



Strategic Planning & Performance (Police) Committee

Date: THURSDAY, 26 SEPTEMBER 2024

Time: 11.00 am

Venue: COMMITTEE ROOMS, GUILDHALL

Members:

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

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

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 21 May 2024.

For Decision
(Pages 5 - 8)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 9 - 10)

5. **Q1 POLICING PLAN PERFORMANCE MEASURES**

Report of the Commissioner.

For Information
(Pages 11 - 28)

6. **HMICFRS QUARTERLY UPDATE**

Report of the Commissioner.

For Information
(Pages 29 - 40)

7. **STRATEGIC COMMUNITY ENGAGEMENT PLAN: KEEPING THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE**

Joint report of the Town Clerk and the Commissioner.

For Information
(Pages 41 - 60)

8. **DEEP DIVE: HOW EFFECTIVELY IS THE CITY OF LONDON POLICE RESPONDING TO SHOPLIFTING?**

Report of the Commissioner.

For Information
(Pages 61 - 72)

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

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

11. **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

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 21 May 2024.

For Decision
(Pages 73 - 74)

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

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

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STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Tuesday, 21 May 2024

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Rooms, Guildhall on Tuesday, 21 May 2024 at 9.30 am

Present

Members:

Jason Groves (Chair)
Melissa Collett
Andrew Lentin
Deborah Oliver

Officers:

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

City of London Police

Paul Betts	- City of London Police
Alix Newbold	- City of London Police
Bill Duffy	- City of London Police
Amanda Horsburgh	- City of London Police
Brett McKenna	- 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 Tijs Broeke, Deputy James Thomson and Adrian Hanstock.

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

There were no declarations.

3. MINUTES

RESOLVED, - that the public minutes and non-public summary of the Strategic Planning and Performance Committee on 22 February 2024 were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

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

Members noted that the Victim Strategy was in consultation and would be circulated with Members of the Strategic Planning and Performance Committee before it would be taken to the Police Authority Board for sign off.

RESOLVED, - that the report be noted.

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

Members received a report of the Commissioner which covered the policing plan performance for quarter 4 of 2023/24.

During the discussion the following points were noted:

- The Chair welcomed the positive trends included in the performance pack, and particularly the positive decline in neighbourhood crime.
- Officers acknowledged that there were some potential issues with the narrative and data reported for measure 3.2 hate crime and these would be explained in Non Public session.
- Members queried the shoplifting data and where this was reported as this was not included in neighbourhood data. Officers confirmed that the measures that were agreed with Members at the outset of the performance year did not specifically cover shoplifting as a separate category. However, Officers confirmed that there had been an increase in shoplifting reported and that the City of London Police had enforced a strict attendance policy in these cases where there had been violence or the threat of violence, or where the offender remained at the scene. Members requested specific data on shoplifting as this related to the mixed economy of the City of London. Officers offered to bring a deep dive back to the SPPC on shoplifting which was agreed by the Chair.
- Members noted the potential correlation between the Destination City initiative, the nighttime economy and an increase in violent crime and antisocial behaviour and queried if this impact had been seen in the crime reporting statistics. Officers outlined that Destination City as an initiative did not specifically correlate to an increase in violent crime, however the number of licensed premises did impact on crime. There were numerous operations linked to policing the nighttime economy to ensure that resources were appropriately placed to address the issue.
- Members noted the increased violence towards security staff relating to shoplifting and requested further information as to whether this violence or threat of violence extended to retail staff. It was noted this would be covered in the report back on shoplifting.
- Under the 'Our People' measure, it was noted the City of London Police had undertaken a staff survey, which had improved engagement, but Members and Officers agreed this could be improved further. Members highlighted various areas of concern, which included the confidence in the senior leadership team, the diversity of the newly recruited officers and the perceived career development opportunities. Officers agreed with the points raised and noted that this was fully reported on at the previous Police Authority Board and assured Members these matters would be addressed. Officers agreed to report back on the strategy to increase gender and ethnic diversity in the workforce. It was noted that there was already a report due at the November RREC on this topic.
- Members recognised the substantial work undertaken to increase the engagement with the staff survey and thanked officers for this.

RESOLVED, - that the report be noted.

6. QUARTERLY HMICFRS INSPECTIONS UPDATE

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

During the discussion the following points were noted:

- 197 HMIC actions had been closed, which all resulted in improvements in services, which left 56 actions open.
- Members noted the significant work involved in closing these actions down.
- The ICV visitors passes were ready for collection by volunteers, and the issues around levels of vetting had been resolved.

RESOLVED, - that the report be noted.

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?

Members received a report of the Commissioner which covered a deep dive into how effectively the City of London Police supported victims of Domestic Abuse.

During the discussion Members noted the following:

- The City of London Police took a holistic approach in supporting victims of domestic abuse, and achieved high outcome rates, with charges, summons and cautions of offenders trending above the national average.
- Members supported the heat map which highlighted which areas of the City of London had the highest frequency of domestic abuse reported and were interested to understand what proportion of these cases involved City of London residents, as opposed to visitors.
- Members queried what type of community messaging was in place specifically in the areas highlighted on the heat maps, around how to report domestic abuse. Officers outlined that work was ongoing with Crime Stoppers and dedicated Ward Officers around signposting.
- Officers shared that the City of London Police website now includes crime maps of the square mile to show where various types of crime were reported throughout the City.

RESOLVED, - that the report be noted.

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

There were no questions.

9. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

10. 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.

11. **NON-PUBLIC MINUTES**

RESOLVED, - that the non-public minutes of the Strategic Planning and Performance Committee on the 22 February 2024 were approved as an accurate record.

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

There were no questions.

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

There was one item of non-public business which related to data presented on Hate Crime in Q4 Performance Update

The meeting ended at 10:42am

Chairman

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

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	Complete – presented at September 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	<p>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.</p> <p>Complete – Update on PEEL inspection on SPPC agenda September.</p>

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Agenda Item 5

Committee(s): Strategic Planning & Performance Committee – For Information	Dated: 26 September 2024
Subject: Policing Plan Performance Q1 2024/25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	CoLP impact the following outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police	For Information
Report author: Alix Newbold, Chief Operating Officer	

Summary

The Policing Plan Performance for Q1 2024/25 is attached at Appendix 1, giving Members an overview of how the City of London Police are performing against the 14 measures in the Policing Plan 2022-25.

Appendix 1 gives further detail and strategic analysis as to the performance of each measure as follows:

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

- 1.1 Reduce Neighbourhood Crime – there has been limited increases or decreases within tolerance level
- 1.2 Reduce Violent Crime - there has been limited increases or decreases within tolerance level
- 1.3 Reduce Violence Against Women and Girls – there has been limited increases or decreases within tolerance level
- 1.4 City of London Police positive outcome rate remains above the national average – improvement in direction of travel
- 1.5 Reduce anti-social behaviour incidents – increasing trend that is negative

Protect the UK from the threat of cyber and economic crime

- 2.1 Increase the number of positive outcomes recorded in relation to fraud nationally - improvement in direction of travel

2.2 Law enforcement capabilities to tackle economic and cybercrime developed - through training and accreditation – decrease in performance

Putting the victim at the heart of everything we do

3.1 To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service - there has been limited increases or decreases within tolerance level

3.2 City of London Police victim services are improved – no update

3.3 Hate Crime - there has been limited increases or decreases within tolerance level

Our People

4.1 City of London Police is a psychologically and emotionally healthy place to work – no update

4.2 City of London Police workforce engagement levels have increased – no update

4.3 City of London Police recruitment activity is improving how well its workforce reflects the communities it serves – there has been limited increases or decreases within tolerance level

Our Resources

5.1 Financial outturn is within 1% of forecast – improvement in direction of travel

Recommendation

Members are asked to:

- Note the report.

Appendices

- Appendix 1 – Policing Plan Performance Pack: Quarter 1 2024/25

Alix Newbold

Chief Operating Officer, City of London Police

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Policing Plan Performance Report

Quarter 1 2024/25



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

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

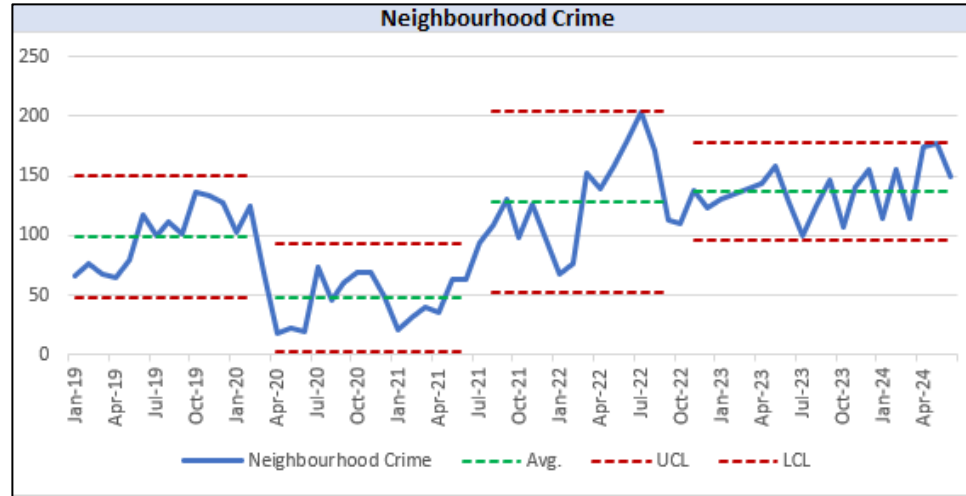
Reduce Neighbourhood Crime

Neighbourhood crime has increased by 30% this quarter (+116) in comparison to last quarter (Q4 23/24) and 17% compared to Q1 23/24. Analysing data for the most recent 12-month period (Jul 23 – June 24) and comparing it to the preceding 12 months (Jul 22 – June 23), there has been a 2% decrease in neighbourhood crime linked to the lower levels in Q2 and Q3 2023/24.

Neighbourhood crime continues to be driven by ‘theft from the person’ offences which make up 85% of neighbourhood crime. This crime category has reported a 35% increase this quarter (+111) compared to last quarter (Q4 23/24) and a 20% increase (+80) from Q1 in 2023/24. The main modus operandi for ‘theft from the person’ crimes are phone snatches and distraction thefts. A significant increase in phone snatches this quarter appears to be the driver of this increase. Phone snatches showed a 42% (+83) increase this quarter compared with Q4 2023/24 and an 18% increase (+43) from Q1 23/24. This is largely due to the peak in this Crime type in April 2024 where an overall significant increase in crime was seen.

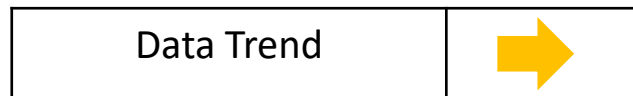
100% of neighbourhood crimes reported in this quarter were screened in for investigation.

CoLP continue to provide a good service level in response to theft incidents more broadly attending 100% of theft incidents reported via our control room with 97% of all immediate incidents within the 15min timeframe (on average 6min) and 99% of all Significant graded incidents within the 60min timeframe (on average 19min).



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.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
429	371	403	384	500



Response

During Q1, April and May reported a spike in overall neighbourhood crime. This is therefore reflected in the Q1 figures for neighbourhood crime. This position has subsequently been returned to force averages.

There has been a significant response in terms of Intelligence led policing which has continued to tackle neighbourhood crime effectively and identify offenders. There have been multiple successes for Q1, which have led to the arrest of prolific offenders, alongside an increase in engagement and awareness. This has led to a rise in reporting, thus increasing crime levels.

An acquisitive crime board ensures officers are tasked to hotspot locations and are an intelligence led team. This is a cross-portfolio collaboration with CID and all neighbourhood teams. They are dedicated to problem solving, with a focus on neighbourhood crime, and more specifically acquisitive crime.

There is a particular focus on ‘theft from the person’ offences, specifically phone snatches and bag theft offences. Significant preventative work has been ongoing, with engagement webinars highlighting crime types, crime prevention advice, and safety. The licensing team is conducting prevention work in collaboration with the Corporation particularly involving safety from theft.

An operation by our Proactive Crime Team focusing on theft from the person by organised criminal gangs stealing laptops/phones from patrons in licensed premises has resulted in 35 suspects arrested for 100+ offences since April 2024.

Coordinated disruption of phone theft activity by offenders on electric bikes, scooters, motorbikes, mopeds and cycles has resulted in a reduction from an April high of 110 recorded offences to 95 in May to 75 in June and 51 in July (a reduction of 54%). 24 shoplifters have also been arrested for over 40 offences.

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

Reduce Violent Crime

Violent crime has increased this quarter by 16% (+212) compared to last quarter (Q4 23/24) and 23% compared to Q1 23/24. The biggest drivers for this increase are violence without injury and violence with injury. Analysing data for the rolling 12-month period (Jul 2023 – June 2024) and comparing it to the preceding 12 months (Jul 22 – Jun 23) there has been a 16% increase in violent crime. This is in line with the increase in overall crime across the same period of 16% showing that the proportion of violent crime as a part of all crime is remaining consistent.

Violence without injury has seen the greatest increase in volume across this quarter 15% increase (+104) with the following 3 crime types increasing at a greater rate than the overall crime increase across the period.

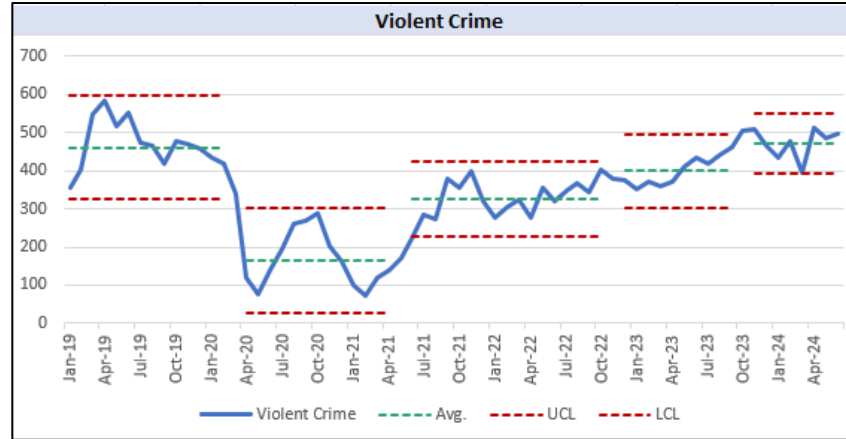
- Rape 35% increase (+12)
- Other sexual offences 21% increase (+24)
- Violence with injury 19% increase (+61)

Violent crime offences continue to be linked to the night-time economy (70% for this quarter).

For those violence with injury offences the predominant offence this quarter continues to be the lower harm offence of Assault occasioning ABH (63% of violence with injury offence ~ 65 crimes)

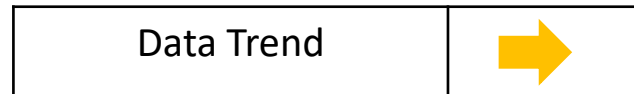
Locations classed as licensed premises, which also includes supermarkets continue to account for the same proportion of violent crime (23%) however this may be higher due to underreporting.

CoLP continues to provide a good service levels to reports of violence attending 100% of incidents reported via our control room, with 97% of all immediate incidents attended within the 15min timeframe (on average 9 min) and 96% of all Significant graded incidents within the 60min timeframe (on average 22min).



Violent crime includes the following crime types; homicide, violence with injury, violence without injury, other sexual offences, rape and stalking and harassment.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
1216	1318	1480	1303	1490



Response

Operation Soteria is a programme with collaboration from 19 forces to understand and tackle the challenges seen in rape and serious sexual offence investigations. The national operating model is now being implemented in the City.

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.

Op Unify is a hotspot, intelligence led operation with hi-visibility patrols with Bishopsgate currently reporting as the priority location.

Retail crime and violence linked to retail crime are increasing. This is partly due to engagement with licensed premises and an increase in reporting and intelligence. A multi-agency approach to policing the night-time economy continues with a focus on hotspot policing. An alert scheme is active for retail premises Cheapside for shoplifting as there is also the link to violent crime when shoplifters assault staff/officers. The Tactical Tasking & Coordination Group has commissioned work to provide a more in-depth analysis of shoplifting and violence for both daytime and night-time hours.

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 and the Safer Business Network.

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

Reduce Violence Against Women and Girls (VAWG)

Violence against women and girls has increased by 28% (+27) this quarter compared to last quarter (Q4 23/24) and by 2% compared to Q1 23/24. Analysing data for the most recent 12-month period (Jul 23 – June 24) and comparing it to the preceding 12 months (Jul 22 – June 23), there has been an 11% increase in this crime overall (+58). This is less than the increase in overall crime seen during the same period of 16%, and less than the increase in violent crime for the period of 16%.

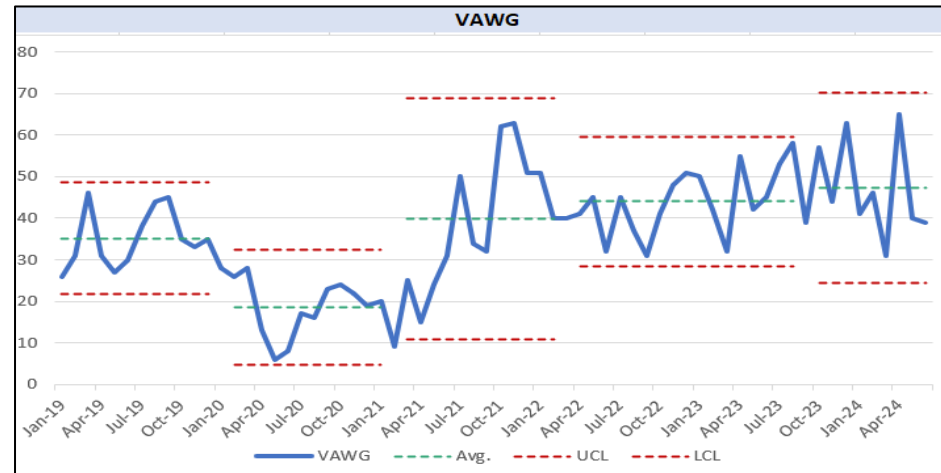
Sexual offences (including Rape) are as of this quarter the most prevalent crime type making up 28% of these offences (40 incidents), replacing Public Order offences (threatening words/behaviour) which now make up 26% of these offences (37 incidents). The increase seen this quarter compared to last is largely due to an increase in sexual offences (+19 incidents) and violence without injury offences (+5).

This is a change in offending in this area where in Q1 2023/24 the make up of crime types was 32% public disorder offences and 25% sexual offences (including Rape).

There have been some changes to harm associated with sexual offences. Rape volumes have increased this quarter and in the past 12 months however 65% (26 incidents) of the sexual offences this quarter relate to lower harm sexual assault offences.

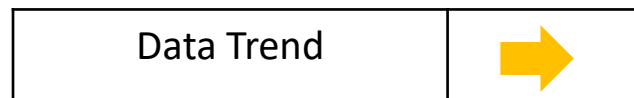
5% of offences had a victim age of U18 - this low level of child victimisation is consistent with previous proportions.

Violence against women and girls continues to make up a small proportion (5%) of all crime in this quarter and 36% of violence offences this quarter.



Violence against women and girls consists of any crime that involves a female victim.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
142	150	164	118	145



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.

The May Operation Reframe focussed on the “Don't cross the line campaign” – educating public and premises about the offences of sexual touching (grabbing, groping etc). 44 multi agency licensed premises visits were undertaken to raise awareness of the campaign and drink spiking. For the first time, licensing carried out drink spiking 'mystery shopper' testing in 4 venues with disappointing results. There was a strong focus on drink spiking at the licensing forum in June and messaging sent out to premises. The June Op Reframe focussed on drink spiking with 34 premises visited and 3 tested (all passed).

Operation Makesafe has been established to test and improve the hospitality industry's response to child sexual exploitation. Our serious and organised crime team is targeting modern slavery and human trafficking of European women for sexual exploitation.

This quarter, confidence in reporting is increasing which is positive. There was an increase of 15% for VAWG in 2023 in comparison from 2022 – this is lower than the national figures of 37%. This may be indicative of all the preventative work that goes on around Op Reframe, Op Makesafe, spiking intensifications and overall focus on VAWG within the NTE.

The rise in occurrences may be due to increased confidence and effective partnership working and allows us to more effectively assess threat, harm and risk which helps to safeguard victims and potential victims. The forecast for 2024 has predicted a decrease in VAWG by 2%, this will remain consistent in 2025.

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

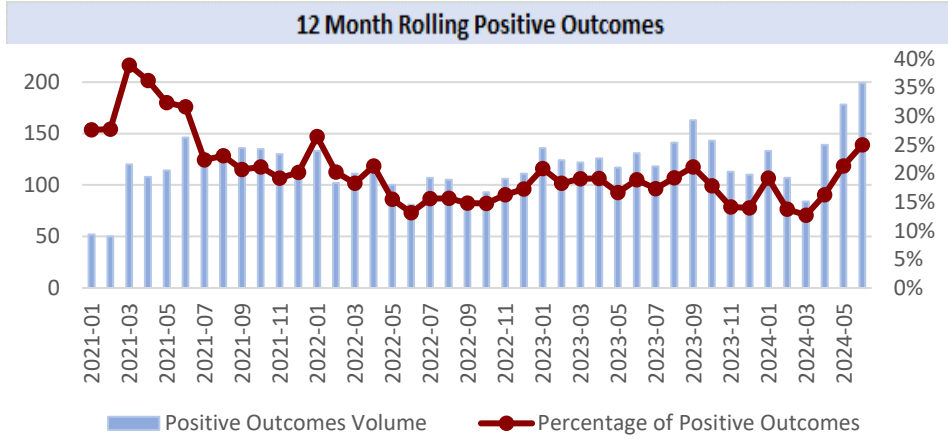
City of London Police consistently exceeds the national average, which is positive. The national positive outcome rate for published data to March 2024 demonstrates an 11.8% outcome rate, this is unchanged from previous rates.

The positive outcome rate for CoLP for this quarter is 21% (516) which is an increase on the last quarter 15%.

Analysing data for the most recent 12-month period (Jul 23 – June 24) and comparing it to the preceding 12 months (Jul 22 – June 23), there has been a minor increase from a 17% positive outcome rate to an 18% positive outcome rate.

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 even with increases in crime.



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.

	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
Percentage	18%	19.3%	15.3%	15.2%	20.8%
Volume	374	422	366	324	516

Data Trend

Response

Over 90% of all crime reported through any means is screened in for investigation. This is significantly above national averages. In Q1 there was a significant spike in reporting in April and May and this has contributed to a small delay in outcomes for these crime being applied. It is likely we will see these reflected within in Q2 figures.

There has been continued investment in our core criminal investigation and public protection teams, to continue to improve our investigative response and providing the very best service to victims of crime. This level of investment has been matched within our Volume Crime Unit.

The revised crime allocation policy ensures that all victim-based crime is managed within these core teams allowing response and neighbourhood teams to focus on delivering a first-class response to reported crime. City of London Police analyses all outcomes applied to crimes, not just positive outcomes.

We are rolling out a pilot auto redaction technology to improve investigator productivity which has saved 118 hours of operational officer time in the first 6 weeks.

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

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

Reduce Anti-social Behaviour (ASB) incidents

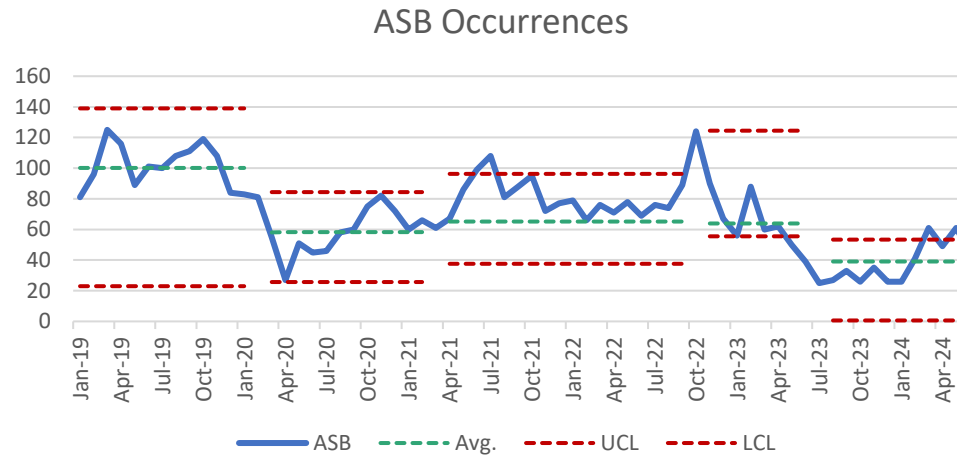
Anti-social behaviour (ASB) incidents continue to be low in volume; however, a 21% (+27) increase is reported this quarter compared to last quarter (Q4 23/24) and a 6% increase (+4) is reported compared to Q1 23/24.

The two biggest contributors to ASB over the past 12 month period are inconsiderate behaviour at 48% (which would include persons refusing to leave premises/public transport, skateboarding and shouting in public) and begging/vagrancy at 30%. Drunken behaviour is the third highest contributor at 9%.

The incident types have been consistent for some time with no noticeable emerging incident types.

CoLP continues to provide good service levels to reports of anti-social behaviour attending 100% of incidents reported via our control room, with 95% of all immediate incidents attended within the 15min timeframe) and 98% of all Significant graded incidents within the 60min timeframe.

95% of incidents reported as ASB through the control room resulted in an occurrence being created for review 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.



ASB incidents are recorded as specific occurrence type on Niche.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
151	85	87	128	155

Data Trend

Response

We continue to engage with 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.


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.

Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis. An operation to reduce ASB committed by youths in Fetter Lane (mid-April resulted in 7 arrests for criminal damage / theft). There is ongoing ASB reduction work at Barbican relating to youths and DWO's are engaging with residents, parents, Parkguard. There is ongoing partnership work to reduce ASB at Peninsular House tented encampment. There is ongoing work with CoL to establish a strategy for a longer term solution.

Criminal behaviour orders have been issued for prolific begging offences.

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

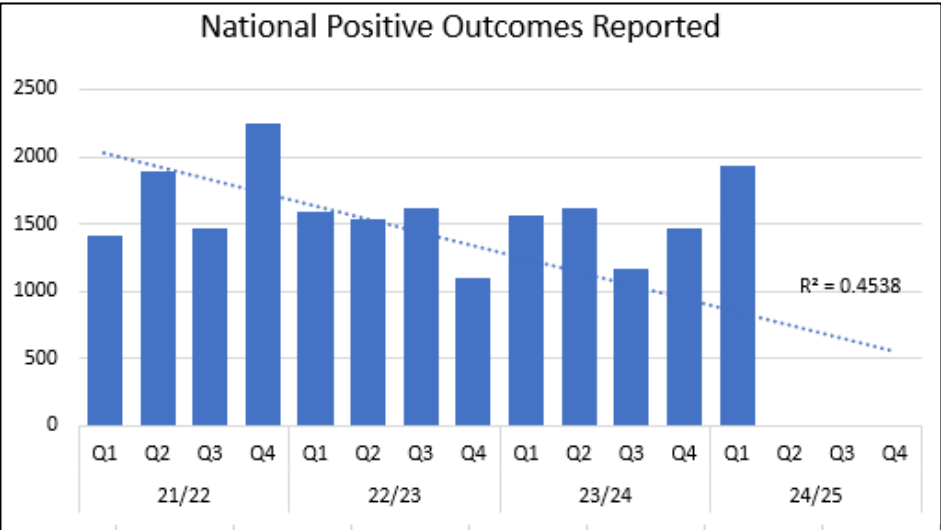
In Q1 2024/25 the national yield of judicial outcomes increased to 1,936, up 24% (+374) on the previous year's Q1 (1,562).

This is primarily due to housekeeping within CoLP, with two operations returning large current judicial volumes of 105 and 106 within the quarter.

The national target of 6,000 judicial outcomes continues to be in place in 2024-25.

The Quarter 1 yield of 1,936, is an excellent start with 32% of the 6,000 target already achieved.

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.



Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
1,562	1,613	1,162	1,474	1,936

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 and into 2024-25.

We are 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 (follow up force fraud assessment engagements) with a particular focus on the National Policing Strategy for Fraud, Economic and Cyber Crime 2023 – 2028, and a provisional plan has now been set to visit the 10 ROCUs between October 24 and January 25.



2.2

Protect the UK from the threat of cyber and economic crime

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

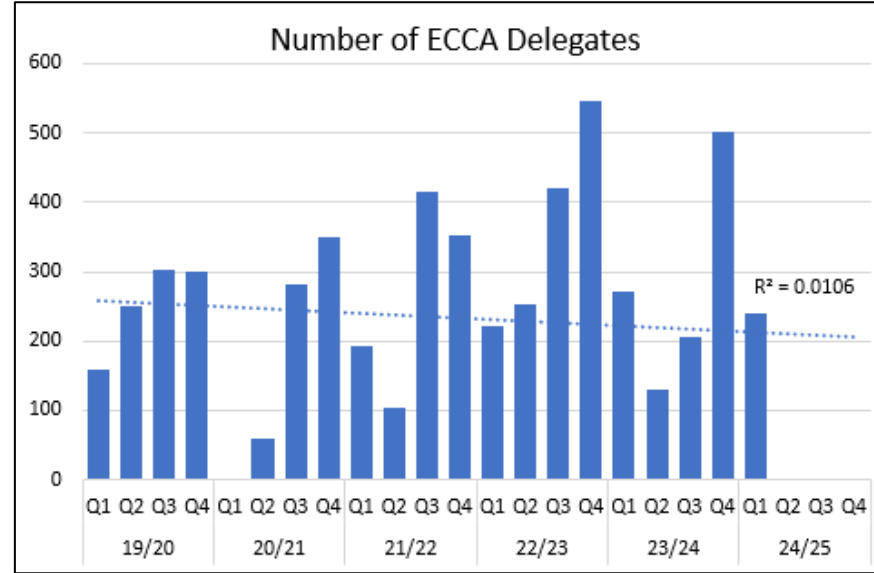
Data trend



The Academy delivered 19 training courses in Q1, a decrease of 53% from Q4 (-21), and of 14% (-3) from Q1 23/24. Activity for the quarter peaked in April with 11 courses and 144 delegates, this is the highest number of courses delivered in the first month of the financial year in four years.

Delegate numbers fell from 503 in Q4 to 239 in Q1, representing a decrease of 53% (-264). This is linked to a seasonal increase in the last quarter of each financial year. Delegate numbers were slightly higher in 23/24 at 272 for the first quarter, a difference of 12% (-33). This quarter, most delegates were from UK policing with 22 forces represented in April, and the remainder were from the Mauritius police force. There has been a reduction in Home Office funding for delivery of fraud training courses to police forces.

Satisfaction for the quarter averaged at 89%, below the 23/24 benchmark despite a good score of 94% in April. Fluctuations often happen in months with low delegate numbers. The percentage of delegates completing feedback was good at 73%.



Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
272	129	207	503	239

Response

The drop in Home Office funding for forces to pay for fraud training has resulted in less courses being booked. Forces have sought cheaper alternatives. These are poor quality and not College of Policing accredited. The Academy has a robust communication plan in place to actively engage with all stakeholders to promote courses, emphasising value for money, quality and accreditation, including direct communications to strategic leads in law enforcement highlighting the risks of using unaccredited courses. The Academy also launched the re-developed Specialist Fraud investigator's course, now called the Economic Crime Specialist Investigators Programme (ECSIP). Initial feedback over the first couple of months has been very positive. Other courses delivered included a timely Election Fraud course, Money Laundering, Open Fraud Investigation Foundation Course and Open Money Laundering Course. Recipients of the training included 22 forces and organisations including Guernsey, TARIAN, NERSOU, West Midlands Police and NWROCU. An emphasis of the need for accredited, quality training should see an uplift and return to Academy courses.



Putting the victim at the heart of everything we do

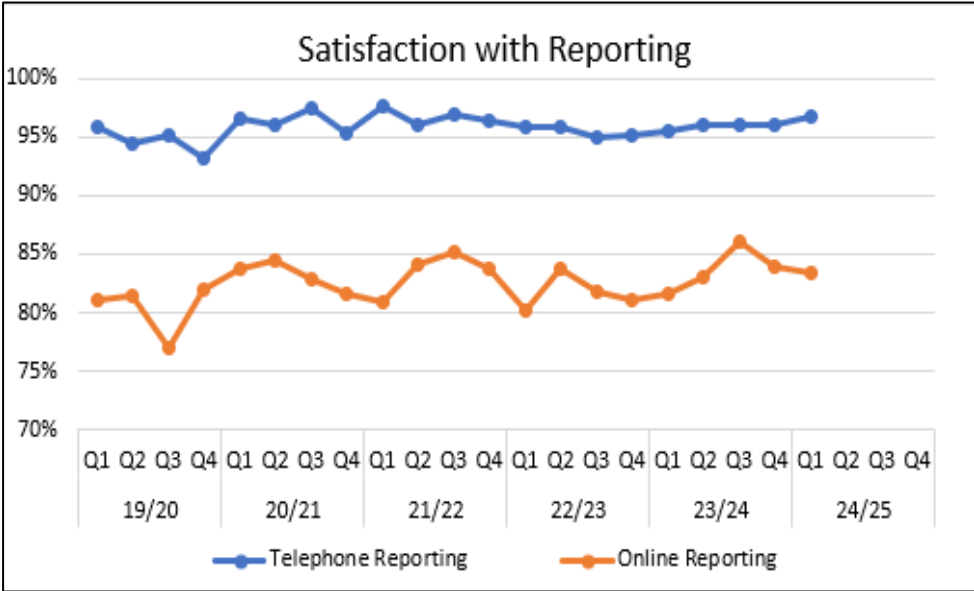
3.1 To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service

Data Trend

Reasons
Action Fraud (AF) Contact Centre - Satisfaction with the service provided has remained stable, consistent with the previous quarter at 97%, and above the 95% target over the long term, with June recording an all-time high of 99.1%. The focus of the Contact Centre is on reducing call handling times to allow Advisors to answer more calls, and to maintain FTE Delivery across each shift - ensuring that staffing levels remain consistently healthy and stable.

Online reporting - AF are unable to alter the current online reporting platform as the current supplier is nearing the end of their contract. As a result, online reporting satisfaction remains stable at 83%, falling slightly below the 85% target.

* Respondent volumes are extremely low, impacting the representativeness of the data as a percentage of service users. Of the 111,929 survey links delivered in Q1 just 1.1% chose to provide satisfaction feedback.



Satisfaction by reporting channel	Q1 23/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
Online satisfaction	82%	83%	86%	83%	83%
Telephone Satisfaction	96%	96%	96%	97%	97%

Response
 AF provides services designed to offer greater accessibility into the service, these include the Language Line (for users whose first language is not English), and SignVideo, enabling Deaf users who communicate using British Sign Language to contact Action Fraud from the SignVideo app on their mobile device.

AF have implemented service improvements including Score card changes, and an Advisor XP Contact Centre tool, (chat bot style tool offering advisers real time support). These are designed to improve reporting quality, ensure victims are provided with correct advice and referrals, and improve the volume and quality of calls, which has led to an overall increase in voice channel satisfaction.

A new fraud and cybercrime reporting tool will launch in 2025. Designed to significantly improve online reporting mechanisms, it is envisaged that this will improve the victim journey and bring online satisfaction in line with telephone satisfaction.



Putting the victim at the heart of everything we do

City of London Police victim satisfaction levels are improved

In May 2024 a new Victim Satisfaction Survey was launched which captures satisfaction 24hrs after reporting and then at the point of a crimes closure.

Due to the launch date the data in the graphs opposite represents the time period of 29/05/2024 – 01/09/2024. ‘Satisfied’ is measured as a score of 5, 4 or 3. It is noted that more responses are needed to consider this a statistically significant sample.

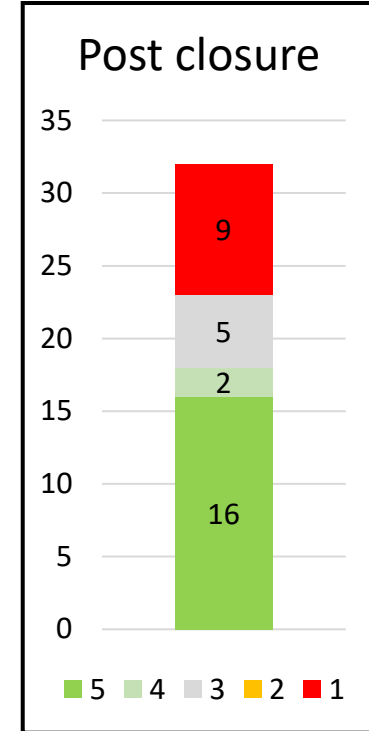
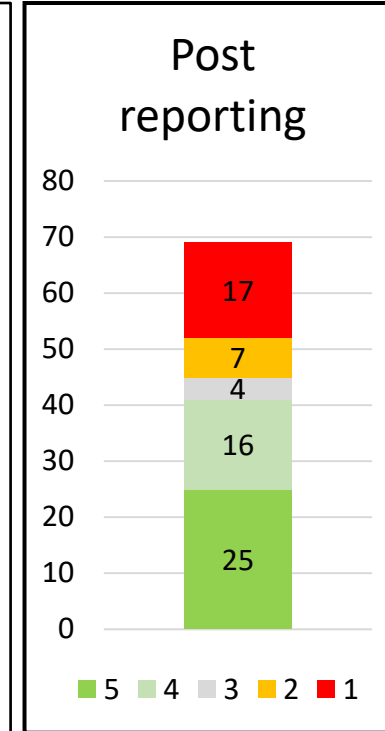
There is extensive analysis still to be conducted on the results, and ongoing work with the software suppliers will produce information on satisfaction correlated with ethnicity, age, gender, crime type etc.

CoLP has introduced a process for flagging scores of 1 and 2 (dissatisfied) to investigators to undertake service recovery. This process is tracked to monitor improvements. Scores of 5 are recorded for good practice and recognition.

To improve victim experience, considerable work is being undertaken in the Volume Crime Unit (VCU) which is the source of most of the feedback. This seeks to streamline processes including a review of the screening in policy which currently sees 90+% of crime allocated to an investigator, the CCTV capture process, and VCU capacity and demand. A portion of our dissatisfied feedback refers to transferred crimes, which results in delays responding to victims. This is a national challenge and is being reviewed to identify solutions.

As more responses are captured, common themes surrounding both satisfaction and dissatisfaction will be fed into the Victim Services Board to drive learning and positive changes.

This is still a developing tool and there are plans to increase its use. The last victim satisfaction survey was completed in December 2023 and the outputs of that were monitored in a different way it is therefore difficult to draw meaningful comparisons between the two results sets.



Putting the victim at the heart of everything we do

Hate Crime

There has been a 26% (+17) increase in Hate crime this Quarter compared to last quarter (Q4 23/24) and a 59% (+30) increase compared to Q1 23/24. Analysing data for the most recent 12-month period (Jul 23 – June 24) and comparing it to the preceding 12 months (Jul 22 – June 23) there has been an increase of 44% (+95).

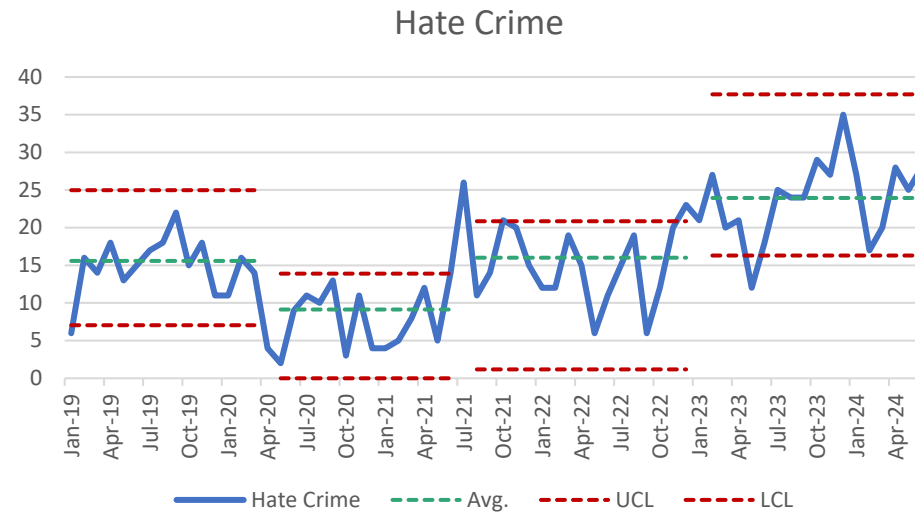
Racial hate crimes continue to be the most common motivator in the City this quarter (73% ~ 59 incidents), followed by sexual orientation (12% ~ 10 incidents). This is in line with the previous 12 months worth of data.

Specifically looking at hate crimes linked to the Palestine / Israel conflict (Op Mayfield related incidents) There has been a 27% decrease this quarter (-3 incidents). For the previous 12 months, there have been 48 hate crimes under this operation. As this was set up in response to the events in October 2023 it is not possible to compare this to historic data.

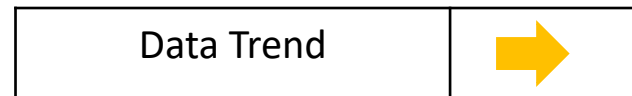
The main crime types relating to hate crime continue to be the below, with physical harm linked to hate crimes remaining rare;
 Public Disorder – 75% ~ (61 incidents)
 Violence without Injury - 11% ~ (9 incidents)
 Violence with Injury – 2% ~ (2 incidents)

There continues to be significant link between Hate Crime and the NTE hours with 78% of offences this quarter committed between 1600 and 0600. This is an increase on the previous 12 months where on average 52% of Hate Crime was linked to NTE hours.

14% (12) of hate crimes in Q1 were against our own people while undertaking their duties.



Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25
51	73	91	64	81



Response

We monitor hate crime daily at the Daily Operations 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.

For Q1, there have been no occurrences related to protest activity. This will continue to be monitored under Op Navette.

An intelligence led operation into Palestinian Action group causing criminal damage to financial, legal and political sites resulted in 3 criminal damage arrests on a nationwide night of action by the group where 20 Barclays premises were targeted causing £2M+ of damage. We are the only force to make arrests.

In response to the increased serious threats to synagogues across the UK and tensions from the Israel/Palestine conflict, we have provided additional support and visibility including CTSA engagement, messaging and visits supported by dedicated Servator deployments at key religious services. Increased tensions and Islamic high Holy Days accorded similar reassurance patrols within the local residential estates.

A male was arrested at Museum of London for causing damage and displaying racially and homophobic posters.

Our People

4.1

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

4.2

City of London Police workforce engagement levels have increased

These two measures are supported by the staff survey carried out bi-annually. The Pulse survey results are next due in October.



4.3

Our People

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

Police Officer female profile slightly increased by 0.1% this quarter with 24.7% female of the total officer headcount (999) compared to 24.6% of the headcount in March 2024 (1001).

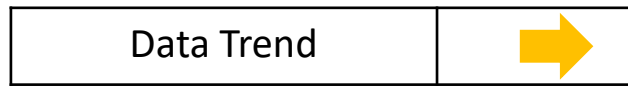
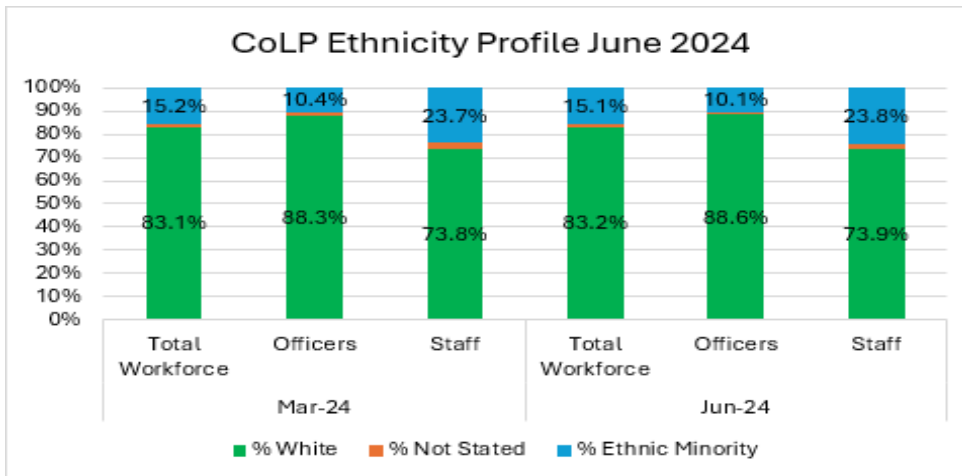
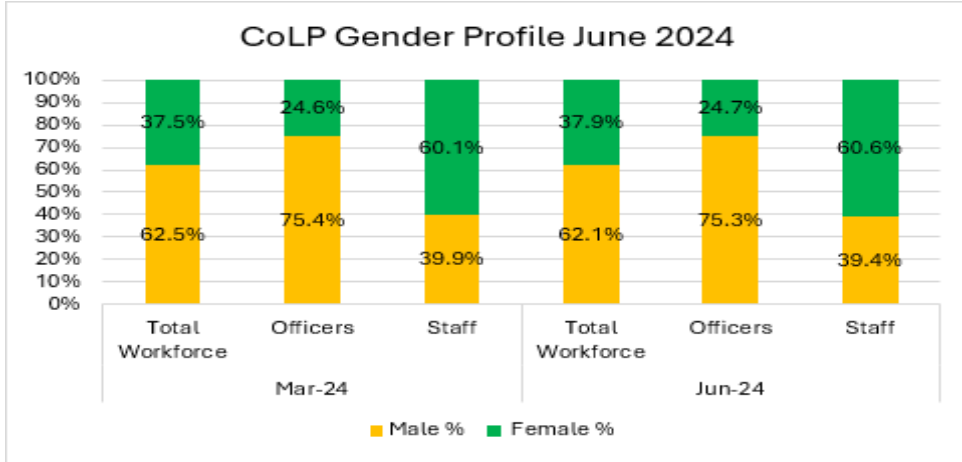
27% of all officer joiners (15 officers) this quarter were female. This continues to be low when compared nationally (average 36%).

Police Staff female profile has slightly increased by 0.5% since the last reporting period, the female profile at the end of June was 60.6% of the total Staff headcount (576 headcount).

There has been a slight decrease in the number of officers identifying as from an ethnic minority background this quarter from 10.4% in March 2024 to 10.1% this quarter. No officers joined from an ethnic minority background in the reporting period.

Of the total ethnic minority officers, 29% are female and 71% male. CoLP officer ethnic diversity is higher than the national average for forces in England and Wales but is low compared to the City of London population.

There has been a slight increase (+0.1%) in the number of police staff identifying as from an ethnic minority background this quarter compared to last quarter to 23.8%. Of the total ethnic minority police staff, 64% are female and 36% male.



Response
We continue to target diverse candidates through our student officer and staff recruitment. The next cohort of 10 student officers (joining September) is 30% female and 10% ethnic minority.

Some key skills gaps means a need to recruit transferees in some areas that limits ability to improve diversity. As we have achieved our officer headcount the ability to statistically impact overall officer diversity is further limited.

A recent survey in force, asked female staff to tell us if they would consider a career as an officer, and if there was anything preventing them from doing so. There were 44 responses, in which the majority said they had considered becoming an officer and would be most interested in a Detective pathway. However, the salary, work/life balance, shift patterns and impromptu extraction, age and fitness were key themes for barriers to them. To combat this, CoLP has looked at advertising officer roles as full time or part time, and continues to have a Detective entry pathway available each year.

The force launched its promotions pilot scheme to assist in the development of our officers at a variety of different ranks who participated in the promotions boards but fell just short of the pass mark. 9 Sergeants and 5 Inspectors were selected of whom, 36% are female and 14% are from an ethnic minority background.

Resources

Financial outturn is within 1% of forecast

Data Trend



The revenue outturn at Q1 2024/25 is forecast to be a breakeven position (£114.1m) with net pay savings, additional Home Office grant income and use of reserves offsetting cost pressure in year. It is expected that the final outturn, as of 31 March 2025 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.



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Agenda Item 6

Committee(s): Strategic Planning and Performance Committee	Dated: 26 th September 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	For Information
Report author: Brett McKenna, Head of Strategy & Planning	

Summary

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

Since the last report City of London Police now has only (ten) 10 active HMICFRS actions plans under review. As noted in the last update the force is now in a stable operating environment when concerned with management of HMCIFRS workstreams.

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 (May 2024)

The force has not been subject to any inspections during 2024.

HMICFRS reports published since last Committee (May 2024)

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

Status of HMICFRS workstreams:

Force Management Statement (FMS) 2024:

We are required to produce a force management statement for HMICFRS each year. It is a statement of the demand we expect to face in the future and the condition of our workforce and assets. It is used as a business planning tool to identify changes to workforce, policies, processes and other assets required to manage future demand.

City of London Police has significantly improved its force management statement over the last 2 years. This year's statement was rated as 'outstanding' for structure and the summary (overall understanding of our business), 'good' for understanding of workforce and whether we can meet current and future demand and risks, 'adequate' in understanding demand and how we will address demand pressures, and 'inadequate' in how we explain the indicators that we use to assess performance. These grades (and force management statements) are not published but will inform the PEEL assessment.

While performance indicators were incorporated into the appendices and used as part of the capability assessment, there was not sufficient reference to these in main body of the statement and the appendices were not reviewed by HMICFRS. More explicit reference to performance indicators will be included in future.

Ability to predict demand could be improved through access to City of London Corporation data. For example, this includes developments and changes to infrastructure, footfall forecasts and changes to resident, worker, student and visitor demographics, and changes in Corporation services demand eg anti-social behaviour, safeguarding, children's services, mental health etc.

HMICFRS Action Plans Overview :

Appendix 1 outlines the current reporting measures for the HMICFRS actions plans and associated workstreams from these plans. Due to the force now moving into a more stable operating landscape reporting against these workstreams will now be aligned to thematic areas such as 'Vulnerability' or 'Performance' supported by reality testing. The Operational Improvement Board chaired by AC Betts will continue to monitor HMICFRS deliverables and improvements. There are currently ten (10) active action plans, with sixty three (63) open actions.

Upcoming Inspections

Crime Data Integrity (CDI) and Victim Services Inspection (VSA):

The force has been given notice that it is likely to have a crime integrity inspection in November which assess core crime recording and compliance. Strong compliance in this area provides confidence the force understands the scale of crime in its territory.

Complementing this inspection is a Victims Services Inspection (VSA) also in November. This reviews the supervision of investigations and outcomes applied to them. This allows HMICFRS to assess the confidence of investigation standards ensuring victims receive the appropriate outcome on their investigations.

Crime data integrity is regularly monitored through the crime standards board and strategic performance board. It has been subject to strategic review at the Operational Improvement report which has previously been reported to this board. Audits on compliance have shown continued high levels of compliance in the first half of 2024.

Reality testing for the victim services assessment is in progress and the findings and recommendations will be scrutinised at the Operational Improvement Board in October 2024.

Custody Inspection

City of London Police as previously reported is still awaiting a custody inspection, the force is one of the last forces to be inspected as part of the PEEL 21-22 assessment framework. The inspection is expected to take place by the end of 2024. It is highly unlikely this inspection will happen post the PEEL inspection in 2025.

PEEL 2025 Inspection:

As part of the preparation for PEEL 25, HMICFRS has been undertaking pre-inspection visits to review the operating environment. This allows the inspection team to understand the operating landscape, prior to the inspection in February 2025. This also provides the opportunity for HMICFRS to informally highlight areas of improvement before the PEEL inspection.

As part of preparations for PEEL 25, the reality testing team has reviewed vetting, neighbourhood policing and prevention to identify areas for improvement against the HMICFRS 'Good' framework. The reality testing schedule covers all areas to be inspected under PEEL 25 (Annex A).

Horizon Scanning

HMICFRS National Landscape:

PEEL Fraud Review 25-27: Fraud as a thematic crime area is currently under review by HMICFRS, the method of assessment and delivery is being reviewed. Discussion with the CoLP as a strategic advisor the capacity as National Lead Force for Fraud and Cyber is ongoing to help shape review of how Fraud should be monitored. The method of assessment in terms of thematic inspection of enhanced PEEL inspection is under review.

HMICFRS Custody 25-27: Custody as thematic area will now be fully integrated into the PEEL inspection process rather than remaining as standalone inspection. This is in response to the recognition of the increased vulnerability and risk that custody now manages and due to the prolonged process of the previous inspection cycle.

HMICFRS FMS Grading 25-27: Force management statements will now move to a grading structure with the individual components of the FMS receiving a grade. This will continue for FMS 2025; it is likely that for FMS 2026 an overall grade will be rendered for the FMS. CoLP is already engaging with this process, building our internal response to match these changes.

HMICFRS Parliamentary Review: Prior to election the previous government and current government have both made commitments to provide HMICFRS with statutory regulatory powers. This will provide HMICFRS with direct powers to intervene in failing forces and mandate corrective change. The City is monitoring this space closely to work with HMICFRS as these commitments evolve.

Thematic Inspections:

The National Child Protection Inspection (NCPI): Is the thematic inspection dedicated to the review of child protection apparatus of a force. The City has limited cohort of children requiring police support and limited offending in this area. Forces are being notified of an inspection of their response to his report. At this time the City has not been selected for inspection.

2024 Disorder Rapid Review: In response to the recent disorder the Home Secretary has commissioned a rapid review of the police response to public order. HMICFRS will review this through a thematic inspection of eight (8) forces involved directly in the disorder. Naturally, the Metropolitan Police Service (MPS) has been selected for review, this may require the input of CoLP. The City will support the MPS if required and track any national learning from the review.

Conclusion

The force has now moved into a stable operating position for the management of HMICFRS workstreams. The force is working closely with HMICFRS to prepare for PEEL 2025.

Appendices

OIB HMICFRS Performance Pack

Brett McKenna

Head of Strategy & Planning

E: brett.mckenna@cityoflondon.police.uk

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Operational Improvement Board

20 August 2024

HMICFRS Performance Review

Strategy, Planning & Service Improvement



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

HMICFRS Action Plan Strategic Review 2024



Since the inception of the Operational Improvement Board the force has made significant progress in delivering an improved governance process when concerned with HMICFRS workstreams.

The force has now reduced a significant historic backlog of HMICFRS recommendations closing over 200 and closing 28 historic action plans.

The strategy and planning team have reviewed the current active action plans and total recommendations – the latter are below 60. These plans can now be managed as part of BAU reporting.

The final aim will be for a minimal number of 15-25 open recommendations from January 2025 (assuming no additional national inspections are published during this period). This will allow the force to deliver an excellent response to the outcomes of the PEEL 2025 report.



Actions overview

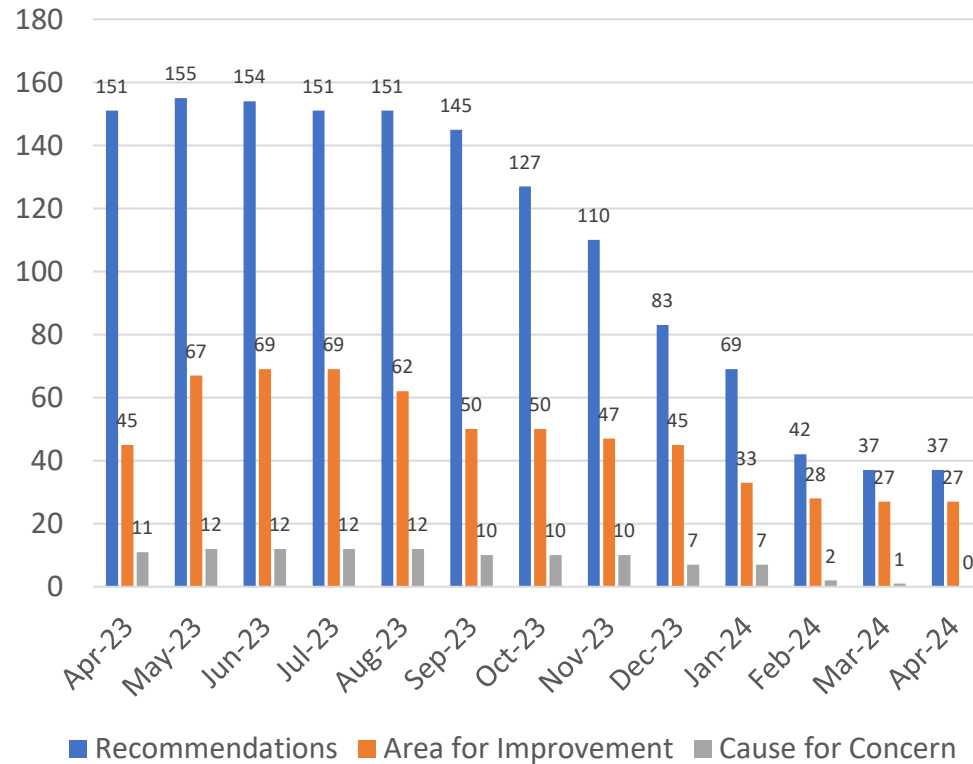


Total number of OPEN actions:
63

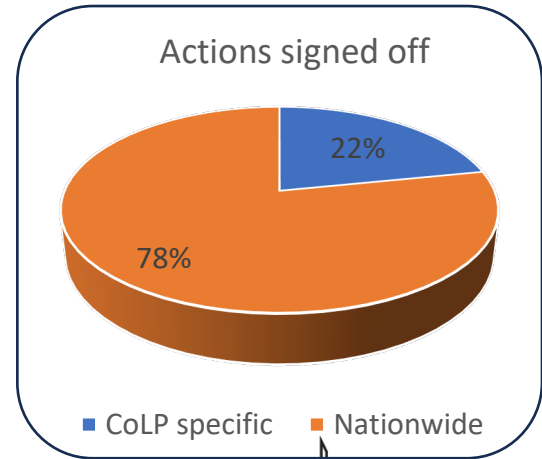
Total number of closed actions:
(since April '23)
197

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

Quarterly Update – Action Type



Cause of concern reduction
18
↓
0



HMICFRS Action Plan Strategic Review 2024



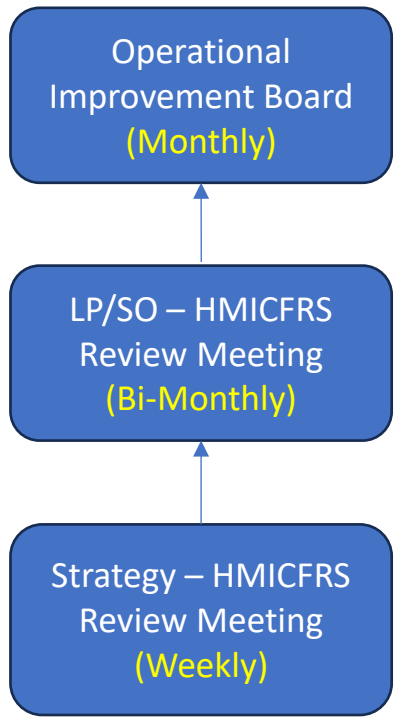
It is proposed that future reporting of recommendations to OIB will be reported by thematic area. This will allow the board to deliver a strategic response to themes that reported across both local policing and specialist operations.

Tactical management of recommendations will be reported at the LP/SO HMICFRS board, which sits monthly.

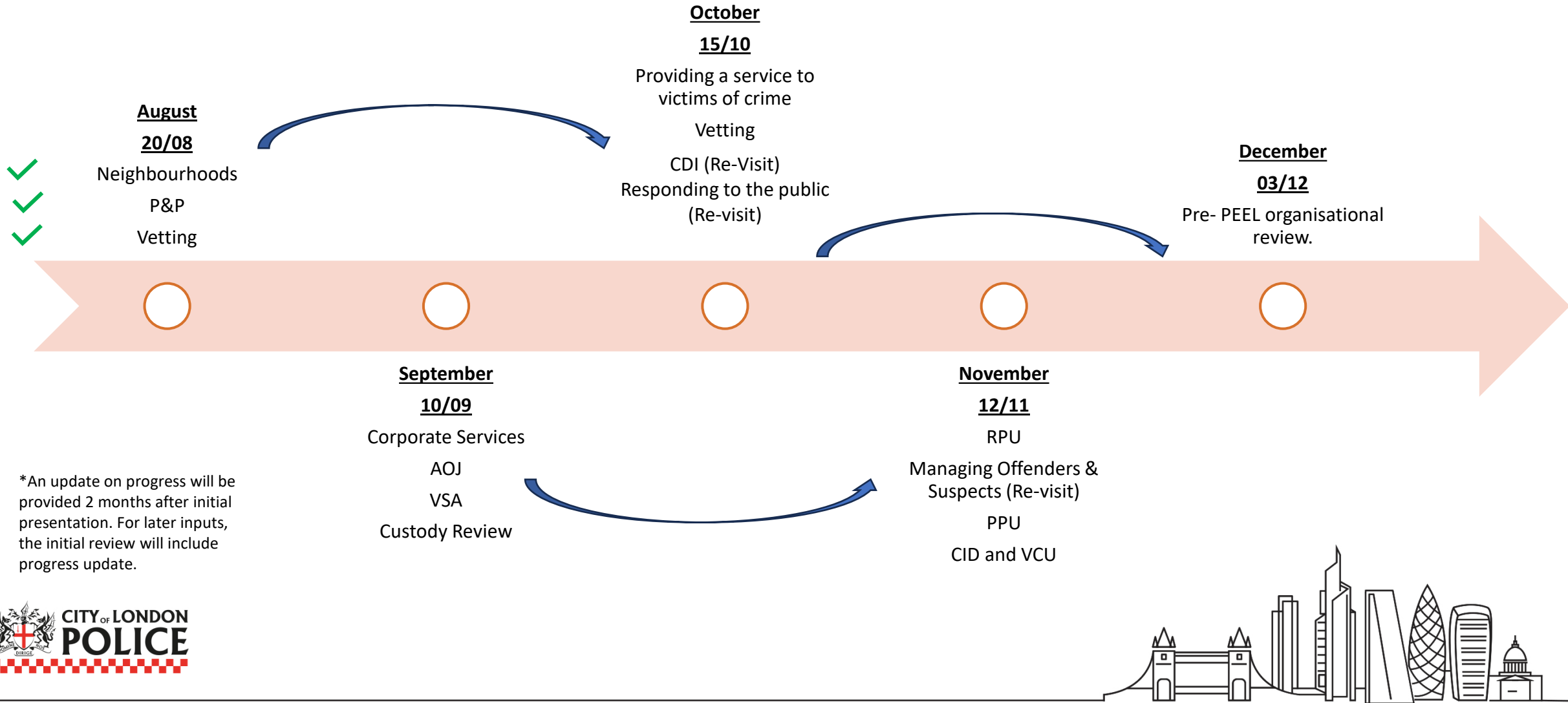
This will also have the added benefit of the reality testing function of the continuous improvement team to focus on thematic improvement areas across the force.

The strategy team will maintain a weekly review meeting where all recommendations and plans are reviewed in detail alongside reality testing.

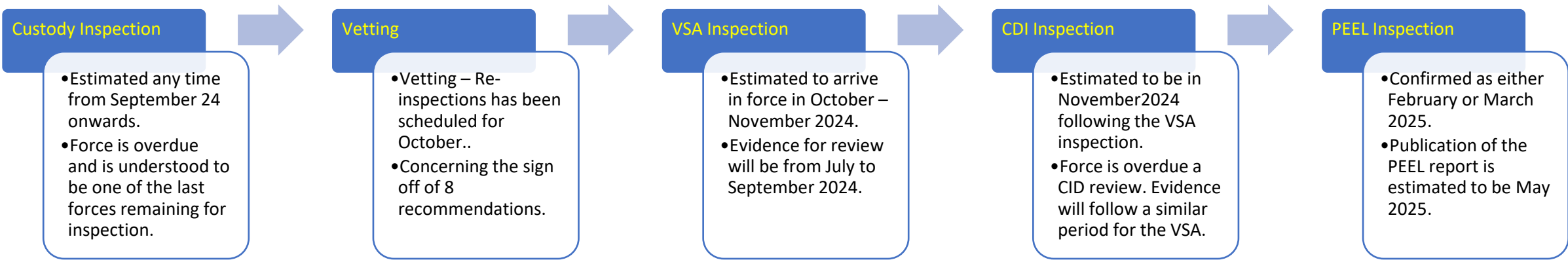
HMICFRS Action Plan Governance



Proposed OIB Reality testing/thematic update- August 2024



HMICFRS Inspection Timeline 24/25



Agenda Item 7

Committee(s): Strategic Planning & Performance (Police) Committee – For information Police Authority Board – For information	Dated: 26 th September 2024 2 nd October 2024
Subject: Strategic Community Engagement Plan: Keeping those who live, work and visit the City safe and feeling safe	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities; vibrant thriving destination
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Joint report of: Commissioner of Police & the Police Authority Director	For information
Report authors: Richard Riley, Director of Police Authority & Emma Cunnington, Head of Strategy & Planning	

Summary

This report sets out a joint City Police / Police Authority and Corporation strategic community engagement plan. It is based around the four priority areas of the City Police’s 2023 Neighbourhood Policing Strategy:

1. Preventing crime, disorder and anti-social behaviour
2. Protecting the vulnerable and repeat victimisation
3. Providing a flow of intelligence on a range of issues engagement work
4. Promoting a culture of trust and confidence in policing.

To achieve these outcomes, it details how teams will work together to widen engagement with the City’s communities, whilst improving coordination, collaboration and communication.

Current engagement work can be found at Appendix 1. The Neighbourhood Policing Framework can be found at Appendix 2. An update on cluster panels can be found in Appendix 3, and an overview of events (joint working between City Police and City Corporation) can be found in Appendix 4.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background & Context

1. In late 2023, Members asked for a joint improvement plan for community engagement on crime, policing, and safety. The February Strategic Planning and Performance Committee (SPPC) received a paper proposing two priorities: to widen engagement (with a focus on businesses and workers) and improve coordination and collaboration between the City of London Police (CoLP) and the City of London Corporation (the Corporation) on community engagement.
2. Members were also asked to decide whether to improve cluster panels within the current structure or to move to a different model with two larger 'clusters' and involving Corporation teams relevant to crime, policing and safety. Members chose to retain and improve the current cluster structure, particularly improving their visibility to the public, but agreed there was a need for more Corporation representation at these meetings
3. Members also agreed that the wider improvement plan should prioritise engagement with business and worker populations, document and improve face-to-face engagement conducted by officers on the streets, and move beyond 'traditional' approaches to community engagement to take advantage of, for example, digital technology.
4. Overall, Members signalled a need for a 'dynamic' approach that is responsive to emerging issues and community sentiments, and reflects the City's unique circumstances – i.e. the presence of large, non-resident worker and visitor communities.
5. In this report, 'community' can be defined as all those who live in, work in and visit the City of London. More broadly, the City of London Police (CoLP) also has a national and international 'community' due to its specialist role as National Lead Force for Fraud. Both CoLP and the City of London Corporation engage with these communities, and this year, have strengthened a joined-up approach to communicate opportunities for collaborative engagement via fortnightly Working Group meetings.
6. There are several drivers for improving community engagement on policing. First, to meet obligations under the Police Reform and Social Responsibility Act 2011. Second, to continue delivering the current (2022-25) Policing Plan's commitment to ensure all work carried out responds to community priorities. Third, to deliver the City Police's Neighbourhood Policing Strategy's aims to improve two-way dialogue, strengthen local partnerships, and embed a

problem-solving culture. Fourthly, to reflect the 2024-29 Corporate Plan's priority to build diverse, engaged communities. And ultimately, there is a significant driver about the need to build and enhance public trust and confidence in policing.

7. The Safer City Partnership – a body of “responsible authorities” of which both CoLP and the Corporation are members – must also engage with the community to seek views on the levels and patterns of crime, disorder and substance misuse, and on the matters that need to be prioritised by the partnership.

Current position & revised approach

8. Teams within the City Corporation that deal with crime and community safety have regular engagements with the City Police, and subsequently with the public. Examples of relevant teams and their engagements are set out in Appendix 1.
9. For the City Police, engagement is carried out through various means from workshops with businesses (like Cyber Griffin workshops) to cluster panel meetings and through a community survey to the public. Data on these means of engagement should be improved to be able to assess their effectiveness, as too should the promotion of the meetings, as it is recognised that cluster panels, in particular, are poorly attended, and questions are raised by attendees about wider community safety issues which are not always the responsibility of the Police to respond to.
10. It is recognised that CoLP's engagement with businesses in the community safety space could have a more consistent and holistic approach, although with some good engagement through initiatives like the Operation Mayfield business webinars which regularly attract over 100 attendees.
11. Since February SPPC we have reviewed Member comments and amended our proposed overall approach. We have widened engagement by:
 - Establishing better contacts with the City's Business Improvement Districts and started a process of improving coordination of our engagement with them.
 - Scoping out a City worker engagement event on violence against women and girls.
 - Planning for opportunities to work jointly on events and initiatives around key forthcoming dates in the year, such as National Inclusion Week (September), Suicide Prevention Day (September), Black History Month (October), County Lines Intensification Week (October), Cyber Security Awareness Week (October), Islamophobia Awareness Month (November) and White Ribbon Day (November).
 - The City of London Police have updated their website to include a more interactive webpage around Neighbourhood Policing, highlighting key priorities and crime statistics broken down by cluster and with a list of names of Dedicated Ward Officers for each area.

12. We have improved coordination and collaboration between COLP and the Corporation by:
- establishing a fortnightly comms and engagement coordination meeting to a) exchange short term plans and issues, b) improve planning and horizon-scanning around medium-term projects, c) implement – when agreed – overall strategic improvements as set out in this paper. The group comprises colleagues in CoLP from Strategy & Planning, Communications, Local Policing and Professionalism and Trust, and colleagues in CoLC from Communications (including the Head of Community Engagement), Community and Children’s Services, Environment and the Police Authority team.
 - Increasing Corporation representation at cluster panels was raised at the Corporation’s Executive Leadership Board.
 - Facilitated a workshop between COLP and relevant City Corporation business units to establish a tripartite (CoLP, CoL and Members) approach to community engagement/cluster panels.
13. We intend using the City Police’s Neighbourhood Policing strategy as a framework to guide our community engagement work going forward. Appendix 2 sets out the priorities for this work, what each mean in a communications and engagement context, and key delivery activity for each.
14. One mechanism of engaging with the City’s communities is through the use of Cluster Panels. Members had previously directed the City of London Police and City of London Corporation to work more closely together to deliver Cluster Panels more effectively. More detail about the current position of this work can be found in Appendix 3 of this report. Essentially, the new community engagement model focuses on adding senior City Corporation officers from the Environment and Community & Children’s Services teams, to which the City Police have proposed they attend 6 meetings a year once current residential engagement has been mapped across the clusters to ensure deconfliction and coordination. These meetings will be divided based on specific cluster panels that match the joint priorities between the teams and the specific cluster. This proposal is being considering by the Environment and CCS teams, and a meeting has been set up in early October to discuss the specifics and operationalise this proposal with the aim of ‘go live’ for November 2024. In addition, the City of London Police will be organising two City-wide business meetings per year from 2025 – again with an invitation for relevant City of London Corporation departments to be present and answer queries and concerns from the business community.
15. Further to the report on resident engagement given to the Communications and Corporate Affairs Sub Committee in April, the Police Authority Team has met the lead Member for resident engagement (Jacqui Webster) to discuss the “resident reset” ambition and its alignment with this work. Officers will ensure engagement work is complementary, and not duplicative.
16. The Community Engagement Working Group (mentioned above) will maintain a focus on this work and prepare a quarterly report for the Strategic Planning & Performance Committee (SPPC), tracking activity and measuring impact.

Ultimately, the aim should be that effective engagement with communities assists in increasing trust and confidence in the City Police and in reduced levels of crime in the City.

17. Appendix 4 of this report provides Members with an oversight of key recent and future stakeholder and community events. The forward looking element of this calendar will be developed further and submitted as part of future SPPC update reports.

Corporate & Strategic Implications

18. Strategic implications – By improving engagement with our communities, we will better understand public perceptions, thus improving our service to the public. This will help to achieve one objective of the current Policing Plan, keeping those who live, work, and visit the City safe and feeling safe. It will also help to contribute to the Policing Plan 2025-28 (and those in the future), and the Safer City Partnership Strategy 2025-28. By working together, CoLP and the Corporation will better collaborate and improve ways of working.
19. Financial implications – can be contained within current budgets.
20. Resource implications – No new resource is required to deliver this however this strategic plan requires a matrix working approach with officers from City of London Police, the Police Authority, Community Safety Teams, Environment and Community and Children’s Services working closely together to achieve shared objectives.
21. Legal implications – effective community engagement will support our legal obligations under the Police Reform and Social Responsibility Act 2011.
22. Risk implications – none.
23. Equalities implications – When implementing plans under these priorities, we will continue to be mindful of the Public Sector Equality Duty 2020, and ensure there is no negative impact on people protected by existing equality legislation. The proposals in this report intend to improve accessibility for the whole community to engage and to better understand service needs. All proposals will be in line with CoLP’s Equity, Diversity, and Inclusion Strategy 2024.¹
24. Climate implications – none.
25. Security implications – none.

Conclusion

¹ [CoLP's EDI Strategy 2024](#)

26. This report sets out the City of London Police and City of London Corporation's strategic plan on improving engagement with our local communities in order to prevent crime, protect the vulnerable, improve intelligence, and increase trust and confidence by widening engagement and improving coordination, collaboration, and communication across the City.

27. CoLP and the Police Authority will continue to explore how communications and engagement can be improved, drawing upon guidance issues by the Association of Police and Crime Commissioners, College of Policing, and good practice elsewhere in policing. Our approach will continue to seek opportunities to maximise benefits of a coordinated approach across the City.

Appendices

Appendix 1 – City Corporation community engagement work carried out in partnership with the CoLP

Appendix 2 – Neighbourhood policing priority framework

Appendix 3 – Cluster Panels

Appendix 4 – Engagement Plan / Forward Look

Appendix 1**City Corporation community engagement work carried out in partnership with the CoLP**

Team	Engagement carried out with CoLP
Cleansing and City Gardens	Involvement is mainly with regards to ASB. Officers have regular, weekly catch ups with them to feedback on hotspots etc. and are involved via the ASB working group and on homelessness issues.
Policy & Projects	Officers work with the CoLP on engagement as part of our Vision Zero Action Plan, currently with a focus on encouraging safer behaviours by people cycling
Trading Standards Team	<p>Work with the Police on Operation Broadway which is a multi-agency taskforce targeting investment fraud. The serviced office providers and mail forwarding businesses in the City are part of the Community, drop in visits by the Police Neighbourhood Officers are critical to gathering intelligence, building relationships and communication. The partnership between Trading Standards and the City of London Police has ensured and sustained the success of Operation Broadway, our TS team have offered to develop a script that Police Officers could use when dropping in on businesses to assist with this process.</p> <p>The TS team are also keen to work with Community Safety to educate the occupiers of flats about the dangers of charging ebikes and scooters as there have been several instances of serious house fires connected with this activity.</p>
Pollution (Environmental Health) Team	<p>Officers are working with the Community Safety Team on anti-social behaviour with the Police to make it simpler for residents and officers to understand how the authority deal with ASB and who is responsible. This is part of the wider work Ian Hughes co-chairs as part of the Safer City Initiatives.</p> <p>Officers are also working on ASB with the Community Safety team and the Police on a leaflet specifically for Barbican residents to explain who deals with what and how the CoL Corporation responds to complaints.</p>

	Working with the Police to assist in the control of busking in the City. Police are needed as it can be difficult to obtain the correct information from the Buskers, large crowds present etc.
Pollution & Licensing Team	Officers from both teams attend the regular “Operation Reframe” events which is a high-visibility policing activity where local authority officers work directly with the Police on a range of activities, most of which are associated with the night-time economy (NTE), improving the understanding and relationships between the various regulatory regimes.
Licensing Team	<p>Has various partnership working groups with City Police including:</p> <p>Weekly NTE partnership meeting which is attended by CoLP, licensing, pollution, and cleansing – these are informal meetings where incidents from the previous week and weekend are discussed and joint actions agreed</p> <p>Attend CoLP Cluster Meetings attended by businesses, residents and members as required to discuss licensing matters arising in neighbourhood areas</p> <p>Licensing Forum – we work with CoLP to provide relevant presentations and facilitate discussions at the annual licensing forum</p> <p>Currently working with police to control proliferation of unlicensed street collectors in the City</p> <p>Work with a variety of stakeholders in conjunction with the Commercial & Pollution Teams on City events, attending Safety Advisory Groups</p>
Commercial (Environmental Health) Team	<p>Work with the Police when investigating accidents (non-traffic related), conducting joint investigations on fatal accidents in accordance with the work-related deaths protocol.</p> <p>Work with the Police and Community Safety Teams to advise on H&S for events held in the City, offering independent oversight and acting as a “critical friend” for all parties</p>
Pollution & Commercial Environmental Health Teams	Collaborate with the Police on the investigation of completed suicides in conjunction with the Coroner and on suicide prevention; giving advice to businesses as part of the Suicide Prevention Steering Group.

	<p>A new dedicated lead officer for suicide prevention role has been created which will sit within the Commercial EH Team, this post will work with the community, the CoLP and the City Bridge Foundation to develop a City-wide Suicide Prevention Charter, form a City-led private sector suicide prevention network and continue to work with CBF to assess and review suicide prevention measures, including physical and virtual measures on CBF-owned bridges. The lead officer's responsibilities will be to coordinate and oversee the implementation of these recommendations and to work on enhancing suicide prevention cooperation through initiatives such as the Lord Mayor's Appeal and the City Belonging Project. They will work to strengthen relationships with the City's businesses and external organisations and with neighbouring boroughs; Southwark where the southern side of Southwark Bridge, Tower Bridge and Millenium Bridge are each located, and Tower Hamlets in which the northern side of Tower Bridge is located</p>
Air Quality Team	<p>Work with Community & Children's services, residents, workers, schools, business, Barts Health NHS, The GLA, Transport for London, London Councils, London Boroughs, London Universities, the Port of London Authority and the Cross River Partnership as well the Government and the Environment agency to improve air quality across London.</p> <p>CoLC is a leader for AQ policy and were awarded funding from the Mayor of London to establish a Low Emission Neighbourhood which included the installation of electric vehicle charging points and improving local cycle parking facilities, installation of green infrastructure, all undertaken in conjunction with City Operations.</p> <p>The Team carry out AQ monitoring in schools and around our residential areas, run events to educate children and residents and engage with businesses to reduce their impact on local air pollution.</p>

Appendix 2Neighbourhood policing priority framework

Priority	What does this mean in a comms and engagement context	Areas for delivery	Measures to address
PRIORITY 1: Prevent crime, disorder and anti-social behaviour	By engaging with our communities, we will aim to prevent crime, disorder and anti-social behaviour.	<ul style="list-style-type: none"> • Ensure consistent two-way dialogue with communities through formal and informal forums such as Cluster Panel meetings and Neighbourhood Surgeries, to understand the priorities and expectations of our communities, so we can provide a policing service that is reflective of their specific needs and concerns • Establish and strengthen local partnerships with diverse community groups such as Resident Associations, Business Improvement Districts and Licensing Forums, to work together to promote community cohesion • Work with City of London Engagement Teams to enable efficient, timely and direct crime prevention messaging to specific groups 	Disseminating effective crime prevention advice, and engaging communities in problem-solving. The Police Authority Team are exploring scope for new wave of crime prevention communications, initially targeting theft / bag-snatching. This is a precursor to wider collaboration on crime prevention, such as information packs to new businesses, engagement with retail sector.

		<p>within our communities, as necessary.</p> <ul style="list-style-type: none"> • 	
<p>PRIORITY 2: Protect the vulnerable and reduce repeat victimisation</p>	<p>By better engaging with our communities, we hope to see that the vulnerable are protected and repeat victimisation is reduced as a key outcome.</p>	<ul style="list-style-type: none"> • Actively participating in safeguarding initiatives aimed at protecting vulnerable people, including educating the community about recognising signs of vulnerability, providing advice of personal safety, and raise awareness about relevant support services • Work with the Community Safety Team in the City of London Corporation to enable timely communication with vulnerable groups within our communities as necessary • Support Operation Reframe (a partnership approach to making the night-time economy as safe as possible) by providing a reassuring high visibility presence and early intervention. 	<p>Ensuring that engagement reaches the more vulnerable, providing targeted advice and support to vulnerable people based on dialogue. We know that we have key areas of improvement within this priority, such as needing to have a clearer picture and profile of City communities, and needed to be better at reaching beyond set-piece engagements to actually reach vulnerable communities.</p>
<p>PRIORITY 3: Provide a flow of community intelligence on a range of issues</p>	<p>Through two way dialogue with the community we aim to gather intelligence to help identify and prevent crime and</p>	<ul style="list-style-type: none"> • Developing a City of London Community Profile, refreshed annually, that brings together data from various 	<p>Improving our understanding of the crime and safety priorities and concerns of City communities, and using this to</p>

	<p>anti-social behaviour issues in the City working in collaboration with our partners.</p>	<p>sources to map our communities, and ensure that our engagement activities have clear purpose, are well informed, and are targeted appropriately</p> <ul style="list-style-type: none"> • Working with City of London Corporation Community Safety Teams to explore all opportunities for two way dialogue with our communities • Helping the City of London Police understand the drivers for the significant changes to crime trends based on local knowledge and understanding. 	<p>inform priorities and tasking. We know that key areas for improvement within this priority includes the need to improve engagement of all communities in surveying as current response rates have been low, and we need to engage workers as current channels tend to favour towards concerns of our residents.</p> <p>For instance, CoLP are leading work to expand engagement with hotel sector to better identify hidden harms, while the Police Authority is paying £45,000 to join 'Beacon' programme for Employer Initiative on Domestic Abuse. This presents us opportunities to engage City businesses on domestic abuse, encourage others to sign up, develop internal comms on identifying & better responding to DA in workforce. DA is rising in City and comes in context of national priorities on VAWG.</p>
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			<p>The City Police and Police Authority team jointly to deliver engagement with City staff networks on experiences of matters relating to community safety in the City (such as acquisitive crime, nuisance and dangerous cycling, violence in NTE, and sexual offences).</p>
<p>PRIORITY 4: Promote a culture of trust and confidence</p>	<p>It is vital that the City of London Police and City of London Corporation build trust and confidence with our communities by operating with integrity, fairness and respect and engaging regularly with all our communities. We are working to achieve this outcome by:</p>	<ul style="list-style-type: none"> • Providing named Dedicated Ward Officers across the City who are accessible and accountable for local policing issues, who commit to an annual calendar of community events • Using online engagement tools and social media to listen to, inform and understand our communities • Providing platforms and forums to listen to young people and seek their views on policing provisions in the City driven by a dedicated schools officer. • Involving communities in our decision-making through Independent Advisory and Scrutiny Groups, 	<p>Demonstrating that we are listening to communities and responding to their priorities. We know that key areas for improvements are around the approach to making cluster panels more effective (more detail in Appendix 1) and we need to be better at using social media as a two way comms tool.</p>

		<p>networks and other consultative groups</p> <ul style="list-style-type: none">• Working with City of London Corporation Engagement Teams to seek opportunities to promote a sense of belonging within our communities.	
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Cluster Panels

Background - Cluster Panels were initially set up by the City of London Police to help understand the priorities and expectations of our communities so CoLP could provide a policing service reflective of their specific needs and concerns. It soon became apparent that many of the issues raised by attendees at Cluster Panels were relevant to the City of London Corporation, and it was therefore suggested that these meetings were attended jointly to ensure they were most effective for our communities.

Why and how do we do Cluster Panels?

- These are community meetings intended to be made up of local people, business representatives, and other stakeholders. All of which come together to assess concerns identified through community engagement and crime / anti-social behaviour (ASB) analysis – establishing priorities for policing in that area.²
- The City is broken down into six 'clusters', comprised of several smaller wards.³ Each cluster has its own team of Dedicated Ward Officer (DWO). This model is designed with the community in mind, giving residents and businesses a single point of contact for their area. This sense of approachability intends to help the force respond to live-crime, and increase crime prevention.

Previous Cluster Model:

- Quarterly meetings for the City's six current clusters.
- Meetings were attended by Local Policing at CoLP, despite issues being broader than policing, i.e. environmental / climate issues, and issues not illegal but considered anti-social.

New Cluster Model:

- In an effort to increase attendance at cluster panels and to make them more effective, efficient and consistent, cluster panel meetings are now being held bi-annually for the City's six current clusters. In 2024, there will be meetings for each cluster in July/August and November. In 2025, they will be held in May and November. In addition, two City-wide business meetings will take place per year from 2025 onwards.
- Conversations between the City Police and City Corporation have led to a new proposed Cluster Panel model. The proposed model focuses on adding senior City Corporation officers from the Environment and CCS teams, to which the City Police have proposed they attend 6 meetings a year once current residential engagement has been

² [NHP Newsletter October 2023 \(cityoflondon.police.uk\)](#)

³ Bank, Barbican, Fenchurch St., Fleet, Liverpool St., and Monument.

mapped across the clusters to ensure deconfliction and coordination. These meetings will be divided based on specific cluster panels that match the joint priorities between the teams and the specific cluster. This proposal is being considering by the Environment and CCS teams, and a meeting has been set up in early October to discuss the specifics and operationalise this proposal.

- Upcoming* cluster panel meetings are taking place as follows:

Date & time	Cluster	Topics	Venue	City of London Corporation attendance?
6 th November 2024, TBC	Bank	Local authority issues Q4 Local Crime Stats Crime Prevention Advice Policing Plan Priorities Feedback	TBC	Yes (TBC)
7 th November 2024, 15:00	Fenchurch	Local authority issues Q4 Local Crime Stats Crime Prevention Advice Policing Plan Priorities Feedback	Portsoken Community Centre	Yes (TBC)
13 th November 2024, TBC	Fleet	Local authority issues Q4 Local Crime Stats Crime Prevention Advice Policing Plan Priorities Feedback	TBC	Yes (TBC)
14 th November 2024, TBC	Monument	Local authority issues Q4 Local Crime Stats Crime Prevention Advice Policing Plan Priorities Feedback	TBC	Yes (TBC)
20 th November 2024, TBC	Liverpool Street	Local authority issues Q4 Local Crime Stats Crime Prevention Advice	TBC	Yes (TBC)

		Policing Plan Priorities Feedback		
27 th November 2024, TBC	Barbican	Local authority issues Q4 Local Crime Stats Crime Prevention Advice Policing Plan Priorities Feedback	TBC	Yes (TBC)
6 th May 2025, TBC	Fleet	Q1&2 Local Crime Stats Crime Prevention Advice	TBC	No (TBC)
7 th May 2025, TBC	Bank	Q1&2 Local Crime Stats Crime Prevention Advice	TBC	No (TBC)
13 th May 2025, TBC	Fenchurch	Q1&2 Local Crime Stats Crime Prevention Advice	TBC	No (TBC)
14 th May 2025, TBC	Barbican	Q1&2 Local Crime Stats Crime Prevention Advice	TBC	No (TBC)
20 th May 2025, TBC	Monument	Q1&2 Local Crime Stats Crime Prevention Advice	TBC	No (TBC)
21 st May 2025, TBC	Liverpool Street	Q1&2 Local Crime Stats Crime Prevention Advice	TBC	No (TBC)
4 th November 2025, TBC	Fleet	Local Authority Issues Q3&4 Local Crime Stats Crime Prevention Advice	TBC	Yes (TBC)
5 th November 2025, TBC	Bank	Local Authority Issues Q3&4 Local Crime Stats Crime Prevention Advice	TBC	Yes (TBC)
11 th November 2025, TBC	Fenchurch	Local Authority Issues	TBC	Yes (TBC)

		Q3&4 Local Crime Stats Crime Prevention Advice		
12 th November 2025, TBC	Barbican	Local Authority Issues Q3&4 Local Crime Stats Crime Prevention Advice	TBC	Yes (TBC)
18 th November 2025, TBC	Monument	Local Authority Issues Q3&4 Local Crime Stats Crime Prevention Advice	TBC	Yes (TBC)
19 th November 2025, TBC	Liverpool Street	Local Authority Issues Q3&4 Local Crime Stats Crime Prevention Advice	TBC	Yes (TBC)

*Date, time, and location are subject to booking and confirmation

Engagement Plan / Forward Look

Explanation – This appendix sets out recent and planned engagement opportunities and the key audiences targeted by such opportunities.

The Community Engagement Working Group is also working on a medium- and long-term forward plan that will note down engagement opportunities for residents, workers/businesses and visitors to the City of London. These opportunities will include consultations, events, and challenges for the City Corporation and the City of London Police to carry out, either individually or together.

Date	Residents	Workers / Businesses	Visitors	Organised by / Attended by
08/07	Policing Plan Consultation Live	Policing Plan Consultation Live	Policing Plan Consultation Live	CoLP Corporate Services (CSD)
13/07	Middlesex St. Estate Community Event	Middlesex St. Estate Community Event		CoLP Local Policing (LP)
30/07	Crime Prevention Stand – Finsbury Circus	Crime Prevention Stand – Finsbury Circus	Crime Prevention Stand – Finsbury Circus	CoLP LP
31/07 – TBC/09	Cluster Panels	Cluster Panels		CoLP LP
02/08	Shoe Lane Family Fun Day			CoLP LP
05/08 & 16/08		CoLP Readiness amidst National Riots		
06/08 – 08/08	100 Liverpool St. (Mall) Crime Prevention Stand	100 Liverpool St. (Mall) Crime Prevention Stand	100 Liverpool St. (Mall) Crime Prevention Stand	CoLP LP
15/08	Mansell St. BBQ	Mansell St. BBQ		CoLP LP
16/08	Crime Prevention Webinar (National Unrest)	Crime Prevention Webinar (National Unrest)		CoLP LP
19/08		One New Change Security Meeting		CoLP LP
21/08	Crime Prevention Webinar (phone snatching & drink spiking) / Meet your DWO	Crime Prevention Webinar (phone snatching & drink spiking) / Meet your DWO		CoLP LP
22/08	High-Vis Day	High-Vis Day	High-Vis Day	CoLP LP

05/09		Black Apprentice Network Event		CoLC
09/09		PAB Dinner		CoLC
09/09	999 flag raising ceremony	999 flag raising ceremony		CoLC
10/09	Crime Prevention Stand – 69 Old Broad Street	Crime Prevention Stand – 69 Old Broad Street	Crime Prevention Stand – 69 Old Broad Street	CoLP LP
11/09	IASG Meeting	IASG Meeting	IASG Meeting	
Mid-September		Spiking Awareness Week	Spiking Awareness Week	CoLP LP
October	Black History Month events	Black History Month events	Black History Month events	CoLC
22/10	City Question Time	City Question Time		CoLC
31/10-1/11	Diwali events	Diwali events	Diwali events	CoLC
11/11	IASG Meeting	IASG Meeting	IASG Meeting	
4/12	City Question Time	City Question Time		CoLC

Committee(s): Strategy Planning & Performance Committee	Dated: 26 September 2024
Subject: Deep Dive: How effectively is the City of London Police responding to shoplifting?	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	For Information
Report author: Ch Supt Amanda Horsburgh, Head of Specialist Ops	

Summary

This report provides a deep dive into the local and national rise in retail crime, as well as the rise in assaults and abuse aimed at retail workers. It provides an overview of the work being done by the City of London Police to deter and prevent business crimes, while also recognising areas for improvement.

In the City of London, shoplifting incidents have increased significantly from 180 in Q1 2023/24 to 467 in Q1 2024/25, marking a 159% increase year-on-year. The rise in shoplifting is attributed to both an increase in reporting and more engagement with licensed premises.

The City of London Police’s (CoLP) attendance policy is to attend all shopliftings where a suspect has been detained or a worker has been threatened or had violence used on them. CoLP’s response times to shoplifting incidents are based on the threat, harm and risk assessment:

- a. Immediate Response: within 15 minutes where the immediate presence of a police officer will have a significant impact on the outcome of an incident
- b. Significant Response: within 1 hour for incidents with a degree of importance or urgency associated with the initial police action, but an emergency response is not required.

Overall, CoLP continue to provide a good service level in response to theft incidents, more broadly attending 100% of theft incidents reported via our control room with 97% of all immediate incidents within the 15min timeframe (on average 6min) and

99% of all Significant graded incidents within the 60min timeframe (on average 19min).

CoLP has a dedicated unit for preventing shoplifting, which patrols hotspot areas and engages with retailers to report crimes. There is a focus on hotspot policing and coordination with other agencies to address both daytime and night-time retail crimes.

All shoplifting crimes are allocated to the Volume Crime Unit for investigation. The investigative response is supported by the investment made into CCTV across the Square Mile which support the identification of offenders.

This collective effort and proactive approach enables the City of London Police to consistently deliver high positive outcome for retail crime and sits above national average.

The positive outcome rate for shoplifting has increased from 28% in Q1 2023/24 to 35% in Q1 2024/25, reflecting improved detections and enforcement efforts. CoLP has recently issued three Criminal Behaviour Orders (CBOs) against prolific shoplifters, preventing their return to the City for up to five years.

This report also provides details of the national context in terms of shop theft and contains an overview of the work of the National Business Crime Centre, led by the City of London Police, and its work to tackle retail crime.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

2. This report forms a series of deep dives into areas of particular importance or interest for the Strategic Planning and Performance Committee. This deep dive on retail crime forms the first deep dive of the performance year 2024-25.

Local Response

Capacity, Capability & Performance

3. The City of London Police (CoLP) has a proactive approach to managing and preventing shop theft. CoLP has a unit of officers in Local Policing who specifically patrol hotspot repeat locations, and report crimes on retailers' behalf.
4. In the City of London, retail crime and violence linked to retail crime are increasing. This is partly due to engagement with licensed premises and an increase in reporting and intelligence. A multi-agency approach to policing the

night-time economy continues with a focus on hotspot policing. An alert scheme is active for retail premises on Cheapside for shoplifting, due to the link to violent crime when shoplifters assault retail staff/officers. The Tactical Tasking & Coordination Group within the City of London Police has commissioned work to provide a more in-depth analysis of shoplifting and violence for both daytime and night-time hours.

5. CoLP are among the top-performing forces in detections for shop theft, as outlined in the table below:

Force	Total positive Outcomes for Shoplifting offences 23/24	Total Outcomes for Shoplifting Offences 23/24	% of total outcomes achieved that were positive
Norfolk	2,102	4,967	42%
Cumbria	820	2,250	36%
Suffolk	1,263	3,506	36%
Humberside	3,026	9,055	33%
South Yorkshire	4,587	14,342	32%
Gwent	1,132	3,943	29%
Cambridgeshire	1,786	6,267	28%
Lincolnshire	1,693	5,987	28%
North Wales	1,364	4,943	28%
Hampshire	3,928	14,326	27%
West Mercia	2,677	9,775	27%
London, City of	290	1,076	27%
Durham	1,841	7,105	26%
Northamptonshire	1,223	4,729	26%

6. In recent weeks the City of London Police have had three Criminal Behaviour Orders (CBOs) of prolific shoplifters, which states they cannot return to the City for five years. Some examples include:
- On 11th July 2024, City Officers arrested an individual who was linked to 6 thefts and arrested proactively. When arrested, he already had a Criminal Behaviour Order preventing him being in the City already in place as issued by the Court following a previous sentence issued. He was charged for 6 counts of theft (approx. £1800) and breach of CBO. He is now on remand awaiting sentencing.
 - On 12th August 2024, City Officers arrested another individual who was linked to three thefts from Reiss, Octagon Mall through CCTV circulations. He was arrested by the Proactive Crime Unit (PACT) at his home address and charged for 3 counts of theft (value over £1700). He was sentenced for 4 weeks per theft (suspended for 12 months). He has since gone to prison having further committed offences within the suspended term.
 - On 16th August 2024, City Officers arrested another individual, who was spotted by a PACT officer on way to a training course. The suspect was

known to have been wanted for 2 thefts (approx. £380) and assaults on shop staff. He was charged with 2 counts of theft & 1 count of assault. He is currently on remand awaiting sentencing.

7. CoLP’s attendance policy for shoplifting incidents is assessed based on threat, harm and risk with an Immediate response (i.e. where the immediate presence of a police officer will have a significant impact on the outcome of an incident, e.g. if the suspect was still there or had just left) within 15 minutes and a Significant response (i.e. incidents with a degree of importance or urgency associated with the initial police action, but an emergency response is not required, e.g. if the suspect was detained but calm and compliant) within 1 hour. CoLP will attend all incidents where a suspect has been detained or a worker has suffered violence or threats.
8. Overall, CoLP continue to provide a good service level in response to theft incidents, more broadly attending 100% of theft incidents reported via our control room with 97% of all immediate incidents within the 15min timeframe (on average 6min) and 99% of all Significant graded incidents within the 60min timeframe (on average 19min).

Crime Prevention

9. Last year, CoLP ran Op Rosetto a number of times, which involved working with the City’s retail security to raise awareness of retail crime prevention, conducting visits to stores with high incidents of thefts, providing crime prevention advice and shared information on reporting and our response commitment.
10. In addition, our Strategic Threat Assessment guides our Tactical Tasking and Coordination Group, where our Control Strategy is delivered. Retail Crime is reviewed under the ‘Threat (Other)’ category. A range of operations and initiatives are supported through the TTCG including Op Niven, Op Rosetto and other dedicated crime prevention activity. Additionally, bids have been approved for submission to the Safer City Partnership for partnership support to reduce retail crime through the purchase of prevention kits. This initiative aims to improve security at high crime retail locations, as well as gyms, which are high demand generators of theft crimes.

Demand

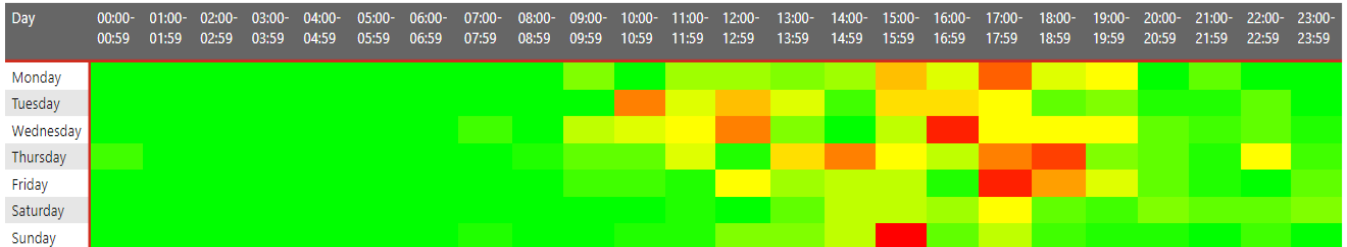
11. Demand data shows that shoplifting crimes are continuing to increase in the City of London year on year. CoLP have seen an increase of 159% shoplifting crimes in Q1 of 2024/25 since Q1 2023/24:

Shoplifting Crimes:

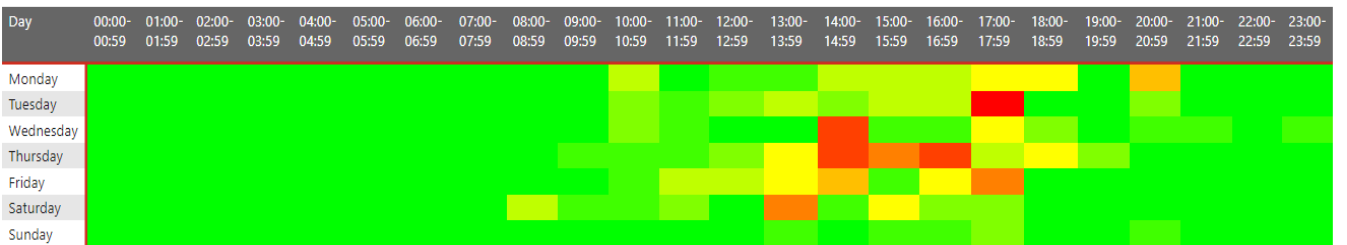
Q1 2023/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25
180	286	319	370	467

12. In addition, monitoring is undertaken to understand the time of day and days of the week when shoplifting offending is most likely to occur. As you can see from the graphic below, most offences occur in the late afternoon to early evening, with a particular high spot on Wednesday, Friday and Sunday afternoons. This has seen a slight shift since Q1 2023/24 where particular high occurrences of crime happened on Tuesdays, Wednesdays and Thursdays.

Q1 2024/25:



Q1 2023/24



Positive Outcomes

- 13. CoLP has a dedicated unit for preventing shoplifting, which patrols hotspot areas and engages with retailers to report crimes. There is a focus on hotspot policing and coordination with other agencies to address both daytime and night-time retail crimes.
- 14. All shoplifting crimes are allocated to the Volume Crime Unit for investigation. The investigative response is supported by the investment made into CCTV across the Square Mile which support the identification of offenders.
- 15. This collective effort and proactive approach enables the City of London Police to consistently deliver high positive outcome for retail crime and sits above national average.
- 16. The proportion of crimes that have a positive outcome assigned such as a charge/summons, caution or penalty notice (i.e. positive outcome rate) has improved by 218% (+83) in Q1 2024/25 from Q1 2023/24, as shown in the breakdown below.

Q1 2023/24	Q2 23/24	Q3 23/24	Q4 23/24	Q1 24/25
38	92	84	133	121

17. Nationally, 2023/24 saw a 30% increase in shop theft crime compared to 2022/23. The positive outcome rate for shoplifting is 20% in 2023/24 which was

an increase from 11% in 22/23, showing the City of London Police's high performing position.

National Context

18. Shop theft across the UK is a pervasive issue with significant economic and social implications. It is the most common type of retail crime, and its frequency has been rising in recent years. This surge is driven by a combination of factors, including economic challenges, social inequalities, and the relative ease of committing the crime with minimal immediate consequences.
19. In their 2024 Crime Survey, the British Retail Consortium (BRC) estimated that there were 16.7 million incidents of customer theft with losses at £1.8 billion. The overall cost including crime prevention measures stands at £3.3 billion.
20. Shop theft is committed by a wide range of individuals, from opportunistic thieves to organised crime groups (OCGs). While some incidents involve individuals stealing out of necessity or desperation, there is a growing trend of professional thieves who target high-value items for resale. OCGs, in particular, are known to orchestrate large-scale thefts, often targeting multiple stores across different regions in a coordinated manner.
21. The biggest concern for retailers is the rise in assaults and abuse aimed at shopworkers with the BRC stating that there were just over 1,300 violent or abusive incidents a day. The new Labour government have committed to continue to address the problem through the introduction of a new offence of assault of a shopworker.
22. In response to the rising levels of shop theft and assaults on staff, retailers are investing more in security technologies, such as CCTV, facial recognition, and electronic article surveillance (EAS) systems. Additionally, many are increasing their collaboration with local police, Business Improvement Districts and Business Crime Reduction Partnerships to better tackle the issue.
23. Incidents of police recorded shop theft in 2023 reached 425,000, nationally, a 37% increase on the previous year. Crimes reported in 2024 have increased further still. In response, the National Police Chiefs' Council launched the Retail Crime Action Plan in October 2023, which sets out several expectations for police, in particular around police attendance at incidents where violence has been used or threatened, or where a shoplifter has been detained. The increased focus by police has also seen improvements in police outcomes with more offenders being charged and Criminal Behaviour Orders awarded for the most prolific offenders.
24. The issue of OCGs is being tackled through the introduction of a retailer funded police unit under the name of Pegasus, which sits within Opal (the police acquisitive crime intelligence unit). Officially launched in May 2024, the team has already had a positive effect with a number of OCGs being disrupted and brought to justice through the intelligence collated by the team.

History of the NBCC

25. The National Business Crime Centre (NBCC) was launched in October 2017 with a £1m, 3-year Home Office Transformation Grant. Originally hosted by the Metropolitan Police Service (MPS) ownership moved across to CoLP in 2019 where it remains under the leadership of AC Paul Betts, who acts as Senior Sponsor for the NBCC. Given the existence of the Acquisitive Crime Portfolio and Retail Crime Portfolio, there is an ongoing review of the NPCC portfolios to define ownership and improve efficiency.

26. Since the end of the Home Office grant, the finances and staffing of the NBCC has been covered by CoLP and the MPS, with CoLP running the NBCC as a national function. This approach is neither appropriate nor sustainable in the long term.

Current establishment

- Superintendent Patrick Holdaway (lead) – funded by CoLP.
- Inspector – as of mid-March 24 this post is vacant, however a replacement is sought to fill the seconded post which is funded by the MPS until June 2025.

Role and purpose

27. Using the enablers of Partnership, Intelligence and Prevention the NBCC works to prevent and combat business crime by working closely with the National Police Chiefs Council (NPCC), law enforcement agencies, the Home Office, businesses, and other stakeholders. The NBCC does this by raising awareness of threats and abuse against employees; highlighting the risks of business crime; promoting good governance; providing training and support to help businesses and organisations identify and report crime and intelligence; and, designing effective pursue strategies targeting organised crime and prolific offenders.

Information and awareness

28. In 2021, a new website was created - www.nbcc.police.uk - which hosts a wide range of NBCC designed guidance, including over 30 bespoke crime prevention guides as well as training e.g. videos of how to report crime, protect staff, and prevent violence. The website also hosts Trading Standards supported training and guidance on the storage and selling of knives for retailers, and the ShopSafe awareness campaign products.

29. In addition, the NBCC has published a monthly newsletter providing guidance and advice as well as updates on NBCC activity. Issue number 16 has recently been released which can be accessed at: <https://nbcc.police.uk/news/newsletters>

30. The NBCC has a strong social media presence on LinkedIn and X, with dedicated profiles reaching 1000s of followers. The channels are used to highlight workstreams and raise the profile of the guidance available.
31. The NBCC have developed and maintained a network of police contacts across all forces which are supported by regular awareness and engagement events to update on current trends, highlighting and sharing best practice.
32. In the last 12 months the NBCC has given over 50 presentations to police and business groups.

Action Driven

33. The NBCC has developed the Safer Business Action Days model: Safer Business Action (SaBA) Days is a joint approach by police, business, private security, Business Crime Reduction Partnerships (BCRPs) and Business Improvement Districts (BIDs) working in partnership to focus resources into a designated location to create a significant impact to reduce crime.
34. This model is now used extensively by police forces and retailers to deliver local action. This model has been supported by the recent introduction of Safer Action Business Nights, which focusses on the night time economy.
35. The NBCC has initiated, planned and led the NPCC national week of action targeting business crime event have taken place in October 2022, 2023 and planning is in place for 2024
36. In addition, the NBCC has initiated and led the Safer Business Action Month in March 2024. The national initiative saw in excess of 397 days of action take place across 40 forces, it involved over 2700 police officers and staff and saw almost 440 arrests and thousands of positive engagements take place with businesses.
37. To augment the national agenda to prevent Violence Against Woman and Girls (VAWG) the NBCC has developed and introduced a national safe spaces scheme which now includes 10 large national retailers providing over 13,000 safe space locations. In the last few weeks this has been extended to private security where some of the country's largest providers of private security have agreed to support which will see tens of thousands of security officers trained. The scheme will also soon be extended to shopping centres and Business Improvement Districts.
38. Moreover, the NBCC has delivered national information sharing agreements for police engagement with the Security Industry Authority and business groups (NBCS), providing a safe and efficient way for information on prolific offenders to be shared to protect businesses.

39. The NBCC has been recognised in Hansard for its part in the development of the Equipment Theft (Prevention) Bill.

Business resilience

40. The NBCC played a critical role forming the core of the Police Food and Retail Liaison Team under Op Talla, which was the policing response to Covid-19. The team represented UK policing and engaged with retailers and business groups, developed appropriate guidance on operational protocols to keep customers and staff safe, as well as bespoke guidance to the tourism and hospitality sector on safe reopening. This engagement influenced legislation, reduced the demand on policing and provided high levels of confidence to the industries and consumers.

41. The NBCC was the conduit for the national escalation on the attacks on 5G masts, the scale and threat of which came to the attention of No.10. The NBCC then assisted the National Crime Agency in the policing response.

42. The NBCC has also provided police support with business engagement Op London Bridge, the funeral of HM Queen Elizabeth. The structured feedback provided by the NBCC influenced changes with business engagement by the MPS for Golden Orb, the Coronation of King Charles III.

43. In addition, the NBCC has provided guidance to businesses on behalf of the NPCC and OP Tarlac, the policing response to recent events in the Middle East.

Support of NPCC & APCC portfolios

44. The NBCC plays a critical role in supporting the following boards:

- a. APCC Business Crime board – chair PCC Katy Bourne OBE
- b. NPCC Acquisitive Crime Threat group – CC Amanda Blakeman KPM
- c. NPCC Commercial Robbery Group – DCC Jayne Meir
- d. Supports DCC Alistair Sutherland with his NPCC private security portfolio and represents policing on the Security Skills board, which is a cross sector group to professionalise the private security sector.

National leadership

45. As core members of the National Retail Crime Steering Group the NBCC has led on a number of task and finish groups e.g. information sharing, reporting etc.

46. It has played a key role in the development of the Retail Crime Action Plan and subsequent national audit to assess its implementation. Results of this have been presented to the Policing Minister.

47. The NBCC has carried out a national survey with businesses on ASB, the results of which were fed into the Home Office ASB Action Plan.

48. The NBCC represents policing through its support of numerous partnerships and governance boards covering a range of sectors.

Academia

49. The NBCC have commissioned an academic report around the accreditation of Business Crime Reduction Partnerships, then introduced a Standards Board to implement the recommendations. The board has reviewed the accreditation standards, training notes and new branding with a launch of the new accreditation scheme planned for summer 2024.
50. In addition the NBCC have commissioned an academic review into crimes that involve tobacco and how the HMRC owned tobacco track and trace initiative can be used to identify stolen product and prevent thefts with a systematic approach.

Current focus

51. Current focus for the NBCC includes:
- a. Supporting the continuing implementation of the Retail Crime Action plan:
 - Police retail crime audit – police performance
 - Greater use of CCTV evidence & use of DEMS by retailers
 - Management of offenders – tagging, court outcomes and & CBOs
 - Development of CPS/Police supported standardised reports & statements
 - b. Continued expansion of Op Portum, the safe spaces scheme.
 - c. Finalising the BCRP Accreditation Scheme for a summer launch.
 - d. Review and next steps of the academic study on crimes involving tobacco.

Formal recognition

- 2020 Fraud Awards: Best Retailer and Policing Collaboration Award – High Commended – Pharmacy Covid Support
- 2021 Fraud Awards:– Winner – Hall of Fame Award
- 2022 NPCC Op Talla National Awards – Commendation – Police Food, Retail Liaison Team
- 2022 Fraud Awards: Best Retailer and Policing Collaboration Award – Highly Commended – SaBA Days
- 2022 Fraud Awards: Best Collaborative Retail Risk Management Solution – Highly Commended – NBCS/Police ISA
- 2022 National Courier Awards Institute of Couriers: ERII Merit Award – OP London Bridge
- 2023 OSPAs: Outstanding Security Partnership – Winner – SaBA Days
- 2023 BSIA Awards: Finalist Partnership award – SaBA Days

Conclusion

52. Shop theft is the most common type of retail crime, and its frequency has been rising in recent years. With this rise, there has also been a rise in assaults and abuse aimed at shopworkers - to which the new government have committed to address through the introduction of a new offence 'assault of a shopworker'.

53. Locally, the City of London Police have also seen a surge in shoplifting, with 467 reported in Q1 24/25 compared to 180 in Q1 23/24. Despite this increase, CoLP continue to provide a good service level in response to incidents, attending 100% reported via our control room. There has also been a 218% (+83) increase in positive outcomes from Q1 23/24 - Q1 24/25.

54. With the increase in business crime, the National Business Crime Centre (NBCC) plays a vital role in preventing and combatting business crime. The NBCC's staffing and finance is covered by CoLP and the MPS, with CoLP heading the NBCC as a national function. This is neither appropriate nor sustainable in the long term, and another approach should be explored.

Chief Superintendent Amanda Horsburgh
Specialist Operations, City of London Police

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