

Committee(s): Police Authority Board	Dated: 22 nd June 2021
Subject: CoLP Sector Policing Model- initial successes and challenges	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	No 1 – People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 36-21	For Information
Report author: Chief Supt Steve Heatley, Local Policing	

Summary

At the 16th October 2020 Performance and Resource Management Committee it was noted that the new Sector Policing Model was due to 'go live' from the 19th October 2020 and the Committee asked for an update on the implementation of the new model from May 2021 onwards. At the Strategic Planning and Performance Committee on the 4th May, the new Chair asked AC Sutherland to provide an interim update and this is provided in this report.

The report notes successes and challenges of the new model and describes areas for development going forward.

Recommendation(s)

Members are asked to note the report

Main Report

Background

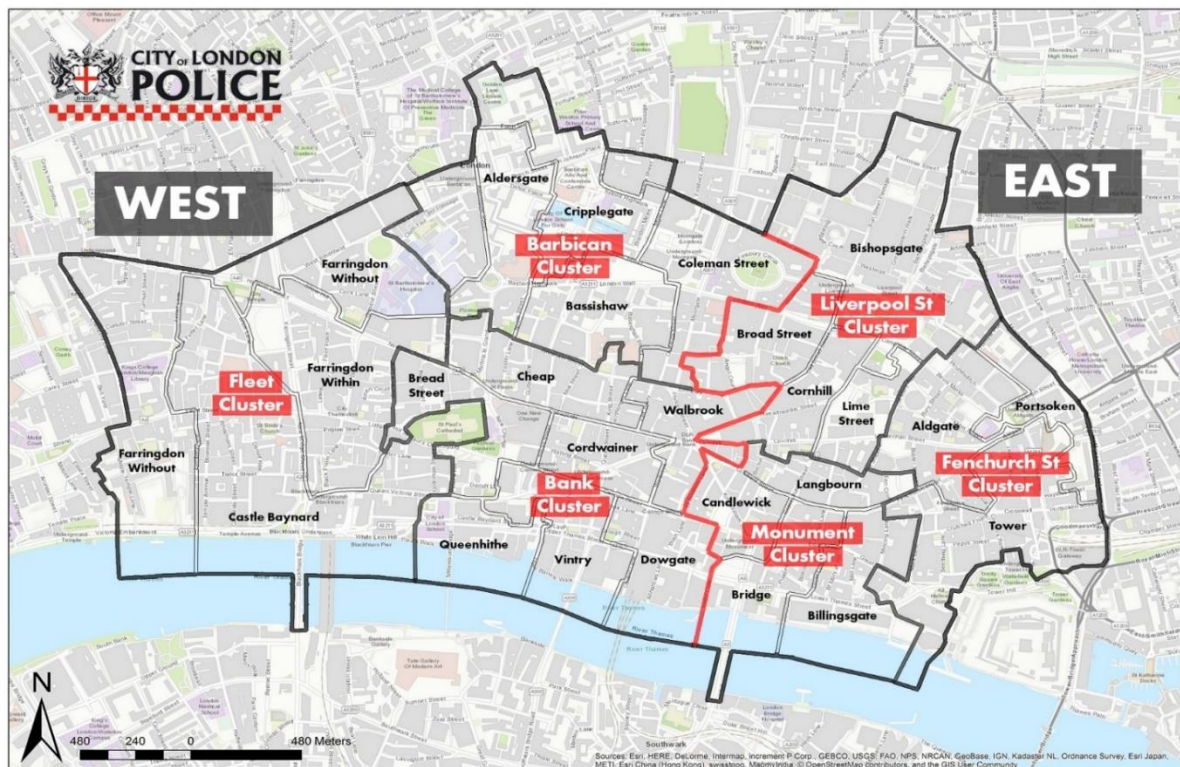
1. At the 16th October 2020 Performance and Resource Management Committee it was noted that the new Sector Policing Model was due to 'go live' from the 19th October 2020 and the Committee asked for an update on the implementation of the new model from May 2021 onwards. It was agreed that an update report would be submitted to the September 2021 Strategic Planning and Performance Committee (SPPC), however at the meeting of the SPPC on the 4th May 2021 the new Chair of that Committee stated he would wish to see something sooner than September 2021.

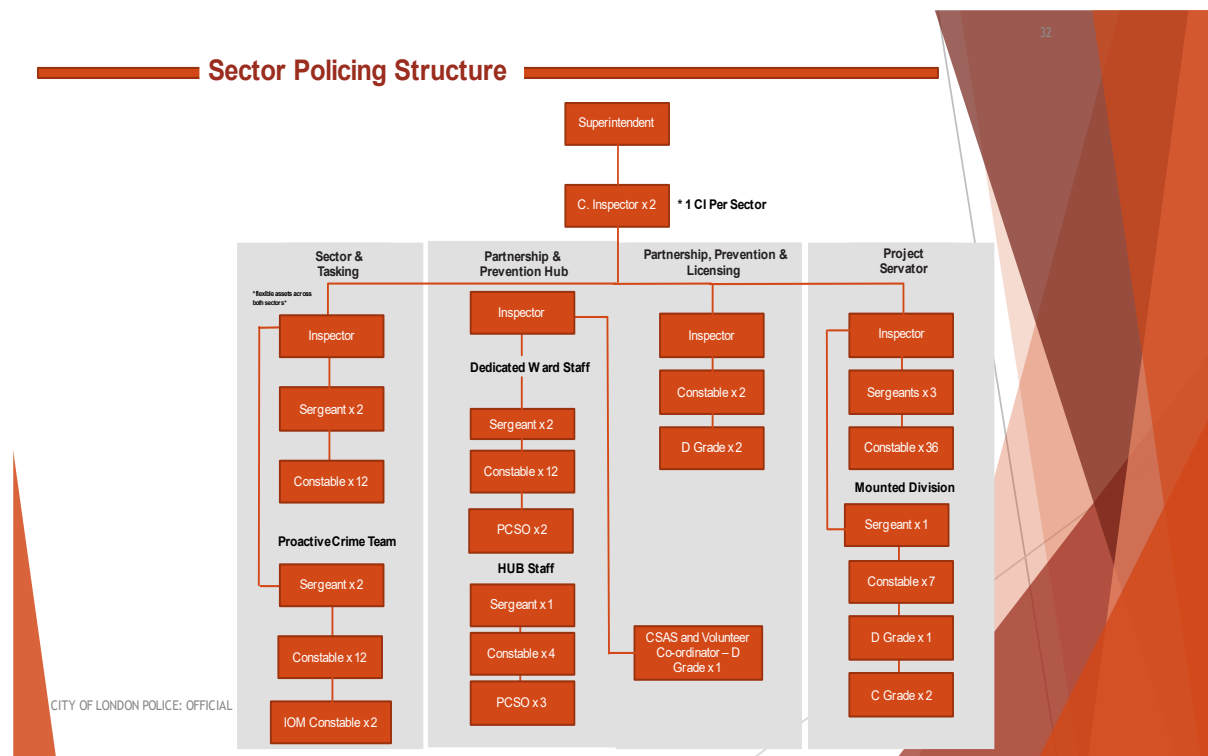
2. AC Sutherland therefore undertook to provide an interim update, and this is provided in this report, which outlines the main successes and challenges of the implementation of the new model so far.

Current Position

3. The new Sector Policing model went live on 19th October 2020 as planned. Visibility, accountability and ownership is delivered by a team of 12 Dedicated Ward Officer's that lead on crime and disorder within a cluster of wards. These officers are supported and work in synergy with our central Partnership and Prevention Hub with further support by the second layer of taskable assets in the form of Sector Tasking and Proactive Crime Teams.
4. The Partnership and Prevention Hub is a key feature of the sector Policing model the ASB (Anti Social Behaviour) coordinator from the Corporation is co located within the hub working 1 day a week enhancing information sharing, improving the awareness around the 5 key thematic areas:
 - Alcohol and drugs,
 - Vulnerable people (mental health) and places,
 - Young people,
 - Hate crime/Counter Terrorism (CT)
 - Schools and youth engagement/cadets.
5. Accountability is driven by two Chief Inspectors supported by a Superintendent who are accountable for 2 distinct areas of the Square Mile, the East and West Hub, underpinned by local crime fighters and tasking process with Inspector leads held to account for their respective areas of the business. The team hold a bi weekly tasking meeting looking at Policing crime trends, intelligence, deploying suitable assets to prevent and detect crime. This consists of the ASB co-ordinator from the CoLP, the Tasking Sergeant from FIB (Force Intelligence Bureau) the CT (Counter Terrorism) Tasking Officers, all Sector Policing Inspectors, Corporate Communications, and the Special Constabulary. This meeting is chaired by the Sector Chief Inspector. The ambition going forward is for the inclusion of the BCRPM (Business Crime Reduction Partnership Manager) to attend. .
6. The vision is to improve engagement with our communities with dedicated ward officers (DWO) through cluster panels delivering agreed priorities and promises with our public at the heart of our business plans. It is expected that the panels will be fully operational from September 2021.
7. The priority is to change the brand of community policing to a Sector model that is recognised both internally and externally as a new and more engaging model, This will draw on partners and stakeholders to cohesively work together as one.
8. The model advocates closer partnership working with current and developing Business Improvement Districts supporting Business Crime Reduction Partnerships. Each geographical sector has a senior officer (Chief Inspector) who is responsible for their sector and accountable to the residents, workers and stakeholders within it.

9. Community policing is, and must always remain the bedrock of UK Policing, we believe that local accountability through Sector Policing leaders at the inspecting ranks will ensure we have a dynamic and responsive service to meet the needs of the public whilst safeguarding community policing. Sector Policing brings closer partnership working delivering a collective prevention first ethos via a partnership and prevention hub. Sector Policing is at the heart of the Police Plan for 2021-2022 and is a key ingredient to reducing crime whilst working in partnership with our key stakeholders.
10. Below is a schematic and organogram of the new Sector Policing Model, showing the various clusters for the Eastern and Western sectors and the Organogram shows how the Sector Policing Team is structured.





11. The Dedicated Ward Officers (DWO) are split between East and West. All other sector assets are a taskable flexible assets which can be moved where intelligence or demand dictates.

Successes of the new Sector Policing Model

- Focus against priority crime types** : This can be evidenced through a series of bicycle initiatives to combat this progressive crime type. An evidence based approach was adopted through prevention, engagement and pro-active operations. This has led to an Organised Crime group being identified and dismantled, in one operation alone 60 bikes were recovered and restored to owners, a series of days of action has resulted in over 800 bikes being marked and significant social media presence resulting in over 2k views with one post alone thus further promoting the Sector Policing brand. Decoy/tracker bikes are regularly deployed in and around the square mile with proactive officers monitoring the movement of the bikes, This has led to over 30 arrests, further reducing this crime type, making it harder for criminals to engage in their activities within the square mile. This is supported by working with local business with a focus on crime prevention and engagement.
- New local crime tasking process**: Bi-weekly meetings in line with the Force CONTEST¹ meeting that is data driven and focuses on priority crime types in line with the Force Control Strategy. Force Intelligence Bureau (FIB) provides data to ensure tasking accuracy. This enhances the capability and capacity of Police assets to be deployed in an agile proportionate intelligence driven way.

¹ [Counter-terrorism strategy \(CONTEST\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/counter-terrorism-strategy-contest)

Since 5th October 2020 there have been 294 Stop and Searches conducted and 153 arrests² under local tasking initiatives. (Full performance data is provided to the Strategic Planning and Performance Committee and the Professional Standards and Integrity Committee).

- Implementation of the NextDoor media platform to residential engagement gap to enhance external legitimacy. This is a self- funding national platform which supports information, engagement and crime prevention initiatives to be shared directly and instantly with local residents and our business community and more importantly allow the COLP to have a direct link and communication with these communities.
- Improved partnership working with Business Improvement Districts (BID's) opening up alternative funding streams. BID's are used to support communications across various sectors within the CoLP policing area. Sector management sit on BID safe & secure steering groups to galvanise a cohesive response to community safety within the various BID footprints. Sector Chief Inspector leads are furthermore engaged with the two developing business partnerships (EC partnership & Fleet Street Quarter) to support and shape their respective Safe and Secure plans as they work towards BID status. The Aldgate partnership BID has opened up a funding stream into CoLP to support crime prevention activities within their footprint.
- Introduction of a trial across the whole force area with the development and implementation of a Business Crime Reduction Partnership (BCRP) to augment engagement, intelligence sharing and communications between different business sectors. This has been funded by the COLP for this financial year circa £40k. The ambition is for the scheme to be self-funding by year end. Currently, fifty premises will be signed up initially with further engagement taking place to secure new members. Safer Business Network at present can't provide a forecast, but are heavily engaged at present across various partnerships & businesses. The BCRP will go under the banner name of "Safer Square Mile". The cost to each business is forecast at £10 per week. A BCRP manager will be co located within the partnership and prevention hub of sector policing to focus energy on building the client base. This will enhance the problem solving capabilities of the force sharing information and enhancing the collaboration opportunities with business leads in the square mile and sharing the crime reduction opportunities with partners. The project has the potential for being the biggest BCRP in London. The BCRP has been a success in other parts of London, for the COLP this will allow the real coordination of assets and knowledge working closely with the business leads, this is in essence why Sector Policing was designed and will be part of the DNA of the success of the brand.
- Renewed focus on licensing and Night Time Economy (NTE) with a shift in function to the Partnership and Prevention Hub. Sectors have initiated a number of online events with the licencing industry and the security industry (SIA) to highlight the importance of working together, increasing the crime

² This figure does not include those taken to MPS Stations

fighting capabilities across the square mile by working in collaboration and sharing information and knowledge. Most recently an online day of learning was launched with over 100 licensed premises taking part chaired and hosted by the Chief Supt from local policing with a series of guest speakers talking about terrorism, to spotting vulnerability, to reducing crime such as theft of bags in licensed premises. This has been launched with the opening up of the city from lockdown. Feedback from the participants was “why have we not done this before”, this is now planned for bi monthly forums to share information and share skills, with the aim that the industry is more collaborative with the Police.

- A Strategic allegiance with University College London (UCL) with interns deployed into the Force and a new agreement for the Force to be involved in their Masters programme. UCL as part of their department of security and crime science have agreed to a strategic partnership with CoLP. Thus far they have provided an intern to support research of cycle thefts within the City. This resource played a significant role in bringing an academic evidenced based approach in support of Sector Policing in tackling this. CoLP has developed this partnership further with a plan for further academic research into crime and security.

12. It is essential to use intelligence based policing engaging with our partners, using all legislative options including civil orders such as Criminal Behaviour Orders, shop banning orders and diversion activity schemes such as Operation Luscome (Operation which helps the homeless community diverting away from rough sleeping into hostels and permanent addresses). These tactics can be classed as Achilles Heel tactics deterring criminality in the Square mile using all available legislative means. Criminal Behaviour Orders (CBO) are pivotal to this success. The team has a dedicated member of staff who is specialised in applying for and writing these applications. To date since October 5 successful CBO'S have been granted, the 5 subjects have been re-arrested on a number of occasions for simply entering into the square mile boundaries and remanded to court. 8 are within the Court system awaiting the Court sign off, a further 20 have been pre-written for another cohort of offenders which are awaiting submission to the courts. An example of the collaboration and problem solving initiatives are the recent Anti-social behaviour reports in the Barbican and Castle Baynard areas of the City. A TTCG (Tactical Tasking Coordination Group) problem profile bid was secured adopting a Multi-Agency approach working in collaboration with Children's Services & the Community Safety Team leading on Youth Diversion. Long-term problem solving initiatives such investment/design out crime measures have been adopted using an OSARA (Objective, scanning, analysis, response and assessment) model.

- Several future-proofing recommendations have been delivered or set-in train. This includes the introduction of street scape digital messaging boards ('Digi-stoppers'); These boxes offer fast time crime prevention advice which can be changed and updated remotely, and have been used in a series of community events since they were purchased in April of this year.
- Fundamental review of Police Cadets programme and planned relaunch in September 2021. A full review has been undertaken in line with the National

Volunteer Police Cadet (NVPC) strategy. CoLP is exploring recruitment plans, as the VPC scheme is recognised nationally as an effective recruitment pipeline into policing, whilst supporting diversity breakdown aspirations. The CoLP Specials are more intrinsically aligned to the crime tasking process within the new Sector Policing model, this has enhanced resource deployment and has enhanced their support for engagement and enforcement, a highlight recently with the Day of Unity in Operation Rocotto which commenced on the 20th May 2021.

13. Operation **Rocotto**: was launched to coincide with the easing of lockdown restrictions. This was a collaboration event with our partners the City Security Council (CSC) licensees and the Corporation of London. The day consisted of 3 distinct phases, Community engagement events with local and sector policing across the square mile with our business and residential communities. The second phase working with the CSC who had over 400 of their staff coming out of their respective offices at key times during the day to meet and greet the public with our sector colleagues letting the Public know the City has been in safe hands during lockdown. This has cemented continued collaboration and sharing of information working together with industry to make the City even safer. The third phase was centred around the Night Time Economy (NTE) working with the special constabulary, sector policing, street Pastors in conjunction with licensees across the square mile to identify and educate the patrons reducing vulnerability, theft and violence in licence premises. This entire day was underpinned by an online event for people who could not visit the City.

14. It is envisaged due to the success of this day to hold 3 more events before the end of the year and to carry on these days of activity quarterly from the start of 2022 thus building on collaboration and enhancing the Sector Policing brand.

- To test 'what works': the effectiveness of the new Sector Police model and to find out what worked and areas for improvement, the team requested that Surrey Police who are the lead force in the UK for Neighbourhood policing complete a Peer review . The Peer review lead completed a week in house review rating the Force's new model as Green overall with a clear investment in problem solving and evidence of investment from Chief Officers. This gave the staff focus that what they were doing was paying off and showed the positive effects of the new model and how collaboration enhances the footprint of policing.
- Development of a number of new ethical partnerships with a focus on culture and innovation days. This can be evidenced by the aforementioned Operation **Rocotto** day of action and show of unity with the business and security industry.

Summary of media activity for Operation Rocotto:

- **Twitter:**

Average impressions: 6186

Rocotto impressions: 8817

Average engagements: 95.2
Rocotto engagements: 595

- **Facebook:**

Average reach: 1307
Rocotto reach: 3700

Average engagements: 103
Rocotto reach: 561

Challenges of the new Sector Policing Model

- Results of public surveys and perception of ASB. There have been reductions in the volume of ASB incidents in the past year, and this is mainly due to the effect of Covid-19 and the various lockdowns and reduced footfall in the City of London, however it is acknowledged that there have been and are ongoing ASB issues in the City from the perspective of residents and workers and public perception differs from the reality of reduced volume of incidents. It has been assessed that although COLP is taking action around the issues, this is not being communicated effectively to the residents and workers. The Introduction of a residential engagement platform that can target ward/cluster level audiences to ensure a better understanding of policing activities targeting local concerns will help to alleviate this disconnect with an increase in updates and communication of activity.
- However to close this gap a bi weekly news round up focussing on East and West cluster activity has been launched from Friday 4th June 2021 with councillors and ward panel members being updated allowing messages to be cascaded out to the wider community.
- 'Change of use' applications into Corporation of London, which will potentially increase our residential population and have associated crime implications.
- Change in topography, with shift in the Eastern City Cluster and a move to the cultural mile. This will bring additional footfall, potentially 1.5 million additional visitors to the city with the opening of the cross rail extension and the Elizabeth line, this will change the demographic from day time city worker to a café culture with museums cultural events leading to an increase in the Night Time Economy. The increase in footfall and the change in activity will require an additional Policing presence, this will however bring new collaborative opportunities which in its self is a great opportunity. The Business Crime Reduction Partnership will bring additional benefits reducing the potential Policing challenges of the cultural mile.
- Increased areas of pedestrianisation may bring in challenges with a change of crime types. This may be combatted with a greater use of cycles to support effective tasking/visibility within these areas. Evidence and a data led approach will be used to tackle such changes in crime and how we as an organisation plan to tackle this area.

- Visibility and Engagement reduction due to diminishing PCSO numbers. Currently CoLP has 4 PCSOs against an establishment of 5. A Working group has been established, to review the use of existing PCSO's with a new emphasis on engagement and visibility linked to increased legitimacy. The Force is exploring opportunities within the Citizens in Policing arena and a greater effective use of remaining PCSO and volunteers within the COLP

Areas for further development

- Creation of the Community Safety Accreditation Scheme (CSAS) and Extended Policing Family Co-Ordinator role and exploration in Citizens in Policing (CIP). CSAS and the wider CIP programme are a key ingredient to increasing a greater community involvement in policing. COLP see a co-ordinator role as key to driving and realising our aspirations. This could include driving a potential Employer Supported Policing Scheme to maximise opportunities around social value from the various businesses within our force area and beyond. In addition, implementing CSAS powers delegation opportunities within the security sector.
- Co-Location of BCRP Manager and ASB Co-Ordinator. Co-location of these roles is key to information and best practice sharing, maximising resources is more effective and ensures a shared understanding of issues as we collectively develop a response.
- Development of an Engagement Officer to diarise and promote community engagement events across all sectors. Engagement is the bedrock of community policing to ensure our collective communities understand our activities but more importantly, have a voice to ensure we are addressing local concerns. Having a single point of contact will streamline external engagement and ensure a clear route back into CoLP. This will support the work of the dedicated ward officers.

Conclusion

15. Sector policing has been imbedded since October 2020 and is now fully operational. This has allowed some significant partnership working and long term partnership building. This will increase the capacity and capability of the COLP with an ambition to reduce crime without the resourcing implications, thereby reducing Silo working. The aim is to fully implement the BCRP, subject to a review, across the COLP. It is anticipated that this will have a real innovative approach for collaboration and will be the largest BCRP in London. This will cement the Sector brand and bring cohesion and innovation to our future sharing of resources, talent and ideas to keep the City of London at the forefront of being the safest City in the world ensuring the policing priorities are met and our service to our communities improves.

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