



## Strategic Planning & Performance (Police) Committee

**Date:** TUESDAY, 5 SEPTEMBER 2023  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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

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**Ian Thomas CBE**

**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 3<sup>rd</sup> of May 2023.

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

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

**For Information**  
(Pages 11 - 14)

5. **Q1 POLICING PLAN PERFORMANCE 23-24**

Report of the Commissioner.

**For Information**  
(Pages 15 - 32)

6. **CYCLIST/ E-SCOOTERS- UPDATE ON CITY OF LONDON POLICE RESPONSE**

Report of the Commissioner.

**For Information**  
(Pages 33 - 42)

7. **NEIGHBOURHOOD POLICING STRATEGY**

Report of the Commissioner.

**For Information**  
(Pages 43 - 62)

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 63 - 66)

**9. HMICFRS DEEP DIVE - FORCE AREAS 'REQUIRING IMPROVEMENT'**

Report of the Commissioner.

**For Information**  
(Pages 67 - 74)

**10. QUARTERLY HMICFRS INSPECTIONS UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 75 - 82)

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

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

**13. EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

**14. COUNTER TERRORISM DEEP DIVE**

Report of the Commissioner.

**For Information**  
(Pages 83 - 102)

**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 Wednesday, 3 May 2023

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held on Wednesday, 3 May 2023 at 11.00 am

### Present

#### Members:

Tijs Broeke (Chair)  
Deputy James Thomson  
Helen Fentimen  
Moawia Bin-Sufyan (External Member)  
John Griffiths  
Adrian Hanstock (External Member)

#### Officers:

Richard Riley	- Police Authority Director
Richard Holt	- Town Clerk's Department
Paul Betts	- Assistant Commissioner, City of London Police
Alix Newbold	- City of London Police
Rob Atkin	- City of London Police
Matthew Bradford	- City of London Police
Kate MacLeod	- City of London Police
Brett McKenna	- City of London Police
Matthew Ebbs	- City of London Police
Claire Flinter	- City of London Police
Carly Humphreys	- City of London Police
Ellie Ward	- Community and Children's Services Department

#### 1. **APOLOGIES**

Apologies for absence were received from Deborah Oliver and Melissa Collett.

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

There were no declarations of interest.

#### 3. **MINUTES**

The Committee considered the draft public meeting and non-public summary of the previous meeting of the Strategic Planning and Performance Committee held on the 6th of February 2023.

It was noted that Helen Fentimen, John Griffiths and Deborah Oliver were in attendance of the meeting held on 6th February 2023.

**RESOLVED** – That the public minutes of the previous meeting held on 6th February 2023, subject to the corrections specified, 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 outstanding actions from the previous meeting of the Committee.

The Chairman requested that an update on actions taken to curb the dangerous behaviour of e-scooters and bicycles be included as part of outstanding references. It was noted that as an outcome from the Police Authority Board the Committee needed to have an overview both of what the police are doing and what the Force can be doing to understand and address the issues raised by Members.

Members of the Committee requested that a hotspot survey be conducted to get an understanding of the issues and to identify any anti-social behaviour that may exist.

The Committee requested a review of legislation that applies to e-scooters and bicycles to understand whether they are enforceable or if they need to be amended.

A Member noted that the law prevented private individuals from insuring e-scooters and there may be an option to confiscate privately owned e-scooters because the law did not permit private insurance.

The Committee noted challenges Officers may experience with reporting to multiple Committees and in response, the Chair committed to reach out to the Town Clerk to request a greater collaboration between the Children & Community Services Department, Transport Team and the City of London Police to address identified issues. The Chairman further remarked that oversight for preventing crime and anti-social behaviour resides with the Committee.

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

5. **HMICFRS PEEL INSPECTION 2022**

The Committee received a report of the Commissioner regarding the findings of the HMICFRS PEEL Inspection.

In response to queries from the Committee, Officers outlined innovative practices initiated to reduce violence against women and girls, including the stop and search innovation, which was noted as best practice.

A Member requested that accomplishment timelines be set for each deliverable listed in the report. Members also requested analytical support for the stop and search trends presented.

Following comments from Members, Officers agreed deliverable timelines would be included in reports and committed to organising a Power BI demonstration to the Committee.

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

6. **COMMUNITY REASSURANCE AND SUPPORT SERVICE**

The Committee received a report of the Executive Director of Community and Children's Services regarding a progress update on Community reassurance and support services.

The Chair requested details of the functions for the Community Safety Accreditation scheme and how it was going to be scrutinised.

The Committee sought clarity on the proliferation of privatised policing services and how they collaborate with the police. The need to understand the impact of employing uniform presence within the city and a need for coordination to avoid confusing the public was also highlighted.

The Chairman requested that Officers prepare a report for the next meeting of the Committee to help understand the powers of support services and the Bylaws that empower them, particularly as it relates to use of force.

In response, Officers committed to prepare responses and revert with the information requested by the Committee to be discussed with the committee.

The Chairman remarked that he was not supportive of privatised force and powers. The Chair noted a preference for community support officers.

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

7. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

The Committee received a joint report of the Commissioner and Executive Director for Children and Community Services which provided the Quarterly Community Engagement Update.

The Chairman requested for clarity on how the success and outcomes of activities outlined in the report will be measured, how Officers will ensure activities will be progressed and details of how community engagement is being evaluated.

A Member encouraged collaboration and sharing best practice with other units and advised against working in silos.

In response, Officers highlighted and discussed the community engagement strategy and noted that conversations are ongoing with the Force Operational Improvement Board. The success of the initial Walk and Talk event conducted by Officers was noted.

The Chairman thanked representatives from the Community and Childrens Services Committee for attending the meeting.

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

8. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

The Committee received a report of the Commissioner regarding new reporting and assessment methods from HMICFRS, with how they are being addressed at the newly implemented Force Operational Improvement Board.

The Chairman highlighted the volume of activities and information in the report and requested that the Town Clerk and Officers review the structure, contents and level of details contained in the report.

Members remarked that custody inspection and crime data integrity are two key areas Officers are required to focus on in the report.

In response, Officers confirmed to the Committee that an update on the joint inspection of police custody will be shared with the Committee going forward.

Officers further remarked that the tentative timeline for completion of the crime data integrity inspection was end of 2024 but noted that this timeline was yet to be firmed up.

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

9. **Q4 POLICING PLAN PERFORMANCE 22-23**

The Committee received a report of the Commissioner on Performance assessment against the measures in the Policing Plan for Q4 2022-23 (1st January to 31st March 2023).

The Chairman commended Officers for the positive outcome in the report and noted the fact that there was a 12% decrease in crime against the baseline year, which the Chair remarked was really positive.

The multi safeguarding meetings and representation in the workforce was highlighted as essential to ensure the force was reflective of the communities it policed.

In addition, the Committee requested an update on the Safer City Partnership program and how it operates across the city.

The Chairman requested that all Officers are expected to undertake their mandatory training.

In response, Officers noted the importance of mandatory training and committed to ensure it is undertaken when due. Officers undertook to get partnership support where required.

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

10. **PROGRESS UPDATE ON POLICE AUTHORITY REVIEW IMPLEMENTATION**

The Committee received a report of the Town Clerk regarding a progress update on the Police Authority review implementation.

The Committee requested clear deadlines for achieving set objectives to be included in the progress report.

A Member requested for an indication of the specific risk items in the report and when they would reach steady state.



Following comments from the Committee, it was agreed that a steady state would be achieved by Autumn just before November 2023.

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

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

The Committee received a report of the Commissioner which provided an update on strategic progress made by the City of London Police (CoLP) in relation to Violence Against Women and Girls.

The Chairman thanked the team and officers for the good overview and highlighted that it was essential for restoring trust in the police.

The Chairman requested that papers be put together by Officers to review how violence against women and girls' activities are reported to the Board for scrutiny.

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

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

There were no questions in the public session.

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

There were no urgent items considered in the public session.

14. **EXCLUSION OF THE PUBLIC**

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

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

There were no non-public questions.

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

There were no non-public items of urgent business.

**The meeting ended at 1.00 pm**

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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	<b>In Progress-</b> 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 3rd 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 27th of April. Subject to the approval of the Court the Committee will meet regularly to provide the required Member oversight.
2/2023/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 other City of London Corporation committees and boards.	Police Authority	<b>In progress-</b> 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.
3/2023/P	Item 4- Public ORs	The Chairman requested that an update on actions taken to curb the dangerous	Commissioner of Police	<b>Complete-</b> This is an agenda item at SPPC and

## Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

		behaviour of e-scooters and bicycles be included as part of outstanding references. To include hotspots analysis and relevant legislation.		will also be submitted to September PAB for information as was requested at July PAB.
4/2023/P	<b>Item 5- HMICFRS PEEL inspection update</b>	Officers agreed to provide a Power Bi Demonstration as part of the next update	Commissioner of Police	<b>Complete-</b> this can be demonstrated live in the meeting under this item if desired.
5/2023/P	<b>Item 6- Community Engagement Update</b>	The Chairman requested for clarity on how the success and outcomes of activities outlined in the report will be measured, how Officers will ensure activities will be progressed and details of how community engagement is being evaluated	Commissioner of Police	<b>Complete-</b> In terms of Cluster Panels, the DWOs maintain a cluster panel tracker which includes a comments section for issues raised. This is monitored by the DWO Sergeants who pick out themes from across the clusters and raise in the appropriate forum. A good example would be anti-social cycling which has previously been raised at a number of cluster panel meetings and the results/ outcomes from the cycle team are fed back. In the longer term as part of the Policing Plan performance measure which seeks to understand people's feelings of safety

## Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

				<p>and confidence in CoLP, there is ongoing work regarding surveying conducted by the City of London Police to bring multiple surveying elements into one place through new software. This software will allow us to create an engagement platform online where people will be encouraged to give their feedback on how safe they feel in the City. This will allow us to run social media campaigns, utilise QR codes both on-line and throughout the City and reach out specifically to our residents and wider business population to get feedback. City of London Police will be investing in an interim solution until the software has been launched to capture the views of the public through engaging with an external company and aim to have data for next quarter.</p>
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## Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

6/2023/P	<b>Item 8- Violence Against Women and Girls</b>	The Chairman requested that papers be put together by Officers to review how violence against women and girls' activities are reported to the Board for scrutiny.	Commissioner of Police	<b>In Progress-</b> There is a dedicated metric (1.2.3) on violence against women and girls under the priority of 'Reducing Violent Crime' already reported to the SPPC as part of the quarterly report on Performance against Policing Plan measures. The P&T team are currently reviewing how violence against women and girls could be reported as BAU under the E&I updates to PSIC in order to rationalise reporting- this is being discussed currently with the PA Team. Further details will be shared at the next Committee.
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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 5 September 2023
<b>Subject:</b> Q1 Policing Plan Performance 23-24	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 74-23	<b>For Information</b>
<b>Report author:</b> Claire Flinter (Head of Business Information)	

## Summary

This report provides a performance assessment against the measures in the Policing Plan for Q1 2023-24 (1 April to 30th June 2023).

1. The Policing Plan 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.
2. The Policing Plan has three organisational priorities:
  - a. Our People
  - b. Our Resources
  - c. Efficiency & Effectiveness
3. A refresh of the Policing Plan was undertaken in 2022, and the previous measures have been adapted to give a strategic oversight of performance to Members. These measures were agreed at the Strategic Planning & Performance Committee In February 2023. This report assesses performance by reviewing the data trend associated with the measure, providing some analysis of the reason for the trend, and what action is being taken to achieve the performance measure.

## Recommendation

Members are asked to note the report.

## Appendices

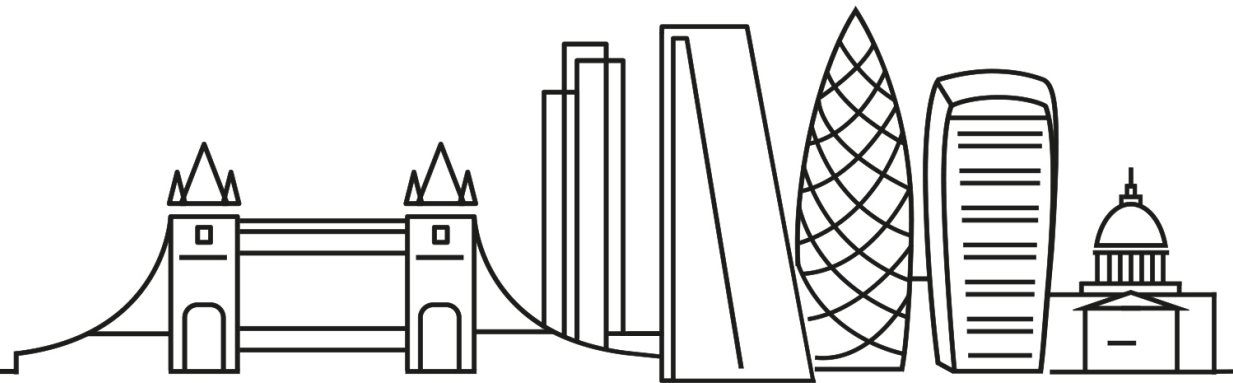
- Appendix A – Crime and ASB Executive Summary

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# Policing Plan Performance Report

Quarter 1 2023/24



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

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# 1.1

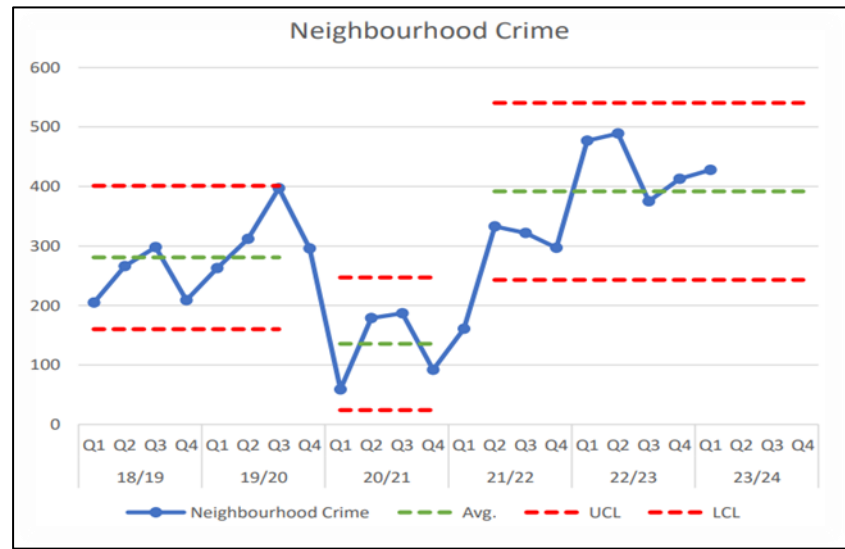
## Keep those who live, work and visit the city safe and feeling safe Reduce Neighbourhood Crime

Data Trend 

**Overview**  
Neighbourhood crime is defined by the national definition and includes the following crime types: burglary residential, robbery personal, vehicle crime and theft from the person.

There has been a consistent increase in neighbourhood crime, and this has been driven predominantly by Theft from Person offences. The main modus operandi for these types of crimes are phone snatches, as well as pickpocket offences and distraction thefts. This has been the main contributor in terms of volume for 'All Crime' experienced in the City alongside 'all other theft' which is not included in the national definition.

While the data shows increases over the last 12 months for this crime category this trend has started to slow down and there has been a significant response in terms of Intelligence led policing to tackle this. There is also significant work ongoing to reduce 'all other theft offences' as well as Burglary, Vehicle Crime and Robbery.



**Response**  
A proactive acquisitive crime team has been established.

A proactive joint investigation with the Metropolitan Police is ongoing to tackle phone snatch offences.

Weekly tasking meetings direct uniform patrols to hot spot offending locations to prevent offending and identify offenders.

Crime prevention road shows for residents and businesses offering advice, target hardening and general overviews of crime in the city to keep the public informed.

Theft is one of the key workstreams within the partnership and prevention hub who use a problem-solving policing approach.

Identification of links with serious and organised crime are in development to provide further opportunities for disruption.

Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
489	375	413	428



# Keep those who live, work and visit the city safe and feeling safe

## Reduce Violent Crime

Data Trend



**Reasons**

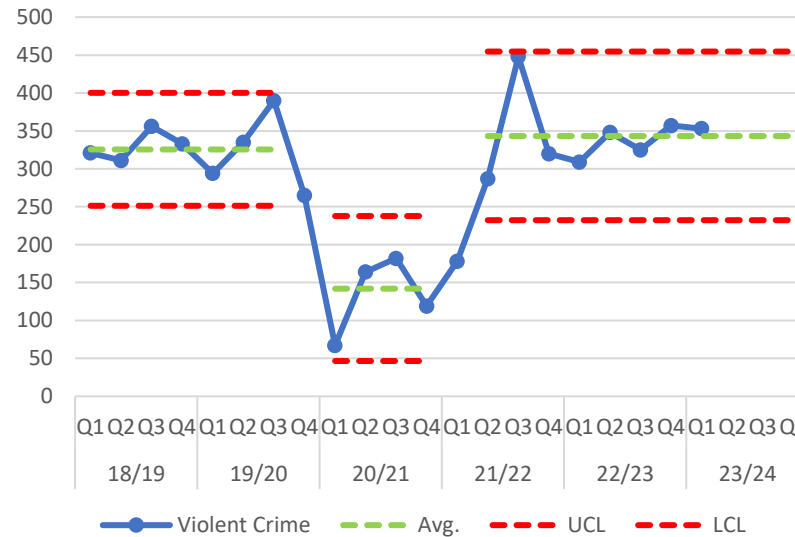
Violent crime has dropped by 1.2 % (-4) since Q4 22/23. This is a 14% (+34) increase from Q1 22/23 and volumes remain consistent since the increase after Q4 21/22 when crime levels started to return to normal after the pandemic.

Volumes of Serious Violence have increased by 22% (+27) since Q4 22/23. This is due to a 28% (+26) increase in Violence with Injury offences for Q1 23/24 compared to the Q4 22/23 figures.

Volumes of Serious Violence in the City are low compared to national volumes with violent crime making up a small percentage of 'All Crime' experienced in the City.

Violent Crimes mainly occur during the night time economy and the latest analysis demonstrated this accounted for 57% of crime in 2022/23. This is mainly Violence Without Injury Offences which are lower-level common assaults.

Violent Crime



**Response**

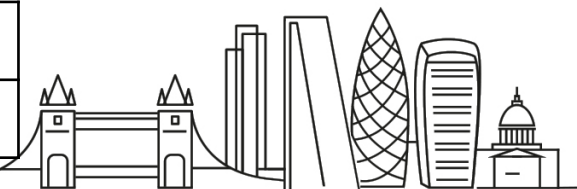
There has been significant focus on reducing Violence Against Women and Girls offences this period which has lowered the proportion of these offences within violence this quarter. Several different initiatives under the Op Reframe banner continue including the walk and talk initiative and consent campaign.

City of London Police is increasing its understanding of drivers of violent crime alongside preparing bids to tackle violent crime for consideration at the Safer City Partnership (SCP) in September.

The new Serious Violence Duty ensures councils and local services work together to share information and target interventions to prevent and reduce serious violence. This work is being led through the Safer City Partnership. It currently involves conducting analysis for a Serious Violence Duty Strategic Needs Assessment which will inform a Serious Violence Strategy to be published in early 2024.



Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
348	325	357	353



# Keep those who live, work and visit the city safe and feeling safe

## City of London Police positive outcome rate remains above the national average

### Data Trend



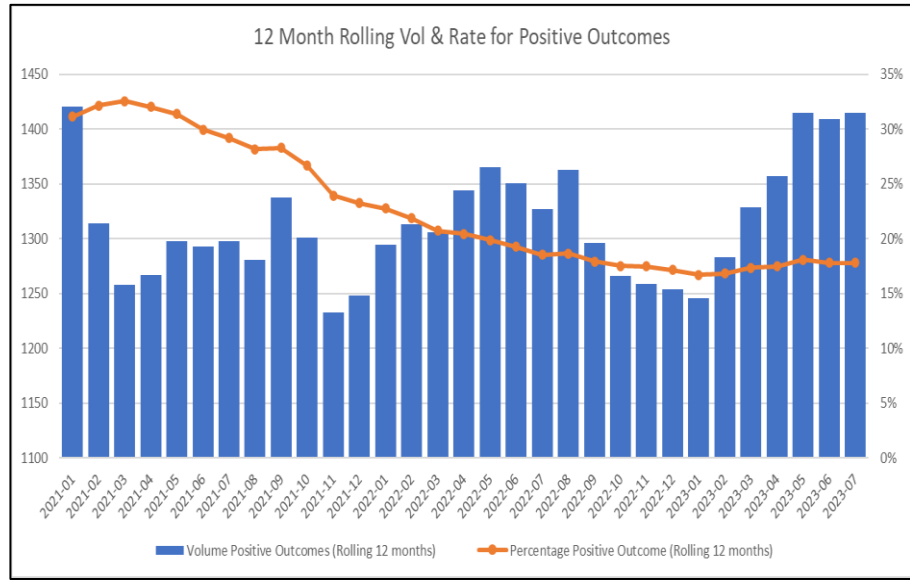
#### Reasons

City of London Police perform well in this area and consistently outperforms the national average. The national Positive outcome rate for published data to March 2022 demonstrates a 10.4% outcome rate. City of London Police are currently performing higher than this.

The current positive outcome rate for Q1 is 18% (1413). This area is driven by positive performance in Crimes against Society (59%) and volumes for violent crimes (20%) are also positive when compared nationally.

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.

As the work continues, we would expect to see this performance-maintained bearing in mind increasing crime volumes.



#### Response

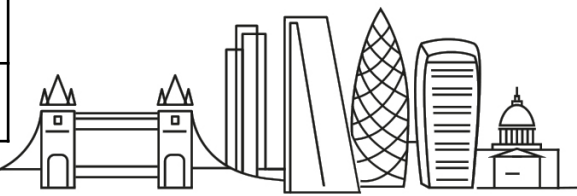
City of London Police attend and investigate every crime, and this increases the chances of getting a successful outcome.

Work is ongoing to realign some of its investigative responsibilities and resources. These will improve management of high harm investigations and volume crime investigations and will be monitored for impact on outcome rates.

City of London Police analyses all outcomes applied to crimes and not just positive outcomes. This includes understanding where there are any variations from national trends. This adopts a new framework which encourages forces to look at all outcomes to identify areas for improvement.

Positive Outcomes are based on Home Office Counting Rule outcome codes 1-4 and 6-8 which include outcomes such as charged/summons, out of court disposals, taken into consideration.

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
<b>Percentage</b>	18%	17%	17%	18%
<b>Volume</b>	1308	1253	1323	1413



# Keep those who live, work and visit the city safe and feeling safe

## Reduce ASB Incidents

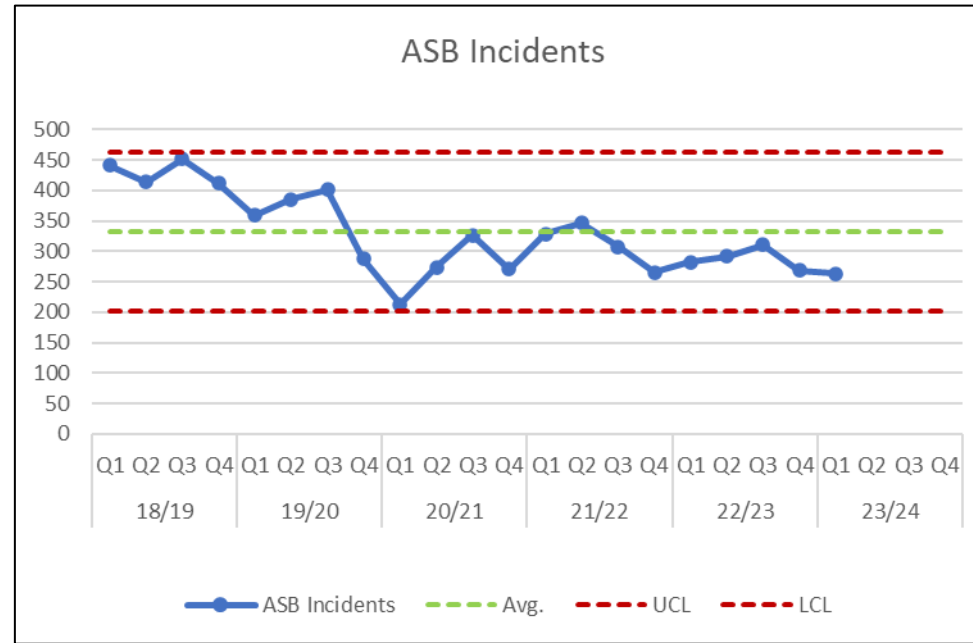
### Data Trend



### Reasons

Anti-social behaviour incidents remain low and are reducing further.

This has been very consistent for several years supported by the partnership and prevention hub which assesses repeat victims, locations and suspects to ensure appropriate response are put in place to deal with ASB.



### Response

City of London Police continues to engage with its residential and business community to ensure the low volumes of ASB are not due to underreporting.

Good levels of community engagement have been achieved through ward panel meetings and local promises targeting issues affecting people at a ward level.

City of London Police is targeting specific ASB types seen within its grounds including begging incidents through the Op Luscombe programme. These operations are taking a problem-solving approach in line with national best practice in the area.

Issues such as ASB on pedal bikes and e-scooters are being actively targeted by the dedicated cycle team.

An ASB strategic meeting brings together members of the Safer City Partnership to look at how we respond to ASB, engage residents and ensure long terms problem solving is in place.

Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
292	311	269	263



# Protect the UK from the threat of cyber and economic crime

To increase the total number of positive outcomes recorded in relation to fraud across the country

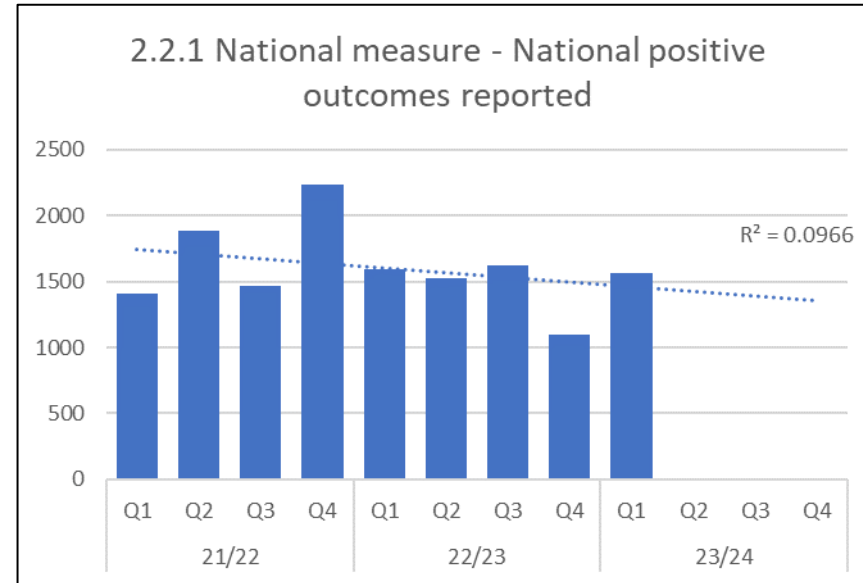
## Data Trend



### Reasons

There has been a marked improvement in the number of positive outcomes reported this quarter due to three significant operations reaching conclusion in the quarter accounting for hundreds of outcomes. The National Force Intelligence Bureau has recently implemented a new process for Serious and Organised crime operation monitoring. This improves dissemination of linked crimes to existing operations and consequently the recording of outcomes for those investigations.

Performance has been consistent over the last few years with small variability only seen in quarter 4 22/23. While the data stability does not indicate any changes in volumes predicted, the introduction of the long-term plans within the new fraud and cybercrime analysis system will significantly improve the ability to record outcomes lessening the impact of current manual reporting processes on the outcome rates. This is expected to result in positive outcome trends increasing going forward.



### Response

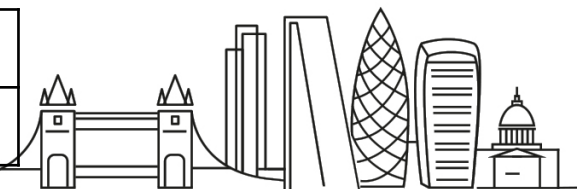
In May 2023 a National User Group attended by all forces provided a briefing on a number of items including outcome reporting, its importance and the national performance regime surrounding this.

The NFIB's new solvability trial process is continuing and initial feedback from forces shows reports are being sent out in a timelier fashion and contain more viable lines of enquiry. As this trial progresses and cases move through investigation to outcome this should further increase positive outcomes.

This data relates to National Outcomes and is not City of London Police specific. Total outcomes reported in a period can relate to disseminations from any time. The volume of outcomes fluctuates throughout the year as cases with varying numbers of crimes attached are completed. For example, one investigation into a boiler room might have hundreds of outcomes attached to it and closing the case will give many outcomes, potentially bringing closure to multiple victims.



Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
1530	1625	1101	1562



# Protect the UK from the threat of cyber and economic crime

Law enforcement capabilities to tackle economic and cyber-crime are developed through training and accreditation

## Data trend

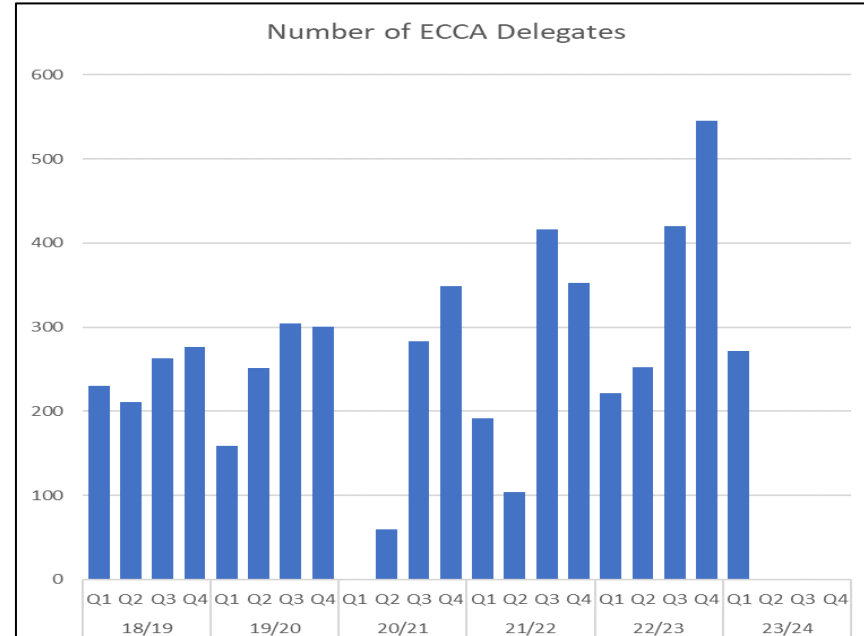


### Reasons

This quarter saw lower delegate numbers than Q4 22/23. This is expected due to seasonality within the data. Although this is a decrease from Q4 22/23 it is an increase in Q1 of the previous year. Training levels are following the expected seasonal adjustment, as bookings are affected by budgets and bank holidays in Q1.

Satisfaction for the quarter averaged at 88% despite a drop to 78% in May. This was because of one externally held course that has lowered the satisfaction significantly and has resulted in bespoke courses being developed.

As we can account for the dip this quarter and this is consistent based on seasonality, we are comfortable with performance for this area.



### Response

To ensure the training being delivered is meeting this priority a strategy to monitor the impact of training on attendees and their roles is being developed which will improve understanding of impact of training.

The Academy delivered a Victim Care course for new Advocates in the National Economic Crime Victim Care Unit expansion, ensuring staff have appropriate skills.

The Academy delivered a bespoke Introduction to Fraud course specifically designed for the Financial Conduct Authority and the National Crime Agency were given a Bribery course. Feedback from both has been positive and early indication is they will request additional courses over the coming months.

Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
252	420	545	272



## Putting the victim at the heart of everything we do

To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service

### Data Trend

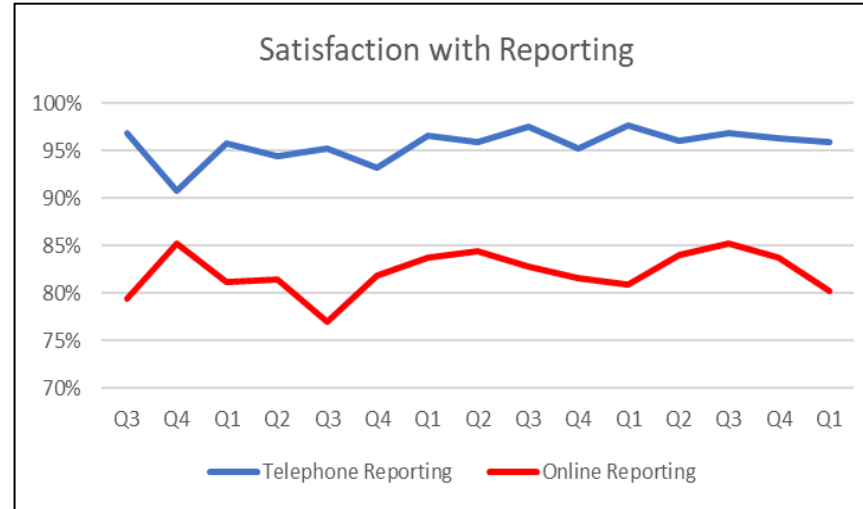


#### Reasons

There has been a minimal increase in satisfaction this quarter. This is believed to be due to an uplift in contact centre staff numbers which resulted in a reduction in call abandonment and wait times.

These performance rates have remained consistent over the long term. This is likely due to the inability to make improvement to the online reporting platform and processes for reporting through the contact centre due to the current supplier nearing the end of its contract.

The respondent volumes remain low potentially impacting the representativeness of the data as a percentage of service users.



#### Response

The new fraud and cybercrime reporting service will present significant changes to online reporting mechanisms and the journey of a victim through the contact centre. A prototype website is being tested in preparation for the new reporting service going live in 2024.

In order to improve the victim journey and initial contact with Action Fraud several improvements have been implemented, such as Language Line and the Sign Video reporting option for Deaf users. The Advisor XP Contact Centre tool was also launched in Q1, a chat bot style tool offering advisers real time support, to ensure that victims are provided with correct advice and referrals. These are expected to improve the quality of calls and reduce call waiting and handling times, which should in turn increase victim satisfaction.

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
Online Satisfaction	84%	82%	81%	82%
Phone satisfaction	96%	95%	95%	96%





# Putting the victim at the heart of everything we do

## City of London Police victim satisfaction levels are improved.

### Data Trend



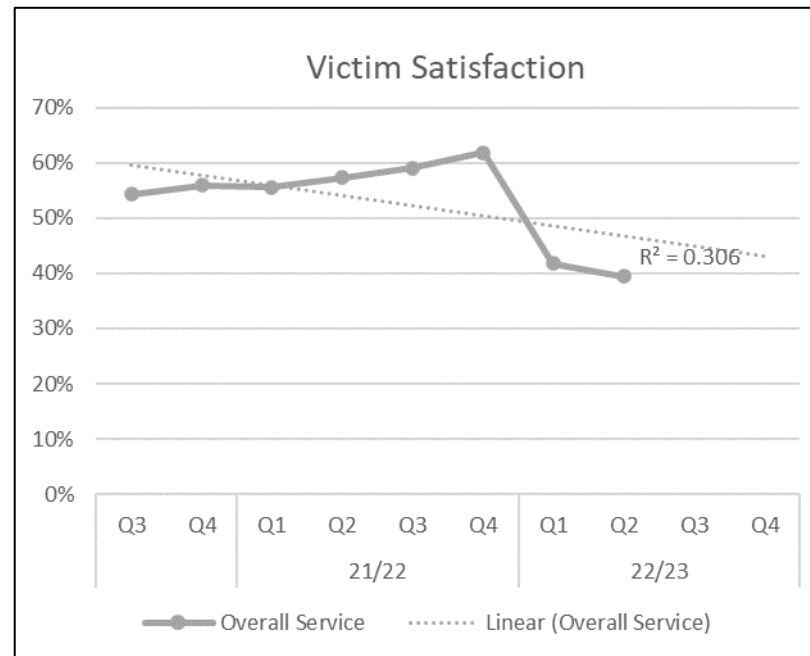
#### Reasons

City of London Police has not completed a victim satisfaction survey this quarter. This is due to a fault with the system that is due to be replaced with a more capable technological solution.

The low response rates received from the current process meant that the data was not representative of all victims and therefore was not reliable.

City of London Police has invested in an innovative solution that will capture victim feedback in real time. This means we will be able to deal with any dissatisfaction in the moment rather than weeks after, leading to a better victim experience.

City of London Police surveys victims of domestic abuse. In 21/22 there were 71% of respondents that were at least satisfied with the overall service received. Due to the small volumes of offences response rates are low (14 respondents).



#### Response

The new survey solution will allow us to deal with any dissatisfaction in real time leading to a better victim experience and improved processes. Supervisors will be able to drill down into their teams' results using interactive performance dashboards and alerts can be set up to deal with any negative feedback in the moment and identify any individual good or bad individual and team performance. Victim satisfaction is linked to public confidence and a good experience will also impact positively on public confidence.

The current system in place is being fixed and data will be provided through this mechanism until the new software has been fully implemented. We know that volumes are low so analysis will focus on the qualitative elements and feed into the new Strategic Victim Board.

Domestic Abuse Satisfaction is completed independently by the Independent Domestic Abuse Adequate. Although responses are low, qualitative analysis will be completed to identify any trends and this will feed into the new strategic Victim Board.



## Our People

**City of London Police is a psychologically and emotionally healthy place to work\***

Data Trend



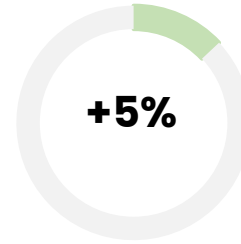
### Reasons

This is a new measure to be reported on bi-annually to coincide with the staff surveying timeframes.

There are no long-term trends identified yet as we continue to build our data set.

In the latest pulse survey (completed in July 2023) there was a 5% increase in staff who agree "That City of London Police is a psychologically and emotionally healthy place to work". This compares to the baseline survey undertaken in October 2022.

### Percentage Change 22/23



Oct 2022	July 2023
42%	47%

### Response

City of London Police is seeking to improve this result further as it's clear not all the workforce agree with this statement. The results of the survey are currently undergoing analysis to identify any trends that influence this result as well as any areas within the force where this is predominant. This will allow us to identify good practice and areas for improvement.

A detailed results analysis has been provided to all senior leaders in the organisation. Business leads are reviewing their results and ensuring there are appropriate plans in place to make improvement. This will ensure these are in place for any identified areas of concern. In addition to this, focus groups are ongoing to delve further into the detail and the results will be available for next quarter.

We recognise there are many elements that contribute to being a healthy place to work and staff well-being. This is reflected in work undertaken through our inclusivity programme, and a new well-being ambassador programme and delivery group.



# Our People

## City of London Police workforce engagement levels are increased

### Data Trend



#### Reasons

This is a new measure to be reported on bi-annually to coincide with the staff surveying timeframes.

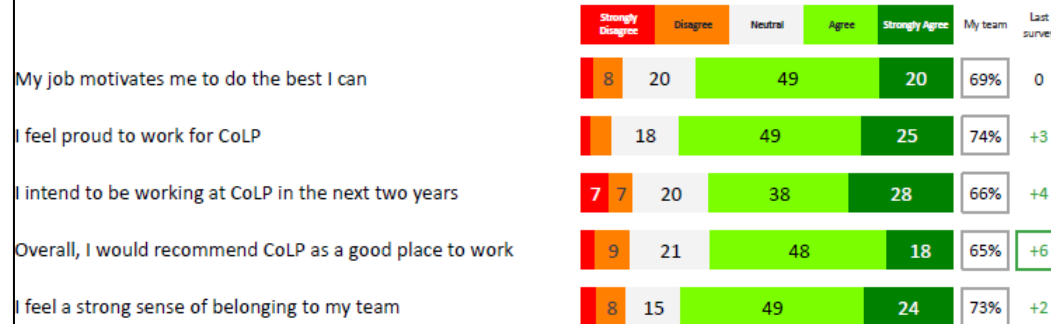
There are no long-term trends identified yet as we continue to build this data set. Some high-level findings from the PULSE survey in July 23 results show a 3% increase in responses to the five engagement questions since the last survey on Q3 22/23.

Response rates were slightly down in this pulse survey from 64% to 58%, although the full survey in October did remain open for longer.

This is a positive score for engagement when compared to other forces.

The engagement score is calculated using the 5 engagement questions outlined. It essentially measures how happy staff are when they are completing the survey..

#### The 5 questions that make up the Engagement score



#### Response

This measure will be used consistently throughout the next few years to monitor engagement levels of staff when they undertake the survey.

When the initial survey results were provided, a detailed results analysis was provided to all senior leaders in the organisation. Those responsible for area of the business have been reviewing their results and ensuring there are appropriate plans in place to make improvement. These seem to have impacted positively as this measure has increased.

As we wait for the detailed analysis from the Pulse survey there are ongoing focus groups to discuss the themes that have been raised and we continue to run these to delve further into the detail and the results will be available for next quarter.

Oct 2022	July 2023
66%	69%



# Our People

City of London Police Recruitment Activity is improving how well its workforce reflects the communities it serves

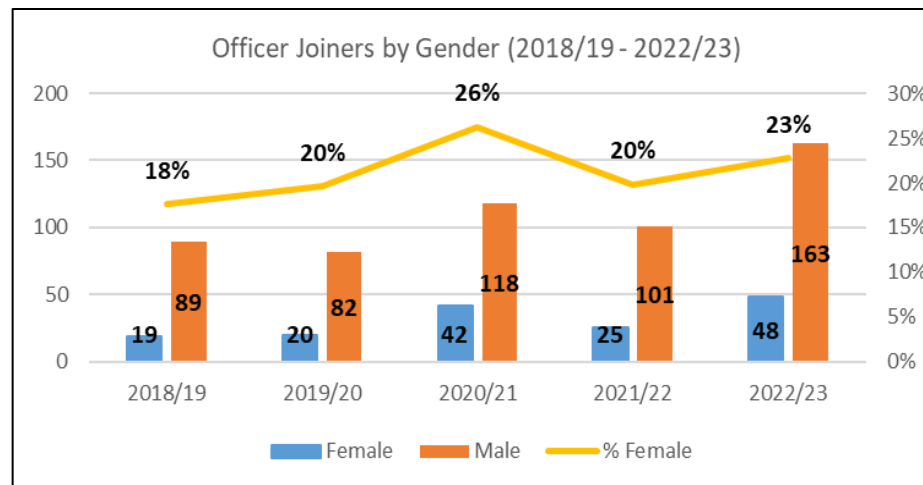
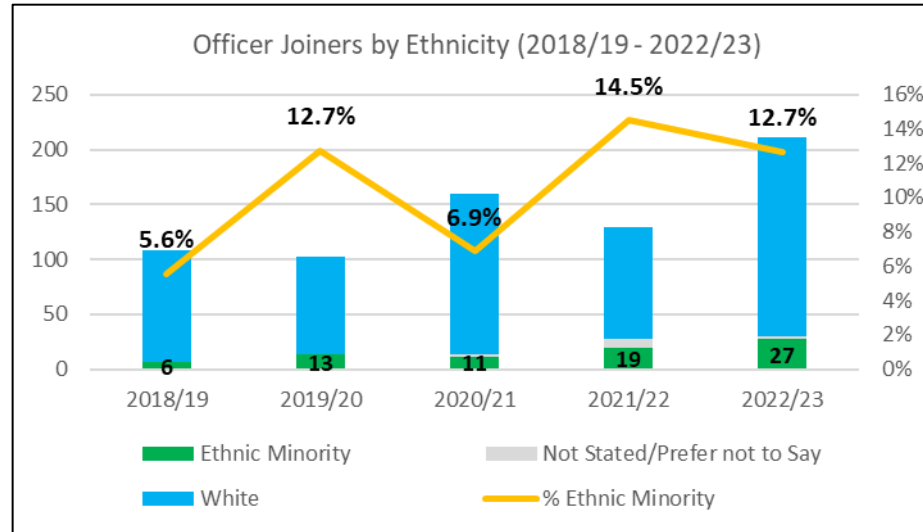
## Data Trend



### Reasons

City of London Police regularly review workforce diversity. We have undertaken analysis to understand the demographics of the communities that live and work in the City based on the latest census and information provided by the Corporation.

The most recent student intake shows 33% of joiners were from an ethnic minority background which helps to move the organisation in the right direction.



### Response

The City of London Police has implemented several schemes in line with its continued outreach and communication strategy. This includes a system to support under-represented candidates through the recruitment & onboarding process and during their probation.

City of London Police has continued to run the Positive Action Leadership Scheme (PALS) development programme every year, which is offered to all under-represented groups. This programme has been created to develop and retain officers and police staff from under-represented groups. The Learning & Organisational Development Team will continue to implement new developmental programmes for all underrepresented groups.



## Resources

**Financial outturn is within 1% of forecast**

**This is a bi-annual measure which will be reported in October 2023 and March 2024**



## Resources

### Staff are well equipped to do their roles

Data trend



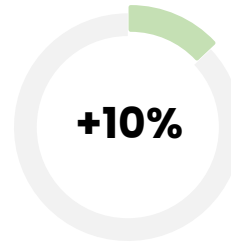
#### Reasons

City of London Police is using the staff survey to understand if staff feel well equipped to do their roles.

This is a new measure and there are no long-term trends identified yet as we continue to build this data set.

There has been a 10% increase in staff who agree 'I am well equipped to do my job'. This is seen as a positive improvement in the pulse survey undertaken in July 2023.

#### Percentage Change 22/23



Oct 2022	July 2023
44%	54%

#### Response

City of London Police is undertaking a training needs analysis for all roles to improve strategic workforce planning and ensure our workforce is suitably supported and skilled to meet the demands it faces now and in the future.

A continuous professional development programme to improve prevention and problem-solving skills has been completed. This includes supporting Dedicated Ward Officers to achieve the Level 2 Problem Solving Award for Practitioners in Community Safety & Crime Prevention with all officers expected to be qualified by the end of 2023. Bespoke problem-solving training was rolled out to all neighbourhood and frontline officers in Q1 of 2023

Power BI phase 2 will be rolled out over the coming months which will equip officers and staff with better access to data to inform their operational and strategic decision making. Metaverse are providing training sessions to help improve data literacy.



## Efficient and Effective service

# The public feel safe & the public have confidence in City of London Police

### Data Trend



#### Reasons

City of London Police has not completed a public survey this quarter. This will be measured using the new surveying technology being rolled out in Q2.

There is currently no historical local data to compare to for long term trends as this is a new measure.

Nationally there are decreasing levels of public confidence which is linked to feelings of safety and police officer misconduct.

#### Response

There is ongoing work to bring multiple surveying elements into one place through Uplands Software. This software will allow City of London Police to create an online engagement platform where people will be encouraged to give their feedback on how safe they feel in the City. This will allow City of London Police to run social media campaigns, use QR codes both on-line and throughout the City and reach out specifically to our residents and wider business population to get feedback.

City of London Police will be investing in an interim solution until the software has been launched to capture the views of the public through engaging with an external company and aim to have data for next quarter.

City of London Police has undertaken several initiatives this quarter to try to make the public feel safe and these include:

- The National Economic Crime Victim Care Unit has launched a new victim survey which measures whether victims feel safer and more confident after contact with an advocate. Results are expected to begin to be available from Q2.
- The new walk and talk initiative provides opportunity for female members of the public to walk with police officers to point out areas that make them feel unsafe in the City. This enable officers to feed this back into patrol plans and our wider partnership to increase feelings of safety. It also allows first hand for officers to receive feedback on policing in the square mile and adapt our plans accordingly.
- Op Reframe provides a thematic approach to increasing feelings of safety of women in the nighttime economy focussing on issues such as spiking, safe travel, testing or ASK for Angela



# Appendix A

## Data Trends

These have been identified based on the data available, whether the data is increasing or decreasing within the required tolerance level. A green upwards arrow suggests improvement in the direction of travel. Amber means there has been limited increases or decreases within tolerance level and red and upwards arrow means there is an increasing trend which is negative.

Where Statistical Process Charts are used; Normal random variation is expected, where volumes fall above and below the average and within the expected confidence limits (at 2 standard deviations, 95%). This is what is known as noise. SPC charts help to 'drown' out the noise by showing exceptions (which require investigation as they are significant).

Significant exceptions are where the data points fall above or below the control limits, or where there is a run of 7 data points above the average or below the average. Another exception is where there is a month on month increase for 7 months. These are the big exceptions, but with more work you can also build in additional early warning indications to help highlight emerging issues.

Where there is no statistical data available a review of the qualitative data has been completed and the same trend analysis applied.





# Agenda Item 6

<b>Committee(s):</b> Strategic Planning and Performance Committee  Police Authority Board	<b>Dated:</b> 5 September 2023  20 September 2023
<b>Subject:</b> Cyclist/ e-scooters- Update on City of London Police response	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1- People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol_75-23	<b>For Information</b>
<b>Report author:</b> Sgt Stuart Ford & Chief Superintendent Rob Atkin, Local Policing	

## Summary

At the Strategic Planning and Performance Committee on the 3<sup>rd</sup> May 2023, Members asked for an input at the next meeting of the Committee on what the City of London Police is doing in response to anti-social behaviour and offences perpetrated by cyclists and e-scooter riders in the City of London.

This report outlines the CoLPs response, highlighting a trial cycle squad response, deployments and outcomes.

Police Authority Board also requested an update on this matter (OR 9/2023/P) and so this report will also be submitted to PAB on the 20 September 2023.

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. At the last meeting of this Committee, Members asked for an update on the CoLPs response to offences committed by cyclists and e- sooter riders as this was an issue being raised regularly by their constituents and more widely at City of London resident meetings and local cluster panels.

### Current Position

2. CoLP has been leading on a sustained response to this problem the outcomes for which are outlined in the report and the attached appendix 1. A Cycle squad has been formed which is currently 7 weeks into a 12-week trial period. The aim of this is to look at what difference the squad can make in the CoLP response to dealing with cycle and e- scooter enabled offences such as phone snatches, traffic offences and other anti-social behaviour that is committed on cycles and e-scooters.
3. Part of having a core dedicated cycle squad means directing our cycle asset to specific duties. Duties like Operation Niven, CoLP's operation to combat acquisitive crime, and particularly phone snatch crime, which is currently an issue London wide. The City has seen a significant reduction in this crime type of 75% in July 2023 (36) in comparison to July 2022 (143). The below table shows the downward trend.

Month	2022	2023	% change
May	85	84	-1%
June	106	70	-34%
July	143	36	-75%
<b>Total</b>	<b>334</b>	<b>190</b>	<b>-43%</b>

4. The Cycle Squad has followed suspects before they have had a chance to commit a crime and it appears that the message is getting out to offenders who use cycles to commit crime, but CoLP is still aware of offences happening on the CoLP/ MPS borders.
5. In relation to anti-social behaviour on cycles, mainly being committed by young people riding in groups. In July to September 2022, we saw 14 recorded incidents, and it is believed it was higher but underreported. In comparison in July 2023, we have had 3 reported incidents and there have been very few incidents in the hours the Cycle Squad has been on duty.
6. This means that cycle officers are out on patrol in specific areas, enabling them to engage with the public for longer hours. They are very visible and approachable for pedestrians and other cyclists and can concentrate efforts into a specific duty. This is a highly visible deterrent to anyone coming into the City to commit crime or traffic offences.
7. Since the start of the new Cycle Squad initiative just 7 weeks ago, part of the cycle officers taskings are to deal with anti-social behaviour (ASB) on cycles which has included concentrating on education and warnings to give cyclists an opportunity to improve on their behaviour. The setting up of Operation Lewis (operation to deal specifically with ASB / nuisance caused by cyclists) will continue to concentrate on this anti-social behaviour on cycles which will include all the offences detailed below. We have a 3- step plan around cycling offences as follows:

**Step 1 – Education/Warning** -taking detail of the cyclist on a TOR (Traffic Offence Report)

**Step 2 – Education/Safe and Considerate Cycling course** (still cost the cyclist £37.20)

**Step 3 – Enforcement.** Fixed penalty notice, at £50 up to the process to court where they can be fined a great deal more.

8. The Cycle Squad has been concentrating on Step 1 and has seen an improvement around the major routes and junctions. We will now be moving to Step 2 and Step 3.
9. By issuing a Traffic Offence Report (TOR) to any cyclist we stop that has committed an offence and also using this as a way of warning cyclists, it gives us a chance to engage with them and explain the reasons we are dealing with offences and to pass on a safety and crime prevention message. It also enables us to show where many of the offence hot spots are.
10. The Squad will also be carrying out crime prevention at the same time in the way of cycle security and phone security marking as part of Op Lewis set up to deal with this.
11. The response times are much quicker on cycles than an officer on foot and often during busy traffic times, quicker and more agile than the police vehicles, also making parts of the City more accessible which are not vehicle friendly. Additionally, in comparison to vehicles, not only is the cost of purchasing and maintaining the cycles a considerable amount less it is also completely environmentally friendly, which for a busy City is also of great importance. We are about to trial 2 lightweight e-bikes with the intention to have all of the Cycle Squad on e-bikes in the longer term. This links to the CoLP Fleet Strategy to have a more environmentally friendly fleet.
12. The Cycle Squad also has great working relationships with the Metropolitan Police Service and the Sergeant leading the Squad has been to other forces and Ambulance services to train their cycle officers and paramedics. This joint working approach means we are seeing paramedics working in the City alongside our cycle officers, which enhances the response.
13. Some of the statistics below from the first 7 weeks show how productive a small core cycle squad can be and will continue to be:
  - 1010 hours on the street
  - 2254 key messages (including crime prevention and cycle safety/enforcement)
  - 22 stop/search with a 57% success rate which is double the national average
  - 690 positive outcomes.
  - 904 Cycle offence warnings (TOR'S)
  - 94 Fixed penalty notices
  - 35 Intelligence reports
  - 35 e-bikes seized
  - 169 hours of TFL red route patrols

(Attached is Appendix 1 - a report showing the breakdown of these and other statistics)

14. Cycling offences are non-endorsable, which means just a fine is issued and offenders are not recorded on the police national computer. Officers either issue a verbal warning, ticket or will refer offenders to cycling improvement programs. Each offence is dealt with on its own merits – i.e. each case will be decided by the individual officer whether to proceed by warning or ticket.
15. Most of the offences dealt with are contravening a red automatic traffic light (ATL). Officers also issues tickets for cycling on the pavement and not having lights during dark hours. Also, occasionally other offences as listed below, but as stated these are always much more difficult to prove at court.

### Cycle offences

Powers being used by officers in the City:

- Ride a Pedal Cycle on a Road Fail to Comply with a Red Light Traffic Sign Contrary to section 36 (1) of the Road Traffic Act 1988, the Traffic Signs Regulations and General Directions 2016 and Schedule 2 of the Road Traffic Offenders Act 1988.
16. This is the main offence that officers are currently enforcing. Cyclists going through red lights are associated with a number of road traffic collisions and injuries every year, especially injuries to pedestrians.
    - Section 163(2) of the Road Traffic Act 1988 which means “a person riding a cycle on a road must stop the cycle on being requested to do so by a constable in uniform”.
    - Careless Cycling which is under section 29 of the Road Traffic Act 1988. Where the riders standard of cycling falls “below that of a competent and careful cyclist”. This could be escalated to:
    - Dangerous Cycling which is under section 28 of the Road Traffic Act 1988, and this is where the riders standard of cycling falls “far below that of a competent and careful cyclist.
    - Cycling on a road or other public place whilst unfit through drink or drugs which is under section 30 of the Road Traffic Act 1988. Although cycle squad have not yet reported anyone for this offence it is something that is enforceable.
  17. Other offences officers can enforce is that of: cycling on a footpath (section 72 of the Highway Act 1835), carrying a passenger (unless the bicycle is constructed or adapted for the carriage of more than one person; section 24 of the Road Traffic Act 1988), holding onto a moving vehicle (section 26 of the Road Traffic Act 1988), failing to comply with road signs and offences in relation to the condition of the bicycles (including but not limited to the requirement for reflectors and light).

### E-Bicycles and E-Scooters

18. E-Bicycles and E-Scooters are often used during the commission of crime (e.g. phone snatches) and many of these bicycles are not legal in the UK. There are many types of E-bicycles which include Electrically Assisted Pedal Cycles (EAPC) and Converted Conventional Bicycles (CCBs). Only EAPC bicycles are allowed to be used in public places in the UK, but they must abide by all road traffic legislation.
19. In order to be legal E-bicycles must: state their maximum power output on the motor (which should not exceed 250 watts), they must not be propelled by a motor beyond 15.5 mph.
20. Electrical assistance should only be provided whilst the rider is pedalling (unless travelling below 3.5mph). Bicycles that can be propelled without pedalling must be "type approved" if it can be propelled without pedalling (e.g. 'twist and go throttle') or it does not meet EAPC regulations. Without type approval these bicycles legally become a motor vehicle and therefore the rider must have insurance and driving licence and the vehicle should abide by all other road traffic legislation. It is currently impossible to insure E-bicycles and as such they should be seized under section 165 of the Road Traffic Act for having no insurance. Cycle Squad are actively seizing any E-bicycles that are illegal and pose a risk to the public and submitting intelligence in relation to E-bicycles (including those selling or converting conventional bicycles illegally).

#### Hire E-Bicycles

21. Examples of bicycle hire companies are Lime, Santander and Human Forest etc are also used in the commission of crime. These bicycles are often seen being used by shoplifters, phone snatchers, cycle thieves and are often used during incidents of Anti-Social Behaviour (ASB). These bikes are also relatively easy to steal, making offenders using them difficult to trace. As such, over the last 6 weeks cycle squad officers have been submitting intelligence reports to assist with the building of stop/search grounds and they have been developing a working relationship with the companies. This has allowed them to develop potential further lines of enquiry for investigators where hire bicycles have been used. They have also had numerous communications with the companies helping develop methods that will hopefully deter, detect and prevent further offences and offenders.

#### **Next Steps**

22. The Force will undertake a full evaluation of the work of the cycle squad in due course and based upon this, a decision will be made by the Chief Officer Team whether it will become a permanent fixture. CoLP will also be looking to deliver further training to ensure more officers on response and neighbourhoods are able to patrol on bicycles.
23. The City of London Corporation contract Parkguard about which an update was provided to this committee previously by the Director of Community and Children's Services. Separate work is underway to look at the feasibility of designating powers to Parkguard to be able to also deal with and issue penalties for offences relating to cycling – for example breaching the Corporation bye laws on the Barbican Estate.

## **Conclusion**

24. From the attached slides and data it is evident that the introduction of a permanent cycle Squad that is focused on Cycling and e-bike related offences is having a positive effect across the City of London. Over the coming weeks we will look at the full evaluation and indeed, what we can do to further enhance the work of the squad, recognising that the response to ASB on cycles is best achieved with a fully integrated partnership approach. This will be supported with a bid to the Safer City Partnership to further enhance the work which will focus on activity under enforcement education, engagement and engineering the problem out, plus a comprehensive joint communications plan.

## **Appendices**

- Appendix 1 – Cycle Squad Overview

**Robert Atkin MBE**

**Chief Supt Local Policing**

E: [Robert.atkin@cityoflondon.police.uk](mailto:Robert.atkin@cityoflondon.police.uk)



Cycle Squad Returns up to 11<sup>th</sup> August 2023 –  
Appendix 1



**CITY OF LONDON**  
**POLICE**



<b>Hours Deployed</b>	<b>1010</b>
<b>Abstracted Hours</b>	<b>813</b>
<b>Key Messages</b>	<b>2254</b>
<b>Stop Search</b>	<b>22</b>
<b>Positive Outcomes</b>	<b>609</b>
<b>Arrests</b>	<b>20</b>
<b>Cycle Warning</b>	<b>896</b>
<b>FPN</b>	<b>94</b>
<b>Drugs Warning</b>	<b>2</b>
<b>Process</b>	<b>37</b>
<b>Intel Reports</b>	<b>35</b>
<b>Bike Marking</b>	<b>8</b>
<b>Response Calls</b>	<b>146</b>
<b>Op Greyhound</b>	<b>8</b>
<b>Op Globe</b>	<b>2</b>
<b>Red Routes</b>	<b>169</b>
<b>E-Bike Seizures</b>	<b>35</b>

**1010**  
Visible  
Officer  
Hours

**22** Stop searches  
This is a **55%**  
positive outcome  
rate.

**35** Intel's

**2254** Key  
Messages. That's  
**2254** people  
spoken to.

**813**  
Abstracted  
Hours

**609**  
Positive  
Outcomes

**25** E-Bikes  
Seized

**896** Cycle  
Warnings

**94** FPN's

**179** Hours  
delivered for  
TFL priority  
Operations

**350** Hours  
delivered for  
Priority Taskings

**37**  
Processes

**146** Response  
Calls  
Answered

**20**  
Arrests

**2** Drugs  
Warnings



# Duo jailed after phone snatch stabbing spree in London rush hour

LONDON | CITY OF LONDON  
CRIME AND COURTS

Thursday 10 August 2023 at 6:25pm



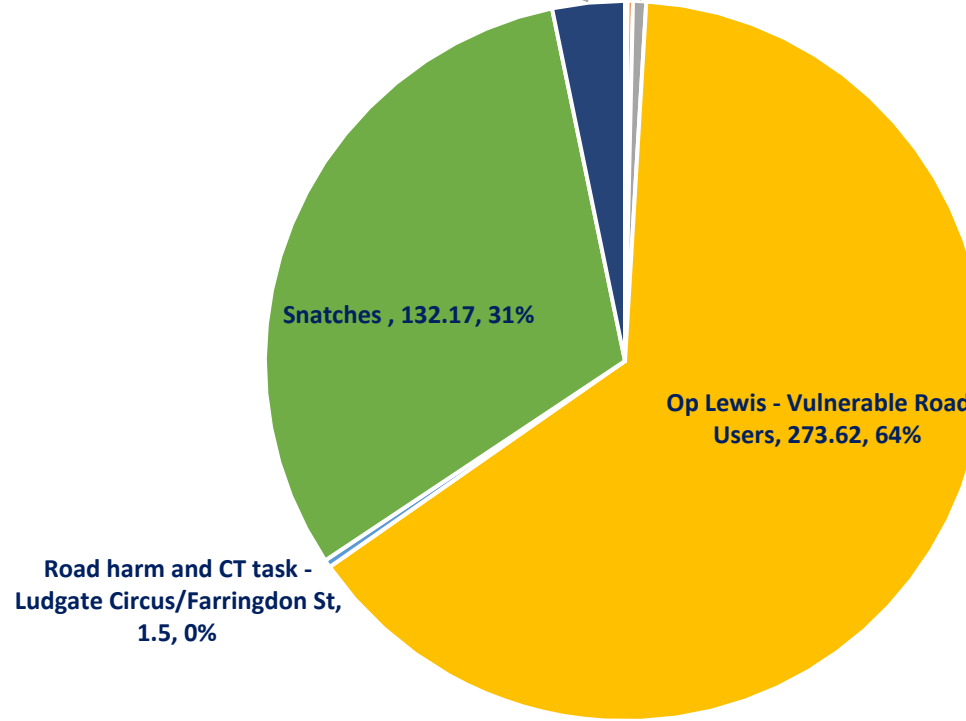
• Tap above to watch video report by Rags Martel

Two men have been jailed for their part in a daytime robbery and knife attack in central London in which members of the public suffered "savage injuries".

Tyrone Dean, 24, and Louis Parkinson, 26, wore masks when they tried to snatch mobile phones and flee on bicycles on October 6 but their plans were thwarted when passers-by stepped in and frustrated their attempts at a getaway.



Violence Against the Person Task (VAP), 13.81, 3%    CT Tasking - Bank Junction, 0.5, 0%    CT Tasking - Paternoster Square, 1, 0%    CT Tasking - St Paul's, 2.5, 1%



- CT Tasking - Bank Junction
- Op Lewis - Vulnerable Road Users
- Violence Against the Person Task (VAP)
- CT Tasking - Paternoster Square
- Road harm and CT task - Ludgate Circus/Farringdon St
- CT Tasking - St Paul's
- Snatches

Task	Hours
CT Tasking - Bank Junction	0.5
CT Tasking - Paternoster Square	1
CT Tasking - St Paul's	2.5
Op Lewis - Vulnerable Road Users	273.62
Road harm and CT task - Ludgate Circus/Farringdon St	1.5
Snatches	132.17
Violence Against the Person Task (VAP)	13.81
<b>Grand Total</b>	<b>425.1</b>

<https://www.itv.com/news/london/2023-08-10/duo-jailed-after-phone-snatch-stabbing-spreed-in-london-rush-hour>

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# Agenda Item 7

<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 5 September 2023
<b>Subject:</b> Neighbourhood Policing Strategy	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 76-23	<b>For Information</b>
<b>Report author:</b> Superintendent Amanda Wolf / Chief Inspector Sarah Dobinson	

## Summary

The HMICFRS PEEL inspection recommended City of London Police should develop a strategy for providing neighbourhood policing.

The neighbourhood policing and engagement strategy covers dedicated ward officers and the partnership and prevention hub. While its focus is on crime prevention and community engagement it is only one element of the force-wide response which seeks to achieve these aims and keep people who live, work and visit the City safe and feeling safe.

The purpose of the strategy is to provide direction to the neighbourhood policing team and provide the public with an overview of what to expect from our neighbourhood policing function. It is consistent with other neighbourhood policing strategies and aligned to the National Police Chiefs' Council Neighbourhood Policing Guidelines.

The strategy is currently in draft form and City of London Police has sought feedback from stakeholders, including HMICFRS, which will be incorporated into the final version and submitted to Police Authority Board in September for information.

## **Recommendation**

Members are asked to note the report.

## **Appendices**

Appendix 1- Draft Neighbourhood Policing Strategy

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**City of London Police**  
**Neighbourhood Policing and Engagement**  
**Strategy**  
**2023-2025**

## Contents

- Introduction
- Strategy overview
- Prevent crime, disorder and anti-social behaviour
- Protect the vulnerable and reduce repeat victimisation
- Provide a flow of community intelligence on a range of issues
- Promote a culture of trust and confidence
- Governance

DRAFT

## Introduction

City of London Neighbourhood Policing comprises dedicated ward officers and a partnership and prevention hub. Along with other policing functions, it contributes to keeping those who live, work and visit the City safe and feeling safe by focussing on long-term problem solving, prevention, reassurance and community engagement.

What makes the City unique is its low residential and high transient community. Since the last census the residential population of the City of London has grown by 17%, the third largest increase across London. The City has 8,600 residents, and around 587,000 workers who attend the City most weekdays. This workforce is one of the youngest, most highly skilled and international in the country. The communities we police include a further 21 million visitors annually. 12% of victims of crime in the City are resident in the area. The remainder are from the large commuter workforce and number of tourists.

The City of London Corporation's planning policy is to diversify from a predominantly business-oriented economy. Its new Culture Mile and Destination City programmes aim to increase footfall by 5% on pre-pandemic levels during the day, evenings and weekends through a range of leisure and cultural attractions. Approved plans mean hotel room numbers will increase by 7% over the next 4 years. New student accommodation developments, which will be completed in the coming years, provide rooms for around 2,000 students have also recently been approved.

Our neighbourhood policing adapts to the uniqueness of the City and its changing landscape by working with many partners including the City of London Corporation, Business Improvement Districts and the third sector to understand the priorities of our communities and create a safer City for all.

## Strategy

The neighbourhood policing and engagement strategy is aligned to our Policing Plan 2022-2025 priority to **keep those who live, work and visit the City safe and feeling safe**.

Our aims are to work closely and engage with our communities and partners to:

- prevent crime, disorder and antisocial behaviour
- protect the vulnerable and reduce repeat victimisation
- provide a flow of community intelligence on a range of issues
- promote a culture of trust and confidence

We will achieve these aims through implementation of the College of Policing Neighbourhood Policing Guidelines of:

1. engaging communities
2. solving problems
3. targeting activity
4. promoting the right culture
5. building analytical capability
6. developing officers, staff and volunteers
7. developing, sharing and learning

This strategy complements the City of London Policing Plan 2022-2025 and City of London Safer City Partnership Community Safety Strategy 2022-2025.

The City of London is relatively small at 1.12 square miles (2.90 km) in size. Neighbourhood Policing divides this area into Sectors and Cluster of Wards to refocus resources and keep the community at the forefront of all activity, with an emphasis on problem solving, demand reduction, and close partnership working. This establishes functional and empowered leadership, with a spotlight on preventative proactive policing.

These policing areas have been modelled based on a number of datasets, including but not limited to; geography, topography, crime data, crowded spaces, and predicted future demand;

The East comprises 12 Wards across its three Clusters of Liverpool Street, Monument and Fenchurch Street – Coleman Street, Bishopsgate, Broad Street,



Cornhill, Lime Street, Aldgate, Portsoken, Langbourn, Candlewick, Bridge, Tower and Billingsgate.

The West comprises 13 Wards across its three Clusters of Bank, Barbican and Fleet Street – Farringdon Without, Castle Baynard, Farringdon Within, Queenhithe, Vintry, Dowgate, Bread Street, Cordwainer, Walbrook, Cheap, Bassishaw, Aldersgate and Cripplegate.

**[INSERT MAP TO SUMMARISE]**

The Neighbourhood Policing Team consists of two distinct functions to deliver localised provisions and services. It is a model that focuses on long-term problem solving, prevention, reassurance and community engagement.

Visibility, accountability and area ownership is delivered by Dedicated Ward Officers (DWOs), who lead on crime and disorder within a Cluster. Following The Home Office Police Uplift Programme, the number of DWOs has increased, and working times flexed to better reflect the changing demand associated with the Night Time Economy. Consequently, there are three DWOs per Cluster, enhancing operational resilience and affording consistency in long-term problem solving. These officers are supported and work in synergy with a Partnership and Prevention Hub, that serves as a central platform where information is gathered and analysed to identify crime trends and create proactive strategies for crime prevention. By harnessing data-driven insights and fostering a deep understanding of the community's unique challenges and concerns, the Hub enables the DWOs to tailor their efforts to the specific needs of their respective areas.

Together, they engage in regular initiatives, establish meaningful connections with residents and forge partnerships with local organizations, businesses, and community leaders. This collaborative and proactive approach cultivates trust, enhances communication, and empowers communities to play an active role in keeping their neighbourhood safe.

An infographic overleaf sets out our Neighbourhood Policing model.

[NHP Team infographic/model here]

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## Prevent crime, disorder and anti-social behaviour

Overall, crime levels remain low and, in a survey, conducted by City of London Corporation in 2022, 88% of residents and 85% of workers agreed that the City is a safe place.

The growing number of licensed premises (over 900) including over 400 pubs, clubs and bars) has resulted in larger numbers of people visiting the City at weekends compared to pre-pandemic. This has changed the nature of our communities and crime in the City. A larger proportion of crimes are now happening at weekends and during night time economy hours. There has been a rise in almost all types of crime across the night time economy and acquisitive crime accounts for the highest volume of crime in the City.

Our priorities take into account demand, harm to the public and the concerns of our communities. Our priorities for 2023 are acquisitive crime, violence against women and girls and anti-social behaviour affecting our residents.

A problem-solving approach to policing helps to tackle the root cause of an issue. By analysing data, trends and patterns, we can create targeted, evidence-led interventions, and ensure the effective allocation and prioritisation of resources. We use the SARA model in the City; it is a well-known problem solving framework which stands for:

- Scanning – identifying and prioritising community issues and crime problems through data analysis, community input, and observation techniques.
- Analysis – gathering relevant information pertaining to the problem(s), then conducting research and analysing underlying causes and contributing factors.
- Response – developing and implementing interventions to address the problems effectively. This may involve collaboration with the City of London Corporation, community groups, and/or other stakeholders.
- Assessment – evaluating the effectiveness of the responses and interventions, i.e., did they work? Thereafter, making the necessary adjustments for continuous improvement.

Engaging communities	<ul style="list-style-type: none"> <li>➤ We will ensure consistent two-way dialogue with communities through formal and informal forums such as Cluster Panel Meetings and Neighbourhood Surgeries, to understand the priorities and expectations of our communities, so we can provide a policing service that is reflective of their specific needs and concerns</li> <li>➤ We will establish and strengthen local partnerships with diverse community groups, such as Resident Associations, Business Improvement Districts and Licensing Forums, to work together to promote community cohesion.</li> <li>➤ We will work with CoL Engagement Teams to enable efficient, timely and direct crime prevention messaging to specific groups within our communities as necessary.</li> </ul>
Solving problems	<ul style="list-style-type: none"> <li>➤ We will promote a problem-solving culture across Neighbourhood Policing and the wider Force, to address the root cause(s) of crime, in line with the <u>College of Policing Effective implementation of problem-oriented policing Guidelines</u>.</li> <li>➤ We will use SARA-methodology to address crime and anti-social behaviour, ensuring the impact(s) of responses are evaluated. Plans will be made accessible internally for shared situational awareness.</li> <li>➤ We will employ a systematic approach to help maintain compliance, ensure public safety, and promote responsible practices within licensed premises.</li> </ul>
Targeting activity	<ul style="list-style-type: none"> <li>➤ We will ensure the allocation of specialist local resources is evidence-based, and consider new, innovative solutions to problems, such as the new dedicated Cycle Team to address acquisitive crime and ASB.</li> </ul>
Promoting the right culture	<ul style="list-style-type: none"> <li>➤ We will encourage peer learning, support and networking by allocating time for attendance at conferences, seminars and events in this sphere.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ We will vigorously promote the highest standards of behaviour with a focus on delivering a quality community led service.</li> </ul>
Building analytical capability	<ul style="list-style-type: none"> <li>➤ We will ensure officers and staff have access to and training in the use of analytical tools and products, to inform localised activity and problem solving.</li> <li>➤ We will share data and analytical tools with the City of London Corporation and other stakeholders, including colleagues in the third sector, taking a collaborative approach to problem solving.</li> <li>➤ We will regularly evaluate the effectiveness of policing activity, to ensure its evidence-led, and meeting the needs of all communities</li> </ul>
Developing officers, staff and volunteers	<ul style="list-style-type: none"> <li>➤ We will have a continuous professional development programme to improve prevention and problem-solving skills within the workforce and professionalise the role of dedicated ward officers. This includes supporting DWOs and the P&amp;P Hub to achieve the ProQual Level 3 Certificates in Crime Prevention and Strategic Problem Solving; with all officers expected to be qualified by the end of 2023.</li> </ul>
Developing, sharing and learning	<ul style="list-style-type: none"> <li>➤ We will be open and transparent, by supporting peer reviews, proactively benchmarking with other Forces, and volunteering for pilots.</li> <li>➤ We will work with universities, schools and other educational establishments to bring new perspectives to policing and problem solving.</li> </ul>

## Protect the vulnerable and reduce repeat victimisation

Neighbourhood policing has an important role in identifying and supporting vulnerable people in the community. Our focus is to build positive relationships with communities, adopting a proactive, community-centred approach which enables us to provide tailored and targeted support. Neighbourhood officers will provide immediate support to victims, facilitating access to other necessary services, and work closely with repeat victims to develop bespoke plans subject to circumstance. By understanding crime patterns and trends, neighbourhood officers can identify vulnerability and intervene proactively, collaborating with other agencies to address any underlying factors contributing to the issue.

Engaging communities	<ul style="list-style-type: none"> <li>➤ We will actively participate in safeguarding initiatives aimed at protecting vulnerable people. The team will educate the community about recognizing signs of vulnerability, provide advice on personal safety, and raise awareness about relevant support services.</li> <li>➤ We will work with CoL Engagement and Community Safety Teams to enable timely communication with vulnerable groups within our communities as necessary.</li> <li>➤ We will support Operation Reframe; a partnership approach to making the night-time economy as safe as possible, by providing a reassuring high visibility presence and early intervention.</li> </ul>
Solving problems	<ul style="list-style-type: none"> <li>➤ We will use/develop victim and suspect typologies for domestic abuse to inform our prevention strategy.</li> <li>➤ We will ensure repeat callers linked to anti-social behaviour are identified.</li> </ul>
Targeting activity	<ul style="list-style-type: none"> <li>➤ We will host public awareness campaigns such as <u>'Ask for Angela'</u> to educate communities about what support and resources are available to vulnerable victims.</li> </ul>

Promoting the right culture	➤ We will train officers and staff on how to interact with vulnerable victims, including de-escalation tactics. The team also learn to recognise their own biases and therefore, avoid responses that might inadvertently harm victims.
Building analytical capability	➤ We will create Subject Matter Experts for several thematic areas across Neighbourhood Policing, including homelessness and hate crime.
Developing officers, staff and volunteers	➤ We will provide continuous professional development to ensure our people are able to identify vulnerability and crimes such as such as modern slavery and human trafficking and child sexual exploitation and abuse.
Developing, sharing and learning	➤ We will collaborate with the City of London Corporation, and other statutory and non-statutory partners to provide coordinated support to vulnerable people through forums such as the Community MARAC.

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## Provide a flow of community intelligence on a range of issues

We will engage with our communities to understand their priorities and expectations and provide a policing service that is reflecting of their specific needs and concerns. Through two-way dialogue we will gather intelligence to help identify and prevent crime and anti-social behaviour issues in the City working in collaboration with our partners.

Engaging communities	<ul style="list-style-type: none"> <li>➤ We will develop a City of London Community Profile, refreshed annually, that brings together data from various sources to map our communities, and ensure that our engagement activities have clear purpose, are well informed, and are targeted appropriately.</li> <li>➤ We will work with CoL Engagement and Community Safety Teams to explore all opportunities for two way dialogue with our communities.</li> <li>➤ We will help the force to understand the drivers for the significant changes to crime trends based on local knowledge and understanding.</li> </ul>
Solving problems	<ul style="list-style-type: none"> <li>➤ We will map demand across all of our communities including commuter and visitor populations to provide a better understanding of demand and our victimology to inform a broader prevention strategy.</li> </ul>
Targeting activity	<ul style="list-style-type: none"> <li>➤ We will work with partners to target locations, groups and individuals requiring engagement, early intervention, prevention, or enforcement.</li> <li>➤ We will contribute intelligence on threats linked to specified offences (MSHT, CSEA) being committed in the City in hotels, construction sites and the vast hospitality industry in the next 12 months.</li> </ul>
Promoting the right culture	<ul style="list-style-type: none"> <li>➤ We will demonstrate a commitment to Neighbourhood Policing from the very top, and lead by example to promote an organisational culture of fairness, respect, and one which</li> </ul>



	actively seeks public participation in local policing services.
Building analytical capability	<ul style="list-style-type: none"> <li>➤ Maximising opportunities to share analytical capability with the City of London Corporation and wider stakeholders, including the third sector to identify threat, harm and risk.</li> <li>➤ We will collaborate with Parkguard Enforcement Officers on joint operations and initiatives targeting specific community issues, such as anti-social behaviour. They pass timely information and intelligence to us, contributing to overall crime prevention and detection efforts, utilising appropriate use of legislation and enforcement powers.</li> </ul>
Developing officers, staff and volunteers	<ul style="list-style-type: none"> <li>➤ We will support officers and staff with a programme of continuous professional development centred around the neighbourhood policing guidelines including the gathering and handling of community intelligence. This will involve appropriate training courses, partnership workshops and events.</li> </ul>
Developing, sharing and learning	<ul style="list-style-type: none"> <li>➤ We will establish platforms to share community intelligence, ensuring relevant information reaches the right people in a timely manner. We will also consider new, innovative, technological solutions such as City INTEL, to make intelligence gathering and sharing more efficient, enhancing our operational effectiveness.</li> </ul>

## Promote a culture of trust and confidence

We will build trust and confidence with our communities by operating with integrity, fairness and respect. Through our community engagement and governance structures we will be accountable and transparent in our approach to helping to make the City a safe place to live, work and visit.

Engaging communities	<ul style="list-style-type: none"> <li>➤ We will provide named Dedicated Ward Officers across the city, who are accessible and accountable for local policing issues, who commit to an annual calendar of community events.</li> <li>➤ We will use online engagement tools and social media to listen to, inform and understand our communities.</li> <li>➤ We will provide platforms and forums to listen to young people and seek their views on policing provisions in the city driven by a dedicated schools officer.</li> <li>➤ We will involve communities in our decision making through Independent Advisory and Scrutiny Groups, networks and other consultative groups.</li> <li>➤ We will work with CoL Engagement Teams to seek opportunities to promote a sense of belonging within our communities.</li> </ul>
Solving problems	<ul style="list-style-type: none"> <li>➤ We are investing in new software to seek feedback from our communities. This will allow us to broaden our understanding of community needs and feelings of safety.</li> </ul>
Targeting activity	<ul style="list-style-type: none"> <li>➤ We will organise Neighbourhood Policing activity with volunteers, including Special Constables and Police Cadets. A Co-ordinator will oversee all functions of the Special Constabulary and will champion the effective support and deployment of the team, with aspirations to double its size over the next 3 years.</li> </ul>
Promoting the right culture	<ul style="list-style-type: none"> <li>➤ We will embed the <u>Equality and Inclusion Strategy 2020-2025</u>, building a diverse team reflective of our communities, and supporting</li> </ul>

	<p>local initiatives to build public trust and confidence.</p> <ul style="list-style-type: none"> <li>➤ We will deliver the <u>NPCC: Police Race Action Plan Improving policing for Black People</u>, and periodically reviewing localised engagement plans to ensure that all communities are treated fairly and with respect.</li> <li>➤ We will support the <u>Violence Against Women and Girls Strategic Delivery Plan (2022-2023)</u> with localised initiatives and operations to build trust and confidence, pursue offenders, and make the city a safer place.</li> <li>➤ We will demonstrate a strong commitment to Neighbourhood Policing by implementing appropriate governance structures and resourcing, and clearly defining Neighbourhood Policing in the city.</li> <li>➤ We will create an environment where officers and staff understand the value of neighbourhood policing, and in turn the community, by limiting abstractions to focus on community needs.</li> </ul>
Building analytical capability	<ul style="list-style-type: none"> <li>➤ We will reward and recognise good work both internally and externally, to highlight best practice across Neighbourhood Policing and our partners.</li> </ul>
Developing officers, staff and volunteers	<ul style="list-style-type: none"> <li>➤ We will aim to build a diverse Neighbourhood Team that is reflective of our communities, and through a number of mechanisms be publicly accountable for the service we provide.</li> </ul>
Developing, sharing and learning	<ul style="list-style-type: none"> <li>➤ We will proactively establish, or build upon existing partnerships with city businesses, educational establishments and religious institutions to understand inhibitors, afford external scrutiny regarding local policing provisions, and work together to overcome these.</li> </ul>

## Governance

City of London Police is overseen by the City of London Police Authority Board of the City of London Corporation. The Board's role is to make sure the City of London Police runs an effective and efficient service and to set policing priorities taking into account the views of the community.

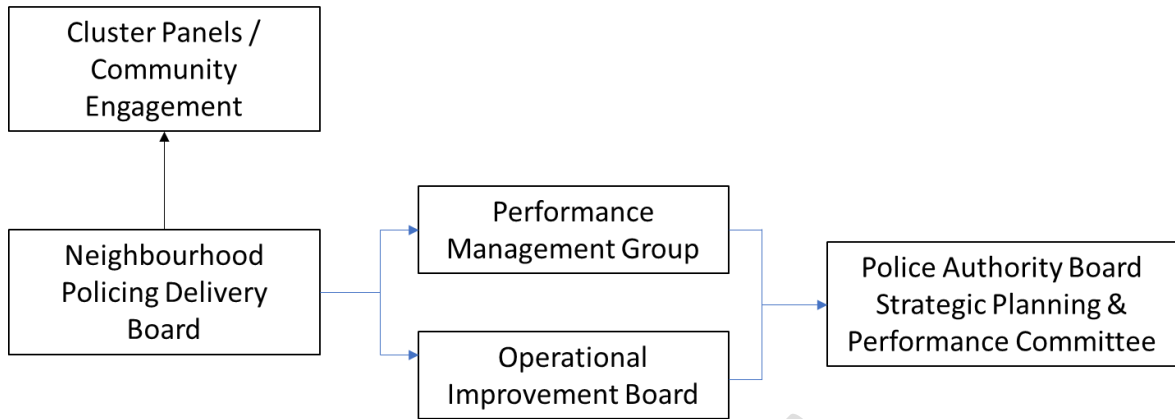
The Neighbourhood Policing Strategy is aligned to the Policing Plan. Performance against the Policing Plan is monitored by the Police Authority Board's Strategic Planning & Performance Committee. These meetings are open to the public.

City of London Police is also monitored through His Majesty's Inspectorate of Constabulary, Fire & Rescue Services who make recommendations on how to improve services including through its Police Efficiency Effectiveness and Legitimacy inspection framework.

We will be accountable to our communities for delivery of this strategy and resolving cluster-based crime and disorder concerns through our cluster panel meetings and surgeries. These forums will facilitate open two-way dialogue with police and partners, to align priorities and understand public concerns, and provide localised transparency, accountability and involvement in decision making.

Implementation of the strategy will be overseen by the Commander Operations & Security supported by a tactical lead (chief inspector) and operational lead (inspector). Progress will be monitored through a superintendent-chaired Neighbourhood Policing Delivery Group. A Neighbourhood Policing Performance Framework which embeds key performance indicators coupled with Neighbourhood Policing Principles will be used to monitor performance.

The organigram below illustrates internal and external governance mechanisms that are in place to ensure this strategy is delivered:



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# Agenda Item 8

<b>Committee(s):</b> Strategic Planning and Performance Committee  Police Authority Board	<b>Dated:</b> 5 September 2023  20 September 2023
<b>Subject:</b> Quarterly Community Engagement Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1. People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 77-23	<b>For Information</b>
<b>Report authors:</b> HQ, Sector Policing, Specialist Operations Coordinated by Detective Superintendent Carly Humphreys	

## Summary

This report provides a quarterly update on how we are engaging and working with our communities to understand their concerns and keep the City safe from terrorism, crime and anti-social behaviour.

A draft Neighbourhood Policing & Engagement Strategy has been provided as a separate agenda item for this committee.

## Recommendation

Members are asked to note the report.

## Main Report

### Listening to our communities

1. The first Business Improvement Districts (BIDS) sounding board took place in June. The discussion was focussed around women's safety and how we communicate and understand perspectives and feelings of safety.
2. Our programme of Walk and Talk initiatives continue to be promoted with regular enquiries and this will be further advertised to targeted groups via Women's Networks in businesses across the City. We will have pop up stands in Paternoster Square next month to promote the initiative as well as via the Fleet BID. These provide opportunities for women working or living in the City to walk with a female officer and discuss experiences or concerns.

3. Cluster Panels are due to take place on 24 August 2023 and 9 October 2023. Panels exist to listen to the concerns of the local community and discuss possible solutions to make that area a safer place to live work and visit. Our recently established Cycle Squad has been formed to address anti-social cycling and associated crime which is a concern regularly raised at cluster panel meetings. There is a separate report on the agenda regarding this. We are also working with the City of London Corporation to consider if these panels should be extended to cover non-policing issues.
4. We held the first youth Independent Advisory and Scrutiny Group in July. The meeting was used for introductions, allocating the Chair and Deputy roles and setting out expectations. Membership will continue to be encouraged with the next meeting held in October.

#### Working with partners to keep communities safe and feeling safe

5. Operation Reframe continues each month with a different theme alongside an enforcement operation focussed on offences linked to the night time economy. We recently ran a test purchase operation, using our cadets. Fines we issued to four out of seven licensed premises that served the Police Cadets alcohol, when test purchasing. Our next Reframe event will focus on sex workers.
6. We promoted the national #BeSafeBeSound campaign which urges music lovers to stay alert to any signs of hostile reconnaissance and follow safety advice or security procedures in place at events and venues.
7. The Prevent Team continued to hold local school engagement, which is about safeguarding of young people engaging on topics of misogyny and online information. Overall Prevent referrals are up significantly after increasing prevent communications. City of London Police is looking to recruit City of London Corporation staff to become Prevent Champions and upskill on susceptibility to radicalisation. A Prevent week of action will commence on 2 October 2023, with a stakeholder engagement event hosted at the Lloyds of London Library.
8. CoLP will be taking part in an Operation Rocotto on 14 September 2023. The aim of the day is to support and engage with local businesses and increase public understanding of the types of crime that affect businesses. This is a joint endeavour with the City of London Corporation of London's community safety team and private security officers from the City Security Council. We will be conducting joint patrols, targeted intervention of offenders and a range of crime prevention activities to promote safer business and safer spaces in the Square Mile.
9. Weeks of action City of London Police will be supporting over the next quarter include:
  - Romance Fraud- 2 October 2023
  - Safer Business-16 October 2023
  - International fraud awareness -12 November 2023



Members may wish to make a note of these dates with a view to supporting these events. We will also undertake activity to support black history month (October) and Tyre Safety month in October.

## **Conclusion**

10. CoLP 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 communities.

### **Carly Humphreys**

Detective Superintendent

HQ Services

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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 5 September 2023
<b>Subject:</b> HMICFRS Deep Dive – Force areas ‘Requiring Improvement’	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 78-23	<b>For Information</b>
<b>Report author:</b> Brett McKenna, Head of Strategic Development	

## Summary

This report provides an overview of progress on areas for improvement identified in the 2022 Police Efficiency Effectiveness and Legitimacy (PEEL) inspection of His Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS).

A number of actions have been implemented and/or are in progress to address the areas for improvement and good practice by other forces is being identified in key areas.

Progress is being monitored and assured through internal reality testing, engagement with HMICFRS, and an Operational Improvement Board chaired by the Assistant Commissioner Ops & Security which is also attended by the Director of Police Authority and HMICFRS Force Liaison Officer.

## **Recommendation**

Members are asked to note the report.

## **Main Report**

### **Background**

1. City of London Police has five areas currently graded as requires improvement:

- Preventing Crime and Anti-Social behaviour
- Managing Offenders and Suspects
- Disrupting Serious Organised Crime
- Tackling Workforce Corruption

- Strategic planning organisational management and value for money
2. This report provides an overview of work to address these areas for improvement since the inspection in 2022.

## **Current position**

### Preventing crime and anti-social behaviour

3. Area for improvement: The force should develop a strategy for providing neighbourhood policing with a governance framework that will improve performance.
- A Neighbourhood Policing & Engagement Strategy has been drafted and will be published in September following feedback from key stakeholders including HMICFRS.
  - Governance has been strengthened through a new performance framework to be overseen by a new neighbourhood policing delivery board reporting to a new joint local policing and specialist operations performance meeting.
  - The number of dedicated ward officers has been increased from 9 to 18 increasing and the shift pattern was changed to respond to changes in offending times and days
  - Neighbourhood policing officers are no longer being abstracted from their core role unless there is a critical incident or for extraordinary circumstances to allow capacity for prevention activity. Cluster meetings have been reinvigorated, these are now chaired by neighbourhood Chief Inspector ensuring clear lines of governance and visibility of leadership to the community.
4. Area for improvement: The force should routinely review problem-solving plans and make sure good practice is shared with staff as part of a lessons-learned approach.
- The force has directly addressed the concerns raised in this area for improvement, an analyst has been recruited into the partnership and prevention hub and the hub is nearing full strength.
  - The City has developed a robust approach to problem solving since the 2022 PEEL inspection, dedicated ward officers are trained in the use of neighbourhood problem profiles. With clear reporting lines and governance implemented for officers, this is subject to review and will be reinforced with the strategic business planning process. The Force has developed a repository to store problem solving plans on the sharepoint system.
  - This training has allowed the neighbourhood team to deliver a robust response anti-social behaviour seen in the City, Op Luscombe is a successful example

of how tiered problem profile has been used to tackle prolific begging in the City.

5. Area for improvement: The force needs to ensure that neighbourhood policing officers have access to training relevant to their role.
  - A continuous professional development programme to improve prevention and problem solving skills has been completed.
  - This includes supporting Dedicated Ward Officers to achieve the Level 2 Problem Solving Award for Practitioners in Community Safety & Crime Prevention with all officers expected to be qualified by the end of 2023.
  - Bespoke problem-solving training was rolled out to all neighbourhood and frontline officers in Q1 of 2023.
  - A force wide training needs analysis will be commenced for September 2023 across all role profiles.

#### Managing offenders and suspects

6. Area for improvement: The force should ensure that it has an effective system for monitoring how registered sex offenders (RSOs) are managed.
  - City of London Police currently manages two RSOs. A new process has been implemented within the Public Protection Unit for the governance of RSOs. Regular meetings are chaired by a Detective Chief Inspector who oversees performance against set measures such as home visits, and risk management plans.
  - Four staff have been trained in the use of the ViSOR (Violent Sex Offender Register) providing sufficient resource and resilience for management of both registered sex offenders based in the City
  - Processes have been implemented so all court warrants and orders received by the Public Protection Unit are reviewed by a sergeant and inspector for risk assessment and action.
  - Fortnightly governance meetings have been implemented to review management of high-risk offenders and address any concerns around court warrants.
  - Governance for management of offender court mandated orders and warrants has been informed by learning from Bedfordshire Police (graded outstanding)
  - The size of the Public Protection Unit has been increased from 13 officers to 18. This has provided further resilience within the unit for managing high harm offenders.
7. Area for improvement: The force should make sure that it has appropriately trained staff to undertake the grading and management of child abuse images.

- A Child Abuse Image Database (CAID) IT system to manage child abuse images, has been fully implemented with all relevant staff trained in its use.

8. Other relevant activity:

- Other improvements to daily management of offenders are in progress. This includes adoption of more consistent processes for management and grading of risk across departments, and more robust governance processes.

Disrupting serious organised crime (SOC)

9. City of London Police has two local areas for improvement and one regional recommendation.

10. Area for improvement: Except for cybercrime, the force has recorded low levels of serious and organised crime disruption.

- CoLP is reviewing its disruption recording processes to identify if any corrective action is required to ensure all disruptions are being captured effectively.

11. Area for improvement: City of London Police needs to improve its understanding of drug markets and the threat from modern slavery and human trafficking.

- Modern slavery, drug crime, human trafficking and child sexual exploitation have been made priority areas for intelligence development for 2023 as part of the business planning process.
- A prevention programme at two schools within the City has been implemented to raise awareness of county lines offending among young people, offering a channel for the community intelligence on this activity.
- A Modern Slavery and Human Trafficking (MSHT) awareness campaign will be rolled out to ensure frontline officers are able to identify of the signs of this crime type.

12. Regional Recommendation: The Metropolitan Police Service (MPS), British Transport Police (BTP) and the City of London Police (CoLP) should create a single sensitive intelligence unit (SIU).

- City of London Police is engaging with the Metropolitan Police and British Transport Police on the regional recommendation. Work to define how a regional sensitive unit would operate, considering local and regional needs, is currently being scoped. Advice from HMICFRS has been sought to clarify the requirements of the recommendation.

Tackling workforce corruption

13. City of London Police has one area for improvement which covers both vetting and counter corruption:

- 13.1 The force has a clear understanding of the level of vetting required for all posts and that all personnel have been vetted to a high enough level for the posts they hold;
  - 13.2 The force has a clear understanding of the vetting required for all non-police personnel and that all non-police personnel have been vetted to a high enough level for their role;
  - 13.3 The vetting unit has sufficient staff to meet the demand it faces;
  - 13.4 The force has a comprehensive process for the workforce to report changes of personal circumstances and when such changes are reported, the vetting unit carries out suitable enquiries;
  - 13.5 The force has current policies relating to notifiable associations, business interests and gifts/hospitality and implements them effectively to identify and manage corruption threats.
  - 13.6 When concerning adverse information has been identified during the vetting process, all vetting decisions (refusals, clearances and appeals) are supported with a sufficiently detailed written rationale;
  - 13.7 When granting vetting clearance to applicants with concerning adverse information, the force vetting unit creates and implements effective risk mitigation strategies, with clearly defined responsibilities and robust oversight;
  - 13.8 The force analyses vetting data to identify, understand and respond to any disproportionality.
  - 13.9 The force carries out proactive intelligence collection and accurately assesses all corruption-related intelligence;
- A review of vetting levels across all posts will be completed by September.
  - Temporary vetting posts have been created to provide a surge capacity to meet extraordinary demand, for example, the police uplift programme and fraud and cybercrime reporting & analysis service project.
  - Resources within the vetting unit have been reviewed alongside demand analysis linked to recruitment and re-vetting as part of the Corporate Services Review.
  - Recruitment plans for vetting officers and role profiles for all staff and officers deployed to the vetting unit are in place.
  - The vetting team carries out reviews on all applicants who fail the vetting process.

- Procedures for reporting business interests, a change in personal circumstances and reporting inappropriate behaviour have been reality tested and meet the national HMICFRS standards and are current for 2023
- The vetting team has carried out a historical review of all misconduct-related reports against officers for the 2019-22 period which exceeds the requirements of HMCFRS
- Basic trend and disproportionality analysis is undertaken but there is scope for improvement. Recruitment of an additional analyst to support this business area has recently been approved. Audit frameworks that align the vetting portfolio to national best practices concerning disproportionality analysis are being developed.
- Resources within the counter corruption team are being reviewed as part of the Corporate Services Review to increase capacity for proactive work

#### Strategic planning, organisational management and value for money

14. Area for improvement: The force should improve its recording of demand, removing single points of potential failure.

- New processes are being implemented to improve demand analysis linked to the production of the Force Management Statement 2024, incorporating learning from 2023.
- In the coming year we will be implementing an improved data framework for key areas of demand, productivity and performance, and a new process for bi-annual in-depth scrutiny of data through our corporate governance.
- The corporate services review includes proposals for creation of a data hub for exploitation and analysis of data, improved integration of data sources through Power BI, enhanced audit capabilities to improve data quality and management, and a strategic insights capability to support demand management and future planning.

15. Area for improvement: The force should reduce the vacancies in staff and officer positions. These are negatively affecting the service it provides to the public, and the well-being of its staff.

- A three year rolling recruitment plan has been developed covering probationers, police officers, police staff and specials. This recruitment plan will be developed over the coming year to overlay skill requirements.
- City of London Police was one of the few forces to exceed their police uplift targets. Continued recruitment is required to maintain officer numbers. Police officer recruitment and vetting continues to be prioritised in order to avoid financial penalty, alongside recruitment and vetting of police staff in critical roles.



- A police staff recruitment campaign is currently in development and will be launched in October.

16. Area for improvement: The force should ensure its corporate services review improves the service it provides across the force.

- The corporate services review seeks to close key capability gaps that will contribute to improvements in strategic planning and organisational management (as well as tackling workforce corruption).
- Consultation with staff on the proposed designs is scheduled for completion by 27 September.
- Implementation will commence from October supported by the police staff recruitment campaign mentioned above.

## **Conclusion**

17. A number of actions have been implemented and/or are in progress to address the areas for improvement and good practice by other forces is being identified in key areas.

18. Progress is being monitored and assured through internal reality testing, engagement with HMICFRS, and an Operational Improvement Board chaired by the Assistant Commissioner Ops & Security which is also attended by the Director of Police Authority and HMICFRS Force Liaison Officer.

## **Appendices**

There are no appendices to this report.

### **Brett McKenna**

Head of Strategic Development

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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 5 September 2023
<b>Subject:</b> Quarterly HMICFRS Inspections Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 79-23	<b>For Information</b>
<b>Report author:</b> Brett McKenna, Head of Strategic Development	

### Summary

This report provides an overview of His Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) related activity over the last quarter.

Four thematic inspections have been published which include recommendations for all police forces including City of London Police. HMICFRS has published a report of its inspection of City of London Police on Tackling Workforce Corruption which has been graded as requires improvement.

Since May 2023, City of London Police has closed three action plans and one has been superseded. This reduced the number of active action plans to 35. Due to recent inspections, a further 4 action plans have been developed, bringing the total number of action plans currently to 39.

### **Recommendation**

Members are asked to note the report.

### **Main Report**

#### **Background**

1. This report provides an overview of activity related to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) areas for improvement since the last meeting of the Strategic Planning and Performance Committee.

## Current Position

### Inspections since last Committee (May 2023)

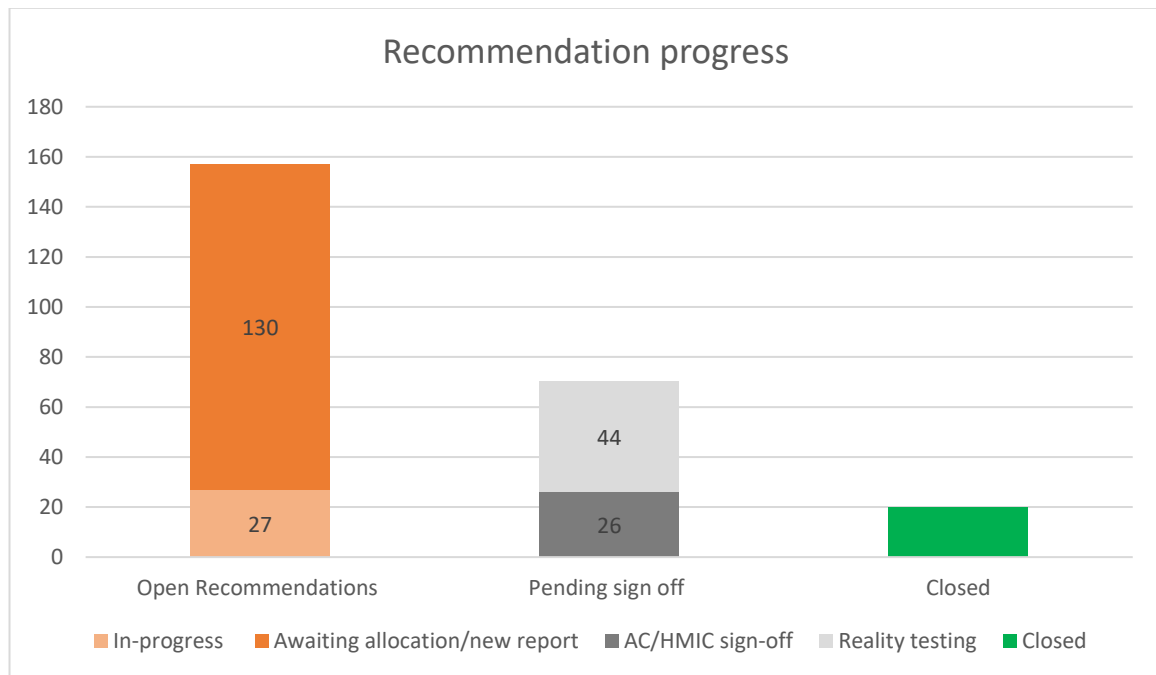
2. There have been no inspections since May 2023.

### HMICFRS reports published since last Committee (May 2023)

3. [The Tacking Workforce Corruption report](#) has been published following an inspection of City of London Police as part of the 2022 PEEL inspection process. City of London Police has been graded as requires improvement. Since the inspection was completed in 2022 a number of improvements have been made based on the findings of the national thematic inspection and hot debrief.
4. Four national thematic reports have been published which contain recommendations for all police forces:
  - [An inspection of how effective police forces are in the deployment of firearms](#)
  - [An inspection of how well the police and National Crime Agency tackle the online sexual abuse and exploitation of children](#)
  - [An inspection of how well the police tackle serious youth violence](#)
  - [PEEL Spotlight - Police performance: Getting a grip](#)

### Current status of HMICFRS Action Plans

5. An action plan is developed for each inspection (national thematic or City of London Police specific). Progress of HMICFRS action plans is overseen by the Force Operational Improvement Board chaired by Assistant Commissioner Ops & Security and attended by Director of the Police Authority and HMICFRS Force Liaison Officers.
6. In the reporting period City of London Police has closed three action plans and one has been superseded. This reduced the number of active action plans to 35. A further 4 action plans have been developed for recent inspections (paragraph 4 above), bringing the total number of live action plans to 39. 18 of these action plans are from inspections prior to 2021 and are being prioritised for completion by December 2023.
7. Across these 39 action plans there are 227 open recommendations. An overview of the status of these recommendations is set out below.



### Upcoming Inspections

- City of London Police is due to be inspected on the provision of custody services. This was expected to take place in Q2 of 2023, however delays within the HMICFRS inspection team are likely to delay the inspection ate further. This inspection will review the care of detainees who have been arrested. Part of 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.

### Conclusion

- A number of new thematic inspections have been published since the last Committee which have been reviewed and developed into new action plans. Work to close existing recommendations and action plans continues and City of London Police is preparing for the upcoming custody inspection. The force has clear structure for oversight of all HMICFRS workstreams with a robust process in place to close the historic action plans by December 2023.

### **Appendices**

Appendix A – HMICFRS Action Plan Corporate Overview

#### **Brett McKenna**

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Strategic Development – HMICFRS Action Plan Review August 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. Reality testing is now required to confirm governance structures within the forensics department.
PEEL Spotlight - police response to robbery, burglary, and other acquisitive crime – finding time for crime. (2021)	Level 2	0 AFIs 2 Recommendations	Tier 3	September 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. Reality testing has found improvements need to be made in the supervisory template of acquisitive offences, this work has been commissioned and nearing completion. Anticipated completion date September 2023.
A joint thematic inspection of Multi Agency Public Protection Arrangements (MAPPA) (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 3	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. One recommendation is required for final sign off, this is being progressed for August 2023 resolution.
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 VAWG, 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 the VAWG 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	(PLAN CLOSED)	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. (PLAN CLOSED)
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	September 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. Reality testing has been completed and recommended improvements in governance and performance for the oversight of vulnerability based offences. Date for review will now move to September 2023.

Review of policing domestic abuse during the pandemic. (2021)	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. (PLAN CLOSED)
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. (PLAN CLOSED)
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. (PLAN CLOSED)
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 AFI's, 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	(PLAN CLOSED)	This plan is subject to review for closure, due to the PEEL SOC inspection being published in April 2023. HMICFRS liaison officers have provided this update to strategic development. (PLAN CLOSED)
Pre-charge bail and released under investigation: striking a balance (2019).	Level 2	0 AFIs 2 Recommendations	Tier 2	September 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. Reality testing has found significant improvements are needed to made for the oversite of offender management in the force. The force has commissioned a new board to oversee this process. Evidential evaluation will be carried out in September 2023.
PEEL spotlight report: The Hard Yards – Police to police collaboration. (2018)	Level 2	0 AFIs 1 Recommendation	Tier 2	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. Strategic agreements have been compiled and will now be embedded into the strategic development internal audit board.
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 2	September 2023	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. IOM have confirmed a new governance model being held in the public protection hub, reality testing will be commissioned to sign off the action plan. September 2023 will be used as a review date.
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 3	(PLAN CLOSED)	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. (PLAN CLOSED)
Policing and mental health: Picking up the pieces.	Level 2	0 AFIs 3 Recommendations	Tier 2	August 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. Reality testing of this action plan is now in progress for closure.
Understanding difference: the police's initial response to hate crime (2017/18)	Level 2	0 AFIs 6 Recommendations	Tier 2.	October 2023	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. Confirmation of embedded process for the management of hate crime will be reviewed in October 2023.
Living in fear – the police and CPS response to harassment and stalking (2017)	Level 2	0 AFIs 4 Recommendations	Tier 3	(PLAN CLOSED)	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. (PLAN CLOSED)
A Joint Inspection of the Integrated Offender Management Approach (2014)	Level 2	0 AFIs 2 Recommendations	(PLAN CLOSED)	(PLAN CLOSED)	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	(PLAN 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 an 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	August 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. Reality testing has been moved for review to August 2023.

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 AFIs 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	Tier 1	February 2024	The legitimacy inspection from 2022 is now available for official actions, all recommendations are now being progressed with a final completion date of February 2023. This completion date will align with the 2025 PEEL evidential collection cycle.
SOC (2022/23)	Level 3	3 Recommendations	Tier 1	TBC	The first two recommendation on this report are being actioned by the force, the third recommendation concerns the creation of a new regional intelligence apparatus. This will need further investigation and debate, there are concerns that this will not meet the requirements of the region.
Crime Data Integrity inspection (2019)	Level 3	6 AFIs 0 Recommendations	Tier 2	(PLAN CLOSED)	The force has a robust crime data recording auditing function, the AFIs from the 2019 have been actioned. Strategic development will not carry out an audit of the evidence with the crime register to confirm the integrity of crime recording in the force. Reality testing has confirmed the evidence of the plan.
An inspection of how well the police tackle serious youth violence (2023)	Level 2	0 AFIs 2 Recommendations	Tier 1		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. Plan has now been allocated, timescale for review will be post October 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	Tier 1		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. Plan has now been allocated, timescale for review will be post October 2023.

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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