



Strategic Planning & Performance (Police) Committee

Date: MONDAY, 13 NOVEMBER 2023
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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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 public minutes and non-public summary of the meeting held on 5 September 2023.

For Decision
(Pages 5 - 12)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 13 - 14)

5. **CITY OF LONDON POLICE – POLICING PLAN 2022-25- ANNUAL REFRESH 2024-25**

Report of Commissioner of Police.

For Information
(Pages 15 - 20)

6. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

Report of Commissioner of Police.

For Information
(Pages 21 - 24)

7. **Q2 POLICING PLAN PERFORMANCE 23-24**

Report of Commissioner of Police.

For Information
(Pages 25 - 44)

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

Report of Commissioner of Police.

For Information
(Pages 45 - 48)

9. **CITY OF LONDON POLICE STAFF SURVEY- QUESTION 4.1 UPDATE**

Report of Commissioner of Police.

For Information
(Pages 49 - 52)

10. **CITY OF LONDON POLICE VULNERABILITY DEEP DIVE**

Report of Commissioner of Police.

For Information
(Pages 53 - 72)

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

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

13. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 5 September 2023.

For Decision
(Pages 73 - 74)

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 Tuesday, 5 September 2023

Minutes of the meeting held at Guildhall at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Andrew Lentin (Deputy Chair)
Deborah Oliver
Deputy James Thomson
Helen Fentimen
Melissa Collett
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)
Michael Mitchell (External Member)
John Griffiths
Paul Singh

Officers:

Richard Riley	- Police Authority Director
Paul Betts	- Assistant Commissioner, City of London Police
Umer Khan	- Commander City of London Police
Alix Newbold	- City of London Police
Hayley Williams	- City of London Police
Chris Bell	- City of London Police
Claire Flinter	- City of London Police
Mark Folan	- City of London Police
Brett McKenna	- City of London Police
Matthew Ebbs	- City of London Police
Julie Mayer	- Town Clerks

1. APOLOGIES

Apologies were received from Alderman Tim Hailes.

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

There were no declarations

3. MINUTES

RESOLVED, that – the minutes of the meeting held on Wednesday, 3rd May 2023 be approved as a correct record.

Matters arising

The request for a report on Community Reassurance and Support was noted. A Member advised that Parkguard had been discussed at recent Middlesex Street resident meetings and suggested contacting the Estate Officers. There was a further request for the Committee to consider the relevant Byelaws and

their effectiveness. The Chair asked if these items could be added to the outstanding references list.

4. **PUBLIC OUTSTANDING REFERENCES (OR)**

The Committee received the outstanding references list and noted the following:

- a) Annual Policing Plan Refresh - this can be closed down.
- b) Child Protection Deep Dive. An analysis had been undertaken across 20 committees with a potential interest, all of which now have coverage either from a City of London Police (CoLP) or City of London Corporation (COLP) perspective, including a Police representative on the Safeguarding Sub Committee. PA Director agreed to share the results of the analysis with Members of the Committee.
- c) Public ORs and PEEL Inspection can be closed.
- d) Power Bi is a Microsoft application to drive data. The Chair asked if a demonstration could be added to a future agenda.
- e) Community engagement can be closed, noting its links to items 7 and 8 on this agenda. The Chair of the Police Authority Board (PAB) suggested that outreach activity and use of social media could improve but commended the good work on ward policing. The Assistant Commissioner confirmed the Force's commitment to engage and advised that a Chief Inspector would be chairing the Cluster meetings. A Member suggested that the Small Business Research Centre could be helpful in neighbourhood work.
- f) Responses to residents' main concerns; i.e. public urination and the behaviour of cyclists could be more pro-active in terms of how they are received and the resolutions sought.
- g) The Chair of the Police Authority Board (PAB) suggested that the Crime and Disorder Scrutiny Group should consider into the above suggestions. The Committee noted that behaviour of cyclists was discussed at the SCP quarterly meeting the previous day.

In concluding the Chair quoted Baroness Casey; i.e. - *'the Local Police Authority must understand the public it serves'* and asked for a separate conversation with the Town Clerk in terms of taking points (e) – (g) forward.

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

The Committee received a report of the Commissioner, which provided a performance assessment against the measures in the Policing Plan for Q1 2023-24 (1 April to 30th June 2023).

The Chair commended the helpful presentation of the report and during the discussion and questions, the following points were noted:

- a) The positive outcomes, the low and improving anti-social behaviour (ASB) levels in the square mile and the opportunity to sustain and improve on this.
- b) Officers will work with the Comms Team to ensure data and results are shared, particularly the proactive work around cycle squads, noting that it is difficult to measure preventative work.
- c) A working group is in place to deliver the Victim Strategy and a draft will be produced by the end of this calendar year, for publication at the end of the financial year. The Chair stressed that this must not slip. HMIC have highlighted how victims often feel disengaged and this has been raised with the Crown Prosecution Service (CPS).
- d) There had been a modest improvement in workforce diversity but Members would like to see more of a step change, given the geographical location of the City of London Police. The recent uplift sought to address this, noting the challenges in bringing in a large number of new officers very quickly.
- e) Neighbourhood crime levels are often driven by theft but the COLP know where to target resources; i.e. – via the pro-active crime team and cycle squad. Burglaries and robbery levels are lower and the response rate is good.
- f) Violence against Women and Girls can be a difficult category to define, as it covers a range of offences but officers will seek to separate this data from other violent crime for the next update. There was a request for more detail behind the violent crime figures, which are below the national average but stabilising at 20%. The responses to serious knife assaults have been one of the best nationally and this has sent a strong message.
- g) Volume crime reduction is a focus across all forces. This is being aligned with specialist operations and closer working with CID, which is being led by the new Detective Chief Superintendent.
- h) A Member hoped to see a complete victim satisfaction survey at the next meeting noting this was subject to timing of the survey.
- i) The Walk and Talk initiative has been well received and will be promoted again in September, as the darker nights draw in.
- j) The performance framework is being developed further through improving internal governance.
- k) The Home Secretary's announcement to pursue all reasonable lines of enquiry in respect of thefts was noted. The Chair asked if the Committee could do anything to assist and if there are any joint initiatives with the Metropolitan Police. Theft prevention will need further conversations with service providers; i.e. rendering mobile phones useless once they have been stolen.

- l) The Force will need a happy and healthy workforce to achieve these ambitions and some concern was expressed at the response to the staff survey. The force has taken a mature and transparent approach, with a new Wellbeing Board and lead officer, and provided all staff with fitness trackers. The survey software allows detailed, targeted and anonymous data to be produced. The majority of negative comments were from teams undergoing change and the recent pay increase had not been implemented at the time of the survey.

RESOLVED, That – the report be noted.

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

The Committee received a report of the Commissioner, following a request at the last meeting. The report would also be submitted to the Police Authority Board on 20th September 2023.

The Chair of the PAB commended a good report and had received positive comments about the cycle squads. Whilst this would be a Chief Officer/Operational Decision, the PAB would receive an update at its next meeting.

During the discussion and questions, the following points were noted:

- a) The definition of '*positive outcome*' could be clearer and the social media coverage stronger.
- b) The pilot is currently in week 7 and, by week 12, it will include feedback from communities, officers and committees. Given its success, it is very likely to continue. The project is currently unfunded, so some posts will need to be re-deployed and made Full Time Establishment if the Squad is to continue, the Chair accepted this would have a funding impact for the Force.
- c) The use of GPS trackers is being looked at but the geography of the City makes it difficult to track individual officers owing to signal difficulties.
- d) A meeting had been scheduled by the Cripplegate Ward Members, to enable them to raise concerns about e-bikes and the various hire companies are engaging. Any further Member support would be gratefully received and the Safer City Partnership (SCP) are supporting this work.

RESOLVED, that – the report be noted.

7. **NEIGHBOURHOOD POLICING STRATEGY**

The Committee received a report of the Commissioner, following the request from the HMICFRS PEEL inspection. Members noted that the Strategy is currently in draft and the CoLP has sought feedback from stakeholders, including HMICFRS, which will be incorporated into the final version. It was noted that the report referenced that the final Strategy would be submitted to

Police Authority Board in September, however, Members felt this might be premature and suggested further consultation be undertaken. It was noted that having a final Strategy was a recommendation from the HMICFRS PEEL inspection so the Force did not want to delay it for too long.

During the discussion, the following points were noted:

- a) Recently improved data showed the impact on officer hours and budgets. Members asked for more context and separation in respect of Destination City/weekend crime/the night-time economy and the impact on police resources.
- b) The format of the Strategy is a little generic but it is in line with national best practice, as prescribed by the College of Policing. There will be a delivery group, chaired by a Superintendent, and a clear performance framework around neighbourhood engagement and improvements. The delivery plan will be shared with this Committee and PAB.
- c) A Ward Member had noticed some disconnect between the senior and lower graded officers and low participation in surveys can be indicative of low expectation of outcomes. Portsoken is very different to other wards in the City, as there are pockets of poverty and groups without English as their first language. There are a number of new officers (currently 10 – 15%) and their induction will include neighbourhood policing and working with Designated Ward Officers (DWOs). Improvements to survey software are also underway.
- d) Whilst this is a Police strategy, as prescribed by HMIC, the delivery will be a partnership responsibility, via the Prevention Partnership Hub. Its presentation to the PAB can be slightly delayed, to give more quality assurance on feedback.
- e) During an average 12 month period, there are some 17,000 calls, with 7,000 criminalised. Operation Luscombe, Mental Health Services and the SCP are helping to understand this data, which will be the subject of a future report to the PAB.
- f) If the report is intended for a public audience, then it might benefit from a different presentation style. It will be a 3-Year Strategy, which will be reviewed annually, enabling community feedback to shape and strengthen it, thereby promoting trust and confidence.
- g) Communities exist across the whole City and are not just place based, so there might be a better fit between wards and clusters. The 'City Belonging' Project might provide a helpful interface.
- h) Could future iterations include a sense check with the Business Community, whilst avoiding overlap and duplication of effort with the various other forums and clusters.

In concluding, the Chair asked to meet with the relevant chairs ahead of the next C&D Scrutiny to discuss the above comments and suggestions.

RESOLVED, that – the report be noted.

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

The Committee received a report of the Commissioner, which provided a quarterly update on community engagement. The Chair asked if the presentation of future reports could be in a more user friendly format. Members would like to participate in the various initiatives but asked for more specifics as to how and when. The Committee asked for an update on Youth ISAG at a future Committee meeting.

RESOLVED, that – the report be noted.

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

The Committee received a report of the Commissioner, which provided an overview of progress on areas for improvement. Members noted that a number of actions had been implemented, or were in progress, and good practice by other Forces was also being identified in key areas.

During the discussion and questions, the following points were noted:

- a) There are some quick wins re software and structural changes but some will take longer.
- b) There is a large area of focus on workforce corruption, locally and nationally, which is very relevant to the work of the Professional Standards and Integrity Committee.
- c) HMIC are very engaged and the Force are being very transparent. The next meeting of the Committee will see progress on the improvement plan. Officers were asked to contact the relevant Chairs in respect of any areas where the Corporation can assist further.
- d) The Chair offered to write to the Home Secretary setting out concerns about the intensive inspection regime, and the perceived political agenda behind this, given the considerable pressures on Police Forces, particularly for a small one like the COLP.
- e) Key milestones have been set for monitoring progress. There will be a full review of each outstanding action at next month's Operational Improvement Board, and a new Superintendent is leading the operational work. The September Board will seek to close historic actions by February 2024 but, if this is not possible, the PAB might be asked to look at resourcing implications.
- f) The ongoing work with the Probation Lead at Hackney will be reported to the Crime and Disorder Scrutiny Committee.

At 12.55, Members agreed to extend meeting to conclude the business on the agenda.

RESOLVED, that – the report be noted.

10. QUARTERLY HMICFRS INSPECTIONS UPDATE

The Committee received a report of the Commissioner in respect of (HMICFRS) related activity over the last quarter. Members noted an error in the report; i.e. – there are 130 actions in progress, 27 awaiting allocation, 20 have been closed and 17 pending sign off. Whilst there is soon to be a new custody facility as part of the new police estate, operations are working within the confines of the existing accommodation which is being maintained.

RESOLVED, that – the report be noted.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There were no items.

13. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows

Item no	para no
14-15	7

14. COUNTER TERRORISM DEEP DIVE

The Committee received a report of the Commissioner

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

There were no 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 items.

The meeting ended at 1.20 pm

Chairman

Contact Officer: julie.mayer@cityoflondon.gov.uk

Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
6/2023/P	Item 8- Violence Against Women and Girls	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	Complete- Under the reducing violence priority under measure 1.2 Violence against Women and Girls data has been separated out in the Q2 Performance-v policing Plan measures on the agenda for targeted member scrutiny. Narrative on Violence against women and girls initiatives are reported to PSIC under the regular Equality and Inclusion update.
7/2023/P	Item 5- Policing Plan Performance Q1	Victim Strategy- Police Authority Director undertook to have a draft Victim Strategy ready for the end of 2023 with a view to implementing for the new financial year 2024-2025	PA Director	In Progress- draft due for circulation by end December 2023
8/2023/P	Item 7- Neighbourhood Policing Strategy	Following comments from Members noted the updated NHP Strategy would be presented to October PAB and delivery plan would be presented back to this Committee at its next meeting	Commissioner	In Progress- Updated Strategy was submitted to October PAB. Delivery Plan and Performance Framework is being developed to be presented to the next SPPC meeting in February

Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

9/2023/P	Item 7- Neighbourhood Policing Strategy	Mental Health response/ demand and assisting the vulnerable would be subject of a future report to this Committee	Commissioner	Complete- an update on Mental Health response and demand was provided to the September PAB in a report and is also subject of a deep dive on this Committee agenda.
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Committee(s): Strategic Planning and Performance Committee	Dated: 13 November 2023
Subject: City of London Police – Policing Plan 2022-25- Annual Refresh 2024-25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 126-23	For Information
Report author: Carly Humphreys, D/ Superintendent Strategic Development	

Summary

This report outlines the proposed approach and timeline for refreshing the current City of London Policing Plan 2022-25 for the final year of its delivery, 2024-2025

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

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Members will recall that the Force and Police Authority published a new Policing Plan for 2022-2025 on the 1st April 2022. A refreshed version of this plan was published earlier this year on the 1st April for the performance year 2023-24.¹
2. The Policing Plan is refreshed annually to ensure that it is current and takes account of any necessary changes including for example, changes to national priorities, national and local threats or crime trends, risk, budget and other organisational changes.

¹ [City of London Policing Plan 2022 to 2025](#)

Current Position

3. The CoLP has been in discussion with the Police Authority Director with a view to refreshing the Policing Plan for the final year of its existence 2024-25. Strategic Development is in the process of reviewing the Plan with a view to updating various sections to reflect the coming year.
4. A number of updates and amendments, as detailed below are recommended:
 - Refresh of the Chair's and Commissioner's Foreword
 - Our Area- Refresh of City overview statistics. Performance Highlights
 - Update to reflect what the policing challenges were/ focus in 2023-24
 - Listening to our Communities-Update Drivers to include impact of any new legislation; update with any Community Survey outcomes and 'in year' local needs (from City Resident meetings, Cluster Panels etc)
 - Update on NPCC Race Action Plan and CoLP involvement
 - Operational Priorities- Review and amend as necessary to reflect any changes in context/ performance measures and Include impact of Destination City
 - Organisational Priorities- Review and amend as necessary to reflect changes in context, workstreams and performance measures. Include references to Corporate Services Review, Youth IASG and update workforce and budget information.
 - Audit and Inspection- reference progress on PEEL inspection and other inspection recommendations
 - Review measures/ metrics for 2024-25 to ensure current and relevant
 - Review and refresh Strategic Change/ Capital Projects prioritisation exercise
 - Working Collaboratively-Review and refresh to include development of any new activity
 - General review and refresh of photography to update

Timeline

5. The following timeline has been agreed with the Commissioner and the Police Authority Team (See appendix A):
 - 13th November -Strategic Planning & Performance Committee- Outline of Proposed Refresh and take any early thoughts /comments/ feedback from SPPC Members
 - 22nd November- Proposed Policing Plan Workshop with all PAB Members invited (before PAB meeting- confirmed- invites have been sent out to Members and officers)
 - 13th December PAB- CoLP presents an updated draft to receive final feedback
 - Between Mid-December and Mid-January CoLP works on finalising draft and reviewing Measures/ metrics for 2024-25
 - Mid-January - SPPC Deadline (**TBC by Town Clerk**)
 - Early February- SPPC (**date TBC by Town Clerk**)- CoLP presents update on measures and metrics for Member scrutiny.
 - 24th January - PAB deadline

- 7th February – PAB meeting- Final refreshed Policing Plan submitted for approval.
- 22nd February- Court of Common Council Deadline
- 7th March- Refreshed Policing Plan presented by PAB Chair to Court of Common Council ‘for information’
- 1st April- Refreshed Policing Plan published on CoLP Website.

Corporate & Strategic Implications

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

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

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

Legal implications- The Police Act 1996² requires the police authority to issue, before the beginning of each financial year, a policing plan.

Risk implications- N/A

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

Climate implications- N/A

Security implications- N/A

Conclusion

6. The Review of the Policing Plan is key to ensuring that it remains current and continues to deliver on the Policing priorities set by the Police Authority for the following performance year 2024-25.

Appendices

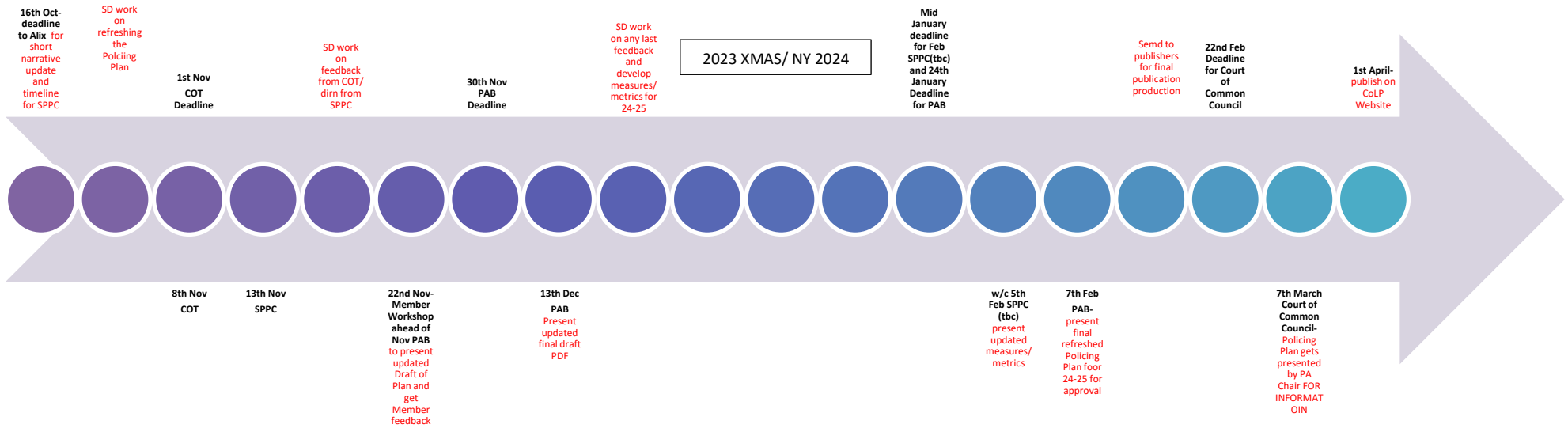
- Appendix A – Timeline for refresh of Policing Plan 22-25 for year 24-25

Carly Humphreys
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Strategic Development
City of London Police
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² S.6ZB as above

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**Policing Plan Refresh Delivery Timeline – 2024-5-
Appendix A**



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Committee(s): Strategic Planning and Performance Committee	Dated: 13 November 2023
Subject: Quarterly HMICFRS Inspections Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 127-23	For Information
Report author: 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.

Since September 2023, City of London Police (CoLP) has closed two (2) action plans and one has been superseded. This reduced the number of active historic action plans to thirty six (36). No further action plans have been allocated to the City since the last committee nor has the City been subject to any inspection.

The City of London Police provided the Committee with a deep dive review at its last meeting of the activity relating to the ‘Requires Improvement’ grades that the force received as part of PEEL and other recent inspections. A further update on this progress can be offered to the February 2024 Committee.

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 (September 2023)

3. There are no reports that have been published since the last update.

Current status of HMICFRS Action Plans

4. 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 Operations & Security and attended by Director of the Police Authority and HMICFRS Force Liaison Officers.
5. Further to this process the city of London police has increased resource into the reality testing function of the strategic development team. A team of four officers has been seconded into the strategic development team to offer direct support to the local policing and specialist operation directorates in regard to reducing the number of historic recommendations. They are overseen by a superintendent who manages three governance meetings to drive their work. This team has been called the Operational Improvement Team.
6. There has also been a change in the HMICFRS inspection officers allocated to the CoLP. As standard a force will be allocated an inspection officer (IO) and a force liaison officer (FLO), for the City of London Police this has changed. With the arrival of the new HMI Lee Freeman, who has responsibility for the London region, a new HMICFRS inspection team has been implemented at his request.
7. In the reporting period of Q2 City of London Police has closed two (2) action plans with 1 being superseded and with the support of the new HMICFRS inspection officer, a further three (3) have been marked for closure. This reduced the number of active action plans thirty-six (36). A further eighteen (18) of these action plans are from inspections prior to 2021 and are being prioritised for completion by December 2023.
8. Since the last Committee, across the thirty-nine (39) action plans, there were one hundred and fifty seven (157) historic open recommendations. An overview of the status of these recommendations is set out below. There has been an increase of six (6) recommendations being signed off as closed with a further nineteen (19) recommendations with the Assistant Commissioner for final review. The CoLP is currently reality testing a further forty (40) active recommendations bringing these to completion by December 2023. Compared to the last Committee update the force is progressing seventy five (75) recommendations, a reduction from one hundred and fifty seven (157) active recommendations. Fig 1 below highlights the

total historic recommendations, complemented by Fig 2 outlining the breakdown of recommendations by directorate.

- Fig. 1 chart shows the total progress of the current historic recommendations that are being held by the force. The committee is asked to note that 75 recommendations are still in progress developing evidence that is required for closure. 40 recommendations have now submitted by their directorates for evidence for review and reality testing by the strategic development team. 19 recommendations are awaiting review and ratification from the Assistant Commissioner.

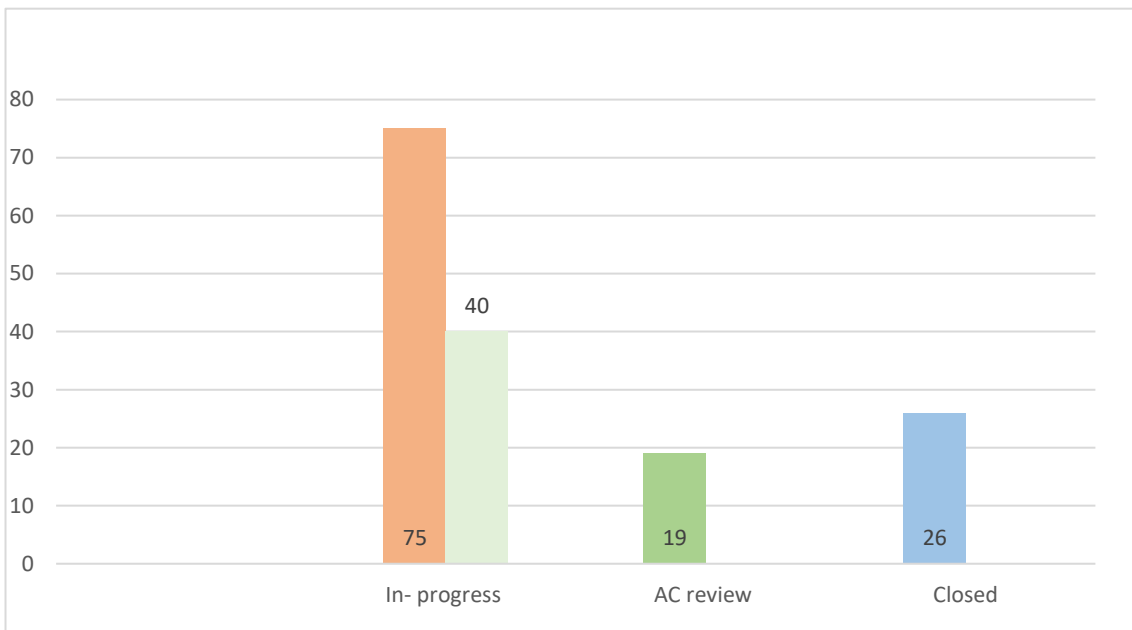
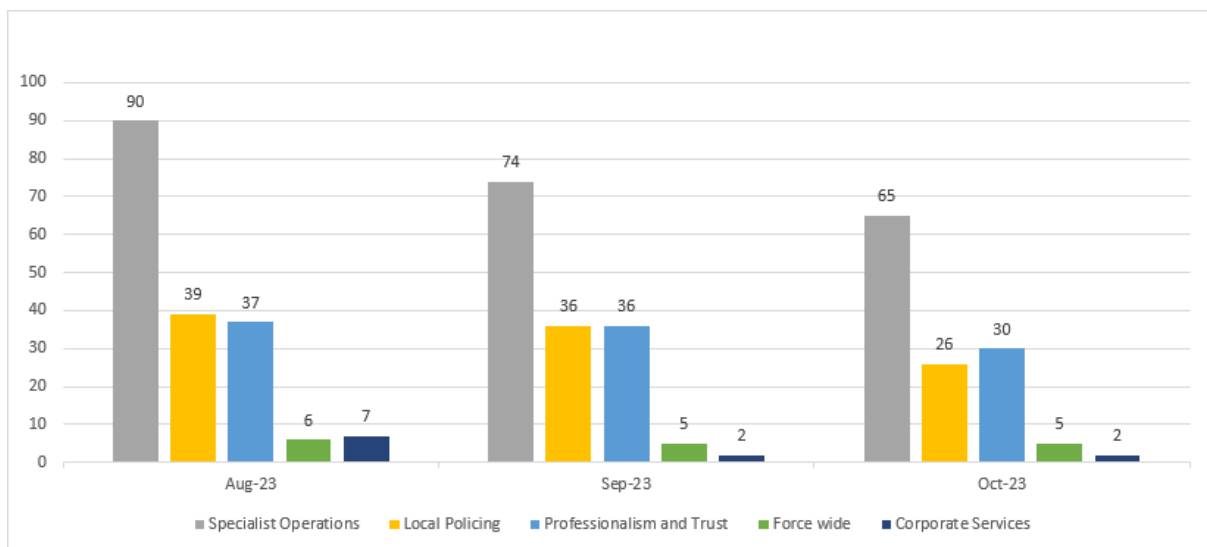


Fig. 2 Chart showing the progress and spread of historic recommendations across the directorates



10. Of note in Fig 2 Professionalism and trust will be prioritised for closure of recommendations for Q4 of 2023. The strategic development team can give reassurance that these recommendations have been subject to intense scrutiny in preparation for HMICFRS sign off. As such progress in this area has taken more time to progress. However their reduction is now in line to be completed with the current historic recommendations.

Upcoming Inspections

11. City of London Police still has a pending unannounced Custody Inspection as per the last report the most recent inspection to the City was in 2018. The most recent update from HMICFRS was that this inspection is now unlikely to take place in Q4 of 2023 due to the staff supporting this inspection being redirected to support HMICFRS with other priority workstreams.

12. There are no further upcoming inspections to report.

Conclusion

13. With the arrival of a new inspection team from HMICFRS and with the implementation of the Operational Improvement Team, the CoLP is making positive process in reducing the historic back log of recommendations. The CoLP is confident that it is on a clear pathway to having all historic recommendations resolved by February 2024. This will ensure that the City can continue to progress the key improvements for PEEL 2023-25.

Appendices

None

Brett McKenna

Head of Strategic Development

E: brett.mckenna@cityoflondon.police.uk

Committee(s): Strategic Planning and Performance Committee	Dated: 13 November 2023
Subject: Q2 Policing Plan Performance 23-24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 128-23	For Information
Report author: Claire Flinter (Head of Business Information)	

Summary

This report provides a performance assessment against the measures in the Policing Plan for Q2 2023-24 (1st July to 30th September 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.

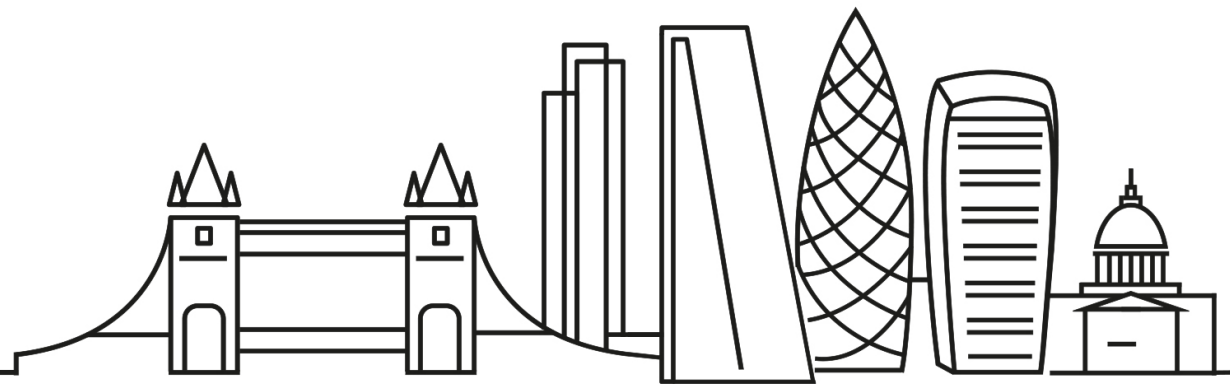
Appendices

- Appendix 1 – Policing Plan Measures 23-24-Crime and ASB Summary

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Policing Plan Performance Report


Quarter 2 2023/24



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

1.1

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

Data Trend 

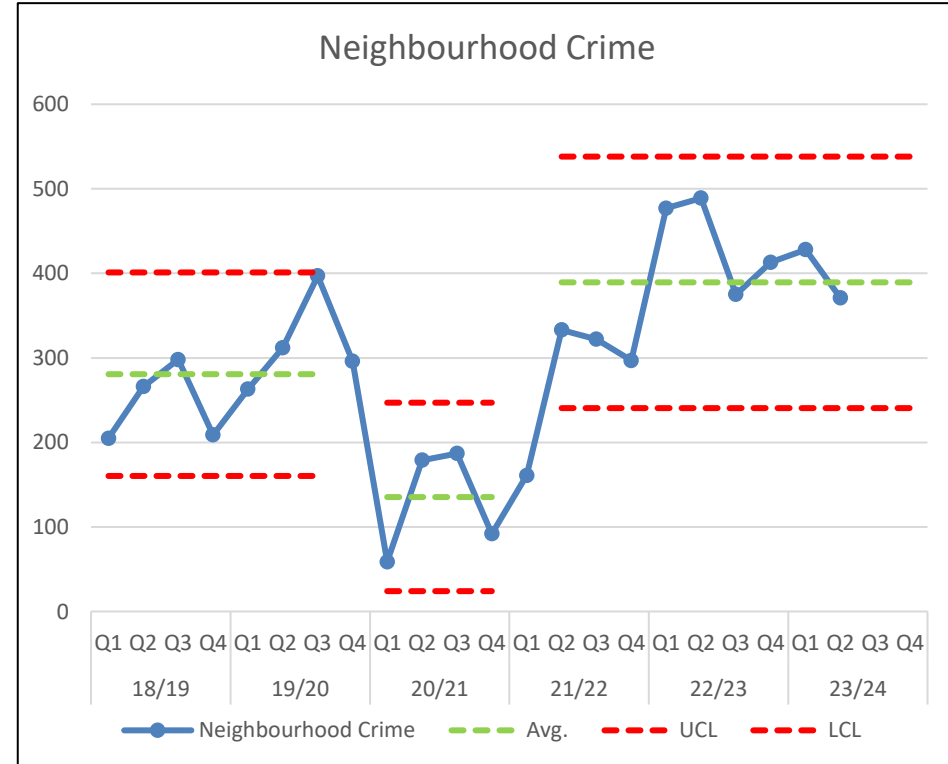
Reasons

Neighbourhood crime has decreased by 13% (-57) since Q1 23/24. There has been an overall decrease of 24% (-118) since the highest crime count in Q2 22/23. The data shows the previous increasing trend has started to slow down and volumes are now at the lowest level since Q4 22.

Neighbourhood crime is defined using the national definition and includes the following crime types; burglary residential, robbery personal, vehicle crime and theft from the person.

Neighbourhood crime has been driven predominantly by 'theft from the person' offences. The main modus operandi for these types of crimes are phone snatches and distraction thefts. This crime category has contributed to the overall reduction seen for neighbourhood crime.

Theft from the person had previously been the main driver of all crime. This has now been replaced by 'all other theft' offences which is not included in the national neighbourhood crime definition.



Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
375	413	428	371

Response

There has been a significant response in terms of Intelligence led policing which has continued to tackle neighbourhood crime effectively and identify offenders. There has been a particular focus on 'theft from the person' offences and phone snatch specifically. There have been crime prevention roadshows focusing on this crime type as well as high media coverage to prevent people becoming a victim of this crime which have contributed to this reduction.

The introduction of the Cycle Team to target offenders in the City has been successful and also contributes to the decrease.

Ongoing collaboration with our partners and neighbouring forces has targeted linked offenders in relation to robbery offences.

This quarter will see new initiatives run in conjunction with National Safer Business week which looks at our repeat and prolific offenders and proactively targets those that are committing serious acquisitive crime in the City.



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

Reduce Violent Crime

Data Trend



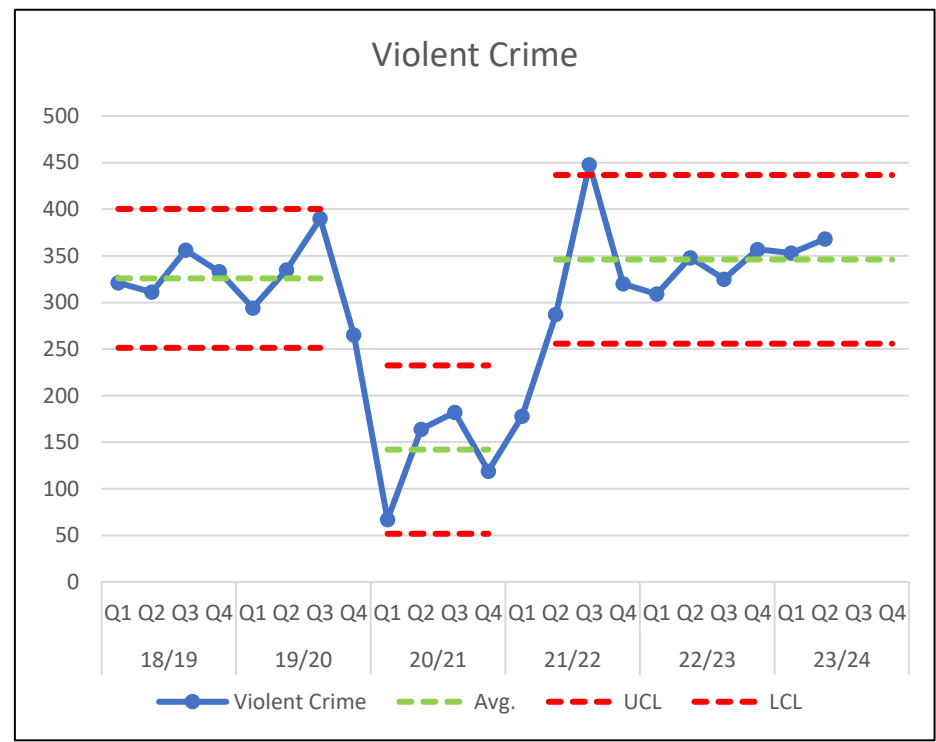
Reasons

Violent crime has increased by 4% (+15) since Q1 23/24. There is a 6% (+22) increase overall from Q2 22/23 and volumes remain consistent since the significant increase in Q3 21/22 when crime levels started to return to normal after the pandemic.

Volumes of serious violence have increased by 11% (+18) since Q1 23/24.

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.

Violent crime mainly occurs during the night-time economy and the latest analysis demonstrated that this accounted for 62% of violent crime so far in 2023/24. For both the day-time and night-time economy hours, these are mainly driven by common assault, followed by assault occasioning actual bodily harm.



Response

A multiagency approach to policing the night-time economy continues with a focus on hotspot policing.

Shift changes have been amended to increase the policing presence in the night-time economy and help keep people safe. If a venue has been linked to weapons, stricter regimes around entry have been implemented.

City of London Police have invested in additional evidential technology to build their capability of early capture of evidence, with a particular focus on rape offences.

A detailed analysis of Violent Crime has been completed in the City and will be used to inform the policing response.

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.



Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
325	357	353	368



Keep those who live, work and visit the city safe and feeling safe VAWG (Violence Against Women and Girls)

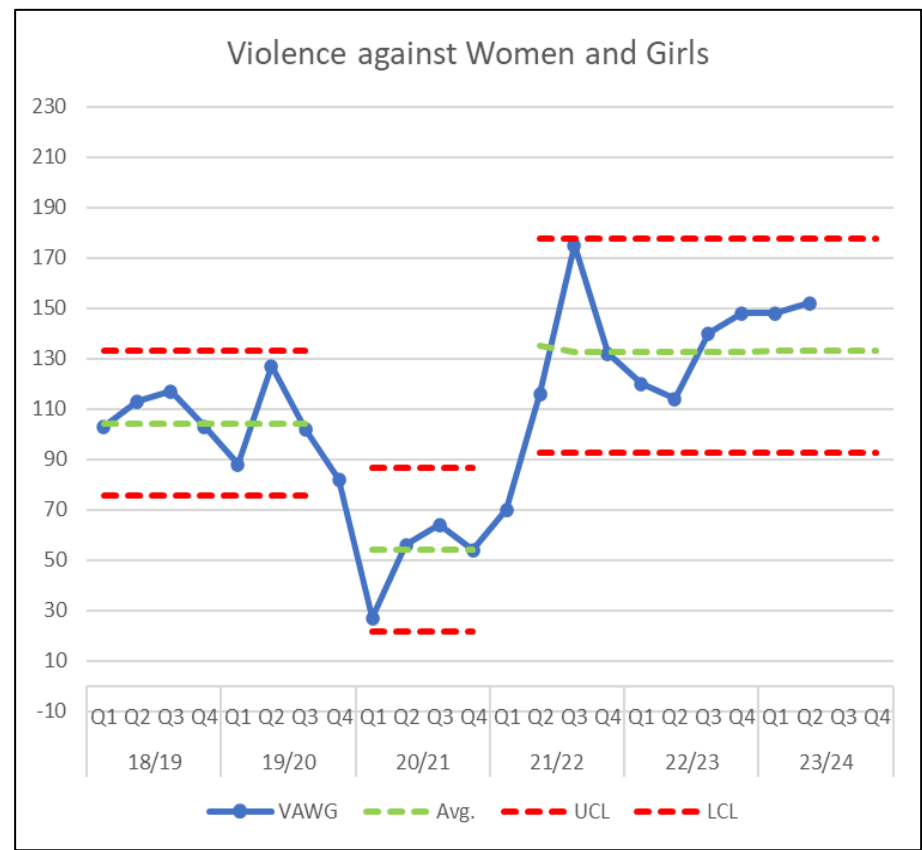
Data Trend 

Reasons

Overall Violence Against Women and Girls has increased by 3% (+4) from Q1. Since Q2 22/23 there has been an average monthly increase of 3% (+4).

The offences that are contributing to this increase are rape offences and sexual offences. For rape offences Q2 shows a 40% (+3) increase from Q1. The percentage of rape offences are higher than before the pandemic, with a 37% increase (+6). Whilst these are low numbers, they are serious and high harm offences.

For other sexual offences Q2 shows a 9% (+4) increase from Q1. Volumes are higher than the high crime year with a 37% increase (+46). The majority of sexual offences reported in the City are lower-level sexual touching offences often linked to the night-time economy, alongside exposure offences.



Response

Targeted operations are ongoing to tackle Violence against Women and Girls offences, and this involves multi-agency working with partners, as well as on-going media campaigns that focus on the most prevalent issues impacting this crime type, with a particular focus on rape and serious sexual offences.

These also focus on the relationships and wider training for licensed premises, around vulnerability and Ask for Angela, and evaluation of the compliance of this within the City.

City of London Police are an adopter force for the Operation Soteria National Programme and will focus on continuing to deliver improvements for the victims of rape and serious sexual offences, alongside continuing to map demand effectively and build capability to ensure we continue to keep women, girls and all who live, visit and work in the City safe and feeling safe. This will include a continuous focus on delivering specialist trained officers within rape and sexual offences. Operational changes across our Public Protection Teams will see a dedicated team of investigators focus on victims of rape and serious sexual offences with a focus on perpetrators through effective suspect and offender management.

Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
140	148	148	152



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



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.

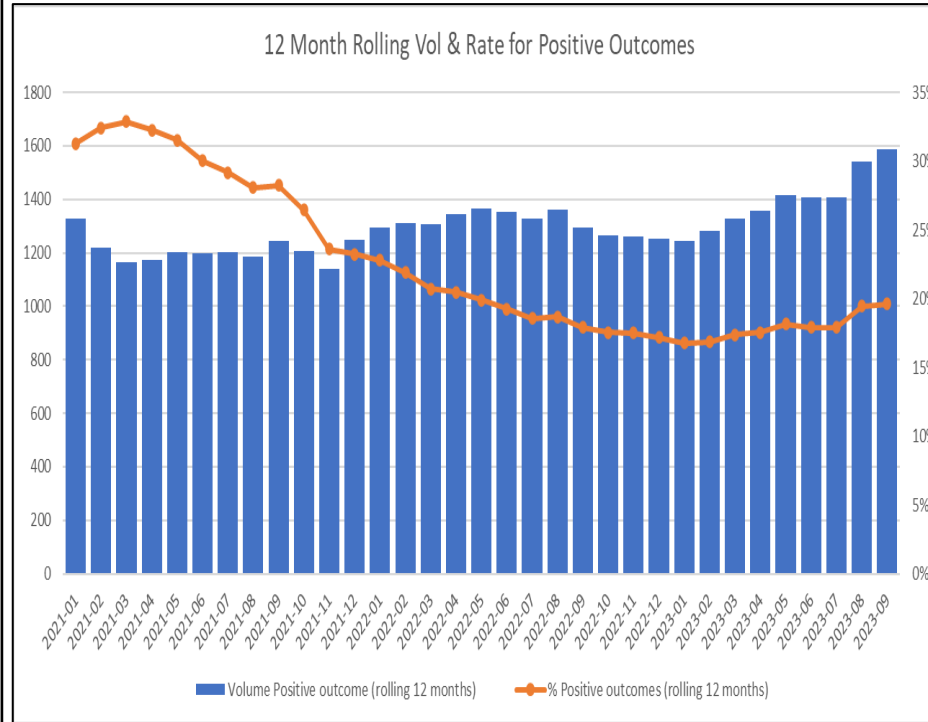
Reasons

City of London Police consistently exceeds the national average which is positive. The national positive outcome rate for published data to April 2023 demonstrates a 11.3% outcome rate. City of London Police are currently performing much higher than this.

The current positive outcome rate for Q2 is 21% (1586). This area is driven by positive performance in crimes against society (59%) and volumes for violent crimes (23%) 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 ongoing work continues, we would expect that performance for this measure is maintained despite increasing crime volumes.



Response

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

This has included reinvestment within our core criminal investigation and public protection teams to assist in continuing to improve our investigative response and provide the very best service to victims of crime. 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 also includes exploring all options for out of court disposals and reducing reoffending through effective suspect and offender management. We will continue to understand where there are any variations from national trends.

The introduction of the Volume Crime Unit and integration into Specialist Crime Command will seek to improve our response and outcomes across serious acquisitive crime affecting our policing area. Building on work already completed we will continue to focus on crimes that matter most, building capability and capacity within our approach to all types of investigation and achieve the best outcome for victims.

	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
Percentage	17%	17%	18%	21%
Volume	1253	1323	1413	1586



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

Reduce ASB Incidents

Data Trend

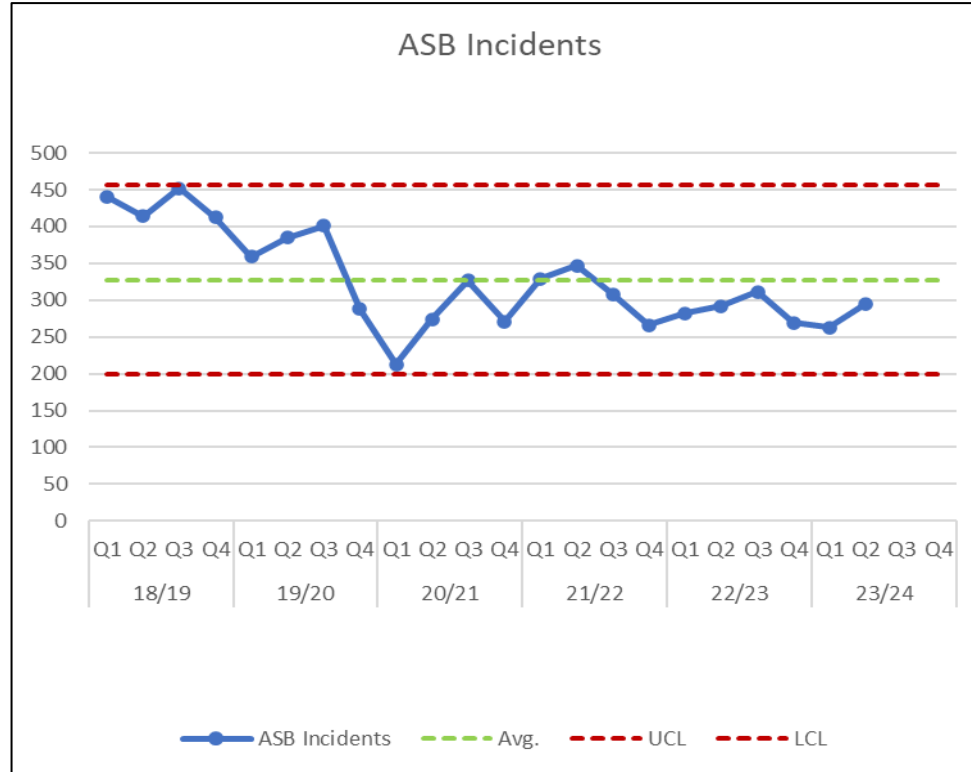


Reasons

Anti-social behaviour (ASB) incidents remain low and are 10% (-32) below the average monthly totals.

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 responses are put in place to deal with ASB.

Despite often being described as ‘low-level crime’, existing evidence suggests anti-social behaviour can result in a range of negative emotional, behavioural, social, health and financial impacts. These include negative mental health effects, avoidance behaviours and decreased economic productivity. The focus of City of London Police is ensuring that victims are ‘at the heart of the response to anti-social behaviour’.



Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
311	269	263	295

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.

Dedicated operations have been used to reduce offending within the square mile and deter offenders who use cycles, e-scooters and e-bikes to commit road traffic offences and cause antisocial behaviour within the City of London. These also include high visibility engagement and crime prevention initiatives with our partners, focused on supporting and educating our communities.

Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis. Multiagency meetings continue to create a joined-up approach to tackling ASB in the City.



2.1

Protect the UK from the threat of cyber and economic crime

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

Data Trend

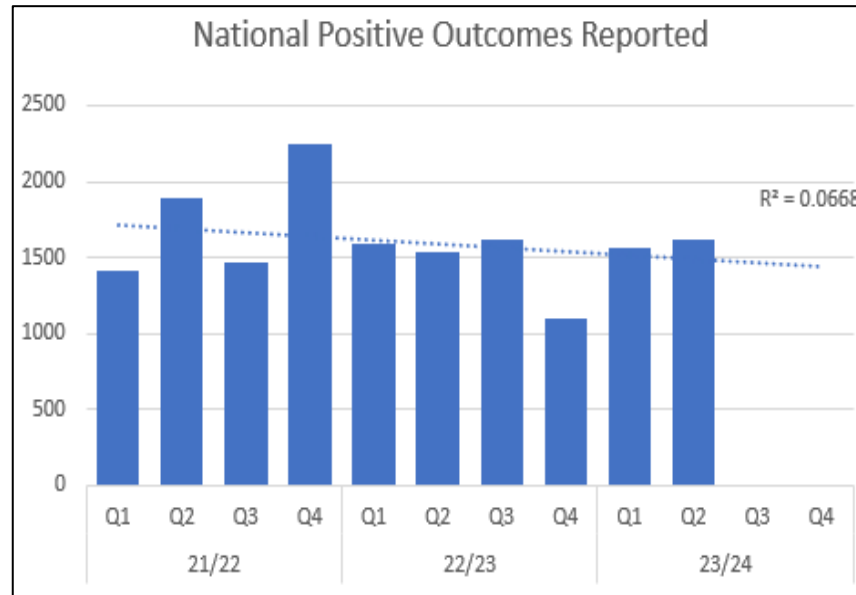


Reasons

Q2 2023/24 continued to yield increasing volumes of judicial outcomes, an increase of 3% (52) on Q1 and a year-to-date increase of 2% (50) to 3,176, when compared to the prior year comparative period (2022/23). Essex Police had a strong Q2 performance with an investment fraud yielding 105 judicial 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.

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.



Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
1625	1101	1562	1614

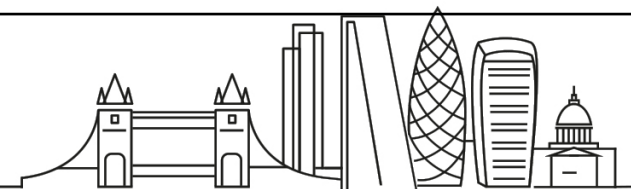
Response

NFIB have made improvements to their processes by sending linked crimes to local forces up and down the country. This creates a more accurate reflection of the ongoing work by local police forces which will impact the volume of national outcomes positively.

Constant evaluation of a solvability pilot has been active now for nine months and initial feedback from forces shows reports are being sent out in a timelier fashion and contain more viable lines of enquiry. We are seeing consistent improvement and as this trial progresses and cases move through investigation to outcome, this should further increase positive outcomes.

Last quarter 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.

Force engagement visits continue with a particular focus on any forces that have any disproportionality in outcomes and a deep dive of these is planned over the next quarter.



2.2

Protect the UK from the threat of cyber and economic crime

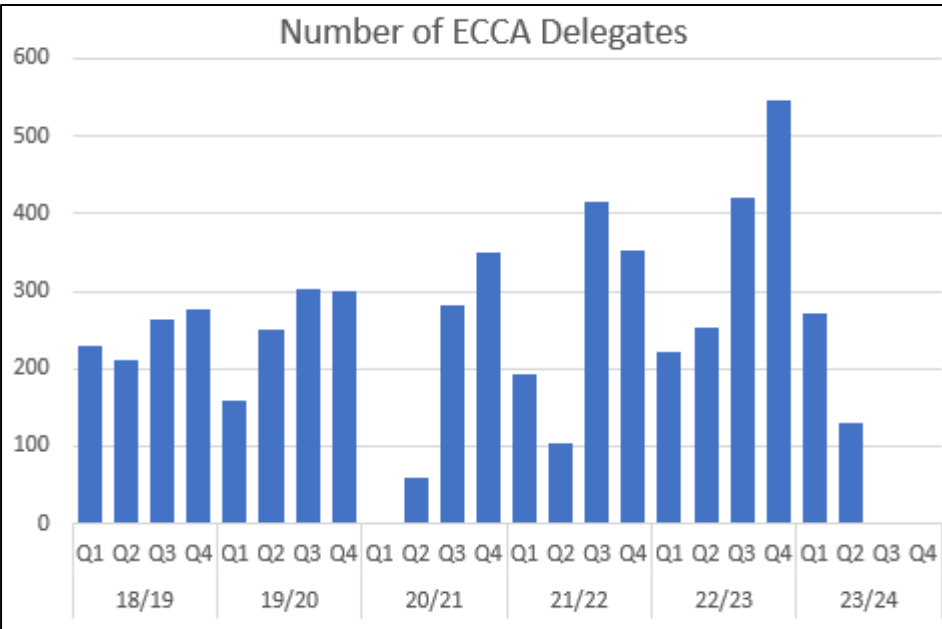
Law enforcement capabilities to tackle economic and cybercrime are developed through training and accreditation

Data trend 

Reasons
Historically the Academy do not deliver any courses over the summer season due to lower availability of trainers and delegates. The time is spent refreshing existing courses and working on designing new ones. This year a small number of courses were held in July and August, and numbers picked up throughout September.

Satisfaction for the quarter averaged at 94%, recovering from a drop in May to score consistently above the 22/23 benchmark. The percentage of delegates completing feedback forms also rose as trainers are now providing time for this process within the classroom.

As we can account for the dip this quarter and this is consistent based on seasonality, we are comfortable with performance for this area and expect the numbers of courses and delegates to rise in Q3.



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 the impact of training. The ECCA is also running a recruitment campaign, actively onboarding new Associate Trainers with specific skill sets to ensure resilience across the courses, and to build capacity and enable more training to be delivered.

The Academy delivered an Internet Investigators Foundation course for City of London Police staff in the NFIB, ensuring staff have appropriate skills and providing career development.

Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
420	545	272	129



3.1

Putting the victim at the heart of everything we do

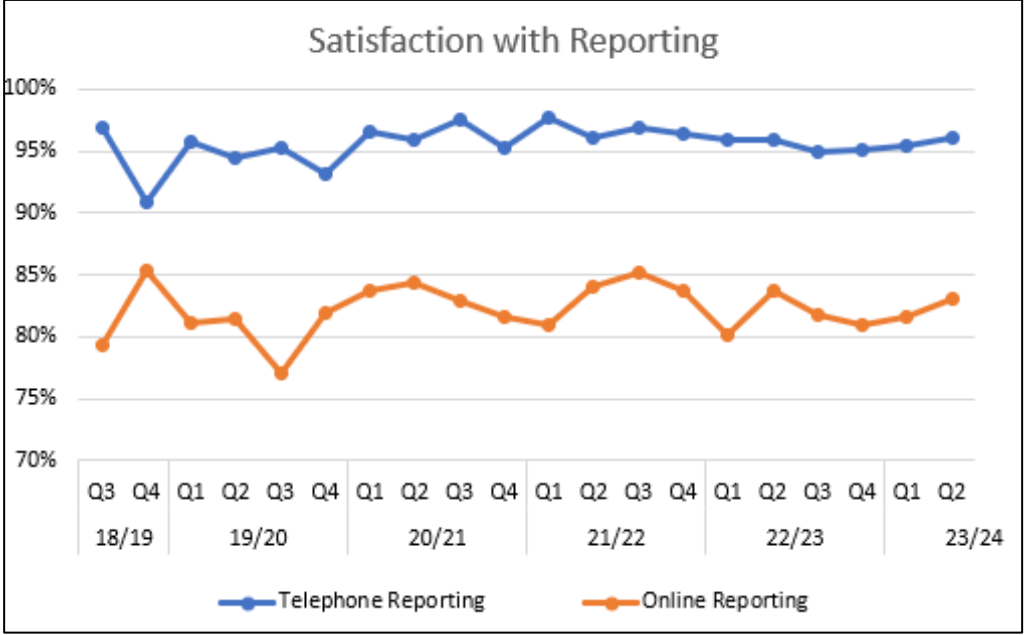
To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service

Data Trend

Reasons
 Satisfaction with the service provided by the contact centre voice channel remains above the 95% target, and stable over the long term. Quarter 2 continued the trend of increased satisfaction due to the uplift in call handler numbers and the associated reduction in call wait times and call abandonment.

Satisfaction rates concerning the online reporting tool have seen slight increases for the last 3 quarters, although they remain under the 85% target. This is likely due to the inability to improve the online reporting platform as the current supplier is nearing the end of their contract.

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



Response
 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 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.

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 launch in 2024.

	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
Telephone Satisfaction	95%	95%	96%	96%
Online satisfaction	82%	81%	82%	83%



Putting the victim at the heart of everything we do

City of London Police victim satisfaction levels are improved.

Data Trend

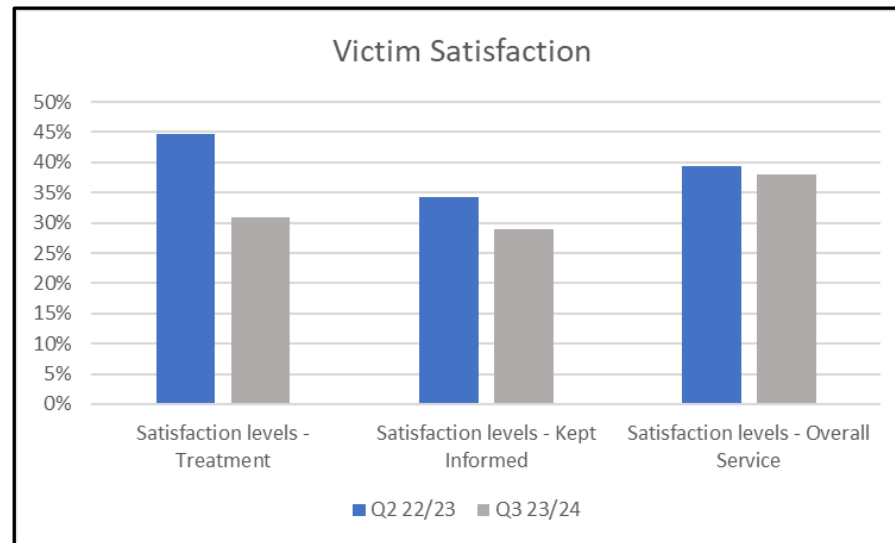


Reasons

The current Victim Satisfaction surveying process looks at responses from victims of crime that have answered the questions relating to their treatment, how well they were kept informed, and their satisfaction with the overall service. Respondents can provide an answer ranging between 1 = very satisfied and 5 = very dissatisfied. Those that have replied with a score of 1 or 2 represent those who replied with a satisfied response.

The response rate for Q2 (50 responses) is not statistically robust and is not representative of victims who have experienced crime in the City of London. Due to the low response rate, 1 or 2 responses could positively or negatively skew data in any direction.

Based on this, analysis will focus on key insights and the sentiment of the victim gained through the qualitative data, and will feed into Victim Board for oversight and decision-making to improve the victim experience.



Response

The City of London Police's investment of a 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. Alerts can be set up to deal with any negative feedback in the moment and complete service recovery.

Victim satisfaction is linked to public confidence and a good experience will also impact positively on public confidence.

Some positive key words and phrases that were received during the survey were: "officers were kind, compassionate and understanding", "respectful" and "they did everything they could". Some of the negative and recurring key words and phrases that were produced were: "bad communication", "haven't been kept updated" and "lack of case updates".



Our People

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

Data Trend



Reasons

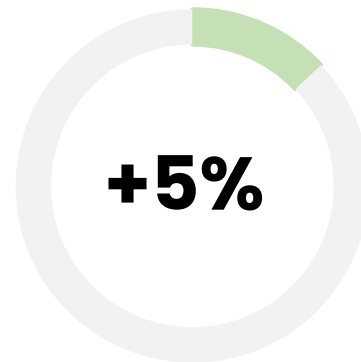
This is a new measure to be reported on bi-annually to coincide with the staff surveying timeframes.

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.

The next survey is planned for January.

Percentage Change 22/23



Oct 2022	July 2023
42%	47%

Response

City of London Police have launched the Inaugural Wellbeing Strategic Board and Wellbeing Delivery Board this quarter. These are the frameworks that will be used to create the strategic and operational change based workstreams, ensuring well-being is aligned to this policing plan.

The aim is to embed wellbeing into our fabric, making it a part of everything we do - creating a genuine wellbeing culture where everyone can thrive. To start this program, we are appointing Wellbeing Ambassadors across the force who will create Practitioner Wellbeing Groups (PWGs) in their business areas. We aim to capture the operational voices of practitioners across every area of the force.

Biotech launch – early September saw the City, alongside two other forces, join a national wellbeing project which looks to understand more about the health impacts of policing on our people. Data scientists are crunching the numbers, and we are working with Oscar Kilo to help inform national policing and understand how we can best support policing colleagues in the most challenging roles.



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 2023 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 areas of the business have been reviewing their results and ensuring there are appropriate improvement plans in place. These have impacted positively as this measure has increased.

Work has been ongoing through a number of focus groups across the organisation, to discuss the themes that have been raised in the survey. This has resulted in a greater understanding of the key issues impacting staff and a detailed set of recommendations that will be implemented and monitored.



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

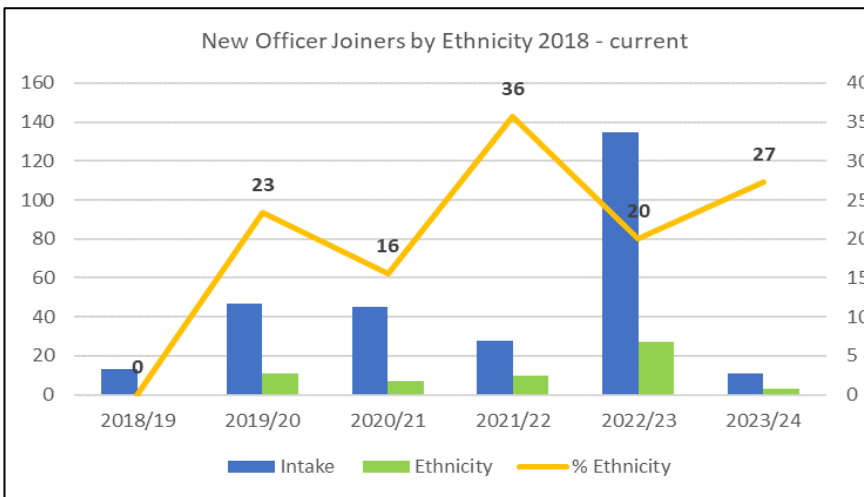
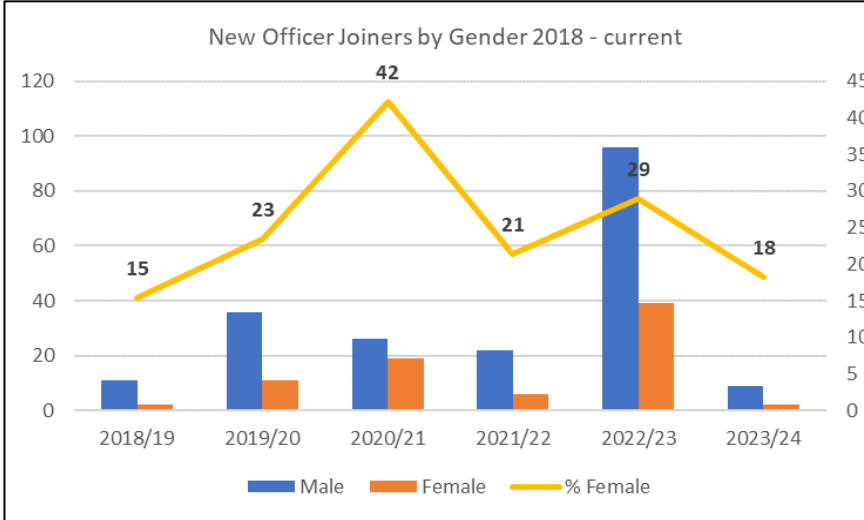


Reasons

City of London Police regularly review workforce diversity. Analysis has been undertaken 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.

City of London has an ongoing challenge to understand the communities that it serves. We know from analysis that the majority of our victims are non-residents, and that the day-time economy is a different breakdown to our resident population, and this makes reflecting the community we serve more challenging than other forces.

The most recent student intake shows 27% of joiners were from an ethnic minority background, this being the highest proportion of ethnic minority joiners since April 2021, and continues to move the organisation in the right direction.



Response

There has been one intake of Student Officers in 2023/24, and a further intake of Student Officers will take place towards the end of 2023/24 for a Detective Direct Entry pathway. Diversity is a key consideration for each intake.

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 and onboarding process as well as 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

Data Trend



The Q2 forecast is a break-even position (£101 million) with a higher provision (£1.8 million) for the revenue financing of capital expenditure.



Resources

Staff are well equipped to do their roles

Data trend



Reasons

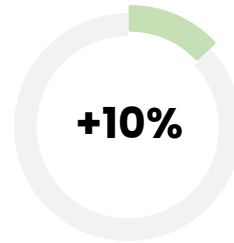
City of London Police is using the staff survey to understand if staff feel well equipped to do their roles.

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

In the pulse survey undertaken in July 2023 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.

The next survey will go live in January.

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.

Partnering with data and digital specialists Multiverse, our goal is to heavily invest in launching inclusive and innovative development opportunities across all our teams to support the adoption of data and digital advances. The initial feedback of case studies show extremely positive results with outcomes showing a significant reduction in time spent doing manual data tasks.



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 launched a public survey to capture and understand the feelings of safety and community confidence in City of London Police.

The survey is still open until the end of October and therefore a snapshot of the data has been completed and full analysis will be provided in Q3.

The public feel safe. Of the responses received so far, the public in the main indicate that people generally feel safe in the City. Sentiment analysis highlights the visible presence of police particularly in the evening and the CCTV presence in the City attributing to this positively. Any worries of being a victim of crime tended to relate to fears of being a victim of personal theft or phone snatching.

The public have confidence. Over three quarters of responses to date outline that they have confidence in the police.

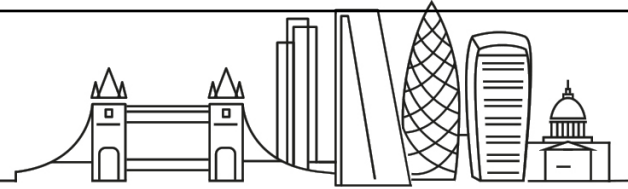


Response

The long-term response to surveying is to complete the 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 throughout the City and reach out specifically to our residents and wider business population to get feedback.

The Neighbourhood Policing team continue to hold High Visibility Days with the City Security Council throughout the year to provide reassurance, demonstrate partnership working, and actively engage with staff and visitors in the City of London. Police officers and security professionals undertake joint high visibility patrols around premises and building footprints to provide a visible deterrent, build positive relationships between the private and public sector, and better understand local priorities, concerns, and issues. Patrols are supplemented by Hubs offering crime prevention materials, bike/property marking, and community engagement.

The new Walk and Talk initiative provides an 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 enables officers to feed this back into patrol plans and our wider partnership to increase feelings of safety. It also allows for officers to receive first hand feedback on policing in the square mile and adapt our plans accordingly.



Appendix A







Data Trends

The Success Measures are detailed in the below table.

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.

Success Measure Performance Assessment	
	A green upwards arrow suggests improvement in the direction of travel.
	A green arrow pointing right is used for consistent performance at 100%.
	A green arrow pointing down means a decreasing trend which is positive.
	Amber means there has been limited increases or decreases within tolerance level.
	A red upwards arrow suggests an increasing trend that is negative.
	A red downward arrow suggests a decrease in performance.



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Committee(s): Strategic Planning and Performance Committee	Dated: 13 November 2023
Police Authority Board	22 November 2023
Subject: Quarterly Community Engagement Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 129-23	For Information
Report authors: Coordinated by Detective Superintendent Carly Humphreys, HQ Services	

Summary

This report aligns with our strategic priorities set out in our [Policing Plan 2022-2025](#) and will report on how we are engaging and working with our communities to understand their concerns and keep those who live, work and visit the city safe and feeling safe. The report also reflects the engagement plans that will be delivered, in particular through our new Neighbourhood Strategy and new innovative digital engagement instruments.

Recommendation

Members are asked to note the report.

Main Report

1. City of London Police is launching a new Community Feedback Platform which will provide a digital pathway to hear from residents, workers and visitors to the City. This is part of a longer-term community engagement strategy to collect feedback regarding our service more generally, as well as victims of crime in the City of London.
2. The Community Feedback Platform will not only be used to inform how we adjust our policing service to respond to the needs of our communities but will help shape the future direction of our Policing Plan and inform our regular community updates, such as through our new Neighbourhood Newsletter (Appendix 1).
3. The Neighbourhood Newsletter is aimed at residents and businesses and provides a detailed update on all of the community engagement initiatives which have taken place and those planned for the next month. The newsletter also provides crime prevention advice and the dates of future Cluster Panels.

4. In October 2023, a Community Feedback Survey (Appendix 2) went live on our internet and across social media platforms to gather opinions on what matters most to our communities. This will inform Policing Plan performance measures for 2024-25.
5. Other methods of community engagement continue through our neighbourhood policing team. These include our Cluster Panel meetings, targeted community events and holding high visibility days with the City Security Council throughout the year to provide reassurance to our communities, demonstrate partnership working and actively engage with our residents and more general footfall within the City. The officers undertake joint high visibility patrols around premises and building footprints to provide a visible deterrent, build positive relationships between the private and public sector, and improve understanding on local concerns. These patrols are supplemented by Hubs offering crime prevention materials, bicycle/property marking and community engagement.
6. We are currently working with the Police Authority to explore how we can integrate these Cluster Panels with other Corporation departments and expect to pilot a joint Panel in early 2024.

What are our communities telling us and how are we responding?

7. The Community Feedback Platform and Survey has just launched and themes from these initiatives will be reported to the next Committee. Themes and remedial actions will be monitored internally through the new Victims Board.
8. Through our existing community engagement mechanisms, the following thematic areas have been raised as issues:
9. This quarter across our Dedicated Ward Panels, many residents raised concerns about general anti-social behaviour and the **anti-social behaviour and bicycle-enabled crime**, particularly phone snatches.
10. In response, our re-launched Police Cycle team has been focusing on hotspot priority crime areas, to improve our local response and interception capability. We are also publicising our work across multiple social media platforms to maximise our community reach of successful interventions and security reassurance.
11. An 'Anti-Social Behaviour Strategic Group' has been formed which brings together departmental leads across the City of London Corporation and Police. There has been an overall reduction in anti-social behaviour year-on-year, however by bringing partners together and reviewing data, this helps us to better understand issues, hotspots and trends, to be able to focus local resources more effectively.
12. The proactive crime team continue to work closely with licensed premises within our community, targeting distraction and bag thieves with some excellent results in recent months including numerous convictions for multiple offences.

The introduction of the new CCTV system is vital in identifying linked crimes due to the quality of the footage. The CCTV system is also used to ensure that it covers known routes of suspects where possible to maximise investigative and preventative opportunities. Outcomes are reported as part of the reporting on the Policing Plan Measures report also on this agenda.

13. Our licensing communities have also raised concerns regarding offending within licensed premises, particularly **bag thefts and violence against security personnel**.
14. Premises have told us they believe that the increase in assaults against staff is linked to 'rejection/no entry' policy due to intoxication levels. The customers then try gaining entry to another premises and when they are again refused, this can increase levels of violence towards security personnel. Our licensing engagement officer is working closely with the Premium Security Operations Director to brief the security teams on how best to respond to these incidents.
15. In response to a national increase in **retail crime**, we have worked collaboratively with local partners to deliver targeted business and retail crime prevention initiatives during our Safer Business Action (SaBA) week (16-22 October). This week saw increased levels of police engagement with our retail communities and security partners with joint high-visibility patrols.
16. SaBA week ran alongside the national 'ShopKind' campaign to encourage positive behaviours in shops, raising awareness of the scale and impact of violence and abuse against shopworkers. A huge benefit across both initiatives has been the support and guidance to retail workers and retail security specifically to increase their personal safety and reduce opportunities for thefts.
17. Our community engagement to improve feelings of **safety across the City, particularly for women and girls** continues. Working with our community partners and the Corporation we continue to deliver Operation Reframe, designed to create safer spaces across our night-time economy and prevent criminality. More recently we have introduced our 'Walk & Talk', a scheme whereby women visiting, working or living in the city can walk and talk with police officers, to share their thoughts on safety to bring about positive change.

Conclusion

18. We continue 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 new and innovative initiatives which have taken place to support this partnership and also our wider national partnerships to protect our local communities.

Carly Humphreys

Detective Superintendent, HQ Services

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Appendices:

Appendix 1: [NHP Newsletter October 2023.pdf](#)

Appendix 2 (web link): [Community feedback | City of London Police](#)

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Committee(s): Strategic Planning and Performance Committee	Dated: 13 November 2023
Subject: City of London Police Staff Survey- Question 4.1 update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 130-23	For Information
Report author: Superintendent Patrick Holdaway, HQ Dept.	

Summary

At the September Strategic Planning and Performance Committee under a discussion item around Performance against the organisational policing plan measures, Members requested for CoLP to provide a more detailed update on the survey question around whether **City of London Police is a psychologically and emotionally healthy place to work.**

The staff survey, which launched on 10 October 2022 and closed on the 27 October 2022, was followed a Pulse Survey, that ran from 28 June to 12 July 2023.

The question around whether CoLP is a psychologically and emotionally healthy place to work (Q4.1), was featured in both surveys providing an opportunity to track progress. The Pulse survey saw this area increase by 5% from 42% to 47%. This report sets out the context of this question and seeks to identify areas for improvement.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

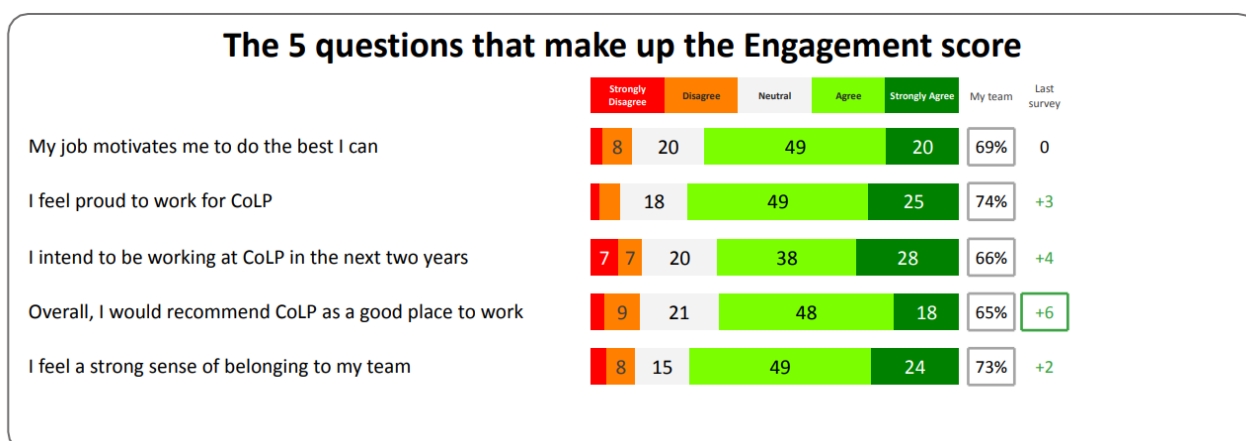
1. The survey by the supplier was launched on 10 October 2022 and closed on the 27 October 2022. A shorter 'Pulse' Survey was launched on the 28 June to 12 July and included 12 questions for review.

1.	My job motivates me to do the best I can
2.	I feel proud to work for CoLP
3.	I intend to be working for CoLP in the next two years
4.	Overall, I would recommend CoLP as a good place to work
5.	I feel a strong sense of belonging to my team
6.	Leaders communicate openly and honestly (Comms & Collaboration)
7.	Capable people succeed in CoLP regardless of their background (Diversity & Inclusion)
8.	There are good opportunities for me to develop my career in CoLP (Professionalism)
9.	I am provided with the equipment and knowledge to do my role effectively (Professionalism)
10.	I have confidence in the decisions made by senior leaders (Integrity & Trust)
11.	CoLP is a psychologically and emotionally healthy place to work (Wellbeing & Compassion)
12.	Any other comments?

- The response rate for the Pulse survey was 58%, this was down on the full survey at 64%, however, the full survey was open for longer and the Pulse survey covered part of the summer leave period, therefore the drop was not unexpected.

Current Position

- The engagement score is made up of the following five questions and four of the five areas showed improvement compared the full survey in October 2022. Of note the 'I would recommend CoLP as a good place to work' increased by 6%.
- The engagement score increased from 66% in the full survey to 69% in the Pulse survey (3%).



5. With reference to the below question, whilst this figure increased by 5% from the full survey, it was still a relatively low figure.

CoLP is a psychologically & emotionally healthy place to work	7	17	29	39	7	47%	+5%
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6. When looking at the comparison between October 2022 and June 2023 for the above question there were some changes.
- There were clear improvements in a number of areas including Intelligence, and NLF.
 - Contact management and response also improved moving from red to green.
 - Areas where there were particular negative changes included Corporate Services (CS), perhaps reflecting the concerns around the Corporate Services review and the uncertainty caused by this change project.
 - Other areas which also scored low were Investigations (including Public Protection Unit (29%)), City Police Taskforce Firearms (CPTF) (29%), Criminal Justice Service (27%) and Human Resources (20%).
 - A review of the comments has identified no single issue although the term well-being was mentioned in 7% of answers in October but increased to 10% in June.
7. When designing improvement plans the following actions were suggested to target the question:
- Adopt an authentic leadership style, be confident, take steps to build more trust
 - Encourage your team to speak openly if anything is bothering them
 - If someone does good work – praise them!
 - Make sure you and your teams have regular feedback sessions
 - Remain positive around your team

Next Steps

8. The staff survey focus group will specially look at this question and will be prioritised in readiness for the next survey planned for January 2024. The results of the focus group will be reflected in department improvement plans.
9. Unlike the other questions this question captures a number of areas and allows the respondent to draw upon a wide range of issues to formulate their answer. To provide better clarity and allow more detailed analysis, supplementary questions will be added to the next survey.

10. The above actions will report to People Board, ensuring the activity is reviewed and linked to other workstreams.

Conclusion

11. There is clear correlation between implementation of improvement plans and improved survey results. Processes are in place to monitor this.
12. Well-being was an area that influenced scoring, with the term featuring in 10% of comments during the pulse survey.

Superintendent Patrick Holdaway

HQ Dept.

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Committee(s): Strategic Planning and Performance Committee	Date: 13 November 2023
Subject: City of London Police Vulnerability Deep Dive	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 131-23	For Information
Report author: Detective Chief Superintendent Mandy Horsburgh - Head of Specialist Operations	

Summary

This report is provided as a 'Deep Dive' on how effectively the City of London Police (CoLP) is identifying, supporting and safeguarding vulnerable people.

This updates Members on the activity across key vulnerability strands within the City of London Police (CoLP), in partnership with colleagues within the Community Safety Team and Department for Community and Children Services.

The report will provide an oversight of strategic governance, current and future demand and collaboration taking place across the following vulnerability strands:

- A. Domestic Abuse (including Honour based abuse and Female Genital Mutilation (FGM))
- B. Sexual Violence
- C. Child Sexual Exploitation and Child Protection
- D. Modern Day Slavery and Human Trafficking
- E. Hate Crime

The CoLP is a statutory safeguarding partner within the City and Hackney Safeguarding Children Partnership (CHSCP) and the City and Hackney Safeguarding Adult Board (CHSAB). Both partnerships monitor the effectiveness of work to safeguard and promote the welfare of children and adults, championing good practice and analysing data to inform service planning. The Commander Operations and Security, supported by Detective Chief Superintendent Specialist Operations, represent the CoLP on both Boards. The City specific sub-committees, meet bi-monthly, for both children and adults and report on the work of the sub-committees into the main Boards and are independently chaired and have representation from the CoLP as well as City of London Corporation (CoLC), Health, Education and other agencies. The Safer City Partnership also receives regular updates from the various Children and Adults Safeguarding Boards supporting the City.

Internally activity across vulnerability is driven through the Strategic Vulnerability Group (SVG), chaired by the Head of Specialist Operations, Detective Chief Superintendent.

This provides strategic oversight and direction on activity across the 11 vulnerability strands. These are aligned to the National Vulnerability Action Plan actions and themes. The group also provides governance and delivery oversight for the Violence Against Women and Girls Strategic Plan, Op Soteria¹ and Rape and Serious Sexual Offences (RASSO) working group.

Vulnerability sits within the Policing Plan as an operational priority to keep those who live, work and visit the city safe and feeling safe and is a golden thread that cuts across all aspects of policing, supporting delivery of the ambitions within the Corporate Plan. The monthly Tactical Tasking and Coordination Group (TTCG) ensures appropriate operational delivery across the vulnerability strands cognisant of threat, harm and risk and current demand.

The COVID-19 pandemic saw a decrease in the levels of reporting across all areas of vulnerability, notably domestic abuse and sexual violence. These areas however are now reporting back to pre-pandemic levels and have shown a consistent increasing trend in reporting. This however remain within the capacity and capability of CoLP, specialist teams and relevant partnerships.

Historically the City of London (CoL) receives low numbers of reports across all areas of vulnerability in comparison to surrounding boroughs. As such, the CoLP, along with partners aim to proactively understand the safeguarding and vulnerability issues affecting the CoL, focusing on prevention and raising awareness within the community. This work assists the discovery of hidden demand and with increased victim/public confidence could increase referrals/reporting.

In terms of crime investigation, the Public Protection Unit (PPU) provide the investigative and safeguarding response across vulnerability issues, made up of specially trained detectives in dealing with domestic abuse, sexual offences and child protection.

Following the impact across policing of the Sarah Everard murder, the CoLP remains committed in its response to Violence Against Women and Girls and continues to work with NPCC team, Vulnerability Knowledge and Practice Programme (VKPP) and College of Policing to ensure we continue to provide an effective policing response and support victims with professionalism and vigour.

The largest proportion of vulnerability linked crime investigations within the City of London relate to sexual offences and domestic abuse. The majority of these relate to non-resident victims, visiting or working within the City. Through close partnership working with surrounding boroughs, the City of London Corporation (CoL) and the Vulnerable Victim Advocate (VVA), the CoLP ensures that any risks relating to both residents and non-resident victims and offenders are effectively managed. This is

¹ [Operation Soteria – Transforming the Investigation of Rape \(npcc.police.uk\)](https://www.npcc.police.uk)

achieved through the array of effective multi-agency safeguarding meetings that are embedded within CoL processes, including the Multi-Agency Risk Assessment Conference (MARAC) for domestic abuse, the Community MARAC or Multi Agency Risk Management (MARM), the Multi-Agency Child Exploitation meeting (MACE) and statutory child protection meetings.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In accordance with National Police Chiefs Council (NPCC) direction, the CoLP align their activity to the National Vulnerability Action Plan (NVAP) that is structured around eleven strands of vulnerability, each with a dedicated lead at Inspector/Chief Inspector. The current CoLP strands are as follows:
 - Domestic Abuse
 - Sexual Violence
 - Stalking and Harassment
 - Harmful Practices
(includes Female Genital Mutilation (FGM), Forced Marriage and Honour Based Abuse)
 - Hate Crime
 - Mental Health/Suicide
 - PREVENT
 - Adults at Risk
 - Child Protection/Exploitation (includes missing)
 - Human Trafficking/Modern Slavery (MSHT)
 - Management of serious and violent offenders (MOSOVO)
2. Governance of Vulnerability is provided by Strategic Vulnerability Group, maintaining bespoke strand action plans in line with NVAP themes.
3. In addition, HQ Services provide additional oversight of plan compliance with recommendations made by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) from both local and national reviews.
4. The CoLP also feed into the Vulnerability Knowledge and Practice Programme (VKPP). This National programme maintains an overview of Police Force Vulnerability Action Plans (VAPs) providing opportunities for peer review, the sharing of best practice and the achievement of continuous improvement.
5. The CoLP Strategic Vulnerability Group (SVG) maintain a specific Vulnerability Risk Register that aligns to the CoLP risk management process.

Current Position

6. Following the introduction of the National Vulnerability Action Plan (NVAP), and implementation of the new CoLP Public Protection Unit (PPU) Target Operating Model (commencing 6th November 2023), a review of vulnerability arrangements and the overarching CoLP VAP is taking place that is being led by the SVG. This includes a deep dive into action plans and reviewing them against local priorities and demand plus benchmarking against national activity with support from the Vulnerability Knowledge and Practice Programme (VKPP).
7. A vulnerability dashboard is produced monthly that reports on demand and informs activity and tasking across the vulnerability strands (Appendix 1). This is complimented by the strategic threat assessment and resulting control strategy that is produced for consideration of Tactical Tasking and Co-ordination Group (TTCG) aiding tactical alignment with threat and demand.
8. Under the current review of vulnerability arrangements, this dashboard will be expanded further to include a wider range of performance metrics across the vulnerability themes. This will include measurements to assess the impact and outcomes of policing activity against demand and drive future activity, initiatives, and focus. It will be imperative that this includes partnership data. The Key Performance Indicators (KPIs) will also be integrated in the performance framework within local policing and specialist operations performance group.
9. Vulnerability training is mandatory across frontline staff within the CoLP. The current training package has been developed including topics such as - voice of the child and professional curiosity². In addition, the CoLP is in the process of rolling out the *Domestic Abuse (DA) Matters* Training, a College of Policing and NPCC endorsed programme to police officers and staff to improve our response to DA.
10. The role of the Vulnerable Victim Advocate (VVA) is covered by two part time personnel and is revenue funded. The VVA provides a free, confidential, and independent service providing the individual with emotional and practical support to help them address their needs and work through their experience. With access to several outreach sites across the City of London, the VVA can signpost victim survivors to an array of services. Victim and public confidence are high-level objectives essential to improving the legitimacy of policing.
11. The City of London Corporation (CoL) has a dedicated Violence Against Women and Girls Forum, attended by the CoLP, key partners and stakeholders and chaired by the Assistant Director of People at the CoL. The forum reports to the Safer City Partnership (SCP). This is a key forum for driving partnership activity across the Violence Against Women and Girls spectrum. Through a Safer City Partnership Proceeds of Crime Act bid, an independent review of Violence Against Women and Girls services was commissioned in early 2021. The review highlighted areas of

² [VKPP-Voice-of-the-child-practice-briefing-2022.pdf \(college.police.uk\)](#)

good practice and challenges within our current response to DA. The recommendations are being taken forward through the Violence Against Women and Girls forum Strategic Action Plan.

12. The three identified areas for improvement are:

- i. To ensure effective strategic governance
- ii. Develop a standardised and comprehensive dataset
- iii. Enhance the multi-agency response.

13. In addition to CoL's Violence Against Women and Girls Forum, the Professionalism and Trust Team within the City of London Police also prioritise Violence Against Women and Girls as a standing agenda item as part of their 'Renewing and Rebuilding Trust & Confidence' Board (sitting once every two months) and our Equality and Inclusion Strategic Board (sitting every quarter). The Independent Advisory Scrutiny Group (IASG) also receive an update on Violence Against Women and Girls and the Police Authority Professional Standards and Integrity Committee (PSIC) and Police Authority Board (PAB) receive regular updates on activity as part of regular reporting.

14. This governance structure is used to progress actions against the National Violence Against Women and Girls Strategy and its three pillars- Building Trust and Confidence, Relentless Perpetrator Pursuit and Creating Safer Spaces.

15. Our recent commitment to Op Soteria, a National programme to improve policing's response to rape and serious sexual offences, also cements our commitment to improving our supervision of Violence Against Women and Girls investigations and ensuring we are making the best use of our policing powers to protect women and girls. In conjunction with our partners, including those at the Corporation, we also continue this important work within our communities, with the ongoing success of our 'Op Reframe' initiative to create safer spaces for women during our nighttime economy and our recently launched 'Walk and Talk' campaign, to ensure voices are heard.

16. Following the introduction of the Domestic Abuse Act 2021, changes were made to legislation and Domestic Abuse Protection (DAP) Orders which are civil orders obtained through the magistrates court were introduced as an additional method to protect victims. To date none of these Orders have been sought by the CoLP. This is mainly because most CoLP Domestic Abuse offenders are arrested and the recent changes in the Bail Act means that robust bail conditions can be introduced negating the need for a DAP Order. However this is reviewed on a case by case basis. The Domestic Abuse Act also created an offence in respect of "revenge porn". This legislation has been effectively utilised by the CoLP and recently charges have been obtained in respect of a revenge porn case and another case is soon to go to CPS for advice.

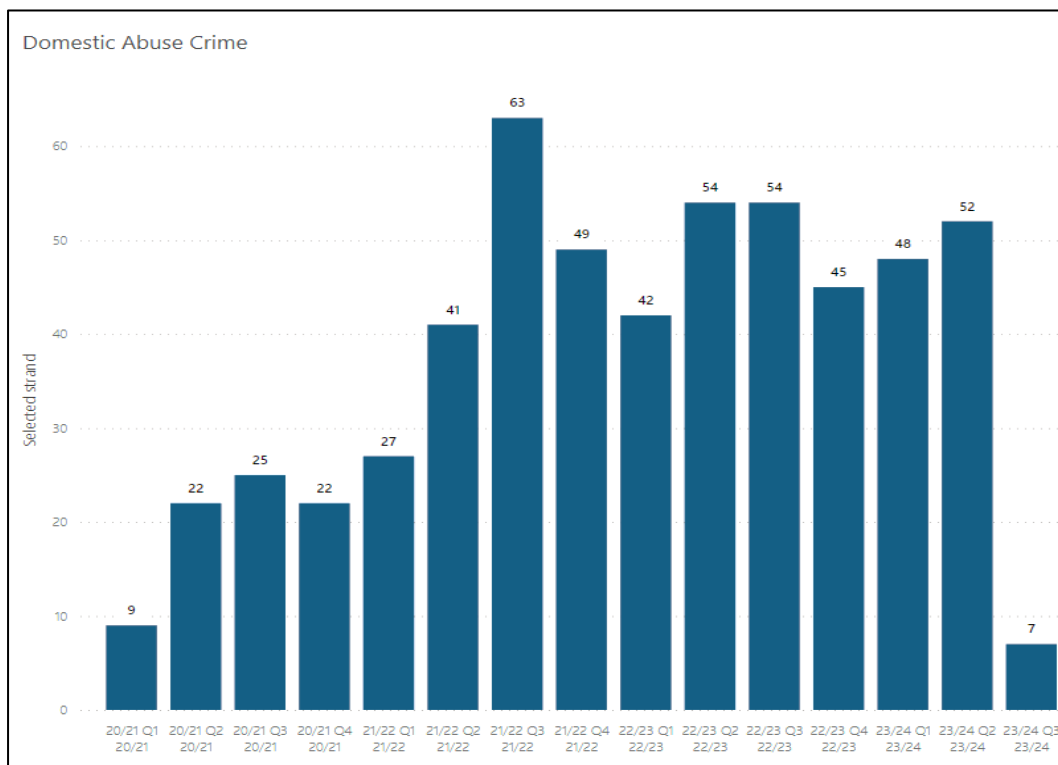
17. Domestic abuse processes are well established within the City of London. These include the recent introduction by the CoLP of a '20 Point Plan' and mandatory supervisor attendance at all DA incidents to improve the frontline response to

victims and enhance opportunities for evidence led prosecutions. This has been shared nationally as best practice.

18. All domestic abuse investigations and non-crime matters are allocated to the PPU for investigation and safeguarding. The PPU work closely with the CoL to safeguard victims and in all cases consider evidence led prosecutions. This work has been highlighted as best practice on the 2021/22 HMICFRS PEEL review.

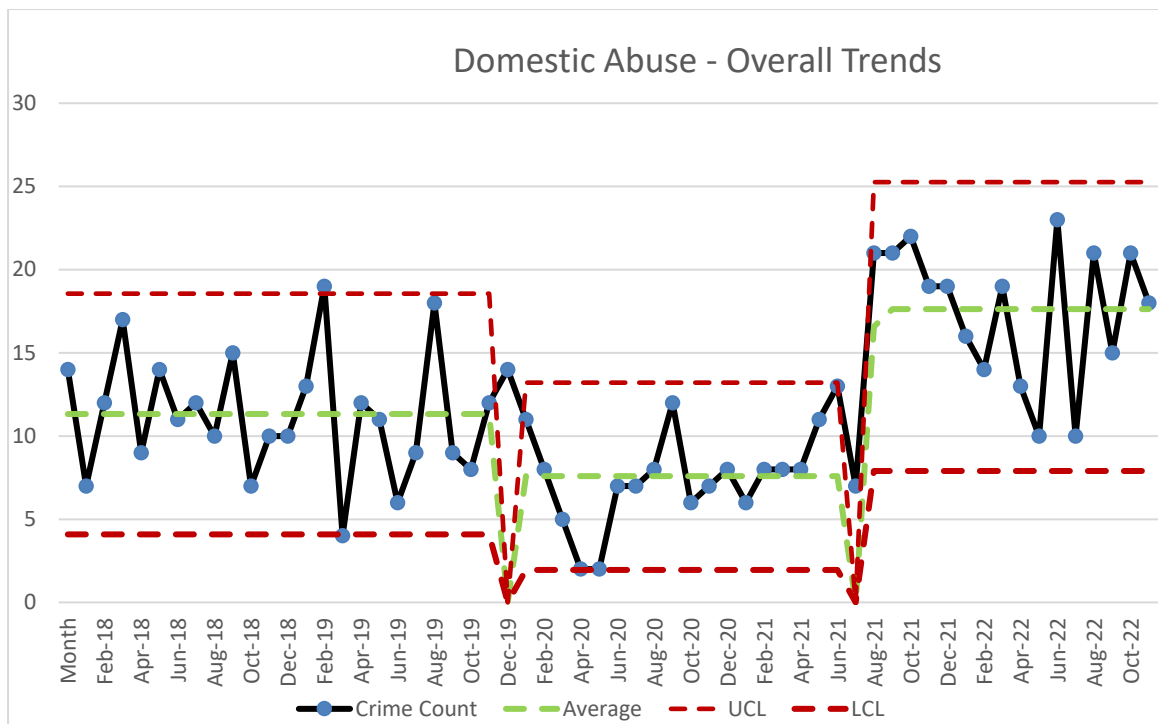
Data

19. Whilst the number of DA cases fell during the COVID-19 pandemic a trend that was reflected nationally. Levels have now gradually increased as individuals return to work and visit the City and are able to access services more readily. This has seen year on year increases in domestic abuse, however more recently the rate increases have started to steady with only a 5% (n107) increase YTD. With low residential populations the data is not comparable to other forces with overall recorded crime comparisons low. However, a large majority of CoLP crimes can be attributed to the Night time economy (NTE) rather than local residents.



Source: CoLP crime system

20. The increase can be attributed to the partnership activities since the height of the pandemic to engage with the community through social media and several awareness campaigns alongside perceived confidence in reporting. This is linked largely to the wider Violence Against Women and Girls work. This has seen awareness and education across both the public and police.



21. All officers are in process of being provided “Domestic Abuse Matters” training which is delivered by SafeLives and is a full day of in depth DA training, which myths busts preconceptions about DA and covers what to look out for. To date 800 officers have received the training. PPU officers also attended joint – Domestic Abuse Risk Assessment (DARA) hosted by the CoL. The CoLP is currently actively trying to recruit internally 70 Domestic Abuse Champions, volunteers who will receive enhanced training. Their role will be to challenge negative attitudes to domestic abuse within the work environment; Facilitate better cross strand working, ensuring learning opportunities are captured and shared; Identify and report themes of good and bad practice to the CoLP DA Champion via area leads; Be accessible to colleagues for help and guidance and to disseminate information and knowledge. Assist in identifying signs of ‘compassion fatigue’ and signpost to available support; Be knowledgeable of Force Guidance around how to support colleagues affected by domestic abuse; and to make use of networking facilities within the DA arena, including CoLP colleagues and partners.

22. All high-risk cases are referred to the CoL MARAC, chaired by the Detective Inspector (DI) PPU and attended by representatives from the Community Safety Team (CST), social care, health, housing, victim support and other commissioned and voluntary services. The MARAC allows for effective information sharing and risk management across partners, focussing on the victim, perpetrator, and children. Regular joint agency training sessions are held for MARAC members, covering areas such as information sharing, risk assessment and safeguarding.

23. A Domestic Abuse Victims Survey is now up and running and is being developed.

Honour based abuse and female genital mutilation

24. In relation to Honour Based Abuse (HBA) and Female Genital Mutilation (FGM), figures remain extremely low with zero reports during 19/20, 20/21 and in subsequent years. Whilst some of this is due to our low residential population, there is still considered to be an element of under-reporting and once the new Target Operating Model is in place in PPU, we will work with the VVA on initiatives to try and encourage reporting of all domestic abuse.
25. The CoLP website has a dedicated page in respect of harmful practices: HBA, Forced marriage and FGM. This educates the public on how to identify the signs of possible harmful practices and provides advice. The page also signposts available support such as IKWRO³ – IKWRO is a registered charity which provides advice and support to Middle Eastern, North African and Afghan women and girls living in the UK, who have experienced, or are at risk of all forms of “honour” based abuse, including; forced marriage, child marriage and female genital mutilation (FGM), or domestic abuse. The CoLP also attends the National Harmful Practices Group to discuss the strategic response with a range of partner agencies. The PPU DI also attends the Regional Working Group with the Metropolitan Police Service (MPS), British Transport Police (BTP) and a wide range of partners.

Data

26. The below data includes both crime and incidents with a flag for either honour-based abuse or FGM.
27. Volumes are very low and the below data extracts data when an occurrence has been recorded. There are concerns that this area could be under-reported, and this was outlined in the HMICFRS Force Management Statement. Volumes are too low for trend analysis.
28. Further work is underway to understand if our intelligence supports this.

Year	Volume
2018/19	2
2019/20	0
2020/21	2
2021/22	9
2022/23	9

Sexual Violence

29. There has been an increased focus on sexual offences in response to the Sarah Everard murder and other high-profile cases. Serious ‘Stranger’ sexual offences

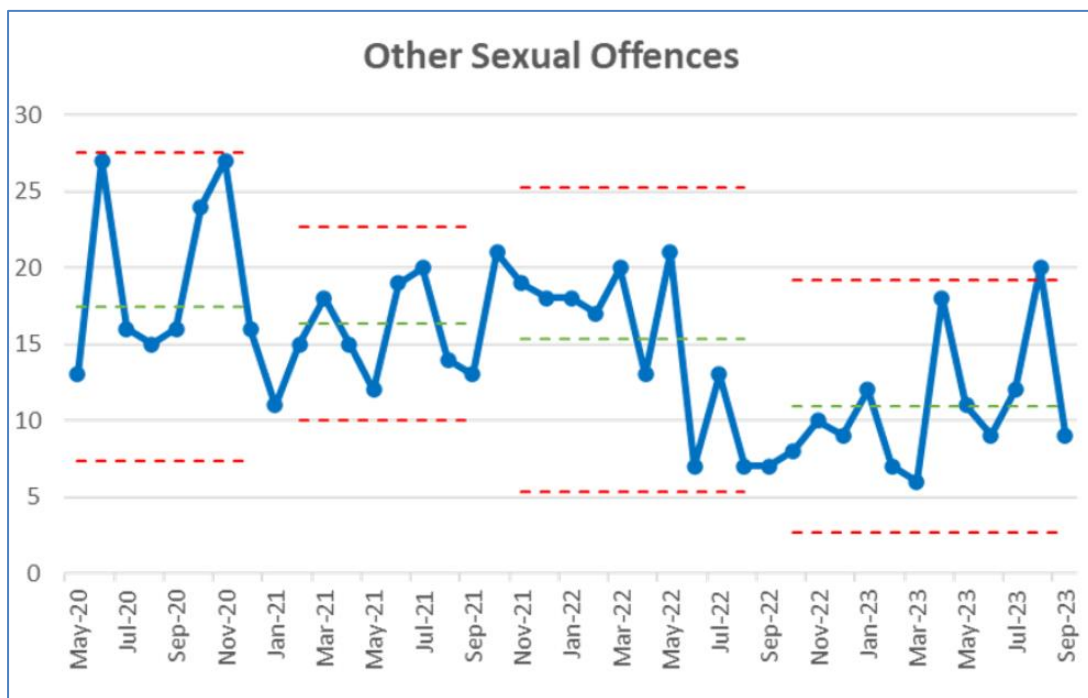
³ [IKWRO – IKWRO Women's Rights Organisation](#)

within the City of London remain low. Of the rape cases reported, the majority centre on the issue of ‘consent’ making investigation and prosecution challenging however, the National Op Soteria Improvement plan will seek to work across Law Enforcement agencies and CPS to improve outcomes and more importantly victim journey across the whole system.

30. CoLP is an adopter force for Op Soteria and is commencing engagement with the National Programme from October 2023. CoLP is currently undergoing self-assessment which will look to identify opportunities for improvement.

31. The majority of sexual offences reported in the City of London are lower-level sexual touching offences, often linked to the night-time economy, alongside exposure offences

Data

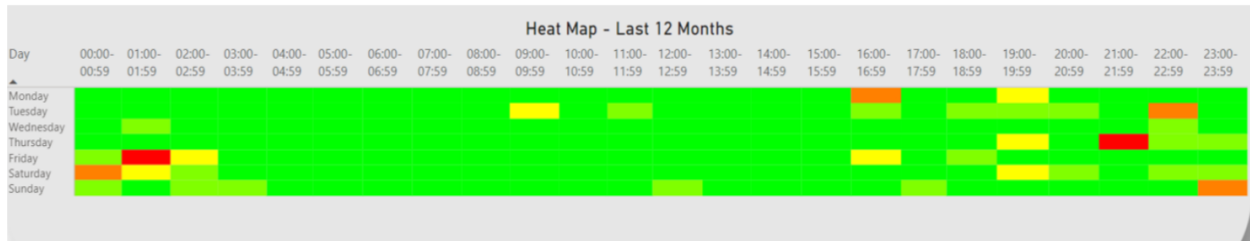


32. Rolling 12-month comparison (October 21 – September 22 vs October 22 – September 23), shows a 34% increase (n= +33). Rape Offences show a 6% increase (n= +2)

33. Volumes of other sexual offences have been slowly increasing. Whilst these are relatively low numbers for rape, they are serious and high harm offences. Other Sexual Offences can vary in terms of harm.

34. Since July 2021 it can be seen that there is less control over these offence types with much wider ranges of where volumes fall. The variability of these volumes is also much higher than what has been seen previously.

35. The Heat Map analysis shows occurrence times show peaks on Thursday evenings, and then clustering in the early hours of Friday, Saturday and Sunday.



36. The CoLP response in this respect of focus within NTE, patrols plans and initiatives.

37. Whilst figures are increasing in reported crime levels this can be attributed to the collaborative efforts across licensing, NTE and wider Violence Against Women and Girls work. This can be seen as an increased confidence and increased awareness in reporting.

38. As licensed premises have reopened and due to the heightened profile of Violence Against Women and Girls, there has been an increase in sexual offence reporting. All sexual offences are investigated within the PPU apart from 'Stranger 1' rapes which are allocated to the Major Crime Team.

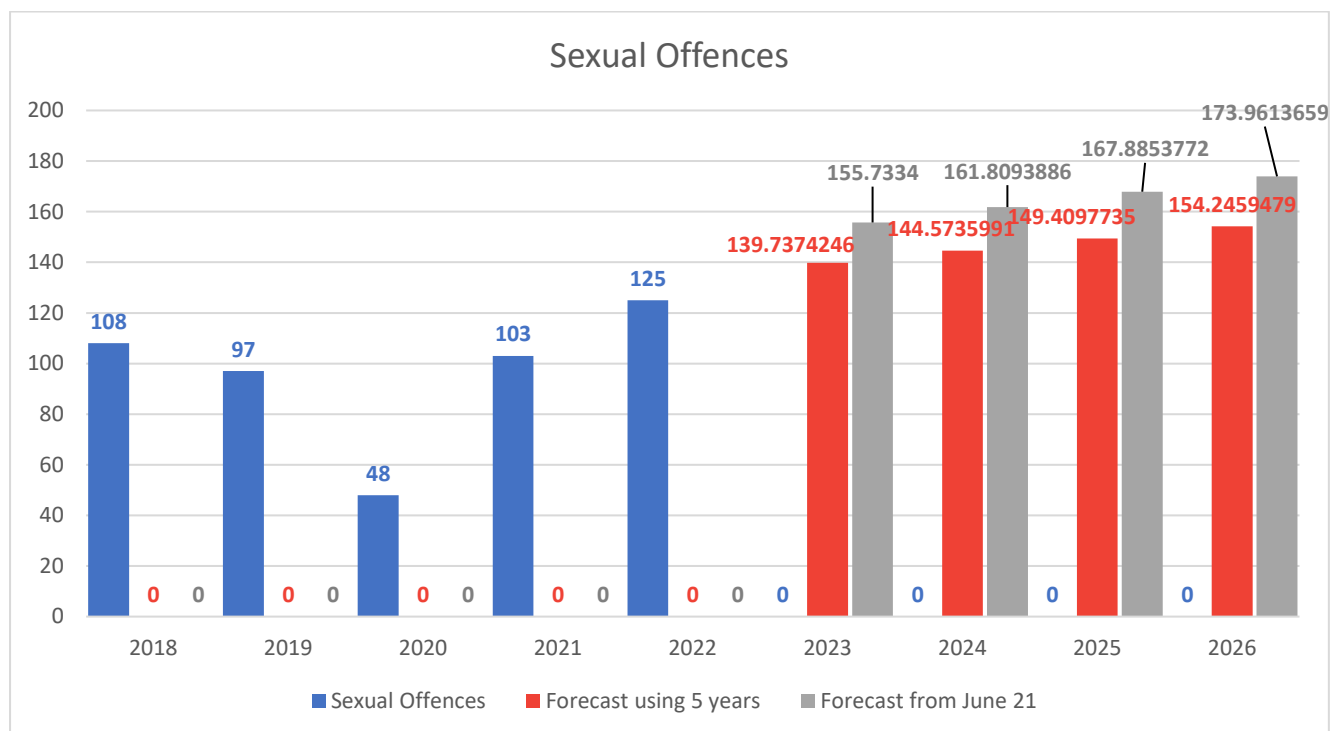
39. The VVA plays a key role in supporting victims of sexual violence, ensuring they are supported from 'report to court'. This is alongside the team of Sexual Offence Investigation Trained (SOIT) officers whose provide the single point of contact for victims throughout the investigation.

40. The PPU work closely with the Crown Prosecution Service (CPS) Rape and Serious Sexual Offences (RASSO) Unit to maximise opportunities for prosecution. At a strategic level, CoLP meet regularly bi-monthly with the London RASSO CPS lead to monitor trends and ensure progress is in line with the RASSO Joint Improvement Plan.

Outcomes

41. CoLP has recently achieved some significant convictions and sentences for sexual offences such as the conviction of a man for the rape of an 18-year-old woman in the street on New Years Day, the suspect received a custodial sentence of 6 years and 9 months. Another man received a custodial sentence of 1 year and 6 month and a 5-year Sexual Harm Prevention Order (SHPO) for a series of sexual assaults on 5 female victims in the street. Recently a male was convicted for 3 sexual assaults and a strangulation at a city bar.

Predictive Analysis – Sexual Offending



42. Forecasts for sexual offences have been completed using the current process of performance and also the five years. Sexual offences have been forecasted because they are a high harm crime type, representing more serious and complex investigations, and due to the increases being seen in this area. 2022 represents the highest number of sexual offences reported, compared to the previous calendar years.

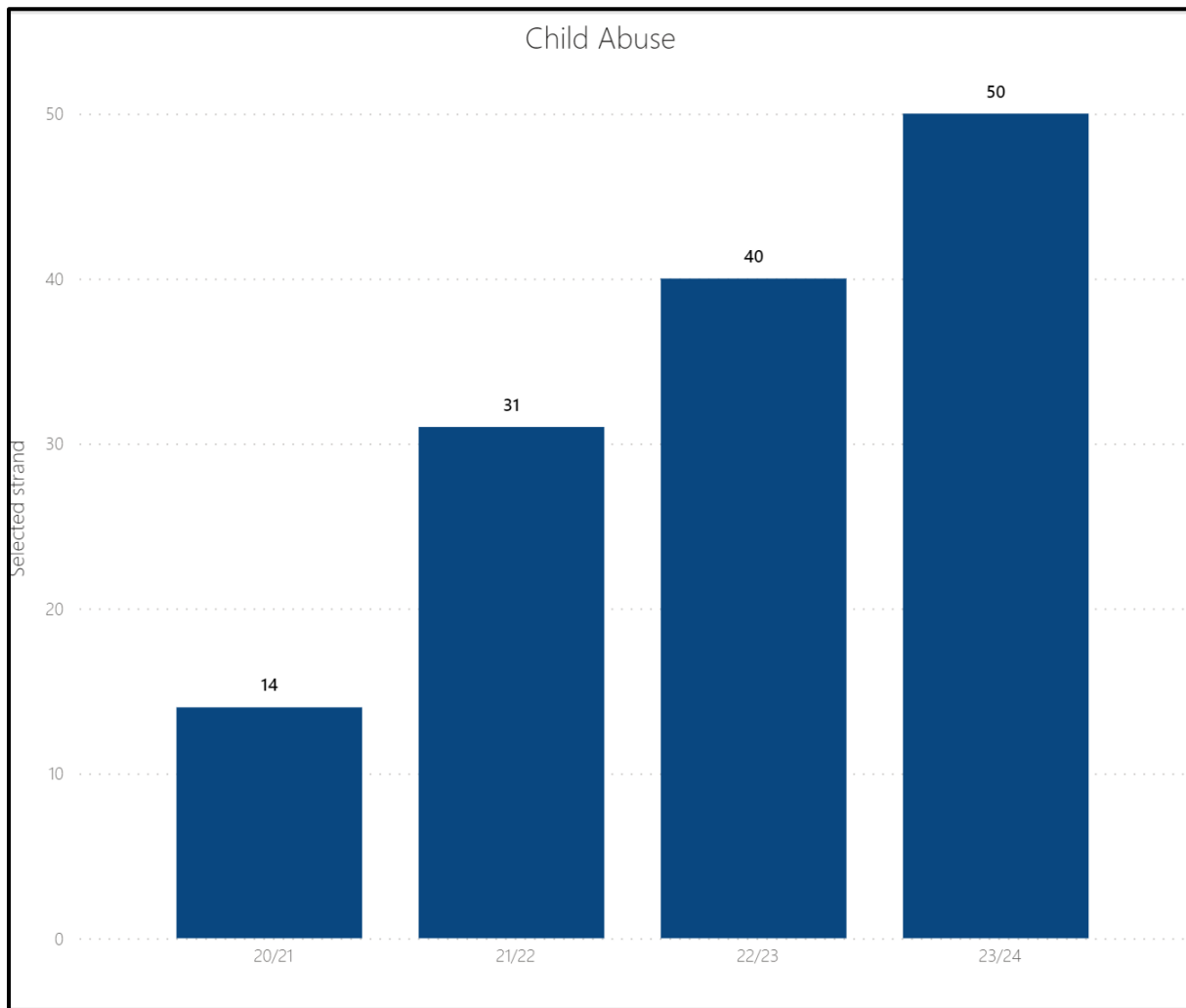
43. Based on both the current trend and also the five year trend, both sets of predictions indicate an increasing trend over the next four years. Based on the predicted increase using both methodologies it is important for the CoLP to scrutinise the resources in the PPU to ensure that they are equipped to deal with these. This is both in-terms of volumes as well as role types. Sexual offences are high harm crimes and ensuring the adequate volume of PIP 2⁴ qualified officers is key to investigating this crime type and trying to bring offenders to justice.

Child Sexual Exploitation and Child Abuse

44. The number of child sexual abuse (CSA) and child sexual exploitation (CSE) and cases within the City of London is low in terms of comparable commission rates with other Police forces. This is in part due to our low residential population and small number of educational establishments. However, we are experiencing increases in reporting. YTD this has shown a 178% increase (n32). All cases are referred to the PPU and investigated by specially trained officers and are

⁴ [Investigator PIP2 - College of Policing](#)

operating within required capacity at this time but will remain under review going forward to ensure effective capability is maintained.



45. The PPU and CoLP work closely with the CoL Children's Services Team through referral of Public Protection Notifications, and this has continued through the COVID pandemic, utilising telephone or video conferencing facilities for strategy and child protection conferences. CoLP is a statutory partner of the City and Hackney Safeguarding Children Partnership, represented by the Commander Operations to ensure statutory functions are discharged. The DCI PPU or Det. Supt of Investigations represents at the relevant executive and sub-committees.

46. The overall increase in demand is commensurate with the rise in public protection notices (PPNs) submitted by officers which demonstrates a 36% increase YTD. It is to be noted that not all PPNs attract a crime record. This may be attributed to wider societal changes with regards to vulnerability and will be linked to increases across other high harm crime types.

47. The CoLP underwent a HMICFRS inspection across Child Protection in 2019, and as a result a clear improvement action plan was developed. This has resulted in

further training for staff to embed the concept of ‘the voice of the child’, and the implementation of a crime scrutiny group to review child protection investigations and referrals to qualitatively assess the standard of reporting and investigation, and ensure the child is at the centre of any police action. These report into the Crime Standards Board. Additionally, training has been provided to Control Room staff to ensure they understand vulnerability and are utilising a series of prompts designed to ensure a standard and thorough response.

48. In relation to child exploitation, reporting continues to be low. CoLP work focuses on raising awareness and ensuring frontline staff and the community identify the signs of exploitation.

Year	CSA	CSE
2018/19	5	1
2019/20	6	1
2020/21	14	2
2021/22	12	6
2022/23	30	10

49. Operation Makesafe is a national operation focussed on recognising CSE within hotels and other businesses. CoLP rolled this out in 2015 in partnership with the MPS. This has continued to develop and CoLP is now part of a national working group to standardise the Operation Makesafe work. Previously the CoLP and MPS utilised police cadets to test hotel responses to potential CSE. However, this approach has been questioned and work is ongoing currently to establish an agreed common response.

50. The PPU DI and Children Social Care (CSC) Service Manager jointly chair the MACE (multi agency exploitation meeting), attended by a range of partners, where the City’s response to child sexual exploitation (CSE) and child criminal exploitation (CCE) is considered, in response to identified trends or future threats. The focus is on the concept of contextual safeguarding to protect individuals and the community.

51. In relation to online exploitation and abuse, CoLP receives a relatively small number of referrals from the NCA (National Crime Agency). CoLP does not have a proactive online investigation team however officers in PPU are trained to utilise the CPSy (Child Protection System online), an online system to identify those sharing indecent images of children who geolocate to the City of London. To date, no City based offenders have been identified through this system, but it is checked on a monthly basis. PPU officers have also recently been trained in the use of CAID – Child Abuse Image Database to examine suspect’s digital devices and have already had one successful case. The CoLP Cyber Crime Unit assist with any proactive online work required to target offenders.

Modern Slavery and Human Trafficking (MSHT)

52. Modern Slavery and human trafficking is a growing theme which can crosscut through many crime types. The number of modern slavery reports has decreased since the start of the COVID pandemic. This is most likely due to the reduced footfall and slow return to pre pandemic levels of workers/ visitors to the City and crime within the City of London, as it is usually discovered because of interactions around other crime types such as drug supply and prostitution.
53. A substantial proportion of CoLP National Referral Mechanism referrals result from defences raised by individuals arrested for drug supply offences.
54. Where connections to organised crime groups are identified, investigations are progressed by the Serious Organised Crime Team. PPU lead on victim support and safeguarding. This enables a coordinated approach to activity across MSHT and county lines drug activity.
55. CoLP is closely linked with local, regional and national partners, through the CoL Modern Slavery Forum and Project Enterprise – the Pan-London practitioner meeting for police and partners. CoLP undertakes activity in line with national 'Operation Aidant' or County Lines intensification periods, each period focussing on specific area of MSHT (e.g., child exploitation, prostitution). CoLP provide a national return to the NCA following these periods of action and have ongoing investigations surrounding modern slavery and human trafficking.
56. CoLP has MSHT SPOCs in the force, who have completed an extensive training course in investigating MSHT and drive training across the CoLP. They can advise investigators and are also trained as Victim liaison officers. CoLP has Senior Investigating Officers trained in leading Major Crime and Serious and Organised Crime Investigations that can lead and coordinate any complex investigations.
57. CoLP has significantly improved its response to proactively tackling Serious Organised Crime types that impact across local, regional and national jurisdictions. CoLP has strengthened its response to tackling organised crime by embedding and collaboratively working closely with National Crime Agency Partners.

Hate Crime

58. Responsibility for the CoLP response to hate crime sits within Local Policing (Neighbourhoods) to raise awareness and increase reporting. This is closely linked with work focussing on and reviewing antisocial behaviour to ensure hate crime is not missed. Serious hate crime is investigated by the Public Protection Unit. Victims of hate crime are signposted to specialist support services either via the Vulnerable Victim Advocate or through organisations such as StopHate and TrueVision.
59. CoLP is a member of the South Eastern Regional Hate Crime Group where best practice is shared.

60. Hate crime levels within the City of London remain relatively low ranging from 17-32 a month being reported currently. Regarding the types of offences, the highest percentage of crimes being reported are low level public order or violence without injury offences. The highest category of Hate Crime recorded is racially aggravated. 64.7% - 77.7% of Hate Crimes reported this year were racially aggravated. This is illustrated in the following chart:

Month 2023	Hate Crimes Occurred	Racism	Disability	Sexual Orientation	Transgender	Religion
January	18	14	0	3	0	1
February	28	21	0	4	0	3
March	17	13	0	0	0	4
April	23	16	0	6	0	1
May	17	13	0	1	1	2
June	20	14	2	1	2	1
July	32	21	0	10	1	0
August	30	23	3	3	0	1
September	17	11	0	3	0	3
Total YTD	202	146	5	31	4	16

61. CoLP has a range of improvements/activities underway to tackle hate crime and improve our response:

- Improving the risk assessment process for hate crime incorporating a risk template that will score the level of risk to victims for a higher level of safeguarding. This score will indicate either a standard, medium or high risk level and will then be raised for supervisors to action any follow up safeguarding.
- Providing officers with a 20-point template plan so that investigations are consistent and to the highest standard. This plan will make sure officers consider community impact statements, social media enquiries to evidence hostility, possible PREVENT referrals, intelligence checks, repeat victim/offender and so on. This has been developed by actively reviewing Hate Crimes to identify where we can improve.
- The template will also tell officers to obtain Victim Personal Statement's during initial interaction/ statement taking. This is to maximise confidence for victims, that measures are being applied for. If victim refuses, a BWV link of their refusal will need to be added to the template for transparency.
- Introducing a 'support services available to victims' leaflet, which will be a mandatory handout for officers to provide to victim.

- Organising and promotion of events to raise awareness around Hate Crime e.g. Hate Crime Awareness Week. This is completed online and within the Community.
- Having an intelligence-based approach to Hate Crime, disseminating briefings to frontline officers to aid their response to incidents and prevent crime.
- Utilising social media to encourage awareness around Hate Crime. Also using this platform for 'Identification sought' to increase positive IDs and spotlighting good work.
- Piloting of a feedback survey for officers who have experienced racism on duty, to see how we as a force can best support those experiencing hate crime. This is so that we are continuously reviewing the effectiveness of policies/procedures such as Op Hampshire (Assault on police) and the internal element of the Police Race Action Plan.
- Personal Social, Health & Economic Education (PSHE) programme, which will include inputs to support City Schools in educating and protecting young people in respect of Hate Crime.
- Benchmarking across forces to develop a City External Scrutiny Process, which identifies areas for improvement in responding to Hate Crime.
- Developing a training package(s) to raise awareness of the impact of hate crime on colleagues and to ensure officers/staff (including Call Handlers) respond to it effectively.

Mental Health

62. Mental Health and Suicide are a separate strand under the vulnerability priority. Whilst this report does not focus on these areas, it should be noted that this is a cross cutting issue across many of the other vulnerability areas. For example, many domestic abuse victims and perpetrators present with mental ill health, which is often an underlying issue in many of the high-risk MARAC cases discussed.
63. A detailed report was submitted to the Police Authority Board in September 2023 on Mental Health demand and response (Right Care Right Person approach) (Pol 102-23 refers).

64. The thematic lead for Mental Health and Suicide sits within Neighbourhood Policing. The table below shows the number of Mental Health incidents responded to by CoLP since January 2023 and some of the outcomes:

Month 2023	Mental Health Incidents	S.136's	Other plans	Completed Suicide
August	120	4	15	0
July	132	12	28	1
June	102	14	22	2
May	104	10	16	0
April	97	10	5	1
March	78	9	4	1
February	107	15	6	0
January	90	9	4	0
Totals	830	83	100	5

65. The CoLP, CoL & NHS fund the Mental Health Street Triage (MHST) nurses who proactively support frontline staff by providing on the street assessment of individuals presenting with mental health issues/in crisis. They ensure appropriate signposting and use of mental health detention powers, freeing up valuable police time whilst providing the right care and improved outcomes for individuals. Additionally, there is effective partnership working through the Community MARAC, chaired jointly by CoLP and the Community Safety Team where complex cases of antisocial behaviour or those with repeat mental health issues can be discussed. Where an officer acting on their own may have detained a person under S136, the MHST nurses using their skills and experience have avoided the use of a S136 detention 87 times since May, enabling the right care to be given quicker for those in crisis and reducing police involvement.

66. There is considerable work ongoing with CoL & NHS partners to provide mental Health support to those in the CoL area and reduce suicide. There is an NHS pilot scheme to help streamline the S136 process across the London Region and assist officers and Mental Health Street Triage clinicians when on duty, with finding a Hospital Based Place of Safety (HBPOS). There is also a scheme like the Street Pastor project, to be trialled using volunteers to patrol the main bridges at key times within the City. These volunteers will provide a first point of contact and support to those experiencing a mental health crisis. Additionally there are several options being explored with partners to expedite the right care and transportation to the right place for those who find themselves in crisis.

67. Future investment in mental health initiatives and support across the partnership is imperative in reducing the burden that mental health places on the police service.

Conclusion

68. Vulnerability is 'golden thread' that weaves through all aspects of policing. CoLP and CoL work closely together to deliver activity across strategic objectives in line with the National Vulnerability Action Plan and CoLP Policing Plan 22-25. Whilst crime levels remain relatively low, partnership work to raise awareness, increase reporting and provide public reassurance is paramount to improving the effectiveness of our response that in turn will enhance trust and confidence within the community we serve.

Background Papers

Pol 102-23- City of London Police Mental Health Response- update- September 2023 PAB

Appendices

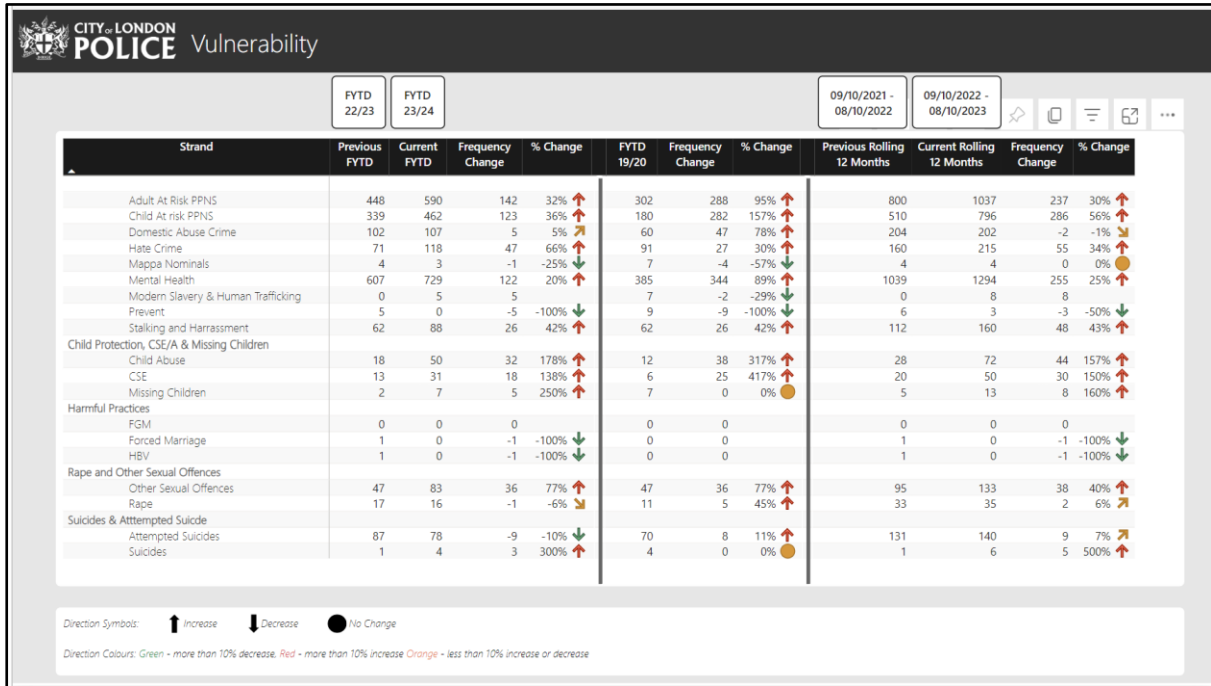
- Appendix 1 – Vulnerability Dashboard – October 2023
- Appendix 2 - SPC and Forecasting Methodology

Mandy Horsburgh

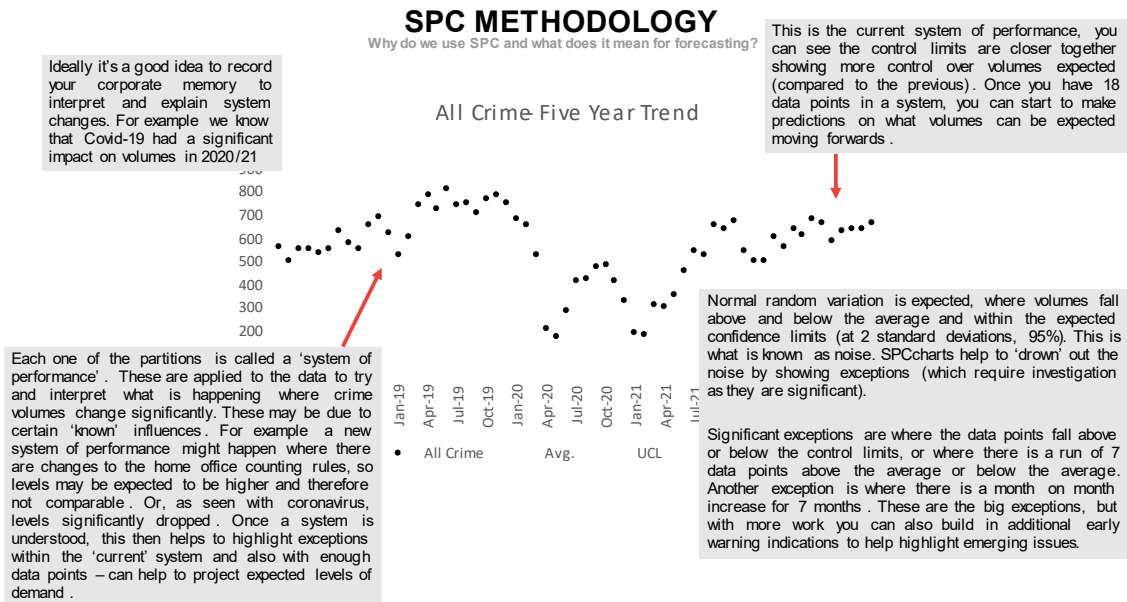
Detective Chief Superintendent
Head of Specialist Operations

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Appendix 1 Vulnerability Dashboard – High level Overview



Appendix 2 - SPC and Forecasting Methodology



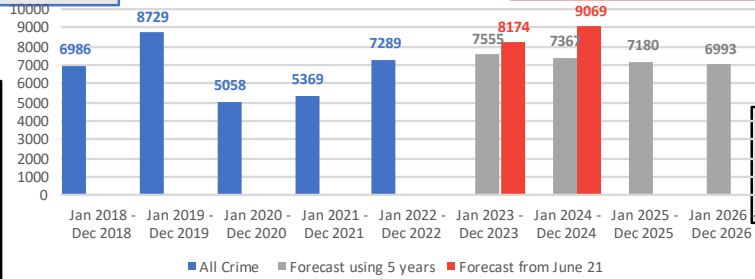
FORECASTING

HOW DO WE FORECAST?

The blue volumes each show 12 months of data. However forecasts are done using the monthly volumes seen on the previous slide. When looking at the previous slide, as there are many process changes, this makes it more difficult to forecast.

The red bars show the predicted volumes based on a five year trend. Normally a five year trend would be a good predictor, however as mentioned, due to the significant step changes and impact from COVID, it is not felt that this is a good prediction currently. It can be seen looking over the five years, there is a downward trend from 18/19 to current, this is impacting the forecasts for years 2, 3 and 4. However similar volumes are shown for year 1 for both the 5 year forecast and the forecast based on the current system of performance. Therefore, year 1 forecasts indicate increases in crime over the next 12 months.

All Crime



Excel and Power Bi offer two standard forecasting techniques,

- **Exponential smoothing forecast** - time series forecasting based on historical data with seasonal or other cycles
- **Linear forecast** - predicting future values using linear regression.

With any forecast, the further into the future, the less confidence there is in the forecast, and wider limits of where volumes are expected to fall.

Referencing the chart on the previous slide, it can be seen that the new process of performance started in June 21. This provides 20 data points with which to forecast from, and doesn't include the variability of the preceding years so linear forecasting has been undertaken. As there is less data points, only two years have been forecasted. It is felt that this offers a better indication of expected demand, which indicates increases over the next two years. Further analysis, such as correlating this with trends seen in footfall and what we know about campaigns to attract visitors to the City, can also help to inform our thinking about expected forecasts.

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