



## Strategic Planning & Performance (Police) Committee

**Date:** TUESDAY, 3 DECEMBER 2024  
**Time:** 12.00 pm  
**Venue:** COMMITTEE ROOMS, GUILDHALL

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

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Kezia Barrass@cityoflondon.gov.uk

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**Ian Thomas CBE**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 26 September 2024.

**For Decision**  
(Pages 5 - 8)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

**For Information**  
(Pages 9 - 10)

5. **POLICING PLAN PERFORMANCE REPORT - Q2 2024/25**

Report of the Commissioner.

**For Information**  
(Pages 11 - 30)

6. **POLICING PLAN 2025-28 UPDATE**

Report of the Commissioner.

**For Discussion**  
(Pages 31 - 44)

7. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

Report of the Commissioner.

**For Decision**  
(Pages 45 - 54)

8. **COMMUNITY ENGAGEMENT QUARTERLY UPDATE & MEASURES OF THE STRATEGIC PLAN**

Report of the Commissioner.

**For Information**  
(Pages 55 - 60)

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 26 September 2024.

**For Decision**  
(Pages 61 - 62)

13. **CITY OF LONDON POLICE - STAFF "PULSE" SURVEY RESULTS**

Report of the Commissioner.

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

14. **COUNTER TERRORISM DEEP DIVE: HOW EFFECTIVE ARE THE CITY OF LONDON POLICE AT WORKING WITH STAKEHOLDERS TO IMPROVE COUNTER TERRORISM SECURITY?**

Report of the Commissioner.

**For Information**  
(Pages 67 - 80)

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

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

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## STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Thursday, 26 September 2024

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Rooms, Guildhall on Thursday, 26 September 2024 at 11.00 am

### Present

#### Members:

Jason Groves (Chair)  
Helen Fentimen OBE  
Andrew Lentin  
Michael Mitchell  
Deputy James Thomson  
John Griffiths  
Melissa Collett

#### Officers:

Richard Riley CBE	- Town Clerks Department
Josef Shadwell	- Town Clerks Department
Kezia Barrass	- Town Clerks Department

#### City of London Police

Paul Betts	- City of London Police
Andrew Gould	- City of London Police
Amanda Horsburgh	- City of London Police
Brett McKenna	- City of London Police
Kate Lloyd	- City of London Police
Patrick Holdaway	- City of London Police
Oliver Shaw	- City of London Police
Chris Bell	- City of London Police
Megan Cardy	- City of London Police

#### 1. APOLOGIES

Apologies were received from Deborah Oliver and Tijs Broeke.

#### 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 meeting held on 21 May 2024 were approved as an accurate record.

#### 4. PUBLIC OUTSTANDING REFERENCES

Members received a joint report of the Town Clerk and the Commissioner which provided the public outstanding references.

The Chair noted that the PEEL inspection would be discussed further on the agenda, and a more detailed report would be submitted to SPPC in November 2025.

**RESOLVED**, - that the report be noted.

5. **Q1 POLICING PLAN PERFORMANCE MEASURES**

Members received a report of the Commissioner which outlined the Q1 Policing Plan performance measured.

Members expressed concern that there were reported increases in all areas of crime, and that this would concern women and residents in the City, and queried if this was consistent with national statistics. Officers confirmed that reported increases were in line with national trends.

Members considered the use of signage upon entering the City of London to create a hostile environment for those intent upon committing crimes, particularly phone snatching. Officers agreed to consult on the available options with Corporation colleagues. Members agreed to consider the issue further at the Police Authority Board.

Officers agreed to consult with City of London Comms team on the most appropriate method to inform the public about crime levels in the City of London.

**RESOLVED**, - that the report be noted.

6. **HMICFRS QUARTERLY UPDATE**

Members received a report of the Commissioner which provided a quarterly HMICFRS update. The Police Authority Director agreed to scope if further data would be available from the Corporation to feed into future demand predictions.

**RESOLVED**, - that the report be noted.

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

Members received a joint report of the Commissioner and the Town Clerk which provided an overview of the strategic community engagement plan.

Members suggested that the use of corporate spaces to hold cluster panels, would be an effective method to link with businesses in the City. Members questioned how effective the cluster panel arrangements had been, officers agreed to report back on attendance figures of cluster panels to evidence their reach.

Members noted the significant number of young people and students using the City and considered how to improve engagement with this cohort.

**RESOLVED**, - that the report be noted.

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

Members received a report of the Commissioner which provided a deep dive into how effectively the City of London Police was responding to shoplifting.

Members welcomed the report and felt the good work should be published as a good news story.

**RESOLVED**, - that the report be noted.

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

There were no questions.

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

The Chair noted that Adrian Hanstock had stepped down from his place as external Member of the Strategic Planning and Performance Committee and thanked him for his contribution.

11. **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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

12. **NON-PUBLIC MINUTES**

**RESOLVED**, - that the non-public minutes of the meeting held on 12 May were approved as an accurate record.

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

There were no questions.

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

There was no other business.

**The meeting ended at 12:59**

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Chairman

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

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## Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
	<b>September 2026 – Item 5, Policing Plan</b>	Members asked to consider the options of signage on entrance to the City to enforce a hostile environment for criminals.	Police Authority Director	<b>In progress</b> – initial scoping of a piece of work for crime prevention and deterrence messaging in the City has been done. We will bring a report back to SPPC in the new year.
	<b>September 2026 – Item 6 HMICFRS update</b>	PA director agreed to scope if further data was available from the Corporation on demographic and business data to inform future demand predictions.	Police Authority Director	<b>In progress</b> – this work is being taken forward through the establishment of a 'Future Threats and Demand' group, referenced in the published Serious Violence Strategy.

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# Agenda Item 5

<b>Committee(s):</b> Strategic Planning & Performance Committee – for information	<b>Dated:</b> 3 December 2024
<b>Subject:</b> Policing Plan Performance Report – Q2 2024/25	<b>For Information</b>
<b>This proposal:</b> <ul style="list-style-type: none"><li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li><li>• <b>provides statutory duties</b></li></ul>	<ul style="list-style-type: none"><li>• Diverse Engaged Communities</li><li>• Dynamic Economic Growth</li><li>• Vibrant Thriving Destination</li><li>• Providing Excellent Services</li></ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£-
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Commissioner of City of London Police
<b>Report author:</b>	T/Ch Insp Megan Cardy, Head of Force Performance

## Summary

The appendix to this cover report summarises the Policing Plan Performance for Q2 in 2024/25. The appendix provides an overview of crime trends, crime profile, and then provides an update on the 14 performance measures of the 2022-25 Policing Plan.

## Recommendation(s)

Members are asked to:

- Note the report.

## Appendices

- Appendix 1 – Policing Plan Performance Report Q2 – 2024/25

**T/Ch Insp Megan Cardy**

Head of Force Performance, Corporate Services

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# Policing Plan Performance Report

Quarter 2 2024/25



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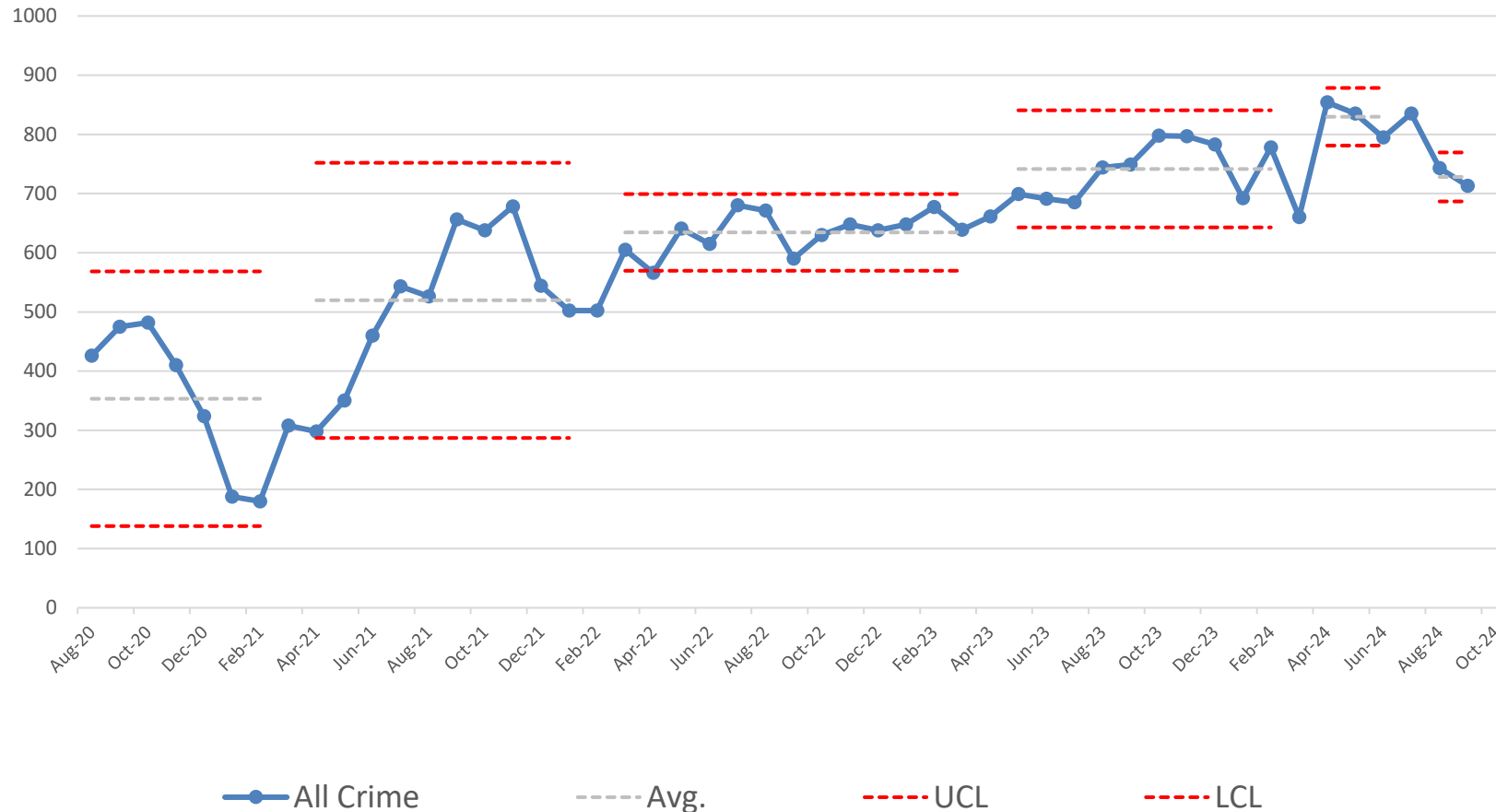
A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

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# Background

## All Crime

### All Crime

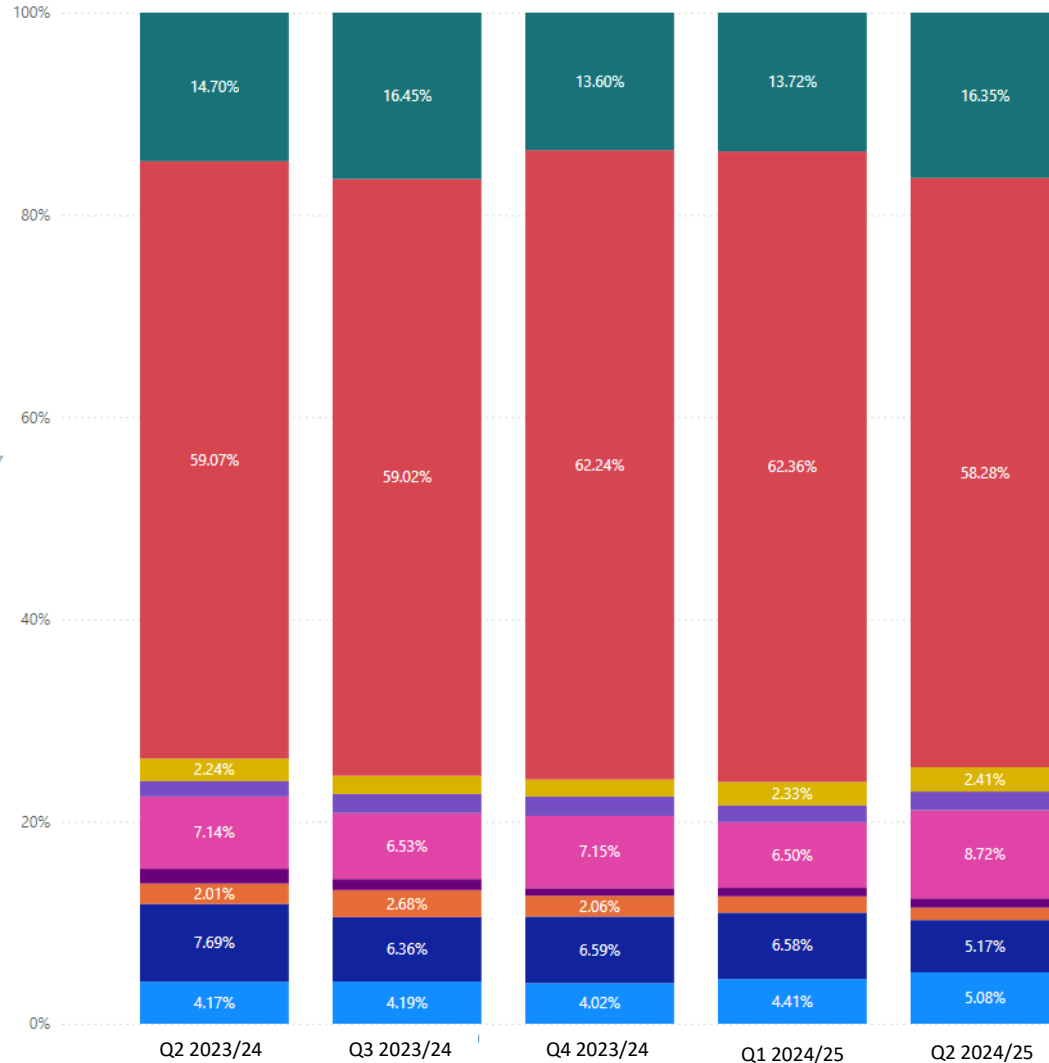


Crime reduced again in September 2024, and following the peak in April and May is back to within the normal limits of 2023 crime levels. In the 12month period to date ( October 23 - September 24) all crime is still significantly higher (+ 14% ~ 1177 crimes) than the previous 12 months (October 22 - September 23).

Traditionally crime does increase in the summer months with September seeing a reduction. We expect crime to increase again October in line with past seasonal variations seen.

In our neighbouring force (Metropolitan Police Service) they experience a similar trend with crime increasing by 3.5% in the past 12 months ( October 23 - September 24), with a 4% decrease from August 2024 to September 2024. There was however a notable 15% increase in theft offences ( our highest and most comparable crime type) in the past 12 months more in line with the increases in crime we have seen overall.

# Background Crime Profile



The profile for CoLP's crime is similar overall to last quarter (Q1 24/25) and Q2 in 2023/24 with the greatest volume of crime from the below crime types;

- All other theft (20%)
- Shoplifting (16%)
- Theft from person (14%)
- Violence without Injury (10%)
- Public Disorder (9%)

The greatest volume changes in crime type this quarter are Decrease;

- Theft from person (-107)
- Shoplifting (-97)
- Drug possession (-37)

Increase;

- Public Disorder (+37)
- Stalking & Harassment (+15)
- Violence without injury. (+18)

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

### Reduce Neighbourhood Crime

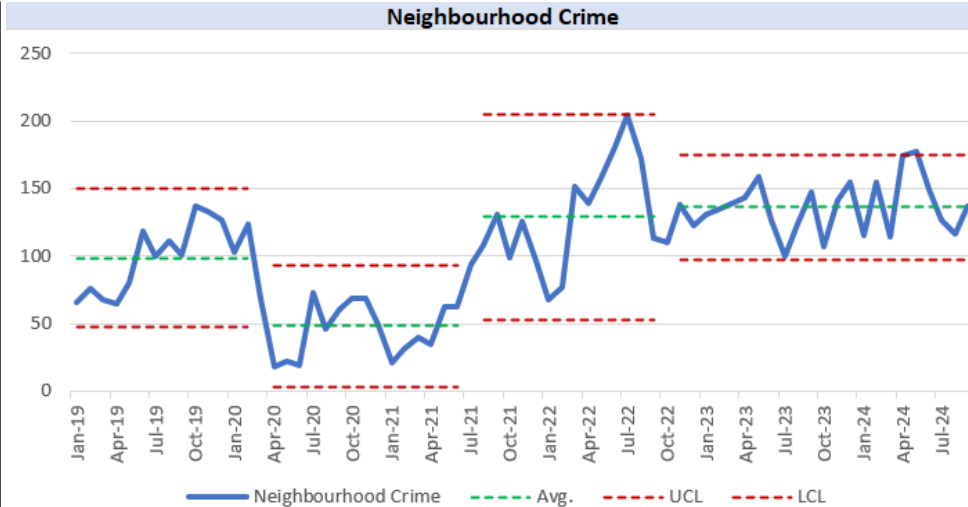
Neighbourhood crime has decreased by 24% this quarter (-118) in comparison to last quarter (Q1 24/25) this is similar to Q2 23/24. Analysing data for the most recent 12-month period (Oct 23 – Sep 24) and comparing it to the preceding 12 months (Oct 22 – Sep 23), there has been a 6% increase in neighbourhood crime the past 12 months partially due to the peak of crime seen in Q1 24/25.

Neighbourhood crime continues to be driven by ‘theft from the person’ offences making up 84% of neighbourhood crime. This is similar to previous months.

The main modus operandi for these types of crimes are phone snatches, and distraction thefts (bag dipping) . This crime category has reported a 25% decrease this quarter (-107) compared to last quarter (Q1 24/25) and a 12% increase (+33) from Q2 in 2023/24.

CoLP continue to provide a good service level in response to theft, robbery and burglary incidents attending 100% of occasions where an incident is raised on our command and control system (usually as a result of a call to police) with 92% of all immediate incidents within the 15min timeframe (on average 8min) and 93% of all Significant graded incidents within the 60min timeframe (on average 33min).

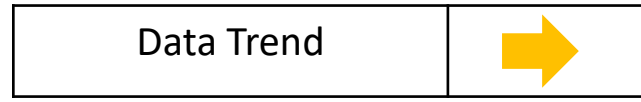
Theft from the Person offences are challenging to investigate with a national positive outcome rate of 1% in 2023/24. CoLPs Outcome rate remains at a similar level for theft from person offences this quarter.



*Neighbourhood crime is defined using the national definition and includes the following crime types;*

Crime Tree LV4 Desc	Jul 2024	Aug 2024	Sep 2024
THEFT FROM THE PERSON	106	101	112
ROBBERY OF PERSONAL PROPERTY	7	5	15
THEFT FROM MOTOR VEHICLE	12	4	6
THEFT OF MOTOR VEHICLE	1	5	1
BURGLARY - RESIDENTIAL HOME	1	1	3

Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
371	403	384	500	380



#### Response

Intelligence led policing continues to tackle neighbourhood crime, identify key offenders for theft offences driving our neighbourhood crime profile.

An acquisitive crime board ensures officers across local policing are tasked to hotspot locations and are an intelligence led team. This is a cross-portfolio collaboration dedicated to problem solving, with a focus on acquisitive crime. There is a particular focus on ‘theft from the person’ offences, specifically phone snatches and bag theft offences.

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 a further 13 suspects arrested this quarter in addition to the offenders apprehended in Quarter 1 2024/25.

Following arrest in March 2024 a significant 2year custodial sentence for a motorbike enabled phone snatch offender was issued at court in August 24. This followed conviction of 24 linked offences that took place within an hour period on one day, with the offender apprehended after fleeing the final offence. This has also created opportunity to reaffirm prevention advice alongside the significant media interest in this case.

CoLP continues to seek long term offender management tools to prevent reoffending with 2 Criminal Behaviour Orders restricting entry to the city, directly related to neighbourhood crime offenders issued in the period.

Additional funding to support prevention activity aligned to phone snatches has been agreed to support increased awareness campaigns in the coming quarter. We will be doing geofenced crime prevention messaging and a significant advertising campaign, as well as practical belonging marking events to engage the public with this messaging further.



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

### Reduce Violent Crime

Violent crime has increased this quarter by 6% (+26) compared to last quarter (Q1 24/25) and 16% (+58) compared to Q2 23/24. Analysing data for the most recent 12-month period (Oct 23 – Sep 24) and comparing it to the preceding 12 months (Oct 22 – Sep 23) there has been an 18% increase in violent crime (+245). This is slightly higher than the increase in overall crime across the same period of 14%.

Violence without injury has seen the greatest increase in volume across this quarter with a 9% increase (+18). There has also been a notable increase in Stalking & Harassment offences with a 44% increase (+15) compared with last quarter (Q1 24/25). The majority of these Stalking & Harassment offences (31% ~ 15 crimes) are malicious communications offences and are not domestic abuse related crimes.

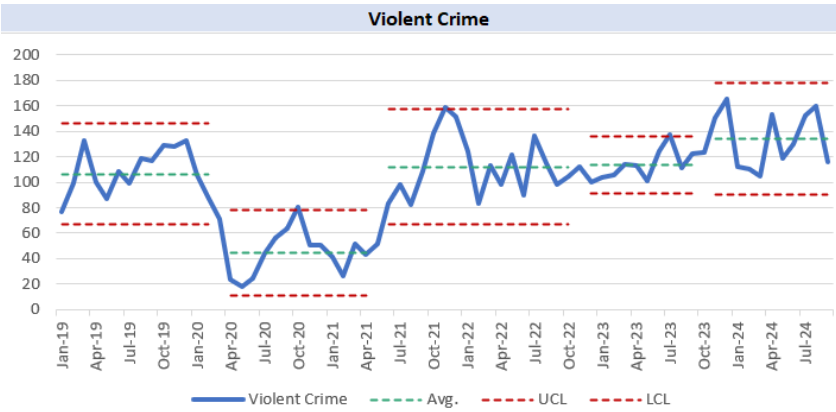
Having reported an increase in Q1 24/25 we see a reduction in both Rape (-25% ~ 4 incidents) and Violence with Injury offences (-2% ~ 2 incidents). This is particularly significant as we see a seasonal increase in sexual offending in July / August, which was present, however was not as significant an increase as expected.

Violent crime offences continue to be linked to the night-time economy (72% 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 (59% of violence with injury offence ~ 61 crimes) however a minor increase in GBH offences was seen this quarter (22% ~ +2 Crimes).

27 Violence Crimes were recorded against officers in Q2 2024/25 ( 6% of violence offences) this is a 58% increase (10 crimes) on Q1 2024/25 but equal to Q2 2023/24.

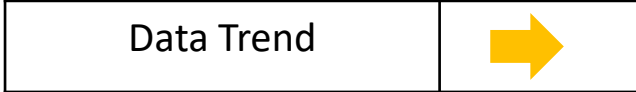
CoLP continues to provide a good service levels to reports of violence attending 100% of occasions where an incident is raised on our command and control system (usually as a result of a call to police), with 97% of all immediate incidents attended within the 15min timeframe (on average 8 min) and 100% of all Significant graded incidents within the 60min timeframe (on average 19min).



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

Crime Tree LV4 Desc	Jul 2024	Aug 2024	Sep 2024
OTHER SEXUAL OFFENCES	18	15	10
RAPE	4	5	3
STALKING AND HARASSMENT	13	21	15
VIOLENCE WITH INJURY	29	32	41
VIOLENCE WITHOUT INJURY	88	87	47

Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
370	438	327	402	428



A multi-agency approach to policing the night-time economy continues with a focus on hotspot policing. Op Unify is a hotspot, intelligence led operation with hi-visibility patrols with Bishopsgate currently reporting as the priority location.

In Q2 the crime standards board commissioned a thematic review of robbery to assist in identifying hotspots and informing response/taskings and prevention activity. This is being fed into Neighbourhoods for Prevention Planning/activity and presented to TTCG for further taskings This followed the spike in violent crime at the start of Q2.

City of London Police supported the nationwide Operation Flagship across June and July, which was established to prevent and tackle domestic abuse during the UEFA European Football Championship, following data by the National Centre for Domestic Violence revealing incidents increase during international football tournaments

The Tactical Tasking & Coordination Group has commissioned work to provide a more in-depth analysis of shoplifting and violence and is due to report back in Q3.

Op Reframe has continued this quarter with ask for Angela and drink spiking testing taking place. This saw generally positive results, with guidance and education offered to staff and venues that did not perform well. This was focussed on 4 key geographical areas based on recent crime profiles linked to licensed premises.

The new Serious Violence Duty ensures 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.

CoLP continues to monitor the violence against its employees through Op Hampshire.

# 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 35% (+51) this quarter compared to last quarter (Q1 24/25) and by 31% compared to Q2 23/24. Analysing data for the most recent 12-month period (Oct 23 – Sep 24) and comparing it to the preceding 12 months (Oct 22 – Sep 23) there has been an 13% increase in VAWG crime overall (+71). This is less than the increase in overall crime seen during the same period of 14%, and less than the increase in violent crime for the period of 18%.

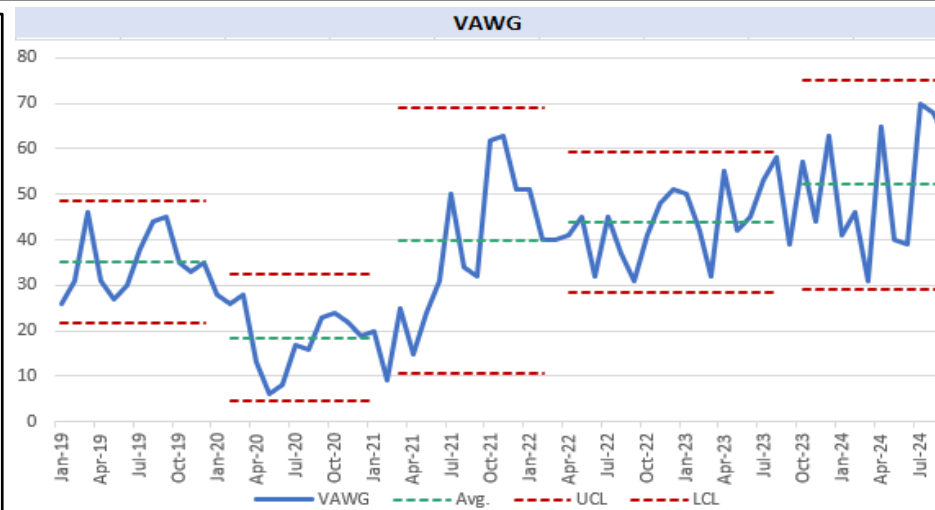
Violence offences are the most prevalent crime type making up 38% of these offences (76 crimes), followed by Public Order offences (threatening words/behaviour) which now make up 36% of these offences (72 incidents). There has been a notable decrease in the proportion of sexual offences now making up 23% instead of 27%, with only a (+ 7 Crimes ~ 17% increase) much less than the overall VAWG Crime increase.

The increase in VAWG offences is due to an increase in public disorder offences (+25 crimes) and an increase in violence offences due to stalking and harassment increases ( malicious communications).

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 (7%) of all crime in this quarter and 28% of violence offences this quarter.

The Violence against Women and Girls profile of crime in the city continues not to be Domestic Abuse related (VAWG 16% this quarter) and primarily committed against non CoL residents (71%).



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

Crime Tree LV4 Desc	Jul 2024	Aug 2024	Sep 2024
PUBLIC DISORDER	27	24	21
VIOLENCE WITH INJURY	7	15	18
OTHER SEXUAL OFFENCES	15	13	9
STALKING AND HARASSMENT	9	7	7
VIOLENCE WITHOUT INJURY	8	2	3
RAPE	3	4	3
MISCELLANEOUS CRIMES AGAINST SOCIETY			1

Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
150	164	118	145	196

Data Trend



### Response

Targeted operations are ongoing to tackle Violence Against Women and Girls offences, and these involve multi-agency working with partners.

City of London Police supported the nationwide Operation Flagship across June and July, which was established to prevent and tackle domestic abuse during the tournament, following data by the National Centre for Domestic Violence revealing incidents increase during international football tournaments.

Op Reframe has also continued this quarter providing a reassuring high visibility presence amongst the night time economy aligned to licensing and partnership activity.

Q3 will see the delivery of Op Vigilant which will see the training of behavioural detection officers deployed in the NTE to identify predatory behaviour and take proactive intervention measures with individuals. This has been funded through the Home Office Serious Violence Fund.

Operation Makesafe has been established to test and improve the hospitality industry's response to child sexual exploitation. CoLP deployed against this operation again in September and were pleased that hotels did correctly identify and challenge the suspicious behaviours, for those venues that did not guidance and information on how they could respond better in future was provided. This will be continued through the year across hotel and hospitality venues within the City.

Our serious and organised crime team is targeting modern slavery and human trafficking of European women for sexual exploitation. This was identified as the key area of focus for development for CoLP as emerging hidden crime identified in the modern slavery and organised immigration crime deep dive profiling that took place in July 2024. The plan to tackle this crime type has been updated accordingly and is currently undergoing peer review.

# 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

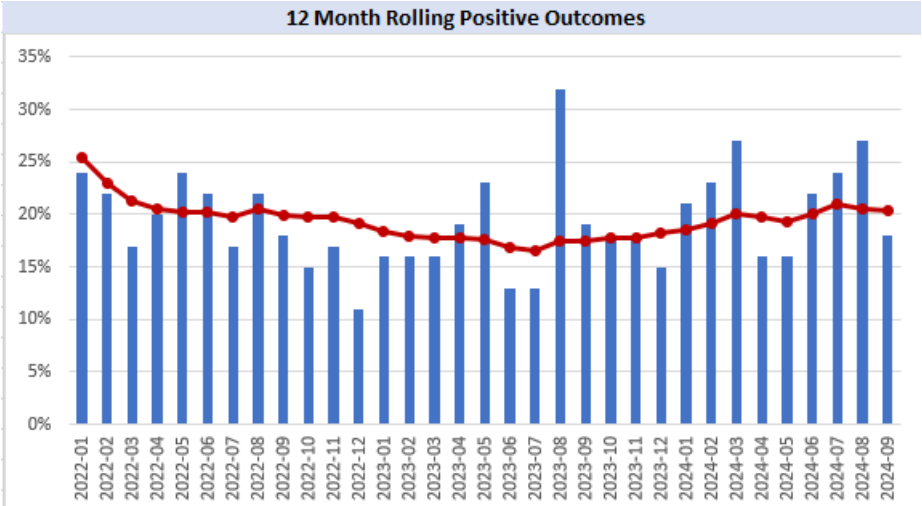
City of London Police consistently exceeds the national average, which is positive. The national positive outcome rate for published data to March 2024 demonstrates an 11.8% outcome rate, this is unchanged from previous rates.

CoLP recognises that outcomes can occur at different times within a crime and that fluctuations in both crime volumes and outcome volumes can impact outcome rates. The outcome rates per month are shown in the bar chart and do fluctuate significantly. A more effective measure of CoLP's outcomes is the Rolling 12month rate considering the outcome rate for the past 12 months and how that changes across the reporting period.

The rolling 12 month positive outcome rate for CoLP for this quarter is 21% which is an increase on Q1 2024/25 and an increase in Q2 2023/24. The volume of outcomes continue to increase to support this.

The rolling 12 month positive outcome rate for victim based crimes remains slightly above the rate for all crime at 24% this quarter an increase from 23% in Q1 2024/25 and 22% in Q2 2023/24.

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.*

	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
<b>12 month Outcome Rate</b>	17%	18%	19%	20%	21%
<b>Volume of outcomes</b>	467	407	500	454	529

Data Trend

### Response

City of London Police review every crime no matter it's reporting method which increases the chances of a successful outcome. 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.

City of London Police analyses all outcomes applied to crimes, not just positive outcomes, as well as comparing outcomes for specific crime types through its crime standards board to ensure any anomalies can be considered, understood and where required addressed. There has been nothing of concern identified in this quarter.

The proportion and volume of crimes resulting in out of court disposals is increasing, these are positive steps in ensuring all viable investigations are being considered for all available disposal options.

There has been a significant focus on reporting compliance with the victim code, and investigative supervision 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. This has led to improved investigations for our volume crimes particularly.

This quarter has seen the introduction of Quality Assurance and Thematic Testing (QATT) introduced to consistently monitor quality of crime supervision and investigation standards and further drive-up positive outcomes. Quality assurance checks take place weekly and across all teams within LP and SO to maintain standards .

CoLP continues to strive to increase positive outcomes for its crimes alongside providing the best service for victims and is focusing on how it can now improve timeliness of investigations as well as maintaining the success it currently sees with positive outcomes.

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

## Reduce Anti-social Behaviour (ASB) incidents

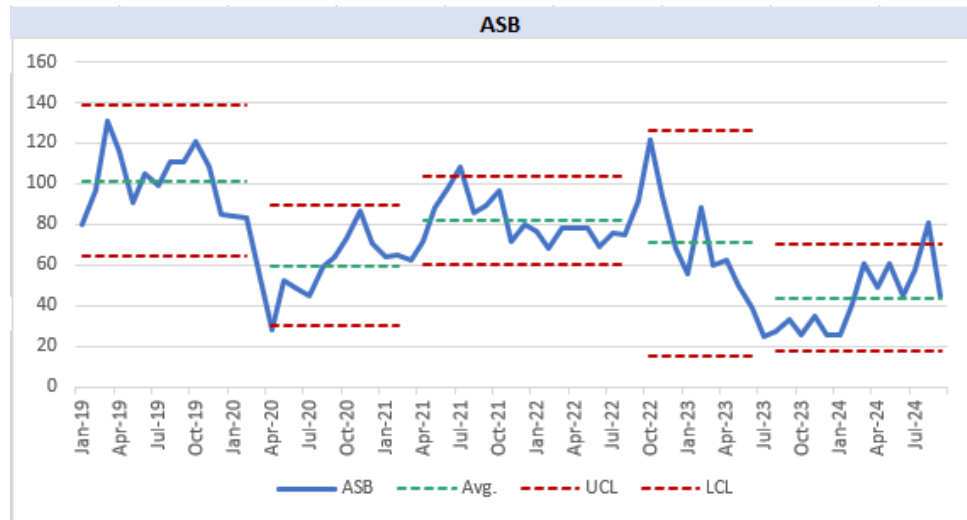
Anti-social behaviour (ASB) incidents continue to be low in volume; however, a 18% increase (+28 incidents) is reported this quarter compared to last quarter (Q1 24/25) and a 115% increase (+98 incidents) is reported compared to Q2 23/24.

This increase is due to a peak beyond confidence levels in August (80 incidents) with levels returning to normal volumes in September (45 incidents ~ 1.5 per day).

The two biggest contributors to ASB over this quarter are inconsiderate behaviour at 41% (which would include persons refusing to leave premises/public transport, skateboarding and shouting in public) and begging/vagrancy at 32%. The incident types have been consistent for some time with no noticeable emerging changes.

CoLP continues to provide good service levels to reports of anti-social behaviour attending 100% of occasions where an incident is raised on our command and control system (a CAD incident) with ASB as the incident type. With 97% of all immediate incidents attended within the 15min timeframe (on average in 8 minutes) and 99% of all Significant graded incidents within the 60min timeframe ( on average in 20minutes).

92% of occasions where a CAD incident is raised 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.*

Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
85	87	128	155	183

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.

In addition to continued engagement, CoLP maintains a strong visible presence through its foot, vehicle and cycle patrols across all of its local policing teams with over 1000hrs of tasked prevention foot patrols this quarter. This high visibility is not just a proven method of deterring criminal and antisocial behaviour but provides reassurance to the public too.


Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis.

CoLP continue to support partnership plans regarding the current encampment at Castle Baynard that may be linked to Anti-social behaviour and are working to a resolution in Q3 2024/25. There is also ongoing partnership work to establish a strategy for a longer term solution to reduce ASB at Peninsular House tented encampment.

In response to the incidents attended this month Community Protection Notices /Warnings were issued to 37 individuals. A further 10 individuals were identified as being in the intervention stage of Operation Luscombe the partnership response to begging and homelessness.

# 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

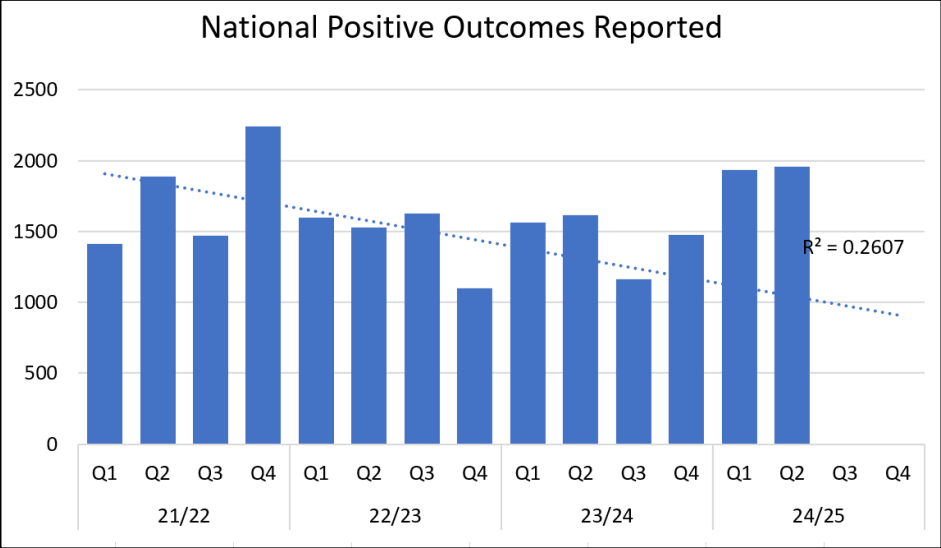
**Data Trend** 

**Reasons**  
 In Q2 2024/25 the national yield of judicial outcomes increased to 1,966, up 21% (+353) on the previous year's Q2 (1,613).

Q2 judicial outcomes included a couple of large cases with multiple outcomes. A CoLP National Lead Force team recorded 290 outcomes following an investigation into a retail fraud worth over £150k committed by three individuals. Following engagement, Kent Police has commenced some historic work, returning circa 180 judicial outcomes relating to an investigation from 2021.

The national target of 6,000 judicial outcomes continues to be in place in 2024-25. The half year position is 3,902, an excellent start with 66% 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.



Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
1,613	1,162	1,474	1,936	1,966

**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 with regard to 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 2024 and January 2025, with the Northwest ROCU to be visited in mid-October.



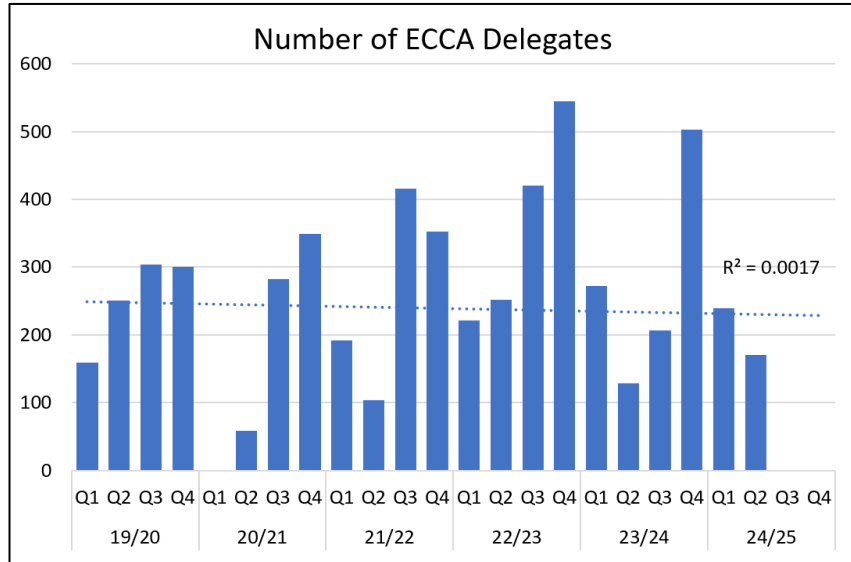
# Protect the UK from the threat of cyber and economic crime

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

The Academy delivered 14 training courses in Q2, a decrease of 26% from Q1 (-5), but an increase of 27% (+3) from Q2 23/24. Activity for the quarter peaked in July with 7 courses and 84 delegates, and this is the second highest number of courses delivered in Q2 in recent years.

Delegate numbers fell from 239 in Q4 to 170 in Q1, representing a decrease of 29% (-69). There is often a seasonal decrease Q2, as forces are reluctant to book courses during school holiday season. Delegate numbers were higher this quarter than in Q2 23/24, a difference of 32% (+41). This quarter, most delegates were from UK policing with 14 forces represented in July.

Satisfaction for the quarter averaged at 92%, equal to the 23/24 benchmark and including a score of 96% in July. Fluctuations often happen in months with low delegate numbers. The percentage of delegates completing feedback was down slightly at 61%.



Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
129	207	503	239	170

Data trend

### Response

The drop in Home Office funding for forces to pay for fraud training is a strong contributing factor to less courses being booked, as forces have sought cheaper alternatives that are not fit for purpose. 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 continued to receive positive feedback for the new Economic Crime Specialist Investigators Programme (ECSIP). In September, trainers travelled to the Isle of Man to deliver an ECSIP, which was well received. The new Management of Economic Crime Investigation Course also received positive feedback. The CoLP Bribery Team received a 3-day bespoke course, especially adapted for them which will be available for future internal delivery if needed. Other courses included a combined Foundation and Advanced Open Source course to the Insurance Fraud Bureau, and an Open Managers Course to delegates from a range of police forces. An Open Foundation course was delivered at a new venue in order to reduce costs and try to encourage more bookings. 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

### Reasons

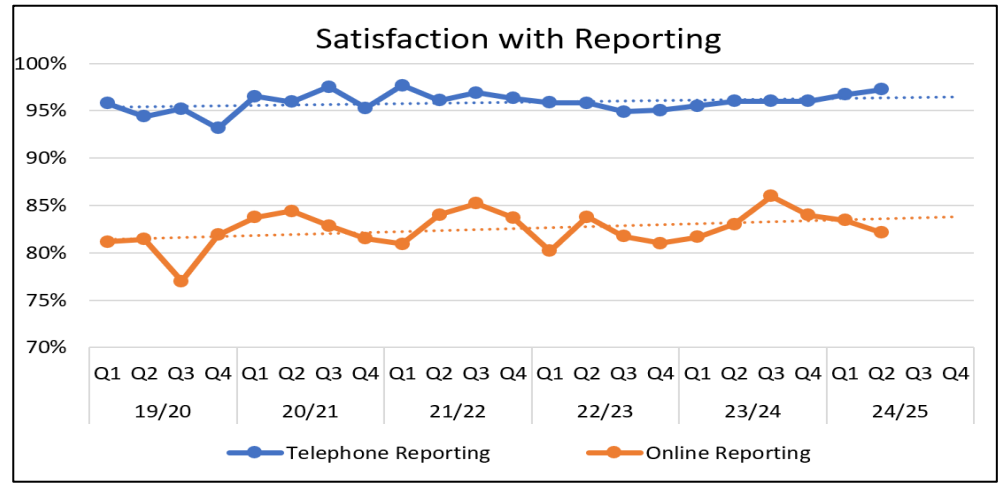
**Action Fraud Contact Centre** - The service provided by the Advisors has continuously exceeded the satisfaction target of 95% over the long term. Q2 Satisfaction remained stable and consistent with previous quarters at 97%.

The Contact Centre is focused on maintaining FTE delivery across each shift, ensuring levels remain consistently healthy and stable. They also focus on reducing call handling times, to allow Advisors to answer more calls. Average call answer times saw a 1% reduction in Q2.

**Online Reporting** – Action Fraud are unable to alter the online reporting platform as the contract with our current supplier will expire shortly. Online reporting satisfaction therefore falls consistently below the 85% target, with a Q2 satisfaction rate of 82%.

91,331 survey links were delivered in Q2, with 1.2% of respondents providing satisfaction feedback. Feedback volumes are extremely low and may not be a true reflection of service user satisfaction.

**Accessibility** – Action Fraud provides services to offer greater accessibility into the service which have improved victim satisfaction, including a Language Line for users whose first language is not English, and SignVideo, enabling Deaf users who communicate using British Sign Language, the ability to contact Action Fraud through an app on their mobile device.



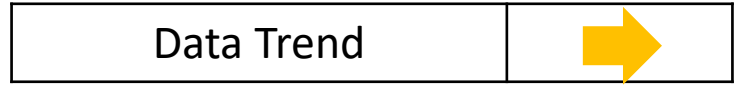
Satisfaction by reporting channel	Q1 23/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
Online satisfaction	82%	83%	86%	84%	83%	82%
Telephone Satisfaction	96%	96%	96%	96%	97%	97%

### Response

**Action Fraud Contact Centre Service Improvements** – Action Fraud developed the Advisor XP Contact Centre tool, a ‘chat-bot’ offering advisers real time support, and made changes to the score card, which improved reporting quality, ensuring victims are provided with the correct referrals and advice. These changes improved the quality and volume of calls answered, and positively impacted voice channel satisfaction.

**Online Reporting Service Improvements** - a new fraud and cybercrime reporting tool designed to significantly improve online reporting mechanisms will launch in 2025. It is envisaged that this will improve the victim journey and bring online satisfaction in line with telephone satisfaction.

Victim contact fulfilment and the surveys associated with each piece of fulfilment, are currently under review. Action Fraud surveys will be revised to reflect the new branding and all surveys will be streamlined, improving the question set quality, and the quality, accuracy and content of responses.



# Putting the victim at the heart of everything we do

## City of London Police victim satisfaction levels are improved

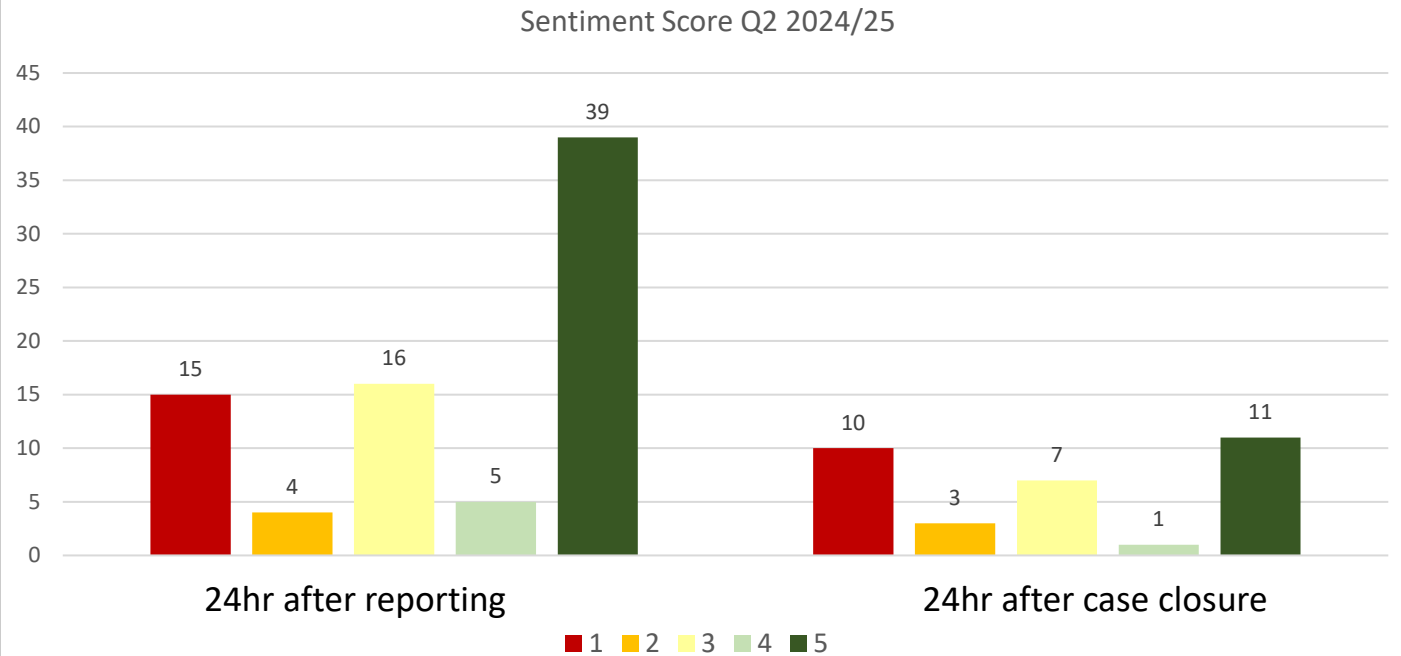
The Uplands surveying software has seen higher levels of response rate than previous victim surveying tools. Response rates have fluctuated across months so far but on average are at 5% which is considered a reasonable response level for this type of surveying.

The average score for surveys completed within the 24hrs after making a crime report to CoLP this quarter is 3.6 out of 5 this is a positive score. This reduces to an average of 3 for surveys completed within the 24hrs after a crime report is closed. In addition 55% of surveys completed 24hrs after reporting is positive (score 4 or 5) and 38% of surveys completed 24hrs after a report being closed.

The greatest negative talking point (specific wordings used to identify themes within the feedback) in the survey this quarter is “Outcome” followed by “Speed of Service”. This indicates the outcome of the crime has caused some negative responses as well as the timeframe for investigation. CoLP has already advised the steps it is taking to ensure investigation lengths are appropriate in measure 2.1 alongside it’s current outcome performance.

The greatest positive talking point this quarter was “helpful” followed by “steps taken”, these are positive attributes that CoLP continues to provide a victim focused service.

These sentiments are still being refined and more detail will be included as more data is submitted and more informed analysis can be conducted ( statistically this is usually 500 responses, that is likely to be at the end of the reporting year (March 2025)).





# Putting the victim at the heart of everything we do

## Hate Crime

There has been a 27% (+22 crimes) increase in Hate crime this quarter compared to last quarter (Q1 24/25) and a 41% (+30) increase compared to Q2 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 37% (+92).

This increase is due to high levels of hate crime in July and August (beyond control limits) and a reduction to normal levels in September.

Racial hate crimes continue to be the most common motivator in the City this quarter (67% ~ 69 incidents), followed by sexual orientation (13% ~ 13 incidents). This is in line with Q1 2024/25 and the previous 12 months worth of data.

The main crime types relating to hate crime continue to be the below, with physical harm linked to hate crimes remaining rare;

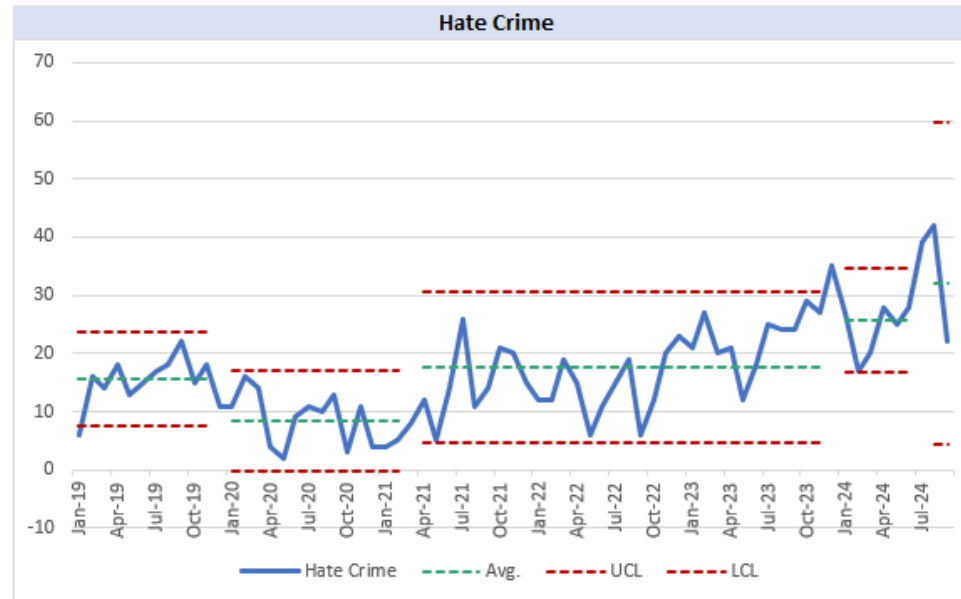
- Public Disorder – 63% ~ (65 incidents)
- Violence without Injury - 18% ~ (19 incidents)
- Violence with Injury – 3% ~ (3 incidents)

This is a notable increase in Violence without injury offences (+10 ~ 111%) since Q1 2024/25. These are largely racially/religiously aggravated common assault offences linked to the night time economy ( 79%).

There continues to be significant link between Hate Crime and the NTE hours with 70% of offences this quarter committed between 1600 and 0600. This is an increase on the previous 12 months where on average 63% of Hate Crime was linked to NTE hours.

There has been a continued decrease (-50% ~ 4 crimes) in Op Mayfield ( Israel / Palestine conflict) related crimes with 4 crimes recorded in Q2 2024/25 when compared with Q1 2024/25. It is not possible to compare with historic data due to the short time this has been reported on for.

The volume of Hate Crime against Officers has not changed this quarter with 12 crimes recorded against officers in Q2 2024/25 as in Q1 2024/25. This does represent a reduction in the proportion (12% from 15%) of hate crimes committed against officers though.



Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
73	91	64	81	103

Crime Tree LV4 Desc	Jul 2024	Aug 2024	Sep 2024
ALL OTHER THEFT OFFENCES		1	
CRIMINAL DAMAGE	1	1	2
PUBLIC DISORDER	29	24	12
ROBBERY OF PERSONAL PROPERTY			1
SHOPLIFTING		2	
STALKING AND HARASSMENT	2	6	
VIOLENCE WITH INJURY	1		2
VIOLENCE WITHOUT INJURY	6	8	5

Data Trend

### Response

We monitor hate crime daily at the Daily Oversight 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.

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 patrol uplift on a Saturday was agreed to ensure faith premises were engaged with and worshippers felt supported by CoLP.

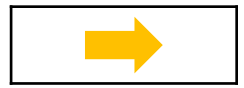
Hate Crime awareness week was 12<sup>th</sup> – 19<sup>th</sup> October and CoLP had several stakeholder events taking place around the city including engagement stands in high footfall locations such as rail stations, cannon street and Leadenhall market. As well as a social media campaign focussing on reporting hate crime specifically targeting those working at licensed premises.

# Our People

A full report on the City of London Police - Staff "Pulse" Survey Results is presented to the committee this quarter, however for completeness the linked headline findings are below.

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**

The Pulse Survey launched in September 2024 for a 2 week period. The survey was open to the total workforce to complete, with the exception of contractors. There has been negligible rises and declines across the engagement questions asked in the Pulse staff survey, leading to the same overall "percentage favourable" score of 71% in the recent period.



# Our People

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

### \*\*Now to be discussed at PSIC

Police Officer female profile increased by 0.9% this quarter with females representing 25.6% of the total officer headcount (999) compared to 24.7% of the headcount at the end of Q1 24/25.

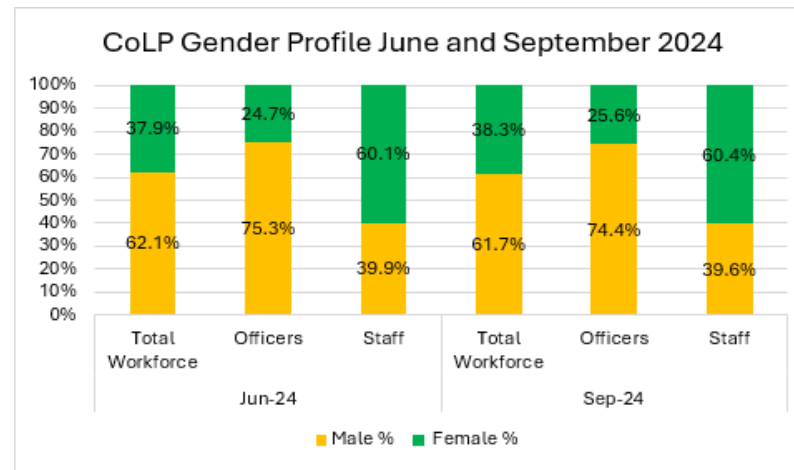
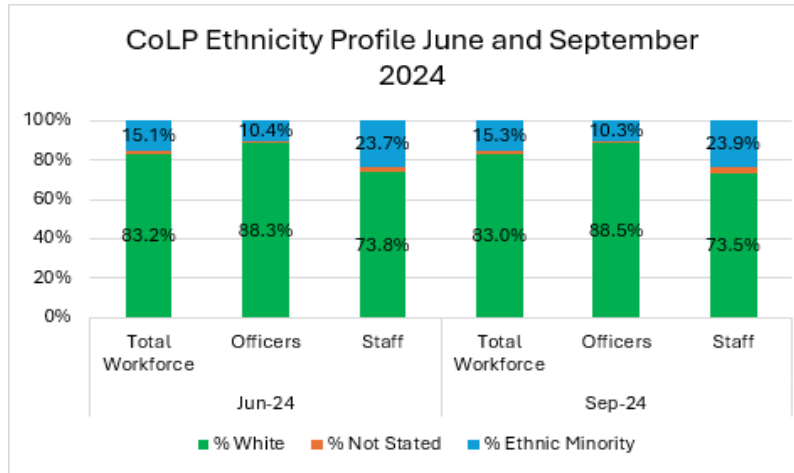
45% of all officer joiners (24 officers) this quarter were female, which is a significant improvement on previous quarters. Although when compared nationally, female representation among CoLP officers is low (national average 37%), the force has reached 25% representation this quarter, which is the highest percentage since continuous reporting started in July 2020.

Police staff female profile this quarter (Q2 2024/25) is 60.4% of the total Staff headcount (563) remains similar to the last quarter (Q1 2024/25) of 60.6% of 579 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 Q1 2024/25 to 10.3% this quarter (Q2 2024/25). 8% of officers that joined the force this quarter were from an ethnic minority background.

Of the total ethnic minority officers, 28% are female and 72% are male. CoLP officer ethnic diversity is higher than the national average for forces in England and Wales (5% average), but 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 23.9%. Of the total ethnic minority police staff, 64% are female and 36% are male.



### Response

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.

Additionally we are committed to continuing our Police Now partnership for some of our student officer intake which is proven to recruit more diverse individuals, with a new cohort starting in 2025.

We have also developed our sponsorship pilot which is initially open to Black and Asian officers and staff, as research suggests that those of you from these underrepresented groups have less access to this informal support, which can impact career progression. The Sponsorship pilot acts as a formal catalyst for these relationships to form. We have 8 sponsorship partnerships already underway in this pilot.

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.

Data Trend



## Resources

### Financial outturn is within 1% of forecast

Data Trend



The revenue outturn at Q2 (1 April – 30 June) 2024/25 is forecast to be a breakeven position (£114.1m) with net pay savings, additional Home Office grant income and use of earmarked reserves offsetting cost pressure within the year. Whilst at this stage it is expected that the final outturn will remain within 1% of this breakeven position, there is a risk to achieving this, as the revenue budget is at its limit of funding any further cost pressures without the identification of compensating savings



# 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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<b>Committee(s):</b> Strategic Planning & Performance Committee Police Authority Board	<b>Dated:</b> 3 <sup>rd</sup> December 2024 4 <sup>th</sup> December 2024
<b>Subject:</b> Policing Plan 2025-28 Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police	<b>For Discussion</b>
<b>Report author:</b> Emma Cunnington, Head of Strategy & Planning	

## Summary

This report provides an update on the development of the new Policing Plan 2025-28 following the last update to Strategic Performance and Planning Committee (SPPC) in September 2024 and Police Authority Board in October 2024. It also follows and takes on board the feedback from an informal Member workshop, which took place on 7 October 2024.

The report covers how the development of the plan is meeting the previously-agreed principles:

- a) Improved engagement and co-production
- b) Evidence-based and data-driven approach
- c) Working together

At paragraphs 12 and 13, the report presents suggestions for the new operational and organisational priorities, with prioritised commitments underpinning these.

The report also outlines a proposed approach to improving the transparency of performance monitoring and reporting on progress against new priorities (in the short, medium and longer term), an update on how the design of the new Policing Plan will be approached, and details of how City of London Police strategies and governance arrangements will demonstrate strategic alignment with the next Policing Plan.

## Recommendation(s)

It is recommended that Members:

- Note the report,

- Provide any further feedback on the proposed new operational and organisational priorities of the new Policing Plan 2025-28 (see paragraphs 12 and 13 in this report), and
- Note that the final draft of the Policing Plan will be presented to the Police Authority Board on 12<sup>th</sup> February 2025 and then to Court of Common Council on 6<sup>th</sup> March 2025, in order for the final version to be published on 1<sup>st</sup> April 2025.

## Main Report

### Background

1. Members will recall that the Police Act 1996 requires the Court of Common Council to issue, before the beginning of each financial year, a policing plan (prepared by the Commissioner but owned and approved by the Court of Common Council) setting out:
  - a. The Common Council's objectives for the policing of the City of London police area, and for the discharge by the City of London Police of its national or international functions during that year; and
  - b. The proposed arrangements for the policing of that area for the period of three years beginning with that year.
2. The plan must have regard to the national Strategic Policing Requirement (SPR) issued under section 37A. Appendix 2 outlines how the next Policing Plan will align with the SPR.
3. As discussed at the last SPPC and at the Member workshop, the shared principles for developing the new Policing Plan 2025-28 are:
  - a. Improved engagement and co-production – comprehensive engagement is taking place with Members, City residents, City businesses and workers and national economic and cyber crime stakeholders as part of our consultation on the Plan, to ensure it is co-produced by the people we serve. It is important that the Plan is also influenced by our own people, to achieve collective ownership.
  - b. Evidence-based and data-driven approach – using findings from our Force Management Statement and similar work, we must design a plan based on what our demand and threat data analysis is telling us, to ensure our priorities are based on robust evidence as well as considering community priorities and national requirements.
  - c. Working together – City of London Police and the Police Authority team are collaborating on this process. In addition, the Community Safety team is using our public surveying (via Commonplace) to inform the next Safer City Partnership strategy.



4. A note of the Member Workshop on the Policing Plan circulated by the Chair can be found at Appendix 1.

### **Improved engagement and co-production**

5. In the previous paper to SPPC and Police Authority Board, and in the slide deck presented to Members on 7<sup>th</sup> October, Members received an overview of existing engagement on the Policing Plan to date.
6. Since the last update, we have now launched Phase 2 of the consultation on the [online Commonplace platform](#) as well as engaging with a plethora of stakeholders across the City through different networks and events, including:
  - a. Corporation Multi-Faith Network (posted to Corporation intranet)
  - b. Christian Police Association (shared to all members and asked members of CPA to share further across their networks and places of worship)
  - c. Association of Muslim Police
  - d. City Belonging (sent in newsletter on 11/10/2024)
  - e. Chair of City Black Employee Resource Group (CBERG)
  - f. City of London Police (posted to CoLP intranet)
  - g. City of London Police social media (1<sup>st</sup> Nov – Twitter and LinkedIn, 8<sup>th</sup> Nov – Twitter, Facebook, Instagram, 12<sup>th</sup> Nov – Twitter and LinkedIn, 16<sup>th</sup> Nov – Twitter and Facebook, 20<sup>th</sup> Nov – Twitter and LinkedIn, 24<sup>th</sup> Nov – Twitter, Facebook, Instagram.
  - h. Lord Mayor’s Colloquy (Spoke with attendees about the consultation and urged them to complete it – 16/10/2024)
  - i. Hate Crime Community Engagement Stand at Leadenhall (17/10/2024 - Provided a QR code for individuals to scan to take them to public consultation)
  - j. City Question Time (had a QR code for individuals to scan, CoLP also had a stand to interact with attendees which consisted mostly of residents – 22/10/2024)
  - k. Cluster Meetings
  - l. City Economic Crime Briefing
7. A verbal update on the findings of Phase 2 of the consultation will be provided at the meeting.

### **Evidence-based and data-driven approach**

8. Proposals for the new Policing Plan 2025-28 priorities have been informed by the report presented to Members considered at its meeting on 4 September 2024 which provided an overview of City of London Police’s strategic demand assessment. This product was informed by the latest Force Management Statement and recent business planning findings based on understanding current and forecasted demand.
9. In summary, the report found that:

- a. Despite increasing demand to date, a very good service continues to be provided to communities with response times consistently outperforming the nationally set levels and a 21% positive outcome rate which is one of the highest in the country.
  - b. Theft continues to make up the majority of crime volumes in the City and there is a proven link between footfall in the City and crime. External factors within the City of London over the next 4 years, including increases in student and residential accommodation and leisure facilities, will change the crime and incident demand profile for City of London Police, in particular:
    - Violent and sexual offences linked to licenses premises
    - Theft offences linked to retail and hospitality venues
    - Domestic abuse linked to residential venues
    - Possible increases in anti-social behaviour by a younger population demographic
  - c. Demand associated with mental health incidents has significantly increased and this trend is forecast to continue.
  - d. The size of the workforce is expected to increase following the Labour manifesto commitment to uplift police numbers and a planned uplift in national economic crime capabilities over the next 2 years. This will create additional demand on enabling services and estates.
  - e. New technologies including automation and artificial intelligence are being implemented to increase productivity in investigations, crime analysis, data analysis and reporting, as well as CCTV analytics to improve detection and prevention of crime.
  - f. The future police estates programme provides opportunity to improve productivity in a number of areas through new purpose-built facilities and deployment of improved technology.
  - g. HMICFRS have noted significant improvement in the force's understanding of demand and capabilities and its business planning over the past 2 years. Further improvements could be made through greater use of Corporation data and more explicit reference to performance indicators within its force management statement.
10. The proposed strategic priorities of the new Policing Plan have been informed by the Strategic Policing Requirement which sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The seven threats are Violence Against Women and Girls, Terrorism, Serious and Organised Crime (SOC), National Cyber Incident, Child Sexual Abuse, Public Disorder and Civil Emergencies.
11. The City of London Police has undertaken a multi-stage approach to confirm that we are meeting the capabilities set out in the SPR. The approach includes desktop review, alignment to HMICFRS recommendations, reality testing, linking in with the Force Management Statement, and threat area status rating.

## Working together to draft new priorities

12. Working with the Police Authority Team, and following the feedback from the community (including Members) and bearing in mind our evidence-based demand assessment, the City of London Police have suggested the following operational priorities and commitments:

- *Keep people in the City safe and feeling safe*
  - Deliver safe City streets by preventing and reducing crime and anti-social behaviour
  - Protect the City from terrorism
  - Tackle what matters most to our communities, such as acquisitive crime (including theft, robbery and burglary) and violence in all its forms (including violence against women and girls)
  
- *Put supporting and safeguarding victims and vulnerable people at the heart of everything we do*
  - Improve the information we provide to – and way we communicate with – victims
  - Provide victims with professional support and advice throughout their CJS journey
  - Improve positive outcomes for all victims
  - Safeguard vulnerable people
  
- *Improve the policing response to economic and cyber crime*
  - Deliver safe virtual streets by protecting people and businesses
  - Proactively pursue offenders
  - Protect people and businesses from the threat of fraud, economic and cyber crime.

13. In addition, we have also considered feedback from our own staff via an internal Commonplace survey, the force's Staff Survey results and demand captured as part of the business planning process. Using this information, the following organisational priorities are suggested:

- *Be one of the most inclusive and trusted police services in the country*

Here at the City of London Police, we want to become one of the most inclusive and trusted police services in line with objectives as part of our EDI strategy (our people, our policies, our public, our partners):

  - Prioritise our *people* to increase diverse representation, improve our standards and ethics, drive inclusive leadership and individual accountability, create an equitable working culture and deliver zero tolerance of any behaviours that compromise this
  - Strengthen our *policies and processes*, to ensure they are equitable, accessible, inclusive and informed by the diverse representation of our police service and independent scrutiny and key decision-making bodies.

- Collaborate with our *public* to build and sustain authentic engagement and relationships with all communities, to ensure their confidence in our policing and improve our standards in response to crime
- Working with *partners* to lead by example by building inclusive relationships with professionals to provide enhanced services for our communities, foster innovative collaboration and establish partnerships that empower our service to deliver our EDI commitments
- *Be an employer of choice*
  - We will attract and recruit the best into the organisation
  - We will develop and retain our people
  - Deliver on the five themes set out in the City of London Corporation's [People Strategy](#) (my contribution, my reward (Ambition 25), my wellbeing and belonging, trustworthy leadership, my talent and development, building brilliant basics)
- *Achieve organisational and commercial proficiency*
  - Become a data-driven and learning organisation that continually improves its effectiveness, efficiency and legitimacy
  - Mature our approach to understanding of demand, capability and cost to plan effectively for the future
  - Deliver a productivity strategy, including the use of AI and automation, to enable efficient processes and better public outcomes.

## Performance monitoring

14. Work is underway to define key performance indicators associated with each of the proposed strategic priorities and commitments listed above.
15. Beyond 2025, it is recommended that the Police Authority (and therefore the City of London Police) improve the transparency of how the City of London Police is performing against Policing Plan priorities and commitments. In the short term, we propose publishing the performance packs (currently submitted to SPPC on a quarterly basis) on the City of London Police's website.
16. In the medium term - aligned with publication of the next Plan (to ensure consistent branding) - we propose publishing a more 'bitesize' performance update on CoLP activity in response to Policing Plan priorities.
17. In the longer term, the City of London Police aims to publish data dashboards on the website (akin to the [London Data Store](#)).

## Look and feel of the new Policing Plan

18. Work is underway to consider third-party support in designing the look and feel of the new Policing Plan (and performance updates). The new plan should be shorter in length, and more digestible and accessible, potentially with the option of interactive functionality when read online.

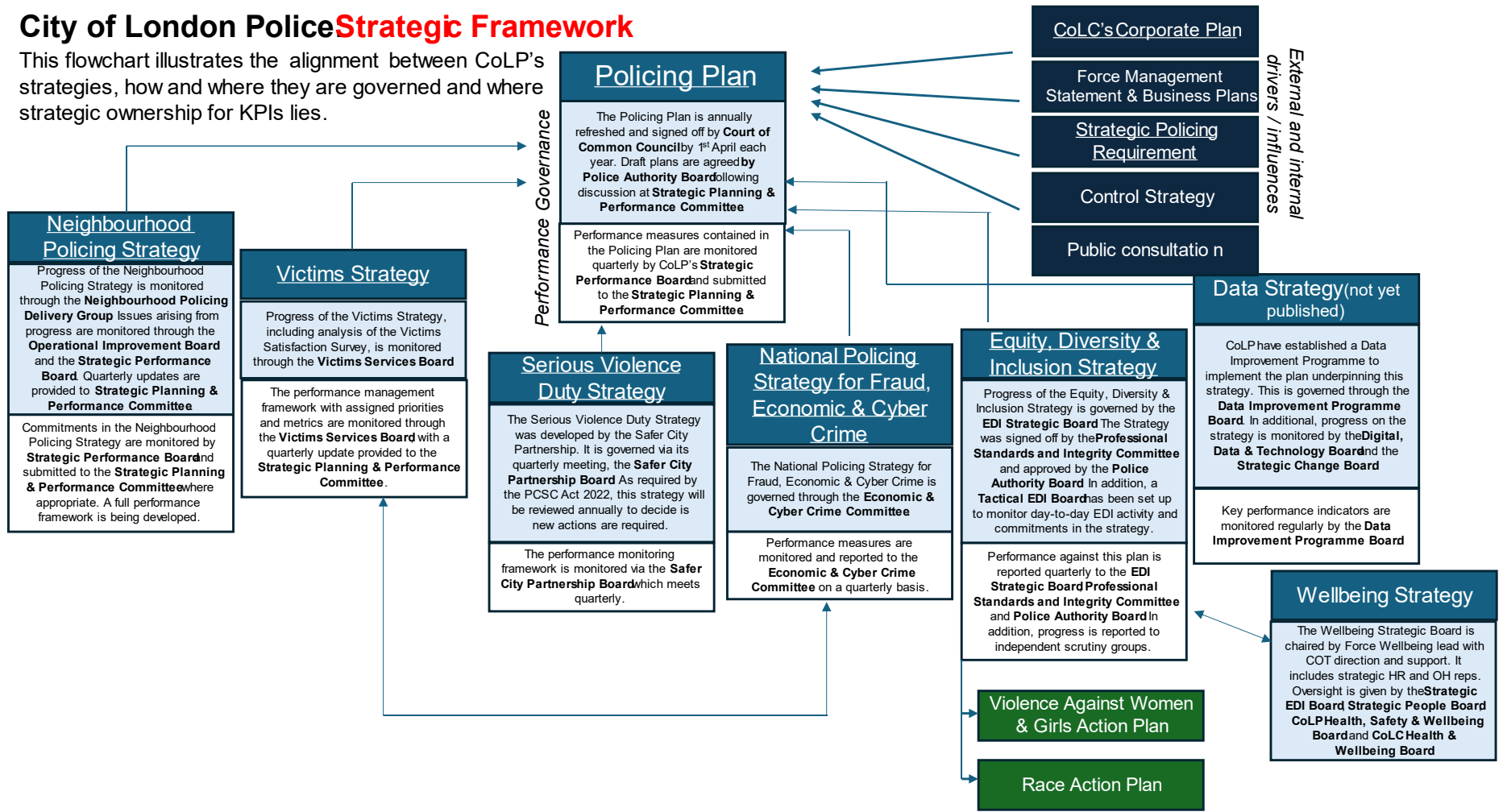
19. To professionalise this work, the Police Authority Team will run a procurement exercise to procure a supplier to help design this as a new product. The contract will also include a requirement to support in the design of the performance update on CoLP activity (draft content provided at Appendix 3) and other comms and engagement work.

### **Wider strategic context**

20. The new Policing Plan will set the strategic direction for City of London Police over the next three years. The flowchart below illustrates how City of London Police's wider strategies and plans, and strategic governance and performance management arrangements, are – and will continue to be – closely aligned with the Policing Plan.

# City of London Police Strategic Framework

This flowchart illustrates the alignment between CoLP's strategies, how and where they are governed and where strategic ownership for KPIs lies.



## **Conclusion**

21. This report summarises the approach and proposed strategic priorities of the City of London Police's Policing Plan for 2025-28.

## **Background papers**

- *2024 Force Management Statement - Strategic Demand Assessment* – Report of the Commissioner presented to the Police Authority Board on 4 September 2024.
- *Policing Plan 2025-28 Update* – Report of the Commissioner presented to the Strategic Planning & Performance Committee on 26 September 2024 and the Police Authority Board on 3 October 2024

## **Appendices**

- Appendix 1: Note of the Member Workshop on 7 October 2024 sent to PAB Members on 15 October 2024.
- Appendix 2: Strategic Policing Requirements (SPR): How is the new Policing Plan meeting these?

## **Report Author:**

Emma Cunnington

Head of Strategy & Planning, Corporate Services

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Appendix 1

**To all Police Authority Board Members – Policing Plan Consultation – next steps**

(email sent on 15 October 2024)

Dear colleagues,

On Monday 7<sup>th</sup> October, City Police presented a Member briefing on the development of the next City of London Policing Plan. I am very grateful to Dawn Oliver, Helen Fentiman, and Madush Gupta for joining and contributing to the discussion on priorities for the next Plan. I've summarised the points raised below.

I am keen that we (the Police Authority Board) provide comprehensive input at this stage, given tight timescales (detailed below) to publication. As such, **can I ask Members to review the attached slides from Monday's session and provide comments to me by next Monday, 14<sup>th</sup> October.** I will then draft and share a letter from the Board to the City of London Police Commissioner, more formally setting out our provisional priorities for the next Plan.

In terms of next steps:

- City Police are currently consulting City communities on priorities for the next Plan. **Stage II of the consultation is now live ([here](#)) and I would be grateful if Members could share this as widely as possible with their City networks.**
- Under legislation, City Police are responsible for drafting the Policing Plan but its priorities are ultimately determined by the Police Authority Board, under delegated authority from the Court of Common Council. As above, I plan to write shortly setting out our provisional view of what these should be.
- An initial draft will be submitted to SPPC in late November and PAB in early December. Final clearance will be by PAB in February 2025, CoCo in March, and launch in April.

Yours,

Tijs Broeke

**Summary of points from 1<sup>st</sup> member briefing on Policing Plan**

- Consultation and co-production – it is important that City Police maximise public engagement with consultation exercises, including City business and worker communities. City Police agreed to host public events on the draft plan and emerging priorities as part of guaranteeing genuine co-production of content.
- Measurement and impact – the Plan needs a strong measurement framework for outputs and outcomes, and clear articulation of real-world impacts and change it will deliver for people in the City.
- Corporation elements – it is important that the Plan captures and reflects wider Corporation work and services – e.g. the role of licensing and community safety, and impacts on policing of projects like Destination City. It



was suggested the City Police present to the Crime and Disorder Scrutiny Committee.

## Appendix 2

### **Strategic Policing Requirements (SPR)**

How is the new Policing Plan meeting these?

#### Introduction

The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The seven threats are Violence Against Women and Girls, Terrorism, Serious and Organised Crime (SOC), National Cyber Incident, Child Sexual Abuse, Public Disorder and Civil Emergencies.

The City of London Police (CoLP) has undertaken a multi-stage approach to confirm that we are meeting the capabilities set out in the SPR. The approach includes desktop review, alignment to HMICFRS recommendations, reality testing, linking in with the Force Management Statement, and threat area status rating.

#### Violence Against Women and Girls:

- We have focused on key initiatives such as the monthly partnership Operation Reframe aims to build trust and confidence, relentless perpetrator pursuit, and creating safer spaces, by 'reframing the night' through our work with bars, pubs, and other licensed premises across the City.
- Operational aim – *'Keep those who live, work, and visit the City safe and feeling safe'*

#### Terrorism:

- We have continued to deploy operations such as Project Servator to protect the City from terrorism.
- We have carried out crime prevention stalls across the City to inform communities how to spot, prevent, and decrease the likelihood of being a victim of crime.
- Our consultation has revealed that Terrorism is the utmost priority of our community, receiving 31% of votes, 11% more than second.

#### SOC:

- We continue to grow and develop our serious and organised crime capability and have taken a whole system approach across prevention, protection, pursue and prepare. The improvement in performance of SOC disruptions is significant with figures for 2023/24 outstripping previous years by some significant degree. We continue to focus on improving our understanding of threat and harm with a particular focus on drug markets, modern slavery and human trafficking, as well as fraud.
- Operational Aim – *'Protect the UK from the threat of fraud, economic and cyber crime'* - this is the first Aim, reiterating CoLP commitment to being NLF.

#### National Cyber Incident:

- Our Economic and Cyber Crime Academy (ECCA) continues to deliver a range of training courses to police, other law enforcement agencies and international partners, in partnership with the Foreign Commonwealth, Development Office (FCDO) and the National Crime Agency (NCA). We have made excellent progress in realigning our professional training pathway for fraud and economic crime investigators and have embedded over half of our enhanced training course materials within our core courses.
- Operational Aim – *‘Protect the UK from the threat of fraud, economic and cyber crime’* - this is the first Aim, reiterating CoLP commitment to cyber security.
- Organisational Aim – *‘Ensure data and technology are at the heart of our work’*.
- We are also developing an IT and Digital Technology Strategy.

#### Child Sexual Abuse:

- The creation of the vulnerability and child protection team under the new operating model in Public Protection Unit has given clear ownership of high harm investigations such as child sexual exploitation, alongside safeguarding coordination functions.

#### Public Disorder:

- Our new Neighbourhood Policing Strategy aims to prevent crime, disorder and anti-social behaviour, and highlights key initiatives and operations within that to ensure we are meeting the threat.
- We continue to build relationships with communities across the Square Mile, attending business events, and hosting both online and in-person Crime Prevention sessions. Recent webinars have focused on national unrest (and the work we are doing in the City) in the wake of the violence in Southport.
- Operational aim – *‘Keep those who live, work, and visit the City safe and feeling safe’*

#### Civil Emergencies:

- The response to civil emergencies is regularly tested in partnership with City of London Corporation and the wider London Resilience Forum. The greatest threats have not significantly changed: CoLP is not currently responding to any civil emergencies and therefore the demand remains the same:
  1. Understanding emerging threats and risks
  2. Testing and exercising to develop plans to respond to civil emergencies and ensure we are suitably prepared for possible incidents.



<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 3 <sup>rd</sup> December 2024
<b>Subject:</b> Quarterly HMICFRS Inspections Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police	<b>For Information</b>
<b>Report author:</b> 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. The force is now in receipt of one (1) national super complaint. 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)

There have been no inspections since the last committee.

### HMICFRS reports published since last Committee (May 2024)

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

### Status of HMICFRS Workstreams & HMICFRS Action Plans Overview:

Work to prepare for the PEEL 2025 is currently being prioritised. The force remains in a positive position in relation to the progression of HMICFRS recommendations. The position from the previous committee update has not changed; there are currently ten (10) active action plans, with sixty-three (63) open actions. The first batch of one hundred (100) recommendations submitted to HMICFRS have been ratified and permanently closed.

Aligned with the progression of HMICFRS recommendations has been reality testing by the Strategy team which are reported and monitored through the Operational Improvement Board (OIB) in line with progress towards improvements for PEEL 2025.

The force will further report that it has received an additional 'Super Complaint' Report, concerning the 'Suzy Lamplugh Trust's super-complaint: The police response to stalking'. This is national report which all forces have to respond to, with a completion deadline of March 2025. Despite the demands of PEEL, the Strategy team has allocated this report for review and is estimated to be completed within the allocated timeframe This should further reassure the committee that the force has the appropriate oversight and governance of all HMICFRS activities despite a period of intense inspection.

## **Upcoming Inspections**

### Custody Inspection

As previously reported, the City of London Police is still awaiting a custody inspection. As stated in the last report, the force remains one of the few not to be inspected by HMICFRS in the PEEL 23-25 cycle. The force anticipates this inspection to be announced in November or December 2024. The force is confident that the correct governance and preparation apparatus has been established to meet the needs of this inspection.

### PEEL 2025 Inspection VSA & CDI :

The force has now entered the inspection cycle for the Crime Data Integrity Inspection (CDI) and Victim Services Inspection (VSA). This inspection will be delivered onsite during the week commencing November 18th, 2024. A team of ten (10)

inspectors will attend the force to review internal crime recording and reporting systems regarding these inspections.

A crime integrity inspection will assess core crime recording and compliance for reference. Robust compliance in this area provides confidence that the force understands the scale of crime in its territory. The previous report states that a Victims Services Assessment (VSA) complements this inspection. This reviews the supervision of investigations and the outcomes applied to them. This allows HMICFRS to assess the confidence of investigation standards, ensuring victims receive the appropriate outcome.

The force has ensured that the inspection team is well engaged and supported in delivering their inspection promptly and professionally. The Strategy & Planning team will support HMICFRS colleagues during this inspection. The outcome of this inspection will be reported in the results from PEEL 2025. The force has complied with all statutory data requests aligned to this inspection.

#### PEEL 2025 Inspection 'Managing Offenders' :

The force has now been given notice of the first section of the 'Managing Offenders' thematic area of the PEEL inspection. This will entail responding to a request from HMICFRS to carry out strategic interviews with staff concerned with the management of high-harm crime and sexual and child abuse offenders. The staff will range from operational to senior strategic leads and these interviews will inform the fieldwork to be carried out in February 2025. The force anticipates a positive response in this business area, as reflected by the positive response from HMICFRS when conducting its PEEL insight review in August 2024.

#### **Horizon Scanning**

##### HMICFRS National Landscape:

The City hosted the national HMICFRS Liaison Officer conference at the Salvation Army International Headquarters. His Majesty's Chief Inspector Andy Cooke attended this event.

HMI Cooke reconfirmed the ambition of HMICFRS outlined in their state of the nation report. Continuing with the newly elected government, regulatory powers requested by HMICFRS will now proceed to parliament for review and debate. Of note was the power to directly intervene in forces by mandating improvements and also directed powers to be involved in selecting Chief Constables. No further detail was provided on how this would work in the context of Police and Crime Commissioners or aligned Police Authority Panels.

The remit of the PEEL inspection framework was also confirmed, with the inspection portfolio now being broadened to deliver Custody, Senior Leadership, Vetting, and Fraud as thematic areas from 2028. With the latter, the CoLP has been requested to

develop the inspection framework for the Fraud thematic area. The new framework is expected to result in a longer inspection period, likely increasing from two (2) to four (4) weeks.

#### Thematic Inspections:

A vetting inspection into the provisions of the report 'Vetting recommendations from the thematic: An inspection of vetting, misconduct and misogyny in the police service' has been scheduled for January 2025. The force is confident that the recommendations that have been marked for review by HMICFRS will be met; there are seven (7) in total.

No other thematic inspections are scheduled for 2024, and the force has not been made aware of any other inspections outside of PEEL for Q1 of 2025.

#### PEEL 2025 Thematic Review Deep Dive:

As requested by the committee in March 2024, the force will outline a strategic overview of the thematic areas of the PEEL 2025 inspection framework, commenting on progress made since PEEL 2021/22 and reporting any areas of improvement it is seeking to progress. Areas of progress have also been triangulated with the recent 'Insights' review HMICFRS carried out in June - August 2024. This has served as a sense check for HMICFRS before commencing the formal PEEL inspection, it has also served as an opportunity to act on feedback from HMICFRS before the scheduled PEEL inspection.

Out of the eleven (11) thematic areas, two will not be assessed as part of PEEL; they will remain as standalone inspection areas. These are:

Question 7. How good is the force at disrupting serious and organised crime?  
Question 11. Counter-corruption units and vetting

##### 1. How good is the force's service for victims of crime?

The force can report a positive position in this area. Since March 2024, the force has implemented a systematic approach to optimising crime supervision and compliance to deliver new supervisor and crime investigation templates. This has provided more accurate data sets to monitor this performance, which is monitored by the Crime Standards Board.

The force has also established a new Victim Services Board in combination with a new victim survey service and victim strategy, which has allowed the force to develop a more comprehensive understanding of the needs of victims within the City.

There are two areas for improvement to be completed by PEEL 2025. Feedback from the HMICFRS during their insights work in August 2024 noted an opportunity to ensure that the force proceeds with implementing a crime investigation quality assurance process. Furthermore, the force will seek to improve the oversight and dip sampling of call logs handled by the Metropolitan Police Service (MPS). Whilst the force delivers a robust response to all incidents directly allocated to the City, further opportunities



will be sought to look at all initial call data relating to the City into the MPS to ensure quality services are provided to everyone who attempts to contact CoLP.

## 2. Recording Data about Crime (CDI)

The last two quarters have confirmed a crime-recording compliance position of over 90%. Robust oversight by the Crime Standard and Operational Improvement Board complements this. The force has also sought to realign the crime registrar with the Crime Management Unit (CMU), which monitors the front-end recording of crimes within the CoLP. This realignment was praised by HMICFRS and well received by frontline staff. This has ensured that this unit provides optimum services and delivered the improved recording standards reported in Q2 & Q3 of 2024.

Following recruitment of the Deputy Crime and Incident Registrar, development of a more robust audit curriculum, complemented by bespoke training packages for frontline staff is underway. Whilst the force has delivered CDI-specific training to frontline supervisors, the ambition is to provide training to all operational areas, outlining the importance of accurate crime recording against positive victim service.

## 3. How good is the force at treating the public fairly, appropriately and respectfully?

All frontline staff receive excellent training concerning stop and search, use of force and communicating with the public. Data is accessible through PowerBi dashboard which is monitored through governance. The force is also continuing to progress work with the University of East London on QR codes to be given to members of the public who are subject to police powers. These will generate questionnaires which can be further used to analyse disproportionality data within CoLP.

Since the last PEEL inspection, there has not been an optimum approach to stop-and-search governance panels. Work will be completed by February 2024 to improve the internal oversight process complemented by external scrutiny panels that will deliver feedback to frontline staff employed in the use of stop-and-search powers.

## 4. How good is the force at preventing and deterring crime and antisocial behaviour (ASB), and reducing vulnerability?

Since the previous PEEL 2021 inspection, the force has delivered a new neighbourhood and community engagement strategy complemented by a neighbourhood performance framework. The force has committed to ensuring neighbourhood staff have the tools and support to carry out their roles.

A policy governing the deployment of neighbourhood officers has been implemented to reduce abstractions and ensure officers spend more time in their local wards. Problem-solving training has been delivered to all staff in neighbourhoods. A peer review from Cambridgeshire Constabulary is scheduled for January 2025 to identify opportunities for improvement and confirm areas of best practice.

The insights work carried out by HMICFRS in July 2024 identified opportunities to ensure that all frontline staff better understand the neighbourhood and engagement

strategies and how they translate into their day to day activities. The force will ensure that all staff clearly understand these policies in relation to tactical practice.

5. How good is the force at responding to the public?

Due to the unique geographical profile of the force, the force can comply with nearly 100% of all emergency incidents and prompt incidents reported to the force, within nationally declared timeframes. Nonetheless, the force has not adopted a relaxed position in this area of business. All control room staff receive appropriate training for their role and a new governance framework has been implemented to optimise performance of in the control room. Nationally, the force has consistently performed strongly in this area, and with previous PEEL inspections, the force expects to report a similar result in PEEL 2025.

The force will seek to improve the management of resources and incidents between frontline staff and control room operatives, ensure robust incident resourcing, and identify additional opportunities to support crime victims.

The HMICFRS insight activity in August 2024 offered a further opportunity to look at the risk assessment and review of deployed emergency incidents. Positively, the force can respond quickly to emergency incidents, resulting in the core incident being closed expeditiously. HMICFRS highlighted an opportunity to conduct a further risk review of incidents that are closed quickly. National incidents tend to stay open for extended periods due to limited resourcing, competing demand, and geographical spread, necessitating a further risk review, which CoLP does not employ. Despite the local profile, the City has taken this feedback in the spirit of improvement.

6. How good is the force at protecting vulnerable people?

The force has a well-established governance board, the Strategic Vulnerability Board, which HMICFRS has noted as driving significant improvements in monitoring vulnerability. The force has reviewed the Public Protection Unit, ensuring it is appropriately staffed and trained. HMICFRS has noted the positive attitude and professionalism of staff in this unit, as confirmed by their insights work in August 2024. This is further complemented by a robust offender management process, as outlined below, ensuring that victims in the City are well protected.

The force will seek to improve the governance and oversight of the management of missing persons. Whilst the force can service this demand and provide a professional service, low numbers of this crime type have not received the strategic focus other areas of vulnerability have. The force can reassure that it identified this improvement in its reality testing team, which is now developing a new process for oversight and reviewing missing persons within CoLP.

7. How good is the force at managing offenders and suspects?

Since implementing the Operational Improvement Board (OIB) and developing the reality testing team, the governance and process deployed to manage offenders and core crime suspects within CoLP has been reviewed, enacting improvements in all areas of the PEEL 2021 inspection. A dedicated unit has strengthened this within the

Local Policing Partnership and Prevention Hub, which now manages all local offending orders.

A comprehensive review of the management of violent and sex offenders has ensured all staff allocated to the management of these offenders are appropriately trained and have the correct technology to manage these offenders. Due to the small cohorts of these offender types, the City also run a tabletop exercise for staff to familiarise themselves with a live incident that could be reported. This has ensured that all staff remain confident and competent using their training.

There is clearly defined oversight of all suspects released under bail through custody. The force will seek to improve oversight of suspects released under investigation. . Improvements to the Power BI Offender Management dashboard are underway to ensure that this continues to deliver accessible data to the Offender Management board.

9. How good is the force at building, developing and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?

The force is continuing to develop an inclusive and supportive workforce. There is an established wellbeing board and wellbeing champions and leads across the force. this was complemented by colleagues in HMICFRS as part of their insights inspection. This board has been supported by the positive work the force has commenced in support of the retention of staff. A retention board led by a Chief Superintendent has sought to ensure that the force understands the reasons for police officers and staff leaving the force as well as implementing a preventative approach addressing the concerns of younger officers who may be considering resigning from their posts.

The force offers inclusivity and continuous learning events to help the workforce broaden their knowledge of inclusivity and engage with staff.

HMICFRS raised concerns in PEEL 21 about the competence sergeants. They stated that too many un-substantive roles were carried out without the appropriate training. The force has directly addressed this by carrying out a review of sergeant posts across the force which identified there are sufficient roles to meet demand and support staff and is in line with national benchmarking. The ratio of 'acting' vs 'substantive' ranks is also within tolerance limits. The force has delivered training to all sergeants irrespective of 'substantive' status, addressing any concerns that staff are not supported. The force will further develop this by developing bespoke tolerance limits for individual departments for 'acting' vs 'substantive' posts. This will go beyond any other national work in this sphere to provide organisational reassurance that the force has clear oversight and risk management to frontline supervisory roles.

The force will continue to deliver improvements in the review of the training needs analysis, ensuring that it remains current for 2025 and is aligned with the development of the workforce plan. This will be supported by the uplift of staff into the Learning and Development team. The force will develop a training library that can be accessed by all officers and staff.

The strategic workforce plan will be completed by January 2025, in addition to the supporting metrics of the recruitment plan and other strategic planning from the HR team.

10. How good is the force at planning and managing its organisation efficiently, making sure it achieves value for money both now and in the future?

Significant progress has been made in this thematic area of business. The force has improved its strategic planning process and has delivered an improved force management statement (FMS) for the past two years, with the most recent FMS receiving praise from HMICFRS. This provides significant reassurance that the force has a clear oversight of its demand and that the chief officer team is making transparent and data-led decisions. This has been supported by a governance review in 2024. This will provide reassurance to HMICFRS that the force has clear structures to define, monitor and deliver their strategic ambitions.

The corporate services restructure has been implemented and strengthened capabilities in priority areas including strategic planning and data insights. Work continues to recruit to this model.

The force has developed a new data strategy and data improvement programme focussing on technology (a new data platform), skills and culture.

Through a combination of Force mitigations and additional Business Rate Premium (BRP) funding in April 2024, the Police MTFP was fully balanced over the planning period 2024/25 to 2027/28. Since then, significant additional pressure and risk has arisen, in particular:

- FCCRAS programme (which, while representing a major pressure in 24/25 and 25/26 is expected to be term limited.
- Termination of £1.4m pa TfL funding, higher pay awards,
- Increased operational cost pressures including increased Command & Control recharges from the Met,
- Correction of core funding position for Insurance Fraud Enforcement Department assessment of tenant costs for Future Police Estates Programme.

Apart from the FCCRAS pressures, these pressures are shown as fully mitigated before 28/29, mainly through the additional pay award grant plus £4m per annum increase in overhead recovery from funded work. This MTFP represents a tightening of police finances, with need for very careful management.

The force has remained committed to ensuring that frontline staff have a clear view and opportunity to engage with the chief officer team. Throughout 2024, all chief officers have taken the opportunity to work from different operational bases, increasing their visibility. AC Betts has delivered a successful engagement program to frontline officers, ' Being Outstanding,' emphasising the core values of the City of London Police and outlining the expectations of leadership to frontline staff. The Commissioner has committed to delivering several engagement sessions with staff in December 2024 to further outline his vision to frontline staff and provide reassurance of the transition to a new Commissioner.

## **Conclusion**

The force is still working towards delivering improvements for the PEEL 25 inspection. The force recognises that challenges have presented themselves in some inspection areas; however, irrespective of PEEL, these will be governed by standard improvement pathways through the operational improvement board.

## **Appendices**

- None

## **Report Author**

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# Agenda Item 8

<b>Committee(s):</b> Strategic Planning & Performance Committee Police Authority Board	<b>Dated:</b> 3 <sup>rd</sup> December 2024 4 <sup>th</sup> December 2024
<b>Subject:</b> Community Engagement Quarterly Update & Measures of the Strategic Plan	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police	<b>For Discussion</b>
<b>Report author:</b> Emma Cunnington, Head of Strategy & Planning	

## Summary

This report outlines the progress and developments in the City of London Police and City of London Corporation’s joint strategic community engagement plan. Approved at Police Authority Board in October 2024, this plan centres on four priorities outlined in the Neighbourhood Policing Strategy: crime prevention, protection of vulnerable individuals, intelligence gathering and fostering public trust.

A new cluster panel model launches in November 2024, creating six panels with biannual meetings. The model includes inviting representatives from relevant City Corporation departments and aims to improve public attendance and address community safety concerns.

Metrics have been set to assess the effectiveness of the strategic community engagement plan. Starting from January 2024, data on engagement outcomes such as public confidence, crime reduction and demographic diversity will be reported to the Strategic Planning & Performance Committee. The report will also list various community-safety related engagement activities (across the police, police authority and Corporation) undertaken since September 2024, including public events and initiatives focused on crime prevention, inclusion and hate crime awareness.

## Recommendation(s)

It is recommended that Members:

- Note the report and provide feedback on the proposed outcomes and metrics of the Community Engagement Strategic Plan (see paragraphs 4-6).

## **Main Report**

### **Background**

1. At the Strategic Planning & Performance Committee on 26 September 2024 and the Police Authority Board on 2 October 2024, Members received and approved a joint City Police / Police Authority and Corporation strategic community engagement plan. This plan is based on the four priority areas of the City Police's 2023 Neighbourhood Policing Strategy:
  - a. Preventing crime, disorder and anti-social behaviour
  - b. Protecting the vulnerable and repeat victimisation
  - c. Providing a flow of intelligence on a range of issues
  - d. Promoting a culture of trust and confidence.
2. Members noted in previous discussions on this topic that data on means of engagement should be improved to assess their effectiveness, as should the promotion of the meetings, as cluster panels in particular have been poorly attended, and that who engages should be addressed considering community safety issues are not solely the responsibility of the Police to respond to.
3. In particular, Members asked officers to consider how engagement could be measured and set a performance framework for engagement against the four priority areas in the Neighbourhood Policing Strategy.

### **Current Position**

#### Community Engagement Strategic Plan Outcomes and Metrics

4. In line with the Neighbourhood Policing Strategy, the Community Engagement Strategic Plan seeks to achieve the following outcomes:
  - a. To improve public trust and confidence in the City of London Police
  - b. To reduce crime in hotspot areas following targeted crime prevention advice
  - c. To inform the public on how to protect themselves from crime as a result of crime prevention advice
  - d. To increase diversity in demographics of public surveys
5. By the January 2025 SPPC meeting officers will be in a position to start providing performance data for scrutiny by Members concerning metrics for the Community Engagement Strategic Plan.
6. These metrics will include:
  - a. Number of cluster panel meetings
  - b. Number of business engagements
  - c. Number of Dedicated Ward Officer (DWO) - initiated community engagement events
  - d. Time dedicated to DWO high-visibility cluster patrols
  - e. Volunteer time dedicated to community engagement (hrs)



- f. Confidence score in the [City of London Police's public confidence survey](#)
  - g. Demographic breakdown (gender, ethnicity, age) of respondents to the City of London Police's public confidence survey
  - h. DWO Nextdoor activity (no of posts)
  - i. Number of 'you said – we did' problem-solving logs for cluster panel meetings
  - j. Number of social media posts containing crime prevention messaging. Members should note that officers are bringing a specific paper on crime prevention and deterrence communications.
7. Whilst attendance at Cluster Panel meetings will not be a performance metric, officers will be monitoring this information, alongside topics raised by the public.

### Cluster Panels

8. Since the previous paper in September the new cluster panel model has been launched. This new model consists of two meetings per year per six clusters (12 in total), of which the City of London Corporation (Environment and Community & Children's Services) are invited to attend all of them and have committed to six per year. 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.
9. These new cluster panel meetings have been promoted through the following channels:
  - a. The Neighbourhoods Policing website has been updated with the date, time, venue and Teams link of each Cluster Panel meeting, with a questionnaire to survey potential attendees as to which topics they would wish to have discussed
  - b. Social media has been utilised (X and Meta platforms) to promote the meetings and there is a continued plan for social media engagement across November
  - c. A letter co-signed by the PAB Chair, the Lead Member for residential engagement and the Commissioner has been circulated to all Members of the Court of Common Council asking for their assistance to promote the meetings
  - d. Dedicated Ward Officers have been promoting the meetings and survey through their channels including whilst on patrol
  - e. The meetings have been advertised via the City Belonging network distribution list
  - f. The City of London Corporation have advertised the Cluster Panel meetings in residential newsletters to the Golden Lane and Middlesex Street estates (1,700) recipients and to the Barbican (2,200) recipients (1<sup>st</sup> November). In addition, the meetings were advertised in the City Resident newsletter.

- g. The Police Authority team included an update in a Member briefing to the Court of Common Council.

10. A verbal update on the recent cycle of Cluster Panel meetings will be given at the meeting, and officers would welcome any feedback from Members who attended any of the following meetings:

<b>Date</b>	<b>Cluster Panel</b>	<b>Location</b>	<b>Type</b>	<b>Time</b>
06/11/24	Bank Cluster Panel	Innholders Hall, College St	Hybrid	13:00
07/11/24	Liverpool St Cluster Panel	100 Bishopsgate	Hybrid	13:00
07/11/24	Fenchurch Cluster Panel	Portsoken Community Centre (incl. Middx St and Mansel St Estate)	In-person	15:00
13/11/24	Fleet Cluster Panel	1 Mitre Court, Inner Temple	Hybrid	16:00
13/11/24	Monument Cluster Panel	Royal Society for Blind Children (RSBC), Lower Thames	Hybrid	17:00
27/11/24	Barbican Cluster Panel	Golden Lane Community Centre	Hybrid	18:30

11. For this series of meetings, and future meetings, data will be captured to provide insight and report to Strategic Planning & Performance Committee on:
- Number of attendees at Cluster Panel meetings
  - Topics raised by attendees (and whether they fall into City of London Police or City of London Corporation remit).

12. This information will provide officers evidence at the end of the Cluster Panel model pilot in December 2025 to assist with evaluation.

Wider community engagement since September 2024

13. Since the last report to the SPPC, the following Police-led engagements have taken place or are due to take place soon:

<b>No.</b>	<b>Date</b>	<b>Engagement</b>	<b>Stakeholder group</b>
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1	1 September 2024	Barbican Garden Party	Residents
2	5 September 2024	Black Apprentices Network Event (City Belonging)	Workers
3	September 2024	Engagement with Middlesex Street for new policing base	Residents
4	10 September 2024	Crime Prevention Stand at 69 Old Broad Street	Residents, Workers
5	10 September 2024	Suicide Prevention Day	Residents, Workers, Visitors
6	11 September 2024	Independent Advisory Scrutiny Group (IASG)	Residents, Workers
7	Mid-September 2024	Spiking Intensification Week	Residents, Workers, Visitors
8	23 – 29 September 2024	National Inclusion Week	Residents, Workers, Visitors
9	October 2024	Black History Month	Residents, Workers, Visitors
10	October 2024	Diwali events through City Belonging	Workers
11	3 October 2024	David Game College – staying safe in London for new students	Other (students)
12	3 October 2024	Op Reframe (Drink Spiking focus)	Residents, Workers, Visitors
13	12 – 19 October 2024	Hate Crime Awareness Week	Residents, Workers, Visitors
14	16 October 2024	Careers talk for City of London Girls School	Other (school pupils)
15	16 October 2024	Lord Mayor’s Colloquy: Global Faith Perspectives on ‘Disagreeing Agreeably’	Other (students from Goodenough College and faith leaders)
16	16 October 2024	Business webinar: Policing the Insure our Survival week of action	Workers
17	17 October 2024	Leadenhall Hate Crime Awareness Stall	Workers
18	22 October 2024	City Question Time	Residents
19	23 October 2024	Business webinar: Policing the Insure our Survival Week of Action	Workers
20	31 October	Police Race Action Plan – Black History Event (The Fierce Urgency of Now – Correcting the Impact of Racism)	Residents, Workers, Visitors
21	November 2024	Cluster Panel Meetings (Bank, Barbican, Fleet, Fenchurch Street, Liverpool Street, Monument)	Residents, Workers

<b>22</b>	November 2024	Islamophobia Awareness Month	Residents, Workers, Visitors
<b>23</b>	25 November – 10 December 2024	16 days of activism against gender-based violence	Residents, Workers, Visitors

## Conclusion

14. This report provides an overview of the launch of the new Cluster Panel model as approved in the Community Engagement Strategic Plan in September 2024, an overview of outcomes and metrics that will be reported quarterly into SPPC from January 2025, and a list of engagements that have taken place since September 2024 or are due to take place soon.

## Background papers

- *Strategic Community Engagement Plan: Keeping those who live, work and visit the City safe and feeling safe* – joint report of the Commissioner of Police and the Police Authority Director presented to the Strategic Planning & Performance Committee on 26 September 2024 and the Police Authority Board on 2 October 2024.

## Appendices

- None

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