Public Document Pack

Strategic Planning & Performance (Police) Committee

Date: **MONDAY, 6 FEBRUARY 2023**

Time: **11.00 am**

Venue: **COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL**

Members:
Tijs 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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Michael Cogher
Acting Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES
To agree the public minutes of the Strategic Planning and Performance Committee meeting held on the 17th of November 2022.

For Decision
(Pages 5 - 10)

4. PUBLIC OUTSTANDING REFERENCES
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 12)

5. Q3 POLICING PLAN PERFORMANCE -V MEASURES 22-23
Report of the Commissioner.

For Information
(Pages 13 - 38)

6. POLICING PLAN MEASURES 2023-24
Report of the Commissioner.

For Information
(Pages 39 - 44)

7. UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS ACTIVITY
Report of the Commissioner.

For Information
(Pages 45 - 56)

8. QUARTERLY COMMUNITY ENGAGEMENT UPDATE
Report of the Commissioner.

For Information
(Pages 57 - 64)

9. HMICFRS INSPECTIONS UPDATE
Report of the Commissioner.

For Information
(Pages 65 - 114)

10. CHILD PROTECTION - DEEP DIVE
Report of the Commissioner.

For Information
(Pages 115 - 128)

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

12. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

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

For Decision

Part 2 - Non-Public Agenda

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

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

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STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE
Thursday, 17 November 2022

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held on Thursday, 17 November 2022 at 10.00 am

Present

Members:
Tijs Broeke (Chair)
Deborah Oliver
Adrian Hanstock (External Member)
John Griffiths
James Thomson

In attendance:
HMICFRS Inspectors

In attendance virtually:
Helen Fentimen
Moawia Bin-Sufyan
Caroline Addy
Munsur Ali

Officers:

Richard Holt	-	Town Clerk's Department
Alix Newbold	-	Interim Police Authority Director
Paul Betts	-	Assistant Commissioner, City of London Police
Carly Humphreys	-	City of London Police
Nik Adams	-	City of London Police
Hayley Williams	-	City of London Police
Emma Cunnington	-	City of London Police
Matt Mountford	-	City of London Police
Richard Waight	-	City of London Police
Valeria Cadena	-	Community and Children's Services Department

1. **APOLOGIES**
Apologies were received from the Deputy Chairman Andrew Lentin, Alderman Tim Hailes and Helen Fentimen.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations received.

3. **MINUTES**

The Committee considered the draft public minutes and non-public summary of the previous meeting of the Strategic Planning and Performance Committee held on the 5th of May 2022.

RESOLVED- The public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 5th of May 2022 be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of the Town Clerk and Commissioner on the public actions from the previous meeting of the Committee.

RESOLVED- That the report be noted.

5. **HMICFRS UPDATE**

The Committee received a report of the Commissioner which provided the HMICFRS Inspections Update.

The Police Authority Board Chair requested further information on when the Force would be reporting on issues relating to vetting to the Professional Standards and Integrity Committee. Officers highlighted that the issues regarding the vetting of prospective staff was a national issue which had not been highlighted in the City of London Police but that a report would be prepared for the Professional Standards and Integrity Committee in November. It was added that, whilst the report had not been finalised, early indications from the Serious and Organised Crime Inspection were positive.

Replying to a Member's query Officers provided an update on the actions arising from the HMICFRS's recommendations noting that the direction of travel on most actions was positive. In addition, the Committee were informed of continuing issues regarding the provision of Appropriate Adult services.

Officers confirmed, in response to the Committee's discussion, that a continuing assessment process was in place to ensure ongoing improvement.

Following a request from the Chair it was confirmed that the deep dive on child protection services would be presented to Members in 2023.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner on the City of London Policing Plan 2022-25 Annual Refresh 2023-24.

The Chair highlighted the Policing Plan workshop for Members which was due to be held before the Police Authority Board meeting on the 12th of December and requested that community feedback be incorporated into the plan for this session. In addition, the chair requested that a senior member of the Community and Children's Services Department attend the next meeting of the Committee to report on the cooperation

between the Corporation and Force, adding that the proper constitution of the Crime and disorder Scrutiny Committee was vital for Member oversight of this work.

In response to a Member's query the engagement plan for the policing plan was outlined.

Replying to a comment from the Chair it was agreed that a rationalisation of the performance measures and better articulation of the proactive engagement on trust and confidence in the Force was required in the Policing Plan.

The Town Clerk confirmed that an invitation to the Policing Plan Workshop would be forwarded to those Members of the Police Authority Board's Committees that did not also serve on the Board.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner on the Q2 Policing Plan Performance 22-23 and an appended Performance Framework. The Chair commended Officers for the response to the incident at Bishopsgate and commented on the importance of the public seeing that crimes are responded to appropriately.

The Chair requested that grading criteria and analysis be added to this report where 'no grading' was shown when it is next presented to committee.

In response to a Member's query Officers explained the established processes for ensuring appropriate reaction to the reported data but noted that the relatively low numbers in the City meant that percentage changes were not always illustrative of wider trends.

A Member expressed concern that the Force's diversity statistics were not trending in a positive direction.

RESOLVED- That the report be noted.

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

The Committee received a report of the Commissioner which provided the Quarterly Community Engagement Update.

The Chair commented that it was vital to ensure there was the required collaboration between the City of London Corporation and Police adding that he would be writing to the Town Clerk requesting the urgent work on the Crime and Disorder Scrutiny Committee and the Safer City Partnership Board. Officers confirmed that work was being undertaken to agree an updated terms of reference for the Crime and Disorder Scrutiny Committee to facilitate correct Member oversight of the Safer City Partnership Board which, it was added, would be meeting on at least a quarterly basis, with the next meeting due on the 30th November.

Replying to a Member's question Officers explained the methodology used to achieve the appropriate balance between daytime and night policing concerns.

The anti-social behaviour data was highlighted by the Chair of the Police Authority Board and requested further information on the specifics of policing in the Barbican. It was confirmed that Officers would report back to a future meeting of the Committee to provide this detail. It was noted that the Barbican Estate had introduced its own reporting system which may not align with formal reporting of incidents to the police.

Following a Member's enquiry it was confirmed that the Force was engaged with the Business Improvement Districts in the City of London.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner which provided the Deep Dive on Victim Services Update.

In response a question from the Chair Officers undertook to explore how best to record victim services relating to Action Fraud noting the importance of maintaining a distinction between the local and national policing work. It was noted this was reported to the Economic and Cyber Crime Committee.

Following a Member's comment Officers confirmed that, given the relatively low levels within the City of London, the highest level of service should be provided to victims of domestic abuse.

The Chair requested that short update be provided to the next meeting of the Committee on the progress against the Policing Plan measures with regard to victim services.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner which provided an update on Violence against Women and Girls Activity.

The Chair highlighted that he and the Chair of the Police Authority Board would be attending the operation Reframe the Night operation on the 3rd of December.

Following a query from the Chair on the engagement with women and girls from minority groups the Officers explained the work that was being undertaken to especially engage with these groups noting that this had proven to be a difficult issue for many forces. It was agreed that an update on this work would be provided to the Committee when appropriate.

Officers confirmed, in response to the Chair's enquiry it was confirmed that the Year 2 Plan would be presented to the Committee in February 2023.

In response to a Member's concern it was confirmed that the Professional Standards and Integrity Committee would be the appropriate body to consider concerns regarding culture within the Force.

RESOLVED- That the report be noted.

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions in the public session.

12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no urgent business considered in the public session.

13. **NON-PUBLIC MINUTES**
The Committee considered the draft non-public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 5th of May 2022.

Resolved- The non-public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 5th of May 2022 be approved as accurate record.

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no public questions.

15. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no non-public urgent business considered.

The meeting ended at 11.30 am

Chair

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

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Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
4/2022/P	**Item 5 HMICFRS Update**	Following a request from the Chair it was confirmed that the deep dive on child protection services would be presented to Members in 2023	Commissioner	**Complete-** This deep dive is an agenda item.
5/2022/P	**Item 6- City of London Police - Annual Policing Plan Refresh**	The Chair requested that a senior member of the Community and Children's Services Department attend the next meeting of the Committee to report on the cooperation between the Corporation and Force, adding that the proper constitution of the Crime and Disorder Scrutiny Committee was vital for Member oversight of this work	Director Community and Children's Services/ Town Clerk	**In progress-** On the 11th of January an informal meeting of the Committee agreed the draft Terms of Reference. Following this agreement the Terms of Reference will be considered by the Policy and Resources Committee and Court of Common and received for information by the Police Authority Board. A senior member of the Community and Children's Services Department will attend the committee meeting and will provide an oral update on cooperation between the Corporation and Force.
6/2022/P	**Item 8- Quarterly Community Engagement update**	The anti-social behaviour data was highlighted by the Chair of the Police Authority Board and requested further information on the specifics of policing in	Commissioner of Police / Director of Community	This is being taken forward as part of the recently reinvigorated Safer City Partnership. There are 5

Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

		the Barbican. It was noted that the Barbican Estate had introduced its own reporting system which may not align with formal reporting of incidents to the police	and Children's Services	work strands one of which is ASB, and this strand is being co-chaired by CoLP and CoL with other relevant partners in attendance. This group will liaise and consult with various Ward residents forums including the Barbican, where a data led response to ASB issues will be implemented.
7/2022/P	**Item 8 Quarterly Community Engagement Update**	The Chair requested that short update be provided to the next meeting of the Committee on the progress against the Policing Plan measures with regard to victim services.	Commissioner of Police	**Complete-** This is included in the Q3 Policing Plan-Measures report. D/Supt Waight can update verbally also if required.

Committee(s): Strategic Planning and Performance Committee	**Dated:** 06 February 2023
Subject: Q3 Policing Plan Performance -v measures 22-23	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 21-23	**For Information**
Report author: Ashley Liggins (Performance Information Unit)	

Summary

This report provides a performance assessment against the measures in the Policing Plan for Q3 2022-23 (1st October to 31st December 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 Q3.

5. The data used to compile this report is accurate as of the last day of the quarter – 31 December 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.). As power BI is new to the Force, it takes time to build up the technical resource needed, and a prioritised approach is being undertaken to develop reporting against force risk areas.

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 performance. It can be described as follows:

    Table 1 – Grading Assessment Criteria

Grade	**Description**
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/or plans to improve are unclear
NO GRADING	Area under development with the business or not enough data or context to yet determine performance

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 Q3

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. Statistical Process Control methodology is used to identify early warnings in positive or negative performance trends, as well as statistical exceptions in the data. Data will be looked at over 5 years where possible, to gain a strategic understanding of performance.
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 what any mitigation measures are.
Measures	Some metrics within a performance measure 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 -17% (-1154 by volume) decrease compared to the national picture which shows a +6% increase.

Violent crime

- 19/20 benchmark year comparisons show a -3% (-34 by volume) decrease. This has significantly improved over the past 6 months and good results were seen over the forecasted higher demand period in this area (Oct – Dec) where the anticipated higher levels in violent crime predicted were not seen.

Neighbourhood crime

- Compared to the benchmark year there is a 38% increase (reduced from 70% last reporting quarter). There remains intense policing and partner response activity, which has resulted in a sharp downward trend in volumes between September – December, more in line with volumes seen in the benchmark period.

ASB

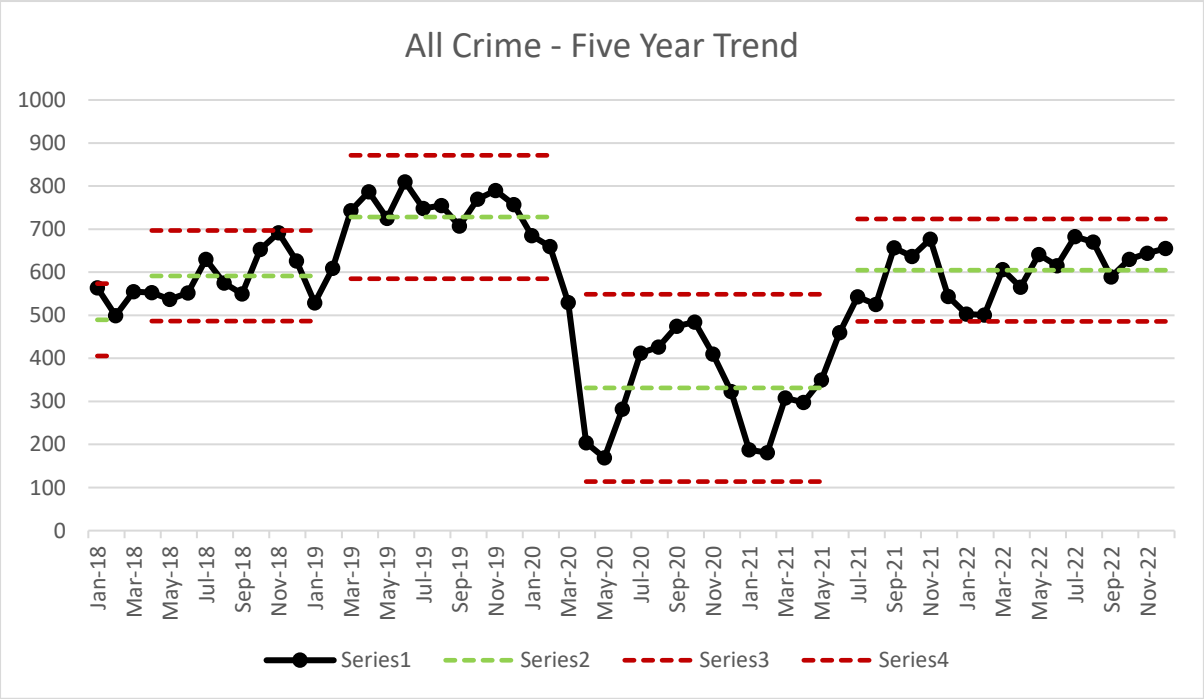
- Compared to the benchmark year, ASB incidents show a -23% (260 by volume) decrease.

Positive Outcome rates

- CoLP continue to maintain very high levels of performance for the positive outcome rate, with the highest levels nationally at 17%

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 (Jan 21 – Dec 21 vs Jan 22 – Dec 22) and also to the benchmark year (Q1-Q3 19/20 vs Q1-Q3 22/23). Benchmark comparisons are made because it was decided nationally this would be a better comparison for police forces to understand performance, due to the significant impact on crime levels during the pandemic period. The City of London Police appears to have experienced a much greater impact from Covid, than can be seen in the national picture. This is still reflected in 12 month comparisons, with rates showing as higher than elsewhere, and at this time is not comparable with other forces. Overall, the CoLP are still showing as recording less crime when compared to the 19/20 baseline, whereas the National Picture is showing an increase against the baseline, this is seen as a positive.

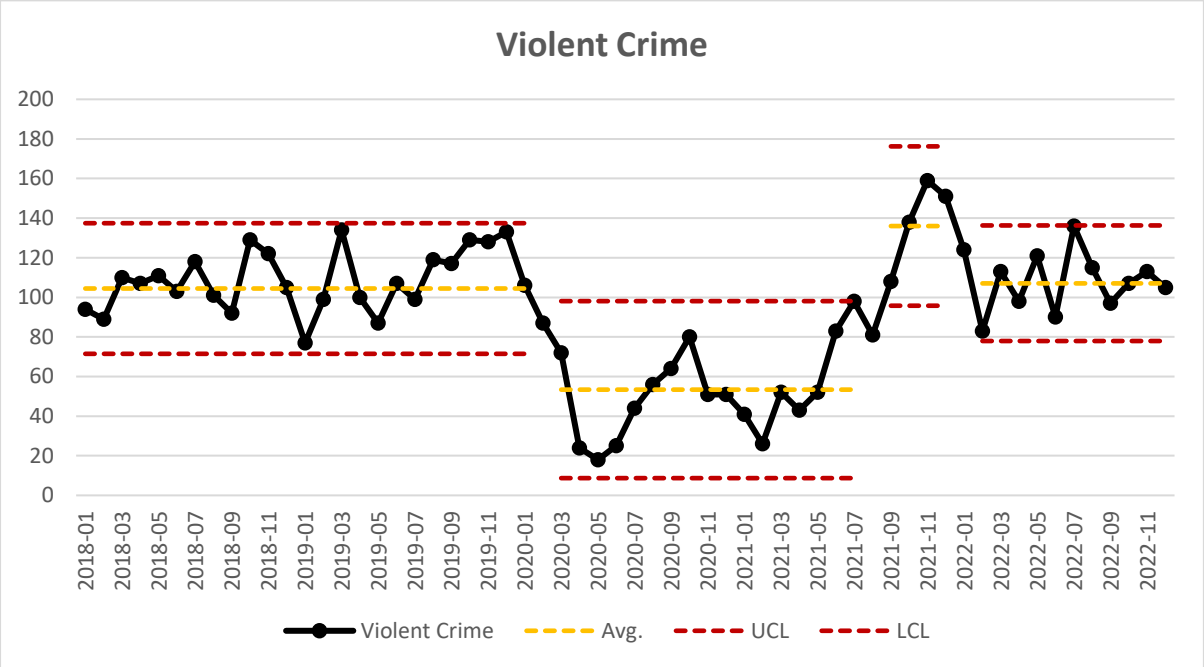
Graph 1 – All Crime Trend



11. All Crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +36% (+1913). 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 -17% (-1154) decrease. This is seen as a positive and does not follow the national trend where nationally, volumes are higher than the benchmark year by approximately +6%.

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 486 – 723 crimes a month with an average of 64. 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 (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +25% (+257), with the rate of increase slowing. Levels were forecasted to increase over the months of Oct, November and December, but for the first time in 5 years this trend was not seen for the City of London, reflecting in a lower Q3 period. With more control seen in Violent crime offences, this area has moved back in line with the overall crime trend and is showing a decrease against the baseline year (-3%, -34 offences).

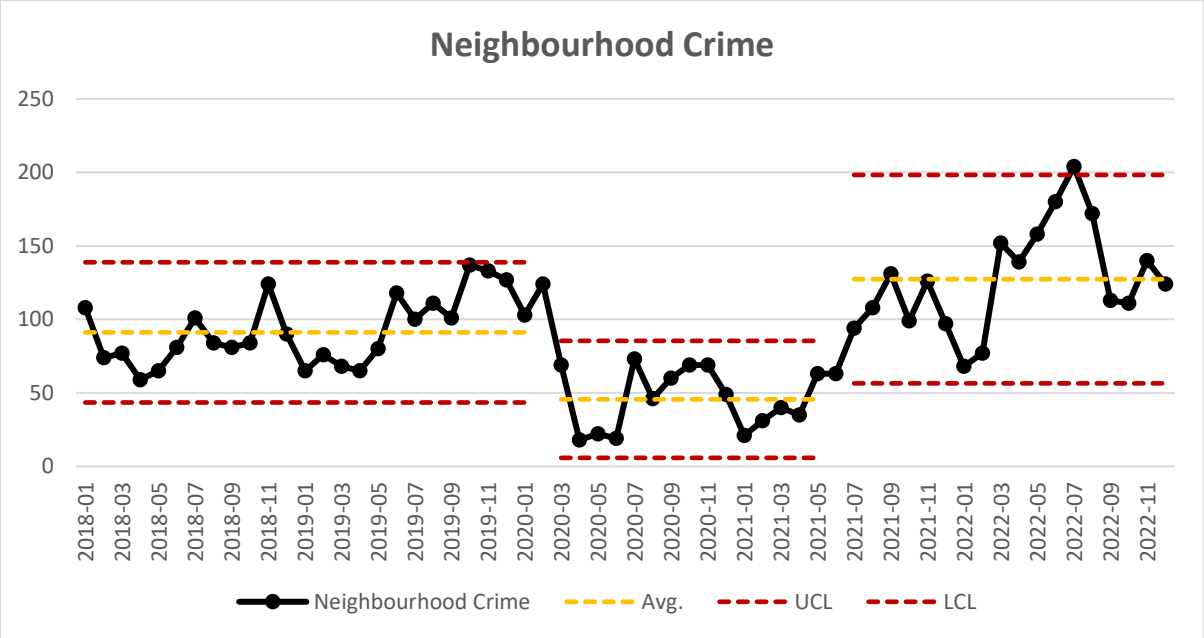
Operational Activity

CoLP continues to run monthly partnership supported operations (Op Reframe) to make the night time economy hours safe for all. A significant focus has also been on violence against women and girls and safety particularly within the night time economy. Operations have covered areas and training around spiking and the importance of being an active bystander. Going forward CoLP in partnership with Safer Business Network plan to implement a radio link as part of a trial which will be evaluated. This link will see NTE venues connected with CoLP force control and venue to venue. The ambition of this initiative is to create a more cohesive approach to public safety whilst making best use of resources including CCTV.

CoLP have during this reporting period initiated a number of crime prevention roadshow events. These events see CoLP and partners deliver briefings within our business community venues with a focus on both personal safety and safety of property. This will be continued throughout Quarter 4.

During the Christmas Policing Operation (Op Tinsel) CoLP focused on harm reduction in key locations across the City during both the festive and world cup period. This operation saw 227 deployments with 893 people engaged with and offered safety advice. There were 19 arrests made, 31 stop and searches resulting in positive outcomes 22 times. Harm offences were reduced by a total of 52% compared to the same period in 2021. (GBH -83% Serious sexual assaults -60% allegations of drink spiking -36%)

Graph 3 – Neighbourhood Crime Trend



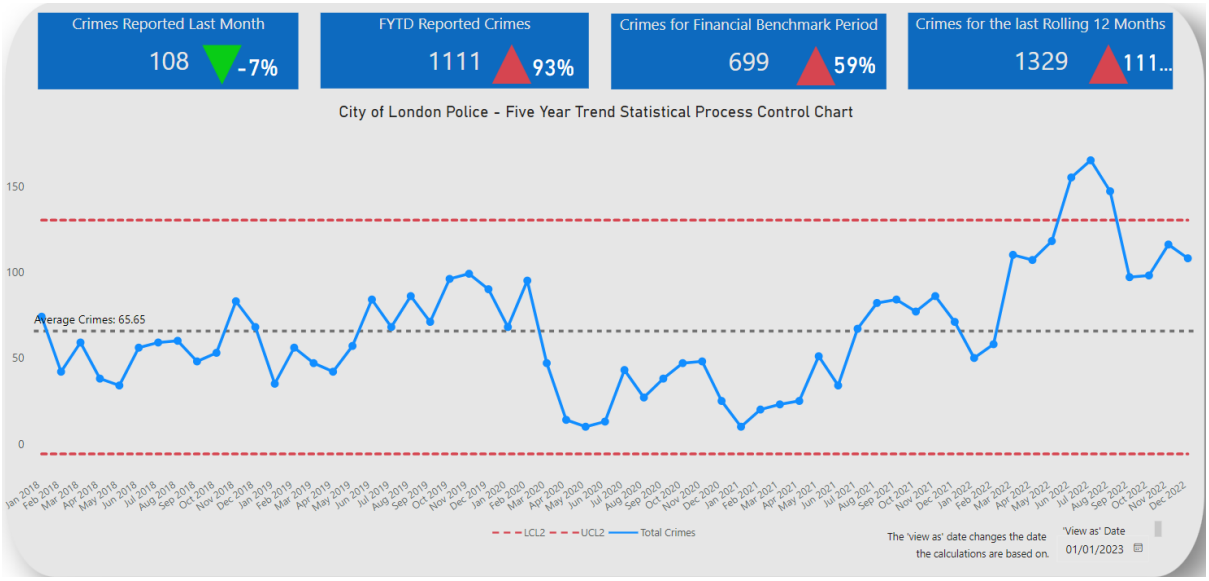
14. Neighbourhood Crime consists of the following offence types; Burglary Residential, Robbery Personal, Vehicle Crime and Theft from the Person. Neighbourhood crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +80% (+730). Neighbourhood Crime has seen significant 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, albeit these are showing improved levels over the past quarter, hence the overall lower volumes seen for the past 4 months in Neighbourhood crime. When compared to the benchmark year there is a 38% increase in Neighbourhood crime.

Operation Activity

15. CoLP has embedded a prevention hub with support of partners to impact the reduction of neighbourhood and violent crimes. In support of the SARA process a partnership and prevention hub is now a key focal point to crime prevention and/or the development of plans to tackle emerging or current crime types.

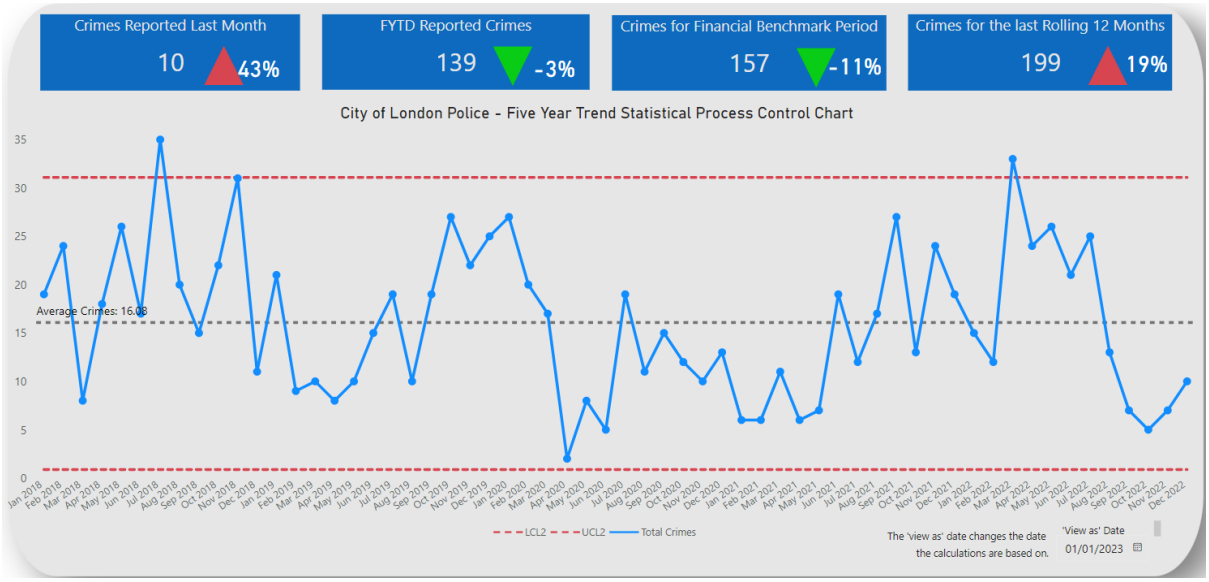
Partnership support is drawn from business improvement districts (BID's) safe and secure portfolios. Business Crime Reduction Partnerships (BCRP's) are close working with the security industry to create a cohesive approach to community safety. CoLP have recently implemented a number of platforms that permit the lawful sharing of intelligence and information in support of crime reduction. CoLP have during this reporting period conducted a number of pro-active operations supported by partner forces to address acquisitive crime associated with both the day and night time economies. These operations have yielded circa 20 arrests for acquisitive crime offences and recovered in excess of 120 suspected stolen items, with the majority being mobile phones. In line with national crime prevention and deterrence strategies CoLP have delivered several joint operations with our security industry partners, focused on reducing neighbourhood crimes through visibility and prevention activities. We plan to continue these during Q4 as part of wider safer business actions days supported by various partners including BID's / BCRP and security industry.

Graph 4 – Theft from the Person Offences



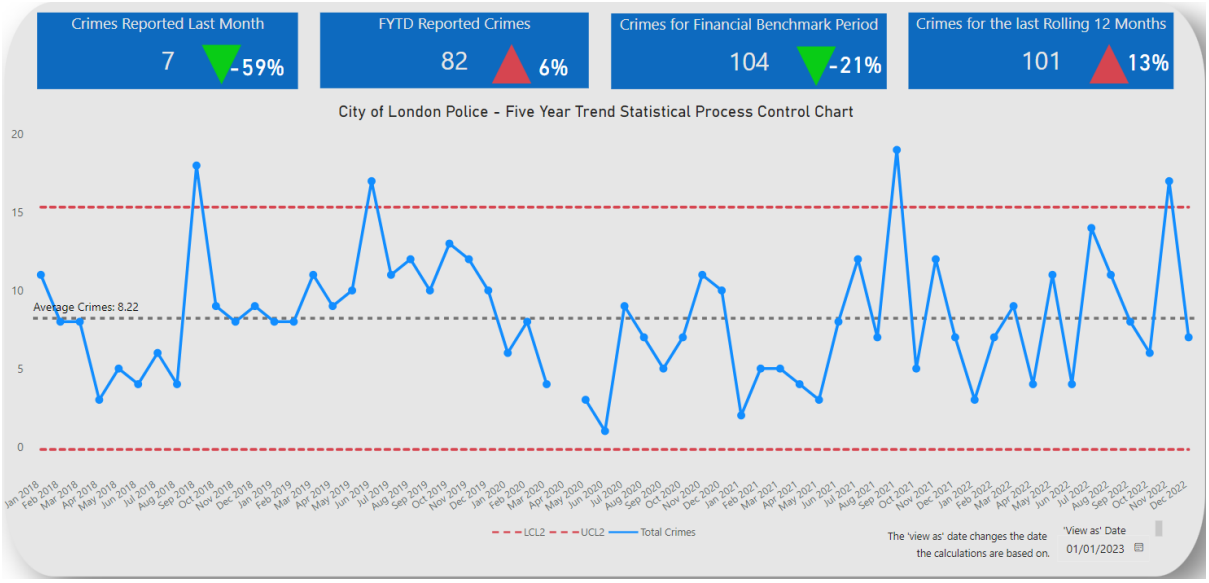
16. Theft from the Person crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +111% (+700). There has been a significant drop for September 22 levels onwards, with the volume returning below the average, and more in line with the benchmark year volumes. When compared to the benchmark year, there is a 59% increase (+412 offences).

Graph 6 – Vehicle Offences



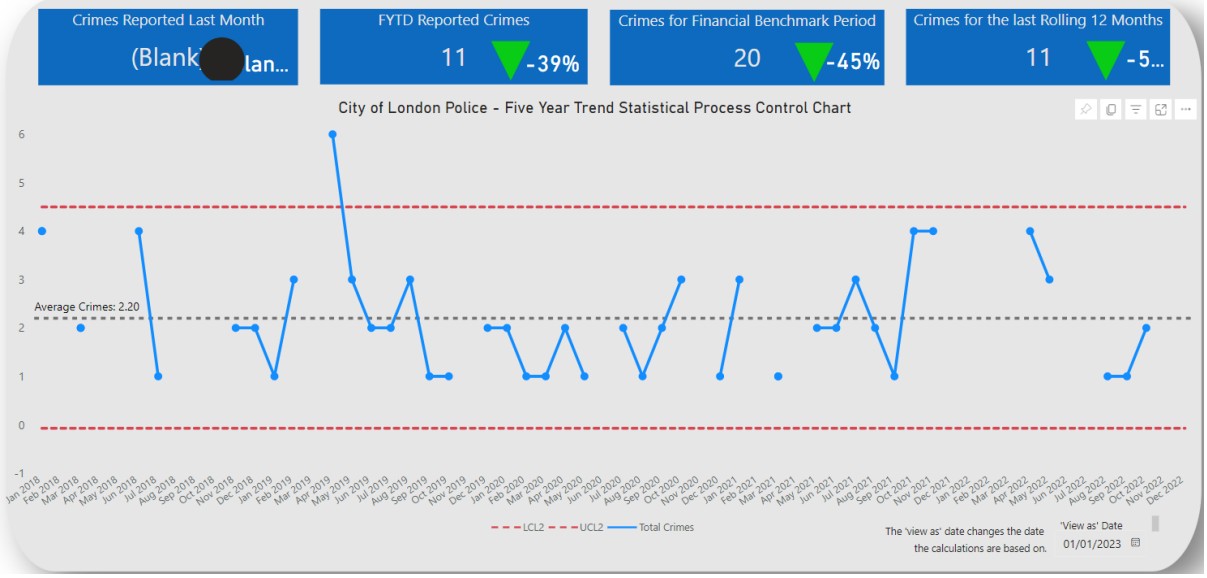
17. Vehicle crime is made up of the following crime types; Vehicle Interference, Theft from Motor Vehicle and Theft of Motor Vehicle. Vehicle crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +19% (+32), noting this is comparing against the pandemic period with reduced offending. The majority of crime in this area is Theft from Motor Vehicle Offences with 144 in the current 12 months. When compared to the benchmark period, there is an -11% (-18) reduction in Vehicle crimes.

Graph 7 – Robbery – Personal Offences



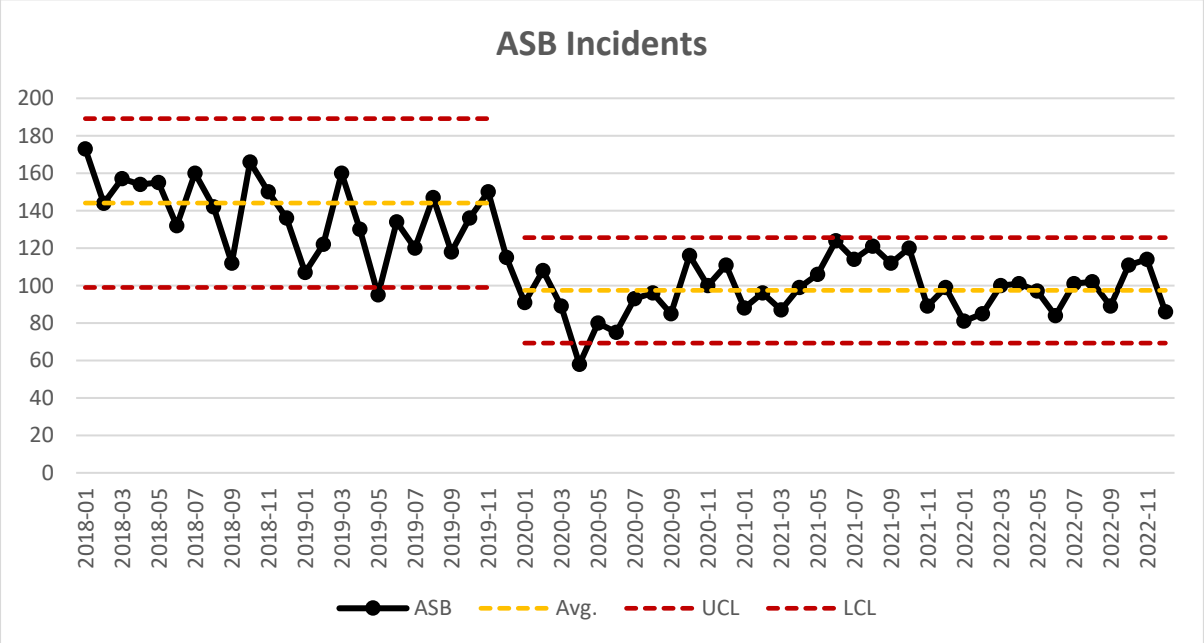
18. Robbery - Personal crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +13% (+12). These volumes are also lower than the 19/20 benchmark year with 22 less crimes (April 19 – Dec 20 vs Apr 22 – Dec 22). Where there are gaps included on the graph this demonstrates that there were no crimes that were recorded that month for this category.

Graph 8 – Burglary - Residential Offences



19. Burglary - Residential crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) decrease of -50% (-11). These volumes are also lower than the 19/20 benchmark year with 9 less crimes (-45%) (April 19 – Dec 20 vs Apr 22 – Dec 22). Where there are gaps included on the graph this demonstrates that there were no crimes that were recorded in that month for this category.

Graph 9 – ASB incidents



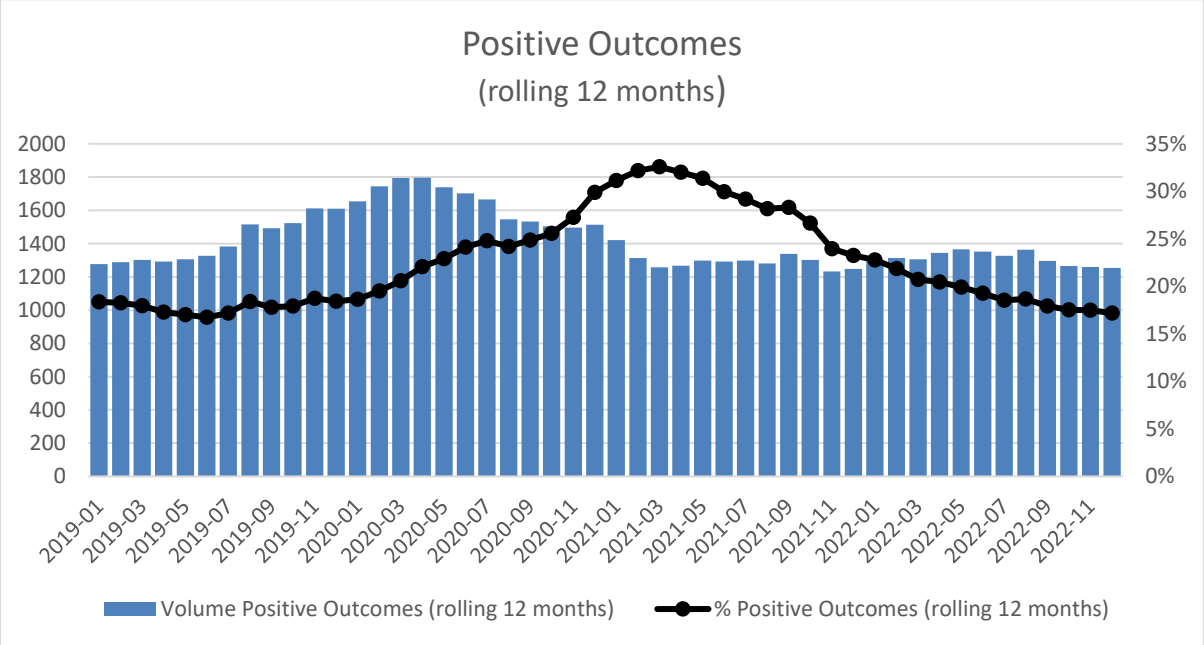
20. Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) decrease of -8% (-104). When compared to the benchmark year ASB incidents are seeing a -23% (-260) decrease. *Of note ASB incidents can be

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

Operational Activity

21. A high percentage of ASB within the force area relates to those within the homeless community. This is often associated with acts of begging and other behaviours deemed anti-social. In order to address this, CoLP make use of Community Protection Warnings (CPW's) and Community Protection Notices (CPN's) as part of Op Luscombe. This delivers a staged approach to offenders responsible for ASB whilst offering support and diversion through various supporting partners. As part of our sector model the CoL ASB co-ordinator is co-located for a % of their time within the partnership and prevention hub. This supports shared awareness and a co-ordinated approach to repeat issues of ASB across the City. CoL have created an ASB Task & Action group following ASB complaints across the City, taking a partnership problem solving approach to tackle ASB.

Graph 10 – 12 month rolling positive outcome rate



22. 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 17%.

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

Current Position

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

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
Keep those who live, work and visit the City safe and feeling safe	**GOOD**	1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs	Adequate	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	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	Good
		1.4 Ensure Police make appropriate use of their powers to tackle and defer Anti-Social Behaviour	Adequate	Good	Good
		1.5 Increase the number of positive outcomes from identified repeat offenders	No Grading	No Grading	No Grading
		1.6 Reduce Neighbourhood Crime	Requires Improvement	Requires Improvement	Adequate
		1.7 Reduce Violent Crime	Adequate	Adequate	Good
		1.7 Disrupt drugs supply in the City through pursue activity	Good	Good	Good

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
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	Outstanding
		2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	Good	Good	Good
		2.3 100% of Action Fraud cyber-crime referrals will be investigation by the City	Good	Good	Good
		2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	Good	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	Adequate
		2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City of London Police.	Adequate	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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
Putting the victim at the heart of everything we do	**ADEQUATE**	3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	Adequate	Good	Good
		3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	No Grading	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	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	Adequate
		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	Requires Improvement
		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	Outstanding

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
People	ADEQUATE	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	Outstanding	Outstanding	Outstanding
		4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	No Grading	No Grading	No Grading
		4.3 Overall engagement score – staff survey – year on year increase over the next three years.	No Grading	No Grading	No Grading
		4.4 To ensure our workforce better reflects the communities we serve.	Requires Improvement	Requires Improvement	Requires Improvement
Resources	ADEQUATE	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	Good	Good	Adequate
		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	No Grading
		5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	No Grading	Requires Improvement	No Grading

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
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	No Grading
		6.2 Increase in percentage of people who agree COLP provide an effective service.	No Grading	No Grading	No Grading
		6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	No Grading	Good	Adequate
		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%	Requires Improvement	Adequate	Adequate

25. 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

26. 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.

27. Financial implications – none

28. Resource implications – none

29. Legal implications – none

30. 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.

31. 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.

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

33. 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

34. This report sets out performance assessment of the refreshed Policing Plan as of Q3 (1st Oct – 31st Dec 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- Q3 assessment

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POLICING PLAN PERFORMANCE FRAMEWORK 2022/23 - QUARTER 3

OPERATIONAL PRIORITIES

	1. KEEP THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE	2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME	3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO
Q1	GOOD	GOOD	NO GRADING
Q2	ADEQUATE	GOOD	GOOD
Q3	**GOOD**	**GOOD**	**ADEQUATE**

ORGANISATIONAL PRIORITIES

	4. PEOPLE	5. RESOURCES	6. EFFICIENT AND EFFECTIVE SERVICE
Q1	ADEQUATE	GOOD	NO GRADING
Q2	ADEQUATE	ADEQUATE	ADEQUATE
Q3	**ADEQUATE**	**ADEQUATE**	**ADEQUATE**

POLICING PLAN
PERFORMANCE FRAMEWORK 2022/23

CITY OF LONDON POLICE

OPERATIONAL PRIORITIES

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

OVERALL - GOOD

Specialist Operations	Specialist Operations	Local Policing	Local Policing	Specialist Operations	Local Policing
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 the current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications	1.4 Ensure Police make appropriate use of their powers to tackle and deter Anti-Social Behaviour	1.5 Increase the number of positive outcomes from identified repeat offenders	1.6 Reduce Neighbourhood Crime
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
ADEQUATE	**GOOD**	**GOOD**	**GOOD**	**NO GRADING**	**ADEQUATE**
Specialist Operations	**Local Policing**	**Specialist Operations**			
1.7 Reduce Violent Crime	1.8 Disrupt drugs supply in the City through pursue activity				
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4				
GOOD	**GOOD**				

2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME

OVERALL - GOOD

National Lead Force	National Lead Force	National Lead Force	National Lead Force	National Lead Force
2.1 Prepare, engage and raise awareness across business and communities of threats and risks of economic/cyber-crime measures they can take to protect themselves	2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	2.3 100% of Action Fraud cyber crime referrals will be investigation by the City	2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
OUTSTANDING	**GOOD**	**GOOD**	**GOOD**	**ADEQUATE**
National Lead Force				
2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City Of London Police.				
Q1 Q2 Q3 Q4				
ADEQUATE				

3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO

OVERALL - ADEQUATE

National Lead Force	Specialist operations	Specialist operations	Specialist operations	Specialist operations
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.
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
GOOD	**NO GRADING**	**REQUIRES IMPROVEMENT**	**ADEQUATE**	**REQUIRES IMPROVEMENT**
Specialist operations				
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.				
Q1 Q2 Q3 Q4				
OUTSTANDING				

ORGANISATIONAL PRIORITIES

4. PEOPLE

OVERALL - ADEQUATE

Corporate Services	Corporate Services	Trust & Confidence	Corporate Services	Trust & Confidence
4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	4.3 Overall engagement score – staff survey – year on year increase over the next three years.	4.4 To ensure our workforce better reflects the communities we serve.	
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	
OUTSTANDING	**NO GRADING**	**NO GRADING**	**REQUIRES IMPROVEMENT**	

5. RESOURCES

OVERALL - ADEQUATE

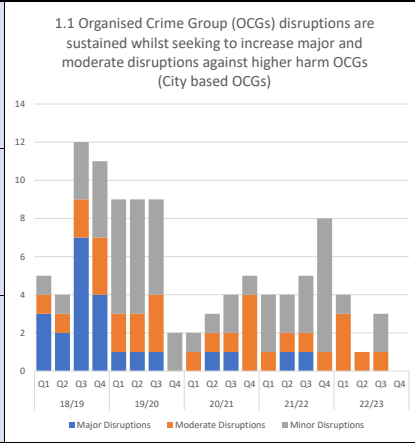
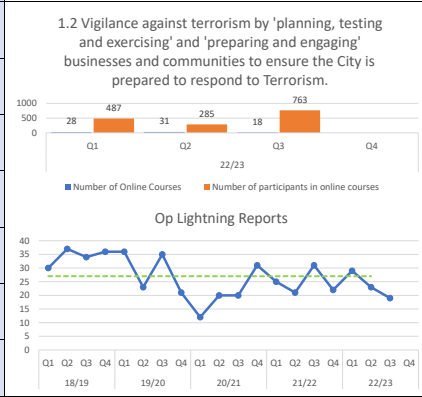
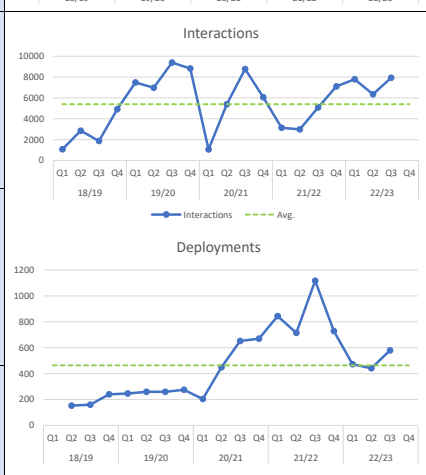
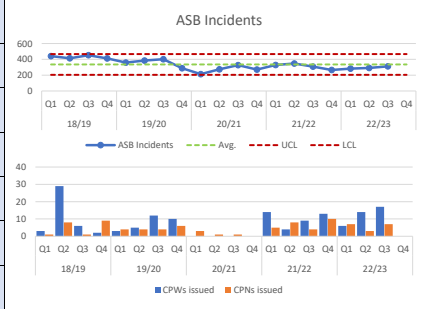
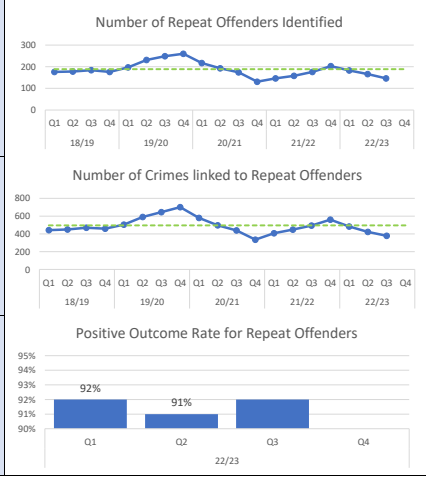
Corporate Services	Corporate Services	Trust & Confidence	Corporate Services
5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	5.2.1 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in 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'.	5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	
ADEQUATE	**NO GRADING**	**NO GRADING**	

6. EFFICIENT AND EFFECTIVE SERVICE

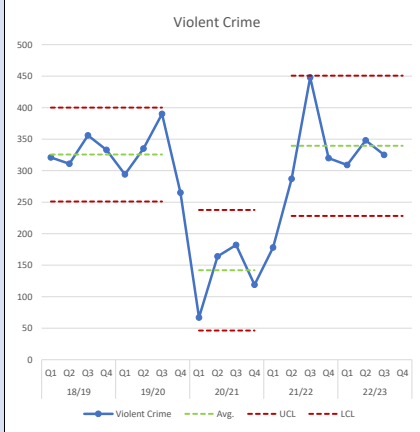
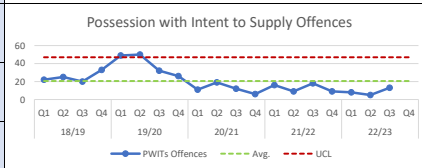
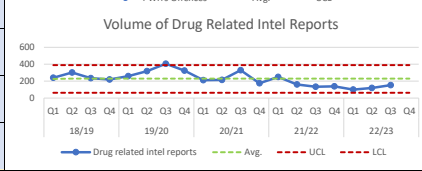
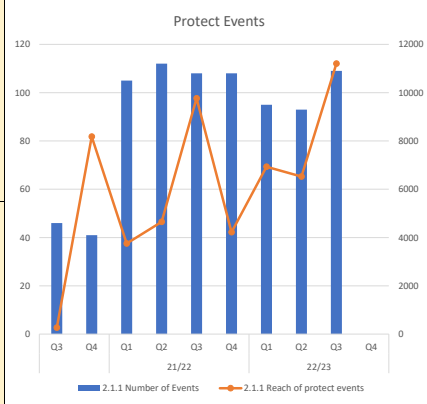
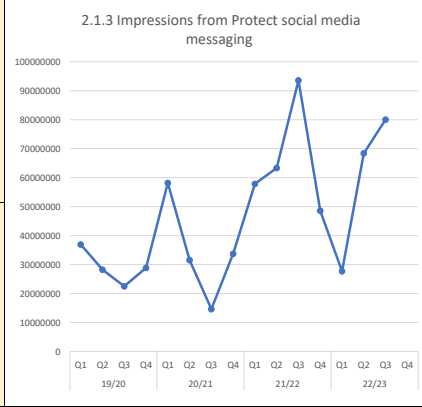
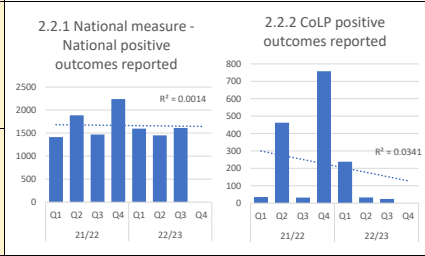
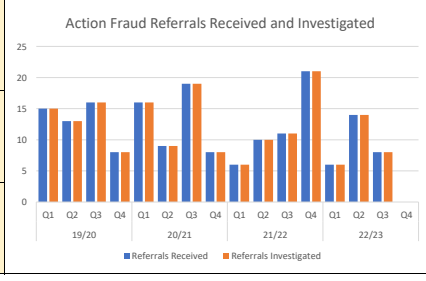
OVERALL - ADEQUATE

Corporate Services	Corporate Services	Trust & Confidence	Corporate Services
6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.	6.2 Increase in percentage of people who agree COLP provide an effective service.	6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4
NO GRADING	**NO GRADING**	**ADEQUATE**	**ADEQUATE**

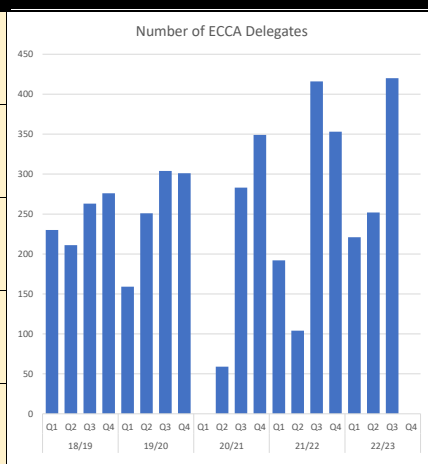
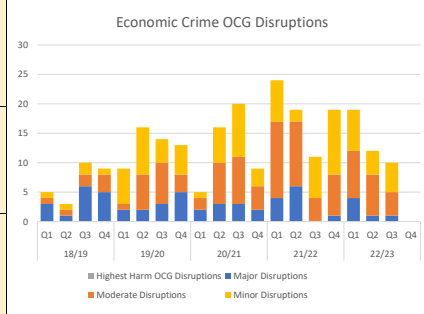
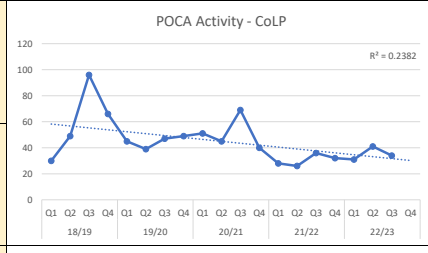
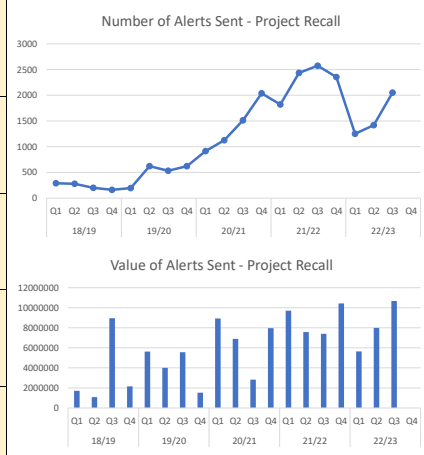
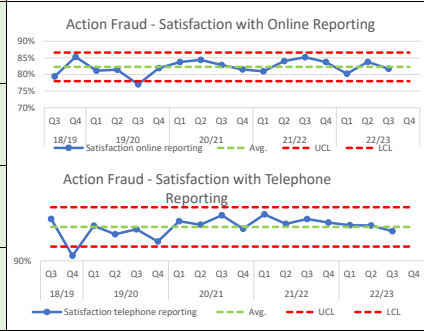
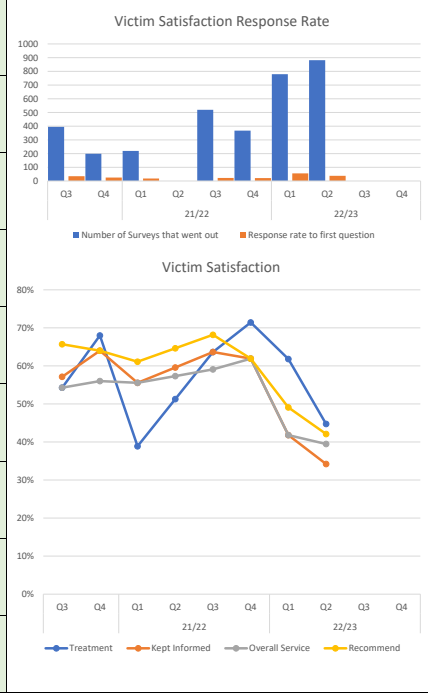
POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
1. KEEP THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE	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	0		These are disruptions against OCGs only. There has been, however, significant increases in disruption claims made against strategic vulnerabilities. Strategic vulnerability claims refer to executive action that is conducted to tackle and infiltrate SOC as a larger spectrum, rather than simply groups defined as OCGs. This includes the deliverance of cease and desist orders against nominals involved in SOC, and cyber training sessions delivered to companies that prevents them from being attacked. There has been 1 moderate disruption against an OCG. Disruption claims against OCGs are not claimed in a consistent manner as not all law enforcement action has a discernible impact on the OCG. Disruptions are not a reflection of efforts made by law enforcement but are a reflection of impact. Whilst disruption numbers are low, this is due to the definition of this metric in that there are very few OCG City Based groups and that work in this area focuses on risk and strategic vulnerabilities in the wider Serious and Organised spectrum. Overall performance in this area is considered to be good as the wider work meets performance levels expected, performance against City Based OCGs remains adequate but is not reflective of wider work. Proposals in the policing plan are being made to bring this measure in line with strategic focus and reporting for the Policing plan refresh.	SPECIALIST OPERATIONS	ADEQUATE	ADEQUATE	ADEQUATE
		1.1.2 Number of Moderate Disruptions	3	1	1						
		Number of Minor Disruptions	1	0	2						
	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	18		The end of Q3 saw the start of industrial action and therefore two events had to be cancelled due to last minute needs by local businesses - otherwise all planned events went ahead. The reach of attendees increased in number compared to previous quarters due to one online event having 500 attendees as part of the Sainsbury's annual security week. Multiple act operational events were completed alongside bespoke tabletop exercise. Operation tabletop training followed a staged approach from observed suspicious behaviour escalating to a suspicious package and finally a Marauding Terrorist Attack (MTA) with key lessons taken from the exercise. Another exercise focused on familiarisation with security policies and procedures, familiarisation with incident management processes, responding to a major incident, developing business resilience, and identifying any current gaps. CTSA continue to work with venues in developing live testing such as the operations outlines and feedback gathered post these events to the team to continue to improve.	SPECIALIST OPERATIONS	GOOD	GOOD	GOOD
		1.2.1 Planning and Testing - Number of events completed	39	23	16						
		1.2.2 Planning and testing - number of partners engaged with	28	31	18						
		1.2.4 Prepare and engage - Reach of Attendees	487	285	763						
		1.2.5 Prepare and engage - number of online courses	3	1	2						
		1.2.5 Prepare and engage - number of attendees (online course)	24	100	514						
		1.2.6 Prepare and engage - Operation Lightning reports	29	23	19						
	1.3 Improve the current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servitor community engagement and communications	1.3.2 number of project Servator interactions with members of the public	7789	6344	7933		On 19 May 2022, four assessors from the National Project Servator Team (NPST) training cadre visited CoLP to carry out an assessment of performance against the QA criteria for engagement and operations. The NPST is made up of officers and staff from CoLP, therefore an assessor from Avon and Somerset Constabulary, Police Scotland, Metropolitan Police and Ministry of Defence were part of this process to provide an objective view of CoLP's performance. A self-assessment questionnaire was completed by force coordinator prior to the visit, and the answers were discussed on the day. The assessors reviewed CoLP's Deployment Information Plans (DIPs) and the Hostile Activity Projections (HAPs), and observed four deployments. They made use of 'friendly hostiles' – trained Disruptive Effects Officers who replicated hostile activity to help assess the effectiveness of the deployments. Project Servator at CoLP have full time Project Servator officers who are tasked with deploying in the Square Mile daily. The force has reduced its Project Servator capability over the past year, and currently have two full-time teams. Having two teams ensures there are daily Project Servator deployments and that there is capacity for collaborative working opportunities with other police forces. Deployments are predominantly carried out by officers in the full time role on the two teams who are self-sufficient in managing their deployments. CoLP is extremely well-positioned, in terms of resources, to deliver Project Servator and DE effectively. Officers from all ranks have visited CoLP to see how the tactic is deployed. This approach ensures the continued sharing of information and skills and benefits the ongoing development of the team. The results of the QA were received on the 14th October 2022: •Operations – Good (improvement on Adequate last time) •Engagement – Outstanding (improvement on Good last time) •Communications – Good (same as last time) •Overall – Good (same as last time) We are now working on the recommendations from the recent review to create a action plan to try and achieve the outstanding assessment for all areas for our next inspection.	LOCAL POLICING	GOOD	GOOD	GOOD
		1.3.3 number of deployments	472	441	579						
		1.3.4 outcomes (arrests made)	21	19	19						
		1.3.4 outcomes (intelligence submitted)	11	20	9						
	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	311		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). A high % of ASB within the force area is connected with those within the homeless community. This is often associated with acts of begging and other behaviours deemed anti-social. In order to address, CoLP make use of CPW's and CPN's as part of Op Luscombe. This delivers a stagged approach to offenders responsible for ASB whilst offering support / diversion through various supporting partners. As part of our sector model the CoLP ASB co-ordinator is co-located for a % of their time within the partnership and prevention hub. This supports shared awareness and a co-ordinated approach to repeat issues of ASB across the City. CoL have created an ASB Task & Action group following ASB complaints across the City, taking a partnership problem solving approach to tackle ASB.	LOCAL POLICING	ADEQUATE	GOOD	GOOD
		1.4.2 Number of ASB calls attended	199	216	215						
		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	17						
		1.4.4 Number of CPNs Issues	7	3	7						
		1.4.5 Number of Dispersal Orders Used	UNDER DEVELOPMENT								
	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	146		This measure is 'increase the number of positive outcomes from identified repeat offenders'. An offender is categorised as someone with a positive outcome, therefore this measure should always be 100%. It is recommended that this measure is reviewed with the policing plan refresh and until such time should remain as a no grading. 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. Over the last 2 months the force has established a single accurate version of all CoLP outstanding suspects in all areas of criminality. The force has completed a day of action on the 22nd of October and has another planned for later in January. Those who pose the most significant threat are targeted in this activity. A force and business area offender management meeting structure has been implemented to oversee the governance and operational activity to reduce the number of outstanding suspects. This includes other activity such as CCTV/forensic identifications, increased intelligence interviews and proactive approaches. The work of the PCT and DBI has contributed to the number of repeat offenders identified.	SPECIALIST OPERATIONS	NO GRADING	NO GRADING	NO GRADING
		1.5.2 Number of Crimes linked to repeat offenders in the last 12 months	483	422	378						
		1.5.3 Positive Outcome rate for repeat offenders in the last 12 months	92%	91%	92%						

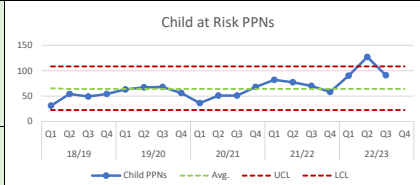
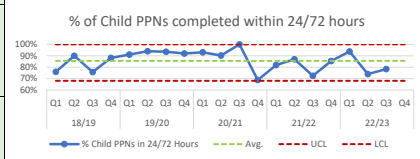
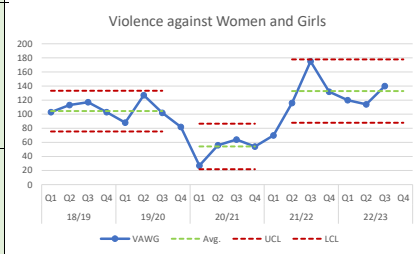
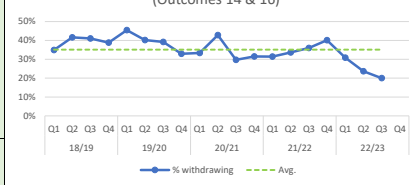
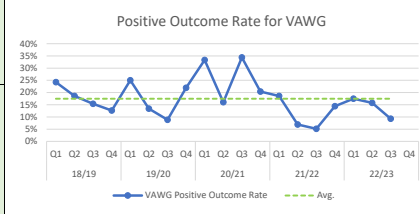
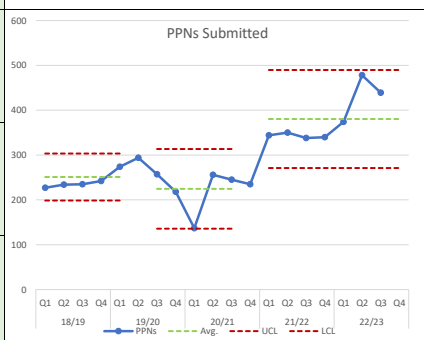
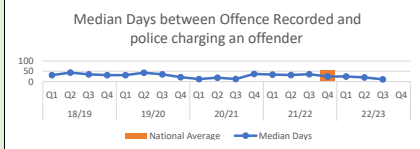
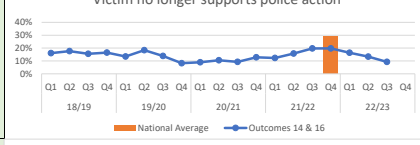
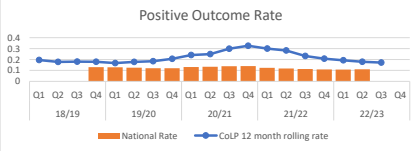
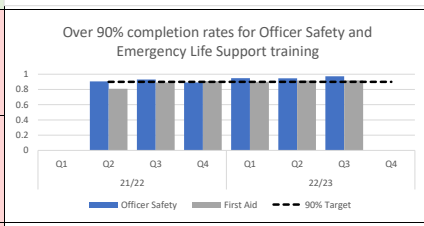
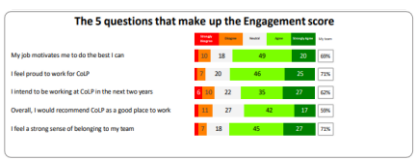
POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
	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**	**489**	**375**		Volumes will look significantly higher as they are being compared to volumes at the height of restrictions during the Covid-19 pandemic. The CoLP crime levels appear to have been more impacted than the overall national picture, therefore the rate of increase when comparing to the pandemic period will be much greater than anywhere else. A baseline of 19/20 was set for all forces to help inform more meaningful performance comparisons. The CoLP are showing a 38% increase on the 19/20 baseline. However Q3 volumes for 22/23 are the lowest in the 22/23 reporting period and starting to show a sustained improvement for managing volumes within Neighbourhood crime types. CoLP has embedded a prevention with support of partners approach to the reduction of neighbourhood and violent crimes. In support of the SARA process a partnership and prevention hub is now a key focal point to crime prevention and/or the development of plans to tackle emerging or current crime types. Partnership support is drawn from business improvement districts (BID's) safe and secure portfolios. Business Crime Reduction Partnerships (BCRP's) and close working with the security industry to create a cohesive approach to community safety. CoLP have recently implemented a number of platforms that permit the lawful sharing of intel and information in support of crime reduction. CoLP have during this reporting period conducted a number of pro-active operations supported by partner forces to address acquisitive crime associated with both the day and night time economies. These operations have yielded circa 20 arrests for acquisitive crime offences and recovered in excess of 120 suspected stolen items, with the majority being mobile phones. In line with national crime prevention and deterrence strategies CoLP have delivered a number of joint operations with our security industry partners, focused on reducing neighbourhood crimes through visibility and prevention activities. We plan to continue these during Q4 as part of wider safer business actions days supported by various partners including BID's / BCRP and security industry.	LOCAL POLICING	**REQUIRES IMPROVEMENT**	**REQUIRES IMPROVEMENT**	**ADEQUATE**
	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**	**348**	**325**		Volumes of Violent crime are showing stability over the past 4 quarters with Q3 lower than Q2. This is positive news because the City forecasts and expects higher volumes over Q3 and this hasn't been seen for 22/23 as has been in all previous years. This suggests that there has been a positive impact on violence during the Q3 period. Compared to the 19/20 benchmark year, there is a 4% decrease in violence crimes. Offences in this category predominantly come from violence without injury offences, which are the lower harm offences. CoLP continues to run monthly partnership supported operations (Op Reframe) to make the night time economy hours safe for all. Significant focus has also been on violence against women and girls and safety within the nigh time economy. Operations have covered areas of spiking and the importance of being an active bystander. Going forward CoLP in partnership with Safer Business Network plan to implement a radio link as part of a trial. This link will see NTE venues connected with CoLP force control and venue to venue. The ambitions of this initiative is to create a more cohesive approach to safety whilst making best use of resources including CCTV. CoLP have during this reporting period initiated a number of crime prevention roadshow events. These events see CoLP and partners deliver briefings within our business community venues with a focus on both personal safety and safety of property and these are planned to continue during Q4. CoLP during the Christmas Policing Operation (Op Tinsel) focused on harm reduction in key locations across the City during the festive and world cup period. This operation saw 227 deployments with 893 people engaged with and offered safety advice. 19 arrests made, 31 stop and searches resulting in positive outcomes 22 times. Harm offences were reduced by a total of 52% compared to the same period in 2021. (GBH -83% Serious sexual assaults -60% allegations of drink spiking -36%)	LOCAL POLICING	**ADEQUATE**	**ADEQUATE**	**GOOD**
	1.8 Disrupt drugs supply in the City through pursue activity	1.8.1 Positive outcomes for possession with intent to supply	**9**	**13**	**9**		Possession with intent to supply offences have increased for Q3 compared to previous quarters, however the volumes of positive outcomes remain stable. 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. There has been a long-term declining trend for the volume of drug related intel reports, however this has improved for Q2 and Q3 and shows a higher overall % of intel reports are now drug related. These measures will be reviewed in the refresh of the policing plan to better understand the landscape of drugs and crime in the City.	SPECIALIST OPERATIONS	**GOOD**	**GOOD**	**GOOD**
		1.8.2 Volume of Possession with Intent to Supply offences	**8**	**5**	**13**						
		Positive outcome rate of Possession with Intent to Supply Offences	**113%**	**260%**	**69%**						
		1.8.3 Possession with intent arrests	**24**	**27**	**39**						
		1.8.4 Volume of drug related intel reports	**100**	**120**	**153**						
		% of all intel reports that are drug related	**10%**	**13%**	**16%**						
	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**	**11,202**		Quarter 3 saw a high number of Protect engagements (109 events), with respectively high related reach (11,202 attendees). Most of this activity took place in October and November, with DCPCU reaching 9,498 contacts at 38 events in these two months alone. IFED ran or participated in a high number of events, holding their first in-person SPOC day since the pandemic, receiving positive feedback. Speakers included IFED Officers, a prominent motor policy aggregator and the Crown Prosecution Service. The IFED Prevent Officer travelled to Denmark for an F&P Crime Office Police Seminar and attended the annual conference of the Insurance Fraud Investigators Group. The NFIB Business Stakeholder Manager co-hosted a national online webinar for Victim Support (UK) and spoke at a number of industry events. There are now 701k users on the Neighbourhood Alert system (Action Fraud Alert) of which 693k were contactable during Q3. A number of forces were onboarding their users onto an updated version of the platform during the quarter, and the total number of contactable users is expected to increase in the new year. Across the various teams engaging on social media, improvement was made in the number of posts, an increase of 7% from 5,019 in Q2 to 5,370. The number of related impressions also rose significantly, by 19% from 68 million to 81 million. Notable campaigns included the investment fraud campaign launch which ran for 2 weeks across Twitter, Instagram, Facebook and LinkedIn. International Fraud Awareness week took place in November, with social media posts across the week, along with promotion for Op Elaborate, participation at stakeholder events, and various arrests and sentencings related to NLF operational successes. Action Fraud Christmas Campaign activity (12 Frauds of Christmas and Online Shopping with NCSC) achieved a total of 94.8m impressions and 21.8m reach and is the best performing Action Fraud online campaign. The campaign was shared by multiple forces, partners and individuals including television personality Martin Lewis, who helped contribute to the highest single day of engagement on Action Fraud social media this year by sharing the '12 Frauds' campaign launch tweet. Due to the campaign activity, Action Fraud social media accounts received double the amount of engagement in December with profile visits seeing a rise of up to 146%. As part of the campaign the NCSC also paid for advertisement on social media sites, providing a targeted message to males aged 19-25, who are most likely to fall victim to this crime. There has been a 12% reduction in online shopping and auction fraud reported to Action Fraud during November and December 2022, when compared with the same period for the previous year.	NATIONAL LEAD FORCE	**GOOD**	**GOOD**	**OUTSTANDING**
		2.1.2 Reach of Neighbourhood alerts	**304,396**	**503,950**	**693255**						
		2.1.3 Impressions from Protect social media messaging	**27,712,895**	**68,402,918**	**80,060,515**						
		2.1.4 Percentage of survey respondents who feel better able to protect themselves	**88%**	**85%**	**86%**						
	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**	**1,612**		At the end of Q3, the national matched judicial outcome rates (England and Wales) are 8.2% for 2019/20, 6.7% for 2020/21 and 5.1% 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. The COLP judicial outcome rate is 23% for 2019/20, 12% for 2020/21 and 39% 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 51%. COLP has now recorded 295 Judicial outcomes (all outcomes) for the 9 months to 31 December 2022/23, but this is below the comparative period for 2021/22 where 529 were recorded.	NATIONAL LEAD FORCE	**GOOD**	**GOOD**	**GOOD**
		2.2.2 CoLP positive outcomes reported	**238**	**33**	**24**						
	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**	**8**		The Pursue team is continuing to progress Operation Ulex (LAPSUS hacking group investigation) at pace, with one suspect on remand and two suspects going to trial in July 23. Working with the NCA, the unit has built upon intelligence gathered during Operation Ulex and started a new investigation, targeting the SIM swapping and hacking communities operating on Telegram, under the title of Operation Sheene. A number of these hackers appear to have been targeting each other in the real world, in an effort to extort and rob from other hackers, using violence and kidnap. The Pursue team continues to suffer from resourcing issues further compounded by the loss of a DC during Q3.	NATIONAL LEAD FORCE	**GOOD**	**GOOD**	**GOOD**
		2.3.2 Number of Action Fraud referrals investigated	**6**	**14**	**8**						
		2.3.3 Positive outcomes from FCCU investigations	**0**	**0**	**2**						

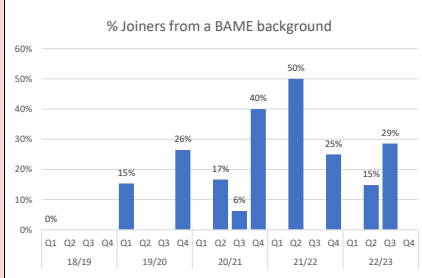
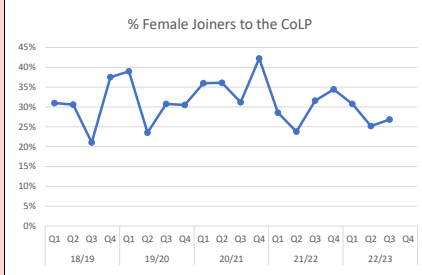
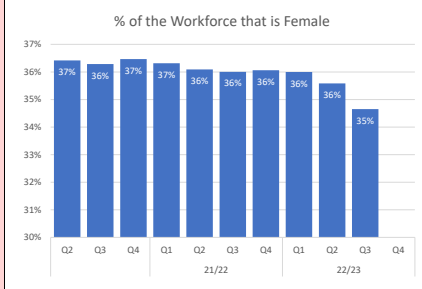
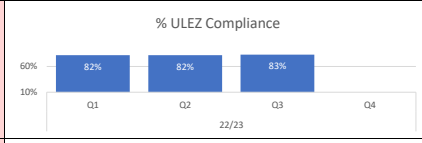
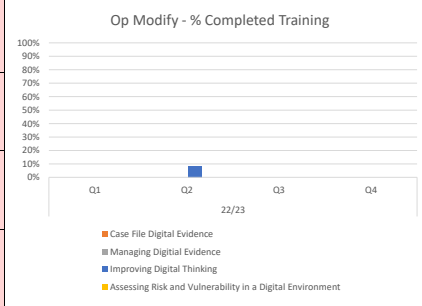
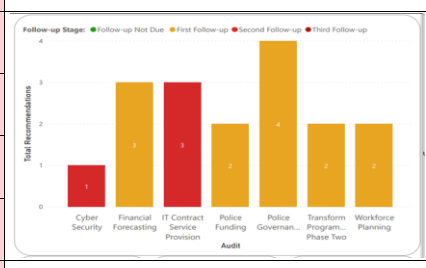
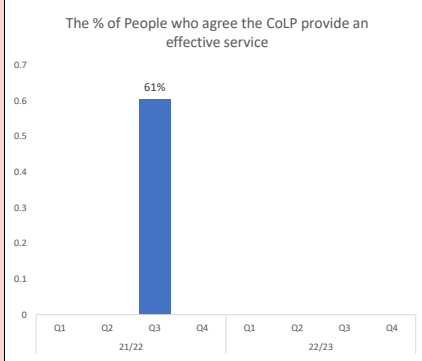
POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME	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**	**35**		The ECCA delivered 35 training courses in Q3, an increase of 85% from Q2 (19) and equal to the previous year. Delegate numbers are increasing overall, as the Academy now has a better booking system which ensures no spaces are left empty. The number of delegates, 420, represents an increase of 67% from Q2. 78% of delegates were from UK policing, with 12% from other public sector organisations and the remainder split between overseas policing and the private sector. The Academy delivered many Money Laundering courses to various organisations including the NCA, SW ROCU, Northants Police and the Quad Islands cohort, which consists of delegates from law enforcement in Jersey, Gibraltar, Isle of Man and Guernsey. Internal training was provided to staff from NFIB who attended an Essentials of Fraud course that will lead to an accreditation once complete. Two Academy trainers travelled to Ghana to perform a Training Needs Analysis at the request of the NCA and Ghanian Law Enforcement. The objective is to improve the investigation of romance fraud, money laundering and tracing of hidden assets. Satisfaction averages rose from Q2's 86% to a more consistent 90%. Overall satisfaction has benefitted from the return to classroom training post-Covid. It has been noted that only 52% of feedback forms were returned during the quarter, and only 39% in December. This will be addressed by the training admin team for future courses.	NATIONAL LEAD FORCE	**GOOD**	**GOOD**	**GOOD**
		2.4.2 Number of training days delivered	**945**	**1,733**	**3,072**						
		2.4.3 Number of delegates	**221**	**252**	**420**						
		2.4.4 Number of Delegates who completed the satisfaction survey	**138**	**120**	**225**						
		2.4.4 Percentage of delegates satisfied with the course overall	**91%**	**86%**	**90%**						
	2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.	2.5.1 Number of Major Disruptions	**4**	**1**	**1**		There were 10 disruptions claimed against NLF OCGs in Q3, which is less than the quarterly average of 18 from the previous year. Of these, 1 was classified as a Major disruption. There were also 4 Moderate and 5 Minor disruptions recorded. There are currently 65 mapped OCGs under investigation by NLF teams, up 38% from the 21/22 average of 47. Two new OCGs were mapped in the quarter, and six were closed. A Major disruption represents the OCG being fully dismantled or impacted at a key player level. In December a Major disruption was recorded against an OCG following sentencing of the key nominals, and representing the closure of the investigation. The 7 Moderate and 6 Minor disruptions relate to warrants, arrests of nominals and seizure of monies. The investigations spanned a number of teams. 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.	NATIONAL LEAD FORCE	**ADEQUATE**	**ADEQUATE**	**ADEQUATE**
		2.5.2 Number of Moderate Disruptions	**8**	**7**	**4**						
		2.5.3 Number of Disruptions within highest quartile of harm scoring OCGs	**0**	**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**	**41**	**34**		In Q3, teams throughout CoLP carried out a total of 34 POCA activities. Most of the activity focused on cash detentions (11) and confiscations (10). The greatest value was a confiscation order for £1,037,984. This related to a lengthy 'boiler room' fraud investigation, which has achieved a great result for the victims. In May 2021, the defendants were jailed for their part in a large-scale investment fraud that used high pressure sales tactics to convince victims to purchase worthless carbon credits at inflated mark-ups. Further to the sentencing, the Judge made a confiscation order reflecting the defendant's criminal benefit of £36.3 million and available assets of £1.1 million, which will be used to compensate over 200 hundred victims.	NATIONAL LEAD FORCE	**ADEQUATE**	**ADEQUATE**	**ADEQUATE**
		2.6.2 Value of restraints, cash seizures, confiscations and account freezing orders	**£793,988**	**£4,289,018**	**£3,978,021**						
	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**	**£94,089**		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 92 victims to recover £2,501,570. They have also provided additional support to 156 service re-users since August 2018, preventing a possible £2,512,224 being lost to economic crime. In Q3 there were 23 victims identified as repeat victims, up from the 2021/22 quarterly average of 9, but below the 1% target at 0.08% of victims engaged with during the period. Project RECALL is an initiative to alert banks to accounts used in fraud. Although automation allows more reports to be sent out, there were numerous technical issues with the system in the last two quarters. These issues have been resolved, resulting in an increase in Q3. The quarter saw 2,050 reports sent to banks, up 45% from Q2 (1,412) and closer to the 2021/22 quarterly average of 2,296. Overall fraud reporting is still significantly down in 2022 compared to 2021, which will cause a reduction in the number of alerts that can be sent out. In Q3 CoLP alerted banks to 2,050 accounts used to receive the proceeds of fraud, the value of which was £10,666,923. The system for banks to confirm the value of repatriated funds is not automated, and the banks are proactively asked for feedback. In Q3 £116,953 was confirmed to the NFIB, but as not all banks responded there are likely to be significantly higher volumes of funds being safeguarded for victims.	NATIONAL LEAD FORCE	**REQUIRES IMPROVEMENT**	**REQUIRES IMPROVEMENT**	**ADEQUATE**
		2.7.2 Number of alerts sent to banks - Project Recall	**1250**	**1418**	**2050**						
		2.7.3 Value of alerts sent - Project Recall	**£5,637,891**	**£7,993,933**	**£10,666,923**						
		2.7.4 Confirmed savings - Project Recall	**£55,169**	**£27,148**	**£116,953**						
		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**	**427**		The Action Fraud survey indicates that satisfaction with the telephone reporting service in Q3 fell to just below target at 94.9%. The driver for this may be attributable to victim frustration with the increased call waiting times experienced in Q2 (victims may provide a survey response some time after reporting). However, the speed of answer noted a significant improvement in Q3 with an average speed of answer of 8.49 minutes in December - a 67% improvement on the peak wait time of 25 minutes in August. The technology issues which impacted the distribution of fulfilment letters (which contain the survey) in the Q1 have now been resolved and response levels have returned to anticipated volumes. Online satisfaction also fell below target at 84% across the quarter. However, 81.7% of responses to this survey indicated that respondents were satisfied with the Action Fraud website's 'ease of use'	NATIONAL LEAD FORCE	**ADEQUATE**	**GOOD**	**GOOD**
		3.1.2 satisfaction levels - online reporting	**80%**	**84%**	**82%**						
		3.1.3 Survey responses - telephone reporting	**340**	**384**	**412**						
		3.1.4 Satisfaction levels - telephone reporting	**96%**	**96%**	**95%**						
	3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Number of Surveys that went out (sample size)	**779**	**881**			Victim satisfaction surveying looks at responses from victims of crime that have answered the questions relating to their treatment, how well they were kept informed, their satisfaction with the overall service and if they would recommend the CoLP. 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. Victims Satisfaction surveys were sent out for Q2 at the end of the quarter (Set 22). This means there is always a delay in reporting to allow for responses and time to analyse the data, therefore reporting will always be a quarter behind. This does not mean there is no data for this area as it is currently being collected from victims. The response rate for Q2 (38 responses) is not statistically robust and is not representative of victims who have experienced crime in the City of London. Due to the low response rate, 1 or 2 responses could negatively or positively skew data in any direction and no insights can currently be gained from the results. The surveying approach has not been robust since its inception in October 2020 and therefore the City of London police has a gap in understanding its victims in relation to this method. The procurement and implementation of the force surveying system, Uplands Software, should help to mitigate this gap, once it is up and running. This will also allow victims to be surveyed in 'real time' meaning feedback is captured in the moment. It is of relevance to note that the Home Office have also put forward proposals to undertake a National Victim Satisfaction Survey, which will feed into the national measures reporting dashboard for all forces. The timeline is for forces to have already signed the contract/DPA with a pilot running in March and roll out of the national solution in April 23. This project has funding within the Home Office for two years. However there are still a number of concerns that have not yet been addressed. It is important to note that this will cause a duplication with the local approach and there is a risk that victims could be surveyed twice which will need to be controlled. The success of the National Survey will be monitored to understand the future impact to the local survey. It is noted that Uplands Software provides a wider surveying solution for the force above victim satisfaction, and also gives the force more autonomy in how it can manage and use its data.	SPECIALIST OPERATIONS	**NO GRADING**	**NO GRADING**	**NO GRADING**
		3.2.1 Survey responses - victim satisfaction	**55**	**38**							
		Response Rate	**7%**	**4%**							
		3.2.2 Victim Satisfaction - Treatment	**62%**	**45%**							
		3.2.2 Victim Satisfaction - Kept Informed	**42%**	**34%**							
		3.2.2 Victim Satisfaction - Overall Service	**42%**	**39%**							
		3.2.2 Victim Satisfaction - Recommend	**49%**	**42%**							
		3.2.3 Survey responses - domestic abuse	**UNDER DEVELOPMENT**								
		3.2.4 Satisfaction levels - domestic abuse	**UNDER DEVELOPMENT**								

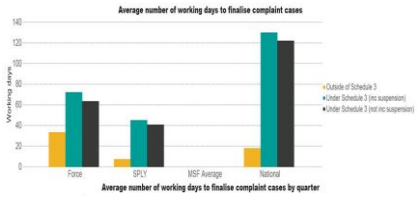
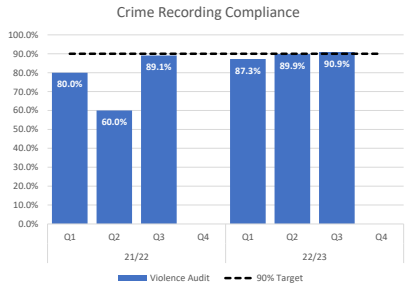
POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO	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	90	127	91		The volume of Child PPNs has increased for 22/23, with all three months above the average. This is reflective of training to help improve the identification of children at risk, however it also shows the higher volumes of children at risk that are identified. As volumes have been increasing, the timeliness where referrals are made have been reducing, with 1 in 4 children at risk PPN reviews outside of the specified time. Not every child and adult PPN results in a multi-agency meeting. The CoLP have a very thorough process where a PS reviews every PPN and since December this is a dedicated resource. Police attend multiagency meetings to develop a multiagency strategy for the safeguarding of the individual if this is required following assessment, these are predominately for children. It is rare for an adult meeting to take place.	SPECIALIST OPERATIONS	NO GRADING	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT
		% of Child PPNs with a referral	89%	79%	91%					
		3.3.2 Multi Agency referrals are conducted within 24 hours (72 hours at the weekend)	94%	74%	78%					
		3.3.3 Police attend multi agency safeguarding meetings	24	10	6					
	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	120	114	140		Compared to the 19/20 baseline there is; - an 18% increase in Violence against Women and Girls crimes - a 17% reduction in victims withdrawing from the process - a 1% reduction in the positive outcome rate When reviewing the trend chart for Violence against Women and Girls, levels of violence are at higher levels from Q2 21/22 than what has been seen previously. Unlike the force trend which saw a reduction in violence offences for Q3 compared to Q2, this was not seen for Violence against Women and Girls which has seen an increase from Q1 and Q2 in 22/23. As part of the work in this area, the force is continuing with the DA Matters training and raising awareness amongst staff of the vulnerability factors associated with domestic abuse. PPU has doubled in size over the last three months to provide specialist officers to investigate PPU offences and give victims specialist support. Op Reframe continues to be run monthly which is an overt operation to raise awareness around female safety within the City and the issues surrounding spiking and being vulnerable on a night out. In the last quarter, PPU has identified two serial offenders who were charged and remanded and therefore removed the threat towards women. This illustrates the way in which the City address VAWG and have a zero tolerance approach to this. When looking at outcomes, it's important to note that these figures will change and can look lower in recent months as investigations are ongoing. It is important to note that outcomes for City of London Police have been higher than the national rate for several years, this means the force have one of the highest positive outcome rates in the Country for all Crime. The national positive outcome rate at the end of Oct was 11%. The CoLP are performing above this at 17% (Dec 22), however this gap is closing as volumes of positive outcome rates are fluctuating more for the CoLP whereas the national rate appears to show more stability. Q1 and Q2 are more indicative of the outcome rate for VAWG offences, at around 17%. Positively, there is a real improvement with significantly less victims withdrawing over time with a long-term improving trend in this area. Metric 3.4.4 is not available until the end of January - it is an external figure provided by another organisation.	SPECIALIST OPERATIONS	NO GRADING	GOOD	ADEQUATE
		VAWG as a % of all Crime	7%	6%	7%					
		3.4.2 Percentage of female victims withdrawing from the process during police investigation compared to 2019/20 baseline	31%	24%	20%					
		3.4.3 Positive Outcome rate for female victims of violence; compared to the 2019/20 baseline	18%	16%	9%					
		3.4.4 Number referred to vulnerable victim advocate or similar	22	28						
	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	374	478	439		There has been a significant increase in the submission of PPNs with the current 2 quarters above the average within the current system of performance. This is reflective of improved training; however, it does show that there are greater volumes of individuals at risk that are now being identified. This is a significant increase in demand for this area of business. The PPU have introduced a new QA system to assess the quality of PPN's and feedback underperformance to improve the quality of PPN referrals. This is expected to be monitored through the next Crime Scrutiny Group. This is a pilot process with a dedicated resource running until the end of March. The current results reveal a 60% failure rate where PPNs are not up to standard. To improve quality the PPU have attended musters to brief officers on requirements, provided advice on completion via emails and conducted 1-2-1 with officers to increase their knowledge around the process. Good work is highlighted to supervisors in the case of good quality PPNs.	SPECIALIST OPERATIONS	NO GRADING	ADEQUATE	REQUIRES IMPROVEMENT
		3.5.2 Number of referrals to other forces/social services	239	281	271					
		% Referred to other forces/social services	64%	59%	62%					
	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)	25	20	11		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. The only data disaggregated for City Police area relates to the time for Crime recorded to police decision. 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. 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. CoLP are doing better than average for the measures linked to victims not supporting police action and victims not providing evidence. CoLP are doing better than average for positive outcomes.	SPECIALIST OPERATIONS	NO GRADING	OUTSTANDING	OUTSTANDING
		3.6.2 Percentage of Police Investigations closed because the victim does not support further police action (outcomes 14 & 16)	16%	13%	9%					
		3.6.3 Positive Outcome Rate (rolling 12 months)	19%	18%	17%					
	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%	97%		Compliance remains above 90% consistently, due to the consistent performance above the target this area has been graded as Outstanding	CORPORATE SERVICES	OUTSTANDING	OUTSTANDING	OUTSTANDING
		4.1.1 Learning and development over 90% completion rates for emergency life support training.	90%	92%	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	The CoLP have now had 3 launch events for our Inclusivity Programme, these took place in November and December 2022. Guest speakers alongside the commissioner attended all events to talk about why inclusivity and values/culture linked to this are important to them. There is one further event to plan face-to-face this quarter (postponed due to rail strikes), with a further 'capture' to take place online to ensure it has reached all officers and staff. The priority is now the programme delivery, one module under development is on 'moral dilemmas', which includes ethical pathways, values and related discussions around real-life scenarios in policing. The force retains good links in to the National Programme on Ethics to ensure we are keeping up-to-date with the changes being made to the Code of Ethics, which is undergoing a massive review and will be published later this year. In the interim, our programme will continue to be updated with the changes as and when; flexibility to the proposed modules remains key.	TRUST AND CONFIDENCE	NO GRADING	NO GRADING	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.	66%				The new force staff survey launched 10th October and aimed to get 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. City of London Police had an engagement score of 66% which is calculated using the 5 engagement questions outlined. It 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. Currently there is no data or figures for comparison, but this measure will be used consistently throughout the next few years to monitor engagement. In addition to the engagement score the response rate was 64% which is considered to be outstanding. This is a strong response rate and ensures that the survey is representative.	CORPORATE SERVICES	NO GRADING	NO GRADING	NO GRADING

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 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%**	**29%**		The most recent student intake shows 29% of joiners 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 its continued Outreach and Comms Strategy, including the following:- - Introduced a Positive Action Team with a dedicated focus on increasing numbers of underrepresented groups into Force - Introduced a 'Buddy' system which supports under-represented candidates through the recruitment & onboarding process - Updating the applicant tracking system for student officer recruitment to "Oleeo", rolled out summer 2022, this will make it easier to apply and process candidate applications. - Additional IPLDP pathway added until the end of March 2023 to attract a diverse pool of candidates. - Hosting further open days/webinars specifically for under-represented groups to encourage them to get into a particular field. - All campaigns now have contact details for our Support Networks where interested applicants can discuss any issues on the application process. - The importance of equality and diversity is prominent on our website. - A broader advertising strategy has been implemented which ensures wider and specific advertising for all campaigns. As well as the initiatives outlined above we are looking at ways to retain and develop staff and officers within the CoLP. The force has continued to run the PALS development programme every year, which is offered to all under-represented groups. This programme has been created to develop and retain officers and police staff from under-represented groups. The force's Learning & Organisational Development Team will continue to implement new developmental programmes for all under-represented groups, and these are being developed with the support of Staff Support Networks and specialist advisors. 4.4.2. The CoLP are employing a number of options to increase female representation within intakes, including: - 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. - Including statements in job adverts to encourage applications from under-represented groups, such as 'we welcome female applicants' 4.4.3. Currently 35% of the workforce is female and this is a slight declining trend. As part of the E&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: - 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. - 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.	CORPORATE SERVICES	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT
		4.4.2 The total number of new joiners to CoLP each year is at least 51% female	**31%**	**25%**	**27%**					
		4.4.3 To achieve an overall increase of 2.6% per year of female representation across the service.	**36%**	**36%**	**35%**					
5. RESOURCES	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	5.1.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	**82%**	**82%**	**83%**		The CoLP owned fleet is currently 83% ULEZ Complaint (not including the horsebox). The exemption runs out in 2023. Whilst the number has been increasing as the fleet has been replaced with ULEZ compliant vehicles, it is still not at 100%.	CORPORATE SERVICES	GOOD	GOOD	ADEQUATE
	5.2 Staff are well equipped to do their roles	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'.	**44%**				The new force staff survey launched on the 10th October and was 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 closed 27th October 22. Since the survey closed, the dashboards have been made available to the force and high level analysis has been undertaken. At C.Insp level or equivalent, those responsible for area of the business will be responsible for reviewing their results and ensuring there are appropriate plans in place and implemented for any identified areas of concerns. In addition to this, focus groups are being planned to delve further into the detail. Currently there is no comparison data for this survey, but this is one of the lower satisfied areas and a quick review has revealed perceptions of poor IT and a lack of fleet.	CORPORATE SERVICES	NO GRADING	NO GRADING	NO GRADING
	5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	Operation Modify the Sequel: Developing Digital Thinking Case File Digital Evidence	N/A		**TBC**		The first module of Op Modify (Improving Digital Thinking) was rolled out in Q2. It has been identified that 814 roles are eligible for the training across all role types. Further modules have been uploaded and again are mandatory to complete. At this time the data for Q3 has not been finalised against the 'eligible' roles. However, training on the College Learn system is being monitored and it is believed completion rates are improving, being driven by directorate heads and supervisors. An all force messaging system has been used to enable staff to confirm; that they have completed the training, or to get assistance with any technical barriers to completion of the training, or to commit to the completion of the training within a defined timeframe.	PROFFESIONALISM & TRUST	NO GRADING	REQUIRES IMPROVEMENT	NO GRADING
		Operation Modify the Sequel: Developing Digital Thinking Managing Digital Evidence	N/A		**TBC**					
		Operation Modify: Improving digital thinking	N/A	**9%**	**TBC**					
		Operation Modify: The Sequel - Assessing Risk and Vulnerability in a Digital Environment	N/A		**TBC**					
	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		**36**	**35**		The internal audit dashboard published 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 49% of audit recommendations have been implemented, with 17 outstanding. Of those outstanding, 4 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	NO GRADING
		Number of recommendations Implemented		**18**	**18**					
		Number of recommendations Outstanding		**18**	**17**					
		% Outstanding		**50%**	**49%**					
	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**				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 through the software and company Uplands Software. 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 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 52% (Jan 23).	CORPORATE SERVICES	NO GRADING	NO GRADING	NO GRADING

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
6. EFFICIENT AND EFFECTIVE SERVICE	6.3 Improve timeliness to deal with public complaints	6.3.1 Average number of working days to finalise complaint cases - Outside of Schedule 3	*34*	33		2021-2022 Data 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 2022-2023 Q2 Data Average number of working days to finalise complaint cases / Force / SPLY / MSF Average / National Outside of Schedule 3 / 33 / 7 / / 18 Under Schedule 3 (inc suspension) / 72 / 45 / / 130 Under Schedule 3 (not inc suspension) / 63 / 41 / / 122 	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 – no-Schedule 3, and those that are handled formally under Schedule 3. Timeliness is calculated from the date the complaint was made. We have seen a substantial jump from 21/22 to Q2 22/23 in the time taken to resolve complaints outside schedule 3 due to the demand. We have seen also a smaller increase in Schedule 3 complaint resolution times, also due to demand. For Q2 22/23 there has been a small improvement in time to resolve Schedule 3 compared with the previous quarter, while non-Schedule 3 resolution times have effectively remained flat. Overall, we are currently above the National average for non-Schedule 3 resolution times but remain well below the National average for those complaints formally recorded. To generally improve complaint resolution times the intent is to have a Complaint Resolution Team (CRT) in place during 2023 to deal with non-Schedule 3 complaints and Schedule 3 complaints other than by investigation (OTBI,) and to expand the Complaints and Misconduct Investigation team (who also have seen an increase in demand for Misconduct investigations, for which they are also responsible), for complaints under Schedule 3 that are required to be investigated. **Please note Q1 data is still provisional.*	TRUST AND CONFIDENCE	NO GRADING	GOOD	ADEQUATE
		6.3.2 Average number of working days to finalise complaint cases - Under Schedule 3 (inc suspension)	*79*	72							
		6.3.3 Average number of working days to finalise complaint cases - Under Schedule 3 (not inc suspension)	*66*	63							
	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%	91%		This is an audit of CADs with a first opening code of 1. This code combines Violence Against the Person (VAP) and Public Order (PO) offences. CADs will be counted if the review shows that a crime within the VAP category, or a victim-based PO offence (s.4 or 4A Public Order, or the Racially/Religiously based equivalents) is required. Results are based on the number of these crimes recorded as a percentage of the number required under Home Office Counting Rules criteria. For quarter 1, there is a compliance rate of 87.3%. Q2 shows an improved compliance rate of 89.9% which has improved to 90.9% for Q3. 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. Sustained performance would see this grading move into good.	CORPORATE SERVICES	REQUIRES IMPROVEMENT	ADEQUATE	ADEQUATE

Committee(s): Strategic Planning and Performance Committee	**Dated:** 06 February 2023
Subject: Policing Plan Measures 2023-24	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 22-23	**For Information**
Report author: Alix Newbold, Interim Dir HQ Services and Claire Flinter, Head of Business Information	

Summary

This report sets out proposals for performance measures linked to the Policing Plan priorities for 2023/24. The measures provide a strategic overview of how effectively City of London Police is delivering against Policing Plan priorities in way that is clear and transparent to Members and the public. Where appropriate the measures align with other national frameworks such as national policing performance measures set by government. Police Authority Board will continue to undertake detailed scrutiny of specific aspects of the Policing Plan through its assurance framework led by its four committees, and a programme of deep dives on priority areas.

Recommendation

Members are asked to note /discuss the proposed measures in this report.

Main Report

BACKGROUND

1. The Policing Plan published in 2022 set out three operational priorities and three organisational priorities underpinned by values of professionalism, integrity and compassion.

    a. Operational priorities:
        i. Keep those who live, work, and visit the city safe and feeling safe
        ii. Protect the UK from the threat of economic and cybercrime
        iii. Put the victim at the heart of everything we do

    b. Organisational priorities:
        i. Our people
        ii. Our resources
        iii. Efficiency and effectiveness

2. The Policing Plan 2022 contained 32 performance measures and 91 performance metrics. It was agreed at Strategic Planning & Performance Committee in November 2022 that these should be rationalised as part of the Policing Plan 2023 with a greater focus on strategic outcomes.

CURRENT POSITION

3. The Policing Plan is currently being refreshed for 2023-24 and Members have been involved in that process. The proposed performance measures are set out below. The measures are linked to the Plan's strategic priorities and national policing performance measures set by government.

Measure	**Policing Plan priorities**
Reduce neighbourhood crime (neighbourhood crime consists of; burglary residential, robbery personal, vehicle crime and theft from the person offences)*	Keep those who live, work, and visit the city safe and feeling safe
Reduce violent crime (violent crime consists of; homicide, violence offences, stalking and harassment and sexual offences)*	Keep those who live, work, and visit the city safe and feeling safe
City of London Police positive outcome rate is higher than the national average (charge, caution, community resolution)	Keep those who live, work, and visit the city safe and feeling safe Protect the UK from the threat of economic and cyber-crime
National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)	Protect the UK from the threat of economic and cyber-crime
Capabilities to tackle economic and cyber crime are developed through training and accreditation	Protect the UK from the threat of economic and cyber-crime
Action Fraud victim satisfaction levels are maintained	Put the victim at the heart of everything we do
City of London Police victim satisfaction levels are improved	Put the victim at the heart of everything we do
City of London Police is a psychologically and emotionally healthy place to work (bi-annual measure)	Our people
City of London Police workforce engagement levels are increased (annual measure)	Our people

* National Policing Performance Measure

Measure	Policing Plan priorities
City of London Police recruitment activity is improving how well its workforce reflects the communities it serves	Our people
Financial outturn is within 1% of forecast (bi-annual measure)	Our resources
Staff agree they are well equipped to do their job (annual measure)	Our resources
The public feel safe	Efficiency and effectiveness
The public have confidence in City of London Police	Efficiency and effectiveness

4. It is proposed that assessments of each measure will continue to be undertaken, using the outlined methodology (summarised below). The grading assessment aligns with HMICFRS inspection grading system. (This is not to suggest that those gradings would be used by the HMICFRS but provides a common language when describing performance). It can be described as follows:

   Table 1 – Grading Assessment Criteria

Grade	Description
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/or plans to improve are unclear
NO GRADING	Area under development with the business or not enough data or context to yet determine performance

5. As with HMICFRS, there are a number of factors that go into making an assessment which is not always based purely on the data. Factors that go into the grading system 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. Statistical Process Control methodology is used to identify early warnings in positive or negative performance trends, as well as statistical exceptions in the data. This allows us to monitor if the data is within the expected control limits. Data will be looked at over 5 years where possible, to gain a strategic understanding of performance.

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 what any mitigation measures are.

6. City of London Police will continue to monitor many of the metrics reported in 2022/23 through its internal performance and management processes. In addition to the above measures, it is recommended the Strategic Planning & Performance Committee establishes a programme of deep dives for 2023/24 that will enable detailed scrutiny of performance relating to other key areas of focus within the Policing Plan (subject to other emerging issues):

    a. How effectively is City of London Police working with stakeholders to improve counter terrorism security?

    b. How effectively is City of London Police identifying, supporting and safeguarding vulnerable people?

    c. How effectively is City of London Police tackling serious and organised crime including disruption of drugs supplies and county lines*?

    d. How effectively is City of London Police supporting victims including through the criminal justice system, with a particular focus on domestic abuse*?

7. Police Authority Board governance structures already enable detailed scrutiny of other areas of performance linked to Policing Plan priorities and values including:

Committee	**Scrutinises**	**Policing Plan priorities**
Resource Risk & Estates Committee	Alignment between financial and workforce planning	Efficiency and effectiveness
	Delivery of the accommodation programme and other capital projects	Our resources
Economic & Cyber Crime Committee	Performance of national lead force for fraud and implementation of national strategies and plans to tackle economic and cyber crime	Protect the UK from the threat of economic and cyber-crime
Professional Standards & Integrity Committee	Workforce representation and culture	Our people and values
	Proportionality in use of powers including stop and search and strip search	Values (and public trust)

Committee	Scrutinises	Policing Plan priorities
	Local implementation of national strategies linked to equality, diversity and inclusion including race and violence against women and girls plans	Our people and values (and public trust)

CONCLUSION

8. The proposed performance measures will enable Police Authority Board to monitor how effectively City of London Police is delivering against the priorities in the Policing Plan 2023. The rationalisation of the measures will make City of London Police performance more transparent and clear to the public and more in line with the national approach of government and police and crime commissioners.

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Committee(s): Strategic Planning and Performance Committee Professional Standards and Integrity Committee Police Authority Board	**Dated:** 6 February 2023 8 February 2023 15 February 2023
Subject: Update on Violence against Women and Girls activity	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 23-23	**For Information**
Report author: 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[1]. 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.

[1] This document uses the following Home Office definition of VIOLENCE AGAINST WOMEN AND GIRLS: "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 Violence Against Women and Girls, detail of the background to this report was fully described in the previous quarterly reports to your Committees.

Current Position

Key Milestones (Quarter 4)

- Performance Measures:
  As the violence against women and girls Action Plan approaches its first year of implementation, a review of performance measures and success against those will be an ongoing piece of work. Already, the CoLP has a dedicated violence against women and girls 'Power BI' dashboard which provides real-time information to show the locations of our violence against women and girls hot-spots and repeat perpetrators. This is used to inform deployments, such as Operation Reframe, to provide a pro-active problem-solving approach to tackle violence against women and girls.

- Professional Standards Department (PSD) – Strategic Reporting and Governance:
  In the last year, PSD has conducted a significant number of Strategic Reviews on behalf of the force. These were completed following national requirements, or as a response to nationally significant events, or reports relating to other forces. All reviews have had Strategic oversight from the force Chief Officer Team as well as the PSIC and PAB. The reviews include:
  - Force review of juvenile strip searches following the Child Q report publication;
  - Historical review of police perpetrated domestic abuse and sexual misconduct cases, with responses to the Police Perpetrated Domestic Abuse Super Complaint;
  - Force response to Operation Hotton; and
  - National HMICFRS recommendations relating to Vetting and Counter Corruption.

  Recommendations and actions arising from these reviews now have a clear process to ensure strategic oversight of their progress. This includes six monthly reviews at PSIC, oversight through the force's internal Renewing and Rebuilding Trust and Confidence Board, and oversight by the Organisational Learning Forum (OLF). A role has been created to provide senior management oversight of such

recommendations in the future, this role is currently coordinating the force response to the HMICFRS recommendations.

To note, the first meeting of the newly refreshed OLF was held in October 2022. Chaired at Commander level, this has now provided a dedicated space for these recommendations to be monitored and ensure progress is made.

National

In October 2022, a NPCC (National Police Chief's Council) event was held for forces to gain an overview of collective progress. A key theme being that the focus of the NPCC violence against women and girls taskforce should remain on professionalism, trust and confidence. The three pillars of activity (cited in this report as NPCC objectives) will continue to drive bespoke activity to combat violence against women and girls. Further work is also being reviewed to ensure that the violence against women and girls Strategy aligns with the National Race Strategy, in particular regarding how policing engages with black and minoritised women, and how we improve trust and confidence amongst those communities.

Following on from this, the CoLP Professionalism & Trust team has met separately with DCC Maggie Blyth (NPCC violence against women and girls lead) in December 2022 to confirm areas of force focus for 2023, which will be set by the NPCC as follows:

- Domestic Abuse performance – specifically to review our overall response to reports of police and non-police perpetrated abuse. This will include the 'voice of the victim' within the case management, case file standards and case attrition rates.
- Improving Criminal Justice outcomes for Domestic Abuse, Rape, Serious Sexual Offences and, Stalking and Harassment – specifically case file standards and improving our support to victims throughout the criminal justice process.

The CoLP will ensure that these areas of focus are reflected upon in our re-fresh of our violence against women and girls Strategic Delivery Plan as we enter Year 2 in April 2023.

Regional

2. The CoLP remains in a working group with the British Transport Police and Metropolitan Police. A violence against women and girls conference is being arranged by the Crime Prevention Association (CPA) to take place at the Guildhall on Monday 27th February with guest speakers from BTP (Chief Constable Lucy D'Orsi) and Met Pol (tbc). CoLP will also be providing representation and have a speaking slot to update attendees on our current work and future plans. Guests are being invited predominantly from the private sector, across a variety of industries. The aim of this conference is to improve awareness, showcase a collective pan-London

response to violence against women and girls and identify opportunities for future collaboration.

Local

3. Since our most recent update to members in November 2022, the CoLP has continued to develop work to tackle violence against women and girls by delivering sustainable change, as outlined in the key milestones. A deep dive of our internal violence against women and girls Action Plan was completed in December 2022, to ensure that operational progress is maintaining pace.

   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[2]: This has now been launched internally and registration has begun for male employees to become HeForShe Allies. A HeForShe workshop has been arranged for Allies on the 31st January 2023 which will be launched by Assistant Commissioner Betts with the National HeForShe lead facilitating the event.

- Listening Circles: Our programme of Listening Circles remains well attended. The next Listening Circle is scheduled for the 23rd January 2023, following this a quarterly report of themes raised and action taken in response, will be presented to the Renewing and Rebuilding Trust and Confidence Board. The programme has now been recognised as a 'Good Practice' example in the annual report for 'Gender Equality in UK Policing' (Appendix A: Listening Circles – A Good Practice example).

- Leadership and Culture: The 'Our People' Inclusivity Programme has now commenced with sessions delivered across November and December. The sessions planned for January are currently being rearranged due to the national rail strikes. These events have been extremely well attended with overwhelmingly positive feedback. There remains a continuous internal advertisement campaign to promote these events and informing how they complement not only the new 'Our People' development framework, but also our wider work to improve trust and confidence (Appendix B: Professionalism and Trust activity poster).

[2] Home Page | HeForShe

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.

- Police-Perpetrated Domestic Abuse (PPDA): A new area of focus for Policing nationally has stemmed from the super-complaint into PPDA. In response to IOPC and HMICFRS recommendations, PSD have worked closely with our Public Protection Unit to develop process maps to ensure that both conduct matters, and any criminal investigation are jointly co-ordinated. This also now includes memorandums of understanding with external forces who could be managing future criminal investigations for our employees. This aligns to national recommendations and has also been presented to PSIC.

- The Government has released the first report from Operation Soteria, a unique Police and CPS programme to develop new operating models for the investigation and prosecution of rape by June 2023. These findings will be adopted by forces to improve their response to rape and other sexual offences. The CoLP has begun to engage in national working groups to ensure that we adopt and implement these recommendations at the earliest opportunity. This work will also complement our current focus of rolling out mandatory Domestic Abuse Matters training and Vulnerability training across the force, in addition to the 100% resourcing uplift in our Public Protection Unit which has already taken place to improve standards of initial response, investigation, supporting victims and bringing offenders to justice.

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.

- Operational activity against Gender-Based Violence:

  A dedicated communications campaign to highlight this work was promoted internally and externally in which the Commissioner outlined the activity we will be taking, which included:
  White Ribbon Day: On the 25th November, CoLP promoted its commitment to help eliminate Violence Against Women, also known as the national 'White Ribbon Day'. This involved a specific briefing to explain the importance of the day for all front-line officers being asked to wear a white ribbon by the Professionalism and Trust team.

  The force's Christmas campaign 'Operation Tinsel' also began on the 21st November and ran until the 23rd December to encompass our

policing response to both the festive period and the World Cup. Officers from across the force provided a highly visible policing presence in the Square Mile day, night and day, to reassure the public and deter offenders. The focus was aligned to crime types which impact upon on residents, communities and stakeholders at that time of year, in particular violence against women and girls, alcohol-related violence, inappropriate sexual behaviour, anti-social behaviour and acquisitive crime.

The headline results from Operation Tinsel are:

- *227 deployments from CoLP officers, 893 people engaged with and offered safety advice.*
- *19 arrests made.*
- *31 stop and searches resulting in 22 positive outcomes.*
- *High Harm offences were reduced by a total of 52% compared to the same period in 2021 (GBH -83%, Serious sexual assaults -60%, and allegations of drink spiking -36%)*

Following White Ribbon Day, CoLP supported the UN Campaign to mark 16 days of Activism against Gender-Based Violence, this included three key activities:

(i) Paternoster Square Security event:
In December 2022, members of the Professionalism and Trust team presented at the Paternoster Square security forum. This enabled the team to meet security managers and business stakeholders and update them on the work which CoLP is delivering on to combat violence against women and girls. It also provided an opportunity to brief attendees on the NPCC drink spiking campaign, Ask for Angela and practical steps which security and venue employees can use to keep women and girls safe in the City.

(ii) Paternoster Square Engagement event:
In December, the Professionalism and Trust team hosted an engagement event at Paternoster Square with the support of our Sector Policing officers. This provided an excellent opportunity for our teams to engage with businesses and members of the public to update them on the work that CoLP is doing not only to prevent Violence Against Women and Girls, but also to rebuild trust and confidence amongst our communities. A number of personal safety alarms were given to women, and engagement with businesses around the Ask for Angela campaign and drink spiking, provided reassurance to employees about what action they could take in keeping women and girls safe using their venues.

(iii) Operation Reframe:

The 3rd December saw the CoLP, and partners run its monthly event to keep women and girls safe in the night-time economy. Deputy Chief Constable and NPCC violence against women and girls lead, Maggie Blyth, joined to see the initiative first-hand. A video of the operation has been filmed and promoted externally to demonstrate our commitment to improving the safety of women and girls in the City at night. The video can be viewed using the following link (https://twitter.com/citypolice/status/1603797102127038464?lang=en).

The event was extremely well attended and enabled significant preventative work to be completed, including:

- Ask for Angela: 7 venues tested with 6 passing (re-training has been arranged for the failed venue).
- Interventions:
  - St John Ambulance dealt with 3 incidents which negated the need for ambulance and police deployments.
  - 4 arrests made.
  - 24 welfare tent interactions, including 3 females being helped to get home safely.
  - 22 drinks tested across 2 venues for drugs, all which proved negative for drink spiking.
  - 32 licensed venues visited as a multi-agency approach.

To assist in evaluating the impact of Operation Reframe, a trust and confidence survey was completed with members of the public. The results provided positive feedback around the visibility of police and linked feelings of safety:

"79% of people surveyed said they strongly agreed or tended to agree, that seeing a police officer in uniform made them feel safer

86% of people surveyed said that they strongly agreed or tended to agree that they would be confident to approach and speak to a uniformed officer.

86% of people surveyed said they strongly agreed or tended to agree that they would be confident in approaching a guardian volunteer."

Governance

4. The COLP's strategic and tactical delivery on violence against women and girls is being scrutinised at a national and local level, as advised in previous committee reports.

Conclusion

5. The CoLP continues to work in partnership with the City of London Corporation to enhance the City of London's response to violence against women and girls. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider delivery of the NPCC violence against women and girls 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: Listening Circles – A Good Practice example.

Appendix B: Professionalism and Trust activity poster.

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Annex A: Listening Circles – A Good Practice example

City of London Police

Good practice example

Listening Circles for female colleagues will take place throughout this year aiming to deliver real change for women working for the City of London Police. This forms part of the force's overarching commitment to tackling Violence against Women and Girls (VAWG).

The Listening Circles initiative follows on from City of London Police Commissioner's forums, which were introduced to understand the feelings of the female workforce and act where concerns were raised. These forums were successful, not only in that they were well attended but that they also provided opportunities for the City of London Police to review historic incidents and support employees raising concerns.

Moving forward, female officers and staff of all ranks and grades within the City of London Police can take part in one of the in-person or virtual Listening Circle sessions. These sessions are a safe space for colleagues to share experiences and concerns and collectively find solutions to issues. They will be chaired by a member of the Professionalism and Trust and everything discussed will be confidential, with only key themes to be taken to the Trust and Confidence Board for awareness and support.

Following on from the Commissioner's forums there have already been two introductory listening circles held by the force, where the 25 women from across the force who signed up to participate, agreed: the purpose of holding Listening Circles; how these will run in force; and aspirations for future sessions.

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CITY OF LONDON POLICE

LAUNCH OF OUR INCLUSIVITY PROGRAMME

Please visit COLP intranet for a list of available dates

Guest speakers include:

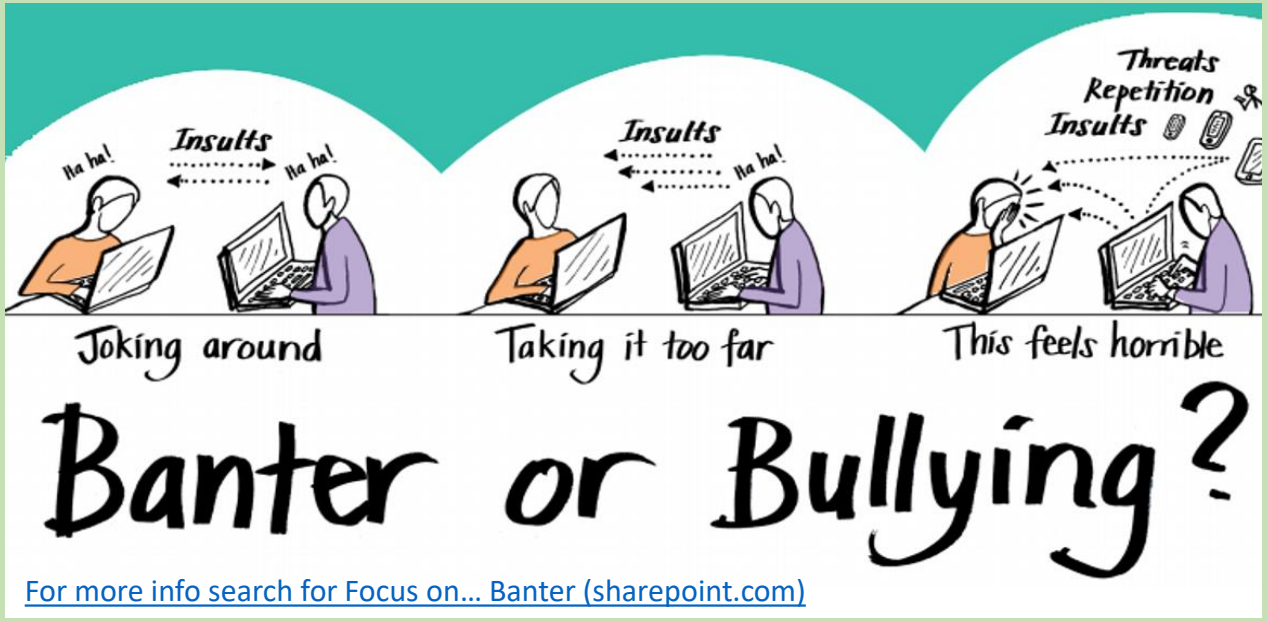
Angela McLaren
Commissioner

Raj Kohli
Chief Superintendent
Hampshire Police

Sanjay Andersen
T/Chief Superintendent

Kate MacLeod
T/Superintendent

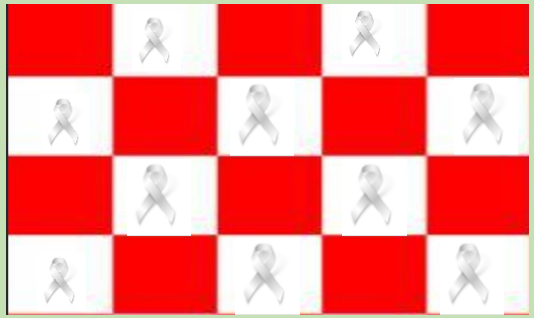
ALL STAFF MUST ATTEND
Please book your place via Sharepoint



For more info search for Focus on… Banter (sharepoint.com)

Coming soon…

WHITE RIBBON



25th November is White Ribbon Day which is followed by 16 days of action to end male violence against women.

Violence Against Women & Girls

Professionalism&Trust@cityoflondon.police.uk

Our Plan

We will continue to work in partnership to prevent and unequivocally respond to Violence Against Women & Girls

What

Our priority will be to deliver this plan across 3 areas
- Building Trust and Confidence
- Relentless Perpetrator pursuit
- Creating Safer spaces

Why

There continues to be tragic instances of VAWG across the UK. Working with partners, we want to do more to ensure women & girls are safe and feel safe within the City of London

HOW

Days of Action focusing on pursuit of perpetrators

#ASKFORANGELA
SAYING NO MORE TO VIOLENCE AGAINST WOMEN

Safer Spaces

Listening Circles

Op Reframe

Partnerships

DA Matters Training

DOMESTIC VIOLENCE

Empowering our workforce

Outcomes

- Strengthen trust & confidence between women, girls & the police
- Keep those who live, work and visit the City safe and feeling safe
- Make policing a hostile environment for perpetrators of VAWG

Please keep for reference

LINKS

Policing violence against women and girls - National framework for delivery: Year 1 (npcc.police.uk)

city-of-london-policing-plan-2022-2025.pdf (cityoflondon.police.uk)

strategic-delivery-plan.pdf (cityoflondon.police.uk)

CITY OF LONDON POLICE

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

Professionalism Integrity Compassion

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Committee(s): Strategic Planning and Performance Committee Police Authority Board	**Dated:** 6 February 2023 15 February 2023
Subject: Quarterly Community Engagement Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1.People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	**N/A**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 24-23	**For Information**
Report authors: HQ, Sector Policing, Specialist Operations Coordinated by T/Supt Matt Mountford	

Summary

This report provides the quarterly update (October 2022 to December 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 Security Advisor Team (CTSA)	Owner	Detective Chief Supt Dai Evans	Date	6 February 2023

Key Engagements in this quarter	Deliverables (if applicable)
• Core business included the continuing support to the City of London Corporation including Planning, Licencing and Public Realm teams. Q3 has seen the demand for table and chairs licences continue, with new vulnerabilities identified for certain premises. CTSA continue to work with the highways teams and TFL to address these with physical security mitigation. Annual reviews of crowed places locations have been completed via the PSIA tool. • CTSA have been engaging with Barts hospital helping conduct various surveys. • The CTSA team proactively support the Protect and Prepare elements of the National CONTEST Strategy, delivering on protective security advice, CT awareness, both physical and personal. See Check and Notify (SCAN) and Action Counters Terrorism (ACT) , Document Awareness and bespoke table top exercises have been delivered to a range of city stakeholders in Q3. This period saw 16 training products delivered to 763 attendees this included online delivery at the Sainsbury's annual security week to 500 attendees. • Work has continued during Q3 with the National Counter Terrorism Security Office (NaCTSO) through national CPD and working groups on the development of future national products and staff role profiles. • Q3 saw a number of events across COL estate. The CTSA team continued to proactively support keys sites with enhanced security advice and the testing of local contingency plans. • CTSA continue to engage with City businesses in response to different emerging threats posed. • This years festive period saw the reintroduction for the second year of the Winter Vigilance campaign. A national campaign promoted by NaCTSO designed to protect business, and identify suspicious behaviour throughout the Football World Cup and Christmas celebrations. CTSA's were responsible for all local and regional messaging on a variety of platforms.	• With the recent police officer uplift counter terrorism awareness training has been continually delivered to new officers within their initial training phase. • 18 events were planned, with 16 completed in Q3. Events outside the normal products of Check and Notify (SCAN) and Action Counters Terrorism (ACT), Postal and Document Awareness, included a bespoke terrorism table top exercise for the Bank of China and Cannon Street station. • A test/exercise for a Marauding Terrorist Attack at St Pauls Cathedral took place with role players. • This quarter has also seen time dedicated to the larger ACT Corporate and City of London CT 2023 events planned for Q4 and Q1 respectively.

Business Area	Specialist Operations Counter Terrorism	Owner	Detective Chief Supt Dai Evans	Date	6 February 2023	

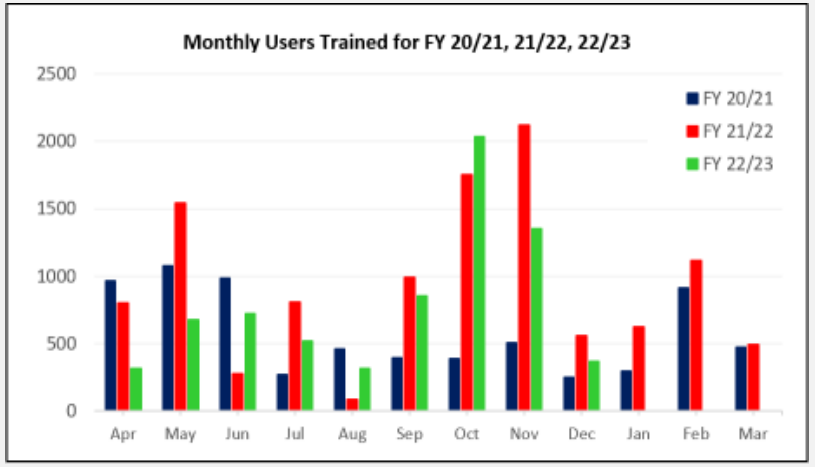
Key Engagements in this quarter	Engagement – Q4 and beyond
• The Prevent team have attended events including the London Prevent Network, a staff training event at the Guildhall School of Music and Drama and numerous pop up Prevent/Community Policing events aimed at City residents/workers at St Barts Hospital, the Walbrook Building, the Salvation Army and the Bank of England. • In person presentations with City businesses have continued with events at the Chancery Lane & Fleet St Quarterly Bid event and the Bloomberg Crime Prevention Event. 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. • 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. • The Prevent team launched Prevent week in November 2022 with the aim of raising awareness of Prevent both internally and externally with officers, staff, partners and local businesses taking part. Events included a Vulnerability Conference with guest speakers from the Met SO15, victims of terrorist attacks in London and a charity dealing with families of those radicalised. Also part of Prevent week was the launch of the CoLP Prevent Champions scheme. Approx. 60 officers and staff from all over the force are now part of the CT family and they will help to raise awareness of the subject and increase referral numbers.	• In the past 12 months Prevent training has been delivered to all control room staff, uniform groups, PPU and new starters/transferees. Training has also begun with the Custody Cadre and this is ongoing over the next few months on designated training days. Training has also commenced again recently with uniform groups as part of the drive to provide CT training for all group officers on a yearly basis. • January 2023 will see the launch of mandatory online Prevent training for all CoLP officers and staff. This training is part of a Home Office package aimed at statutory partners (including the Police) and will ensure that all members of the force are equipped with the knowledge to spot the signs of radicalisation and how to make a referral if necessary. • The Prevent team have recently engaged with all City Schools and the City of London Police Cadets, the team will be providing Prevent related workshops for all our children around the subject of Fake News, Conspiracy Theories and Truth in January 2023. The sessions will explore how disinformation and fake news can manipulate whilst teaching critical thinking and debunking skills, and will be provided by outside specialist company Connect Futures.

Business Area	Specialist Operations Cyber Crime Unit (CCU)	Owner	Detective Chief Supt Dai Evans	Date	6 February 2023

Key Engagements in this quarter	Deliverables (if applicable)

- Performance has been extremely positive in Q3. After a challenging Q2, Cyber Griffin has recovered lost ground and is now, if this level of delivery continues, on track to meet its local and national targets for the financial year. October marked Cyber Griffin's strongest month for delivery since the programme's start. In that month more than 2,000 people were trained, and 44 services delivered.

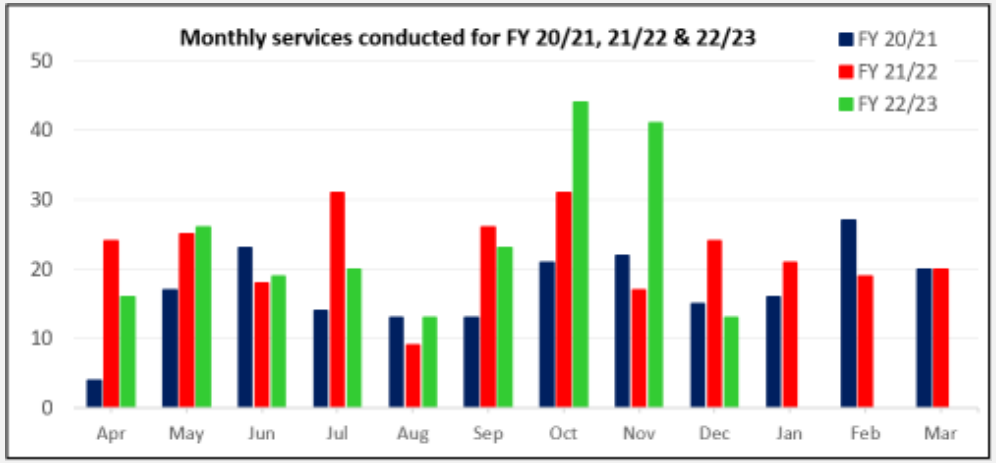
- A combination of factors are believed to have driven this increase. They include: the team being at full strength, October being Cyber Security Awareness Month and a greater emphasis being placed on Cyber Griffin's media exposure both online and at multiple expos which were also supported by Sector Policing engagements with the community detailing Cyber Griffin's services.



- Cyber Griffin has matured into an extremely successful programme regarded as one of the leading police Protect teams in the UK. Stemming from this, discussions have been had regarding an extension of the programme's services into the national Protect space. A briefing paper describing two options has been reviewed and supported by senior officers.

- 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 Q3/FY 22/23.

- For more details of Cyber Griffin services, please visit the Cyber Griffin website: www.cybergriffin.police.uk



Business Area	National Lead Force (NLF)	Owner	Detective Chief Supt Matt Bradford	Date	6 February 2023

Key Engagements in this quarter	Deliverables (if applicable)

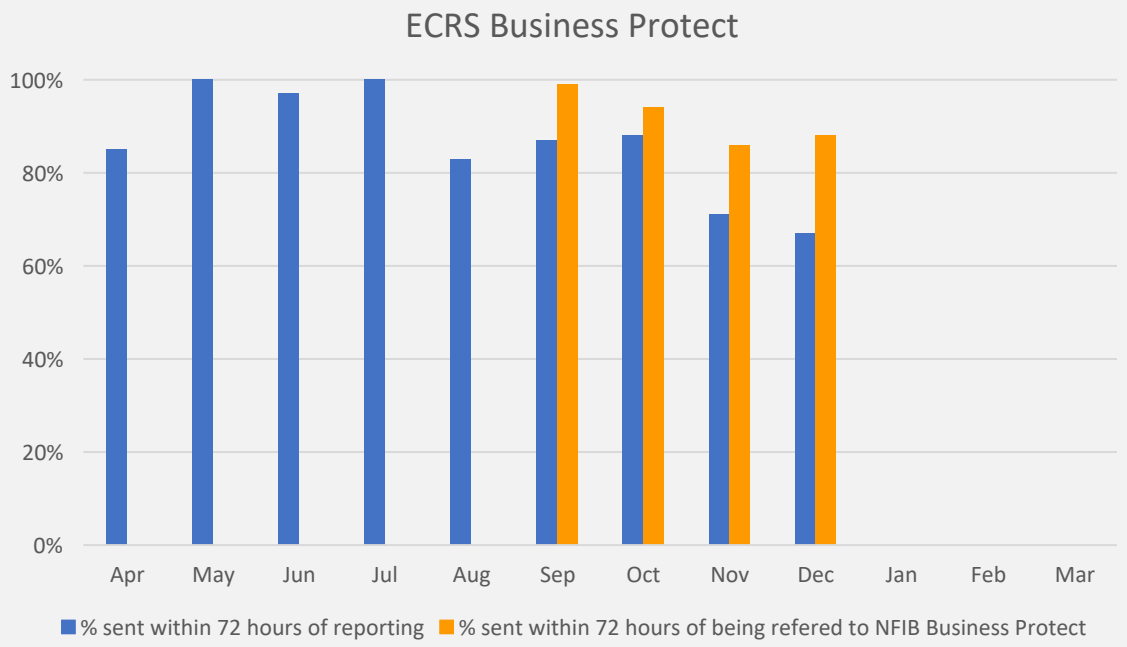
- We have seen a large increase in social media posts and impressions relating to our online shopping campaign which was delivered in collaboration with the NCSC. The campaign reached a potential audience of 20 million individuals achieving 49 million impressions. As part of the campaign the NCSC also paid for targeted advertisement on social media sites, providing targeted messages to males aged 19-25, who according to Action Fraud reporting are most likely to fall victim to this crime.

- As a result, there has been a 12% reduction in online shopping and auction fraud reported to Action Fraud during November and December 2022 when compared with the same period of the previous year (2021).

- The Business Stakeholder Manager (BSM) hosted a National Pension Fraud Awareness webinar for industry reporting. This was supported by the Pensions Regulator and other guest speakers assembled from Law Enforcement, Trading Standards and Industry.

- The BSM also co-hosted an online webinar for Victim Support (UK). This was followed up by attendance to an online conference with Victim Support, focusing on fraud.

- 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 Q3, the team provided advice to 415 organisations.



Business Area	Local Policing	Owner	Chief Supt Rob Atkin	Date	6 February 2023	

Key Engagements in this quarter	Engagement Q4 and beyond

City-wide Residents Meeting

Two residents meetings were held at the Artizan Street Library, supported by colleagues across CoLP and CoLC. For the first session, engagement was focused mainly on Barbican and Golden Lane (allaying concerns around licensing and ASB). The second session focused on the proposed Eastern base (accommodation Programme) with residents not content with consultation to date (CoLC action).

Crime Prevention Roadshows

Sector, working in partnership with business partners, have offered a crime prevention roadshow to premises via security managers. DWOs and PCSOs provide crime prevention advice dependent upon local priorities and emerging issues/crime trends. To date, CT, phone snatch, TFLP and bike theft have been covered – this has included property marking, leaflet distribution and giveaways.

Cluster Panels

Cluster Panels continued during Q3 with DWOs providing residents, SMEs, and business reps with crime/ASB data, local policing updates, and planned activity in their respective areas. There are plans to increase attendance and consistency, whilst following the same ethos, that is: panels made up of local people who meet to discuss local community issues and concerns, and to set local policing priorities, to ensure they are part of the conversation about, and solution to, the policing issues raised.

YIASG

The P&P Hub are still progressing, with the inaugural meeting/launch planned for this Q4. A visit to Gloucestershire Police is scheduled to understand best practice around recruitment campaigns, awareness raising, and management, in order to finalise CoLP plans.

Life-Skills Schools Programme

The joint Schools Programme with Lifeskills is progressing at pace, with a launch planned for Q4 in all City Schools. The programme will seek to equip young people with a range of knowledge and skills which they can use as the transition to secondary and beyond. The course materials and content will be supplied by Life-Skills, with Sector officers trained to deliver the programme during the PHSE timetables. As well as a structured learning programme, it is hoped that having officers in schools will foster better engagement/intelligence/trust with young people.

Neighbourhood Policing Week (23/01/23 – 29/01/23)

Organised by the College of Policing and National Police Chiefs' Council (NPCC), the Neighbourhood Policing Week of action is a chance to celebrate local, community and neighbourhood policing. During this week forces across England and Wales will be organising events and activities. CoLP (Sector) will be participating in the week, with a tailored programme of events including Engagement Hubs, Estate Patrols, Op Luscombe, and supporting Op Reframe activity.

Business Area	Community Safety- CoLP/ City of London Corporation	Owner	Simon Cribbens, City of London Corporation	Date	6 February 2023	

Key Engagements in this quarter

- Safer City Partnership Board met – jointly Chaired by CoLP (Commander Umer Khan) and City Corporation (Gavin Stedman - Port Health & Public Protection Director). Significant joint working across the delivery groups supporting the SCP Strategy delivery
- CoLP supported the Ofsted Focus Visit Inspection of Children's Social Care (CSC) and met with Inspectors and likewise, Head of CSC attended the Police Inspection.
- CoLP actively engaged in the response to the Danial Safeguarding Adults Review (Rough Sleeper who died in 2020) recommendations – CoLP attended multi agency action planning workshop and review presented to by City Corporation the Police Board.
- CoLP attended the Rough Sleeping Task and Action Groups and the Rough Sleeping Strategy Group.
- CoLP attended the Safeguarding Education Forum with schools and Dept Community and Children's Services (DCCS) colleagues
- City Corporation officers (DCCS) attended the Police Vulnerability Steering group
- Engagement from DCCS and CoLP at the CoL City and Hackney Safeguarding Children Partnership Executive Board
- Ongoing operational work between the CoLP and Children Social Care in respect of child safeguarding.

Committee(s): Strategic Performance & Planning Committee	**Dated:** 6 February 2023
Subject: HMICFRS Inspections Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**£-**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 25-23	**For Information**
Report author: Brett McKenna, 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 November 2022.

Members may recall that the HMICFRS were physically in Force from Monday 7 November 2022, 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. This inspection was completed, and the draft report is expected in Force w/c 30th January 2023, which will allow the Force to check for factual accuracy only. Then the final report is expected from the w/c 6th of March 2023.

HMICFRS Inspections

Since the last meeting on 17 November 2022, the Force was subject to inspections, which required an interdepartmental response which the Force completed without issue. As per the last report, Chief Superintendent Steve Heatley was posted to provide support to the Head of Strategic Development and Team on Inspections and Improvement.

Since December 2022 Brett McKenna has joined the Force as Interim Head of Strategic Development to cover support for the HMICFRS inspections and action plans as part of the portfolio. The Force action plans have been continuously reviewed and there has been a thorough handover of the roles.

The City of London Police has been inspected as follows: (Update Valid as of January 2023)

Name	Date	Duration	Re-inspection?
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
Name	**Date**	**Duration**	**Re-inspection?**
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)	10th – 12th and 19th October	2 days	No
Managing Suspects and Offenders (PEEL, Q7.2)	3rd & 4th November	2 days	No
Efficiency (PEEL, Q12)	21st – 24th November	Unknown	No
Thematic inspection of police capability and capacity to vet and monitor officers and staff (national inspection)	3rd October	1 week	No
The Police Efficiency, Effectiveness and Legitimacy (PEEL) Inspection	7 November – 6 December	Up to 4 weeks	Yes (PEEL 2018/19)

<u>HMICFRS Recommendations Overview</u>

This report's appendix details progress against the recommendations from all live inspection action plans.

<u>HMICFRS Publications</u>

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

- City of London Police's Custody Re-Inspection

- Thematic national inspection on vetting, misconduct and misogyny in the police.

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 November 2022.

Current Position

<u>PEEL Inspection, 7 November – 6 December (Review) & Custody Inspection</u>

2. The Force is continuing with delivery of the existing recommendations of the HMICFRS action plans that were subject to the previous PEEL inspection. A meeting with the HMICFRS Force Liaison Lead (FLL) Tom Keaton is to be scheduled at the beginning of February with Chief Superintendent Steve Heatley. An informal meeting with the interim Head of Strategic Development, Brett McKenna has been scheduled for the 30th of January 2023.

3. The Force has been informed that a draft copy of the PEEL Inspection Effectiveness and Legitimacy report will be made available to the Force w/c 30th January 2023, this will allow the Force to check for accuracy and challenge any findings that do not align with evidence and information provided in the inspection process.

4. The expected publication date of the Force's PEEL inspection is due to take place w/c 6th March 2023. A full review will then commence by the Force on the findings and recommendations in the report with a response strategy, which will be made available to this Committee.

5. The Force has been informed that a PEEL inspection of the custody provision of the Force will be subject to an inspection, this is likely to commence in early March 2023. The inspection period of two weeks has been stated in line with standard practice. The inspection will review, leadership, pre-custody, custody safeguarding, custody operations, custody expectations, welfare and release.

6. The Force has been preparing for this inspection with regular directorate meetings led by Superintendent Criminal Justice, with an internal HMICFRS framework developed to meet the requirements of this inspections. This internal framework has not identified any potential 'inadequate' gradings of concern. The strategic development team in addition to providing to support to the custody dept, will also

be reviewing best national practice to identify any areas of crossover and to further troubleshoot any areas of weakness in the City's custody provision.

Current Status of HMICFRS Recommendations

7. A detailed overview of the progress on each of the live (open) HMICFRS recommendations can be found in Appendix A of this report.

8. The process for capturing HMICFRS recommendations has been revised and is now in a digitised format to enable the Force to:
    a. create shared awareness and collaboration between business leads across all business areas and, where applicable, to work in collaboration with external partners.
    b. enhance the previous process for monitoring and reviewing progress against deadlines in a more proactive manner to ensure these are completed; and
    c. through internal governance and scrutiny, provide regular updates and prioritise action against recommendations based on risk for, for example through the Audit and Assurance meetings, dip sampling activities, etc.

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

10. Current recommendation status as of January 2023

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

Previous Position:

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

Corporate & Strategic Implications

11. 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

12. This report sets out details of activity in the last quarter around HMICFRS inspection activity and preparations the Force is making for the upcoming thematic custody inspection.

Appendices

- Appendix A – HMICFRS Report Recommendations

Brett McKenna
Head of Strategic Development
E: brett.mckenna@cityoflondon.police.uk

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HMICFRS Report Recommendations

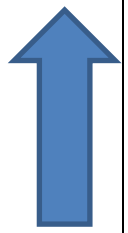
Traffic Light Colour	Definition of target achievement
GREEN	The recommendation is implemented
AMBER	The recommendation is subject to ongoing work and monitoring
RED	The recommendation should have been implemented but has not been due to resource issues or force capability to complete and remains outstanding
WHITE	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.

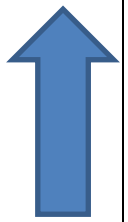
National child protection inspection post-inspection review

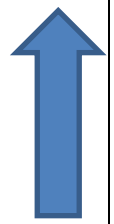
A national report HMICFRS
Published 11th May 2022
This report leaves 5 of the original 6 recommendations as open

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position as of February 2023	Direction of Travel
Green	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		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	A&A meeting 22.11.22 Moved from Amber to Green (pending HMICFRS sign off) **WHY?**	

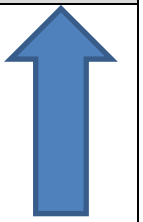
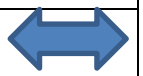
Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position as of February 2023	Direction of Travel
		children and in understanding their perspectives to improve safeguarding activities that deliver better outcomes for those children.			A one-day 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.		• We have reviewed our training. • We have rolled out Voice of the Child training to all frontline areas. • There are some delays in training TFG due to Domestic Abuse operational requirements but there are plans to train these staff too. • We will keep an ongoing list of outstanding recruits and transferees that need to be trained.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position as of February 2023	Direction of Travel
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: • the timely completion and update of risk management plans. • timely and unannounced home visits being made to registered sex offenders; and • timely recording of intelligence on force systems.	**Review for check in March 2023.**	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: 1. Three further officers (1DC, 1DS and DI) are being trained in MOSOVO. 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. 3. Meetings are being held with relevant MPS officers to ensure that they are sharing information with the City regarding the offenders who frequent the City - this includes persons who work within the City that may be a risk. A reminder has been sent to MPS (Op Jigsaw) officers that they must complete a partner record on the relevant system (VISOR) which is shared with the City 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	Head of PPU	Keep as Amber although progress has been made Outstanding process of engagement with MOSOVOs. There are now have 2 officers trained in both required elements who are complying with requirements in terms of engaging with our current registered offenders. Risk management plans and offender visits are up to date and are being recorded in a timely manner. The force is in process of procuring mobile digital forensics	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position as of February 2023	Direction of Travel
					and a subsequent intel report will then be completed. 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. 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.		capability (phones), which is why this remains amber. **Review for check in March 2023.**	
	2	We recommend that City of London Police should immediately act to improve child protection investigations by ensuring that: • there is effective supervision; • timely referral and strategy discussions take place; and • body-worn video is accessible to all investigators.	**11/05/2023**	2020 (based on HMICFRS original child protection inspection report)			A&A meeting 22.11.22 Moved from Amber to Green (pending HMICFRS sign off) WHY? Officers are reminded to put BWV on and training to officers	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position as of February 2023	Direction of Travel
							has been carried out to improve child protection investigations. This has all been assessed within the Victim Services Assessment.	
Amber	4	We recommend that, within three months, City of London Police should review its systems and practice to ensure that: • warning markers and flags are used to alert responders to risk and vulnerability; and • control room staff have effective systems to help them to prompt frontline responders to follow force policy – for example, to turn on body-worn video cameras when attending domestic abuse incidents.	**Review for check in March 2023.**	2020 (based on HMICFRS original child protection inspection report)	Nov 2022: The following actions are being undertaken in this area: 1. Review of existing practices to consider if documentation regarding supervision is sufficient/ 2. Ensure control staff have a full understanding of the warning flags available in CAD (Computer Aided Despatch) 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)	CAD Manager	Keep as Amber although progress has been made. The Met system we use (CAD) makes the warning flags process complex and as such, this needs to be improved and audited. Complexities still exist with victim profiles, most of the forces victims like outside of the city and intelligence will be	

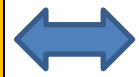
Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position as of February 2023	Direction of Travel
							kept by their home forces. Body Worn Video prompts are taking place for attending DA incidents.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position as of February 2023	Direction of Travel
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.	**Review for check in March 2023.**	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	Keep as Amber although progress has been made We are still awaiting the CAID system implementation which is still being delayed (IT). We also need to ensure that Digital Media Investigators (DMIs) are routinely consulted in all CP cases. The force will be deploying digital training to staff to make them aware of the requirements of CAID investigations.	
Amber	6	We recommend that, within three months, City of London Police	**Review for sign off**	2020 (based on HMICFRS	Nov 22:	Custody manager	Keep as Amber although	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position as of February 2023	Direction of Travel
		should introduce improvements to the arrangements for the attendance of appropriate adults, so that these are timely.	**check in March 2023.**	original child protection inspection report)	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.		progress has been made Whilst actions have been taken, we are awaiting the Commissioning & Contract Officer (Department for Community & Children's Services) at the City Corporation to procure an additional service to assure required service delivery. Update is due in February 2023 on the contract process.	

A joint thematic inspection of Multi-Agency Public Protection Arrangements

A national report HMICFRS .
Reviewed January 19th 2023.
This report leaves 4 of the original 4 recommendations as open.

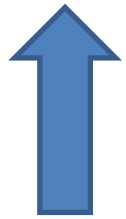
Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Amber	14	Category 3 referrals are made to manage individuals who present a high risk of domestic abuse where formal multi-agency management and oversight through MAPPA would add value to the risk management plan.	14 July 2023		**This is a priority for the force to resolve, due to PEEL inspection and staff abstractions this has been delayed. Urgent update to be provided for February 2023.** **(Inclusive of all MAPA actions)**	A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	
Amber	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 Management and Multi-Agency Risk Assessment Conferences (MARACs).	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	
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.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
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
Reviewed 19th of January 2023

This report makes 3 recommendations aimed at the Police; with one that is currently open and two are subject to being closed.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Green	1	Recommendation 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	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	Head of CJS and Custody	Green - the actions are now completed.	

					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. • The teams are regularly reviewing the victim updates. CID/PPU use this as a performance measure and are part of their monthly performance meetings.			
Green	8	Recommendation Immediately, the police and the CPS should work collaboratively to ensure that bad character is considered in all rape cases and progressed wherever it is applicable.	**May-22**	No dates set by HMICFRS	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.	
Amber	9	Recommendation 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	**May-22**	No dates set by HMICFRS	Nov 2022: • 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	PPU Manager	**Update from Jan 2023.** Crime audit process is being reviewed to develop a new crime recording	

		of updating this statement closer to the court trial date.			and rape audits; crime scrutiny groups; and the Crime Standards Board.		practice. The force is currently meeting the requirement, however is looking for a more efficient process for recording.	

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

A national report HMICFRS
Reviewed 19th of January 2023.

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 February 2023?	Direction of Travel
Amber	10	Recommendation Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should: Develop and deliver a programme of mental health awareness-raising	**Nov-22**	Nov-22 (HMICFRS report)	Nov 2022 update: • Task owner is liaising with mental health lead and Administration of Justice (AOJ) to ascertain what is currently received & whether we can upskill internally.		Head of Learning & Development	**Amber Action in Progress.** **January 2023**. AOJ will now confirm if further mental health training is required for staff for a internal and	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in February 2023?	Direction of Travel
		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						external stakeholder perspective. The force has complied with mandatory training for custody staff on vulnerability and mental health. The force is also meeting the wider requirements for vulnerability training for staff. Confirmed that as of December 2022 there are now 36 mental health first aiders trained in force.	
Amber	11	<u>Recommendation</u> Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should: Jointly review arrangements to identify, assess and support people	**Nov-22**	Nov-22 (HMICFRS report)	Nov 2022 update: • 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		Head of CJS Services	**Amber Action in Progress** **Jan 2023:** Significant progress has been made in this area . the MH checklist was launched in 08/22 and the CoLP has been a pilot force with MPS to	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in February 2023?	Direction of Travel
		with a mental illness as they progress through the CJS to achieve better mental health outcomes and agree plans for improvement.			whether further improvements can be made.			implement a new mental health safeguarding structure linking in with statutory CJS partners. Confirmation of partners position is now required after the implementation of the MH Checklist. This will now be reviewed in February 2023 with a 12 month review scheduled for August 2023.	
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: • 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		Head of Learning & Development	**Amber – Action in progress**. Jan 2023 Update Per previous update the force has a dedicated vulnerability training package for investigators. LOD will update on review for March 2023.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in February 2023?	Direction of Travel
					(LOD) will conduct a review of both of these offerings.				
Amber	15	Recommendation 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: • Dip sampling of outcome codes will now sit with AOJ. A process of how this will be implemented and resourced is being explored.	Head of CJS Services is requesting resources to support dip sample review.	Head of CJS Services	**Amber – Action in progress**. Jan 2023 Update AOJ to confirm strategy for review of OC10 and 12, this is being actively monitored by the crime auditors until a structure is in place.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in February 2023?	Direction of Travel
Amber	16	Recommendation 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: • 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. • 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.		Acting Head of PPU	**Amber – Action in progress**. Jan 2023 Update Dip Sampling has commenced for the flagging of mental health and other vulnerabilities in custody. Full review on schedule to be completed by March 2023.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in February 2023?	Direction of Travel
Amber	17	Recommendation 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.	**Nov-22**	Nov-22 (HMICFRS report)	Nov 2022 update: • The Force has a Voluntary Attendee (VA) SOP in place with a risk assessment. • 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.		Head of CJS and Custody	**Remain as Amber – Progress being made.** **January 2023** Custody have confirmed that there is a dedicated SOP in place for voluntary attendance which reviews safeguarding as well. Confirmation of this process needs to be reviewed with all front line staff to ensure it is effective.	

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

A national report HMICFRS
Published 17th September 2021
Reviewed on the 19th of January 2023.
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 Feb 2023?	Direction of Travel
Green – pending HMICFRS sign off	3	Structures and funding should be put in place to make sure victims receive tailored and consistent support 3.2 By March 2022, all police forces should ensure information on the protected characteristics of victims is accurately and consistently recorded. 3.1 & 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		March 2022		Det Ch Supt Head of Professionalism & Trust	Green – pending HMICFRS sign off	

		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. 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						

		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.						
Green - pending HMICFRS sign off	4	Recommendation 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	**Mar-22**	Mar-22 (HMICFRS report)	March 2022 Update: • 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	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.	

A Review Of 'Fraud: Time To Choose'

A national report HMICFRS
Reviewed January 19th 2023.
There are 3 new actions for the force, 3 are green pending HMICFRS sign off.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	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 February 2023?	Direction of Travel
Green	2	Recommendation 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- this relies on a number of partners.**	Mar-22 (HMICFRS report)	Update NFIB- National Fraud Intelligence Bureau NECC- National Economic Crime Centre NCA- National Crime Agency • An effective tasking of crimes from NFIB going to law enforcement is in place • Tasking is supported through Lead Force Operations Room (LFOR) • Escalation between policing and NECC/NCA is in place via bilateral tasking arrangements • FOIM (Fraud Operation Intelligence Meeting) set up for monthly meeting to track cases requiring escalation and adoption • Intelligence side of meetings successful, operationally no cases have been accepted or escalated from policing to NCA/NECC or partners. • Progress still needs to be made in tasking cases that are not accepted by policing. • CoLP looking at using Agency Partnership Management Information System (APMIS) to task Priority 1/Priority 2 cases. • Working group set up to discuss and plan resolution and recommendations. • Improvements are still required in decision making at the FOIM.	Commander National Lead Force Operations	Green pending HMICFRS sign off.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	Direction of Travel
					• 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: ○ 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. • 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.			
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.
Reviewed January 19th 2023.
There are 6 new actions for the force, 5 are green pending HMICFRS sign off, 1 is amber.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	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	Recommendation Police forces should collect data to record the different stages when, and reasons why, a victim may withdraw support for a case. The Home Office should review the available outcome codes	**Jun-22**	Dec-21 (HMICFRS report)	• Reasons why rape victims fail to support a case is recorded on the Force Crime and Incident recording system (Niche) and via outcome codes. Procedure for recording victims wishes on statement/other police records or Body Worn Video (BWV) where able is within the force SOP.	Head of CJS Services and FCR	Amber – Progress is being made. **January 2023.** The force has developed NICHE templates which	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	Direction of Travel
		so that the data gathered can help target necessary remedial action and improve victim care.			• Audits of outcome 16 [Domestic Abuse] have taken place and the CPS has agreed to look at outcome 15 [Domestic Abuse] with PPU. Update: • 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.		have been reviewed by the NICHE regional team. Confirmation of template status is required.	
Green pending HMICFRS sign off	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 NPCC lead for adult sexual offences and the CPS lead		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 February 2023?	Direction of Travel
		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 February 2023?	Direction of Travel
Green	6	Recommendation 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.	**Mar-22**	Dec-21 (HMICFRS report)	• HMICFRS have asked us to keep this at Amber until they inspect us during PEEL. • As part of Operation Bluestone/Soteria[1] 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 ***in the most appropriate way***. This is documented in the Force SOP. Head of CJS and Custody assess that this can now be closed as Green.	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.	

[1] 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
Green	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)	• This is communicated as part of final contact with victim. • 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. March update: • 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.	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

Reviewed January 19th 2023

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 February 2023?	Direction of Travel
Green	1	Recommendation 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)	• Mentivity training commenced October 2021 for front line officers. • 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. • A Focus on CPD virtual training session providing an input on communication was well received and a written bulletin was published in December 2021 • 'Focus on' communication bulletin published Jan 2022 • Stop search training for frontline officers has been built into the training timetable and is scheduled for June and July 2022 • 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.	Head of Learning & Development	Green - it is assessed that the training plan in place meets the criteria for this recommendation.	

					• An additional video is being developed in collaboration with the British Transport Police (BTP) with a planned release within 4 weeks			
Green pending HMICFRS sign off	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	
Green pending HMICFRS sign off	3	By September 2021, forces should: - 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. • have a structured process for regularly reviewing and monitoring internally a sufficient sample of body-worn video					Green pending HMICFRS sign off	

		footage to identify and disseminate learning and hold officers to account when behaviour falls below acceptable standards; and • 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.						
Green pending HMICFRS sign off	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.	**January 2022**	July 2021		PIU	Green pending HMICFRS sign off	
Green pending HMICFRS sign off	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.					Green pending HMICFRS sign off	

Green pending HMICFRS sign off	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.					Green pending HMICFRS sign off	

Cyber: Keep The Light On

A national report by HMICFRS
Published October 2019

Reviewed January 19th 2023.

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

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	Direction of Travel
Green pending HMICFRS sign off	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	Green pending HMICFRS sign off	
Green pending HMICFRS sign off	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.		March 2020		Head of NFIB Service Delivery Team	Green pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	Direction of Travel
		Furthermore, the force should 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

Reviewed January 19th 2023.
This report makes 23 recommendations, 5 of which are for force: 5 are complete pending JMICFRS sign off.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	Direction of Travel
Green pending HMICFRS sign off	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	
Green pending	9	Cause of concern (#15344) Chief constables do not understand well enough the		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 February 2023?	Direction of Travel
HMICFRS sign off		current demand for adult safeguarding arrangements 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).						
Green pending HMICFRS sign off	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.	**Jun-22**	Jan-20 (HMICFRS report)	• Improvements in VCOP compliance are being undertaken with further detailed scrutiny, new Niche templates for Victim letters and referrals via Victim Needs Assessments. • 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	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 February 2023?	Direction of Travel
		<u>Recommendation</u> Within six months, chief constables should work with police and crime commissioners and their mayoral equivalents, and other relevant organisations, to review whether victim support services can be provided in a better way			partnership in terms of both vulnerable adults and children and a wealth of 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 livening crisis. • "DA" abuse Survey review to include stalking and more general vulnerable victims within the DA survey. On a wider victim perspective, Uplands Software (Rant & 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. • 2 detailed SOP's (standard operating procedures)provide guidance to staff on how to manage both adults and children			

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	Direction of Travel
					that are vulnerable through a variety of factors. • 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. • 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.			
Green pending HMICFRS sign off	11	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. Recommendation (#9926) Within three months, chief constables should ensure that adult safeguarding referrals are		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 February 2023?	Direction of Travel
		always made when appropriate, with effective processes in place to make sure this happens. The NPCC lead for adults at risk should advise chief constables as to how this is best achieved.						
Green – pending HMICFRS sign off	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			**Green – pending HMICFRS sign off**	

Understanding The Difference: The Initial Police Response To Hate Crime

A national joint report by HMICFRS
Published July 2018

Reviewed 19th of January 2023.

This report makes 15 recommendations. 8 are for the force: 8 are green pending HMICFRS sign off.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in February 2023?	Direction of Travel
Green – pending HMICFRS sign off	2	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. 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.		October 2018		Head of PPU	Green – pending HMICFRS sign off	

Green – pending HMICFRS sign off	3	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. 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.		January 2019			Green – pending HMICFRS sign off	
Green – pending HMICFRS sign off	4	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. Recommendation (#9037) We recommend that, within six months, chief constables incorporate risk management into a risk assessment process for		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.						
Green – pending HMICFRS sign off	5	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. 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					Green – pending HMICFRS sign off	

		manage the risks to hate crime victims.						
Green – pending HMICFRS sign off	6	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. 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.					Green – pending HMICFRS sign off	
Green – pending HMICFRS sign off	7	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					Green – pending HMICFRS sign off	

		acted as they have done. This will make sure victims get an appropriate response. 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						
Green pending HMICFRS sign off	8	<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. • 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	March 22 - aligned to PEEL 2018/19 (Rec 2) as above	Dec-19 (HMICFRS report)	Task [4] This action is linked to recommendation 2 "PEEL 2018/2019" – Both action deadlines now aligned. • 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. March Update: • The Domestic Abuse (DA) surveys have been completed and the results are currently being analysed. • PPU has secured the funding for the VVA for next year and is looking at options to secure this funding for future years. As of 17/03/22 • A scheme for victim surveys has started. A list of 10 occurrences have been dip sampled across different crime types (inc. stalking,	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	

		appropriate and relevant for forces • We recommend that, following the review, any agreed minimum standard of response for forces should be monitored by force governance processes, including external scrutiny.			harassment, low level sexual offences & hate crimes). • 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.			
Green – pending HMICFRS sign off	13	Recommendation 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. • 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.					Green – pending HMICFRS sign off	

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Committee(s): Strategic Planning and Performance Committee	**Dated:** 6th February 2023
Subject: Child Protection - Deep Dive	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Commissioner of Police Pol 26-23	**For Information**
Report author: Det. Supt. Richard Waight, Head of Investigation Services, Specialist Operations	

Summary

At the Strategic Planning and Performance Committee in November 2022, Members requested a 'Deep Dive' report on Child Protection to come to a future meeting. This report is to update Members on the current child protection services delivered by the City of London Police (CoLP) supported by local authority, regional and National partners.

Child protection is the safeguarding of children from violence, exploitation, abuse and neglect. It is a responsibility that must be shared between all those who work with, care for, educate and support children of all ages. Police are often considered as the frontline response to social problems including child protection. This requires professional judgement to decide whether a child is at risk of significant harm and whether to use the powers of protection, conferred on them by the Children Act 1989.

Child protection spans many aspects of policing response and is a key victim priority. Any child protection case is referred to the CoLP Public Protection Unit (PPU) which works closely with Children's Social Care (CSC), working to defined processes to deliver effective safeguarding outcomes. This report will summarise the police response in the following areas:

- Referral
- Investigation
- Monitoring

The report will also provide oversight of strategic governance, independent scrutiny, the resource available to the CoLP and a summary of current demand.

Recommendation(s)

Members are asked to note the report.

Main Report

Governance & Local Monitoring

1. Child protection is an area central to the CoLP priorities that:

    - Keep those who live, work, and visit the City safe and feeling safe
    - Put the victim at the heart of everything we do

    Strategic governance for this area is delivered by the Commander of Security and Operations with local oversight coordinated at the Strategic Vulnerability Board (SVB) with local authority representation and specialist support. The SVB reports in to the CoLP Performance Group and in turn to the Strategic Planning and Performance Committee and Police Authority Board.

    The CoLP is also a partner of the City of London and Hackney Safeguarding Children Partnership (CHSCP), established in accordance with the Children Act 2004 (as amended by the Children and Social Work Act 2017) and the statutory guidance issued within Working Together to Safeguard Children 2018.

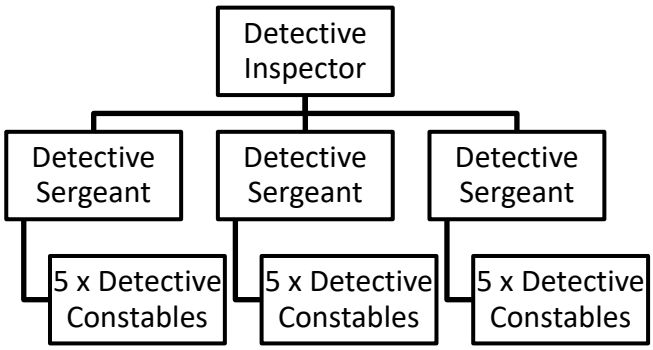
    chscp | City & Hackney Safeguarding Children Partnership

    The CHSCP's safeguarding arrangements define how safeguarding partners, relevant agencies and other organisations work together to coordinate their safeguarding services. They include details about how safeguarding partners identify and respond to the needs of children, commission and publish local child safeguarding practice reviews and provide for independent leadership and scrutiny.

    In addition, CoLP also engage regionally and nationally with National Police Chief Council's (NPCC) public protection working groups (strategic and tactical) to share best practice and maximise opportunities for service improvements.

Service Delivery Provider - Police

2. The Public Protection Unit (PPU) within the Investigation Services Command of the Specialist Operations Directorate is the team that manages all referrals of child protection matters. The establishment of the team is:

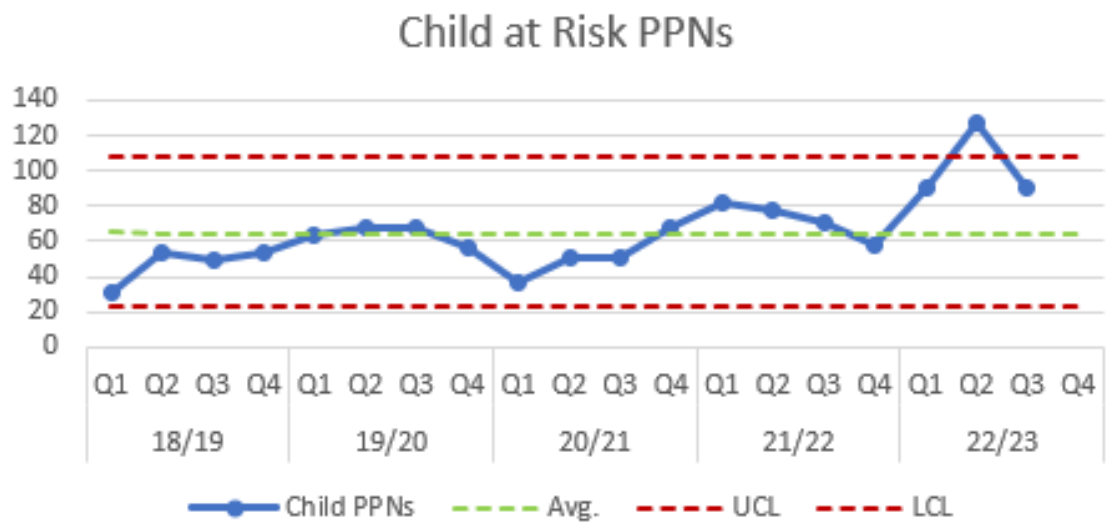


Demand

3. Every police employee who believes that a child is in need of support services or is suffering, likely to suffer or has suffered significant harm must bring the matter to the attention of the PPU who will assess what action needs to take place.

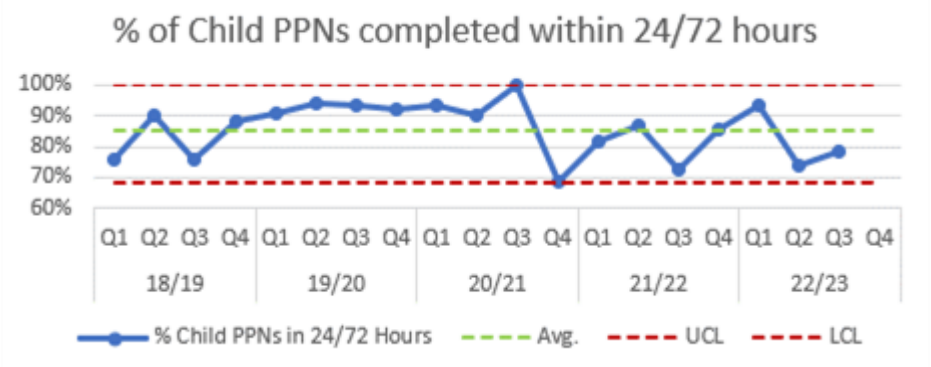
   In situations where there is no immediate risk to the child the referral should be made using a Public Protection Notice (PPN) which will be sent to the COLP PPU for assessment and dissemination.

   The following chart summarises the volume of PPNs submitted to the PPU.



   The volume of Child PPNs has increased for 22/23, with all three months above the average. This is largely reflective of local training delivered (Voice of the Child and Vulnerability training to ALL frontline officers) to help improve the identification of children at risk.

4. The management of PPNs is conducted by one of the PPU Detective Sergeants (supported by others in the Unit when demand spikes) alongside their operational role, supervising a breadth of vulnerability linked crime. This assures an assessment of the risk and an appropriate response is defined and acted upon.



As mentioned, matters with immediate risk are managed by the responding officers with access to specialist support around the clock as required. The preceding chart articulates that the completion rate has dropped. All PPNs are assessed within the relevant time but with the volume of PPNs rising there has been a trend of reduced data quality. This has led to the PPU having to return PPNs for more information before they are able to complete. The assessment is that newly trained frontline officers are submitting more PPNs demonstrating that they are alive to the issues of child protection but the attention to detail requires improvement. An improvement plan is underway to address this that also considers potential system process issues that may require change and are being considered with our Niche/Pronto RMS Admin Team.

5. The following tables summarise the volume of crime/incident trends over time for Child Abuse and Child Sexual Exploitation.

   Child abuse is when anyone under the age of eighteen is either harmed or not properly looked after, categorised as physical abuse, sexual abuse, emotional abuse and neglect.

   Child sexual exploitation involves either inducements, violence (or threats of), coercion and intimidation towards children under eighteen to engage in sexual activities or have them performed on them.

6. The number of **CSA crimes** (section '7' below) for 2022/23 is 15 of the total 29. Of these, 5 are linked to one live operation of non-recent child abuse. The allegations involve rape and sexual assault.

   The other 10 crimes include the following offence types:

   - Sexual exposure to children at a school
   - Possession/Distribution of indecent images
   - Blackmail linked to sharing of nude images of a child
   - Administer poison to a child (spiking)

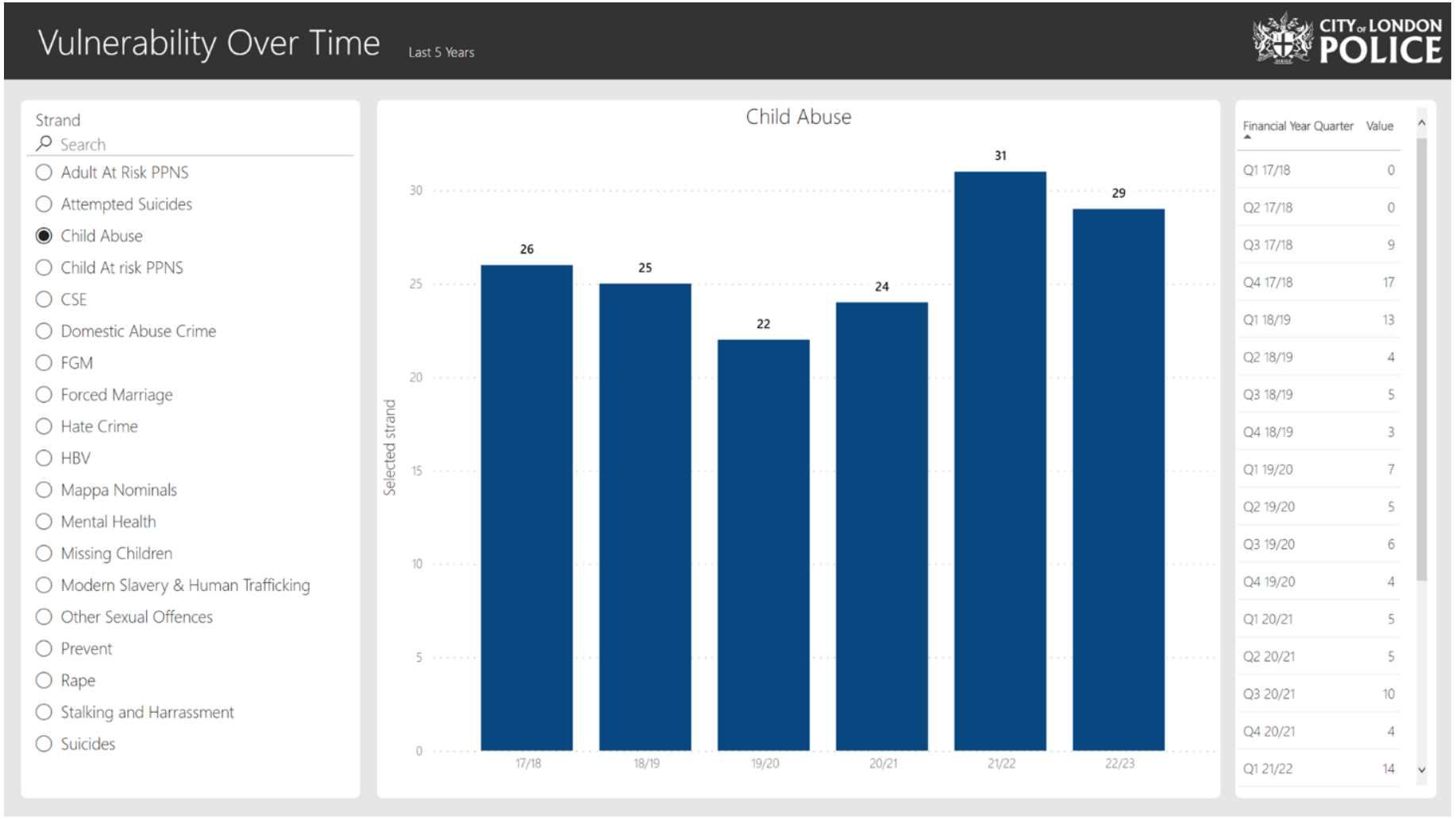
   12 of the 15 investigations are live.

   The non-crime incidents recorded fall into the category of concern for safety with occurrence types of:

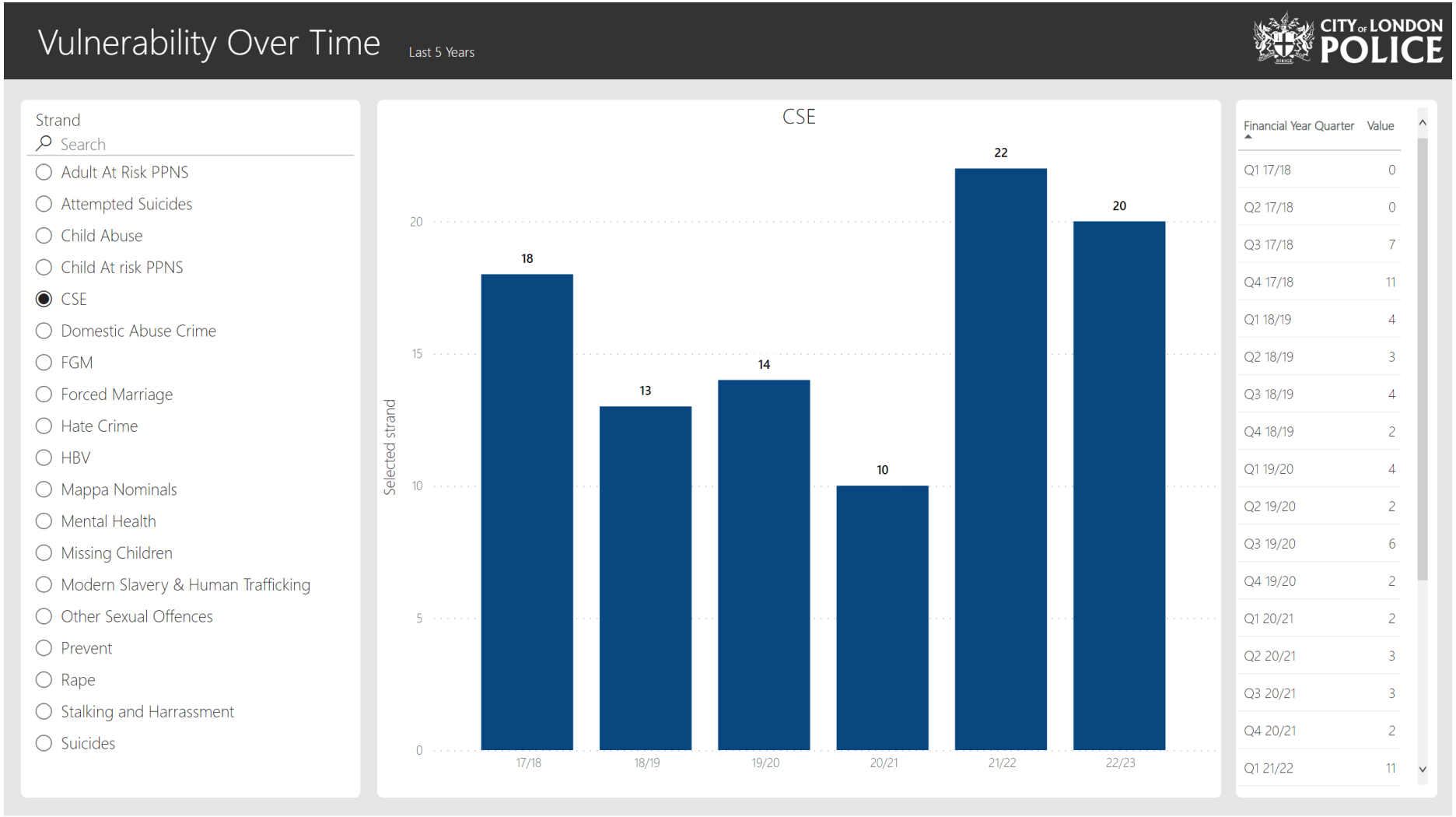
   - Drunk and disorderly
   - Mental health
   - Anti-social behaviour
   - Unable to get home late at night

   All incidents have been resolved.

7. Child Abuse (Crimes and Incidents)



8. Child Sexual Exploitation (Crimes & Incidents)



9. The number of **Child Sexual Exploitation (CSE) crimes** for 2022/23 is 8 of the total 20. Of these, 3 are linked to the live operation of non-recent child abuse mentioned in section '6' above.

   The other 5 crimes include the following offence types:

   - Rape
   - Blackmail
   - Administer poison to a child (spiking)
   - Indecent video imagery of child under 13

   All crimes are live investigations.

   The non-crime incidents recorded all fall into the category of concern for safety that have been resolved or have been linked to above crimes.

Referral

10. In situations where a child may be in need of emergency protection or urgent action is required by one of the agencies, City and Hackney Children Services provide an out of hours response. Non-emergency child referrals are made to the City of London Corporation Children's Social Care Team Manager.

    The majority of referrals received involve children who reside outside of the City and in these instances the PPN is referred to the relevant Police Control Room. For urgent response, the local Safeguarding Teams relevant to that area will be contacted to carry out their own assessment and inform their local social care team as they deem this appropriate.

11. Referrals can also be made to the Local Authority Designated Officer (LADO) in response to allegations against professionals who work with children in the City of London. The criteria for making referrals to the LADO will be when any person who works with children, in connection with their employment or voluntary activity has:

    - Behaved in a way that has harmed a child, or may have harmed a child
    - Possibly committed a criminal offence against a child
    - Behaved towards a child or children in a way that indicates they are unsuitable to work with children.

    In respect of jurisdiction, allegations will be dealt with by the City of London Corporation LADO where the alleged incident took place within the City of London, or where the allegation is made against an adult in their personal life and they work with children in the City of London.

    If the incident has occurred in the City, but the adult in question works with children or has children out of the City area then the City of London LADO will make the referrals to the corresponding LADO covering the relevant area.

12. Cases in the following categories are brought to the immediate attention of the Detective Superintendent, Specialist Operations:

- The death of a child
- Incidents of multiple or organised abuse
- Incidents involving significant professionals (inc. CoLP employees, Social workers, Health or Education staff)
- Cases meeting the criteria for a serious case review
- Cases involving persons of public prominence or institutions (including non-recent cases)
- Cases that may attract significant media interest.

Investigation

13. The PPU has responsibility for the investigation of all child protection cases. PPU monitor all submissions of PPNs., including any children taken into Police Protection. Development of PPU Officers who investigate child protection matters is delivered by the Specialist Child Abuse Investigators Development Programme (SCAIDP) established by the College of Policing. The SCAIDP also requires officers to complete twenty hours continual professional development per year as part of their accreditation that is assessed by the College of Policing.

14. All child protection investigations are carried out in accordance with Authorised Professional Practice and London Safeguarding Children Procedures.

    London Safeguarding Children Procedures

    Effective collaboration and information sharing is essential to risk identification and management. A key component of achieving this are strategy meetings. Whenever it becomes apparent that a child has suffered, is suffering, or is likely to suffer significant harm, the Team Manager from Children's Social Care will be responsible for convening a Strategy Meeting/Discussion. The meeting will include Children's Social Care, Police/PPU, the professional referrer and any other agency as appropriate (e.g. Health, Education). If there is any likelihood that the child may require a medical examination - especially where sexual abuse is suspected, the appropriate senior paediatrician must be included to advise the strategy group.

15. The PPU also investigate non-recent allegations of child abuse, although the Detective Superintendent, Specialist Operations will give consideration to the Major Crime Team investigating should one or more of the following factors exist:

- Multiple victims
- Multiple suspects (organised crime group, paedophile ring)
- Offence involved person of public prominence (PPP)
- Offence involves an institution.

Should an investigation be allocated to the Major Crime Team, SCAIDP trained officers from the PPU will assist in the investigation as appropriate.

16. Operation Hydrant is a coordination hub established in June 2014 to deliver the national policing response, oversight, and coordination of non-recent child sexual abuse investigations concerning persons of public prominence, or in relation to those offences which took place within institutional settings**.**

    Operation Hydrant was set up when it became apparent that forces around the country were investigating a significant number of non-recent allegations of child sexual abuse involving persons of public prominence or within institutions. There was a risk that investigators were looking at the same individuals and institutions and it was also clear that officers dealing with these complex cases required support and guidance.

    Operation Hydrant is informed by individual forces of investigations meeting the criteria, and then coordinates the information among forces to prevent duplication. It does not carry out individual investigations – this is done by individual Forces.

    The CoLP engages as appropriate with the Hydrant Team in line with all nationally agreed process and procedures.

17. The PPU investigate offences involving the indecent images of children and paedophile material held on a computer. This work is conducted with the support of the CoLP Forensic Services and in particular, the High Tech Crime Unit. Regional and National support is also provided by the Metropolitan Police Service (MPS) and National Crime Agency (NCA) respectively. Local developments are well advanced to improve our local digital response, supported by the CoLP Digital Exploitation Service (DES). Developments include staff training in digital capabilities and the deployment of a Digital Media Investigator (DMI) in the PPU. The DMI is a tactical adviser operating in support of live incidents, investigations, gathering intelligence and conducting proactive/reactive investigations where digital technology and data acquisition opportunities exist.

18. Technology improvements also continue with the imminent deployment of the Child Abuse Image Database (CAID) that:

    - Helps identify and safeguard victims
    - Makes investigating Child Sexual Exploitation and Abuse faster and more effective
    - Supports international efforts to remove images from the Internet

    CAID uses the latest technology to transform how we deal with images of Child Sexual Exploitation and Abuse. It brings together all the images that the Police and NCA encounter. Forces then use the images' unique identifiers – called hashes - and metadata to improve how they investigate these crimes and protect children.

External Monitoring

19. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspect how well CoLP keeps children safe. Their last inspection was in 2019 with an inspection review in December 2021. Their full findings are published and accessible via the following links:

    2019 Inspection Report
    https://www.justiceinspectorates.gov.uk/hmicfrs/publications/city-of-london-national-child-protection-inspection

    2021 Inspection Review
    https://www.justiceinspectorates.gov.uk/hmicfrs/publications/city-of-london-national-child-protection-inspection-post-inspection-review/

20. Summary of findings reported in 2020:

- The force was highly committed to protecting vulnerable people, including children.
- Senior officers held regular governance and oversight meetings.
- The PPU had a good working relationship with the other agencies that formed the City of London safeguarding partnership and understood the challenges of working with agencies across the Greater London area.
- The force's response to reports of missing children was excellent and frontline staff in all roles responded to these incidents as priorities.
- Recognising when children were at risk was also reflected in the way staff dealt with children when they were in custody. We saw some highly effective practice and support being provided to these children by the custody staff, and prompt referrals being made to organise support for vulnerable children.
- Throughout the inspection, we encountered highly motivated staff and managers working to help vulnerable children.
- We found that staff often lacked experience or weren't fully trained to recognise the importance of 'capturing the voice of the child' or seeing wider risks for children beyond the incident at hand.
- Even in the specialist PPU, vulnerability and risk weren't recognised consistently.
- The force was doing little to identify, pursue or disrupt online offenders involved in the downloading or distributing of indecent images of children in its area.
- Its management of registered sex offenders wasn't robust enough.
- Specific areas for improvement included: •
    - speaking to children, recording their behaviour and demeanour, and making sure their concerns and views are heard and inform decisions for their welfare;
    - considering the wider risks posed to children when they are found in high-risk situations and they may be criminally exploited;
    - ensuring that flags and markers are used effectively on force systems to alert the workforce to risk and vulnerability;

- providing meaningful and timely supervision of investigations, so that opportunities are pursued, and cases aren't unnecessarily delayed;
- reducing delays in holding strategy discussions or multi-agency management meetings, particularly those to safeguard children living outside the City area;
- making sure there is timely support from appropriate adults for children in police detention;
- effectively supervising offenders in the community;
- providing a robust and consistent approach to dealing with intelligence about online offending and those who distribute indecent images of children.
- We made six recommendations intended to help the force improve its response to safeguarding children.

21. The following is a summary from the 2021 post-inspection review In December 2021 and notated alongside are improvements we have made to address the issues/areas for improvement raised:

- The force is training its workforce to recognise vulnerability and to speak to children. Although this was delayed by COVID-19, training programmes are now underway and are well attended.
  Voice of the Child training now complete for all frontline staff. The impact of this has been seen in the volume of engagement with PPU and referrals made using PPNs
- The force has improved the way it manages registered sex offenders (RSO). Officers carry out assessments and record them on the appropriate systems. The assessments are well supervised. But officers still need to improve their risk management plans for sexual and violent offenders.
  Training for assessing officers provided and now RSOs are being managed by a dedicated Lifetime Offender Management Unit.
- Healthcare professionals see every child held in police detention.
- Custody staff refer detained children to children's social care (CSC) services. But we saw delays in appropriate adults arriving to support detained children.
  This was due to service provider not meeting SLA with the CoLP. Backup provider now in place to ensure timely response whilst SLA failures of primary provider are addressed.
- PPU staff investigate child protection cases effectively. The investigations take place within a reasonable time, are well planned, and include evidence from body-worn cameras.
- PPU supervisors make timely referrals and hold strategy discussions to keep up the progress of investigations.
- We found the staff and supervisors in the PPU to be highly motivated and dedicated to their work. But staffing levels are low, particularly in specialist supervisory roles.
  Establishment of PPU was increased to the level articulated earlier in the report to meet the demand and diversity of responsibility. It is also in the process of moving to a 7-day week operation cognisant of a demand profile that links to a threat demographic spanning the core night time economy period of Thursday to Sunday.

- Although City of London Police has low volumes of reported child abuse and vulnerability crime, the PPU has very wide terms of reference. It is responsible for almost all types of crime against children and vulnerable adults, including serious sexual offences and management of sexual offenders, as well as exploitation, modern slavery and missing persons. Many of these crimes are complex and technical and take longer to investigate, with high demand for victim support. The PPU also helps colleagues who want advice on safeguarding and handles all referrals to other safeguarding agencies. A review of the PPU's terms of reference might help force leaders to achieve a better balance between the unit's capability and the risks and demands it faces.
  Review of remit informed the establishment growth for the PPU as mentioned above to address this diversity of demand.
- The force hasn't changed its control room systems enough to make sure warning markers alert officers quickly when children are at risk. This is partly because some of these systems are due to be updated and replaced. One system – computer aided despatch (CAD)
  The CAD replacement project is still underway (MPS led) that will provide long term solutions to this. Special schemes are exploited within the capability of current systems to place system alerts.
- The approach to online child abuse hasn't improved. The force needs to improve its systems and processes for tackling online child abuse.
  CAID delivery, digital capability improvements and DMI deployment are nearing (as referenced earlier in this report) completion and will improve service in this space.

HMICFRS concluded: We are encouraged to see City of London Police has acted to address most of the recommendations from our 2019 inspection. The force has improved the way officers investigate child abuse, how they manage sex offenders and how they treat children in detention. Supervision is effective and access to multi-agency support for children is well co-ordinated and prompt. The force is working to improve the quality of its performance management information. This will help leaders to understand how effective the service is in responding to vulnerable people and children

22. Serious Case Reviews (SCRs) were established under the Children Act (2004) to review cases where a child has died and abuse or neglect is known or suspected. SCRs could additionally be carried out where a child has not died, but has come to serious harm as a result of abuse or neglect. They aim to establish learning for agencies and professionals to improve the way that they work together to safeguard children. A local safeguarding children board (LSCB) can commission a review for any case where it suspects anything can be learned to improve local practice.

23. A serious child safeguarding case is one in which:
    - abuse or neglect of a child is known or suspected
    - the child has died or been seriously harmed

    Whilst no City child protections matters have necessitated a SCR, the partnerships we maintain facilitate our access to them and the learning they provide to enable continuous improvement.

24. Working Together to Safeguard Children (Department for Education, 2018) changed the structure of these reviews, now known as Child Safeguarding Practice Reviews (SPRs). Responsibility for learning lessons lies with a new national panel – the Child Safeguarding Practice Review Panel (the Panel) – and with local safeguarding partners.

    The Panel and local partners help to identify serious child safeguarding cases that may raise issues of national importance. They commission a review that involves all practitioners who may be relevant or have information that will help to provide learning for future practice.

    For Designated Safeguarding Leads and others with responsibility for safeguarding in schools, learning from reviews is important to improve the way that children and young people are protected.

    Under Working Together to Safeguard Children's new arrangements, the education sector is seen as a 'relevant agency' but not a statutory partner. It is therefore important for schools to inform the process of learning and think strategically about any possible cases that may help to inform and drive practice in education – advocating for this view with safeguarding partners to inform the commissioning of SPRs.

25. **Future Developments**; Vulnerability, including child protection matters spans the following thematic areas:

    - Mental Health
    - Adults at Risk
    - Child Abuse and Neglect
    - Female Genital Mutilation
    - Honour Based Abuse
    - Child Sexual Exploitation
    - Modern Slavery and Human Trafficking
    - Managing Offenders
    - Prostitution
    - Sexual Offences
    - Missing Persons
    - Gangs
    - Knife Crime
    - County Lines

    Demand in many of these areas is increasing and as such is requiring improvements to be made to the way we monitor, measure and manage these areas, coordinating the police response. Specialist Operations and Local Policing are working together to design a CoLP Multi-Agency Safeguarding Hub (MASH).

    The aim for the MASH is to improve how we bring together all the agencies involved in safeguarding of vulnerable adults and children linked to the above thematic areas. Bespoke to City requirements this will build on existing partnerships (local

authority, health and well-being partners) ensuring that when any related abuses are reported to any of the agencies involved, all the agencies can become aware of them as quickly as possible and use the full range of powers and options available to all of them to put the best possible solutions in place to help the victims.

Conclusion

26. Volume of demand linked to child protection in the City of London is low, but the associated harm can be high. Considerate to the potential risks associated with the harm is why this is an area of high focus and continuous improvement. The importance of cross-sector ownership cannot be understated and building on the strong relationship we already have with our CoLC colleagues and Pan-London/National partners, further improvements will be delivered to strengthen the service we deliver to victims. This will further the legitimacy of our service and increase public confidence to engage as we have already seen e.g. in the way victims of non-recent abuse are coming forward.

Contact

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