



Strategic Planning & Performance (Police) Committee

Date: TUESDAY, 21 MAY 2024
Time: 9.30 am
Venue: COMMITTEE ROOMS, GUILDHALL

Members:

Jason Groves (Chair)	Andrew Lentin
Tijs Broeke (Deputy Chair)	Michael Mitchell
Melissa Collett	Deborah Oliver
Deputy James Thomson	John Griffiths
Helen Fentimen OBE	Adrian Hanstock (External Member)

Enquiries: **Kezia Barrass**
Kezia Barrass@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

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

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

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas 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 22 February 2024.

For Decision
(Pages 5 - 10)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 12)

5. **Q4 POLICING PLAN PERFORMANCE 2023-24**

Report of the Commissioner.

For Information
(Pages 13 - 30)

6. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

Report of the Commissioner.

For Information
(Pages 31 - 44)

7. **DEEP DIVE 4 - HOW EFFECTIVELY IS THE CITY OF LONDON POLICE SUPPORTING VICTIMS INCLUDING THROUGH THE CRIMINAL JUSTICE SYSTEM, WITH A PARTICULAR FOCUS ON DOMESTIC ABUSE?**

Report of the Commissioner.

For Information
(Pages 45 - 70)

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

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

10. **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

11. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 22 February 2024.

For Decision
(Pages 71 - 72)

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

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

This page is intentionally left blank

STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Thursday, 22 February 2024

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Rooms, Guildhall on Thursday, 22 February 2024 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Deborah Oliver
Deputy James Thomson
Helen Fentimen
Melissa Collett
Adrian Hanstock (External Member)
John Griffiths
Jason Groves

Officers:

Richard Riley CBE	- Town Clerk's Department
Charles Smart	- Town Clerk's Department
Josef Shadwell	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department

City of London Police

Umer Khan	- City of London Police
Alix Newbold	- City of London Police
Brett McKenna	- City of London Police
Amanda Horsburgh	- City of London Police
Rob Atkin	- City of London Police
Oliver Shaw	- City of London Police
Claire Flinter	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Munsur Ali and Alderman Timothy 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 Strategic Planning and Performance Committee on 23 November 2023 be approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a report of the Commissioner which outlined the public outstanding references.

RESOLVED – that the report be noted.

5. **SUBJECT: Q3 POLICING PLAN PERFORMANCE 2023-24**

Members received a report of the Commissioner which outlined the Q3 Policing Plan performance 2023-24.

During the discussion the following points were noted:

- The Chair noted that some issues noted in the report are scrutinised at other committee meetings.
- Members commended the level of detailed data provided in the report.
- A Member requested further information be provided relating to action taken on public urination, which links with Port Heath and City Cleansing, and noted the action taken in 2022/23 on this.
- The trends highlighted in neighbourhood crime were moving in the wrong direction, Members noted the importance of this issue as a political focus. The Chair suggested that this is an area to focus on in the Crime and Disorder Scrutiny Committee.
- Members requested that in the report the direction of trends are emphasized in the graphics, to increase clarity.
- 62% of violent crime reported is linked to the nighttime economy and Members noted that the number of reports was increasing.
- Officers had met with colleagues in the Metropolitan Police Service and the British Transport Police to discuss the Right Care Right Person approach, as this was outlined as a shared issue to be address collaboratively.
- The new CCTV Secure City system was a significant investment, Members stressed the importance of ensuring the optimisation of the system and queried how this can be developed to identify patterns of behaviour and suicide risks. Officers shared that a small pilot of officers were being trained to further improve the detection of crimes using this system. This pilot would form the evidence base to consider further strategic investment in CCTV capabilities.

RESOLVED – that the report be noted.

6. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

Members received a report of the Commissioner which provided an update on the quarterly HMICFRS inspections.

During the report the following points were noted:

- Members thanked the Commissioner for reducing the number of open actions.
- Members stressed the need for a strong Independent Custody Visitor (ICV) scheme in the City and encouraged an ongoing dialogue with the City Police about the design of the new custody suite in Salisbury Square. There were a clutch of custody-related issues which should be brought together in a report coming to the Professional Standards and Integrity Committee and Police Authority Board.

RESOLVED, that – the report be noted.

7. **HMICFRS UPDATE ON PEEL INSPECTION ' REQUIRES IMPROVEMENTS'**

Members received a report of the Commissioner which provided an update on the areas marked as 'Requires Improvements' in the most recent PEEL inspection.

During the discussion the following points were noted:

- Members were impressed by the level of governance and the efforts evidenced to address the areas that required improvement.
- The next steps were to develop a plan from the HMICFRS outline of good practice, and to assess these areas against that framework.
- Members asked in any future update report that a direction of travel be included to show the journey from 'Requires Improvement' to 'Adequate' or 'Good'. The Chair thought that the ambition should be high in terms of the next PEEL inspection in 2025, with the increase in gradings being as big as possible.

RESOLVED – that the report be noted.

8. **IMPROVING COMMUNICATIONS AND ENGAGEMENT ON CRIME AND POLICING**

Members received a joint report of the Commissioner and the Town Clerk which outlined the communications and engagement improvement plan on policing and crime.

During the discussion the following points were noted:

- Members felt it would be useful to engage more proactively with local businesses and suggested that police attendance and briefings would be a beneficial way of doing so.
- Engagement has been a challenge for the Corporation more widely, and Members were keen to appeal for Corporation officers to attend panels and ward meetings.
- Members welcomed the opportunity for local Councillors to accompany police and felt that the visibility of the Cycle Team and Mounted Units would be beneficial.
- Members felt that the plan was traditional and did not consider alternative routes of engagement, like social media. It was suggested that national campaigns like Cyber Week and Business Crime Week would be good opportunities for engagement. It was suggested that this work would be linked with other communications plans in the Corporation.
- The Chair requested a meeting with the Director of the Police Authority, the Deputy Chair and the Executive Director of Corporate Communications and External Affairs to assess these options.

RESOLVED, that – the report be noted.

9. **NEIGHBOURHOOD POLICING STRATEGY DELIVERY PLAN**

Members received a report of the Commissioner which outlined the Neighbourhood Policing strategy delivery plan.

During the discussion the following points were noted:

- The performance framework includes deliverables which some Members felt were too open ended and requested that these would be made more focused and easier to measure.

- Officers assured Members that the plan was a live working document, and a draft set of in-depth performance measures would be agreed to measure the progress.

RESOLVED – that the report be noted.

10. CRIME DATA INTEGRITY REVIEW

Members received a report of the Commissioner which provided a review into the City of London Police Crime data integrity.

During the discussion the following points were noted:

- Members were advised that all recommendations were in progress and were assured that these were expected to be completed by April 2024.
- The most significant risk area was the roll out of the training plan across the entire Force, which was included in a recent HMIC Audit.

RESOLVED - that the report be noted

11. MODERN DAY SLAVERY AND HUMAN TRAFFICKING UPDATE

Members received a report of the Commissioner which provided an update on Modern Day Slavery and Human Trafficking.

During the discussion the following points were noted:

- Members noted the importance of setting correct strategic intelligence requirements to ensure these hidden crimes are as visible as possible.
- Members were notified that the COLP were exploring early opportunities with CrimeStoppers to tease out community intelligence.
- The Chair requested a report would be brought back to this committee outlining the picture relating to hidden victims and hidden crime. The Chair would liaise with the Police Authority team to further specify the request.

RESOLVED – that the report be noted.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

14. EXCLUSION OF THE PUBLIC

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

15. OPERATION SHELBOURNE- HATE CRIME REPORTING USING TRUE VISION

Members received a report of the Commissioner outlining the progress of Operation Shelbourne.

RESOLVED – that, the report be noted.

Members agreed to extend the meeting at 12:57 under Standing Order 40.

16. **DEEP DIVE 3 - HOW EFFECTIVELY IS THE CITY OF LONDON POLICE TACKLING SERIOUS AND ORGANISED CRIME INCLUDING DISRUPTION OF DRUGS SUPPLIES AND COUNTY LINES?**

Members received a report of the Commissioner which provided a deep dive into how effectively the City of London Police are tackling serious and organised crime, including disruption of drug supplies and county lines.

RESOLVED – that, the report be noted.

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

There were no questions.

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

There was no other business.

The meeting ended at 13:03.

Chairman

Contact Officer: Kezia Barrass
Kezia Barrass@cityoflondon.gov.uk

This page is intentionally left blank

Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
7/2023/P	5 September 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- target date set for presentation at June PAB..
1/2024/P	February 2024 Item 7- HMiCFRS Update on PEEL Inspection -Requires Improvements	Members asked in any future update report that a direction of travel be included to show the journey from 'Requires Improvement' to 'Adequate' or 'Good'.	Commissioner	In Progress- the Force is continuing to implement improvements from the 2022 PEEL Inspection and has reported to this Committee on the 'Requires Improvements'. CoLP is currently in the early stages of preparing for the next PEEL inspection due in 2025. A more detailed update on 'the journey' to Adequate/ Good will be provided at the September SPPC.

This page is intentionally left blank

Committee(s): Strategic Planning and Performance Committee	Dated: 21 May 2024
Subject: Q4 Policing Plan Performance 2023-24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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 58-24	For Information
Report author: Claire Flinter (Head of Business Information)	

Summary

This report provides a performance assessment against the measures in the Policing Plan for Q4 2023-24 (1st January to 31st March 2024).

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 and is the last performance report for the year 2023-24.

Recommendation

Members are asked to note the report.

Appendices

- Appendix 1 – Policing Plan Measures 23-24

This page is intentionally left blank

Policing Plan Performance Report


Quarter 4 2023/24



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

1.1

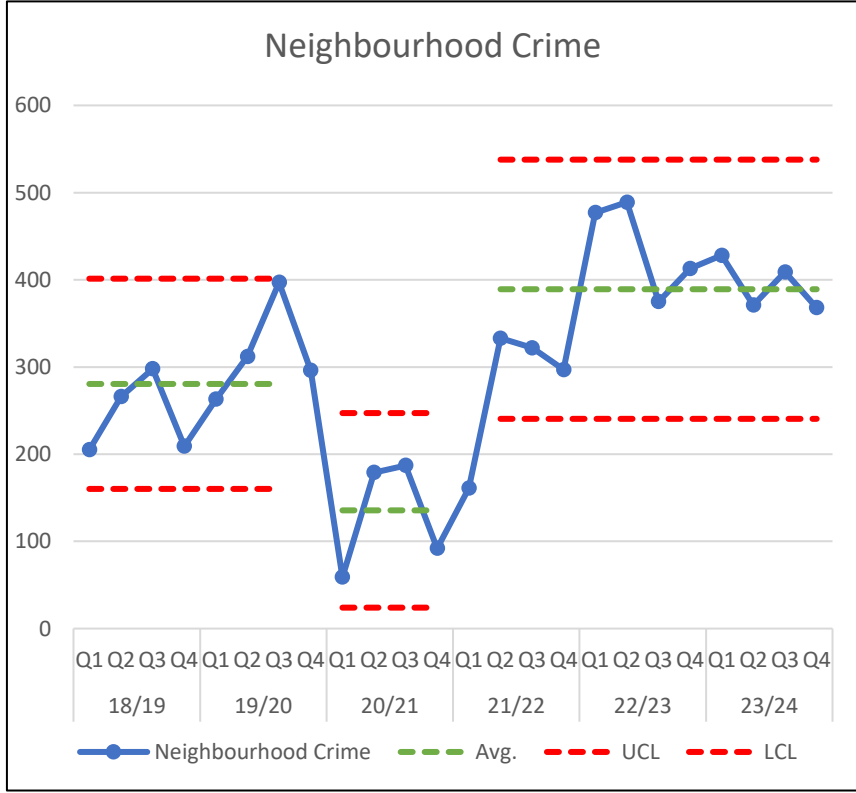
Keep those who live, work and visit the city safe and feeling safe Reduce Neighbourhood Crime

Data Trend 

Reasons
Neighbourhood crime has decreased by 10% (-41) from Q3 to Q4. There has been a decrease of 14% (-60) since Q1 23/24. Neighbourhood crime is now at its lowest level since Q1 2022. There has been an overall decrease of 25% (-121) since the highest crime count for this category in Q2 22/23.

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 had contributed to the reduction seen for neighbourhood crime in 2023/2024, with a 9% (-127) reduction when compared to 2022/2023.

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



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, specifically phone snatches, with targeted operations. Significant preventative work has been ongoing such as high media coverage to prevent people becoming a victim of this crime type. This work has contributed to a year-on-year decrease for this category.

The continuation of the proactive work undertaken by the Cycle Team to target offenders in the City has been successful and there have been significant arrests of prolific offenders this quarter.

Increased governance of acquisitive crime has occurred across all levels of the organisation with targeted meetings dedicated to problem solving with a focus on neighbourhood crime, and more specifically acquisitive crime. These meetings are intelligence led and result in actions that are implemented and evaluated.

There has been a significant focus on cycle theft and theft from gyms which has seen positive results and City of London Police has increased its use of Criminal Behaviour Orders to target the most prolific offenders.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
428	371	409	368



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

Reduce Violent Crime

Data Trend



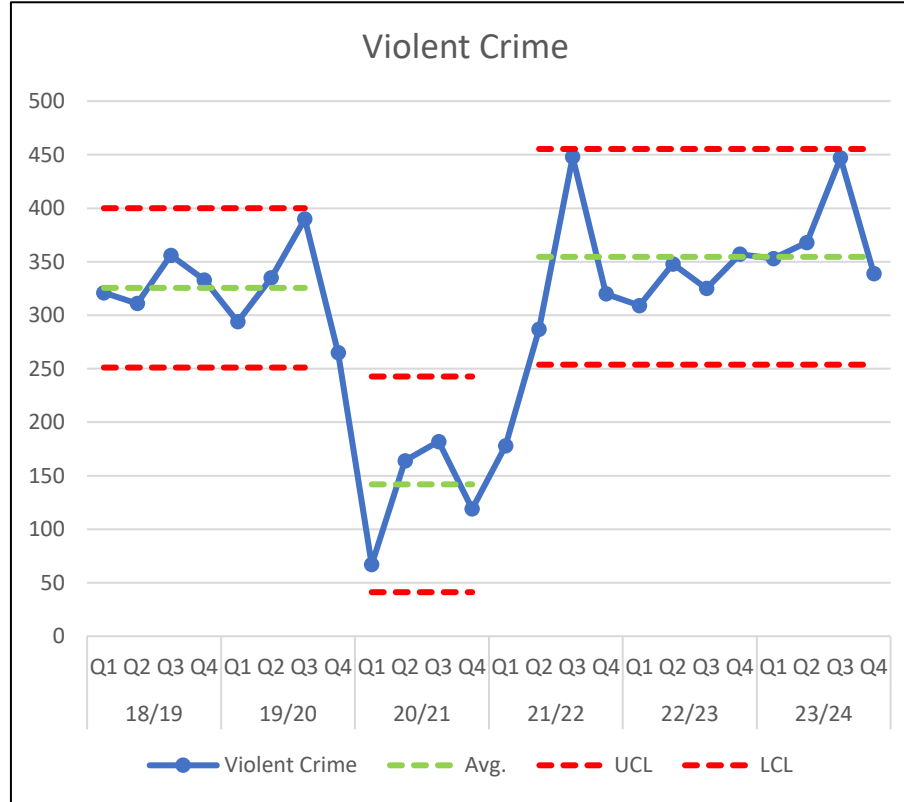
Reasons

Violent crime has decreased in Q4 by 24% (-108) compared to Q3. The biggest drivers for this decrease are violence without injury -25% (- 63) and violence with injury -27% (29)). Whilst Q4 is showing a positive decrease (Q3 was an exception) overall 23/24 has seen a 13% (+185) increase on the previous year 22/23.

Volumes of serious violence have increased by 10% (+17) since Q2 23/24. All categories of violent crime have seen a yearly increase, with the biggest areas being:

- OTHER SEXUAL OFFENCES + 29% (+39)
- VIOLENCE WITH INJURY +12% (+42)
- VIOLENCE WITHOUT INJURY +11% (+85)
- STALKING & HARASSMENT +11% (+12)

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 which account for 60% of violent crime in 2023 and are the lower harm violent crimes.



Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
353	368	447	339

Response

A multiagency approach to policing the night-time economy continues with a focus on hotspot policing. 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. Work is ongoing to finalise the strategy in January and performance against this will be monitored.

City of London Police have worked on providing an enhanced presence of officers, intel led high-visibility patrols at hotspot locations within the Square Mile. This is building on evidence-based policing initiatives and acts as a deterrent to violent crimes occurring in the night-time economy.

There has been an increase in resources to some of our key Specialist Operations Teams that deal with the most serious crimes, with the allocation of higher harm violence offences such as rape, sexual assault and child protection, to allow a greater focus on these crimes and better investigative opportunities.

Assaults linked to retail thefts have been identified as a common factor with security staff being targeted when engaging perpetrators. These theft offences can be linked to organised crime groups and plans are ongoing for an intelligence led operation that targets this next quarter.



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

Reduce Violence Against Women and Girls (VAWG)

Data Trend

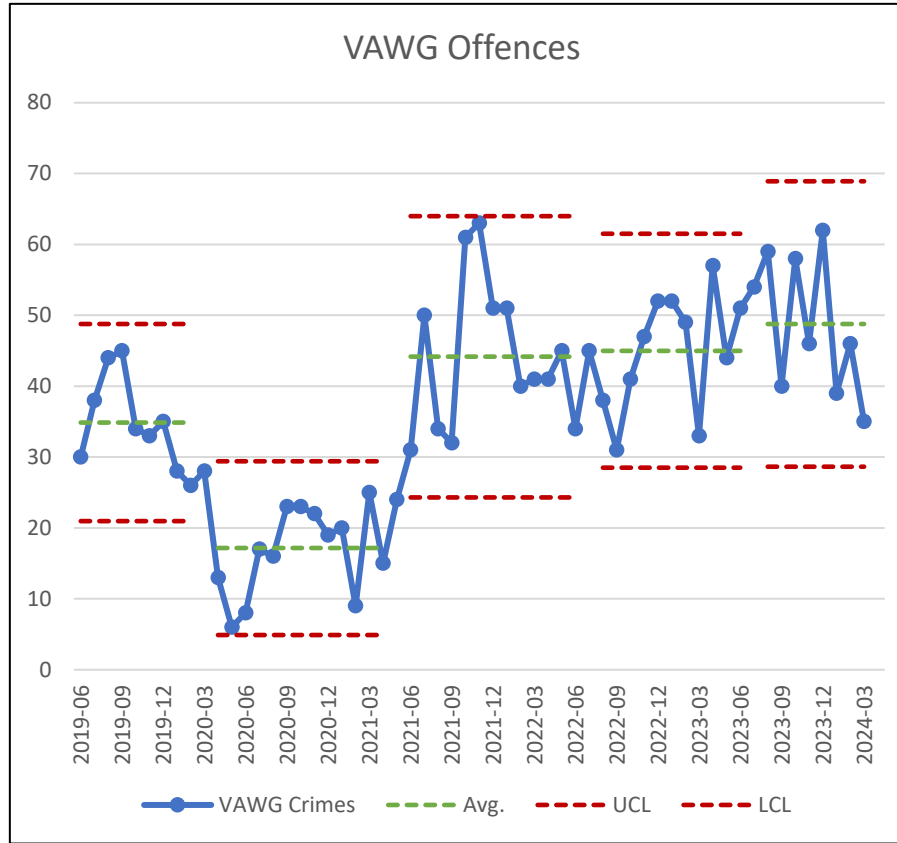


Reasons

Overall Violence Against Women and Girls (VAWG) has decreased by 25% (-39) from Q3. This is partly due to a reduction in other sexual offences -62% and violence without injury -50%.

Whilst we have seen a reduction in VAWG between Q3 and Q4 the same picture is not seen when we compare 23/24 with 22/23. 23/24 has seen a 14% (+83) increase compared to the previous year 22/23. The offences that are contributing to this increase are rape offences and sexual offences. Rape offences in 23/24 show an 8% (+3). For other sexual offences 23/24 shows a 29% (+39) increase from 22/23.

Volumes of rape and other sexual offences are currently 102% (+88) higher than the high crime year of 19/20. Although in Q4 this is the lowest volume that have been seen for violence against women and girls offences.



Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
148	152	159	120

Response

Targeted operations are ongoing to tackle Violence Against Women and Girls offences, and these involve 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.

This quarter there has been a focus on spiking and a repeat venue was identified. Work has been ongoing with this venue by running workshops with Licensing to increase awareness and prevention going forward. Feedback from all attendees was positive and they all agreed that they would be highly likely or likely to change their behaviours after the sessions. Every venue that has a spiking gets points on the traffic light scheme (Corporation run scheme to highlight premises that need interventions) and they also receive a visit and letter from the licensing team.

City of London Police have further developed their work on the Operation Soteria National Programme, pillar leads have been assigned and the self-assessment which will form the action plan have been completed. This included a review of all rape and serious sexual offences investigations which supported the self-assessment. This 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 in rape and sexual offences.



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, and taken into consideration.

Reasons

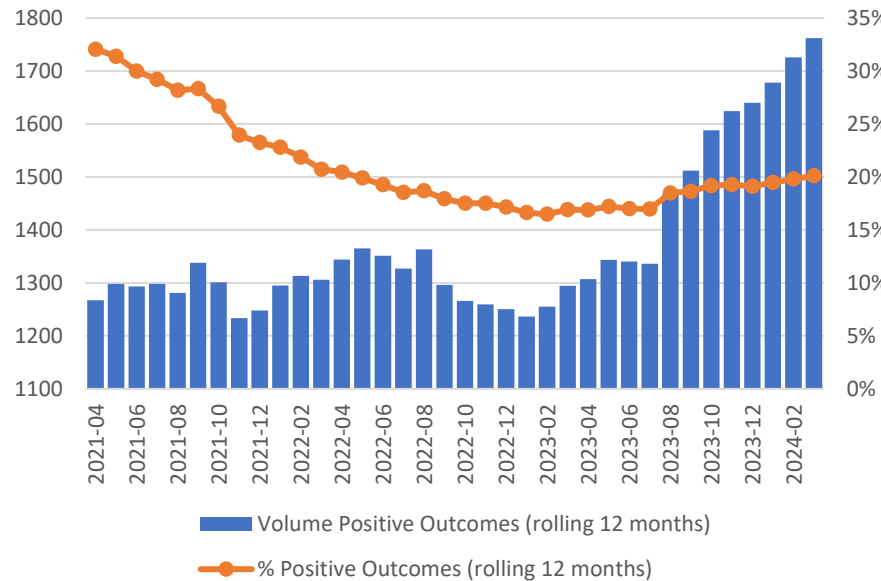
City of London Police consistently exceeds the national average, which is positive. The national positive outcome rate for published data to April 2023 demonstrates an 11.3% outcome rate. City of London Police are consistently performing higher than this.

The current positive outcome rate for Q4 is 23% (503). This area is driven by positive performance in drugs possession (35%), and volumes for shoplifting (19%) 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.

Predictions indicated that performance would be maintained but City have increased their positive outcome rate over the last 12 months which is a good indicator of the positive work ongoing.

12 Month Rolling Vol & Rate for Positive Outcomes



Response

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

This includes reinvestment within our core Criminal Investigation and Public Protection teams, to assist in continuing to improve our investigative response and providing the very best service to victims of crime. This will improve management of high harm investigations and volume crime investigations and is being monitored for impact on outcome rates. City of London Police analyses all outcomes applied to crimes, 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.

Investment into evidential technology to support positive outcomes continues, and the proposed introduction of a CCTV team will also contribute to this.

There has been a significant focus on reporting compliance with the victim code with additional compliance and performance monitoring taking place. There has been investment into additional training for all supervisors on the new template that been introduced to improve performance, and this has resulted in a positive increase in compliance.

	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Percentage	18%	21%	21%	23%
Volume	1413	1586	1816	1722



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

Reduce Anti-social Behaviour (ASB) incidents

Data Trend



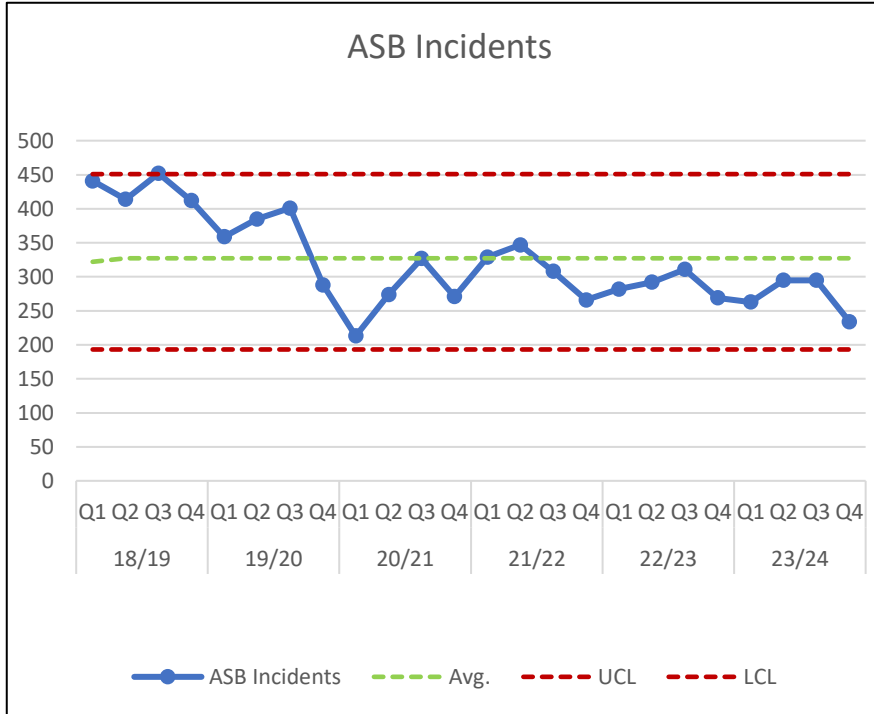
Reasons

Anti-social behaviour (ASB) incidents remain consistently low and have decreased by 18% (-49) since Q3. This is overall 13% below the average monthly total.

The two biggest contributors to ASB is inconsiderate behaviour 34% (urinating in public accounts for 30% of this) and begging/vagrancy 27%.

This has been very consistent for several years and is 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 the ASB.

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 on ensuring that victims are 'at the heart of the response to anti-social behaviour'.



Response

City of London Police continues to engage with its residential and business communities to ensure the low volumes of ASB are not due to underreporting. This is supported by the ongoing delivery groups and partnership working with the Corporation and other agencies. Additional data from partners will help shape the policing response.

Community engagement has continued through Ward Panel Meetings and local premises targeting issues affecting people at a ward level. City Police have invested in their Dedicated Ward Officers, and we ensure a high visible presence particularly within the night-time economy.

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 anti-social behaviour within the City of London. Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
263	295	283	234



2.1

Protect the UK from the threat of cyber and economic crime

Increase the number of positive outcomes recorded in relation to fraud nationally

Data Trend

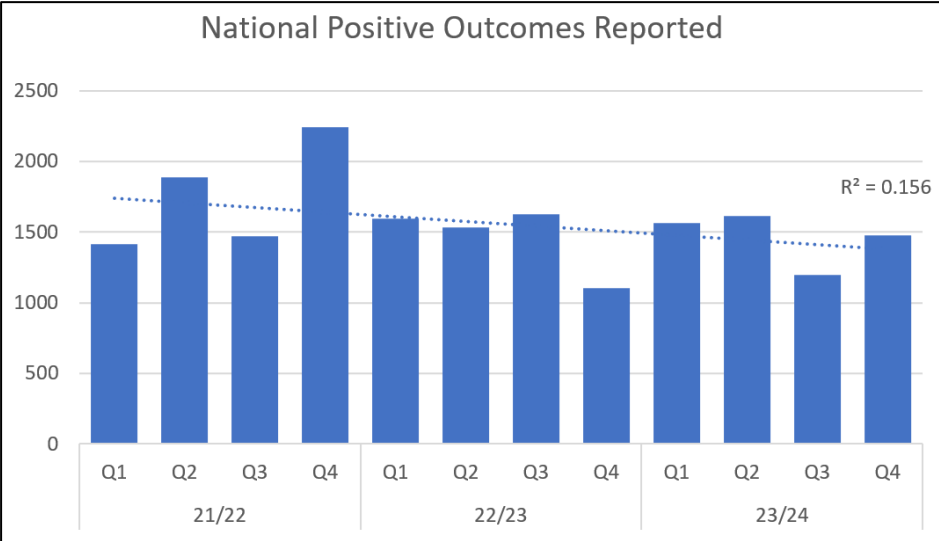
Reasons

In Q4 2023/24 the national yield of judicial outcomes increased to 1,474, up 34% (375) on the previous year's Q4 (1,099). This is primarily due to the final quarter push by the NCO in ensuring that forces were up to date with their returns.

A draft full year position indicates that nationally City of London Police received 5,811 judicial outcomes for 2023-24, this is 36 below last year, 2022-23 (0.6% down) on 5,847.

At the beginning of 2023-24 it was outlined as a target to achieve a national yield of 6,000 judicial outcomes, which upon evaluation we knew would be a challenging target to achieve.

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.



Response

The National Fraud Intelligence Bureau has recently implemented a new process for serious and organised crime operation monitoring.

City of London Police continue the evaluation of a solvability pilot that has been active now for the majority of 2023-24.

The NCO is also working with Forces to ensure that they are aware of all their aged disseminations, particularly across the periods of 2019-20 to 2021-22 and we anticipate this to have a positive response on outcomes.

Force engagement visits continue with a particular focus on the National Policing Strategy for Fraud, Economic and Cyber Crime 2023 – 2028.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
1,562	1,613	1,162	1,474



Protect the UK from the threat of cyber and economic crime

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

Data trend

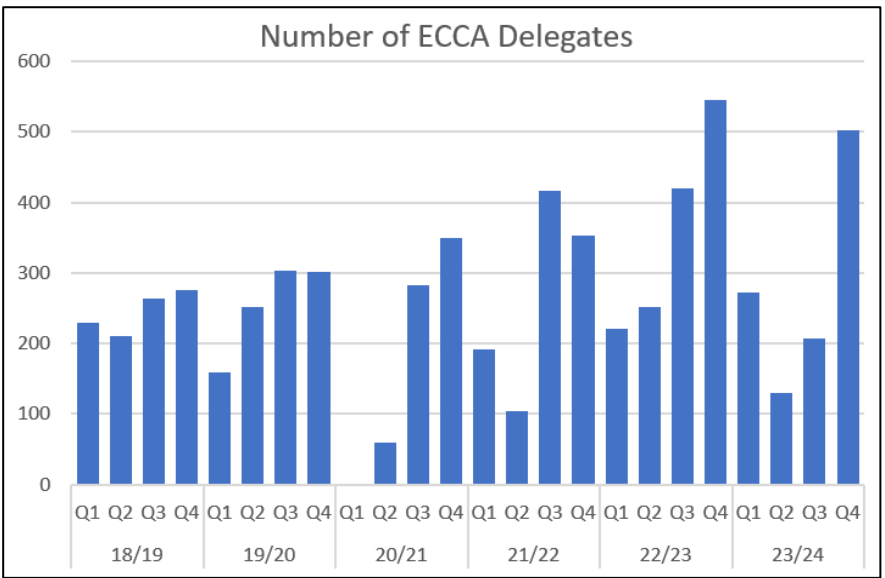


Reasons

The ECCA delivered 40 training courses in Q4, an increase of 122% from Q3 (+22), but a slight drop of 9% (-4) from Q4 22/23. Activity for the year peaked in March with 14 courses and 179 delegates. On average the Academy provided 10 courses per month in 22/23 and 8 in 23/24. Some of this decrease can be explained by last minute cancellation of courses.

Delegate numbers rose from 207 in Q3 to 503 in Q4, representing an increase of 143% (+269). Delegate numbers were higher in 22/23 at 545 for the quarter, a fall of 7% (-42). This quarter, most delegates were from UK policing, with remainder from the public sector.

Satisfaction for the quarter averaged at 94%, continuing to score consistently above the 22/23 benchmark. The percentage of delegates completing feedback was also consistent at 68%, as trainers are now providing time for this process within the classroom.



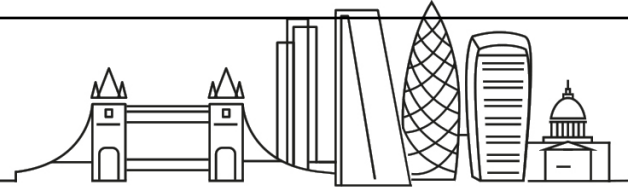
Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
272	129	207	503

Response

The Academy is monitoring the impact of training on attendees and their roles, which will inform future training when the results are analysed. 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 provided Money Laundering Courses to CoLP officers and staff including Financial Investigators, from teams across the force, ensuring they have appropriate skills and providing career development. A Victim Care course was also run for NECVCU staff.

Further Money Laundering courses were delivered to ROCUs, PSNI and Police Scotland. CPS delegates attended Internet Investigators' Foundation Courses which may become a regular fixture. A range of courses were delivered to organisations including the NCA, including Policing Electoral Fraud, Demystifying Cybercrime, Bribery, Specialist Fraud Investigator and Fraud Foundation courses. The new Associate Trainer delivered his first Money Laundering course and received positive feedback.



3.1

Putting the victim at the heart of everything we do

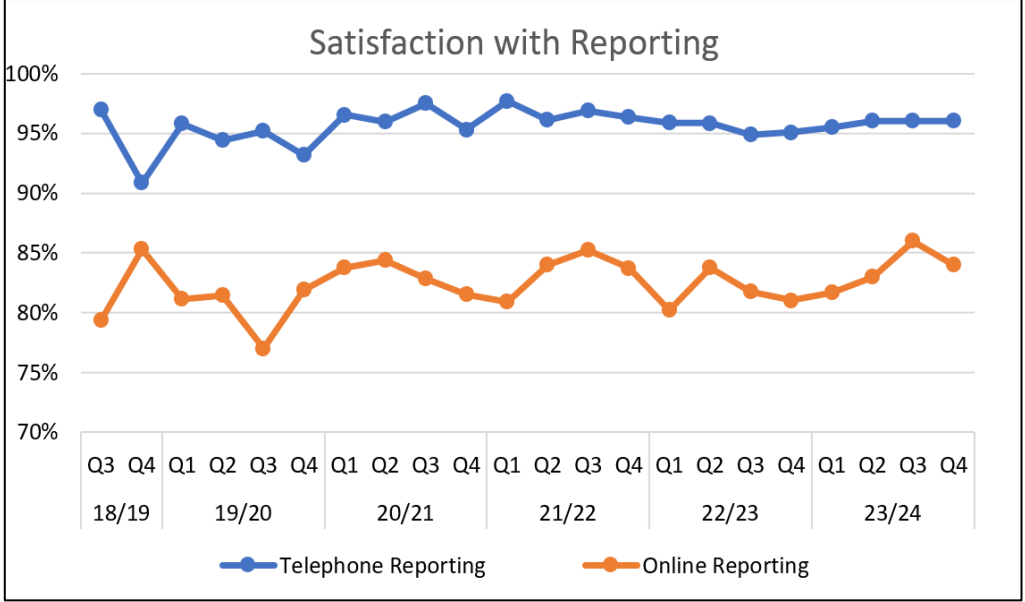
To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service

Data Trend

Reasons
Satisfaction with the service provided by the Contact Centre voice channel increased slightly in Q4, at 97%. Satisfaction remains stable and above the 95% target over the long term, following the significant staffing uplift. This has ensured that our Contact Centre FTE remains consistently healthy.

Satisfaction rates concerning the online reporting tool remain just under the 85% target at 83%, likely due to the inability to improve the online reporting platform, as the current supplier is nearing the end of their contract.

Please note that respondent volumes have seen a slight increase. However, they remain extremely low, impacting the representativeness of the data as a percentage of service users. Of the 94,016 survey links delivered in Q4, just 1.4% provided satisfaction feedback.



	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
Online satisfaction	82%	83%	86%	83%
Telephone Satisfaction	96%	96%	96%	97%

Response
Action Fraud provides a number of services designed to improve the victim journey and provide greater accessibility into the service, such as the Language Line for users for whom English is not a first language. An option for Deaf users who communicate with British Sign Language to contact Action Fraud via their mobile device using the SignVideo app is also provided.

Additional service improvements include score card changes to improve the volume and quality of calls, and the initiation of an Advisor XP Contact Centre tool (a chat bot style tool offering advisers real time support), ensuring victims are provided with correct advice and referrals. These changes have improved the quality of reporting, advice and referrals provided to victims, and reduced call waiting times, resulting in increased satisfaction.

A new fraud and cybercrime reporting tool is set to launch in 2024 and will present significant changes to online reporting mechanisms and the victim journey.



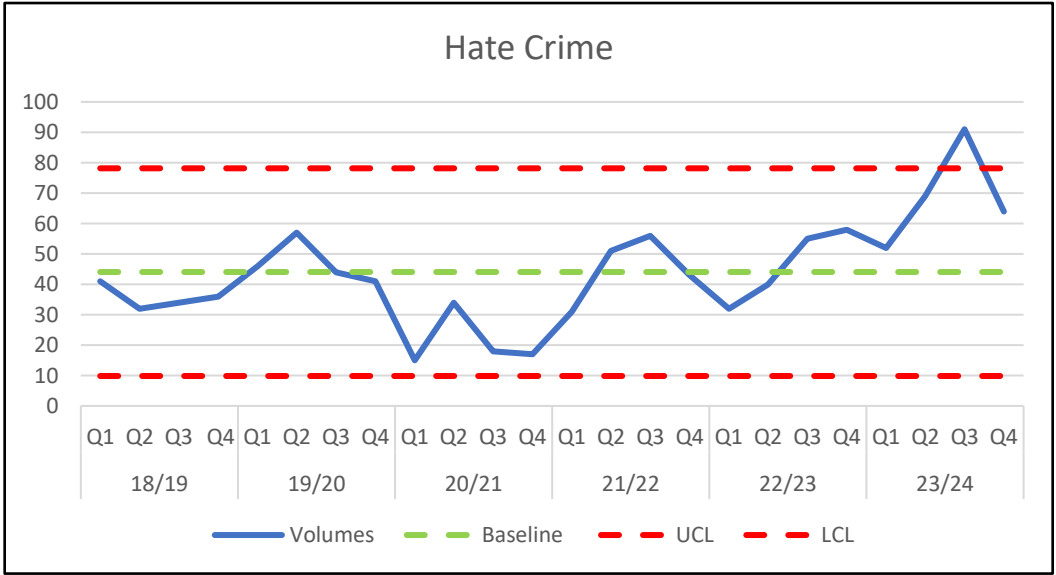
Putting the victim at the heart of everything we do

Hate Crime

Data Trend

Reasons
 There has been a 43% (84) increase in Hate crime in the last 12 months compared to the previous 12 months.
 City of London saw an increase in Hate Crime in December, but this was mainly due to a reporting error.
 Analysis suggests that ‘Racial’ hate crimes are the most common in the City and there has been an increase year on year.
 There have been increases linked to hate crimes on officers as well as door and security staff which are being monitored. Whilst City of London monitor hate crime daily there has not been an indication that the current conflict in the East has resulted in an increase related to this within the City.

Response
 The City of London Police monitor hate crime daily at the daily meeting. There is a dedicated officer that monitors all hate crimes, both in terms of recording and investigation.
 There have been ongoing operations at ward officer level to work with communities to increase feelings of safety in the City when it comes to hate crime.
 There has been an increase in training for officers on how to recognise and record hate crime and this is regularly audited by the Force Crime and Incident Registrar.



Hate Crime Filter	2018	2019	2020	2021	2022	2023	2024
Hate Crime	141	183	108	155	170	283	64
Disability	20	44	23	39	38	28	6
Disability;Racial	1	1		1	1	3	1
Racial	94	100	67	77	97	190	43
Racial;Sexual orientation	4	4	1	1	2	1	1
Racial;Transgender			1				
Religion or belief - Anti Christian		2	3	1	2	4	
Religion or belief - Anti Christian;Racial				1		1	
Religion or belief - Anti Christian;Sexual orientation				1			
Religion or belief - Anti Hindu		2		1		1	
Religion or belief - Anti Hindu;Sexual orientation				1			
Religion or belief - Anti Jewish	1	2	1	3	1	11	3
Religion or belief - Anti Jewish;Racial						1	1
Total	141	183	108	155	170	283	64



Our People

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

Data Trend



Reasons:

There has been a decrease in Jan 2024 from July 2023 of -5% for those that feel City of London Police is a psychologically and emotionally healthy place to work. The percentages have remained consistent in Oct 2022 and Jan 2024 and have not decreased any further.

Analysis of the qualitative responses garnered suggests that the decrease could be due to uncertainty after the new Corporate Services Review structure and changes to the Workplace Attendance Policy were communicated at the time that the workforce were responding to the survey.

Corporate Services contributed a 32% score to this question in the 2024 Survey– a drop of 4% from the 2023 Pulse. Anecdotally, this decreased sentiment is also reflected in the additional survey comments, where the Corporate Service Review is given as a factor among respondents answering negatively.

Percentage Change 23/24

-5%

Oct 2022	July 2023	Jan 2024
42%	47%	42%

Response:

Emerging academic studies suggest that it is more meaningful to analyse culture at a micro-level (team), as individuals are more likely to identify closely with their work team and show a strong commitment to it. When analysing questions sets linked to psychological safety, assessed at a team level, results support this academic theory. Below is a short summary of responses to those sets:

- *“My Manager treats me with respect, dignity and compassion” - 87%*
- *“I have not personally witnessed or experienced BHD (bullying / harassment / discrimination) in the last 12 months” - 73%*
- *“I feel a strong sense of belonging to my team” – 73%*

This evidence is supported here as there are much higher responses that indicate a sense of psychological safety at a team level, this is also supported by respondent sentiment which is much more positive.

This suggests that the majority of the workforce are content within their teams and with their direct line managers.



Our People

City of London Police workforce engagement levels have increased

Data Trend



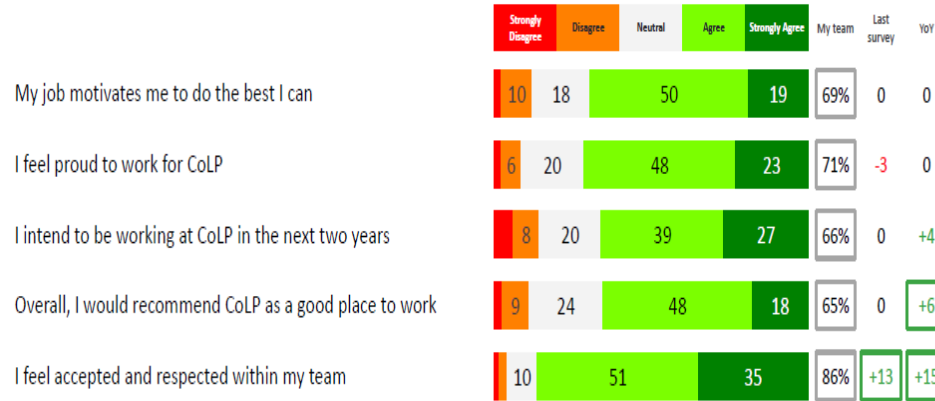
The engagement score is calculated using the 5 engagement questions outlined. It essentially measures how happy staff are when they are completing the survey.

Reasons

The engagement score has consistently increased. There has been an increase of 3% since July 2023. The rise of 6% in total has been highlighted by our staff survey provider as “excellent”, compared to other public sector organisations.

It is suggested that the Improvement Planning feature within the survey model has led and will continue to contribute to this increase. This involves providing all managers across the force with bespoke actions that can be taken to improve engagement at work. When these are implemented and observed by their teams this will in turn contribute to improved engagement scores in forthcoming surveys.

The 5 questions that make up the Engagement score



Response

It should be noted that 76% of managers created improvement plans, but less than half implemented their plans. However, in teams where improvement plans were implemented and actions deemed to be appropriate by team members, engagement increased by over 10%.

In light of the successful impact implementing actions can have, senior leaders are also now able to monitor the content and completion of their teams’ improvement plans. Completion of improvement planning will also be monitored and evaluated, with regular updates being presented at Strategic Boards in force for oversight and decision making.

Additional support for managers is being developed in the form of a video presentation with supporting documentation ensuring teams make the most value of their survey results.

Oct 2022	July 2023	Jan 2024
66%	69%	72%



Our People

City of London Police recruitment activity is improving how well its workforce reflects the communities it serves

Data Trend



Reasons

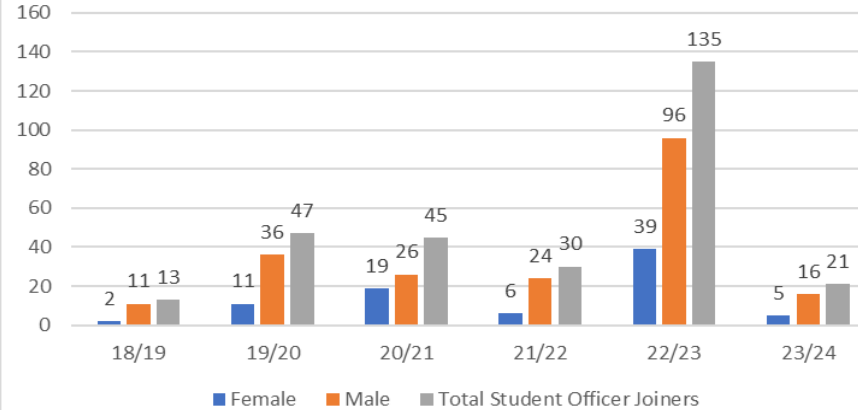
City of London Police regularly review workforce diversity. Analysis have been undertaken to understand the demographics of the communities that live and work in the City based on the latest census and information provided by the Corporation.

City of London Polce 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 has a different breakdown to our resident population, which makes reflecting the community we serve more challenging than other forces.

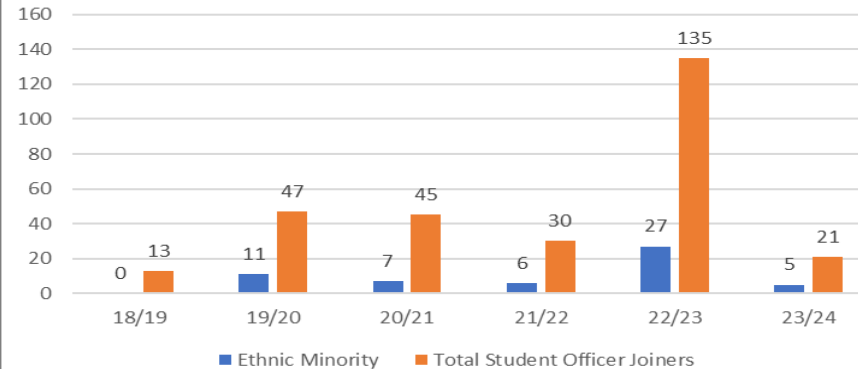
There have been two intakes of Student Officers in 2023/24, including a Direct Entry Detective pathway. Diversity is a key consideration for each intake and will continue to be in 2024/25.



New officer joiners by gender 2018 - current



New officer joiners by ethnicity 2018 - current



Response

There has been one intake of Student Officers in 2023/24, and a further intake will take place in Q4 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 Q3 2023/24 forecast is a break-even position (£101m). High staff vacancies and other underspends have more than offset the high inflationary pressures in year and have provided an opportunity to fund an additional £2.3m of the Force's 23/24 capital programme from the revenue budget rather increase the borrowing requirement. It is expected that the final outturn, at the end of Q4, will be within 1% of this breakeven position.









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.



This page is intentionally left blank

Agenda Item 6

Committee(s): Strategic Planning and Performance Committee	Dated: 21 May 2024
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 59-24	For Information
Report author: Brett McKenna, Strategy and Planning	

Summary

This report provides an overview of His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) related activity.

Since the beginning of the performance year 23-24 City of London Police (CoLP) is glad to report that it has closed one hundred and ninety seven (197) actions. The force can also report the closure of eighteen (18) causes of concerns. The force now only has fifty six (56) active actions open, of which only twelve (12) relate to historic action plans, the remaining forty four (44) are newly allocated actions to the force from 2023-24.

The City of London Police will also provide an update on the HMICFRS 2024-25 inspection delivery plan.

Recommendation

Members are asked to note the report.

Main Report

Background

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 (February 2024)

The force has not been subject to any inspections during 2023.

HMICFRS reports published since last Committee (February 2024)

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

Current status of HMICFRS Action Plans

The force is pleased to report that the Operational Improvement Board, chaired by AC Betts, implemented in 2023 has been successful in delivering the significant improvement in the forces response to HMICFRS action plans. The methodology this board applies to overseeing HMICIFRS action plans will remain in place for 2024 and the process will be replicated for newly allocated plans in the 2024-25 reporting period.

The reality testing team led by T/Superintendent Ebbs will remain in place to complement the continuous improvement team that is being led by Brett McKenna, Strategy and Planning.

Since the last Committee, across the thirty-nine (39) action plans, there were one hundred and fifty seven (157) historic open actions. The force can confirm the closure of one hundred and ninety seven (197) actions since the beginning of the performance year 23-24. An overview of the status of these recommendations is set out below. The force reports that as of May 2024 the force now has ten (10) active action plans with (56) actions remaining across these plans.

The force is now in an optimal position when concerned with management of HMICFRS action plans. This has been confirmed by the HMICFRS Liaison officers attached to the City of London Police.

HMICFRS Data Pack:

Please see Appendix 1.

Upcoming Inspections:

Custody:

City of London Police still has a pending unannounced Custody Inspection, this was expected to take place in 2023 however due to the Metropolitan Police Service (MPS) entering an enhanced monitoring status by HMICFRS, the custody inspection teams were diverted to support the MPS. These inspection teams have now been released by the MPS and are active.

The force expects that the inspection will now take place in either Q3 or Q4 of 2024. It is unlikely this inspection will come post the PEEL inspection in 2025.

The force is still actively preparing for the upcoming custody inspection with regular governance and oversight boards being held. The force will also be carrying out a review of the inspection preparations with the HMICFRS force liaison officers, this will take place in May 2024. This will further support opportunities for learning and provide reassurance to HMICFRS of these structures in place to respond to the inspection.

Whilst we are preparing as well as possible, we also recognise that the accommodation that provides the current custody space is not ideal and limits the ability to respond to all possible improvements. These will be resolved in the new accommodation at Salisbury Square.

PEEL 2025 Inspection:

The force can confirm that a PEEL inspection will now take place in February 2025, in response to this the force has adapted existing structures to implement a PEEL 25 delivery team. This team is a hybrid team consisting of the existing post holders aforementioned, T/Supt Ebbs and Brett McKenna both in Strategy and Planning.

The team has outlined a delivery plan broken down by calendar quarter, the first phase of this plan has been to review existing HMICFRS structures, assess resource for delivery and carry out a workstreams prioritisation review.

The force can report that an uplift of two police inspectors has been approved for the PEEL delivery team, the T/Supt Ebbs and Brett McKenna have reviewed the current HMICFRS governance structures, these are confirmed to be in a strong position to oversee the PEEL delivery. The team is currently reviewing all workstreams relating to HMICFRS to outline delivery priorities for the PEEL inspection. This will be completed by May 2024. The delivery plan will also be shared with the forces HMICFRS Liaison officers and Police Authority Director through the Operational Improvement Board. The delivery team has an established positive relationship with

the HMICFRS liaison officers assigned to the force, they have already been sighted on the forces preparations for PEEL 25, their feedback has been positive and supportive of the forces position.

The force can provide a comprehensive update on the priority areas of improvement for the board at the September SPPC meeting.

Horizon Scanning:

There are no further upcoming inspections to report.

Conclusion

The force is glad to report the progress made by Strategy and Planning in closing down the historic backlog of HMICFRS recommendations. The force is now in a positive position with HMICFRS with clear oversight and governance of HMICFRS processes. This has allowed the force to establish a strong position for the delivery of the PEEL 2025 Inspection.

Appendices

Appendix 1- Ppt slides/ Data pack

Brett McKenna

Strategy & Planning

E: brett.mckenna@cityoflondon.police.uk



Strategic Planning and Performance Committee (SPPC)- 21 May 2024

Strategy, Planning & Service Improvement
23rd April 2024



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

CoLP HMICFRS Progress

- All action plans and recommendations
- Historic action plans and recommendations
- PEEL '21-'22
- Prep for PEEL '23-'25



Action Plan Overview

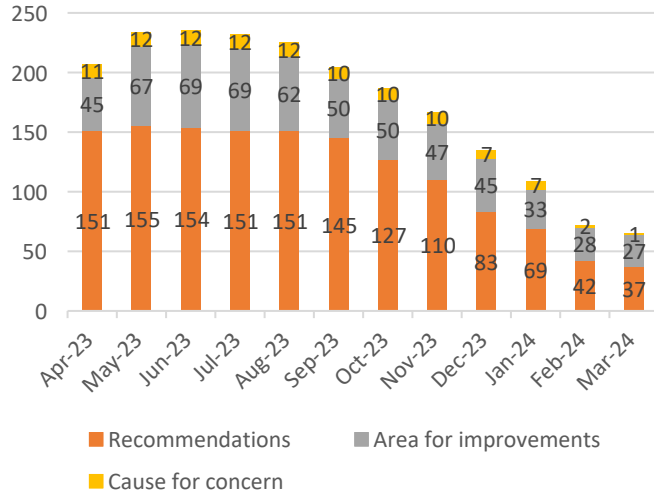
Total number of OPEN actions:
56

Total number of closed actions:
(since April '23)
197

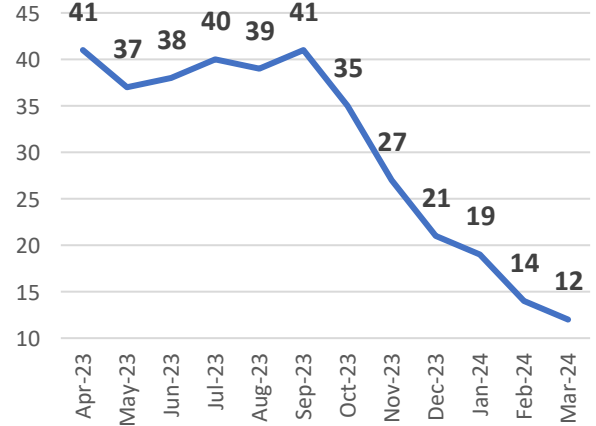
Total number of closed action plans:
(since April '23)
27

Total number of Superseded actions:
4

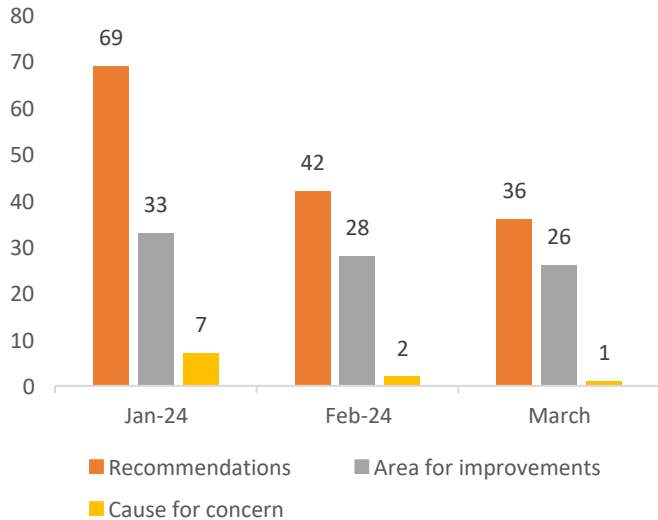
All actions



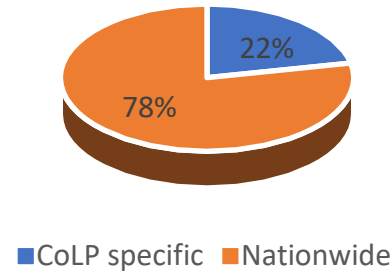
Active action plans



Quarterly update – Action type



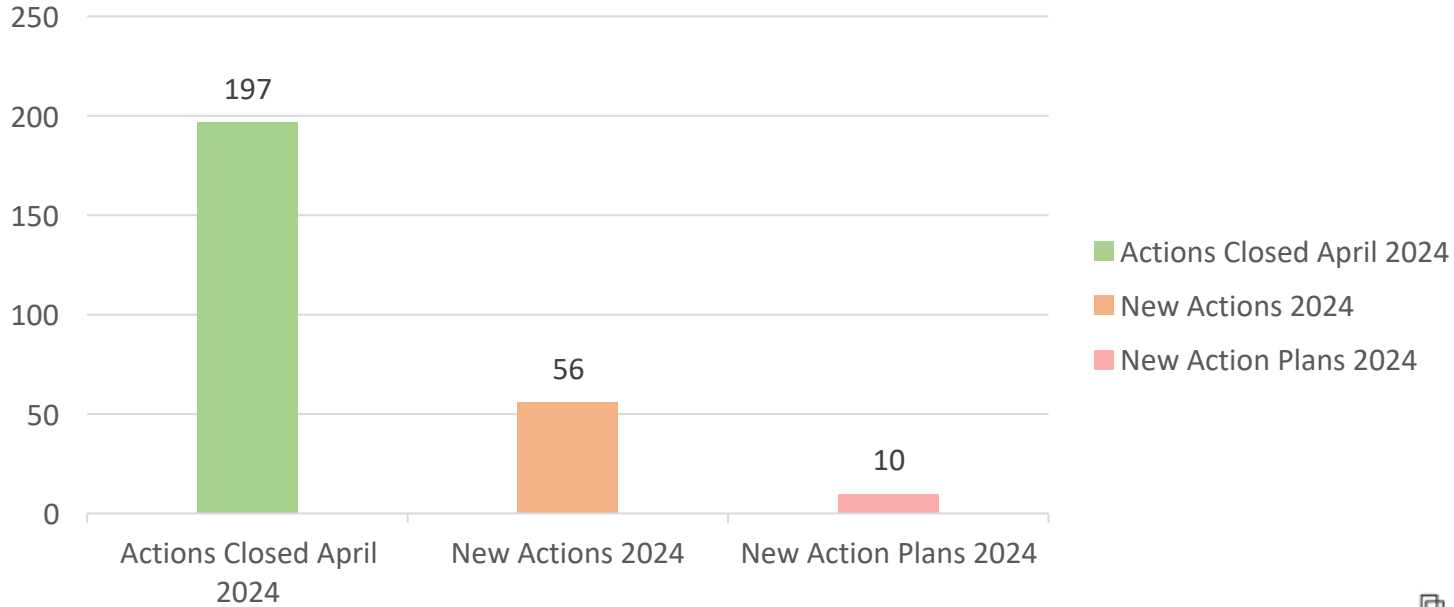
Actions signed off



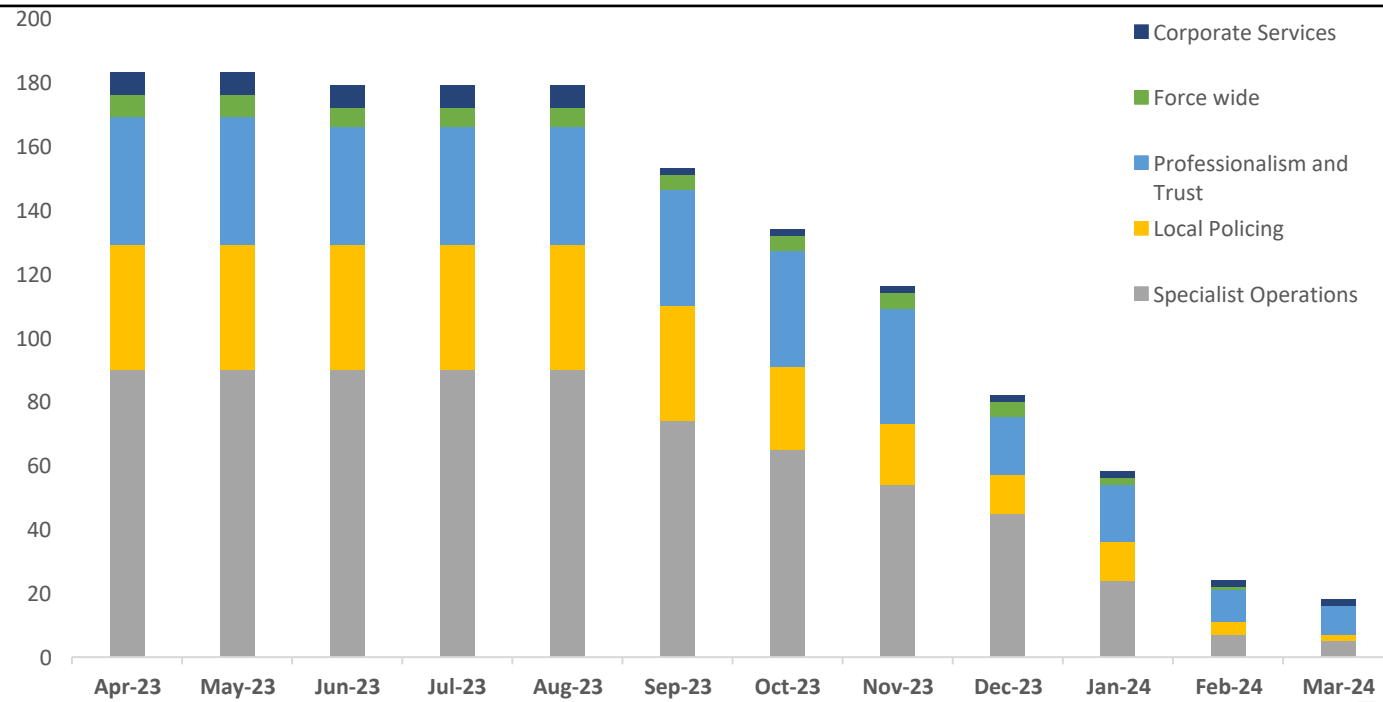
Cause of concern reduction



Action Closure vs New Actions since April 2023.

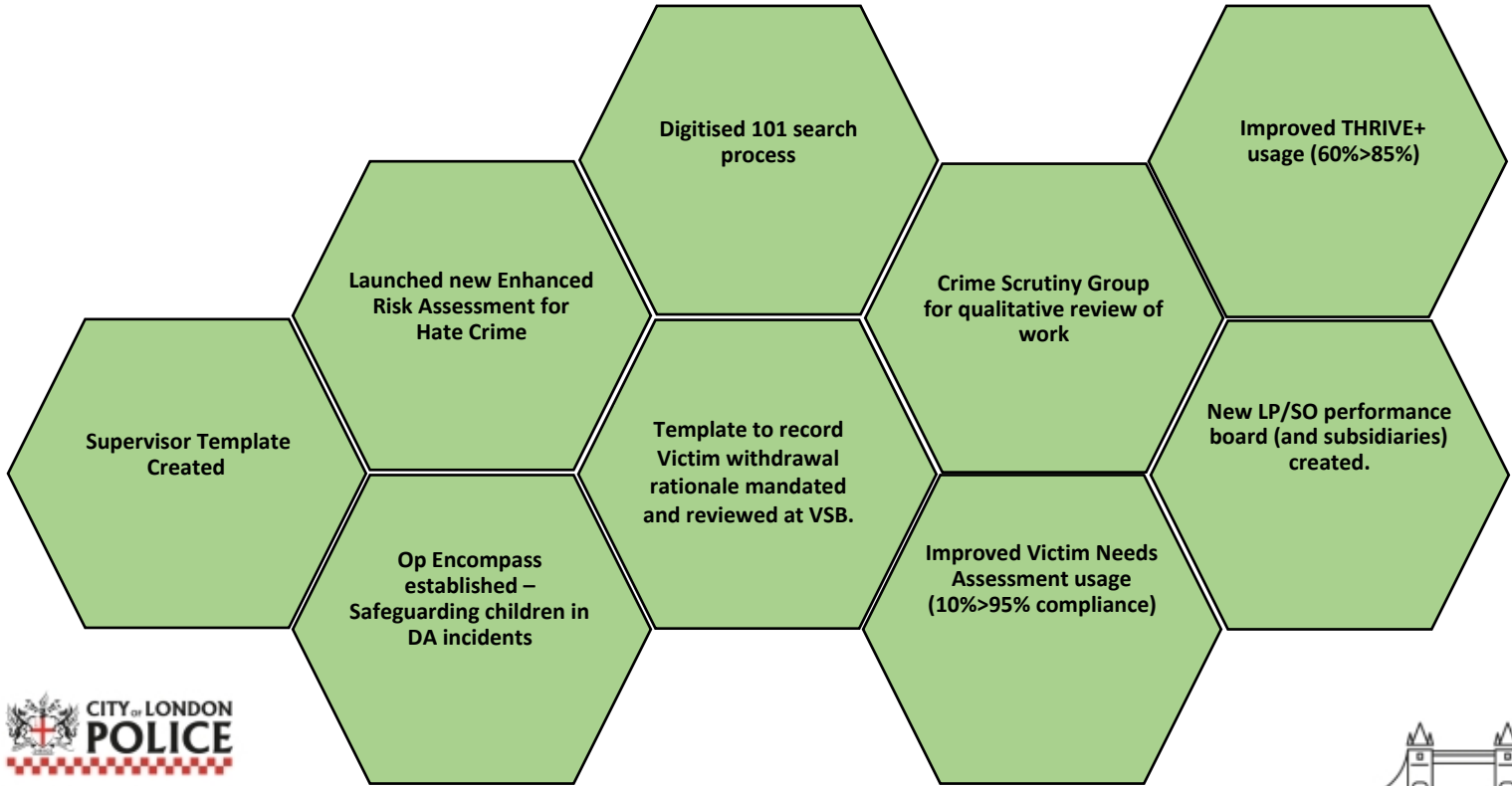


HMICFRS Historic Progress & Action Plan by Directorate Type



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

HMICFRS Historic Progress Additional Delivery (Pre-April 2024)



PEEL 2021-22 Response to Areas for Improvement

Neighbourhood Policing – New operating model & uplift, problem solving training delivered & investment into P&P.

Supervision of crime – New supervisory template, Refreshed Suspect Management Board, Performance Focus areas. Victims' decision to withdraw support for investigation.

Public Protection resources – New TOM designed to provide better safeguarding for vulnerable people, with full implementation (7-day dedicated PPU coverage) completed in May. Review to be completed in mid-July '24.

Management of RSO's – Training delivered – internal governance review delivered – governed through SVB.

Training for the grading and management of Child Abuse images – Delivered and operational.

Enough capable and confident Sgts and equivalent staff – Sgts ratio review & Ongoing development of the workforce plan.

Improve understanding of demand – Business Planning Improvements – FMS HMICFRS recognition .

Reduce vacancies – CSR Recruitment of Police Staff roles & PUP Uplift & Transferee & Recruitment Plan.

Corporate Services Review to improve service delivery - CSR project completed - PIR to be undertaken in March 2025



PEEL 2023-25 Delivery Timeline

Mar. 2024

- Workstreams consolidation carried out by OI Superintendent and Head of Strategy ✓
- Resource Confirmed for the PEEL Delivery Team ✓
- Force COT engagement comms plan – initial direction set. ✓
- Force Self-assessment – Profile Created ✓

May 2024

- Evidential review and pre-PEEL submission.
- Action Plans outlined against self-assessment.
- Strategic PEEL leads identified.
- Administration delivery confirmed.
- PEEL Engagement Confirmed.

- Tactical self assessment form – Sent to Inspecting Rank ✓
- Recruitment of Inspectors ✓

Apr. 2024



This page is intentionally left blank

Agenda Item 7

Committee(s): Strategic Planning and Performance Committee	Dated: 21 May 2024
Subject: Deep Dive 4 - How effectively is the City of London Police supporting victims including through the criminal justice system, with a particular focus on domestic abuse?	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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 60-24	For Information
Report author: Amanda Horsburgh, Detective Chief Supt, Specialist Operations	

Summary

This is the 4th and final Deep Dive of the Performance Year 2023-24 which covers how effectively the City of London Police is supporting victims including through the criminal justice system, with a particular focus on domestic abuse.

Recommendation(s)

Members are asked to note the report.

This page is intentionally left blank



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

Directorate: Specialist Operations – DCS Mandy Horsburgh



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

Executive Summary

City of London Police take a holistic approach to the support of victims of all domestic abuse across all aspects of prevent, pursue and protect services in conjunction with both statutory and non-statutory partners. Incidents of domestic abuse are investigated by specialist officers providing a bespoke response to all victims and enabling an offender focussed approach. This has resulted in achieving high conviction rates for victims and are consistently above the national average demonstrating the commitment to delivering and excellent services to victims of domestic abuse. This includes being amongst the highest forces nationally for evidence led prosecutions when victims do not feel ready to support prosecution and whereby City of London Police gather and utilise all other available evidence to achieve a successful outcome at court. This has been possible due to an excellent relationship with local CPS and courts in relation to the joined up approach and focus on delivering the best possible outcomes for victims and supporting them through the criminal justice systems by maximising joint training, learning and scrutiny opportunities.

The support for victims is also facilitated through effective use of ancillary orders and powers so that every opportunity is taken to provide support and safeguarding opportunities for the victims of domestic abuse. There will be a focus over the coming 12 months to increase the use of Claire's Law across policing and wider partnerships. This will be tracked and supported through the Strategic Vulnerability Board that oversees effective management of the vulnerability and City of London's response to domestic abuse and supporting victims.

Effective management of risk and multi agency support for victims is provided through the Multi Agency Risk Assessment Conference framework - allowing professionals and partners to come together to mitigate the risk and support individuals according to their needs. This sees a high engagement rate from victims whereby their risk can be managed more effectively.

Amplifying the voice of the victim is key to developing understanding on how we can provide support going forward for victims of domestic abuse both within and outside the criminal justice system. This will further enabled by identifying best practice and understanding where innovation and creativity can contribute to providing a quality service for victims.



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

Glossary

- **DA** – Domestic Abuse
- **PPU** – Public Protection Unit – specialist teams delivering bespoke response to domestic abuse, sexual offences and child abuse within the City of London
- **MARAC** - Multi Agency Risk Assessment Conferences (MARAC) Provision – Muti Agency response to supporting and managing risk to victims of domestic abuse.
- **PPN** – Public Protection Notice outlining risks to children and adults for onward referrals to local authority
- **DARA** – Domestic abuse risk assessment tool – used to assess risks to victims of domestic abuse.
- **VVA** – Vulnerable Victim Advocate – specialist victim support for vulnerable victims
- **IDVA** – Independent Domestic abuse advisor - Can speak on behalf of victims at MARAC and provide support during court proceedings were necessary.
- **JOIM** - London South Joint Operational Improvement Meeting – CPS and police practitioners improvement group.
- **JIB** – Joint Improvement Board – City of London Strategic CPS and Police Leaders Improvement Group



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

- 1. Overview
- 2. Oversight of service provision to victims of Domestic Abuse on the City of London
- 3. Our Victim Profile - DA Threat Picture , victimology, threat and opportunities
- 4. How many victims within City of London? - DA Offending Rates and Risk grading for victims.
- 5. How are we delivering positive outcomes for victims? - DA Outcome Rates & Working with Criminal Justice Partners
- 6 Supporting Victims through effective partnership response- . Multi Agency Risk Assessment Conferences (MARAC) Provision
- 7. Supporting victims - Domestic Abuse Prevention Work and Victim Support
- 8. Reducing offending and protecting victims - Ancillary Orders and Domestic Violence Disclosure Scheme (Claire's Law)
- 9. Conclusion

1. Overview

The definition of domestic violence and abuse is: any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality.

The abuse can encompass, but is not limited to:

- psychological
- physical
- sexual
- financial
- emotional

This definition, which is not a legal definition, includes honour-based violence and abuse (HBV), female genital mutilation (FGM) and forced marriage. Domestic abuse can give rise to a wide range of separate criminal offences, including the specific offence of controlling or coercive behaviour in an intimate or family relationship.

From the National Centre for Domestic Violence data 1 in 5 adults experience domestic abuse in their lifetime, with a ratio of 2 females to every male victim. The crime type is significantly under reported with less than 24% being reported to police. On average there will have been 35 incidents before the police are called. The link between DA is well proven and leads to on average two women being murdered a week and 30 men a year. This requires a bespoke and focussed approach on victims and requires police to understand the complex needs of victims of domestic abuse so that effective safeguarding and pursuance of offenders can be achieved. Seemingly low-level or minor events which may in fact amount to a pattern of behaviour or a course of conduct indicative of stalking or harassment may be misinterpreted as non-crime incidents but to do so has potentially serious consequences. If an incident fits the definition of domestic abuse, it must be recorded as a domestic abuse incident and full support provided to the victim/s by policing and all statutory and non- statutory partners.

Officers and staff must deal with every incident of domestic abuse, including controlling or coercive behaviour, in a professional way. The police duty is to take reasonable steps to make the victim safer, regardless of how many times they have been called and regardless of how many times a victim may have not supported police actions. This requires multi-faceted response to supporting victims of domestic abuse and reducing opportunities for offending and re-offending.

This paper will outline the current way on which victims of domestic abuse are supported across the City of London including how victims are supported through the criminal justice system. In doing so it will explore the current profile of victimology, drivers for domestic abuse and mechanisms in place for reducing offending to provide a holistic assessment of the support offered to victims in the square mile.



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

2. Oversight of service provision to victims of Domestic Abuse on the City of London

Detective Chief Superintendent Specialist Operations and the Detective Chief Inspector Public Protection Unit (PPU) have ultimate responsibility for ensuring that all investigations into domestic abuse are conducted effectively and diligently alongside working with partners to ensure sufficient resources are in place to manage initial and ongoing safeguarding. In doing so they support the victims of domestic abuse in the following ways :

Support and resource the investigation of domestic abuse.

Ensure effective investigation and supervision of domestic abuse.

Ensure that there is training for all staff around these issues within the respective Directorate.

Implementing of performance measures for the PPU.

Ensuring best value in the use of resources.

Developing crime reduction strategies in consultation with outside agencies.

Creating effective structures linking Safer City Partners.

Systems are in place to identify trends in crime patterns and repeat victimisation.

That the Force is informed of incidents, which are potentially critical.

The CoLP is unique in that Monday to Friday all domestic abuse is investigated by specialist officers, with CID providing out of hours cover. From 20/05/24 this specialist cover will be extended across 7 days to help better support our victims of domestic abuse.



2. Oversight of service provision to victims of Domestic Abuse on the City of London – Scrutiny and Oversight



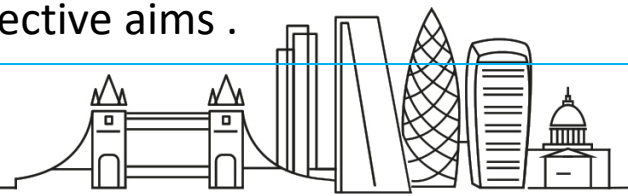
■ External Governance & Scrutiny
 ■ Internal Governance & Scrutiny

Effective scrutiny and oversight is provided at both internal and external level. This is to ensure that across the whole system there is a collective effort in delivery of :

- Effective Investigations of domestic abuse
- Providing quality service to victims of domestic abuse
- Ensuring positive outcomes for victims domestic abuse

This allows partners to set clear areas of accountability and success measures in line with the above.

Illustration to the left demonstrates the multi disciplined effort in delivery of our collective aims .



3. Our Victim Profile - DA Threat Picture

- 178 Domestic Abuse (DA) Crime reports created between 23rd April 2023 – 22nd April 2024.
- 73.6% of reports were *intimate DA, with the majority taking place between partners and spouses.
- 80.3% of reports were Violence Against the Person (VAP) offences, with the most common offence type being assault without injury.
- Offences are spread evenly across both sectors within the square mile however clusters of high volume were; Liverpool Street, Fenchurch Street and Barbican. 63.1% of offences had a public place marker.
- Peak times for offences to be committed were the early hours (00:00 – 05:59) of Sunday mornings, however evenings (18:00 – 23:59) Wednesday – Sunday see consistent levels.
- 67.0% of victims were female with peak ages being between 20 – 39 years old. Male victims accounted for 31.3% of victims with peak ages being having a wider range, between 20 – 49 years old. 43.6% of victims had an ethnicity defined as 'White – North European'.
- 70.6% of suspects were male, with the peak age being between 20 – 39 years old.
- 21.2% of suspects have 'Arrested' in the Person Classification.
- 15.7% of investigations have been finalised with a positive outcome. Half of investigations have been filed as Outcome 16 – Victim Withdraws.

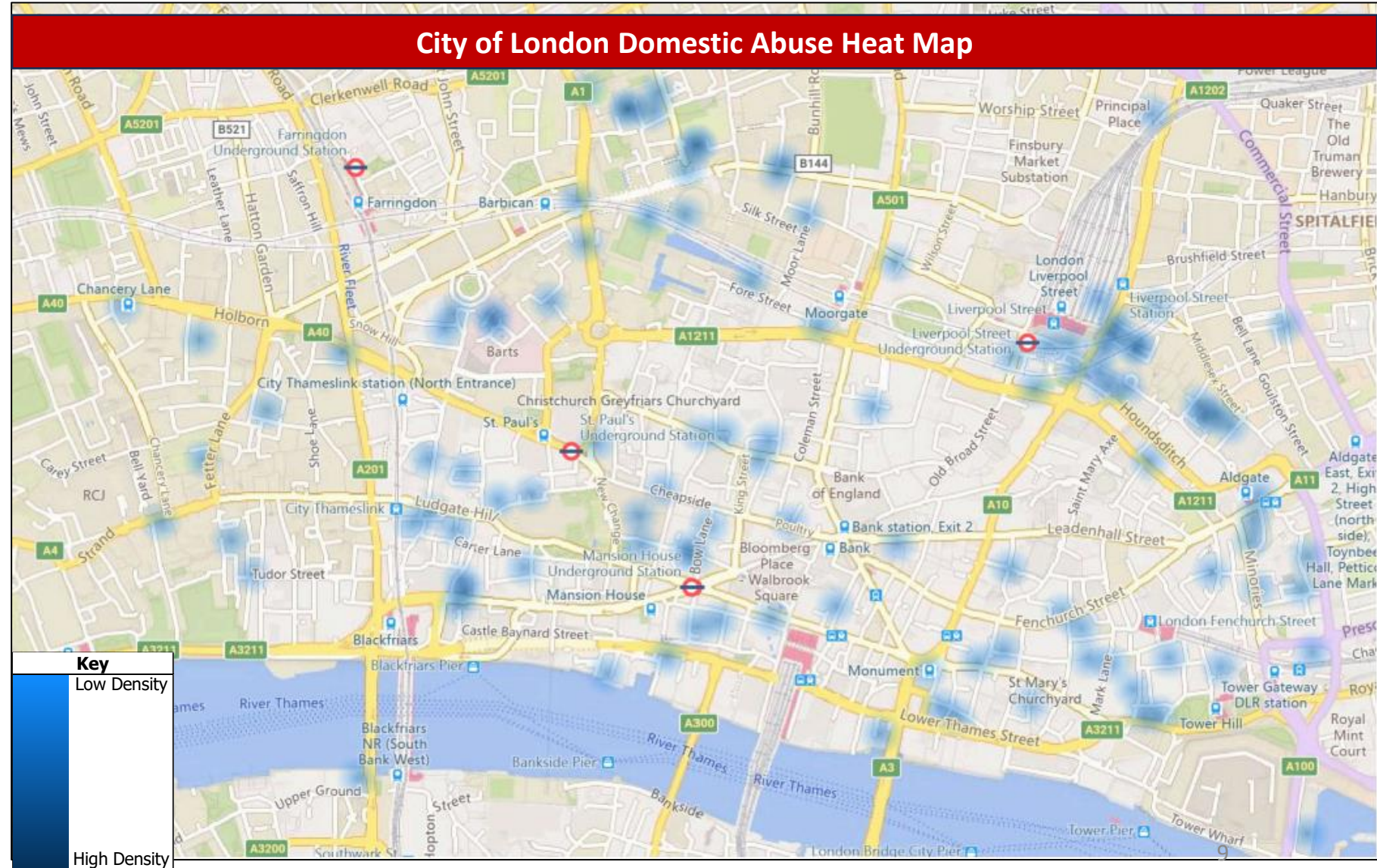
* Intimate DA is described as individuals who have formed an intimate relationship that causes physical, psychological or sexual harm in that relationship

3. Our Victim Profile - DA Threat Picture

Sector/Cluster	Count of Crime
EAST	78
FENCHURCH STREET	33
LIVERPOOL STREET	33
MONUMENT	12
WEST	77
BARBICAN	33
FLEET STREET	25
BANK	19
(blank)	23
OUT OF FORCE	14
(blank)	9
Grand Total	178

- 63.1% of crimes were reported to have taken place in a public place.
- Equal levels seen across both East and West sectors.
- In the East sector offences were concentrated around Fenchurch street and Liverpool street clusters.
 - Liverpool street cluster top location was Bishopsgate.
 - Fenchurch street top location was Mansell Street (all located at Guinness Court)
- In West sector, Barbican cluster recorded highest volumes. The top location was Golden Lane Estate.

This is a unique issue to CoL whereby a large majority of DA takes place in public the largest driver of this appears to be the growing night time economy and low residential population.



3. Our Victim Profile - DA Threat Picture

- Temporal analysis shows that DA offences remain relatively consistent between Monday - Friday, with an increase in the weekend, specifically in the early hours of Sunday.
- When excluding the peak in the early hours of Sunday, the evenings (between 18:00 – 23:59) Wednesday – Sunday see the most consistent committed times.

**This is based on the mid date point between the start and end date recorded on Niche and excludes historic offences.*

DA Occurrence Committed Mid Point Temporal Analysis					
Day/Hour	00:00 - 05:59	06:00 - 11:59	12:00 - 17:59	18:00 - 23:59	Grand Total
Monday	8	3	4	2	17
Tuesday	4	1	6	7	18
Wednesday	5	2	5	11	23
Thursday	3	0	7	11	21
Friday	5	1	4	9	19
Saturday	7	6	9	8	30
Sunday	23	5	5	12	45
Grand Total	55	18	40	60	178

3. Our Victim Profile – Victimology

Understanding victim profile allows us to better set out bespoke support and response for victims of domestic abuse in terms of safeguarding and ongoing journey through criminal justice system. It also allows City of London Police to assess where best preventative measures should be focussed.

The Breakdown of victim profile for City of London for 12 month YTD :

- 67.0% of victims were female, with 72.5% of female victims being aged between 20 – 39 years old.
- 31.3% of victims were male, with 67.9% of victims being aged between 20 – 49 years old.
- Three reports have an unknown/blank gender, however all victims had an age.
- 43.6% of victims were White – North European.
- 20.7% of victims have an ‘unknown’/blank ethnicity.
- 14 victims have had more than one crime report in the last 12-month period and considered as repeat victims and would therefore attract enhanced safeguarding provision through Multi Agency Risk Assessment Conference provision (MARAC)

**Data based on Victim Profile taken from City of London Police Crime recording System (NICHE).*

3. Our Victim Profile - Horizon Scanning DA Future Threat & Opportunity

Destination City

This ongoing initiative to increase NTE and make the square mile a 7-day-a-week destination for leisure is a long-term plan. Redeveloping areas across the City of London includes restoration or opening of new pubs, in more prominent locations. Increased NTE will inevitably bring additional challenges and an increased risk of crimes, such as VAWG and sexual assaults. Alcohol and drug culture can enable domestic abuse. This provides an opportunity to influence future prevention provision and focus across policing the NTE.

Residential Areas

Housing trajectory for the City shows 146 units per financial year until 2026. If this is increased housing we may see an increased in DA reports.

Renters Reform Bill

Renters reform bill seeks to end Section 21 'no-fault' evictions and establish a 'Decent Homes Standard' for private renters. The bill addresses ASB by implementing a two-week notice period for evictions in these instances. However, this measure may inadvertently put victims of DA at risk, as signs of abuse could be misconstrued as ASB, leading to additional harm and distress. Moreover, the short notice periods for evictions increase the likelihood of homelessness for vulnerable individuals affected by domestic abuse.

[Victims of domestic violence and abuse could face greater risk of homelessness under evictions system change - Policing Insight](#)

Justice for Domestic Abuse Suicide Victims

The policing lead for domestic abuse called for perpetrators to be charged with manslaughter if their victim takes their own life. Reducing the number of prosecutions being downgraded or abusers walking free and ensuring that perpetrators face the consequences of their actions.

['She would still be here': sister's grief as top cop urges manslaughter charges when... - LBC](#)

Following public consultation, the government re-named the Domestic Homicide Review to the Domestic Abuse Related Death Review, to better recognise deaths from domestic abuse related suicides. The alteration of the review means that any (previously) Domestic Homicide Review can be commissioned whenever there is a death that has, or appear to have, resulted from domestic abuse. The abuse is not limited to physical; it also extends to controlling and coercive behaviours and economic abuse.

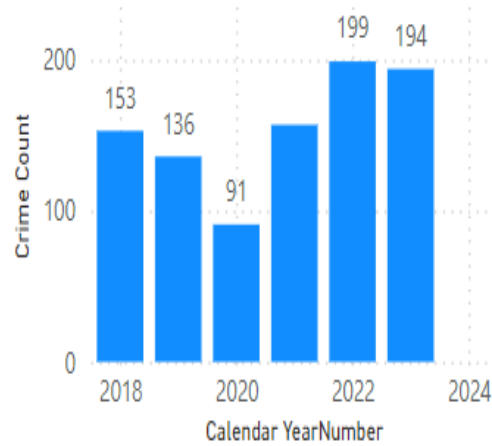
[Fatal domestic abuse reviews renamed to better recognise suicide cases - GOV.UK \(www.gov.uk\)](#)



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

4. How many victims within City of London? - Domestic Abuse Reports by Risk Grading

Crime Count by Calendar Year Number



Is Domestic

Y

930

Crime Count

Domestic Risk Level	2018	2019	2020	2021	2022	2023	Total
High	26	13	18	23	14	31	125
Medium	25	25	16	28	54	52	200
No Risk	26	39	23	35	22	32	177
Standard	76	59	34	71	109	79	428
Total	153	136	91	157	199	194	930

Domestic Risk Level	2018	2019	2020	2021	2022	2023	Total
High	17.0%	9.6%	19.8%	14.6%	7.0%	16.0%	13.4%
Medium	16.3%	18.4%	17.6%	17.8%	27.1%	26.8%	21.5%
No Risk	17.0%	28.7%	25.3%	22.3%	11.1%	16.5%	19.0%
Standard	49.7%	43.4%	37.4%	45.2%	54.8%	40.7%	46.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

PPN DASH Form Attached Y/N	2018	2019	2020	2021	2022	2023	Total
N	24	31	12	20	47	63	197
Y	89	57	53	86	113	95	493
Total	153	136	91	157	199	194	930

Risk Gradings

Risk is captured and assessed through use of Domestic Abuse Risk Assessment (DARA) This is completed for each victim. Each incident of domestic abuse is graded in terms of High, Medium and Standard Risk – this seeks to inform any key areas of risk for each victim posed by their circumstances and risk posed by the offender. From this it then assist with the assessment of support and intervention needed to mitigate the risk to the victim. For each DARA a public protection notice (PPN) is also completed for each victim. Whilst demand is increasing, we are not seeing any significant change in ‘risk’ gradings. The ‘No Risk’ grading can be attributed to incidents of domestic abuse where a call may be received but no victim identified following police response.



5. How are we delivering positive outcomes for victims? - DA Outcome Rates

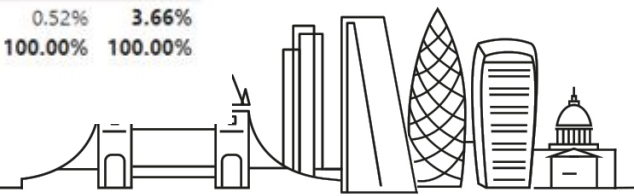
For the 2023 calendar year, the percentage of domestic abuse cases that resulted in a Charge/Summons outcome was 10.31%. This means that a positive outcome was achieved for the victim with a suspect charged or summons to court. With an additional 4.12% resolved with a positive out of court resolution which means the offender was subject to a police caution . However, this is likely to rise and exceed previous year performance levels, given that 18.04% of cases from 2023 are still actively being investigated and means they are currently awaiting assessment with crown prosecution service to understand if charges will be made. This outcome rate currently sits above national averages.

The greatest proportion of case are resolved with ‘evidential difficulties, victim does not support police action’. This was 52.03% for 2023 which is lower than the previous 4 years. This is likely to reflect an increased drive for Evidence Led Prosecutions both within COLP and CPS, alongside improved recording of rationale and greater scrutiny of this outcome code and should be seen as a positive. Evidence led prosecutions means that Police can prosecute an offender without full cooperation of the victim and provides extra degree of surety with regards seeking to reduce reoffending and pursue perpetrators of domestic abuse where evidence outside of testimony of the victim exists. Currently City of London Police are recognised nationally for being leaders in delivering positive outcomes of this type for victims .

%CT Crime Count

BY CALENDAR YEAR, NUMBER, OUTCOME DESC

Outcome Desc	2018	2019	2020	2021	2022	2023	Total
Action undertaken by another body/agency charged and or summonsed	3.27%	2.94%	1.10%	2.55%	0.50%	2.06%	2.04%
Diversionary, educational or intervention activity, resulting from the crime report, has been undertaken and it is not in the public interest to take any further action						0.52%	0.11%
Evidential difficulties (suspect identified; victim supports action)	18.95%	13.97%	9.89%	7.01%	16.08%	6.70%	12.15%
Evidential difficulties (victim does not support action)	49.02%	55.15%	61.54%	61.78%	53.77%	51.03%	54.73%
Further investigation to support formal action not in the public interest (police decision)	0.65%		1.10%			1.03%	0.43%
Investigation complete – no suspect identified	1.31%	2.94%	3.30%	1.27%	1.01%	5.67%	2.58%
Offences not yet assigned an outcome				1.27%	1.51%	18.04%	4.30%
Out-of-court (formal)	7.84%	5.88%	5.49%	2.55%	4.02%	4.12%	4.84%
Out-of-court (informal)	1.31%				0.50%		0.32%
Prosecution prevented or not in the public interest	1.31%	5.15%	2.20%	5.10%	7.04%	0.52%	3.66%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%



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

5. How are we delivering positive outcomes for victims? - DA Success at court

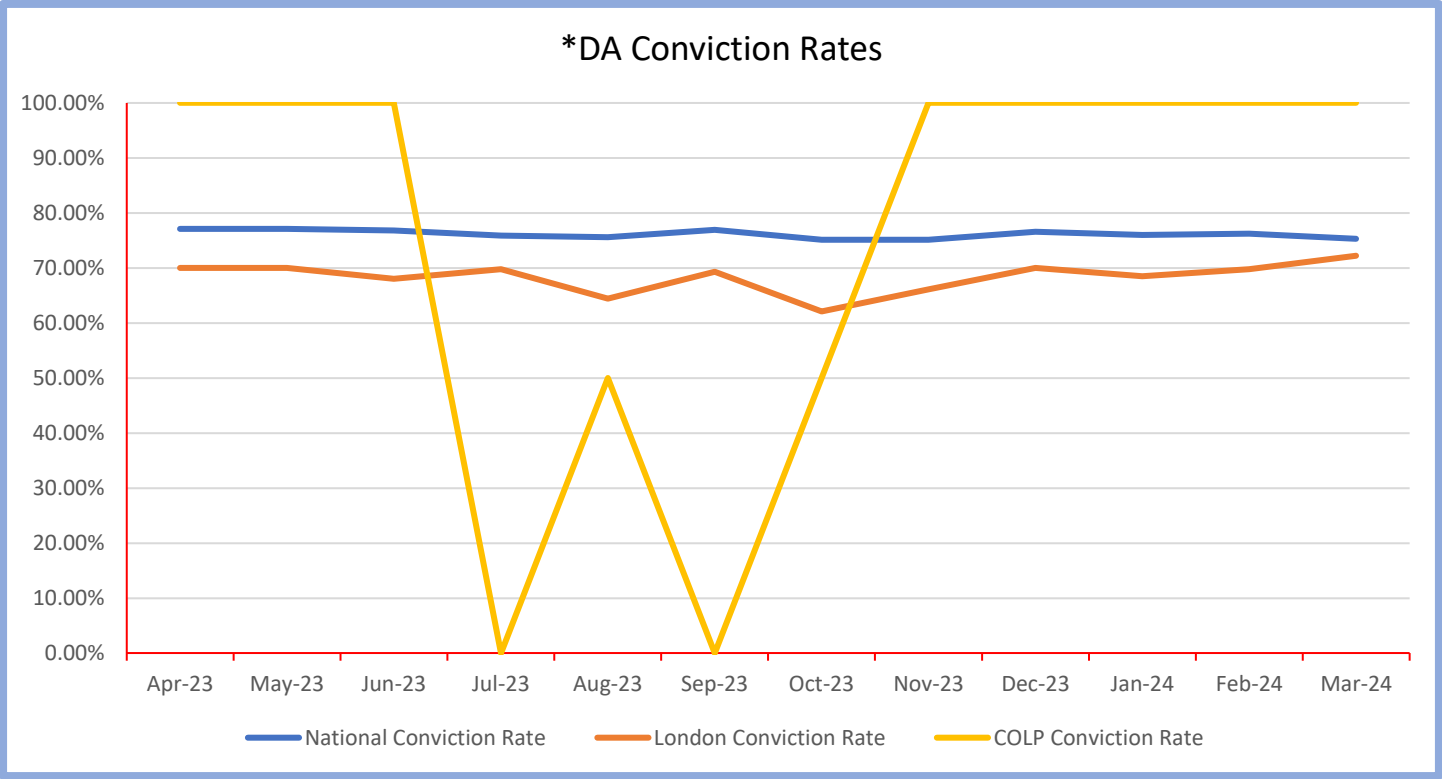
These relate to outcomes following charge and positive outcome for victims at court – i.e. Guilty Finding

COLP continues to maintain a higher than average conviction rate – testament to our focus on evidence gathering, supporting the victim and drive to increase evidence led prosecutions (ELP). ELP are considered in every COLP case and opportunities are documented prior to all case closures.

Currently, specific ELP data is not available for COLP or London, however this is a metric that is being developed by the Domestic Abuse Courts Focus Group

CoLP, over the last 12 months, has regularly achieved 100% conviction rate for DA cases. The rate fluctuates due to our low number of cases at court per months (continuously under 5) so 1 non-conviction can have a huge impact on the rate.

Of note, March 2024 saw 5 cases finalised and a 100% conviction rate which is the highest over the past 12 months. CoLP tracks above London and national averages for conviction rates at court providing an excellent service to victims by securing consistent criminal justice outcomes.



*For noting : Above data is YTD



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

5. How are we delivering positive outcomes for victims? - Working with Crown Prosecution service

COLP have well developed Domestic Abuse partnerships across the Criminal Justice System.

COLP forms part of the **London South DA Focus Group** which meets bi-monthly to discuss performance data, cracked and ineffective cases and consider best practice and joint training opportunities.

The **Courts DA Steering Group**, including CPS, MPS, victim support services and courts considers partnership working and driving improvements for victims across the CJ system.

COLP has a **dedicated Domestic Abuse Court** at Westminster Mags, which is seen as national best practice and gives rise to increased greater victim focus and improved outcomes for victims.

COLP are active partners in the **London South Joint Operational Improvement Meeting (JOIM)**, following the national Criminal Justice Meeting structure, attended by AOJ DI/DCI. A range of performance metrics and issues are discussed at this meeting, including disclosure, case file quality and discontinuance rates.

The JOIM feeds into the newly formed **Strategic Joint Improvement Board (JIB)** attended by Commander Operations and Senior Crown Prosecutors. This is focussed solely on COLP performance and identifies COL specific areas of focus. For example currently considering CPS/police review of current open DA cases with suspects on bail/RUI – something which would not be available across other forces due to our size.

The COLP DA relationship with CPS is extremely positive and has been commented by CPS leads as being well developed and an example of how this can lead to positive outcomes for victims (as evidenced by conviction rates).



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

5. How are we delivering positive outcomes for victims? - Scrutiny and Oversight to deliver effective investigations and outcomes for victims

Internal

The **Crime Scrutiny Group** has been set up to DIP sample and scrutinise investigations. This includes a focus on DA and VAWG crimes bi-annually. The aim of this group is to identify areas for improvement across a range of areas including investigation, supervision, risk assessment and supervision. The findings and actions from CSG are reported to the Crime Standards Board and Strategic Vulnerability Board for further actions and governance.

External

External scrutiny exists through the **DA focus group**. Historically this has focussed on joint review of cautions issued by police. This has been recently expanded to include cases where no further action has been taken (NFA scrutiny panel). Data from these reviews is discussed at the DA focus group and Strategic Vulnerability Board. The most recent NFA scrutiny panel did not identify any failings/incorrect decisions for COLP and highlighted excellent decision making and recording of rationale.

Additionally, COLP are members of the **Special Measures Scrutiny Panel** with Metropolitan Police Service and CPS, where applications for special measures are reviewed to ensure opportunities for supporting victims at court under the Youth Justice and Criminal Evidence Act 1999 are maximised. Learning opportunities are fed back to frontline officers and through learning and organisational development



6 Supporting Victims through effective partnership response - Multi Agency Risk Assessment Conferences (MARAC) Provision

A **Multi-Agency Risk Assessment Conference (MARAC)** is a crucial meeting where representatives from cross-sector of agencies come together in a coordinated approach to address the highest-risk domestic abuse cases. These representatives include local police, health professionals, child protection workers, housing practitioners, probation officers, and other specialists from both statutory and voluntary sectors. MARAC works in the following way :

1.Information Sharing: During a MARAC, participants share relevant information about the victim. This includes details about the victim's situation, risk factors, and any available insights. The goal is to create a comprehensive picture of the victim's life, as no single agency or individual can see the complete picture alone.

2.Risk Assessment: The representatives assess the risk level faced by the victim. If the case meets the high-risk threshold, it qualifies for discussion at the MARAC.

3.Coordinated Action Plan: Based on the shared information, the participants collaborate to develop a coordinated action plan. The primary focus is on safeguarding the adult victim. Additionally, the MARAC considers links with other forums to safeguard children and manage the perpetrator's behavior.

4.Representation: The victim does not attend the meeting directly. Instead, an **Independent Domestic Violence Advisor (IDVA)** represents them and speaks on their behalf.

5.Effectiveness: Early analysis indicates that following intervention by a MARAC and an IDVA service, up to 60% of domestic abuse victims report no further violence. These conferences play a vital role in increasing victim safety and reducing the costs associated with severe domestic abuse



6 Supporting Victims through effective partnership response - Multi Agency Risk Assessment Conferences (MARAC) Provision

The City of London MARAC (Multi-Agency Risk Assessment Conference) is chaired by the Detective Chief Inspector of the Public Protection unit and consists of a coordinator from the City of London and with representatives from Health, Probation, Housing, Social Services, the Homeless Team, Turning Point and others as appropriate.

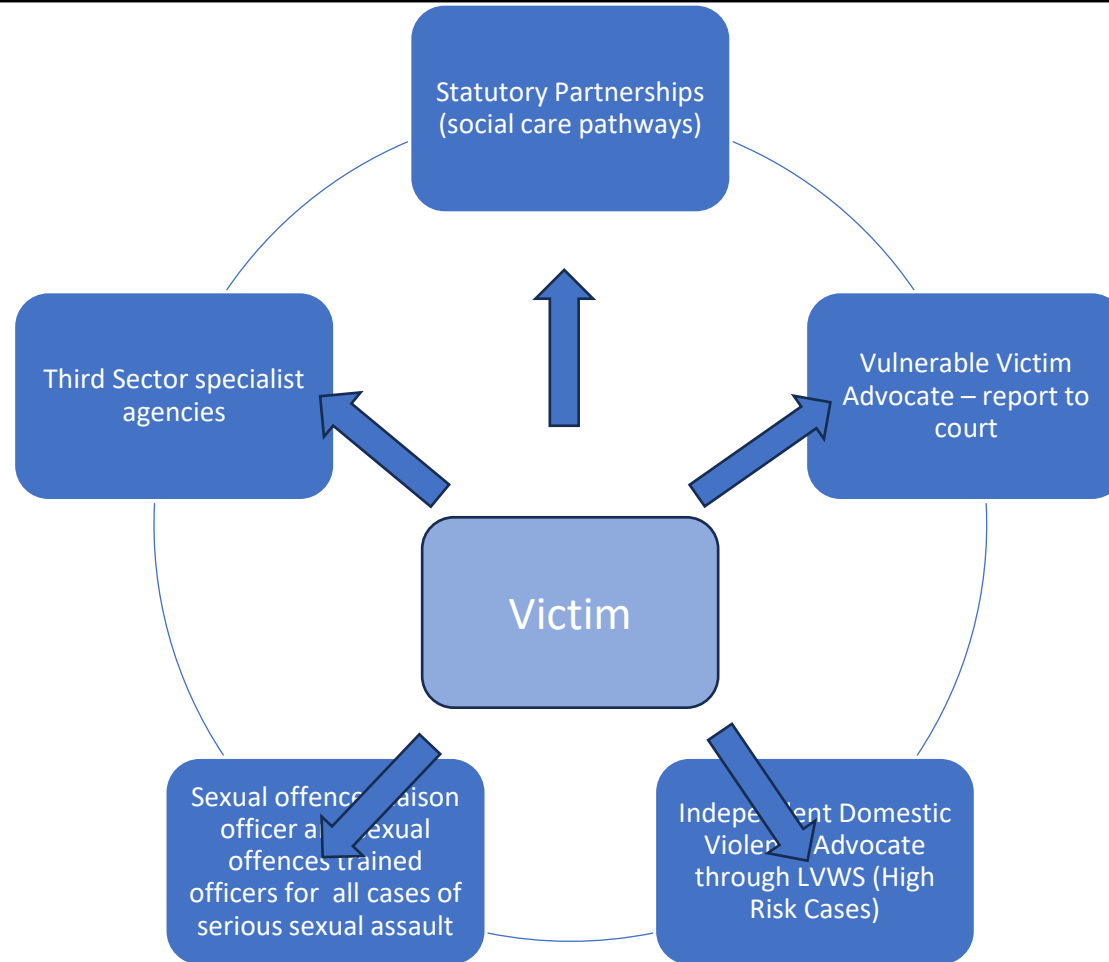
MARAC in the City of London hears high risk DA cases or cases referred under professional judgement. This agile approach means that a greater range of victims are afforded access to the opportunities provided by MARAC than would ordinarily be excluded to due to not reaching threshold of high-risk grading . COLP MARAC will only hear cases relating to City resident victims therefore referral rates are low.

Quarter 2023-24	Number of MARACs	Repeat	Needs Met	Refused Engagement	Relocated
Q1	4	3	4	0	0
Q2	2	0	1	0	1
Q3	1	0	0	1	0
Q4	4	2	2	1	1



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

7. Supporting victims - Victim Support mechanisms for all.



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

7. Supporting victims - Further prevention, safeguarding and supporting response to victims.

- **OP Reframe** – nighttime economy - this will include approaches to domestic abuse with a focus on harassment for May 2024. Ongoing opportunities being explored for other thematic areas.
- **Op Encompass** – provides information sharing with local schools for when it is identified children have been exposed to domestic abuse . This was relaunched in City Schools in 2023 and a critical safeguarding tool for those children exposed to DA in the home.
- **Vulnerable Victims' Advocates** previously held surgeries within community to increase reporting from harder to reach groups. Plans are to reinvigorate and restart these outreach opportunities to amplify the victims voice and guide us towards further improvements.
- Future work to increase engagement with business community following up on the Domestic Abuse Toolkit to assist employers whose employees
- Scoping work underway with Partnership and Prevention Hub to consider engagement/prevention opportunities with domestic abuse space outside of nighttime economy.



8. Reducing offending and protecting victims - Ancillary Orders and Domestic Violence Disclosure Scheme (Claire's Law)

Non-Molestation Order (via NCDV)

- Complainant and NCDV go via courts to get an order in place for conditions against suspect.
- Can be previous partner / family member / someone complainant has lived with.
- How to apply – Police or complainants makes referral to NCDV who lead on this.
- Vulnerable Victim Advocate can assist with application

Restraining Order

- Order placed against suspect on conviction. Utilised for Domestic Abuse convictions. COLP will ensure request for restraining order included in case file where appropriate

Occupation Order

- Complainant of DA can apply for this, to exclude a person from the family home.
- Complainant must have legal benefit in the property.
- Application is made under 'Family Law Act' in Family Court. Sometimes used in divorce proceedings where Family Court are involved.
- VVA will assist with application

Domestic Violence Protection Notice (DVPN)

- Used following domestic incidents, to prevent a suspect from returning to the shared home or having contact with a complainant for up to 28 days. It is a good tool as disposal for 'in custody cases.
- Duration – up to 28 days to allow for other safeguarding measures to be put in place.
- When can it be used – Where violence has been used or threatened. Can only be used if suspect is NFA for the offences. Cannot use if suspect remains under investigation e.g. Bail or RUI.
- Authoriser – SUPT
- Use within COL is very low, mainly due to effective use of bail conditions and pursuit of evidence led prosecutions.

Clare's Law (DVDS)

- A complainant can make an application to the police requesting information about a current or ex-partner. This is known as 'right to ask'.
- How to apply – Via CoLP internet web page or via any statutory agency. Support can be given from OIC. Anybody can make an enquiry, but information is only given to someone at risk or a person who is in a position to safeguard the victim. Work to maximise the use of this tool will be a focus for City of London Police over 24/25.



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

Conclusion

City of London Police are delivering an effective response to domestic abuse and are leading the way in terms of providing a bespoke response to all victims and enabling an offender focussed approach. This is delivered by specialist officers and a well-matured relationships across partners including high prosecution and conviction rates as a result of close collaborative working with CPS. This includes being amongst the highest forces nationally for evidence-led prosecutions when victims do not feel ready to support prosecution and whereby City of London Police gather and utilise all other available evidence to achieve a successful outcome at court.

Effective management of risk and multi-agency support for victims is provided through the Multi Agency Risk Assessment Conference framework - allowing professionals and partners to come together to mitigate the risk and support individuals according to their needs. This sees a high engagement rate from victims whereby their risk can be managed more effectively.

The support for victims is also facilitated through effective use of ancillary orders and powers so that every opportunity is taken to provide support and safeguarding opportunities for the victims of domestic abuse. There will be a focus over the coming 12 months to increase the use of Claire's Law across policing and wider partnerships. This will continue to be tracked and supported through the Strategic Vulnerability Board that oversees effective management of the vulnerability and City of London's response to domestic abuse and supporting victims.

Amplifying the voice of the victim is key to developing understanding on how we can provide support going forward for victims of domestic abuse both within and outside the criminal justice system. This will be further enabled by identifying best practice and understanding where innovation and creativity can contribute to providing a quality service for victims.



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

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank