



Strategic Planning & Performance (Police) Committee

Date: WEDNESDAY, 3 MAY 2023
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Tijds Broeke
Andrew Lentin
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)

MEMBERSHIP SUBJECT TO APPOINTMENT AT THE POLICE
AUTHORITY BOARD MEETING ON TUESDAY 2 MAY 2023

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

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A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material. Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas
Town Clerk

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes of the meeting held on 6th of February.

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

For Information
(Pages 11 - 12)
5. **HMICFRS PEEL INSPECTION 2022**
Report of the Commissioner.

For Information
(Pages 13 - 32)
6. **QUARTERLY HMICFRS INSPECTIONS UPDATE**
Report of the Commissioner.

For Information
(Pages 33 - 42)
7. **Q4 POLICING PLAN PERFORMANCE 22-23**
Report of the Commissioner.

For Information
(Pages 43 - 62)
8. **PROGRESS UPDATE ON POLICE AUTHORITY REVIEW IMPLEMENTATION**
Report of the Town Clerk.

For Information
(Pages 63 - 70)
9. **COMMUNITY REASSURANCE AND SUPPORT SERVICE**

Report of the Executive Director of Community and Children's Services.

For Information
(Pages 71 - 80)

10. QUARTERLY COMMUNITY ENGAGEMENT UPDATE

Joint report of the Commissioner and Executive Director for Children and Community Services.

For Information
(Pages 81 - 88)

11. VIOLENCE AGAINST WOMEN AND GIRLS UPDATE

Report of the Commissioner.

For Information
(Pages 89 - 96)

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

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

14. 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

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

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

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STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE

Monday, 6 February 2023

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Monday, 6 February 2023 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Andrew Lentin (Deputy Chairman)
Alderman Timothy Hailes
Deputy James Thomson
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)

Officers:

Richard Holt	- Town Clerk's Department
Richard Riley	- Police Authority Director
Rachel Smith	- Police Authority
Josef Shadwell	- Police Authority
Paul Betts	- Assistant Commissioner, City of London Police
Alix Newbold	- City of London Police
Rob Atkin	- City of London Police
Richard Waight	- City of London Police
Gary Brailsford-Hart	- City of London Police
Nik Adams	- City of London Police
Carly Humphreys	- City of London Police
Brett McKenna	- City of London Police
Steve Heatley	- City of London Police
Claire Flinter	- City of London Police
Hayley Williams	- City of London Police
Chris Pelham	- Assistant Director, Community and Children's Services Department

1. APOLOGIES

There were no apologies for absence received in advance of the meeting.

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

There were no declarations.

3. MINUTES

The Committee considered the draft public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 17th of November 2022.

RESOLVED- The public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 17th of November 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. **Q3 POLICING PLAN PERFORMANCE -V MEASURES 22-23**

The Committee received a report of the Commissioner regarding the Q3 Policing Plan Performance Measures 2022-23.

The Chair commented that he was happy to see the connection between the performance measures and the Policing Plan evidenced in the report.

In response to a Member's query Officer explained that comparative analysis was still baselined from pre-Covid statistics however an understanding of the *new normal* was beginning, established with a decreased daytime worker based footfall and increased night time economy being key factors influencing policing in the City of London.

Following a Committee member's request Officers explained the Force's process for interpreting intelligence data noting the limitation of the current software used and plans to upskill analytical skillset within the Force. In addition an update on joint operations between the City of London Police and Corporation to tackle phone snatching was provided.

The Committee discussed the importance of measuring public perception of the City of London Police. Officers confirmed that this was of vital importance to the Force explaining that work was being undertaken to establish appropriate metrics for measuring performance in public confidence which would be brought to committee in due course.

Following a Member's concern regarding the adverse effect of staff numbers within Sector and local policing being diverted to police night time economy operations. Officers confirmed that the Force was alive to these concerns and the impact of officer capacity on operational capacity and stated that resources were due to increase in this area from 12 to 18 officers in March 2023.

The Committee confirmed that the City of London Police needed to retain the ambition to meet the agreed diversity targets.

The Committee discussed the Cluster Panel meetings noting that a more formalised and collaborative approach between the Force and Corporation would make these meetings more impactful. The Committee observed that these Panel sessions needed to be tailored effectively to the concerns of both business and residential wards.

In response to a Member's query Officers confirmed the Parkguard service was contracted to the Corporation with limited powers to act however it was noted that options for increasing their responsibilities were being explored. It was also confirmed that the authority for determining the contract for Parkguard was held by the Community and Children's Services Department. The Committee requested that further information about the Service and its relationship to the City of London Police and Corporation be provided.

RESOLVED- That the report be noted.

6. POLICING PLAN MEASURES 2023-24

The Committee received a report of the Commissioner on the Policing Plan Measures 2023-24.

The Chair commented that the degree of detail in the report was very helpful however it was important that scrutiny focussed on the high level measures to ensure the Committee had the required scope of oversight. Officers confirmed that tier two officer governance in Force remained focussed on the totality of measures in the Policing Plan.

Following the Chair's query it was agreed that reference to anti-social behaviour be added to the Policing Plan measures.

It was confirmed by Officers, in response to a question by a Member of the Committee, that the Policing Plan would be assessed against both local and national measures. Further to this the Committee confirmed their consent for the deep dive subjects suggested.

The Committee discussed that improving the Action Fraud satisfaction rates should be targeted as, ultimately, the public perception would be key factor in the success of the service.

RESOLVED- That the report be noted.

7. UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS ACTIVITY

The Committee received a report of the Commissioner regarding the Update on Violence against Women and Girls activity.

In response to a query from the Chair Officers outlined the key issues for tackling violence against women and girls in the City of London noting that the central issue remained the transient population visiting the City as part of the night time economy.

Answering a Member's concern Officers confirmed they were confident that the current reduction was sustainable with approved resources.

The Committee noted that trust and confidence in policing nationally had been impacted by the recent high profile misconduct cases including one recent case in the City of London Police. It was added that tackling the confidence of the public, with a

focus on women and girls, was a priority for the Force with improved representation and reporting being key factors influencing this.

RESOLVED- That the report be noted

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

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

RESOLVED- That the report be noted.

9. **HMICFRS INSPECTIONS UPDATE**

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

Following comments from the Committee, Officers agreed that actions from the HMICFRS Inspection which were not within the Force's control would not be reported against to make it clear the specific actions to be scrutinised. In addition, it was agreed that a dashboard format report be produced to provide effective oversight of work against the actions in the Inspection.

Following a request by the Chair it was agreed that an early draft of the City of London Police PEEL report would be provided to the Chair of the Committee and the Chair of the Police Authority Board.

RESOLVED- That the report be noted.

10. **CHILD PROTECTION - DEEP DIVE**

The Committee received a report of the Commissioner on the Child Protection Deep Dive.

In response to the Chair's query it was confirmed that the issues with the primary provider of Appropriate Adult services were being mitigated by the use of a secondary provider.

The Chair of the Police Authority Board requested that the report be shared with the Professional Standards and Integrity Committee and the Community and Children's Services Committee as it was important that they were also made aware of the Force's work regarding child protection. The Committee agreed that the Police Authority Team establish a joined up approach on the Force's representation at other City of London Corporation committees and boards.

Following a Committee member's question Officers explained the preventative measures taken by the Force with regard to the crimes described within the report explaining that these concerns were assessed on both a national and regional basis.

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. **EXCLUSION OF THE PUBLIC**

As there were no non-public items of business the Committee agreed to take the remaining items in the public session.

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

There were no questions in the non-public session.

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 urgent business considered in the non-public session.

The meeting ended at 12.42 pm

Chair

**Contact Officer: Richard Holt
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Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
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: A member of the Community and Children's Services Department attended the last meeting of the Committee but unfortunately no appropriate colleague is available on the 3 rd of May. The Crime and Disorder Scrutiny Committee's terms of reference are due to be considered at the Court of Common Council meeting on the 27 th of April. Subject to the approval of the Court the Committee will meet regularly to provide the required Member oversight.
1/2023/P	Item 6- Policing Plan Measures 2023-24	The Committee requested that further information about the Parkguard Service and its relationship to the City of London Police and Corporation be provided.	Director Community and Children's Services/ Police Authority	Complete: A report regarding the Parkguard Service and its relationship to the City of London Corporation is included on the agenda.
2/203/P	Item 10- Child Protection Deep Dive	The Committee agreed that the Police Authority Team establish a joined up approach on the Force's representation at	Police Authority	In progress: The need to establish a joined up approach on the Force's

Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

		other City of London Corporation committees and boards.		representation at other City of London Corporation committees and boards has been included in the Police Authority Review and will be reported against as it is implemented.
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Committee(s): Strategic Planning and Performance Committee	Dated: 3 rd May 2023
Police Authority Board	24 th May 2023
Subject: HMICFRS PEEL Inspection 2022	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?	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 50-23	For Information
Report author: Brett McKenna, Head of Strategic Development	

Summary

This report provides an overview of the findings of the HMICFRS PEEL¹ Inspection which was published on 13th April 2023.

Across the 8 areas that are graded, City of London Police has been graded as good in 2 areas, requires improvement in 3 areas and adequate in 3 areas. Many of the areas identified for improvement are linked to existing development plans and City of London Police has continued to advance activities commenced prior to and after HMICFRS fieldwork. The report also highlights areas of good practice by City of London Police.

Internal governance has been refreshed to provide clear leadership and accountability for delivery of the PEEL areas for improvement and all legacy HMICFRS recommendations. The Director of the Police Authority has a standing invitation to attend this board as an observer. Progress will be reported to Strategic Planning & Performance Committee for Member scrutiny. City of London Police will be working closely with HMICFRS on a continuous improvement approach to the areas highlighted in the report and to identify good and outstanding practice in other forces that can be implemented locally.

Recommendation

It is recommended that Members note the report.

¹ His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services Police Efficiency Effectiveness and Legitimacy

Main Report

1. PEEL (police effectiveness, efficiency and legitimacy) gradings

1.1. PEEL is the HMICFRS regular assessment of police forces in England and Wales. They use inspection findings, analysis and professional judgment to assess and grade how good forces are in several areas of policing. The programme has been in place since 2014 but was changed in 2021/22 to move to a more intelligence-led continual assessment approach rather than relying only on annual inspections. Thematic inspections also contribute to the PEEL continuous assessment programme.

1.2. The grading standards are set out below:



- **Outstanding** – The force has substantially exceeded the characteristics of good performance.
- **Good** – The force has demonstrated substantially the characteristics of good performance.
- **Adequate** – We have identified an appreciable number of areas where the force should make improvements.
- **Requires Improvement** – We have identified a sufficiently substantial number of areas where the force needs to make improvements.
- **Inadequate** – We have causes of concern and have made recommendations to the force to address them.

1.3. HMICFRS published its PEEL report of City of London Police on 13 April 2023. This is based on field work undertaken in 2022. City of London Police is graded as follows:

2023 PEEL Inspection Results				
Inadequate	Requires Improvement	Adequate	Good	Outstanding
	Preventing crime and antisocial behaviour	Investigating Crime	Engaging with and treating the public with fairness and respect	
	Managing offenders and suspects	Protecting vulnerable people	Responding to the public	
	Strategic planning, organisational management and value for money	Building, supporting and protecting the workforce		

1.4. Due to the changes made to the assessment gradings and criteria by HMICFRS since the last PEEL report in 2018, direct comparisons of gradings cannot be made. This direction has come from HMICFRS given the new process uses a different assessment framework and considers nationally reviewed evidence sources as well as local evidence (see Appendix 1). HMICFRS has requested that gradings between forces are not used in a competitive manner as their ambition is for forces to be collegiate and supportive.

2. Key findings

2.1. City of London Police put considerable effort into evidencing its approach linked to both its national and local responsibilities. However, it was advised that the PEEL inspection is not designed to and does not assess City of London Police's national responsibilities.

2.2. The report identifies 16 areas for improvement (AFIs). Some of these AFIs are linked to areas where improvements were already being made but at the time of inspection were not fully embedded or implemented. A list of AFIs and updates on progress is set out in Appendix 2.

2.3. A summary of the key findings within the report includes the following:

2.3.1. Responding to victims and the public

The inspection found City of London Police provided a professional response to incidents and calls for service using specialist resources to assist first responders in supporting and safeguarding victims. However, assessment of vulnerability and victim needs could be improved through better technology within the control room.

2.3.2. Vulnerability

The inspection found there are systems and processes in place to identify and manage vulnerability and that City of London Police works effectively and proactively with partners, in particular the City of London Corporation. However management of vulnerability being everyone's responsibility was not fully embedded within the culture of the organisation and there could be improvements in use of protective powers in areas such as domestic abuse.

2.3.3. Engaging with and treating the public with fairness and respect

The inspection found City of London Police is good at engaging with communities to understand what is important to them, but this could be improved through a comprehensive engagement strategy.

The inspection also found City of London Police is improving its fair use of stop search powers and that supervision, oversight and governance

of these powers is comprehensive. However a lack of analytical support is undermining its ability to understand trends. The inspection noted that structures for review and scrutiny of other powers have also been implemented but are not as mature as the approach to stop and search.

2.3.4. Investigating crime

The inspection found robust governance and policies in place to ensure complex investigations are of a high standard and recommended a similar approach should be adopted to improve volume crime investigation. The inspection also highlighted some areas where management and supervision of investigations and victims could be improved.

2.3.5. Reducing crime and anti-social behaviour

HMICFRS found that City of London Police has a focus on crime prevention with examples of officers working with partner agencies to prevent crime, and safeguard vulnerable people, especially around the night-time economy. However, the inspection identified improvement was needed to facilitate an effective problem-solving approach.

Since the fieldwork, analytical support is being recruited for the prevention hub and a programme of continuous professional development is being developed for sector policing to improve its approach to problem solving. This will include using good practice from good and outstanding forces. City of London Police's evidence based policing forum has also been reinvigorated.

2.3.6. Managing offenders and suspects

The inspection found there were sound processes and governance to ensure suspects were apprehended promptly, bail processes are used appropriately, and foreign national suspects are managed effectively.

The inspection found that overall, improvements were required to the management of risk to the public from registered sex offenders and improvements were required to its management of child sexual abuse images.

However, to add some context, the City has low volumes of registered sex offenders (currently 2) and since the fieldwork was undertaken a training programme has been developed to upskill our people who may become deskilled due to low volumes. Relevant officers will get regular refresh training and exposure to other forces' work to ensure they are up to date with good practice. All registered sex offender risk assessments and visits are up to date. The management of registered sex offenders will be moved to a dedicated Lifetime Offender Management Team to improve oversight.

City of London Police has also progressed the procurement of a system to monitor indecent images. This has been implemented and the training programme and welfare strategy is now being rolled out.

2.3.7. Workforce

The inspection covered themes relating to the workforce in a number of areas. It highlighted that well-being of staff is prioritised across the organisation but noted lack of capacity in some areas and workload levels were impacting well-being. It states in its crime reduction assessment that City of London Police does not have sufficient people or resources to manage its workload and mentions resourcing challenges in other areas including corporate services and public protection.

The report highlights City of London Police's effective management of the Police Uplift Programme, its approach to retention and activities to recruit a more representative workforce. It also states that the force uses volunteers well to increase resilience, fairness, and diversity in the workplace.

Since the fieldwork was undertaken City of London Police has recruited over establishment on police officers, has adjusted its neighbourhood policing shift pattern to align more effectively with demand and is now prioritising police staff recruitment and is undertaking a review of Corporate Services. A new training strategy has been developed for the public protection unit, additional officers have been posted into that team (a mix of experienced and new officers) and the three remaining vacancies in that unit will be filled by September.

2.3.8. Strategic planning, organisational management and value for money

The inspection found the force has a clear governance framework, but it needs to be underpinned with better quality data to provide appropriate challenge and direction. The inspection highlighted the need to improve understanding of demand to enable City of London Police to plan effectively for the future and operate more efficiently. It also highlighted the need for more effective assessment of benefits realisation linked to investment in technology.

Since the fieldwork was conducted an interim process is being developed to assess and monitor demand (as part of work on the Force Management Statement). The Corporate Services Review will include the creation of a Data Lab and full Power BI optimisation, along with improvements to how the organisation manages change and benefits realisation.

2.4. The report also recognises some areas of innovative practice (full details at Appendix 3) including:

- good preventative activity to reduce violence against women and girls within the night-time economy
- innovative stop and search practices specifically related to Project Servator with a focus on police legitimacy
- collaboration with Amazon and engaging with young people in the community including through the cadets
- ability to identify and pursue evidenced based prosecutions of domestic violence where victims will not engage or support
- effective crime recording and amongst the best in England and Wales at obtaining the best outcomes for victims
- implementation of the Police Uplift Programme and officer retention (recognised as national good practice)

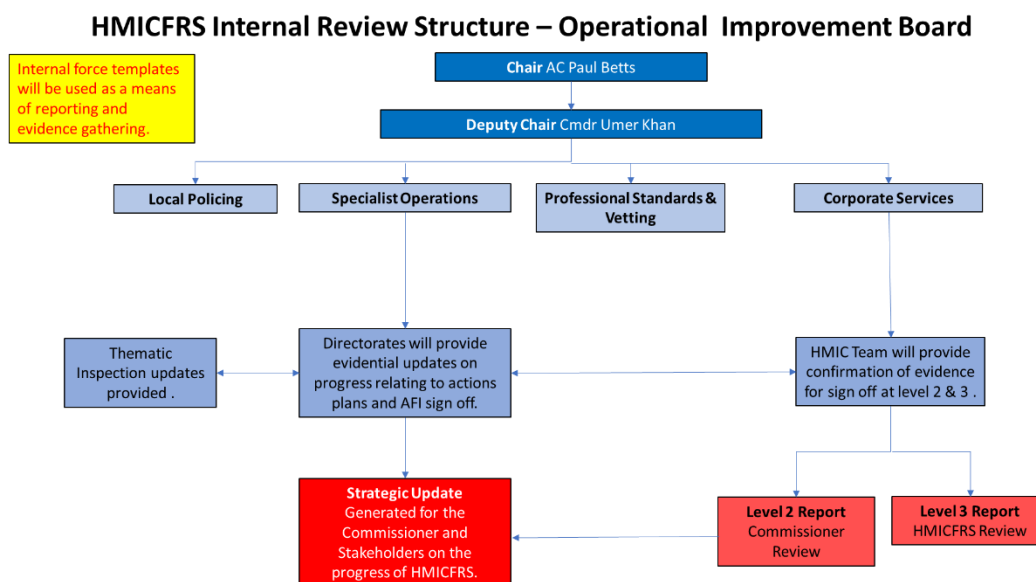
3. Implementation and governance of areas for improvement

3.1. City of London Police has identified what it believes to be an achievable plan for improving its ratings in the next 12, 24 and 36 months. This considers the work required to deliver improvements and has been developed in consultation with the HMICFRS Force Liaison Lead.

Thematic Review Point	Current Grade (April 2023)	Target Grade 12 Months	Target Grade 24 Months	Target Grade 36 Months
Engaging with and treating the public with fairness and respect	Good	Good	Good	Outstanding
Preventing crime and antisocial behaviour	Requires Improvement	Adequate	Good	Good
Responding to the public	Good	Good	Good	Outstanding
Investigating Crime	Adequate	Good	Good	Good
Protecting vulnerable people	Adequate	Adequate	Good	Good
Managing offenders and suspects	Requires Improvement	Adequate	Good	Good
Building, supporting and protecting the workforce	Adequate	Adequate	Adequate	Good
Strategic planning, organisational management and value for money	Requires Improvement	Requires Improvement	Adequate	Adequate

3.2. Under the new assessment framework City of London Police must implement a process for continuous improvement to deliver demonstrable progress. A new strategic level board (HMICFRS Operational Improvement Board) has been established. This will oversee the new PEEL areas for improvement (AFIs) and all legacy HMICFRS recommendations yet to be signed off. This will be chaired by Assistant Commissioner Operations and Security. The Director of the Police Authority has a standing invitation to attend this meeting as an observer, as does the HMICFRS Force Liaison Lead.

3.3. This board will ensure clear leadership and accountability for implementation of HMICFRS recommendations and AFIs. It will ensure City of London Police is prepared for future inspections and that outstanding practice from across the country is being monitored and implemented where appropriate. The first board meeting took place on 21 March 2023 and was attended by HMICFRS.



3.4. City of London Police will be meeting with HMICFRS on a quarterly basis to provide evidential updates on progress. The evidence provided will be reviewed and used to sign off action plans and AFIs. This evidence will inform the progress being made by City of London Police against the areas for improvement.

4. Publication

4.1. The final report was published on 13th April 2023. An appropriate press statement was prepared for release but there was no specific press reaction to its publication. An internal message was put on the Force Intranet too inform staff of the report and outcomes of the inspection.

5. Conclusion

5.1. Since the fieldwork was undertaken City of London Police has continued to deliver improvements to its efficiency, effectiveness and legitimacy. While the level of grades puts City of London Police in an average position nationally there is ambition to improve this. While PEEL is not reflective of City of London Police's national role, it provides as a useful benchmark for monitoring improvement of some key areas of focus. The new HMICFRS Operational Improvement Board will provide leadership and accountability for delivery of action plans and AFIs. Updates on progress will be reported to the Strategic Planning and Performance Committee.

Appendices:

Appendix 1 - HMICFRS Grading Standards – History and New Approach

Appendix 2- Areas for Improvement and progress updates

Appendix 3- Review of innovative practice and good work

Background Papers

[PEEL 2021/22: Police effectiveness, efficiency and legitimacy – An inspection of the City of London Police \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/peel-2021-22/)

Contact:

Brett McKenna

Head of Strategic Development

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APPENDIX 1 HMICFRS Grading Standards – History and New Approach

The PEEL programme was introduced by HMICFRS in 2014, the initial outlay of the programme has focussed on thematic inspections. These inspections would take place on 12-24 month cycles and would, when required, be in person.

The previous assessment criteria were divided into three categories:

Effectiveness
Efficiency
Legitimacy

These inspections were informed by internal force processes, governance and outcomes. Questions sets were developed to investigate these processes and from this, thematic areas of inspection were informed. A force would then be inspected by an external HMICFRS team, with the information gathered from the question set. Locally sourced evidence would also be provided, the force would then be allocated a grading.

After a period of review HMICFRS developed a new assessment framework and moved from four to five gradings. The new assessment framework is based on evidence subject to continuous review, rather than relying on bi-annual assessment cycles. The new assessment framework requires forces to engage with HMICFRS on a quarterly basis (as a minimum), with a view to moving to monthly reporting. The new assessment process was launched in 2021, with forces expected to progress internal changes throughout the 2021/22 period.

A review of the grading criteria used in PEEL reports from 2014 to 2018 showed that there was a disparity of reporting in data from forces impacting on grades awarded. An Adequate grade was created to define the range of Good as this grade had the widest degree of variation. When this was investigated it became clear that the variation in grading was due to no nationally agreed frameworks and individual reviews from force liaison officers.

The 2021/22 criteria now consider standardised evidence that every force produces. This includes the Force Management Statement, Victim Service Assessment, Crime Data Integrity and progress against mandated HMICFRS action plans. In addition, inspections now focus on forces being able to provide defined evidence rather than through broad assessment criteria.

2018 grading standards:

Outstanding	Good	Requires Improvement	Inadequate
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The previous PEEL inspection grades for the City of London Police 2018/19 are set out below:



Under the new framework, the assessment criteria of effectiveness, efficiency and legitimacy are built into thematic reviews of individual business areas.

Appendix 2 – AFIs and Updates

- 1. The force should develop a strategy for providing neighbourhood policing with a governance framework that will improve performance:**

Progress Update:

The force is actively developing a new performance framework for the sector policing teams, this will also be aligned to a new governance structure. Part of this will ensure that officers from aligned directorates in local policing and specialist operations are involved with routine sector meetings. This will ensure a greater collaborative approach to problem solving in the community. Similarly the control room has been scoped to develop a new tasking process where incidents highlighting at risk individuals, have a cross link between public protection and sector policing are jointly reviewed. For example when reviewing repeat Anti-Social Behaviour (ASB) locations, officers from sector policing will adapt a problem-solving approach to resolve any issues reported.

- 2. The force should routinely review problem-solving plans and make sure good practice is shared with staff as part of a lessons learnt approach:**
- 3. The force needs to ensure that neighbourhood policing officers have access to training relevant to their role:**

Background:

It should be noted at the time of assessment the force was still developing a comprehensive neighbourhood policing strategy and had an under resourced neighbourhood team. This has been resolved in the immediacy post inspection with officer numbers uplifted from 12 to 18 by the Police Uplift Programme, with further workstreams being planned. In addition we are adjusting shift patterns so that there is more appropriate neighbourhood coverage across the evenings and weekends.

Progress Update:

The force recognises that there could be significant improvement in the use of problem solving particularly when concerned with neighbourhood policing. The force is addressing this with a program of continuous professional development (CPD) for sector policing, this will also involve using best practice from 'Good' and 'Outstanding' forces. The recruitment of an uplift of sergeants into this department has been completed and the recruitment of a dedicated analyst is underway.

The problem-solving approach to incident resolution will establish problem profiles and identify repeat locations, suspects and victims to actively apply the scanning, analysis, response, assessment (SARA) model. This will be supported by the production of a problem-solving demand analysis framework to enable a thorough assessment of the capabilities of sector policing.

Furthermore the force has reinvigorated its approach to evidence-based policing² with a Superintendent now leading the evidence policing forum, this is made up of civilian staff and officers. However more work needs to be done in this area to maximise the effectiveness of staff development and training. This forum will also seek to inform best evidenced based practice across the force.

4. The force should record a victim's decision to withdraw support for an investigation to improve services to victims of crime:

Background:

This is a nationally produced AFI where all forces have been assessed as lacking accurate recording of a victims reasons for withdrawing their support from an active crime investigation. City of London Police has not been an outlier in this area, however, recognises that this is an area to improve.

Progress Update:

The force has reviewed its crime recording workflow and has identified opportunities for efficiencies to inform a stricter safeguarding governance. A review of the control room safeguarding processes and crime monitoring is underway. The force previously undertook three separate monitoring meetings, a local policing morning meeting, followed by an intelligence meeting and crime meeting. These have now been amalgamated as one and are now chaired by a Chief Superintendent, with a Superintendent from Local Policing and Specialist Operations also present.

This ensures a thorough review of daily crime reporting to ensure a high level of recording compliance, oversight of investigations and to strengthen safeguarding opportunities. Furthermore there will be a particular focus on victim support and review of victim engagement, to reduce the amount of victims withdrawing from the criminal justice process. Also a domestic violence dashboard is being developed to monitor performance in relation to key metrics in dealing with domestic violence; e.g. suspects arrested at scene, reviews within 24hrs, use of body worn video (BWV) as evidence in interview, use of domestic violence protection notices (DVPN), this will provide the focus needed on these crimes.

5. The force should improve the supervision of crime investigations:

Progress Update:

The force recognises that the governance regarding volume crime investigations needs to be improved, currently investigations are split between Local Policing and Specialist Operations. There is also a need to understand how standards of investigation are managed, the Learning and Organisational Development team has already developed a supervisors training program for newly promoted sergeants, which provides support and training for the management of investigations. A review of

² [Evidence-based policing | College of Policing](#)

investigation standards training will be carried out to identify further areas for improvement for the force.

- 6. The forces vulnerability governance should include performance data and analysis to make sure its aims are evidence based, its success measures are clear, and the force can track tangible progress:**
- 7. The force should make sure that its public protection unit has the resources it requires to properly safeguard vulnerable people:**

Background:

This force recognises that there have been significant issues with the recruitment of suitably qualified staff into the Public Protection Unit (PPU), and specifically difficulties in governance and performance monitoring have been identified. The force has been quick to act and has now implemented a training strategy, procured new monitoring software and completed an uplift in qualified staff for the PPU. Posts in the PPU have been increased from 9 to 15 with 3 vacancies remaining and plans to fill them over the next few months with a mix of experienced and new officers.

Progress Update:

The force has now refreshed the joint Specialist Operations (SO) and Local Policing (LP) morning demand meeting. This meeting will review all vulnerability data and will review each domestic violence case daily, to ensure that best practice is being followed -e.g. arrest at scene, within 24hrs etc to inform more efficient and effective tasking. The force is progressing workstreams to ensure that the full potential of PowerBI is realised, vulnerability dashboards are being created to ensure that the demand and complexity of vulnerability crime types are captured. The force has already identified peak demand periods of vulnerability related demand reporting, noted later in the week and on the weekend. Operation Reframe was introduced to support this. Furthermore the force will be reviewing the training around complex crime and looking at the standard operating procedures (SOPs) for frontline staff, to ensure that opportunities to capture vulnerability and risk are not missed.

- 8. The force should ensure that it has an effective system for monitoring how registered sex offenders (RSOs) are managed:**

Background:

The force recognises the importance of this. Performance in this area did not reflect the ambition of the force or the training that staff have received. The force is reassured that there is not a gap in understanding when concerned with the management of Registered Sex Offenders (RSO). The force has a very small number of RSOs to manage (currently 2) and has suffered from a lack of technical and training investment in the past. This is being rectified.

Progress Update:

The City of London Police fully understands the risk around the management of registered sex offenders in the community. Daily meetings are held within the SO/LP directorates to review all outstanding suspects for sex offences. Since the inspection we now have a trainer in force who is upskilling our teams and the management of our RSOs is being moved to a dedicated Lifetime Offender Management Team. The officers managing our very small number of RSOs will get regular refresh training and exposure to other forces work to ensure they are up to date. The very small number in the City has created challenges with keeping skills up. All RSO's risk assessments and visits are up to date.

A new integrated offender manager post has been recruited to the Sector Policing team, work is being progressed to develop the role and develop a cohort of offenders relevant to City policing priorities and offence types.

9. Proactive action taken against those suspected of being involved in offences relating to child abuse images should be timely:

10. The force should make sure that it has appropriately trained staff to undertake the grading and management of child abuse images:

Background:

At the time of inspection the force lacked the most up to date software for the management of child abuse related images, there was also a gap in the training requirements for the workforce. The force understood this and reported difficulties in the procurement of system to resolve this issue.

Progress Update:

The force since the time of the PEEL inspection had rapidly been progressing the procurement system to monitor indecent images, this has now been implemented in the force. A training package for staff has now been developed and a welfare strategy for staff will be implemented. The force recognises that challenges around the recruitment of appropriately trained staff still remain, however new qualified staff have been brought in since the inspection. The Child Abuse Image Database (CAID) system is going live in April with full functionality to be in place by June and we already have staff trained to use the system and assess images and will have more trained by the go live date.

The Public Protection Unit only conduct a small amount of warrants across the year in terms of demand. The Force accepts that one of those was not executed as quickly as it could be due to resourcing issues, however, it was still executed within the legal time frame. The increase in Public Protection posts through the Police Uplift Programme will help support this.

11. The force should make sure it has enough sergeants and equivalent staff, who are capable and confident to perform their role:

12. The force needs to review its training requirements to make sure its workforce is supported to meet the demands it faces now and in the future:

Background:

At the time of inspection the force was in a planned uplift of sergeants particularly, with regards to sector policing. The shortage of police supervisors is nationally recognised issue, the City is carefully monitoring the progress of the police uplift. The force has a dedicated workforce planning board (People Board) to ensure that the correct staff are placed, along with a dedicated training strategy to meet the future needs of the workforce. Of note is that the Force turnaround of the Police Uplift Programme (PUP) work is listed as good practice later on.

Progress Update:

The force has developed a supervisors training day for newly promoted sergeants and temporary sergeants, the training will have a focus on crime standards and officer welfare. The recognition of the importance of the sergeants role is understood by the force, in terms of uplift the force has met the requirements for student officer numbers. Of note is that the force is meeting the requirements to ensure that its pool of detective sergeants complete the required PIP³ 2 investigators course.

The force understands that the wider learning and development strategy needs to be improved, this is in progress, and was not a result of a focus on the PUP in the force's opinion. Similarly there is wider piece of work that is being developed around workforce mapping, to enable forward planning and creation of a skills network. The force will highlight that the data drawn from NCALT⁴ for the PEEL inspection is incorrect. The Learning and Organisational Development (L&OD) team will be working to fix some data issues, as staff have completed their online training, yet it is shown as not being finished.

13. The force should improve its recording of demand, removing single points of potential failure

Background:

Nationally there has been a thematic change in how police forces understand their core business and monitor data. This has been led through forces demonstrating a core understanding of demand and data analysis. Nationally every force is at a different progress point with this, the City of London Police is making strides to develop its understanding of data and demand but there has been a lack of investment and development in this area in the past.

Progress Update:

³ Professionalising Investigation Programme

⁴ National Centre for Applied Learning Technologies

The City recognises that demand is not being accurately captured in some areas of the force, conversely where demand is being monitored, the processes do differ depending on department/directorate needs. However the force will counter that these processes are being completed accurately and will be used to inform the Force Management Statement (FMS) for 2023. The forces Strategic Development team will develop a process to monitor the demand across the force and to bridge the gap in this area, until the completion of the Data Lab and full PowerBI optimisation which is being developed through the Corporate Services Review as a key deliverable

14. The force should reduce the vacancies in staff and officer positions. These are negatively affecting the service it provides to the public, and the wellbeing of its staff

Background:

The evidence that this AFI was derived from the lack of resourcing on our sector and response teams. With this came cultural perceptions that were not reflective of the ambition that the force wished to reflect in these areas, this has now been rectified and the PUP has meant that our Local Policing Teams are now well over strength as new officers learn their skills and trade.

Progress Update:

The force has exceeded the requirements for officer uplift and is developing a workforce plan to address the wider skills planning and role development for staff. It would be inaccurate to state that the force does not understand these issues or that there is not suitable senior oversight of workforce planning. The Force is currently over establishment for Police Officers and is actively recruiting Police Staff. The Force is not holding vacancies to balance budgets but is now able to focus strongly on Police Staff recruitment and maintain Police Officer numbers, having delivered the PUP. The Force accepts that it will take time for Officers to upskill and move through the organisation to meet the demand in specific areas of business. This has been flagged previously through RREC.

The new sector policing strategy will seek to better address the relationships with local safeguarding partnerships and schools. These relationships have been hampered in the past, due to recruitment, there are now sufficient numbers on the sector team to address these shortcomings.

Furthermore the force will challenge the narrative of AFI concerning sector policing, there has been a significant uplift in staffing for this area. Further to this, it is to be expected that with an uplift in staffing levels, there would be a consideration of a new deployment model, and a new shift pattern has been introduced. The abstraction policy has been reviewed, staff from sector policing are no longer abstracted unless absolutely required for critical operational commitments.

15. The force should ensure its corporate services review improves the service it delivers across the force.

Background

The force accepts that the corporate services review is currently in progress and that there are recognised gaps in data analysis capabilities that this review will seek to address.

Progress Update

The corporate services review is now being led by the Assistant Commissioner, Operations and Security as Senior Responsible Owner. The force will be reviewing a new corporate services operating model in May 2023, the ambition of this model will be to provide the force with an inhouse performance ability, an improved monitoring response to HMICFRS and full strategic support to the chief officer team, this will also encompass an ability for the force to horizon scan and plan for the future.

16. The force should improve its understanding of demand which will enable it to better plan for the people, skills, and technology it will need in the future:

Background:

The force accepts this AFI and understand the criticality of improving the understanding of demand and data analysis. This theme has been captured in previous AFIs and is a part of the forces forward planning all workstreams.

Progress Update:

The force recognises with the utmost importance that the demand modelling capabilities of the force are currently limited, the review of the previous Force Management Statement (FMS) has highlighted this as well. The production of FMS 2023 will be data led with demand forecasting being utilised to demonstrate the understanding of force business.

Furthermore the force has taken a proactive approach in ensuring that learning from other forces is captured, the force has recently had a workshop day with Sussex Police to review the use of PowerBI and identify shared learning that the City of London Police can take forward. This to ensure that the technological demands are well understood and so that when the force implements the new data lab, best practice is captured. The force has suffered from a lack of investment in this area, and we have a strong ambition to improve this, accepting it takes time to get us where we need to be.

Appendix 3 - Review of innovative practice and good work

The Force was pleased to see a number of innovative and good practice highlighted:

Engaging with and treating the public with fairness and respect

The force has been praised for its use of innovative stop and search practices, specifically related to Project Servator. The use of intelligence led behaviour techniques have been highlighted as best national practice. However this has not been used as a standalone tactic, officers have also been given training on legitimacy and ethics when concerned with stop and search.

This innovation should be seen as a base line to supporting continued good practice with an ambition to move this grade to outstanding.

Preventing crime and anti-social behaviour

The force has been praised for the collaboration with Amazon and young people in the community. This has been highlighted as being a particularly effective method of engaging with younger members of the community, the use of a popular third party has been demonstrated as an effective way for breaking down barriers between police and young people. From a review of Outstanding practices in other forces, this is within the remit of national best practice.

This innovation should be recognised as practice that should be replicated in the wider sector policing strategy.

The HMICFRS also reported:

The City of London Police has a focus on crime prevention. We found good examples of problem solving and officers working with partner agencies to prevent crime, and safeguard vulnerable people, especially around the night-time economy. Other factors contributing to the force's ability to reduce crime are:

- Control room staff manage calls made to the control room well. Call handlers accurately use Thrive to identify vulnerability and record crime;
- Response officers can access live time advice when attending an incident. With experts often attending crime scenes to support initial crime investigation;
- Officers and staff work with partner agencies to prevent crime and reduce the likelihood of those most vulnerable coming to harm;
- Crimes are allocated to, and investigated by, the most appropriate resource; • Most investigations are timely, proportionate, and effective;
- Investigators actively pursue evidence led domestic abuse prosecutions, in cases where victims are at their most vulnerable; and • The force records crimes well and is amongst the best in England and Wales at obtaining the best outcomes for victims.

Investigating Crime

The force has been praised with its ability to identify and pursue evidenced based prosecutions of domestic violence (those where victims will not engage or support). It was found that the force was able to build evidence-based prosecutions in 8 out of 9 cases reviewed, with the last case having a thorough rationale as to why a prosecution was not being sought. The inspection went on to further highlight that this approach was the best they had seen in England and Wales. It should be noted that this is particularly difficult audit to receive praise for.

This innovation will be maintained with a view to developing a similar review approach across all crime types.

Building, supporting and protecting the workforce

The force has been highlighted nationally as a lead for developing an effective response to police officer uplift, not only has the force exceeded recruitment numbers, from a negative position in January 2022, the retention rate is one of the highest in the country. The innovative use of a *'buddy system'* and *'friendly ear system'* have been highlighted as being particularly effective and unique. This demonstrates that the force has a clear understanding of the workforce and is supporting the welfare of new staff entering the force. Furthermore where the force may be losing officers, an effective data led exit interview process has been implemented to capture areas of improvement for the force when concerned with welfare and culture. This has been highlighted as a unique practice and further demonstrates the commitment the force has to developing its workforce. The impact of the innovative practice when concerned with PUP should not be underestimated, nationally forces have not only struggled to meet the minimal initial officer numbers, but attrition rates have also been high averaging 30% nationally. These innovations implemented by the City of London police have effectively addressed these areas.

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Agenda Item 6

Committee(s): Strategic Planning and Performance Committee	Dated: 3rd May 2023
Subject: Quarterly 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/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 52-23	For Information
Report author: Brett McKenna, Head of Strategic Development	

Summary

This report provides the Members with an overview of His Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), recommendations and areas for improvement (AFI's). This will also outline the new reporting and assessment method from HMICFRS, with how they are being addressed at the newly implemented Operational Improvement Board (OIB).

Report Review:

Since the last meeting of this Committee on 6th February 2023, the City of London Police has not been subject to any further inspections from HMICFRS. However, Members will be aware that during the FY 2022-23 there has been an intense period of inspection by HMICFRS in a number of areas and this has contributed to the significant increase in the number of action plans and recommendations now being tracked by CoLP. This intensity of inspection continues through 23-24 with a number of upcoming inspections.

HMICFRS Action Plan Overview

This report outlines the current force position concerning the total amount of action plans allocated by HMICFRS, these include dedicated force inspections and national thematic inspections.

For example dedicated force inspections inspect a range of areas concerned with operational policing, these will provide the force with a series of grades. The most recent of which has been reported in the 2022 PEEL report.

Thematic Inspections are dedicated inspections that focus on one aspect of police work nationally, such as the ‘*Criminal justice journey for individuals with mental health*

(2021)’. These allow inspection teams from HMICFRS to assess forces progress in a particular area of work and allow for opportunities for national best practice to be identified and shared.

As Members will note below- there is currently a significant number of recommendations being progressed owing to the increased activity. As the new OIB process embeds, CoLP has taken the approach in this update of providing a corporate update against each action plan outlining any areas by exception, rather than giving detail against each of the 151 recommendations. Many of the recommendations are from legacy inspections and are undergoing an evidential review to ensure the evidence provided to meet the recommendation is sufficient and robust.

Members may wish to consider an approach for future reporting based around a deep dive into specific inspections or themes rather than an update on all 151 recommendations going forward.

Summary of HMICFRS Workload:

	HMICFRS Total Workload		
	National	CoLP	Total
Action Plans	24	14	38
Recommendations	98	53	151
AFIs	0	48	48

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report provides Members with an overview of activity related to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) undertaken since the last meeting of the Strategic Planning and Performance Committee in February 2023.

Current Position

Inspections since last Committee (Feb 2023)

2. There have been no inspections since the last Committee in February.

HMICFRS Publication Reports

3. There has been one report published since the last Committee in February as well as three being allocated to the force in April 2023. The SOC report for 2022 is due for publication in May 2023. HMICFRS has also introduced a new assessment and grading structure, as part of this new review structure all previous action plans were subject to re-review.
4. Since the last Committee meeting, the Force has received the results of the PEEL Inspection from 2022. These have been updated in a standalone report provided on this agenda to this Committee and to the 24th May Police Authority Board.
5. Whilst the most recent PEEL Report does not reflect the ambition of the City of London Police, CoLP has implemented a dedicated improvement board to meet the new requirements of HMICFRS and to put the CoLP on a positive trajectory toward being graded as Outstanding. The breakdown of the most recent report has been referenced in a separate report on the agenda for this Committee and to the 24th May Police Authority Board.

Upcoming Inspections

6. There are two confirmed planned upcoming inspections for the City of London Police in the next few months:

- a. Custody

The City of London Police is due to be inspected on the provision of Custody Services, this is likely to be in Q2 of 2023. This inspection will review the care of detainees who have been arrested. The inspection will also focus on the operation of the custody suite at Bishopsgate Police Station and the physicality of the estate. For reference the last inspection to the force was in 2018.

b. Crime Data Integrity (CDI)

The City of London Police is due to be inspected on the ability of the force to accurately recorded and grade all incidents relating to crime, as well as the reclassification of crime found to be incorrectly recorded. The internal audit schedule of the crime recording team will also be reviewed by the HMICFRS inspection team.

Current Status of HMICFRS Governance and the Operational Improvement Board (OIB)

7. The process for reviewing the HMICFRS Action Plans needed to be updated from the previous iteration and brought in line with the 2021 HMICFRS assessment standards. A new tracker which will make it easier to monitor overall progress was developed.
8. The previous reporting mechanism for the internal governance board needed to be updated to meet the dynamic needs of the new HMICFRS assessment standards. The new Operational Improvement Board was implemented at the direction of AC Betts. This will provide senior strategic oversight of the new HMICFRS workstreams as they are embedded into the directorates. Both the HMICFRS Liaison Officer and the Police Authority Board Director are also invited to attend the OIB for reassurance and challenge as appropriate.
 - a. The board will act as a forum to share innovative practice across the directorates, to drive performance to meet the HMICFRS assessment standards. The Strategic Development Team will also now attend regular meeting with HMICFRS to report national best practice.
 - b. The board will use self-directed internal thematic reviews to monitor progress and develop a culture of continuous improvement across the force.
 - c. An updated sign off process for Level 2 (Level 2 requires internal Commissioner's sign off) Reports as 'Green Status' has been implemented; directorate/business leads will no longer be able to sign their actions off as completed. A review will be carried out by Strategic Development when directorates have provided physical evidence for their relevant action plan. On confirmation of the grading standard, a further review will be confirmed by AC Betts who can in turn forward for Commissioner McLaren for final sign off. These will not need to be reported to the HMICFRS Liaison officers; however they will be subject to random inspection.
 - d. An updated sign off process for Level 3 (Requires HMICFRS external sign off) Reports as 'Green Status' has also been implemented; directorate/business leads will no longer be able to sign their actions off as completed. A review will be carried out by Strategic Development when directorates have provided physical evidence for their relevant action plan. On confirmation of the grading standard, a further review will be confirmed

by AC Betts who can in turn forward to the HMICFRS Force Liaison Officers for final review and sign off.

- e. All Level 2 and 3 action plans can only be removed as completed on the HMICFRS monitoring portal by the HMICFRS force liaison officers. They meet quarterly with the Strategic Development team, all updates to them will be actioned at these points. There continues to be a positive relationship with the force liaison officers who have offered to assist the force with this new governance process.
 - f. Confirmation of the completed action plans, shown as signed off by HMICFRS and the force will then be reflected in the next iteration of this report to this Committee.
9. As Members will note - there is currently a significant number of recommendations (151) being progressed owing to the increased activity. As the new OIB process embeds, CoLP has taken the approach in this update of providing a corporate update against each of the existing Action Plans outlining any areas by exception, rather than giving detail against each of the 151 recommendations. Members may wish to consider an approach for future reporting based around a deep dive into specific inspections or themes going forward.

Corporate & Strategic Implications

10. There are no strategic, financial, resource, legal, risk, equalities, climate or security implications and no proposals in the report. The Operational Improvement Board has ensured clear oversight of all workstreams related to HMICFRS, minimising the impact of any unforeseen strategic risk factors.

Conclusion

11. This report sets out details around the HMICFRS activity that have taken place since the last report to your Committee in February 2023, as well as upcoming inspections, publication reports and the current status of HMICFRS recommendations. The implementation of the Operational Improvement Board should provide Members with the reassurance that direction from HMICFRS is at the forefront of the strategic planning for the force.

Appendices

Appendix A – HMICFRS Action Plan Corporate Overview

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Strategic Development – HMICFRS Action Plan Review April 2023.Progress Indicator:

Tier 1: The directorate/business area is still in the progress of gathering evidence and coordinating strategic workstreams to meet the requirements of the action plan.

Tier 2: The directorate/business area has provided evidence that meets the requirements of the action plan will now be reviewed in Strategic Development against the HMICFRS framework.

Tier 3: The directorate/business area has provided evidence that meets the requirements of the action plan. This will be submitted for Commissioners final review or HMICFRS final review for completion.

<u>Name of Action Plan</u>	<u>Level</u>	<u>Number of Action Points</u>	<u>Progress Review for May 2023.</u>	<u>Completion Date Pending CM/HMICFRS confirmation</u>	<u>Corporate Update</u>
An inspection into how well the police and other agencies use digital forensics in their investigations (2022)	Level 2	0 AFIs 3 Recommendations	Tier 2	August 2023	The review of the three recommendations is in progress, the strategic development team has arranged a meeting for the W/C 17/04/2023 to review the progress of the Digital Forensics Unit. From the 2023 business planning process it is expected that all three of the recommendations will be met, pending evidential review. July will move to Green status pending evidential review.
PEEL Spotlight - police response to robbery, burglary, and other acquisitive crime – finding time for crime. (2021)	Level 2	0 AFIs 2 Recommendations	Tier 3	May 2023	The review of two recommendations has been completed, the force has produced a hard product to give to victims of acquisitive crime. Neighbourhood officers now visit all burglaries and all burglary investigations are managed by detective. Crime recording practices have been reviewed for accuracy.
A joint thematic inspection of Multi Agency Public Protection Arrangements (MAPPAs) (2022)	Level 2	0 AFIs 4 Recommendations	Tier 2	September 2023	The recommendations of the report are being reviewed in the provisions of the City of London's (CoLP) approach strengthening its response to the provision of Multi Agency Protection Arrangements. Due to the unique profile of the City of London Police, not all of the recommendations will require an operational response. A business response will need to be reviewed by the relevant directorates, they are being supported by the strategic development team to develop standard operating procedures to account for this profile.
Response to Rape Phase 2 Post Charge (joint inspection) (2022)	Level 2	0 AFIs 3 Recommendations	Tier 2	June 2023	The Specialist Operations directorate have responded to all three recommendations in this report. The CoLP can confirm that all victims of rape receive a dedicated witness care strategy, with a dedicated reporting line with their individual investigating officer. The needs and the care of the victim are put at the centre of the investigation with the appropriate opportunity to record a victim impact statement recorded in line with the wishes of the victim. The CoLP has a positive working relationship with the crown prosecution service and will robustly identify opportunities to submit bad character evidence when appropriate.
Criminal justice journey for individuals with mental health. (2021)	Level 2	0 AFIs 4 Recommendations	Tier 2	July 2023	The force has a dedicated response to Mental Health, officers receive a dedicated training package for supporting persons in mental health crisis, combined with the use of a triage nurse. A data package is reviewed by the prevention hub and a dedicated audit function is reviewed by the force crime registrar. The review of evidence to meet the requirements of HMICFRS will be carried out by strategic development, due to the scope of this work this action plan will remain as Amber Status until June 2023, at this point a review for Green Status will be carried out.
Police response to violence against women and girls (VAWG) (2021)	Level 2	0 AFIs 3 Recommendations	Tier 1	October 2023	The City of London Police is actively progressing workstreams to address violence against women and girls, to meet the requirements of these recommendations all of the workstreams need to be coordinated, this work still needs to be progressed. This will be reviewed in May with a confirmed status of Amber, strategic development will assist the professionalism and trust directorate with a evidential review of this workstreams to move to anticipated Green review date of June 2023.
A review of fraud – time to choose. (2021)	Level 2	0 AFIs 3 Recommendations	Tier 3	June 2023	This Action Plan has been reviewed at a dedicated program board in the National Lead Force, it has been updated as being completed. Strategic development will carry out a evidential review of the update. It is anticipated that this will move to Green Status in May 2023.
A joint thematic inspection of the police and Crown Prosecution Service's response to rape - Phase 1. (2021)	Level 2	0 AFIs 8 Recommendations	Tier 2	July 2023	The City of London Police has progressed numerous workstreams to meet the recommendations of this action plan. The 8 recommendations will need to be reality tested and have the evidence provided subject to review by Strategic Development. A dedicated superintendent has been directed to support with this reality testing.
Review of policing domestic abuse during the pandemic (2021) – review of evidence red	Level 2	0 AFIs 3 Recommendations	Tier 3	June 2023	The CoLP provided evidence directly to the home office at the time of publication for this inspection, strategic development will confirm with the HMICFRS liaison team that this action plan can be closed down. Evidence is being collated in case of further review.
Custody services in a COVID-19 environment (2020).	Level 2	0 AFIs 1 Recommendations	Tier 3	June 2023	The CoLP provided evidence directly to the home office at the time of publication for this inspection, strategic development will confirm with the HMICFRS liaison team that this action plan can be closed down. Evidence is being collated in case of further review.

Policing in the pandemic - The police response to the coronavirus pandemic during (2020)	Level 2	0 AFIs 5 Recommendations	Tier 3.	June 2023	The CoLP provided evidence directly to the home office at the time of publication for this inspection, strategic development will confirm with the HMICFRS liaison team that this action plan can be closed down. Evidence is being collated in case of further review.
Getting the balance right? An inspection of how effectively the police deal with protests. (2021)	Level 2	3 AFIs 2 Recommendations	Tier 2	July 2023	The CoLP has provided a response to both recommendations and AFIs, the CoLP has dedicated response to protests,, with w well understood rational for workforce planning. A de-brief process to capture organisational learning is shared with frontline officers and protest commanders. There are dedicated intelligence analysts placed within the specialist support group to review protest intelligence. It is expected that pending the reality testing of evidence by the strategic development team the status of this action plan will move to Green in June 2023.
Disproportionate use of police powers. (2021)	Level 2	0 AFIs 6 Recommendations	Tier 2	September 2023	All of the recommendations have been provided with a update by the Local Policing directorate, an initial review of them has been carried out by strategic development. The evidence provided will be subject to further analysis to ensure compliance with HMICFRS standards, with a reality test carried out as well. It is anticipated that this will move to Amber Status in August.
An inspection of the effectiveness of the Regional Organised Crime Units (2020/21)	Level 2	0 AFIs 1 Recommendation	Tier 2		This plan is subject to review for closure, due to the PEEL Serious Organised Crime (SOC) inspection being published in April 2023. HMICFRS liaison officers have provided this update to strategic development.
Pre-charge bail and released under investigation: striking a balance (2019).	Level 2	0 AFIs 2 Recommendations	Tier 2	June 2023	The City of London Police can confirm that there are robust measures in place to monitor suspects subject to police bail, this ensures that the welfare of suspects are monitored along with a robust reporting process to the CPS. Subject to bail audit this will move to green status in May.
PEEL spotlight report: The Hard Yards – Police to police collaboration. (2018)	Level 2	0 AFIs 1 Recommendation	Tier 1	October 2023	The City of London Police has identified sub optimal progress in the internal monitoring of the collaboration agreements agreed with external stake holders. The strategic development team has carried is in the process of carrying out a review of all of the active collaboration agreements. A review will be passed to the operational improvement board for May, it is expected this will progress to Amber Status.
Roads Policing: Not optional - An inspection of roads policing in England and Wales . (2019)	Level 2	0 AFIs 6 Recommendations	Tier 2	October 2023	All six recommendations have been implemented by the Roads Policing Unit, there is a dedicated roads policing strategy which covers training, welfare , data analytics and cooperations with the Metropolitan Police Service. Recruitment of a dedicated data analyst is still pending. Due tot the scale of recommendations a review of the evidence for them commence after August 2023.
A joint thematic inspection of Integrated Offender Management (2020)	Level 2	0 AFIs 4 Recommendations	Tier 1	TBC	The force has been progressing an offender management review, this will cross two directorates Local Policing and Specialist Operation, this requires coordination. At the time of the review at the operational improvement board, significant evidence progress had not been made, recommendations will remain as red pending a further review from strategic development. It is anticipated that further work will be progressed to move this action plan status to Amber in May. Date for completion will be provided at May's OIB meeting.
Joint Inspection - Evidence Led Domestic Abuse Prosecutions. (2019)	Level 2	0 AFIs 5 Recommendations	Tier 2.	September 2023	All five recommendations have been implemented by the PPU, there is dedicated response to domestic incident with all front line staff trained to investigate incidents of domestic abuse. The force has a well-developed relationship with the CPS, leading to a high outcome rate of conviction for domestic abuse incidents this meets the requirements of two of the recommendations. This has been recognised in the most recent PEEL report. Due to the scale of recommendations a review of the evidence will commence after July 2023.
Shining a light on betrayal: Abuse of position for a sexual purpose. (2020)	Level 2	0 AFIs 3 Recommendations	Tier 3	June 2023	The force has met the requirements of the three recommendations, further information will be provided on request. Due to sensitive operational information.
The Poor Relation - The police and CPS response to crimes against older people (2019) -	Level 2	0 AFIs 4 Recommendations	Tier 2	July 2023	The force has a dedicated response to vulnerability, this ensures that all vulnerability reports are subject to review. Vulnerability reports will be audited by the strategic development team to ensure data recording compliance and reality testing. Furthermore the PPU is staffed by officers with additional training in managing vulnerability. A review of the vulnerability recording process for older people will be updated by strategic development. This will have a anticipated completion date of June 2023.
Stalking and harassment: An inspection of Sussex Police commissioned by the police and crime commissioner, and an update on national recommendations in HMICFRS's 2017 report. (2018)	Level 2	0 AFIs 3 Recommendations	Tier 2	June 2023	The force has a dedicated training package for staff to understand the requirements of persons reporting stalking/harassment offences. There is force also has stalking. Harassment crimes on the crime data integrity audit schedule, to ensure compliance with recommendations. One of the recommendations make reference to a data practice that will need to be reviewed. Strategic development will confirm a crime recording review with the crime registrar and will review the force training package for stalking/harassment offences. It is anticipated that this will move to Green Status in May 2023.
Policing and mental health: Picking up the pieces.	Level 2	0 AFIs 3 Recommendations	Tier 2	July 2023	The force has a dedicated response to Mental Health, officers receive a dedicated training package for supporting persons in mental health crisis, combined with the use of a triage nurse. A data package is reviewed by the prevention hub and a dedicated audit function is reviewed by the force crime registrar. The review of evidence to meet the requirements of HMICFRS will be

					carried out by strategic development, due to the scope of this work this action plan will remain as Amber Status until June 2023, at this point a review for Green Status will be carried out.
Understanding difference: the police's initial response to hate crime (2017/18)	Level 2	0 AFIs 6 Recommendations	Tier 1.		This is a dated action plan with no evidence recorded for the time of update in 2017/2018, this has been reviewed by strategic development, workstreams need to be progressed to update the forces response to Hate Crime. This is now being directed by the Superintendent from Neighbourhood Policing, a update on the confirmed position of the City of London Police will be provided at the May OIB meeting, it is anticipated that will move to Amber Status.
Living in fear – the police and CPS response to harassment and stalking (2017)	Level 2	0 AFIs 4 Recommendations	Tier 1	July 2023	This is a dated plan, which has been superseded by more recent action plans, the strategic development team will review this with the HMICFRS liaison officers for direction. This will take place after the quarterly meeting with HMICFRS.
A Joint Inspection of the Integrated Offender Management Approach (2014)	Level 2	0 AFIs 2 Recommendations	Pending Closure		This is a stated plan which has been superseded by the 2022 PEEL inspection, strategic development have requested for this plan to be closed down. Confirmation of this request will be made in June after the quarterly HMICFRS meeting.
** CLOSED ** Cyber keep the lights on	Level 1	0 AFIs 2 Recommendations	Closed		HMICFRS Confirmed Closed.
Vetting, misconduct, and misogyny in the police service amber.	Level 3	5 AFIs 29 Recommendations		December 2023	This plan is being reviewed as part of a national inspection into Vetting for the police service 2023. As this is a standalone thematic inspection the AFI's have been actioned by a dedicated team in the professionalism and trust directorate. This is jointly monitored with the strategic development team. The plan will be subject to HMICFRS review in December 2023.
Child Protection Reinspection (2021/22)	Level 3	0 AFIs 6 Recommendations	Tier 2		The specialist operations directorate have confirmed that evidence has been provided for all of the recommendations for this report. There are however minor delays with a training program and a delay with a external stakeholder updating a contract. Timescales will need to be confirmed by the strategic development for the above to update on a timescale for completion.
National Child Protection Inspections 2019 thematic report (2019/20)	Level 3	0 AFIs 3 Recommendations	Tier 2		The force has been re-inspected in response to this report, the force is awaiting confirmation of the report with feedback from HMICFRS. Strategic development will confirm with the HMICFRS liaison officers on when this feedback report is due.
City of London Police – Joint inspection of police custody (2018).	Level 3	21 AFIs 1 Recommendation 1 Cause of Concern		December 2023	This plan is being reviewed as part of a process for the anticipated custody inspection for the force in 2023. As this is a standalone thematic inspection the AFI's have been incorporated into the planning process for the 2023 inspection. The plan will be directed for closure by HMICFRS after the 2023 inspection.
PEEL: Police effectiveness 2017	Level 3	0 AFIs 3 Recommendations	Closed		HMICFRS Confirmed Closed.
PEEL: Police effectiveness 2016: 1x cause of concern	Level 3	0 AFIs 2 Recommendations 1 Cause of Concern	Closed		HMICFRS Confirmed Closed.
PEEL: Police legitimacy 2017:	Level 3	0 AFIs 2 Recommendations	Tier 3	June 2023	The force can confirm that the two recommendations from this inspection have been met, they concern the governance of stop and search, in terms of governance and audit. The force has robust process in place to review all stop and searches carried out, with a review of disproportionality data. Strategic development team will meet with the HMICFRS liaison officers to close down the plan.
PEEL: Police Legitimacy 2017	Level 3	0 AFs 1 Recommendation	Closed		HMICFRS Confirmed Closed.
PEEL: Police effectiveness, efficiency, and legitimacy 2018/19 – City of London Police – amber	Level 3	11 AFIs 0 Recommendations	Tier 2	July 2023	The force can provide assurance that all of the AFI's from this inspection have been actioned, they will require a evidential review from the strategic development team. This will confirm evidential sign off and move the status to Green in June 2023.
PEEL 2022/2023 – City of London Police	Level 3	16 AFIs 0 Recommendations	TBC		The legitimacy inspection from 2022 has only been released to the force in April 2023*, a full update on progress will be provided at the OIB in May 2023. *The force cannot officially act on the recommendation until they are officially released by HMICFRS.

SOC (2022/23)	Level 3	TBC	TBC		Serious Organised Crime report is due for publication in ay 2023, it will be officially allocated at the May 2023 operational improvement board.
Crime Data Integrity inspection (2019)	Level 3	6 AFIs 0 Recommendations	Tier 2	June 2023	The force has a robust crime data recording auditing function, the AFIs from the 2019 have been actioned. Strategic development will not carry out a audit of the evidence with the crime register to confirm the integrity of crime recording in the force. It will be completed for the operational board in May 2023, this action plan will then move to Green status.
An inspection of how well the police tackle serious youth violence (2023)	Level 2	0 AFIs 2 Recommendations	TBC		Action plan has been delivered to the force in April 2023, review for allocation will be confirmed at the operational improvement board in in May 2023.
An inspection of how well the police and National Crime Agency tackle the online sexual abuse and exploitation of children (2023)	Level 2	0 AFIs 12 Recommendations	TBC		Action plan has been delivered to the force in April 2023, review for allocation will be confirmed at the operational improvement board in in May 2023.

Committee(s): Strategic Planning and Performance Committee	Dated: 3 rd May 2023
Subject: Q4 Policing Plan Performance 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 48-23	For Information
Report author: Claire Flinter (Head of Business Information)	

Summary

This report provides a performance assessment against the measures in the Policing Plan for Q4 2022-23 (1st January to 31st March 2023).

Table 3 provides a summary of the end of year 2022-23 position.

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 Q4.
5. The data used to compile this report is accurate as of the last day of the quarter – 31 March 2023. 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 Q2 of this year to compare it. This has been amended in the Policing Plan refresh 23-24 to ensure that this is not an issue going forward. 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 during 22-23. 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.
9. The refresh of the Policing Plan performance measures was signed off in February and CoLP will be reporting on these measures moving forward for the new performance year 2023-24.

Crime and ASB Overview

10. Executive Summary

All crime

- 19/20 benchmark year comparisons show a -12% (-1056 by volume) decrease compared to the national picture which shows a +4.9% increase.

Violent crime

- 19/20 benchmark year comparisons show a -3% (-38 by volume) decrease. This has significantly improved over the past 6 months and positive 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. Over the last quarter, figures are above the baseline but consistent over Jan-Feb with a spike experienced in March.

Neighbourhood crime*

(*Neighbourhood crime consists of burglary residential, robbery personal, vehicle crime and theft from the person offences)

- Compared to the benchmark year there is a 32% (+424) increase. Q4 volumes for 22/23 are showing an 11% increase (+38) on Q3 with a month-on-month increase. Compared to Q2 when levels were higher than the 19/20 baseline by +70% (489 by volume) Q4 showing improvement with a reduction of 15% (-76) for the quarter. However, there is an overall increase for the year of 56% (+753) when compared to the benchmark year. This crime category has been primarily driven by the increase in Theft from the Person offences showing an increase of 43% (+496) when compared to the benchmark year 19/20.
- CoLP has embedded a prevention strategy with support of partners approach to the reduction of neighbourhood and violent crimes. There remains intense policing and partner response activity, which has resulted in a sharp downward trend in volumes in the second half of the year.

ASB

- Compared to the benchmark year, ASB incidents show a -19% (279 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%

11. 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 (April 21 – March 22 vs April 22 – March 23) and to the benchmark year (Q1-Q4 19/20 vs Q1-Q4 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 is 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.

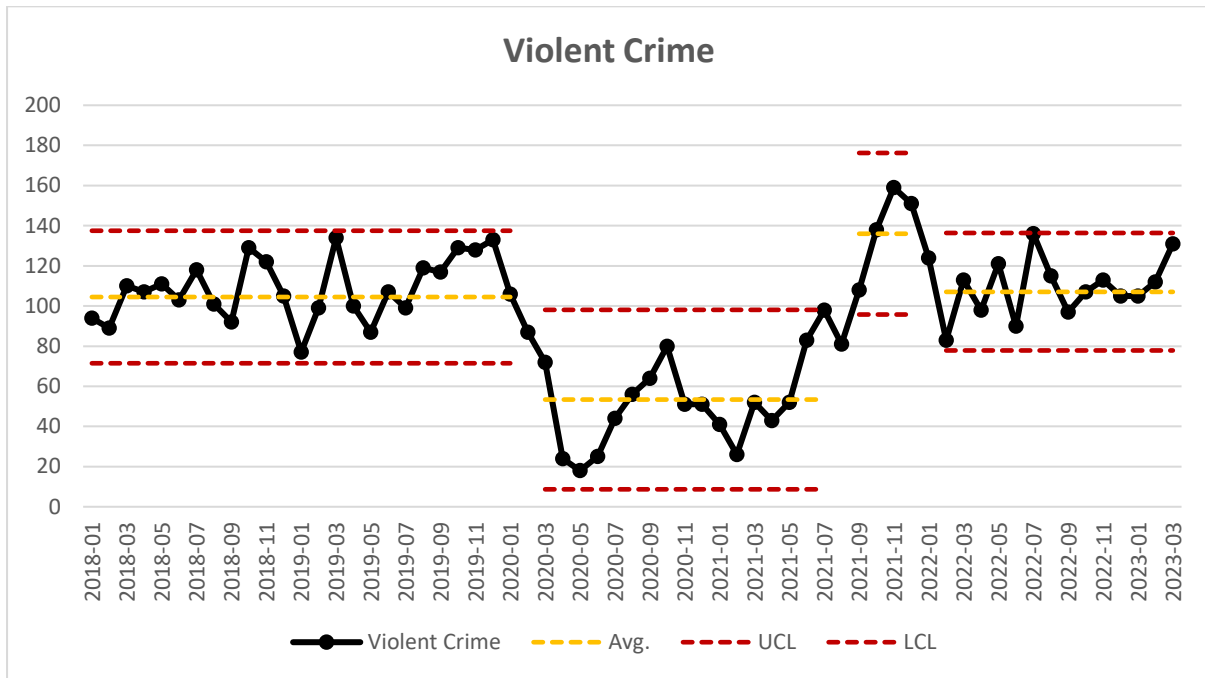
Graph 1 – All Crime Trend



12. All Crime is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) increase of +22% (+1364). The increase looks more pronounced as the first quarter still includes a key period of the covid-19 pandemic which saw significantly reduced levels of crime. Therefore, comparisons are also made to the benchmark year (2019/20). Benchmark comparisons show a -12% (-1056) 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 +4.9%.

13. The current system of performance for all crime starts from July 21 as crime levels returned to pre-pandemic levels. Current levels are expected to fall between 496-730 crimes a month, falling above and below an average of 613. January and February 2023 were predicted to be lower demand months, with volumes expected below the average however, this has not been seen. Instead, there have been month on month increases for the past 9 months. 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



14. 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 (April 21 – March 22 vs April 22 – March 23) increase of +7% (+92), with the rate of increase slowing as we move out of Covid-19 comparisons. 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. Volumes of Violent crime have increased overall by 9% (+32) since Q3. This is impacted by a 57% increase in Rape (+6). Violence with Injury has fallen by 28% (-23) since Q3.

Operational Activity

15. Although the Christmas Campaign technically fell in the last quarter (Q3), after evaluation some positive high-level outcomes showed that the 3 highest harm crime types were all reduced during Op Tinsel 2022 compared to Op Illuminate 2021.

- GBH fell by -83%
- Rape fell by -60%
- Spiking incidents fell by -36%

There was also a reduction in violence against the person -46%.

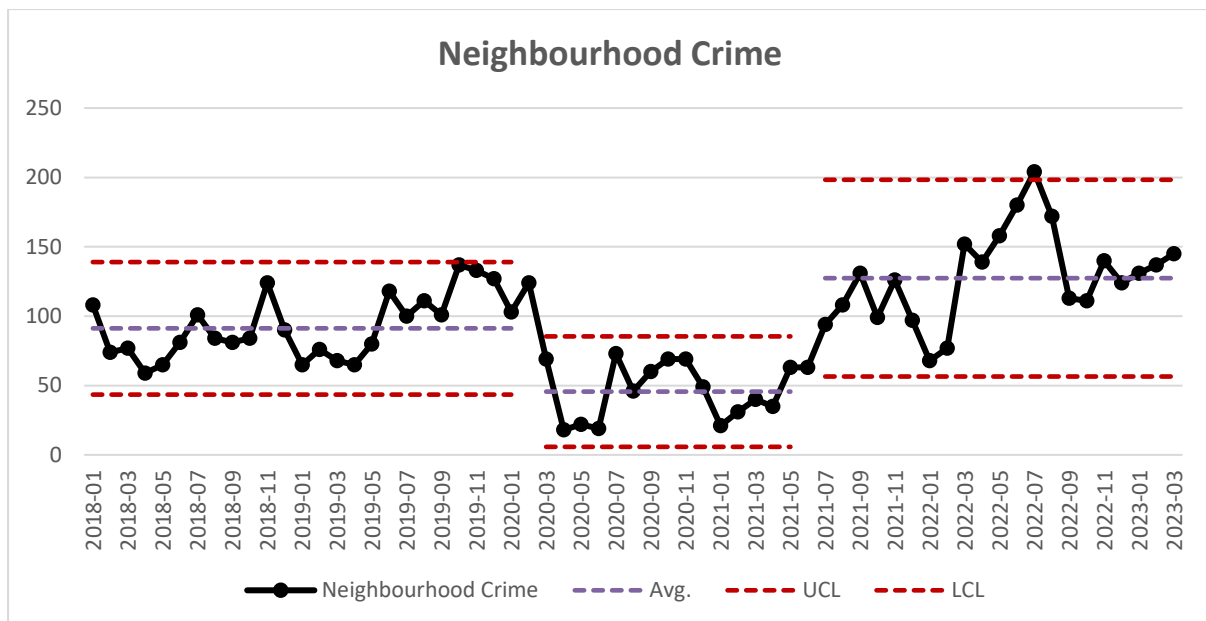
16. CoLP continues to run monthly partnership supported operations (Op Reframe) to make the night time economy hours safe for all. A significant focus has also been on violence against women and girls and safety particularly within the night time economy. The police have taken the approach that the NTE (Night-time Economy) is facilitated and not just policed. By bringing all responsible authorities together

out in the NTE, everyone gets to understand what the realities are and how these feeds into the requirements of their areas, for example lighting, cleansing and ASB. City of London Police also create a safe space for women and vulnerable people in the NTE. The results of Op Reframe are published and fed into the Licensing Committee and PAB. Operations have also covered areas and training around spiking and the importance of being an active bystander. The increased focus on Violence against Women and Girls publicity and our work throughout the city may indicate a higher awareness and confidence in victims of this crime to report matters to the police.

17. Local policing has biweekly tasking process where officers are being actively tasked into crime hotspots to support night-time economy operations.

18. Serious violence duty workshops have taken place and we are graded as preparing as a partnership. Work will now take place within the Safer City Partnership to ensure we are ready for early 2024.

Graph 3 – Neighbourhood Crime Trend



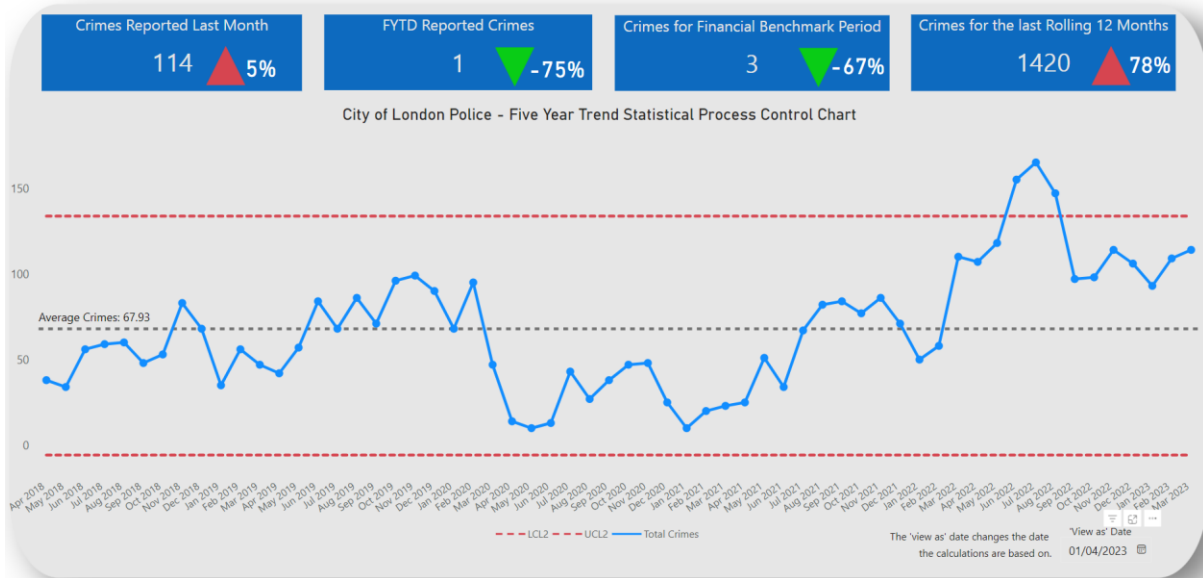
19. Neighbourhood Crime consists of the following offence types, Burglary Residential, Robbery Personal, Vehicle Crime and Theft from the Person. Neighbourhood crime is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) increase of +58% (+641). Neighbourhood Crime has seen significant increases in post-pandemic crimes, predominantly driven by Theft from the Person offences since March 2022 and this has driven volumes into exception for July 2022, Whilst significant progress was made in Q3 with numbers below average, Q4 volumes for 22/23 are showing an 11% (+38) increase on Q3 with month on month increases. When compared to the benchmark year there is a 32% (+424) increase in Neighbourhood crime.

Operational Activity

20. CoLP has embedded a prevention with support of partners approach to the reduction of neighbourhood and violent crimes. In support of the SARA process (Scanning, analysis, response, and assessment) a partnership and prevention hub are 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 several platforms that permit the lawful sharing of intelligence and information in support of crime reduction.
21. A New neighbourhood policing improvement board monthly will drive HMIC recommendations with a particular focus on prevention. Refreshed Safer City Partnership ASB steering group will drive the partnership response to ASB and will across the partnership look at strengthening our preventative approach.
22. New burglary policy is in place meaning all burglaries are now visited by a PCSO or Dedicated Ward Officers (DWO) for reassurance and/or DNA kits¹ issued. DWOs will also identify repeat victims and ensure crime prevention advice is given and endorse the occurrence. A DOCO (Designing Out Crime Officer) will also visit if there is a linked series or significant environmental factors that need addressing. There have also been targeted operations that look to tackle theft from licensed premises which predominantly result in bags/phones being stolen. Evening patrols regularly take place around the top 10 venues, with officers engaging with staff and customers, including giving out crime prevention advice and materials (bag hooks, retention straps). Venues have also been provided with posters and beer mats with relevant crime prevention advice. There are other proactive operations tackling handlers of stolen mobile phones which have had some significant positive results.

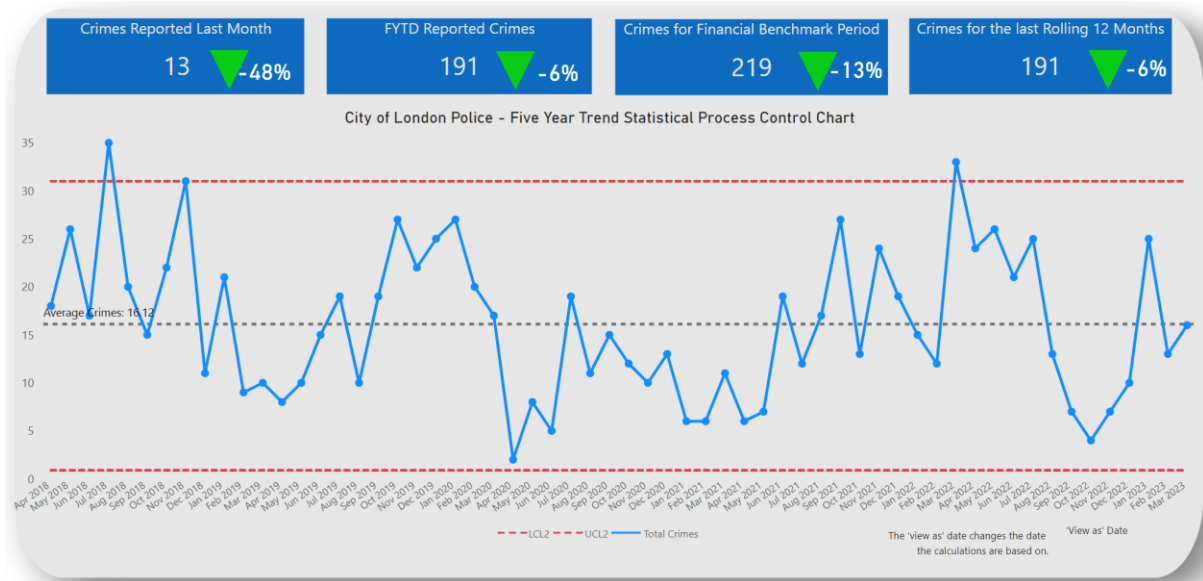
Graph 4 – Theft from the Person Offences

¹ DNA Kits from supplier offers a full range of property marking solutions and is ideal for protecting the assets and belongings of individuals, schools, businesses, hospitals, and councils.



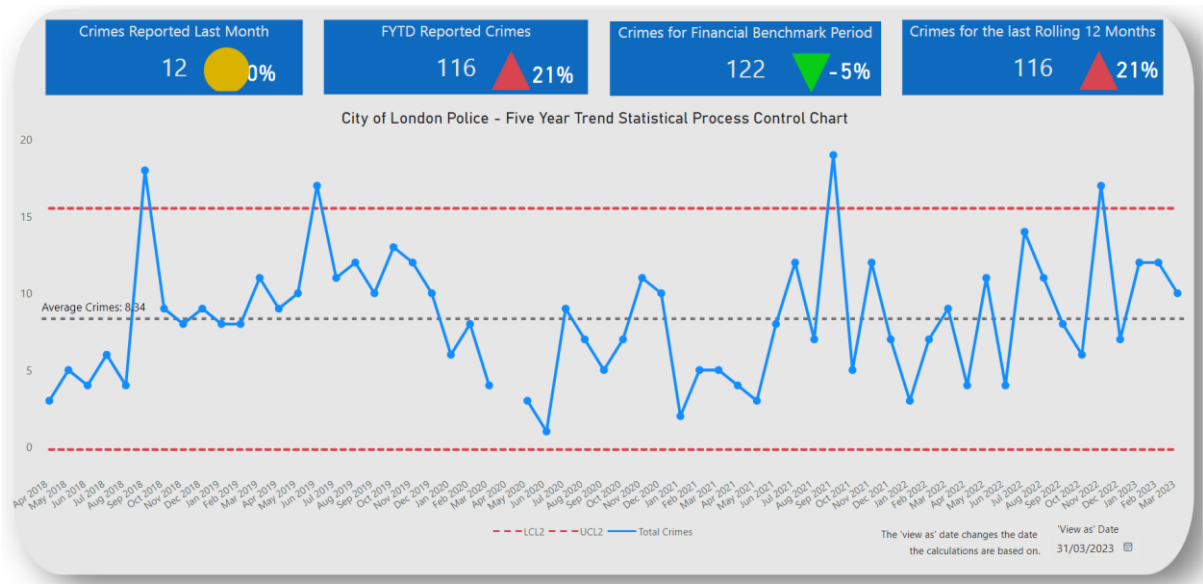
23. Theft from the Person crime is showing a 12-month comparison (March 21 – April 22 vs March 22 – April 23) increase of +78% (+621). There has been a significant drop for September 22 levels onwards, however volumes are still higher than the baseline and have increased month on month over the last quarter. When compared to the benchmark year, there is a 58% increase (+520 offences).

Graph 5 – Vehicle Offences



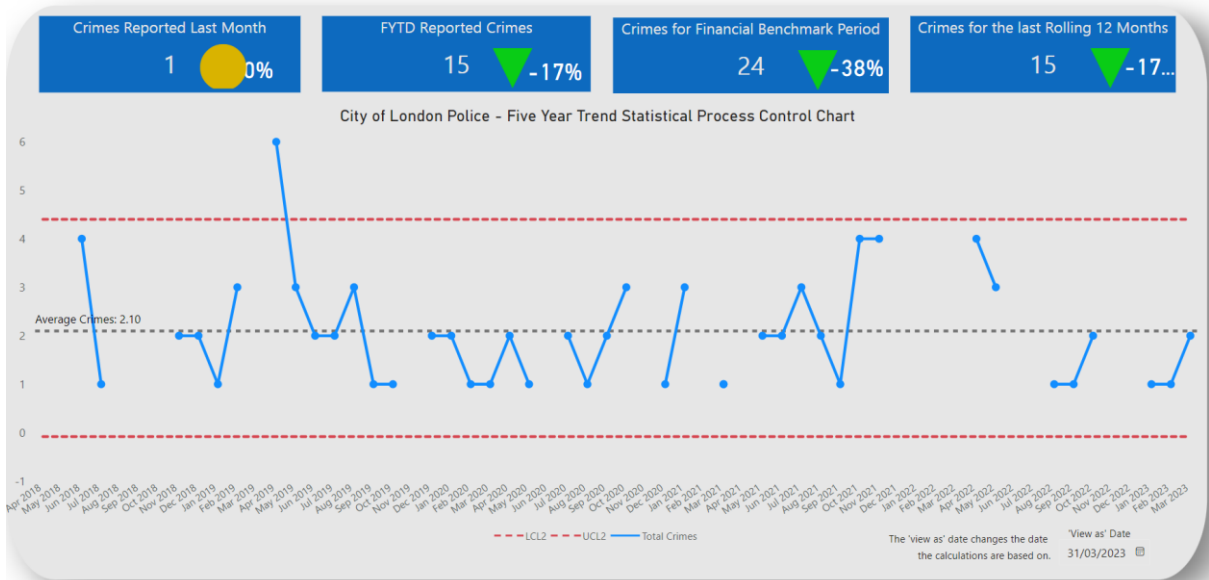
24. Vehicle crime is made up of the following crime types, Vehicle Interference, Theft from Motor Vehicle and Theft of Motor Vehicle. Vehicle crime is showing a 12-month comparison (March 21 – April 22 vs March 22 – April 23) increase of -6% (-13), noting this is comparing against the pandemic period with reduced offending. The majority of crime in this area is Theft from Motor Vehicle Offences with 129 in the current 12 months. When compared to the benchmark period, there is an -13% (-28) reduction in Vehicle crimes.

Graph 6 – Robbery – Personal Offences



25. Robbery - Personal crime is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) increase of +21% (+20). These volumes are also lower than the 19/20 benchmark year with 6 less crimes (April 19 – March 20 vs Apr 22 – March 23). Where there are gaps included on the graph this demonstrates that there were no crimes that were recorded that month for this category.

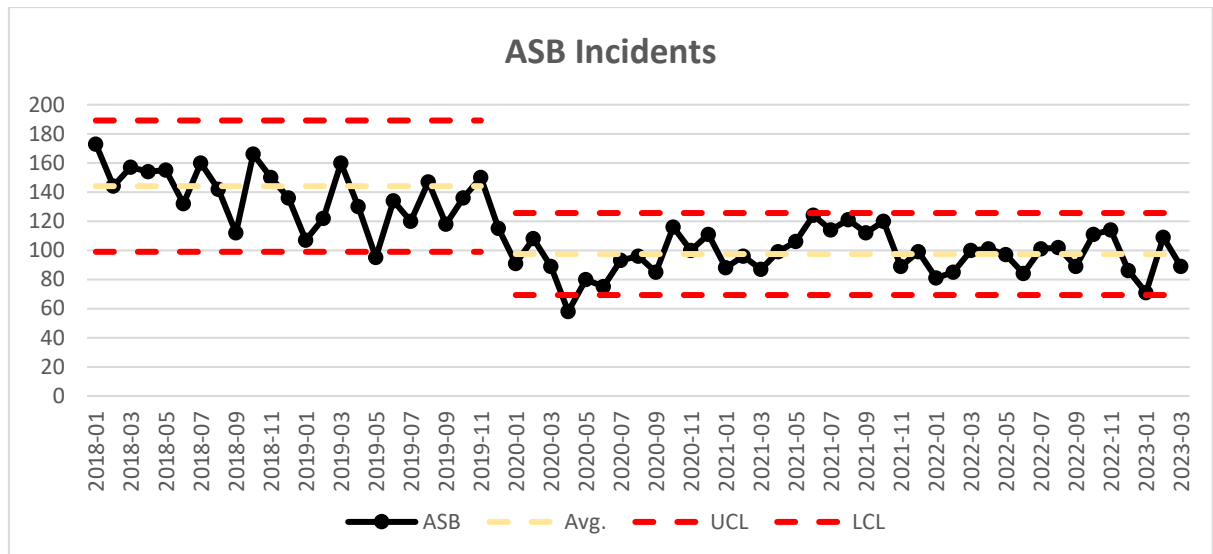
Graph 7 – Burglary - Residential Offences



26. Burglary - Residential crime is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) decrease of -17% (-3). These volumes are also lower than the 19/20 benchmark year with 9 less crimes (-38%) (March 19 – April 20 vs

March 22 – Apr 23). 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 8 – ASB incidents



27. Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) decrease of -8% (-96). When compared to the benchmark year ASB incidents are seeing a -19% (-279) 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.

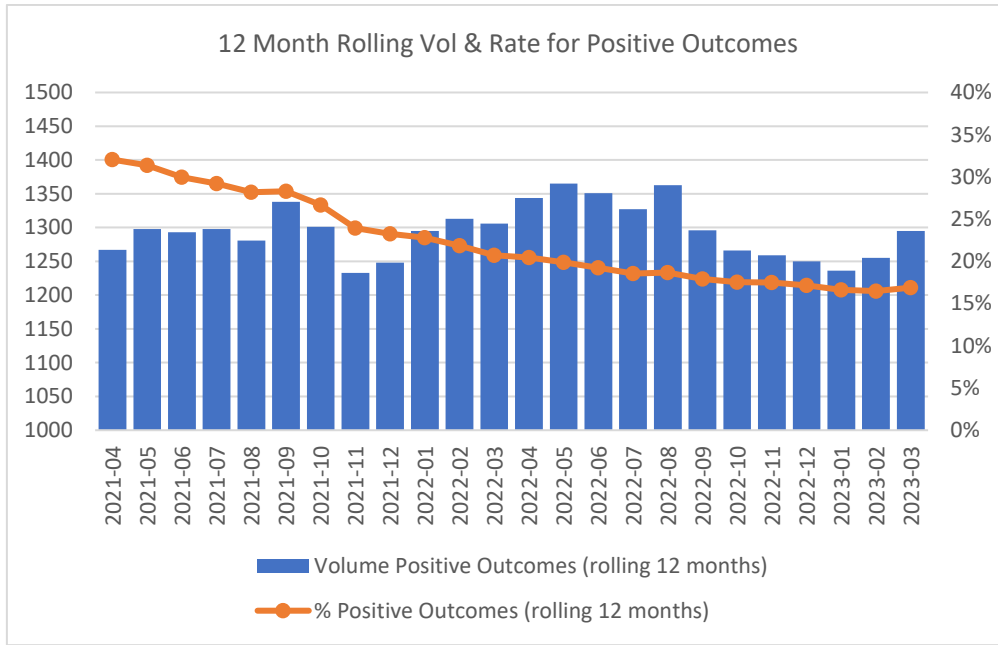
Operational Activity

28. A high % 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. City of London have created an ASB Task & Action group following ASB complaints across the City, taking a partnership problem solving approach to tackle ASB. Within the Partnership and Prevention hub we now have dedicated problem solvers who support the DWOs with problem management plans for ASB issues. The team also horizon scan for likely upcoming seasonal ASB issues, for example they have updated the SOP and Op Sagittarius to combat urban explorers, with enforcement tactics of CPWs and CPN in readiness for when this is likely to increase in the summer. We also now have dedicated lead for homelessness and begging, who is refreshing Op Luscombe to ensure it continues to be fit for purpose in both dealing with the ASB and supporting vulnerable people.

29. A refreshed ASB strategic delivery group will be meeting on 16th June 2023, this will be a group bringing together strategic partners looking at ASB response across the City. The group will focus on problem solving, reducing repeat locations,

offenders & Victims. The group will look at best practice, new legislation opportunities and ensuring a truly partnership approach to ASB
 30.

Graph 9 – 12 month rolling positive outcome rate



31. 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 remarkably 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%.

Current Position

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	Q4 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	Outstanding
		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	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	Good
		1.4 Ensure Police make appropriate use of their powers to tackle and defer Anti-Social Behaviour	Adequate	Good	Good	Good
		1.5 Increase the number of positive outcomes from identified repeat offenders	No Grading	No Grading	No Grading	No Grading
		1.6 Reduce Neighbourhood Crime	Requires Improvement	Requires Improvement	Adequate	Requires Improvement

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
		1.7 Reduce Violent Crime	Adequate	Adequate	Good	Adequate
		1.8 Disrupt drugs supply in the City through pursue activity	Good	Good	Good	Good
Protect the UK from the threat of economic and cyber-crime	GOOD	2.1 Prepare, engage and raise awareness across business and communities of threats and risks of economic/cyber-crime measures they can take to protect themselves	Good	Good	Outstanding	Good
		2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	Good	Good	Good	No Grading
		2.3 100% of Action Fraud cyber-crime referrals will be investigation by the City	Good	Good	Good	Good
		2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	Good	Good	Good	Outstanding
		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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
		2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City of London Police.	Adequate	Adequate	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	Good
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	Good
		3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	No Grading	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	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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
		3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.	No Grading	Adequate	Requires Improvement	Adequate
		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	Outstanding
People	ADEQUATE	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	Outstanding	Outstanding	Outstanding	Good
		4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	No Grading	No Grading	No Grading	Requires Improvement
		4.3 Overall engagement score – staff survey – year on year increase over the next three years.	No Grading	No Grading	No Grading	No Grading
		4.4 To ensure our workforce better reflects the communities we serve.	Requires Improvement	Requires Improvement	Requires Improvement	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
Resources	ADEQUATE	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	Good	Good	Adequate	Good
		5.2 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilisation of IT/Estate/Fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job.'	No Grading	No Grading	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	Adequate
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	No Grading
		6.2 Increase in percentage of people who agree COLP provide an effective service.	No Grading	No Grading	No Grading	No Grading

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
		6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	Good	Adequate	Adequate	n/a
		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%	Requires Improvement	Adequate	Adequate	Adequate

Corporate & Strategic Implications

32. Strategic implications – The City of London Police Authority’s Policing Plan 2022-25 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.
33. Financial implications – none
34. Resource implications – none
35. Legal implications – none
36. 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.
37. 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.
38. Climate implications – Performance measures particularly within the organisational priority of ‘Our Resources’ contribute positively to the City Corporation’s Climate Action Strategy.
39. 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

40. This report sets out performance assessment of the refreshed Policing Plan as of Q4 (1st March – 31st April 2023). 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.

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Committee(s): Strategic Planning and Performance Committee	Dated: 03/05/2023
Subject: Progress update on Police Authority review implementation	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	n/a
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: Deputy Town Clerk	For Information
Report author: Richard Riley	

Summary

In September 2022 the Police Authority team completed a review of its responsibilities, assessing itself against what Police and Crime Commissioners (PCCs) do in other areas. We recommended 35 improvements across 15 areas of our work following this review.

This is an update on our progress implementing those improvements. Of the 35 actions: 13 are complete and 17 are still in progress – work has not started on 2 and 3 were subsequently deemed to need no further work.

Milestones to complete almost all the actions still ‘in progress’ have been extended (as indicated in the *Status-Due Date* column), and are mainly due for completion by this summer. It should be noted that milestones agreed last September were provisional/indicative, and set before the Police Authority (PA) team’s reformulation over late 2022 – early 2023.

Further updates will be submitted to SPPC, and will take into account developments in national policy and learning from a new learning, development and organisational design network which has been established under the auspices of the Association of Police and Crime Executives (APACE).

Recommendation

Members are asked to note this report.

Appendices

- Appendix 1 – Detailed update of progress implementing PA Review

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Police Authority Director

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Section 1 – Policing Plan			
#	Recommendation	Status – Due date	Update
1	Improve insight into community views by using and gathering information from wider Corporation engagement channels and ensure views are representative of the range of communities (see section on community engagement below)	In progress – due July 2023	A process to gather info from internal stakeholders has been set up but not yet finalised, engagement plan draft is in early stages
2	Review and implement processes to support Ward Members to gather and contribute the views of their communities to policing priorities	Not yet commenced – Due Autumn 2023	N/A – not yet commenced
3	Implement processes to lead Corporation consultation on policing priorities to ensure strategic alignment across departments		
4	Create greater strategic alignment between the activities of the Police Authority Team and COLP by incorporating how the PA will support delivery of these priorities in its business plan	Complete	This was included in PA team business plan approved by PAB in January 2023

Section 2 – Appoint, suspend, or remove the Commissioner			
#	Recommendation	Status – Due date	Update
5	To address the internal audit recommendation once nationally-led work to legislate and develop processes for removal of chief constables has been completed.	In progress – no due date	For <i>national</i> policy (which when set we will seek to mirror), we understand from Home Office that work is awaiting a legislative vehicle. For <i>local</i> policy, we are clarifying the existing City process for removal of chief officer.

Section 3 – Complaints and Reviews			
#	Recommendation	Status – Due date	Update
6	Implement a system for recording and monitoring status of complaints and reviews to improve management of processing and updates	In progress – was due Autumn 2022 now due May 2023	We are working with new PA team analyst (joined January) to create a more efficient recording system
7	Develop a monthly dashboard report to the Director of the Police Authority to improve oversight of performance	In progress – was due Autumn 2022 now due May 2023	Dashboard has been developed and will be in regular use from May
8	Submit an annual report to Police Authority Board in February each year covering both COLP and PA performance on complaints	Complete – was due February 2023 now due May 2023	Complete - report will be presented to PA Board in May
9	Publish complaints performance data on the Police Authority website (Statutory Information Amended Order 2021)	In progress – was due February 2023 now due end June 2023	Data is being finalised and prepared for sharing on website
10	Update the Police Authority website to improve signposting for complainants and implement an online form for requests to ensure all	In progress – was due Winter 2022	Complaints section of PA website has been updated. Online form is in development and being checked against other PCC best practice.

relevant information is captured, reducing delays and demand caused by the need to make secondary contact.	now due end June 2023	
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Section 4 – Operate an Independent Custody Visitor scheme

#	Recommendation	Status – Due date	Update
11	While the Police Authority is not currently aiming for the QAF Gold status, to review the ICVA QAF to understand which Gold standard elements it may wish to implement (taking into account level of resource versus additional benefit to detainee welfare)	Complete	'Gold' framework has been reviewed and PA team are considering which, if any, measures to implement. We are now also looking at best way to ensure maintenance of 'silver' rating.

Section 5 – Police Misconduct Panels and Police Appeal Tribunals

#	Recommendation	Status – Due date	Update
12	The Authority should negotiate an agreed protocol with COLP for handling the logistics of any Police Appeals Tribunal, including venue, facilities (e.g. recording equipment) and assistance with escorting panel members, legal teams, witnesses and members of the public	Complete / discontinued	We have agreed access to police's New Street offices in event of any PAT hearing. There has been only one PAT in past decade so we recommend further logistics are agreed on a case-by-case basis.

Section 6 – Respond to HMICFRS and Home Secretary within 56 days of publication of HMICFRS inspection reports

#	Recommendation	Status – Due date	Update
13	Implement processes with COLP to improve planning for and responding to HMICFRS inspections	Complete	We have agreed 9-point process with COLP, who have also set up a dedicated internal 'HMICFRS operational improvement' board to action recommendations, attended by PA team director.
14	Incorporate compliance monitoring within Police Authority KPIs	Complete	These KPIs were included in the PA team business plan approved by PAB in January

Section 7 – Publication of specified information on PCC performance, force performance, and FOIA scheme

#	Recommendation	Status – Due date	Update
15	Review and update the police authority website to ensure compliance with the Statutory Information Order and Amended Order where appropriate and improve accessibility of information by the public	In progress – was due Spring 2023 now due end June 2023	We have identified actions needed for compliance and are implementing these – complaints data is being prepared (per section 3) and PAB PEEL response is in progress. FOIA compliance is managed separately by Corporate Information Team, which is now linked on PA website.

Section 8 – Engage with the public

#	Recommendation	Status – Due date	Update
16	Establish capabilities to improve understanding of the size and demographics of the different community groups across the City, ensure information about local communities/ protected characteristics	In progress in wider Corporation	The Corporation's campaigns team is now undertaking a detailed demographic survey of the City, which we will then use.

	needs and outcomes is regularly updated and used to inform the Police Authority's equality objectives and other priorities		
17	Develop and implement an inclusive community engagement strategy, including systems for monitoring which groups COLP and the Police Authority are engaging with, and which groups are underrepresented, making recommendations for remedial action when required	In progress – was due Spring 2023 now due Summer 2023	The Corporation has signed off a new strategy setting out how to engage the public. The PA team has a process to action this for policing, and will also align with recent HMICFRS PEEL recommendation for CoLP to develop its own engagement strategy.
18	Work with Corporation colleagues to coordinate engagement activity to enable community views to be captured using a range of different channels and information to be shared across all relevant departments	In progress – was due Spring 2023 now due Summer 2023	We have developed and are using a PA team comms grid, including with wider Corporation. Next step is to integrate comms grid with CoLP.
19	Develop a joint victim strategy with COLP including how the Police Authority captures views of victims	In progress – due Winter 2023	Strategy is in development, we have engaged CoLP victim's champion and external organisations including MOPAC and London Victims Commissioner team.

Section 9 – Secure the maintenance of an efficient and effective force (including VfM) and hold the Commissioner to account

#	Recommendation	Status – Due date	Update
20	Professional development programme for Police Authority officers and Members to improve ability to understand and scrutinise policing	In progress – was due Autumn 2022 now due Summer 2023	Skills audit for PAB Members has been established and Member development plan drafted, with finalisation subject to final outcome of audit. Quarterly member policy briefings have been set up for 2023 and provisionally for 2024.
21	Review scrutiny framework and standing agenda items to Police Authority Board and its Committees against statutory obligations, and benchmark against other police oversight bodies	In progress – was due December 2022 now due Summer 2023	We have reviewed and confirmed that scrutiny agenda and standing items meet statutory requirements, and are now benchmarking against APCC and other PCCs on best practice
22	Implement processes for future agenda planning for Police Authority Board and its Committees	In progress – was due January 2023 now due late Spring 2023	We have proposed a schedule of agenda planning meetings and are now discussing with CoLP how best to administer these
23	Map Police Authority officer attendance across COLP governance to ensure appropriate representation at internal scrutiny meetings	Complete	PA Director now has standing invite to (and is attending) all CoLP's key internal meetings
24	Develop and extend the financial assurance framework submitted to Police Authority Board in January 2021 to cover wider assurance around efficiency and effectiveness and value for money	Not yet commenced	N/A – not yet commenced
25	Develop a plan based on the APCC equality framework and Race Action Plan to improve delivery of equality objectives and scrutiny including consideration of how the authority engages with independent advisory scrutiny groups	Complete	We have reviewed these documents and completed an initial assessment of compliance and performance against them. We propose to incorporate relevant improvements into other work plans (e.g. comms strategy) rather than a standalone project.

Section 10 – Community Safety Partnerships

#	Recommendation	Status – Due date	Update
26	Bring together the two separate processes for consulting the public on SCP and policing priorities to reduce consultation fatigue and maximise the reach of consultation engagement – this may require synchronisation of planning and publication timetables	In progress – was due Spring 2023 now see Section 8	We are pursuing this through wider community engagement strategies and actions in Section 8
27	Police Authority Board should commission an annual report from the Safer City Partnership	Complete	This will be a standing PAB agenda item from September 2023
28	Develop a new approach to allocation of ARIS funds to SCP and improve transparency of how it is used	Complete	We have agreed that SCP will now make submissions to PAB for annual ARIS budgets

Sections 11 to 14 – Various

#	Recommendation	Status – Due date	Update
29	11 – Involvement in ASB community triggers [<i>To be assessed following conclusion of Home Office review</i>]	N/A – none set	N/A
30	12 – Play an active role in local Criminal Justice Boards - Engage with MOPAC to understand how the Police Authority should be represented in its pan-London governance	Complete	PA Director is now a member and attendee of the pan-London board
31	13 – Commission victim support and crime reduction services - The Police Authority should engage with partners to ensure a holistic strategy for commissioned services and implement processes to assure services are meeting the needs of the community and local crime profile	In progress – was due Spring 2023 now due late 2023	The PA team is currently developing a plan to use and align funding pots across the PA team budget, Safer City Partnership reserve, and serious violence duty grant funding, and how these can best be directed towards local policing and community safety
32	14 – Hold the police fund and other grants from central and local government and set the local policing precept - Police funding is held within the City Fund. There is no local policing precept in the City	N/A – none set	N/A – no actions agreed or needed

Section 15 – Financial strategy

#	Recommendation	Status – Due date	Update
33	The Police Authority to work with COLP and the Community Safety team to agree its strategic approach to tracking and managing new or recurring funding opportunities including private sector funding and government grants	In progress – was due Winter 2022, now continuous	We have improved our shared awareness of grant funding opportunities and now regularly assess these. We will continue to develop our approach with the community safety team and on the private funding side.
34	The Police Authority to establish a governance framework for allocation of ARIS funding across COLP and the SCP	Complete	See section 10 – we’ve agreed SCP will bid annually for ARIS funding
35	The Police Authority to bring forward a more detailed and formalised reserves policy	Complete	PAB has now signed off a reserves policy for the Authority

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Committee: Strategic Planning & Performance (Police) Committee	Dated: 3 May 2023
Subject: Community reassurance and support service	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: Clare Chamberlain, Interim Executive Director – Department of Community and Children’s Services	For Information
Report author: Simon Cribbens – Department of Community and Children’s Services	

Summary

At their February meeting the Committee requested an update on the “community reassurance and support service” – a community safety patrolling service commissioned by the Department of Community and Children’s Services and delivered by Parkguard. This report provides an overview, setting out how the service provides neighbourhood patrolling on targeted housing estates, support to street homelessness outreach services and targeted interventions directed by the Community Safety Team, and how the service is resourced.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. The Department of Communities and Children’s Services commissions a “community reassurance and support service” to support delivery within the department’s remit. The service also delivers some targeted activity for and funded by Open Spaces to address issues that may arise in City Gardens, open spaces and parks. The service is currently delivered under contract by the organisation Parkguard.

2. The core service has two elements – described below. The services operate at varied times however, the Service Provider is in a position to provide personnel 24 hours a day/7days a week as directed (including bank holidays) in order to cover the requirements of the two service strands and respond to demand by time and location.
3. The first element of the service provides neighbourhood patrolling service on the City Corporation’s residential social housing estates and the Guinness Trust (Mansell Street) estate. This delivers patrols designed to engender public reassurance through regular uniformed presence. It is funded by the Department’s Housing Division with a contribution from the Guinness Trust.
4. The neighbourhood patrol service’ has been operating since September 2016. The patrols were introduced to address resident concerns about low-level but persistent nuisance and anti-social behaviour on social housing estates in the Square Mile. The aim was to complement the number of City of London agencies dealing with these issues – City Police, Environmental Health, Housing Services, Homelessness Team. Feedback from stakeholders and residents is generally very positive. It was felt that the patrols provide reassurance to residents and make their estates feel safer and more secure.
5. The second element of the service supports the Department’s commissioned street homelessness outreach service to work with those homeless on the streets to encourage behaviour change, especially surrounding anti-social behaviour and begging. This element is funded from the Department’s Homelessness budget.
6. It provides proactive and responsive patrols to minimise begging on the streets, residential and business areas of the City of London including dedicated tasking by the Community Safety team. In working with those who are begging it enables the outreach service to focus on addressing vulnerability and street homelessness. The service also provides uniformed support to outreach teams to facilitate effective working in challenging situations and locations.
7. The community reassurance and support service provides flexibility to support specific targeting in locations outside of its core remit. This includes “fast time tasking” to respond to urgent or short notice ad-hoc taskings, including outside the estates or homelessness “hot spots”. The contract also allows for spot purchasing of additional support – for instance to support the work of Open Spaces.
8. The service works closely with the City’s housing, homelessness, environmental health and community safety team, and with the City of London Police. Its operational delivery is directed through task and targeting meetings with relevant partners, appropriate to the service’s remit.
9. The services is provided in such a way as to minimise the risk of injury or harm to the residents and members of the street population protecting their health and wellbeing of the local community. Safeguarding of service users is a priority for the City Corporation and there is an expectation that all commissioned services who work with children and/or adults will adhere to the safeguarding policies of

the City and Hackney Safeguarding Adults board (CHSAB) policies (and the Pan London Safeguarding Adults Multi-Agency Procedures.

10. A temporary expansion of delivery – a “City Wide” patrol – was funded using Proceeds of Crime Act funds. This expanded the coverage of the service to other areas of the City – including the Barbican and business areas – not covered within the core contract. The delivery began in October 2021. Funding provided for a 12 month delivery, but some underspend has supported continuation to the current contract end in June 2023.
11. There is no recurrent budget to provide for this delivery. The temporary expansion sought to demonstrate the need for and impact of increased patrolling in order to support a case growth funding. While patrolling activity was reported, and specific tasking action was undertaken, the impact of the patrolling element was very low in terms of encountering and/or addressing anti-social behaviour. The tasking elements provided beneficial additional capacity.
12. This City Wide element is not specified or required in the service specification for delivery of the new contract (see below) from 1 July 2023. However, the scope of the contract will allow for specific tasking and targeting to respond to intelligence and evidence relating to issues that are outside of the resident reassurance or begging elements.
13. The new contract allows for the expansion of delivery should need arise and funding made available.
14. The current provider does not operate in the City using Community Safety Accreditation Scheme (CSAS) powers. Such powers allow local police commissioners to delegate some limited powers - for example issuing penalty notices for disorder or requesting a person’s name and address – to accredited local officers such as neighbourhood wardens or security staff.
15. The case for using such powers is under consideration. In addition to weighing the potential impact and outcome from their use, the Corporation must consider the resourcing of elements such as the processing and pursual of fixed penalty notices.
16. The specification for the delivery from 1 July requires the provider to be accredited for the use of CSAS powers should such powers be operated within the City during the duration of the contract.

Current Position

17. The current contract of this service ends on 30 June 2023 and is subject to a procurement process for the continued delivery. Both the existing elements have been brought into a single service specification. A new contract is expected to be awarded on 2 May 2023 will begin on 1 July 2023.
18. The contract shall run from 1st July 2023 to 30th June 2026, with an option to extend for a year to 30th June 2027 subject to funding and performance.

19. The Department has made available an annual budget for £106,000 for the delivery of the service.

Key Data

20. A summary of recent patrolling data is appended.

Corporate & Strategic Implications

Strategic implications

21. The service aligns with and supports the delivery of the Corporate Plan, the Safer City Partnership Strategy, the Department's business plan.

Financial implications

22. The service is funded by the Department of Community and Children's Services.

Resource implications

23. No further implications.

Legal implications

24. Parkguard is an approved accredited provider.

Risk implications

25. Not applicable

Equalities implications

26. The provider is required to ensure that the provision of the service meets the needs of service users from different religious, ethnic and cultural backgrounds including paying due regard to specific needs that may relate to gender, sexual orientation, disability, age, and transgendered status. 26.4. The provider will monitor activities and outcomes so as to identify and address any gaps in its delivery to any of the protected groups within the Equalities Act 2010.

Climate implications

27. Not applicable

Security implications

28. The service supports the objectives of the Safer City Partnership to make the City a safe environment for residents, workers and visitors.

Conclusion

29. The community reassurance patrol service supports the Department of Community and Children's Services deliver key services to ensure residents enjoy safe estates free from harm, and street homeless outreach services can be targeted effectively to support the most vulnerable. The new contract will provide flexibility to allow for evidence led interventions beyond the scope of the core service elements.

Appendices

- Appendix 1 – Parkguard Patrol Summary

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Parkguard Ltd

Service provider to Local Authorities and Police

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Summary of visits and issues carried out under the City Wide Tasking Patrols

VENUE	VISITS	TIME	Issue
Barbican Estate - Thomas More Garden	1	1:30	General ASB, Skateboarding & Parkour
Barbican Estate (General Entry)	89	133:55	"
Ben Jonson House	1	1:00	"
Bishopsgate Gardens	2	1:00	Rough Sleepers
Bunhill Fields Burial Ground	13	10:00	Bye law breaches and ASB associated with dog walkers, cyclists and electric scooters
Byward Street Underpass	6	3:00	Rough Sleepers
Cavendish Court	7	3:30	Noise Complaints
City Of London	96	163:35	Nonspecific locations dealing with a full range of the issues shown under other locations
Creechurch Lane	19	10:00	Nitrous Oxide use
DHE - Dron House Estate (General Entry)	1	0:47	Drug Use
Fen Court, 125-135 Fenchurch Street	20	10:02	Street Drinking (post work, site workers)
Finsbury Circus Gardens	4	2:00	Rough Sleeping & unauthorised fitness classes
Laurence Pountney Hill	3	3:30	Urination by site workers within office storage room
Leadenhall Market	2	0:40	Licensing Visit
Minorities	104	54:00	Drug Use
Pauls Walk	22	13:30	Nuisance Youths
Peninsular House, 30-36 Monument Street	58	29:00	Rough Sleepers/ASB/Street Drinking/Drugs
Reflection Garden, 25 Cannon Street	10	5:07	Urination/Defecation
Shoe Lane	5	8:00	Youths on bikes causing ASB
St Botolph Bishopsgate Churchyard	9	4:30	Rough Sleepers
Urbanest	16	11:55	ASB by students, noise and drinking

Summary of visits and issues carried out under the City Wide Begging Patrols

VENUE	VISITS	TIME	Issue
Aldersgate Street	3	2:15	Rough Sleeping
All Hallows London Wall	1	0:25	Rough Sleeping
Artizan Street	1	0:30	Rough Sleeping
Bank Underground Station	22	7:55	Begging
Barbican Estate (General Entry)	6	2:15	Rough Sleeping
Barbican Tube Station	15	4:34	Begging
Bishopsgate	33	14:10	Begging
Cheapside	1	0:20	Rough Sleeping
City Of London	244	128:33	Non-specific locations, Op Luscombe, meetings etc
Devonshire Square	1	0:30	Rough Sleeping
DHE - Dron House Estate (General Entry)	1	0:47	Rough Sleeping
Eastcheap	23	8:15	Begging
Eldon Street	1	0:10	Begging
Golden Lane	1	0:10	Begging
Liverpool Street Station	7	3:40	Begging/Rough Sleeping
London Bridge, North Side	13	5:30	Begging
London Wall	1	0:44	Rough Sleeping
Minories	3	0:35	Drugs
Monument Underground Station	20	5:45	Begging
Moorgate Station	25	9:00	Begging
Peninsular House, 30-36 Monument Street	11	3:10	Rough Sleeping/Drugs
St Andrews Churchyard, Holborn	1	0:10	Rough Sleeping
St Pauls Cathedral (inc Southside)	2	0:30	Rough Sleeping
St Sepulchre, Holborn	3	0:35	Rough Sleeping
The Postern	1	0:15	Rough Sleeping
Tower Hill Garden	1	0:30	Rough Sleeping

Summary of visits and issues carried out under the Neighbourhood Patrol Service

VENUE	VISITS	TIME	Issue
City Of London	210	128:43	Non-specific locations, meetings etc
DHE - Dron House Estate (General Entry)	15	12:52	General Reassurance and Engagement Patrols – occasional issues with drug use
Golden Lane	5	6:00	General Reassurance and Engagement Patrols – gang activity on the border with Islington
Golden Lane Estate	236	309:11	General Reassurance and Engagement Patrols
Guildhall (Gresham Street)	1	0:30	General Reassurance and Engagement Patrols – main issues are Trespassing and unauthorised filming and photography
Mansell Street Estate (General Entry)	135	148:21	General Reassurance and Engagement Patrols – some issues with general ASB
Middlesex Street Estate (General Entry)	221	347:37	General Reassurance and Engagement Patrols – Issues with Rough Sleeping, Trespass, Drugs and lack of security in blocks
Windsor House (General entry)	13	14:00	General Reassurance and Engagement Patrols – No specific issues

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Committee(s): Strategic Planning and Performance Committee Police Authority Board	Dated: 3 rd May 2023 24 th May 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 and Exec. Director Children and Community Services City of London Corporation Pol 49-23	For Information
Report authors: HQ, Sector Policing, Specialist Operations, City Police & Children and Community Services, Community Safety, City of London Corporation. Coordinated by Detective Superintendent Carly Humphreys	

Summary

This report provides the quarterly update (January 2023 to March 2023) on key engagements taking place across the City of London within the following thematic areas: (1) Safeguarding Vulnerable People; (2) Protecting our local communities; (3) Protecting against Cyber and Fraud; and (4) Protecting from the threat of Terrorism.

The report reflects the feedback from members at the February 2023 Strategic Planning and Performance Committee, and now presents updates in a more concise format with a focus on activity above ‘business as usual’.

All the work noted in this report contributes to our refreshed 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’.

Recommendation

Members are asked to note the report.

Main Report

Introduction

1. This report provides the quarterly update (January 2023 to March 2023) on key community engagements taking place across the City of London within the following thematic areas: (1) safeguarding vulnerable people; (2) protecting our local communities; (3) protecting against cyber and fraud; and (4) protecting from the threat of terrorism.
2. The report reflects the feedback from members at the February 2023 Strategic Planning and Performance Committee, and now presents updates in a more concise format with a focus on activity above 'business as usual'. It aims to cover activities of City of London Police, City of London Corporation and the Safer City Partnership.

Protecting Vulnerable People

3. Key activity in the last quarter: The City of London Police Public Protection Unit has worked in partnership with the City of London Corporation and City and Hackney Safeguarding Children Partnership to deliver an educational programme to five schools within the City to address Child Sexual Exploitation.
4. Future planned activity: Op Encompass is a new initiative between the Corporation and City and Hackney Safeguarding Children Partnership to protect children from domestic abuse. This will provide a fast-time safeguarding referral process to schools to notify them when a student is being exposed to domestic abuse.

Protecting our local communities

5. In June 2022, City of London Corporation commissioned a polling organisation to carry out a survey of 500 City residents and 1,000 City workers. The aim of the survey was to help determine satisfaction levels with Corporation services and perceptions of the City as a place to live and work. In February 2023 a report was submitted to Policy & Resources Committee highlighting that the vast majority of residents (around 90%) agree that the City of London is safe, clean, visually attractive, has good shops, bars and restaurants, and is enjoyable to walk around.
6. City of London Police and the Corporation continue to participate in regular partnership meetings focussed on crime prevention and community engagement including suicide prevention, vulnerability, offender management and rough sleeping. A schedule of these meetings is attached at Appendix A.
7. Key activity in the last quarter:
 - a. City of London Police has run a number of Crime Prevention Roadshows targeted at the business sector. These roadshows have provided security managers with advice based upon local priorities and crime trends, including themes from Cyber Griffin.

- b. As the NPCC lead for Business Crime, City of London Police coordinates national activity to reduce anti-social behaviour and crime affecting businesses through our National Business Crime Centre (NBCC National Business Crime Centre). In March, the National Business Crime Centre was recognised as an Outstanding Security Partnership for its Safer Business Action Day initiative. The initiative is a joint approach by police, business, private security, business crime reduction partnerships and business improvement districts to reduce crime and anti-social behaviour affecting businesses. A Safer Business Action Day was held in the City of London in late March where a number of arrests were made and over 100 businesses visited.
- c. The Cleansing team has developed an anti-urination poster campaign which highlights the fines which can be issued to perpetrators if they are caught urinating. The posters are durable and also created using a finish which lights up at night. The team has been working with available data, local businesses, residents and the Police to identify problem areas/ hot spots to place the posters. They have been very well received and seen as a proactive approach to this issue. In addition to this, Cleansing representatives attend a weekly Night Time Economy (NTE) meeting with licensing colleagues and CoLP to feed in known problem areas to inform taskings, timings and deployments.

8. Future planned activity:

- a. Op Rocotto will take place on the 20 April 2023 which will provide a high visibility day of police action, working with the City Security Council, Corporation and CLCPA (City of London Crime Prevention Association) to promote safer business and safer spaces in the City.
- b. The 30th anniversary of the tragic murder of Stephen Lawrence will be marked by an event held at the Guildhall. This event has been planned with Local Policing and the Police Authority Board and will be aimed at students (15-18 years), reflecting on Stephen Lawrence's legacy to inspire young people, a panel of senior figures, including the Commissioner, will talk and their lives and careers.
- c. City of London Police's new programme of 'Walk and Talk' initiatives will commence on 20 April 2023. These provide opportunities for women working or living in the City to walk with a female officer and discuss experiences or concerns.
- d. The City of London Corporation is working closely with the Aldgate Connect Business Improvement District (BID) and London Borough of Tower Hamlets, to raise awareness of the business' roles in the City of London and Tower Hamlets in tackling violence against women and girls. This initiative is likely to progress into a digital campaign in the next few months.
- e. Cluster Panel meetings as outlined in Appendix B

Protecting against cyber and fraud

9. Key activity in the last quarter:

- a. This quarter Cyber Griffin have trained over 2,500 end users, conducted over 100 services and partnered with 55 new businesses.
- b. On 7 February 2023, City of London Police's Cyber Protect team took part in 'Safer Internet Day' to produce social media assets which promote the importance of using two-step verification (2SV). The campaign achieved over 13.4 million impressions and reached approximately 8.4m people on social media. It was supported by partners across government and policing. Notable contributors included GOV.UK, GCHQ, NCSC (National Cyber Security Council), as well as 20 other police forces.

10. Future planned activity: The Cyber Protect team will launch a Cyber Aware campaign for small organisations in partnership with the National Cyber Security Council to help sole traders and small organisations to protect themselves from cyber threats.

Protecting from the threat of terrorism

11. Key activity in the last quarter: Our Counter Terrorism team has delivered a school engagement programme in partnership with a company where over 200 primary and secondary pupils took part. This involved all City schools taking part in the workshops with a well-respected company around fake news. Students were encouraged to question and critically engage on the topic of fake news, conspiracy theories and extremism both on and offline, and how perception may be manipulated. This deepens their knowledge, focuses on practical tools and builds confidence in a safe space using interactive and engaging content. In short, it is all about keeping them safe.
12. Future work: City of London Police is engaging with the Corporation to roll out Prevent training to their staff which will create a 'Prevent Champions Scheme'. This has been a successful scheme in the City of London Police and provides an opportunity to expand this good practice further across the City. This is planned to be rolled-out at the end of September to coincide with our 'Prevent week of action' (Phase 2).

Conclusion

13. City of London Police continues to work in partnership with the City of London Corporation to enhance the City of London's engagement with our communities. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider partnerships to protect our local and national communities.
14. All the work noted in this report contributes to our refreshed 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’.

Carly Humphreys

Detective Superintendent

HQ Services

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Appendices

Appendix A: Partnership Meeting Planner

Appendix B- Cluster Panel Plan

Appendix A: Partnership Meeting Planner

Purpose	Title	Frequency	Chair
Suicide Prevention	Tidal Thames Forum	Quarterly 6-weekly calls	Port of London Authority
	Thrive LDN	Bi-monthly	TBC
	Suicide Prevention Steering Group	Quarterly	City & Hackney Public Health
	Bridge Watch	Bi-weekly	Royal National Lifeboat Institution
Rough Sleeping	RS Strategy Group	Quarterly	City of London Corporation
	RS Sub-Committee	5 per annum	City of London Corporation
	Challenge Group	Quarterly	City of London Corporation
	HIRSS	Monthly	City of London Corporation
	Task/Action	Bi-Weekly	City of London Corporation
Vulnerability	Multi-agency risk assessment conference	Monthly	City of London Corporation
	Mental Health Working Group	Monthly	City of London Police
Community	Safer City Partnership	Quarterly	City of London Police
	Anti-Social Behaviour Group (SCP Sub-Group)	Quarterly	City of London Corporation
	Business Improvement District Steering Groups	Monthly	Business Improvement Districts
	Crime Prevention Association	Monthly	Crime Prevention Association
	Cluster Panels	Monthly*	City of London Police
	Independent Advisory Scrutiny Group	Quarterly	Independent Advisory Scrutiny Group
	Youth Independent Advisory Scrutiny Group	Monthly	TBC
Crime	South East Regional Hate Crime	Quarterly	Kent Police
	London Region Prevention	Quarterly	Metropolitan Police
	Licensing	Bi-weekly	City of London Corporation
Young People	Cadet Governance Meeting	Quarterly	City of London Police
	Hackney Integrated Offender Management	Monthly	Ministry of Justice

Integrated Offender Management	Tower Hamlets Integrated Offender Management	Bi-monthly	London Borough of Tower Hamlets
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Appendix B- Cluster Panel Plan

Cluster	Dedicated Ward Officers	Panel Date	Panel Time	Address	2nd Panel Meeting	Panel meeting	2nd Panel Venue	3rd Panel Date	3rd Panel time	3rd Panel Venue
Liverpool Street	PC (0843 CP) Joseph Rolfe PC (0693 CP) Jack Bose PC (0455 CP) George Williams	10th May 2023	1500 hrs	110 Bishopsgate TBC	9th August 2023	1500 hrs	110 Bishopsgate TBC	10th November 2023	1500	Lloyds TBC
Fenchurch Street	PC (0695 CP) Dorota Praczko PC (0598 CP) William Skilling PC Caroline Fisk PC Trevor Machin	6th April 2023	1430 - 1630 hrs	Portsooken Community Centre	13/07/2023	1500-1700	70 Mark Lane	11/10/2023	1500-1700	Portsooken Community Centre
Monument	PC (0266 CP) Alan Venning PC (0670 CP) Samuel Norton PC (0784 CP) George Longhurst PC Manjit Kambo	3rd May 2023	1500 hrs	Fishmongers Hall	7th August	1500 hrs	Fishmongers Hall	12th Oct 2023	1500 hrs	Fishmongers Hall
Bank	PC (0635 CP) Emre Kahraman PC (0825 CP) Isaac Keown	24th July 2023	1300:1430	Salvation Army 101 Queen Victoria	9th October 2023	1300	Grocers' Hall TBC	11-Dec-23	1300	Bank of China
Fleet	PC (0637 CP) Jack Gibbins PC Andy Jacks	12th April 2023	1530 hrs - 1700 hrs	Bird & Bird, New fetter lane	4th July 2023	530 hrs - 1700 hr	TBC	19th December 2023	15:30	TBC
Barbican	PC (0788 CP) Pradip Gurung PC (0827 CP) Thomas Heath PC (0204 CP) Stuart Grace PC Christine Phillips	21st April 2023	1900 hrs	Golden Lane Community Centre, Golden Lane Estate	13th July 2023	1800 hrs	Golden Lane Community Centre, Golden Lane Estate	5th October 2023	1800	Golden Lane community centre

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Committee(s): Strategic Planning and Performance Committee	Dated: 3 rd May 2023
Professional Standards and Integrity Committee	9 th May 2023
Police Authority Board	24 th May 2023
Subject: Violence Against Women and Girls 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 51-23	For Information
Report author: Kate MacLeod, Detective Superintendent, Professionalism and Trust	

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 Girls¹. Additionally, it provides some examples of work completed since the last report to your Committees.

Since the last report to your Committee the portfolio lead for Violence Against Women and Girls has changed and is now being led by Detective Supt Kate MacLeod but is still being managed under the Professionalism and Trust portfolio.

The CoLP is currently reviewing reporting on this area of business with a view to moving to including in the regular existing quarterly reports to your Committees as it embeds as business as usual as there are many areas where the work cross cuts with other existing workstreams.

Recommendation(s)

Members are asked to note the report.

¹ This document uses the following Home Office definition of Violence against women and girls. [Violence against women and girls national statement of expectations \(accessible\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/violence-against-women-and-girls-national-statement-of-expectations)

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.
2. Since the last report to your Committee the portfolio lead for Violence Against Women and Girls has changed and is now being led by Detective Supt Kate MacLeod but is still being managed under the Professionalism and Trust portfolio.

Current Position

3. The CoLP is currently reviewing reporting on this area of business with a view to moving to including in the regular existing quarterly reports to your Committees as it embeds as business as usual. There are many areas where the work cross cuts with other existing workstreams. Options are being considered with a likely move to reporting on it as part of the quarterly performance and/ or equality and inclusion updates to your Committees rather than a standalone report subject to Members agreement. This will streamline reporting without losing the required focus on this important area of business.

Highlights of Progress against Core NPCC (National Police Chief's Council) Objectives

NPCC Objective 1-Improve Trust and Confidence in Policing

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

BARONESS CASEY REVIEW

The independent review into the standards of behaviour and internal culture of the Metropolitan Police Service was published on 22nd March 2023, generating widespread media coverage. It was felt important that we had internal conversations on the key findings; hence the Commissioner calling an extraordinary meeting for all Senior Leaders on the day after publication to gain initial impressions and ideas; something which has been encouraged throughout the organisation.

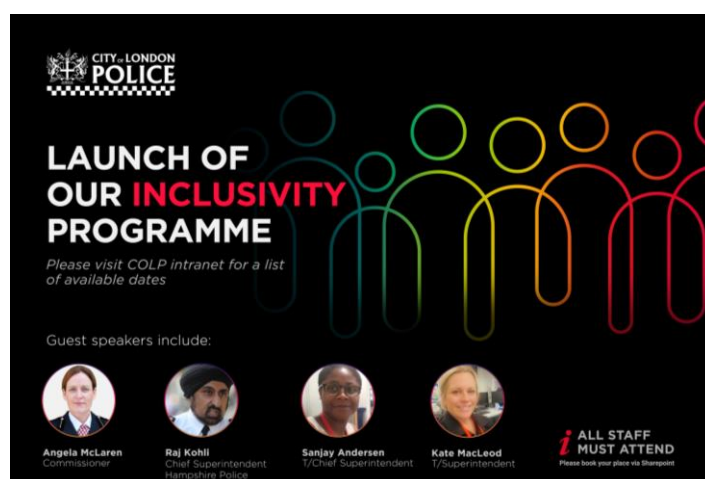
Our own internal communication strategy also highlighted the importance of this review to our staff and included quotes from the Commissioner and Head of Professionalism & Trust) to describe what has already been done in this important field:-

"We've increased awareness of behaviours and conduct that are unacceptable; giving you the confidence to raise concerns, and highlighted the different routes through which these can be reported. We have reviewed historic cases, taking the learning from these; and strengthened our vetting processes. It's the responsibility of everyone working in policing to restore public trust in the service we provide. We are committed to improving and are acting decisively to ensure that we consistently deliver the highest professional standards to all the communities we serve."

Our Professionalism & Trust team and Strategic Development are now in the process of leading our response to this final review. We have already completed an assessment (following the initial Casey report and other high-profile reviews in this area such as Op Hotton²). We have now assessed the recommendations in this final Casey report which we have mapped to existing activity and any gaps identified. A more detailed report regarding the Baroness Casey Review was reported the Police Authority Board on the 2nd May 2023.

OUR PEOPLE INCLUSIVITY PROGRAMME

The final 'face to face' launch of this Programme took place on 24th February 2023 at Deutsche Bank in the City, over 200 officers and staff attended this day, putting overall attendance to date at 800. As rail strikes and operational commitments made it difficult for all planned dates to go ahead, the Professionalism and Trust team are now putting on a further 3 'online' events to capture those unable to attend date. These sessions will all be attended by members of our own Chief Officer team along with our guest speaker and voices from our own force, to ensure that the virtual experience is as close to the 'in-person' sessions as is possible.



² [Operation Hotton Learning report - January 2022.pdf \(policeconduct.gov.uk\)](https://www.policeconduct.gov.uk/operation-hotton-learning-report-january-2022.pdf)

From May 2023, the full programme of modular options will be available on our intranet for officers and staff to sign up to. These options will include inputs on Bystander Training, Awareness of Misogynistic Behaviours and Domestic Abuse; all staff are required to complete one module of their choice every 6 months.

The College of Policing is publishing their first edition of a digital magazine which is going to be distributed to forces across the UK (particularly for the benefit of Training Managers) on the role that the College can play in supporting forces to deliver the National Race Action Plan. Released every quarter, it will showcase examples of great practice and initiatives from UK forces; the City of London Police’s Inclusivity Programme has been selected as the feature for this first edition.

LISTENING CIRCLES

A total of 4 listening circle events have now taken place within the City of London Police, a full executive summary of results is being presented at the force’s next Renewing and Rebuilding Trust & Confidence Board in April 2023. A ‘You Said, We Did’ summary has also been produced and will be promoted further in force to communicate results to our staff:-

CoLP Listening Circles for Women

“You Said, We Did!”

Thank you to all those who participated in the CoLP Listening circles for women. Your contributions are valued and have already made a difference. Below are a few highlights of actions taken and work in progress.

Complete	In Progress	Next Steps
<p>Relevant signposting, introductions, occupational health referrals and welfare support structures put in place following sessions.</p> <p>Concerns raised in relation to the process of setting up a network and the slow process were immediately addressed and moved forward by a facilitator, paving the way for the Network of Women to be formed and launched.</p> <p>Following each session, a visual of key themes was shared with the Trust & Confidence Board, highlighting key concerns, solutions for consideration and in turn influencing decision making and work in progress across the force.</p>	<p>Microaggressions, relating to misogyny and sexism are to be included in an active participation workshop, forming a module within the Inclusivity Programme.</p> <p>We seek to find alternative and creative ways to communicate information such as visual plans on a page, drop-in sessions and visual newsletters.</p> <p>There is a focus on leaders communicating honestly and openly, with managers being asked to have discussions with teams where this has been highlighted to understand concerns and make positive changes.</p>	<p>The listening circles format is in place and can now be used to address any issue and audience, both internally and externally.</p> <p>We look to replicate this scheme internally to find joint solutions for CoLP’s Race Action Plan in the coming year.</p> <p>The Corporation of London have expressed an interest in using this model for their staff and plans are in progress to share best practice and assist in facilitating their first sessions.</p>



Although the pilot sessions were designed to focus on women, the listening circles format has been successful as proof of concept and can now be used to address other issues and audiences, both internally and externally. As such, we look to replicate this scheme internally to find joint solutions for CoLP’s Race Action Plan in the coming year.

As well as being held up as National good practice in previous College publications, the National Police Federation of England & Wales have also contacted the City of

London Police and recently published an article on this piece of work to share good practice amongst its 135,000 members.

HEFORSHE RELAUNCH

The City of London Police HeForShe initiative has now been launched internally with a workshop opened by Assistant Commissioner O’Doherty taking place in January 2023, with the National lead facilitating, leading to the recruitment of 28 internal ‘HeForShe’ allies.

An action plan has since been created and a series of initiatives underway against the core objectives as follows:-

Objective 1 - To address the gender imbalances in middle management teams, in particular the ranks of Sergeant and Inspector.

Objective 2 - To address and remove the sexism and misogyny, where it exists, in police culture.

Objective 3 - Support the annual reporting of gender equality information
The HeForShe group meet on a monthly basis and feed into the force’s Gender Equality Network.

WHITE RIBBON ACCREDITATION

The Professionalism and Trust team has taken initial steps towards White Ribbon Accreditation, meeting with their CEO and colleagues to ensure that we maximise all we are doing against our National Violence Against Women and Girls workstreams and avoid any duplication. White Ribbon Accreditation³ ensures organisations take a strategic approach to ending men’s violence against women by strengthening systems, engaging with men and boys, changing cultures and raising awareness. A paper will be presented at CoLPs next Equality & Inclusion Strategy Board for approval, we will continue to work with colleagues in the City of London Corporation to ensure best approach with a keen advocate in the Town Clerk, Ian Thomas CBE who is a White Ribbon Ambassador.

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.

RESPONSE TO POLICE PERPETRATED DOMESTIC ABUSE (PPDA)

Operation Hood, which was a full review of all of City of London Police’s, police perpetrated, domestic abuse and sexual abuse cases investigated over the last 20 years, was completed in 2022 and reported to the Professional Standards and Integrity

³ [About Us — White Ribbon UK](#)

Committee in November 2022. In summary, the recommendations focused on the key areas of ensuring that:-

- PPDA is handled as a complaint and investigated rigorously
- We are complying with existing relevant Associated Professional Practice (APP) guidance
- All PPDA cases are effectively monitored and reviewed
- Impartial, joined-up criminal and conduct investigations are conducted by people with the right knowledge and skills
- Effective engagement and communication take place with victims
- Appropriate decisions are being made with respect to the deployment of officers under investigation for Domestic Abuse allegations
- All findings of the original super complaints are embedded into force working practices.

This is being monitored internally and forms part of an overarching update to the Professional Standards and Integrity Committee.

DOMESTIC ABUSE MATTERS TRAINING

The first phase of this training has been completed and saw 270 front line officers trained in this First Responder programme. Phase Two started on 11th April 2023 with 35 sessions scheduled for the remainder of 2023, this phase also includes firearms officers (as their attendance was reassessed following the Casey Review) and will capture the remainder of the officers. The notion of using 'Domestic Abuse (DA) Matters Champions' will be reinvigorated with an aim to train between 30-35 'champions' across the force, to ensure we provide a high-quality service to all victims.

Vulnerability training launches in May 2023, this phase focuses on Cyber enabled domestic abuse. Both vulnerability training and DA Matters training is mandatory for all front-line officers and staff, along with those who engage with members of the public.

The recent HMICFRS PEEL Inspection 2022 identified the CoLP as innovative, stating that Investigators actively pursue evidence led domestic abuse prosecutions, in cases where victims are at their most vulnerable; and the force records crimes well and is amongst the best in England and Wales at obtaining the best outcomes for victims.

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.

WALK AND TALK INITIATIVE

This CoLP initiative has been developed from a concept founded by the Metropolitan Police Service (MPS) (initially aimed at improving community relations) to an initiative as part of CoLPs response to local concerns about Violence Against Women and Girls.

CoLP is inviting women who live or work in the square mile (and are aged 18rs +) to go for a walk with local female officers in their neighbourhood. It is a way of officers being able to engage with our female community and encourage them to talk about their experiences and concerns, including ideas on how we can improve their safety and how safe they feel in the City.

Sessions are taking place early in the morning or in the evening, they launched on 20th April 2023 and are being promoted through both Policing and City of London Corporation circles. Any themes or concerns raised will be recorded for future discussion, with a view to making collaborative recommendations.

OP REFRAME

The 9th Operation Reframe event since its launch in April of last year took place at Bank junction on 24th February 2023, combining the general ethos of this initiative with Transport for London (TfL) and their 'Op Regina', an initiative aimed at ensuring safe travel home.



This joint partnership approach was a success; together with TfL, City of London Police Roads Policing Unit stopped 36 vehicles, of which 78% were non-compliant (many with badges not displayed / licencing concerns) resulting in 21 tickets being issued and appropriate intelligence action. TfL also assisted City officers stopping buses along Bishopsgate to ensure that people were feeling safe and free from harassment on their travels, checking compliance with travel for 240 passengers. Two licencing buses, covering both sides of the City, were also in attendance, with multiple partners on board.

The welfare tent, staffed by Police and volunteers from St Johns Ambulance, was also utilised- 9 vulnerable women were supported here. More generally, working with our

Night-time Guardians from the City of London Corporation and other Agencies, the operation continued through the night and 6 further vulnerable women were provided assistance. 5 full premises checks were carried out, including CCTV compliance checks and door staff badges. A further 24 licensed premises had visits from the City of London Police, Environment Agency, and Park Guard who are contracted by the City of London Corporation to provide community safety services. Due to the many visible successes, plans are now underway to run this joint operation more frequently.

Conclusion

4. 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.
5. 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'.

Kate MacLeod

Detective Superintendent

Professionalism and Trust Dept

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