefore this measure should always be 100%. For this reason, Q1 was graded as outstanding due to the high positive outcome rate, but this was without the understanding as to how the measure worked. It is recommended that this measure is reviewed, and until such time should move to a no grading.</p> <p>One suggestion is to move this measure towards understanding suspect and offender management within the CoLP as part of delivering the overall priority of keeping those who live, work, and visit the City safe and feeling safe. Within the CoLP there are varying departments who have responsibility for different aspects of offender management, however the management of offenders is the responsibility of all officers and staff across the organisation from operational policing to intelligence resources. Specific departments include the Lifetime Offender Management (LOM) Team, Integrated Offender Management function (IOM), the Public Protection Unit (PPU). Work is ongoing in this area to improve offender management, and this includes within the Daily Crime Meeting (DCM) to ensure tasking is focused within the agenda to include suspects and offenders. Offenders and repeat offenders are also discussed at local management meetings, which feed into the Daily Management Meeting (DMM). The force wide gold commander will drive the DMM, with the highest risk offenders/suspects being prioritised daily. In addition to this, the CoLP is reviewing its current management information reports to ensure accuracy and improved reporting which is significant work that has been ongoing.</p> <p>Work at a local level has been undertaken to improve data quality by ensuring records are correct and accurately reflecting the position of offenders for improved targeting. It is felt that if this area was graded based on the revision of this measure - it would be considered Adequate at this time, noting there are good plans in place to improve suspect and offender management which would bring it up to a good position in the immediate future.</p>	SPECIALIST OPERATIONS	NO GRADING	NO GRADING
		% of offenders that are repeat offenders (12m)	19%	18%					
		1.5.2 Number of Crimes linked to repeat offenders in the last 12 months	483	422					
		% of offender identified crimes that are from repeat offenders (12m)	40%	38%					
		% of all crime that is from repeat offenders (12m)	7%	6%					
		1.5.3 Positive Outcome rate for repeat offenders in the last 12 months	92%	91%					
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	477	498		<p>Q2 is the highest quarter in 5 years and an increase on Q1 into exception. Volumes have significantly changed with the last 5 quarters all above the average and levels higher (+70%) than the 19/20 baseline year (19/20 was set as the baseline year to avoid comparisons to the low volumes seen during Covid), albeit this has reduced from Q1 which was showing an 82% increase. The increase is predominantly being driven by the sustained impact from theft from the person offences. However September has returned to lower levels and back within normal variation (the quarter is impacted by the high volumes in July and August) so this is a positive. No other exceptions are seen in the other areas of Neighbourhood crime, with low levels reported.</p> <p>CoLP has embedded a prevention approach with support of partners in the reduction of neighbourhood crimes. Through the SARA process a partnership and prevention hub is now a key focal point to crime prevention and the development of plans to tackle emerging or current crime types. Partnership support is drawn from business improvement districts (safe and secure portfolios) business crime reduction partnerships and close working with the security industry to create a cohesive approach to community safety. CoLP have recently implemented several platforms that permit the lawful sharing of intel and information in support of crime reduction. Significant focus has also been around safety within the night time economy. Several initiatives funded via home office safer streets have delivered against our policing plan ambitions of being and feeling safe. Specific operations have been stood up against both thefts connected with the night time economy and theft snatches. Both operations have focussed on prevention activities supported by partners (Crime stoppers) with a wider crime prevention plan where we target both City workers and visitors to educate around crime trends and what can be done to keep your property safe. CoLP have now commenced a series of crime prevention roadshows to businesses. CoLP work closely with the MPS in relation to targeting persistent offenders and have seen some good results from recent operations (Operation Orca and Operation Nivern) with the large recovery of phones.</p> <p>Whilst the rate of increase is slowing and some control is being seen in September, the grading remains unchanged until this area moves back into normal variation and sees some stability.</p> <p>Overall positive outcomes are stable compared to the baseline. It is important to note that for outcomes in general City of London Police have been operating higher than the national level for a number of years now, this is a significant achievement and means we have one of the highest positive outcome rate in the Country currently for all crime. The national positive outcome rate at the end of Aug was 10.9%. The CoLP are performing well above this, delivering a positive outcome rate of 18% (Sep22).</p>	LOCAL POLICING	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT	
		498							
1.7 Reduce Violent Crime	1.7.1 Violent Crime Volumes - Homicide, Violence with Injury, Violence without Injury, Stalking and Harassment, Rape and other sexual offences	309	361		<p>The last 5 quarters have been above the average with an increase in Q2 compared to Q1. Volumes are 7% higher than the 19/20 baseline which is the same as reported in Q1, therefore the difference remains stable. Whilst volumes are above the average, the last three fall more in line with the baseline year and perhaps suggest levels have returned to pre-pandemic volumes.</p> <p>As with the operational activities mentioned within Neighbourhood Crime, these also extend to managing and preventing Violent Crime. There has been significant focus on VAWG and safety in the Night-time economy and several initiatives funded by the home office safer streets funds, have helped to assist with delivering against the policing plan ambitions of being and feeling safe. These included welfare and vulnerability training to NTE venues including hotels, linked to the Ask for Angela campaign. A communications strategy to increase awareness of the online portal Street Safe which allows people to report areas of concern be that for behavioural or environmental issues. Levels of violence for the next quarter are predicted to increase due to the seasonality experienced with this crime type in the City. The Christmas campaign has been brought forward to October to address the predicted increases. In summary this area remains graded as adequate due to overall stable levels compared to the baseline and ongoing activity in this area with plans in place to address the peaks expected.</p> <p>It is important to note that for outcomes in general City of London Police have been operating higher than the national level for a number of years now, this is a significant achievement and means we have one of the highest positive outcome rate in the Country currently for all crime. The national positive outcome rate at the end of Aug was 10.9%. The CoLP are performing well above this, delivering a positive outcome rate of 18% (Sep22).</p>	LOCAL POLICING	ADEQUATE	ADEQUATE	
		361							
1.8 Disrupt drugs supply in the City through pursue activity	1.8.1 Positive outcomes for possession with intent to supply	9	13		<p>In the current quarter there has been 5 PWITs offences and 13 positive outcomes which is a 260% positive outcome rate. 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.</p> <p>There has been a long term declining trend for the volume of drug related intel reports, with the last 5 quarters all below the 5 year average. This largely follows the number of offences identified and has a moderate correlation (0.6). Its possible with less intelligence submissions that this will impact on the ability to identify and disrupt drugs. Or the alternative explanation is that there is less drugs to disrupt. Other indicators are required to better understand the landscape around drugs which could help to answer the question as to whether there needs to be a greater focus on gathering drug related intel. Positively the percentage and volume of drug related intel have both increased this quarter from 100 (10%) to 120 (13%).</p>	SPECIALIST OPERATIONS	GOOD	GOOD	
	1.8.2 Volume of Possession with Intent to Supply offences	8	5						
	Positive outcome rate of Possession with Intent to Supply Offences	113%	260%						
	1.8.3 Possession with intent arrests	24	27						
	1.8.4 Volume of drug related intel reports	100	120						
	% of all intel reports that are drug related	10%	13%						
	1.8.5 Amount of seized drugs	UNDER DEVELOPMENT							
1.8.6 Amount of seized cash	UNDER DEVELOPMENT								



# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	GRAPH	NARRATIVE Q2	WHO	Q1 GRADE	Q2 GRADE
2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME	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	6,931	6,528		<p>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, using online events which can reach greater numbers. This recovery has continued, with 6,528 people attending a mixture of 93 online and in-person events in Q1 2022/23. This represents an increase of 17% from the 21/22 quarterly average of 5,598 attendees. Protect engagements during the period included presentations to the Business Fraud Network, TSB Bank, and Charities Against Fraud Group. The NFIB Protect team also supported the Office of Auditor for Australia who wanted to learn more about Action Fraud and the NFIB, and provided training for police officers via the Economic and Cyber Crime Academy Specialist Fraud Investigator course. A Second Business Stakeholder Manager will be in position from 1st November, which will increase the number of events we can facilitate</p> <p>The platform which hosts the Action Fraud Neighbourhood Alerts has been upgraded. This required subscribers and members to be moved across in a phased approach, meaning our reach dropped before being built up again. In July we could reach 352,824 individuals, whilst in September we reached 503,950 individuals. This number is expected to increase as the final members are moved across.</p> <p>Social Media engagement was strong in Q2, despite external communications being paused from 8-19th September due to Op London Bridge. Of note in July was the social media phishing campaign #Reportthephish. This campaign reached a potential audience of 8,434,856 individuals, achieving 35,232,810 impressions. The week following the launch of the campaign the number reports to SERS increased by 27% to 148,520 reports. Although this decreased the following week to 135,906 reports this is still 16% higher than those reported the week before the campaign launched. The reason behind the increased social media reach during the month of September can be attributed to posts from London Mayor Sadiq Khan and E L James (Fifty Shades of Grey author). This related to raising awareness of cost-of-living related scams.</p>	NATIONAL LEAD FORCE	GOOD	GOOD
		2.1.2 Reach of Neighbourhood alerts	708,482	856,774					
		2.1.3 Impressions from Protect social media messaging	27,712,895	68,147,550					
		2.1.4 Percentage of survey respondents who feel better able to protect themselves	90%	0%					
	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	1,596	1,450		<p>SP extract not yet received, this is presumed due to DROID still not working as expected. Data can currently only be provided until 31 August 2022.</p> <p>2.2.1 National judicial outcome rates are 7.9% for 2019/20, 5.6% for 2020/21 and 4.8% 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 23% for 2019/20, 9% for 2020/21 and 38% for 2021/22, far higher than the national averages. The COLP NFA rate is currently 6% for 2021/22, which is below the national average of 47%.</p>	NATIONAL LEAD FORCE	GOOD	GOOD
		2.2.2 CoLP positive outcomes reported	238	33					
	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	14		<p>The end of Q2 saw worldwide media attention on the arrest of an individual for hacking Uber, Rockstar Games, Revolut and Intercontinental Hotels Group. The team were assisted by the NCA &amp; FBI in this investigation. The Pursue team has started a new operation, targeting an individual selling Breached data from a City based peer to peer money lender.</p> <p>Q2 has been a challenge for the unit as it has been unable to replace staff who were abstracted to other departments. This is reflected in a decrease in operational activity from Q1 and Q4. However the department are still able to service demand, albeit at a slower rate. A new DS and two DCs joined the unit in September although two DC posts still remain vacant at the end of the quarter.</p> <p>The Pursue team won the coveted NPCC Cyber Award at September's National Cyber Awards.</p> <p>Referrals are from NFIB rather than Action Fraud; grading is considered GOOD as demand is being met despite the under resourcing issue.</p>	NATIONAL LEAD FORCE	GOOD	GOOD
		2.3.2 Number of Action Fraud referrals investigated	6	14					
		2.3.3 Positive outcomes from FCCU investigations	N/A	0					
	2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	2.4.1 Number of academy training courses	19	19		<p>The ECCA delivered 19 training courses in Q2 which is consistent with the previous quarter and an improvement on the previous year's Q2 as courses were run during August. However, the number of delegates almost doubled, and the courses provided were longer and more in-depth. The plan to increase the number of courses during Q2 was impacted by external factors such as train strikes and the Queen's funeral. Delegate numbers are also increasing, and the Academy now has a better booking system which ensures no spaces are left empty.</p> <p>The Academy delivered two Money Laundering courses and a Victim Care Course to the NCA in July. Other courses delivered included Specialist Fraud Investigator and Bribery courses, along with Virtual Currency Courses attended by CoLP officers and staff. We also delivered an external MOD SFI course. In September the Academy were overseas in Serbia delivering courses to the Serbian Anti-Corruption Agency and Serbian Border Force. This training was aimed at investigators involved in dealing with corruption within the public sector. Other Academy activities included a CPD event on the Fraud Investigation Model (FIM) which attracted 466 attendees.</p> <p>Satisfaction averages fell slightly to 86% for the quarter. Although mostly positive, feedback evaluation has shown that a single feedback form has reduced the scores and was not indicative of the wider group experience. It has also been noted that only 48% of feedback forms were returned during the quarter, and improvement is required to ensure that all delegates are completing the forms.</p>	NATIONAL LEAD FORCE	GOOD	GOOD
		2.4.2 Number of training days delivered	945	1733					
		2.4.3 Number of delegates	221	252					
2.4.4 Number of Delegates who completed the satisfaction survey		138	120						
2.4.4 Percentage of delegates satisfied with the course overall		91%	86%						
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	3	1		<p>There were 12 disruptions claimed against Economic Crime OCGs in Q1. Of these, 1 was classified as a Major disruption (a Major disruption represents the OCG being impacted at a key player level). In this instance, a key nominal pleaded guilty and was sentenced to 22 months suspended for 2 years, effectively shutting down the OCG. Major disruptions are not claimed until after court hearings and moderation panels, meaning there are a number of major disruptions yet to be claimed due to court backlogs.</p> <p>The 7 Moderate and 6 Minor disruptions relate to arrests of nominals and seizure of monies. A number of new OCGs have also been mapped during the period.</p> <p>There is currently only 1 Economic Crime OCG group that falls within the highest quartile of harm scoring OCGs, and no disruptions were recorded against it this quarter.</p>	NATIONAL LEAD FORCE	ADEQUATE	ADEQUATE	
	2.5.2 Number of Moderate Disruptions	5	7						
	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	31	36		<p>2.6.1 - In Q2 of this year, at 36 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 2021/22. However, the value of Q2 POCA activities was more than four times the value of the previous quarter, at £4,237,017 compared to £793,988. This is in part thanks to a single Cash Detention of £1,500,000 in August, carried out by the Asset Recovery Team.</p>	NATIONAL LEAD FORCE	ADEQUATE	ADEQUATE	
	2.6.2 Value of restraints, cash seizures, confiscations and account freezing orders	£793,988	£4,237,018						



# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	GRAPH	NARRATIVE Q2	WHO	Q1 GRADE	Q2 GRADE
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 (NECVCU)	£23,400	£122,100	 	<p>2.7.1 &amp; 2.7.5 - The number of NECVCU victims with confirmed recoveries, and the associated value of those recoveries is dependent on the victim informing the NECVCU. Since January 2021 NECVCU have supported 86 victims to recover £2,409,301.56. They have also provided additional support to 152 service re-users since August 2018 preventing a possible £2,447,808 being lost to economic crime. Since July 2018 they have recorded only 78 repeat victims (0.03%).</p> <p>2.7.2-2.7.5 - Recall Droid app issues – Recall was down for a significant amount of time as the 'credits' required for it to operate had not been refreshed. There was an issue where Droid was turning the Recall app off in the background every week, the OneDrive link for processing the Excel CSV workbooks was down for over a week. These issues have mostly been resolved, however there are still persistent issues that just cause the process to take longer (additional info section blank, reports reappearing that have already been dealt with). Everything is raised with the Droid service desk as soon as the issues are noted but there needs to be a longer term solution to mitigate the ongoing issues.</p> <p>Overall fraud levels were lower in June, July &amp; August than previous months and the whole year is lower than pandemic levels.</p>	NATIONAL LEAD FORCE	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT
		2.7.2 Number of alerts sent to banks - Project Recall	1250	1418					
		2.7.3 Value of alerts sent - Project Recall	£5,637,891	£7,993,933					
		2.7.4 Confirmed savings - Project Recall	£55,169	£27,148					
		2.7.5 Number of victims with confirmed recoveries (Recall and NECVCU)	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	409	493	 	<p>In Q2, 87,271 confirmation survey hyperlinks were delivered to individuals that reported a crime. 877 (1.0%) of recipients opted to provide satisfaction feedback.</p> <p>The Action Fraud survey indicates that satisfaction with telephone reporting service in Q2 remained stable and within target at 96%. This is in line with Q2 of FY 21/22 which also saw a satisfaction rate of 96%. Negative feedback received in Q2 is largely attributable to frustration regarding increased call wait times. Measures are now in place to address this and overall satisfaction levels in this area remain high over the long term. The technology issues which impacted the distribution of fulfilment letters (which contain the survey) in the previous quarter have now been resolved and response levels have returned to anticipated volumes.</p> <p>Online satisfaction saw improvement in Q2, coming in just above the benchmark at 84% across the quarter, with September noting a high of 86%. September saw the highest response rate, and the higher the response rate, the more confidence there is that the results of representation of those using the service.</p>	NATIONAL LEAD FORCE	ADEQUATE	GOOD
		3.1.2 satisfaction levels - online reporting	80%	84%					
		3.1.3 Survey responses - telephone reporting	340	384					
		3.1.4 Satisfaction levels - telephone reporting	96%	96%					
3.2	Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Number of Surveys that went out (sample size)	779		 	<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. As there is a delay between crimes happening, the data set being uploaded and the analysis being completed, Q2 is not yet available. Q1 now shows the full results.</p> <p>Whilst Q1 shows the best response rate received so far, unfortunately victim satisfaction surveying does not have a robust sample size to be able to draw any meaning from the results (quarterly or annually). There is little confidence that the results would be the same if repeated. The results currently have extremely wide confidence limits. Qualitative comments could still be used but there are few to conclude any themes in which to focus activities. A number of recommendations have been made in a recent victim satisfaction report and work is ongoing to improve the surveying of victims with a new survey and system being brought in.</p> <p>Domestic abuse victim surveying is now ongoing on a quarterly basis. There are options regarding using the potential new surveying solution to store the results which would be a positive. We hope to have data for this next quarter although due to the low volumes of Domestic Abuse crimes response volumes are likely to be very low.</p>	SPECIALIST OPERATIONS	NO GRADING	NO GRADING
		3.2.1 Survey responses - victim satisfaction	55						
		Response Rate	7%						
		3.2.2 Victim Satisfaction - Treatment	62%						
		3.2.2 Victim Satisfaction - Kept Informed	42%						
		3.2.2 Victim Satisfaction - Overall Service	42%						
		3.2.2 Victim Satisfaction - Recommend	49%						
3.2.3 Survey responses - domestic abuse	UNDER DEVELOPMENT								
3.2.4 Satisfaction levels - domestic abuse	UNDER DEVELOPMENT								
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	94	131	 	<p>Child at risk PPNS have been following a long term increasing trend but have seen a sharp increase in Q1 and Q2 with Q2 the highest in 5 years. Its likely this is due to recent training in this area and better identification but it is therefore also better reflecting the number of times children come to notice to the police where concerns are raised and likely shows a genuine increase or improved reflection of the landscape.</p> <p>Multi agency referrals are completed as a priority each day for PPU. Multi agency referrals looks at the reported date of the PPN and the time the PPN review was created. Where PPNs are reviewed within 24 hours when reported on a Monday - Thursday and 72 hours between a Friday and Sunday, they are deemed as conducted within the time frame specified, otherwise they are considered outside of the timeframe specified. With the increase in the volume of child PPNS, the timeliness over the past year has been more variable with the current quarter at 77% within the timeframes specified.</p> <p>PPU will also attend multi-agency safeguarding meetings. Although the number of Child at Risk PPNS have been increasing, the number of safeguarding meetings has dropped in Q2 as less are normally held over the summer.</p>	SPECIALIST OPERATIONS	NO GRADING	REQUIRES IMPROVEMENT
		3.3.2 Multi Agency referrals are conducted within 24 hours (72 hours at the weekend)	93%	77%					
		3.3.3 Police attend multi agency safeguarding meetings	24	10					
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	119	120	  	<p>Compared to the 19/20 baseline there is;</p> <ul style="list-style-type: none"> <li>- an 11% increase in VAWG crimes (VAWG crimes make up 2% more of all crimes)</li> <li>- a 16% reduction in victims withdrawing from the process</li> <li>- a 2% reduction in the positive outcome rate</li> </ul> <p>When looking at the trend charts, VAWG crimes have seen 5 quarters above the average, whilst all crime volumes are not yet above the average, violence crimes overall for the CoLP has moved to higher levels than pre the pandemic which is also true for VAWG. When looking at outcomes, its important to note that these figures will change and can look lower in recent months as investigations are ongoing. However positively there is a real improvement with significantly less victims withdrawing over time with a long term improving trend in this area.</p> <p>Overall positive outcomes are stable compared to the baseline. It is important to note that for outcomes in general City of London Police have been operating higher than the national level for a number of years now, this is a significant achievement and means we have one of the highest positive outcome rate in the Country currently for all crime. The national positive outcome rate at the end of Aug was 10.9%. The CoLP are performing well above this, delivering a positive outcome rate of 18% (Sep22).</p>	SPECIALIST OPERATIONS	NO GRADING	GOOD
		VAWG as a % of all Crime	7%	6%					
		3.4.2 Percentage of female victims withdrawing from the process during police investigation compared to 2019/20 baseline	31%	23%					
		3.4.3 Positive Outcome rate for female victims of violence; compared to the 2019/20 baseline	18%	15%					
3.4.4 Number referred to vulnerable victim advocate or similar	22	28							



# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	GRAPH	NARRATIVE Q2	WHO	Q1 GRADE	Q2 GRADE
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	340	427		<p>The volume of PPNs has been increasing over time, with the last 6 quarters all above the average and the current quarter into exception. Its likely that more concerns are coming to notice with the increasing crime rate but also alongside improved identification with awareness training that has been rolled out such as Voice of the Child Training, DA and vulnerability identification training. Currently 66% of PPNs have had a referral to another agency.</p> <p>As part of the performance regime the DI ensures that the DS's are making the right decisions in terms of PPN assessment and referral. All decision making is recorded on the OEL and therefore at the DI's disposal to dip sample.</p> <p>Dip samples are completed as part of the crime scrutiny group and each PPN is quality assured by a DS before any referral. A recordable process is being put in place to identify any PPN's that are substandard and feedback any learning points including trends or repeat individuals. Any PPNs that contain insufficient information are sent back to the reporting officer for further information to be added. The current processes within CoLP is that the DS manage PPN's, this is placing significant demand on the DS's. Alternative options are being considered to have other resources to manage PPN's under the supervision of a DS. This is in the early stages.</p> <p>This area is graded as adequate, whilst it is good that training is likely supporting better identification of when a PPN needs to be submitted, it is also likely a genuine increase and it outstrips capacity to deal with demand in this area. This area is awaiting further information on the results of dip samples and any areas for improvement.</p>	SPECIALIST OPERATIONS	NO GRADING	ADEQUATE
		3.5.2 Number of referrals to other forces/social services	238	280					
		% Referred to other forces/social services	70%	66%					
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.	3.6.1 Median days from offence recorded to the police charging an offender (Outcome applied date)	18	17		<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.</p> <p>The only data disaggregated for City Police area relates to the time for Crime recorded to police decision.</p> <p>The remainder of data relates to London South CPS and London Local Criminal Justice Board, both of which include Metropolitan Police data and therefore it is difficult to assess COLP performance within this. For these reasons we have included the measures in this performance framework and will assess them against national performance. Of note, as investigations are ongoing all three of these measures will change each month to include historic data and more recent months will likely look lower until outcomes are applied and investigations are finalised.</p> <p>For the police measures we are below the national average from time crime recorded to police decision, albeit our number of cases are significantly lower than other forces.</p> <p>CoLP are doing better than average for the measures linked to victims not supporting police action and victims not providing evidence.</p> <p>CoLP are doing better than average for successful outcomes for offences with specific victims.</p>	SPECIALIST OPERATIONS	NO GRADING	OUTSTANDING
		3.6.2 Percentage of Police Investigations closed because the victim does not support further police action (outcomes 14 & 16)	16%	9%					
		3.6.3 Positive Outcome Rate	19%	15%					
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	95%	95%		Compliance remains above 90% consistently, due to the consistent performance above the target this area has been graded as Outstanding	CORPORATE SERVICES	OUTSTANDING	OUTSTANDING
		4.1.1 Learning and development over 90% completion rates for emergency life support training.	90%	92%					
	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	UNDER DEVELOPMENT	The team are working towards the launch of the new Inclusivity programme, taking place throughout November which is to be mandated for all officers and staff. 300 are expected to attend each session and we have a 2-3 hour plan of activity including inputs from guest speakers around our ethics and our culture.	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.	N/A	66%		<p>The new force staff survey launched 10th October and is aimed at gaining a clearer picture of how officers and staff feel about working for the CoLP, what works and where improvements are needed. 2020 was the last survey, showing a positive shift from the 2017 survey. The force have partnered with a Company call Any-3 who have experience supporting other police forces and government organisations with their staff surveys. As part of the word, detailed results analysis down to team level will be provided. The force will be working with Any-3 over the next three years to ensure an annual survey is delivered and analysed. The survey closed on the 27th October 22.</p> <p>Following the release of results, managers will be expected to discuss these with their teams to discuss the initial findings which will be followed by improvement plans being developed at an area level to help tackle any consistent themes across the organisation. Any consistent themes will be further analysed through a series of focus groups which will be held at a later date.</p> <p>City of London Police had an engagement score of 66% which is calculated using the 5 engagement questions outlined. The engagement score is made up of 5 questions and essentially measures how happy staff are when they are completing the survey. This is considered to be a strong result when looking at other forces. This has been marked as no grading as there is no other data or figures to compare this too currently but this measure will be used consistently throughout the next few years to monitor engagement.</p> <p>In addition to the engagement score the response rate was 64% which is considered to be outstanding. This is a strong response rate and ensure's that the survey is representative.</p>	CORPORATE SERVICES	NO GRADING	NO GRADING



# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	GRAPH	NARRATIVE Q2	WHO	Q1 GRADE	Q2 GRADE
4. PEOPLE	4.4 To ensure our workforce better reflects the communities we serve.	4.4.1 The yearly intake of student officers should comprise of 40% of those that recognise as being from a BAME background	No recruitment in this quarter	15%		<p>From the student constable intakes, 15% 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. The CoLP are employing a number of options in line with our continued Outreach and Comms Strategy, including the following:-</p> <ul style="list-style-type: none"> <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 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	REQUIRES IMPROVEMENT
		4.4.2 The total number of new joiners to CoLP each year is at least 51% female	31%	25%		<p>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 &amp; 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.</p> <p>4.4.2. This metric looks at police officers, police staff, specials and volunteers. In Q1 22/23, 31% of joiners were female. This has seen a drop in Q2 with 22% police officer joiners being female and 47% police staff female joiners. There were no joiners for specials and volunteers. Due to the number of police officer joiners that brings the overall rate down to 25%, a drop from last quarter of 6%. The 12 month rate on average is 32% so a drop on what is expected.</p> <p>The CoLP 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>	CORPORATE SERVICES	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT
		4.4.3 To achieve an overall increase of 2.6% per year of female representation across the service.	36%	36%		<p>4.4.3. Currently 36% of the workforce is female and this has not changed over the longer term. As part of the E&amp;I Strategy the CoLP are looking at ways it can retain and develop staff and officers, providing opportunities to those from under-represented backgrounds. For example:</p> <ul style="list-style-type: none"> <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>	CORPORATE SERVICES	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT
5. RESOURCES	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'.	5.1.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	82%	82%		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	GOOD
		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'.	SURVEY CURRENTLY LIVE			<p>The new force staff survey launched on the 10th October and is aimed at gaining a clearer picture of how officers and staff feel about working for the CoLP, what works and where improvements are needed. The last survey was carried out in 2020 which showed a positive shift from the 2017 survey. The force have partnered with a Company call Any-3 who have experience supporting other police forces and government organisations with their staff surveys. As part of the work being undertaken by Any-3 they will provide a detailed results analysis down to team level. The force will be working with Any-3 over the next three years to ensure an annual survey is delivered and analysed. The survey will close 27th October 22 and results will be available from November. Following the release of results, managers will be expected to discuss these with their teams to discuss the initial findings which will be followed by improvement plans being developed at an area level to help tackle any consistent themes across the organisation. Any consistent themes will be further analysed through a series of focus groups which will be held at a later date.</p> <p>Within the 2020 Survey 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."</p>	CORPORATE SERVICES	NO GRADING	NO GRADING
		5.3.1 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	N/A	9%		The first module of Op Modify (Improving Digital Thinking) has been rolled out with a current 9% completion rate. The biggest take up has been in Specialist Operations who currently have an 18% completion rate, following by NLF (9%), Corporate support (7%) and Local Policing (4%). It is expected that all relevant roles will have completed this by 31st December. Further modules will be uploaded in due course which will again be made mandatory. Completion of this training has started and will be monitored to ensure the deadline is met.	PROFESSIONALISM & TRUST	NO GRADING	REQUIRES IMPROVEMENT
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.	Number of recommendations raised	Number of recommendations raised		36		The internal audit dashboard has now been published and shows the total number of recommendations raised, the number implemented and the number outstanding. The graph shows where these recommendations sit across the business and also the follow-up stage. In summary 50% of audit recommendations have been implemented, with 18 outstanding. Of those outstanding 3 are within the second follow up stage. This area still requires further work to answer the measure for this area (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).	CORPORATE SERVICES	NO GRADING	NO GRADING
		Number of recommendations Implemented		18					
		Number of recommendations Outstanding		18					
		% Outstanding		50%					



# POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	GRAPH	NARRATIVE Q2	WHO	Q1 GRADE	Q2 GRADE																
6. EFFICIENT AND EFFECTIVE SERVICE	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.	N/A	N/A	<p>The % of People who agree the CoLP provide an effective service</p>	<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. This means currently there is no recent information on this measure and there are some risks in collecting and analysing the data within the timeframes required to support and inform intended workstreams. There are also some risks regarding the intended solution.</p> <p>There is currently a national YouGov live survey asking the question "generally speaking do you think the police are doing a good or bad job" with each wave attracting up to 1820 responses. This has been tracking since July 2019 and shows a long term declining trend in those who think the police are doing a good job from 70% to 50% (Sept 22).</p>	CORPORATE SERVICES	NO GRADING	NO GRADING																
	6.3 Improve timeliness to deal with public complaints	6.3.1 Improve timeliness to deal with public complaints			<table border="1"> <thead> <tr> <th>Average number of working days to finalise complaint cases</th> <th>Force</th> <th>MSF Average</th> <th>National</th> </tr> </thead> <tbody> <tr> <td>Outside of Schedule 3</td> <td>12</td> <td></td> <td>27</td> </tr> <tr> <td>Under Schedule 3 (inc suspension)</td> <td>54</td> <td></td> <td>111</td> </tr> <tr> <td>Under Schedule 3 (not inc suspension)</td> <td>47</td> <td></td> <td>106</td> </tr> </tbody> </table>	Average number of working days to finalise complaint cases	Force	MSF Average	National	Outside of Schedule 3	12		27	Under Schedule 3 (inc suspension)	54		111	Under Schedule 3 (not inc suspension)	47		106	<p>This section shows the time it takes the force to finalise complaint cases from the customer's perspective. It gives a breakdown of the time taken to finalise complaint cases handled informally and those that are handled formally under Schedule 3. Timeliness is calculated from the date the complaint was made. Complaint cases with 'invalid dates' have been removed from the data shown. Please refer to the IOPC website performance framework counting rules and calculations on the for an explanation of invalid dates.</p> <p>Data is not yet available for the current reporting period. Therefore a bulletin covering the period 01 April 2021 - 31 March 2022 has been used to start to look at performance in this area. Whilst it looks like timeliness has been increasing, this is still much lower than the national average</p>	TRUST AND CONFIDENCE	NO GRADING	GOOD
	Average number of working days to finalise complaint cases	Force	MSF Average	National																					
Outside of Schedule 3	12		27																						
Under Schedule 3 (inc suspension)	54		111																						
Under Schedule 3 (not inc suspension)	47		106																						
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%.		87%	90%		<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.</p> <p>For quarter 1, there is a compliance rate of 87.3%. Whilst September's audit has not yet been completed, July and August show an improved compliance rate of 90%. A rating of 90% is likely to receive a grade of Adequate or Requires Improvement in a CDI inspection, however the grading would be worse if the assessment is that the missed crimes relate to serious offences. As positive improvement is being made in this area and the most recent audit findings are in line with the aspiration of achieving 90%, this area has been graded as adequate. Further improvements or being able to sustain performance would see this grading move into good.</p>	CORPORATE SERVICES	REQUIRES IMPROVEMENT	ADEQUATE																



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# Agenda Item 8

<b>Committee(s):</b> Strategic Planning and Performance Committee  Police Authority Board	<b>Dated:</b> 17 November 2022  24 November 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>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 101-22	<b>For Information</b>
<b>Report authors:</b> HQ, Sector Policing, Specialist Operations Coordinated by T/Supt Matt Mountford	

## Summary

This report provides the quarterly update (July 2022 to September 2022) on key engagements 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

The report has been presented in a new slide format rather than a narrative report and Member's feedback is welcome.

## Recommendation

Members are asked to note the report.

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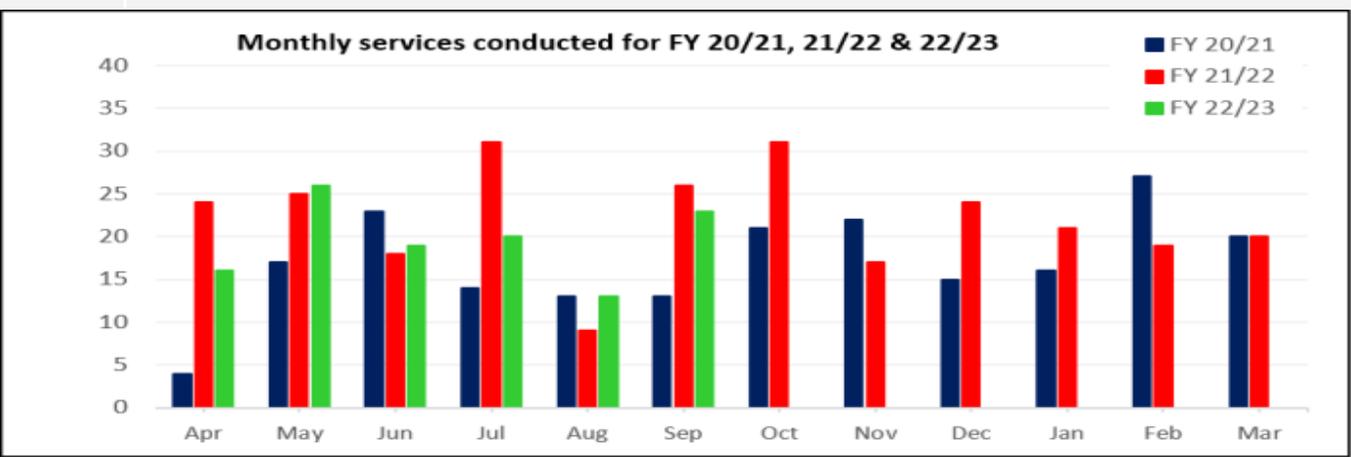
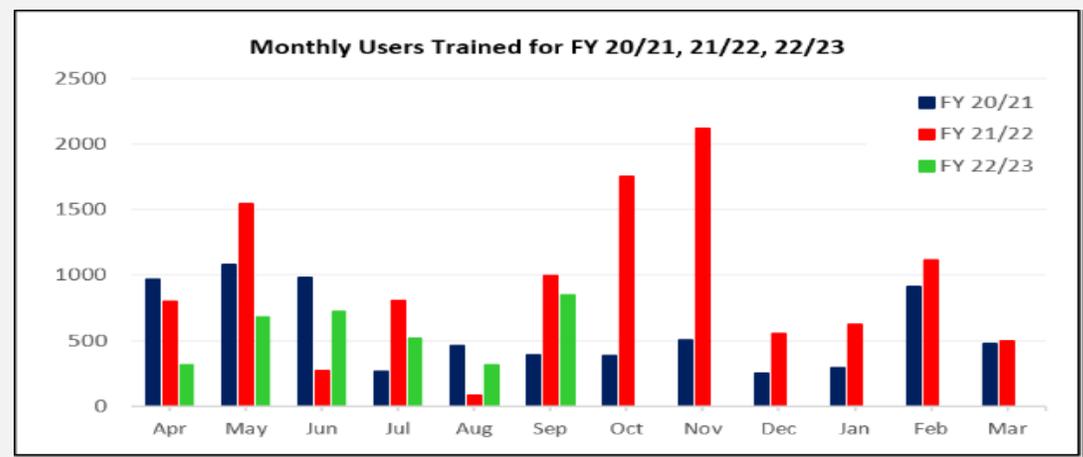
Business Area	Specialist Operations Counter Terrorism	Owner	Detective Chief Supt Dai Evans	Date	SPPC 17/11/22 PAB 24/11/22	
Key Engagements in this quarter				Deliverables (if applicable)		
<ul style="list-style-type: none"> <li>The Prevent team attended events including the London Prevent Network, a staff training event at the Guildhall School of Music and Drama and numerous pop up Prevent/Community Policing events aimed at City residents taking place at City libraries and St Bartholomew's Hospital.</li> <li>In person presentations with City businesses have continued with events in Aldersgate, Threadneedle St and Bartholomew Close. 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.</li> <li>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.</li> <li>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. Our CT Local Profile (CTLP) for the City of London is now complete and has been shared with trusted partners.</li> <li>The Prevent team has recently engaged with all City Schools and the City of London Police Cadets with a view to providing Prevent related workshops for all our children around the subject of Fake News, Conspiracy Theories and Truth.</li> </ul>				<ul style="list-style-type: none"> <li>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.</li> <li>Approximately 60 participants have attended these training sessions. External sessions for Mental Health nurses have also been provided along with holding stalls to raise awareness in conjunction with Sector Policing. This month the Prevent team have implemented training for all Control room staff at the CoLP.</li> </ul>		

Business Area	Specialist Operations Public Protection Unit (PPU)	Owner	Detective Chief Supt Dai Evans	Date	SPPC 17/11/22 PAB 24/11/22	
Key Engagements in this quarter				Deliverables (if applicable)		
<ul style="list-style-type: none"> <li>Op Reframe continues and the most recent activity took place on the 30<sup>th</sup> September focusing on spiking and 'Ask for Angela'. Officers, including our licensing team attended a number of bars and pubs ensuring that the staff were aware of the 'Ask for Angela' campaign and handing out covers for members of the public's drinks, to ensure that if ever their drink is left unattended, they could return to it knowing it was safe.</li> <li>Educational programmes under the 'Keeping Children Safe within Education' banner is progressing. The ambition is to address Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE), Hate Crime and Radicalisation within a educational programme which will be delivered to all five schools within the City. The aim is to help children understand what Indecent Images of Children (IIOC) are, along with grooming and memes that get sent out over Facebook and YouTube. Encouraging children to be able to speak out should they fall victim to any of these circumstances is key. This will need funding by both police and the educational boards and discussions have commenced to facilitate this.</li> </ul>				<ul style="list-style-type: none"> <li>Op Makesafe is commencing on the 5th November. Op Makesafe is a way to measure how well City hotels understand Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE). The operation consists of police cadets attending a hotel accompanied by an adult asking to book a double room. Due to the training, this should automatically raise suspicion and should contact police quoting 'Op Makesafe'. This is an effective way to raise awareness of the current issues faced within the City and to also test the training given to hotels. Feedback will be given to the hotel staff and training will be offered should they look to book a room without raising suspicion or concerns. .</li> <li>The Enhanced Victims Survey (EVS) has re-commenced which allows feedback to the police regarding the ways in which they can improve their services to vulnerable victims of crime. This survey is completed by the Vulnerable Victim Advocate and feeds back into a data analyst who collates the information and passes this back with recommendations and adjustments which can be made to improve our service.</li> <li>PPU assisted in a hotel conference whereby inputs on Modern Slavery, Domestic Abuse, Child Exploitation and high harm offences were delivered. This increased the further awareness of 'Ask for Angela' and gave hotel staff the opportunity to engage in WAVE training.</li> </ul>		

Key Engagements in this quarter	Deliverables (if applicable)
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- Q2 of FY 22/23 was challenging due to a high demand on policing in several different areas, all coming at a time in the calendar year which is historically lower with regards to a demand of cyber security engagements. Positively, there was a very strong finish to the quarter which ended with 1,687 users trained, 39 new organisations partnered with and 56 services conducted.
- Earlier in the year, Cyber Griffin observed a shift in business focus towards incident response training and security maturity assessments which appeared to be the result of global events driving a shift in security focus. Approaching Q3, focus has begun to swing back towards security awareness. This is significant for Cyber Griffin as awareness-based training is a more scalable service the team can deliver at greater capacity and to a larger audience.

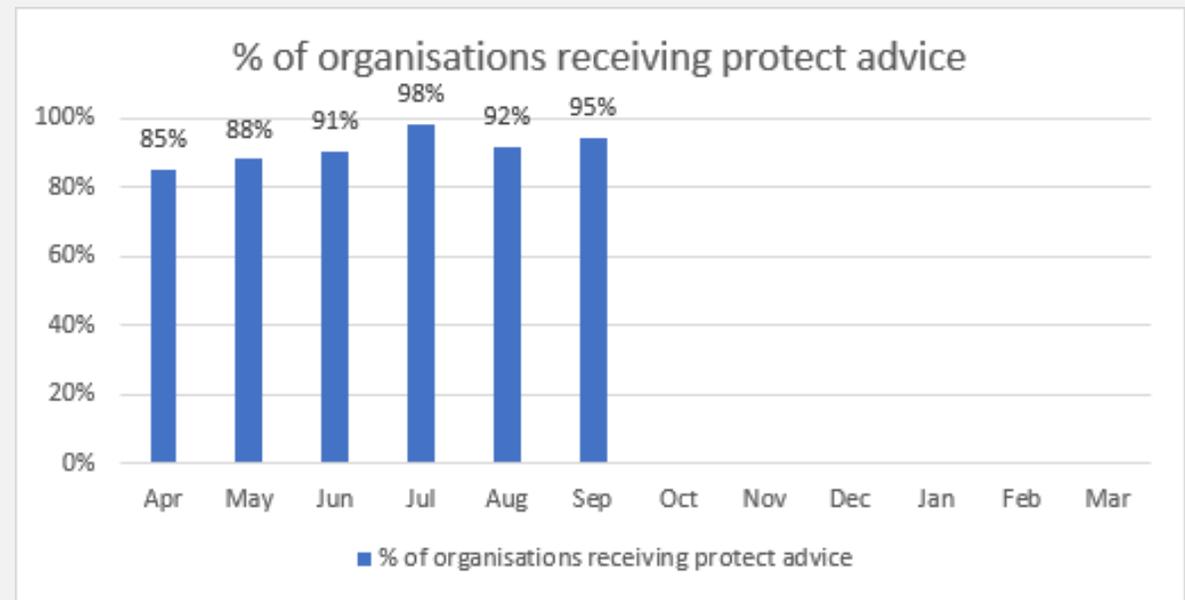
- Cyber Griffin continues to develop a new Incident Response Exercise in partnership with Bristol University. The prototype for this work is now complete. The next phase of work will be testing after which Cyber Griffin will be adding another service to its current offering.
- Below is a comparison of monthly end users trained and services conducted across FY 20/21, 21/22 and 22/23. The graphs are correct up to the end of Q2/FY 22/23. For more details of Cyber Griffin services, please visit the Cyber Griffin website: [www.cybergriffin.police.uk](http://www.cybergriffin.police.uk)



Key Engagements in this quarter	Deliverables (if applicable)
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- #ReportThePhish social media campaign (please see social media assets attached) this campaign launched on 11 July 2022 to raise awareness of how members of the public can report suspicious emails and texts, as well as what happens with those reports.
- The unified Cyber Protect advice reached an audience of over 8 million and was supported by 40 police forces. There was a 27% increase in reports to Suspicious Email Reporting Service (SERS) in the week following the campaign and a 16% increase in the following week, when compared to the week of the campaign launch that shows the impact the campaign made.
- A full update on EC and Cyber engagements is reported to the Economic and Cyber Crime Committee.

- Protect - Since April 2022, a new team have began providing protect advice to organisations whose cybercrime report has been reclassified as a cyber enabled fraud, and therefore does not get disseminated to other forces under RMLD. During Q2, the team provided advice to 318 organisations.



Business Area	Local Policing	Owner	Chief Supt Rob Atkin	Date	SPPC 17/11/22 PAB 24/11/22
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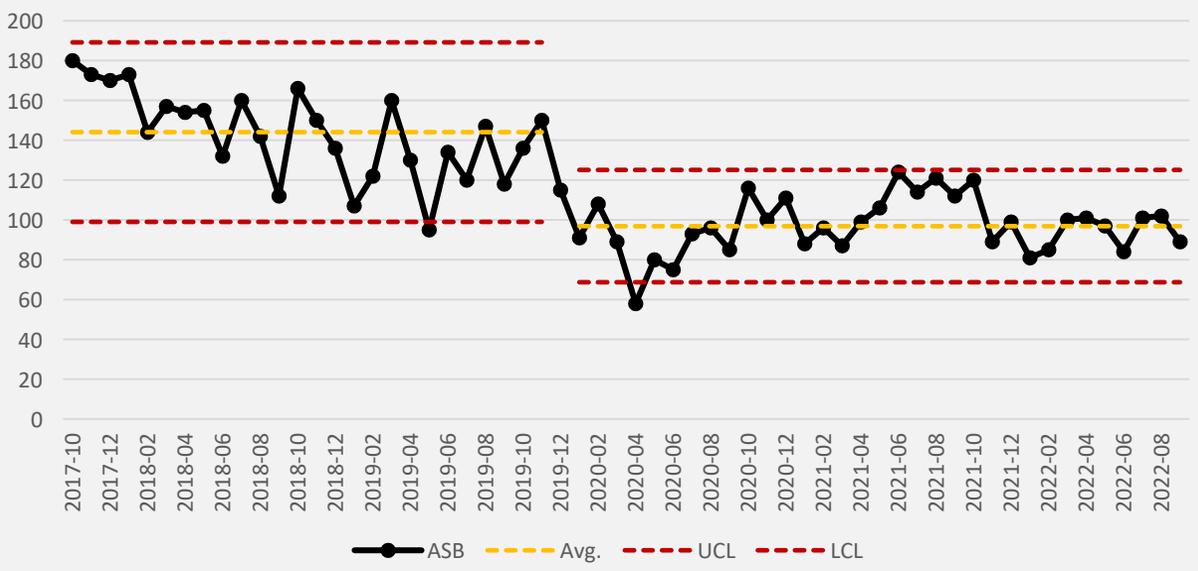
Key Engagements in this quarter	Deliverables (if applicable)
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<ul style="list-style-type: none"> <li>As part of this year's <b>ASB Awareness Week</b>, the City of London Police worked in partnership with the City of London Corporation and partners to mark the UK's second official ASB Awareness Week, which ran from 18-24 July. This year's ASB awareness week focused on the impact of ASB on young people and the importance engaging with the wider public about their vital role in tackling ASB. Throughout the week, the 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.</li> <li><b>Youth Engagement Workshops</b> - CoLP and the Metropolitan Police supported by partners ran a workshop with to build trust and confidence between the young people and police by working with a design team on a series of concepts that would support a positive future relationship. The event was supported by various partners and attended by fifty 16-24 years olds. The workshop gave the students a chance to explore future careers in the design and technology and Policing. The young people met with mentors, employers, business and government leaders and other students, helping to develop their communication, teamwork, creativity and networking skills..</li> </ul>	<ul style="list-style-type: none"> <li>Following the <b>Youth Engagement Workshops</b>, further workshops are planned with the young people to develop their innovative ideas and their business and personal skills. Next steps will see workshops set up to explore bringing the ideas and suggestions to life</li> </ul>
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## Data

## Analysis

ASB Incidents



Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sep 22) decrease of -9.9% (-126). When compared to the benchmark year ASB incidents are seeing a -23% (-170) 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.

### Operational Activity

- City of London Police worked in partnership with City of London Corporation and partners to mark UK's second official ASB awareness week. The week focused on the impact of ASB on young people.
- Op Rocotto- This Operation ran on Wednesday 19<sup>th</sup> October, where for the entire day resources from across the force, the partnership and security industry were undertaking numerous activity across the city. This focused on ASB reduction schools outreach, outreach with homeless / begging, bike marking, traffic stops, work to target phone snatch offences and in the evening was focused on night time economy proactive work which ran from 1800hrs to 0000hrs and focused on licensed premises check, crime prevention in respect of thefts and vulnerability.

### Significant Results

- Dedicated Ward Officer's tasked with continued effort under Op Luscombe to support homeless persons to reduce begging and associated ASB and to ensure the continued recording and response to homelessness in the City, offering relevant support/referrals where appropriate. Last operation was conducted on the 25<sup>th</sup> October 2022.
- Dedicated Ward Officers tasked with addressing poor road-user behaviour (namely cyclists and e scooter riders on pavements and breaching pedestrian crossing signals), as this has been raised by residents as a concern. Drink spiking testing and education piece with drink toppers and new posters to prevent offences on Op Reframe on 30<sup>th</sup> September.

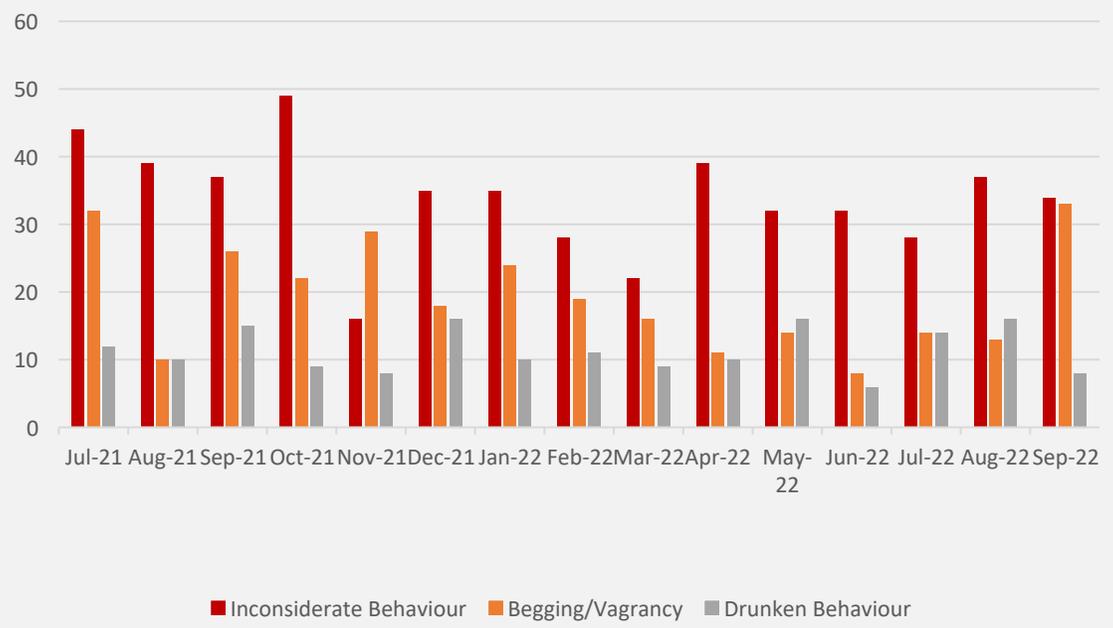
### Future Plans

- Continued partnership work with City of London Corporation
- Welfare zone within NTE hours to provide safe spaces
- NTE police and City of London Corporation joint patrols

## Data

## Analysis

**Top 3 ASB Categories - Last 12 Months**



- The main point from the graph is the increase in begging/vagrancy which is the highest it has been since July 21. Inconsiderate behaviour is showing similar levels to the previous quarter and operational activity in this area is detailed on the previous slide.
- In the current period Inconsiderate Behaviour (n=99) is the most reported category of. The next most common are Begging/Vagrancy (n=60) which has really increased since last quarter, particularly for September 22. This is followed by Drunken Behaviour (n=38). Levels of noise nuisance complaints have decreased significantly from their peak in 2020 with just 18 reports this quarter.
- After reviewing records classified as ‘Inconsiderate Behaviour’ some records could have been recorded in other categories in table as they have referred to specific behaviours such as drunkenness, noise nuisance, vehicle nuisance, shouting and swearing 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.
- NB: the categories are defined by the Home Office and so must be recorded in this way.

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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 17 November 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.

An update is also included in respect of the recent HMICFRS Victim Services Assessment that took place week commencing 5<sup>th</sup> September 2022. The assessment questions are attached at **Appendix ‘C’**.

## 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** took place week commencing 5<sup>th</sup> September 2022. This is part of ongoing HMICFRS Scrutiny aligned to the PEEL Framework and examined our response to the following questions:
  - a) How good is the force’s service for victims of crime?
  - b) How good is the force at engaging with the people it serves and treating them fairly, appropriately and respectfully?
  - c) How good is the force at responding to the public?
  - d) How good is the force at investigating crime?

The assessment criteria for each question is detailed within **Appendix 'C'**

An initial debrief was conducted with our HMICFRS Liaison Officer Tom Keaton and a summary of that is presented below, please note this is not formalised:

- Overall good in respect of handling 999/101 calls. Emergency calls are handled by MPS on behalf of CoLP and a policy question has been raised in respect of how we hold MPS to account for performance
- Calls are allocated well and on time
- Crimes are allocated to the right resources
- Domestic Abuse and Vulnerability crimes well supervised and managed
- Forensic/Digital Forensic capability supports investigations well
- Recording outcomes generally applied appropriately
- PIP 1 crimes (priority and volume crime investigations), supervision requires improvement with investigations lacking appropriate plans and greater scrutiny required.  
*New integrated model, aligning Victim Care Unit (VCU) to CID will address this area. This enables necessary alignment of governance between PIP 1 & 2*
- PIP 2 crimes (serious and complex investigations) well supervised and managed
- Improved recording of victim needs/vulnerabilities required.  
*New templates have been introduced to aid appropriate attention in this area with increased supervisor scrutiny across the victim journey that is monitored via the Crime Standards Board*
- Good stop and search regime with Servator Team receiving specific mention. Would like to see some better external scrutiny  
*This is an area that our Independent Advisory and Scrutiny Group (IASG) is increasing its response to, including a greater volume of dip-sampling to 20% from the current 12%*
- The Force delivers good unconscious bias training

The full and final report is pending receipt from the Inspectorate.

The VSA work is a current area of significant Victim Service focus including a process of self-assessment and service improvement coordinated with HQ support. 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.

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.

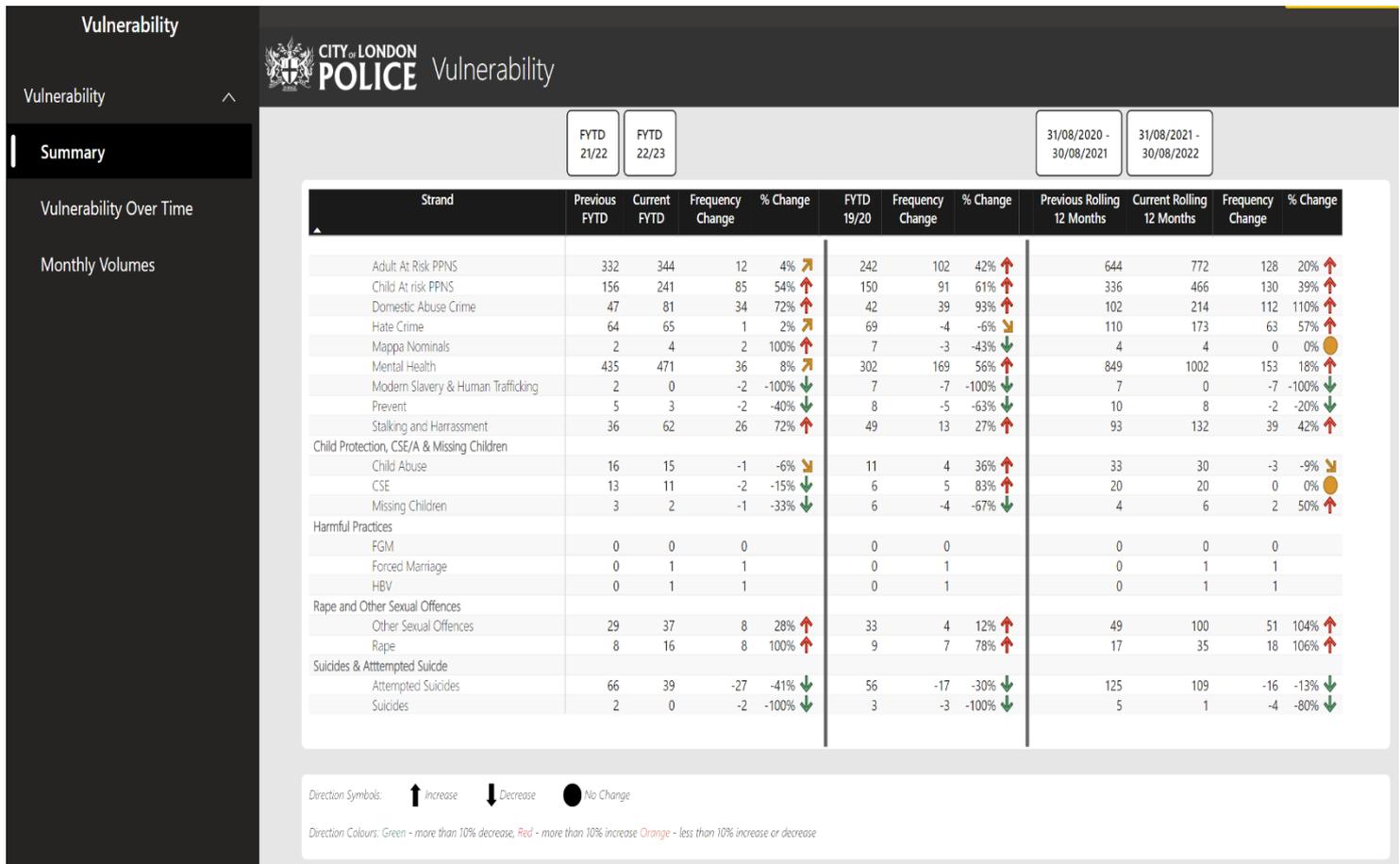
Survey delivery is also subject of external support with a specialist survey company now having been contracted to support service improvements in this space.

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.



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 at the end of Q2 as 'Requires Improvement'. 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. At the end of Q2, this is currently graded as 'Adequate'.

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

**Appendix 'C'** – HMICFRS question assessment criteria for VSA

**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%

# **1. How good is the force's service for victims of crime?**

## **1.1 The force manages incoming calls, assesses risk and prioritises the police response well**

1.1.1 Answers 999 and 101 calls within the force's agreed time frames a substantial proportion of the time, and has a low number of callers disengaging while waiting for the call to be answered

1.1.2 The call handler correctly records the details of the call; the call handler uses and correctly records a structured initial triage and risk assessment to inform the prioritisation given to the call to provide the most appropriate response

1.1.3 Call handlers act politely, appropriately and ethically, using clear unambiguous language and give appropriate safeguarding and evidence preservation advice.

## **1.2 The force deploys its resources to respond to victims and incidents in an appropriate manner.**

1.2.1 The force responds to calls for service within its published time frames based on the prioritisation given to the call and does not inappropriately change the prioritisation of a call (i.e. on the basis of managing down demand when short of resources)

1.2.2 The force provides an appropriate response, taking into consideration risk and victim vulnerability, including information obtained subsequent to the initial call (i.e. from the public/officers/systems checks)

## **1.3 The force's crime recording can be trusted.**

1.3.1 The force is effective at recording reported crime

1.3.2 The systems and processes within the force support accurate crime recording

1.3.3. The force demonstrates the necessary leadership and culture to meet the national standards for crime recording

## **1.4 The force has effective arrangements for the screening and allocation of crimes for further investigation and these take into account vulnerability.**

1.4.1 The force has a suitable crime screening/allocation policy which it adheres to and applies in a consistent way

1.4.2 The victim is informed promptly if a crime is screened out

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

1.5.1 All investigative opportunities are considered and those which are proportionate are carried out in a timely manner

- 1.5.2 The Code of Practice for Victims of Crime is adhered to
- 1.5.3 Investigations are appropriately supervised and reviewed
- 1.5.4 The force has an effective investigations policy
- 1.5.5 The force has effective governance arrangements for investigative standards

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

- 1.6.1 The force has an outcomes policy which aligns with national guidance/rules and which is complied with and applied consistently
- 1.6.2 When making an outcome decision, the force's systems and processes make sure that appropriate consideration is given to the nature of the crime, the offender and the victim
- 1.6.3 The force demonstrates the necessary leadership and culture to ensure the use of outcomes is appropriate; standards of compliance with force and national policies are high

## **2. How good is the force at engaging with the people it serves and treating them fairly, appropriately and respectfully?**

### **2.3 The workforce understands how to use stop and search powers fairly and respectfully.**

- 2.3.1 Officers are sufficiently trained in how to use stop and search fairly and appropriately. This knowledge is applied during their interactions with the public
- 2.3.2 The overwhelming majority of recorded grounds for stop and search are reasonable
- 2.3.3 Body-worn video is used in all stop and search encounters. Interactions between officers and the public are improved as a result

### **2.4 The force understands and improves the way it uses stop and search powers.**

- 2.4.1 The force can demonstrate that its use of stop and search conducted under section 1 PACE and associated legislation is fair and effective
- 2.4.2 The force can demonstrate that its use of stop and search under section 60 Criminal Justice and Public Order Act is fair and effective
- 2.4.3 The force acts upon scrutiny and challenge received from an external independent forum to improve officers' use of stop search powers

### **2.5 The workforce understands how to use force fairly and appropriately**

- 2.5.1 Officers and staff are trained in how to use force fairly and appropriately. This knowledge is applied during their interactions with the public

## **2.6 The force understands and improves the way in which it uses force.**

2.6.1 The force understands how, and with what impact, its officers use force and it uses this knowledge to make improvements

2.6.2 The force acts upon scrutiny and challenge received from an external independent forum to improve how officers use force

## **4. How good is the force at responding to the public?**

### **4.1 The force identifies and understands risk effectively at initial contact.**

4.1.1 Call handlers answer calls quickly and use a structured approach for risk assessment; they record this on force systems, allowing effective safeguarding of victims and better deployment decisions to be made

4.1.2 The force understands and promptly identifies vulnerability at first point of contact

4.1.3 The force seeks advice from experts to inform and help better decision making and risk assessments

4.1.4 The public are able to contact the force through a range of channels to report that a crime has occurred

### **4.2 The force provides an appropriate response to incidents, including those involving vulnerable people.**

4.2.1 The force attends incidents quickly enough to secure scenes, safeguard and protect victims and provide the quality of service expected

4.2.2 The force thoroughly assesses a victim's vulnerability and risk at the initial response

4.2.3 The force is effective at managing crime scenes and making the most of early evidence opportunities

### **4.3 The force understands the demand faced by officers responding to calls for service and manages its resources to cope with that demand.**

4.3.1 The force has a good understanding of initial emergency response demand; this understanding informs its decision making on resource deployment and the number of officers it needs

4.3.2 The force can effectively view its demand across all areas allowing it to consider current demand against current resource

4.3.3 The force supports and develops the supervisors of initial responders; they provide effective leadership at actual incidents, not just observing and directing remotely.

## **5. How good is the force at investigating crime?**

### **5.1 The force understands how to carry out quality investigations on behalf of victims and their families**

5.1.1 The force has effective governance in place (strategy, policy and accountability) to make sure that it can address the capacity, capability and standards it needs to achieve quality investigations

## **5.2 The force understands the crime demand it faces and what resources it needs to meet it effectively.**

5.2.3 Investigations are allocated using effective processes based on a risk assessment of threat, risk, harm that allow the force to meet a wide range of crime demand.

5.2.4 The force understands the capacity and capabilities required to meet digital, cyber and forensic demands (support for investigations).

## **5.3 The force provides a quality service to victims of crime.**

5.3.1 The force consistently conducts thorough investigations, leading to satisfactory results for victims

5.3.2 The force achieves good results for victims by pursuing evidence-led investigations, when appropriate to do so, and actively pursues prosecution on behalf of the victim

5.3.3 The force maintains victim and witness confidence through adherence to the Code of Practice for Victims of Crime

5.3.4 Victims and witnesses are provided with adequate support, which encourages them to see criminal justice proceedings through to completion

5.3.5 Effective and appropriate supervision and review of investigations has a positive effect

<b>Committee(s):</b> Strategic Planning and Performance Committee  Police Authority Board  Professional Standards and Integrity Committee	<b>Dated:</b> 17 <sup>th</sup> November 2022  24 <sup>th</sup> November 2022  29 <sup>th</sup> November 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 102-22	<b>For Information</b>
<b>Report author:</b> T/Chief Superintendent Sanjay Andersen; 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), Police Authority Board (PAB) and Professional Standards and Integrity Committee (PSIC) 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 quarterly reports to your Committees.

### **Current Position**

#### Key Milestones (Quarter 3)

- **Plan on a Page:**  
In recognition of the need to ensure that the CoLP's (CoLP) VAWG Strategy is clearly and consistently communicated across all areas of the organisation, a 'Plan on a Page' has been developed (Appendix A). This is currently out for consultation and once a final version agreed, will be disseminated across the organisation utilising a variety of communication methods, such as team cascade briefings and open events in the canteen. A public version of this plan will also be disseminated across our communities, to demonstrate in a concise way, the organisation's commitment and progress in tackling VAWG.
- **Academic support:**  
The City of London Police has a successful internship programme with University College London. The Professionalism and Trust team will be working with a student to support an academic review of our VAWG Strategy. The over-arching aim will be to establish an evidence-base for our performance in this area, identify good practice and any areas for improvement. This will be an objective review and provide an external lens to show how effectively CoLP is delivering on the VAWG Strategy. This work is embryonic and consequently a more detailed update will be provided for the February 2023 Committees.

### **National**

2. October 2022 will mark the one-year anniversary of the establishment of the NPCC (National Police Chief's Council) taskforce. The CoLP has been invited to an NPCC event where there will be a presentation on national collective progress, a summary will be provided in the next Committee report.

Members will recall that in April 2022, all forces nationally submitted their internal VAWG Action Plan to the NPCC for initial national performance

benchmarking. In September 2022, forces were again asked to re-submit their Action Plans to demonstrate ongoing progress. Prior to this submission, the CoLP completed performance benchmarking on the Plan, this revealed that we are delivering in all areas (based upon a RAG grading) and that no areas of concern have been identified. As with the submission in April, we anticipate feedback to be presented to forces as a national policing response to VAWG; an update will be expected in time to present to members at the next Committee meeting.

### **Regional**

3. The CoLP remains in a working group with the British Transport Police and Metropolitan Police. There is nothing to note for Committee members during this quarter.

### **Local**

4. Since our most recent update to members in September 2022, the CoLP has continued to develop work to tackle VAWG by delivering sustainable change, as outlined in the key milestones. The following local updates highlight work currently in development:

## **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.

- HeForShe<sup>2</sup>: A CoLP campaign lead has now been identified and a meeting with the national team has taken place to support our internal implementation. A six-month re-launch plan has been completed and will be supported by trackable actions; this is currently under internal consultation.
- Professional Standards: As previously updated, our Professional Standards Department (PSD) has completed the review of live, recent and historical sexual misconduct cases to ensure that all concerns raised have been dealt with appropriately. This report is now in the final review stage and following this will be presented to the Chief Officer team. A summary of the report will be provided to the subsequent Police Authority Board and Police Standards and Integrity Committee.

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<sup>2</sup> [Home Page | HeForShe](#)

- Leadership and Culture: The Leadership and Culture strand of our Professionalism and Trust team continues to develop upon 'Our People' framework. This will support initiatives for self-development whether for promotion or lateral moves. There are specific elements with this framework which are designed to support the progression of females in the workforce, such as the recent 'Leading with Impact' course which was extremely well attended.

In addition, the 'Our People' Inclusivity Programme will run as a mandatory event for all employees and will take place across a number of dates in November and December at Aviva. The event will contain a blend of leadership and culture-focused inputs, framed around inclusion and compassionate leadership. An intrinsic focus will be around Ethics, Mentivity and challenging inappropriate behaviour.

### **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.

- Vulnerability training: Ensuring that the workforce is equipped to deal with VAWG remains at the forefront of our Strategy. Practically, a significant part of this work has involved a force-wide skills gap analysis for all employees. As a result, vulnerability training has now become mandatory for all officers. It has already been rolled out to 800 officers, with 60 outstanding. Prioritisation also remains to deliver the new Domestic Abuse Matters training, for which 240 officers have already attended and provided complimentary feedback. The next steps will be to have a cohort of 'trained – trainers' to ensure that we can deliver to the entire workforce at pace.
- VAWG Problem Profile: This has provided a comprehensive overview of the impact of VAWG in the City of London. The profile has been cascaded to key internal stakeholders and micro-briefings are being arranged with these business area leads by the Professionalism and Trust team, this will ensure that any risk areas are addressed, and good practice disseminated locally, regionally and nationally.

### **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.

- Operation Reframe: A successful monthly partnership Safety Hub continues to operate. Monthly performance reports are produced to track the impact of this collaborative initiative. The results for August and September 2022 are summarised below:

**August:**

**Welfare hub:** Approximately 50 persons visited the welfare area. This provided opportunities for CoLP and partnership agencies to engage and raise awareness around personal safety.

**Interventions:** There were 2 people safeguarded whilst their experienced mental health episodes. First aid was also provided to an injured female and 4 heavily intoxicated lone persons, including a teenage female, were supported to facilitate safe travel home.

**Licensed premises:** 27 licensed premises were visited and inspected.

**September:**

**Welfare hub:** Approximately 10 persons visited the welfare area. As above, this provided opportunities for CoLP and partnership agencies to engage and raise awareness around personal safety.

**Interventions:** Of note, there were two arrests made for Fraud in relation to persons working as SIA door staff without accreditation.

**Licensed premises:** 39 licensed premises were visited and inspected, this included 25 drinks being tested for spiking across 2 venues as a reassurance and educational exercise for patrons.

This Operation will be further developed as a model for the upcoming Christmas Campaign where footfall in the City and within licensed premises will increase.

- Licensing checks: The CoLP Licensing Team complete weekly compliance checks on venues on a Thursday, Friday and Saturday, this is also mirrored by the Corporation Licensing team. Venues attended will differ weekly, however those graded with Red or Amber concerns, will be visited each week. Over a 3 month period, the Licensing Team have also conducted compliance visits with every late night levy premises. A full report of activity is regularly presented to the Licensing Committee.
- Ask for Angela: WAVE (Welfare And Vulnerability Engagement)<sup>3</sup> training has also been completed by the Safer Business Partnership to support the Ask for Angela campaign. Currently, 284 people have been trained across 55 venues in the City. Ask for Angela quality assurance checks

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<sup>3</sup> [WAVE Training — Safer Sounds Partnership](#)

are conducted by the Licensing Team, with the purpose to ensure that staff working at these campaign venues are sufficiently trained.

## **Governance**

5. The City of London Police's strategic and tactical delivery on VAWG is being scrutinised at a national and local level, as advised in previous committee reports.

## **Conclusion**

6. The CoLP continues 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.

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'.

## **Appendices**

### **Appendix A- Draft Plan on a Page- VAWG Strategy**

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