

Committee(s): Strategic Planning and Performance Committee	Dated: 12 th September 2022
Subject: Victim Services - Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 71-22	For Information
Report author: Det. Supt. Richard Waight, Head of Investigation Services, Specialist Operations	

Summary

This report provides a progress update on service delivery in respect of the Policing Plan operational priority, namely – ***Put the Victim at the Heart of Everything We do.*** It is provided to Members and follows the submission to the February 2022 Strategic Planning and Performance Committee (SPPC) that updated on current victim services delivered by the City of London Police (CoLP) supported by local authority, regional and National partners. This is included at **Appendix 'A'** to this report and provides detail of the National policy context and the expansive suite of services we already deliver.

Also attached is **Appendix B-** City of London Interim Findings from Domestic Abuse Matters August 2022- For Member's information.

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report will update on how we are improving our response to the victim journey, ensuring victims receive the very best support considerate to our operational priority of "*Putting the victim at the heart of everything we do is a golden thread that runs throughout this policing plan.*"
2. Specifically this report will update on the following themes:

- The role of Victims' Champion
 - Victims strategy and delivery plan
 - Surveying of Victims
 - Staff development
3. The update will also provide commentary in respect of the agreed performance measures aligned to this area of operational priority, namely:

3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).
3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse
3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention
3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.
3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.

Current Position

Governance, performance and continuous improvement

4. **Update on the Government Plan;** Pre-legislative scrutiny of the draft Victims Bill is being led by the Justice Committee to examine the adequacy of its policy objectives and key provisions. The Committee will likely publish its report in September 2022. The Government will then have 60 days to respond and implement any suggested changes. The Government plan for delivering a “world-class service to victims” has five critical elements:

- Amplify victims' voices in the criminal justice process
- Increase the transparency of the performance of our criminal justice agencies
- Make sure that there are clear lines of accountability for when victims do not receive the right level of service
- Support victims to rebuild their lives through accessible and professional services, and ensure that criminals pay more to support these

- Ensure there are better tools to protect victims and prosecute culprits

This plan will deliver against a ‘Victims’ Bill’ a draft copy of which can be viewed at [Annex A Victims \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Senior oversight of Victim Services is maintained via the CoLP Performance Management Group (PMG) with delegated responsibility to the Crime Standards Board (CSB) now chaired by the Commander Security & Operations who monitor and manage the Force response in support of the Victim Code of Practice (VCOP).

5. Draft CoLP **Victim Strategy** will be circulated for consultation in mid-October and be presented at the November Crime Standards Board for scrutiny before escalating to the Chief Officer Team and Police Authority for final scrutiny and agreement to publish. A strategic delivery plan will accompany the strategy built with consideration to the victim journey and aligned to the Victims’ Rights within the Victim Code of Practice (VCOP).

A copy of the VCOP can be found at:

[MoJ Victims Code 2020 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

6. The CoLP Victims’ Champion has been appointed and is DCI Amanda Lowe. DCI Lowe will lead a revised business group within the Investigation Services command of Specialist Operations – Victim Services and Safeguarding. This group includes the Force Resolution Centre, one of the first service touch points for victims and alongside another, Command and Control will be a focus for assuring victim engagement begins well. The Victims’ Champion will be supported by a Victim Service Analyst & Coordinator delivering oversight of victim service delivery across the City of London and providing analysis to inform our performance framework, delivery plans, governance and continuous improvement. This new role is currently in the recruitment phase.
7. A **Victim Services Assessment** will commence for a week on 5th September 2022. This is part of ongoing HMICFRS Scrutiny aligned to the PEEL Framework and will examine our response to six question topics:

The force manages incoming calls, assesses risk and prioritises the police response well.

The force deploys its resources to respond to victims and incidents in an appropriate manner.

The force's crime recording can be trusted.

The force has effective arrangements for the screening and allocation of crimes for further investigation and these take into account vulnerability and risk.

The force carries out a proportionate, thorough and timely investigation into reported crimes, with senior level governance providing robust scrutiny.
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The force makes sure that it follows national guidance / rules for deciding the outcome it gives for each report of crime.
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The VSA work has been a current area of significant Victim Service focus including a process of self-assessment and service improvement led by Chief Superintendent Steve Heatley. This important work has informed policy/process change in respect of crime recording, review, allocation and finalisation with performance improvements aligned to these areas. Improvements have also been made with greater emphasis on the voice of the victim being represented in the judicial process through a drive to increase use of victim personal statements.

Survey Analyst being recruited

8. *'Improve satisfaction among victims, with a particular focus on victims of domestic abuse'* (measure 3.2) is one of the current measures for the victim driven operational priority which currently has 'No Grading. Satisfaction levels are currently based on a very small number of respondents to surveys that, at 6% makes their significance unreliable as a true indicator of performance. Significant work is underway to improve our programme of surveying engaging with victims consistently and through the most appropriate channels (e-mail; SMS; direct telephone contact) at the following points:

- Post-reporting a crime
- Post-closing a crime
- Listening post – an open channel for leaving feedback

This work will be supported with the recruitment of a survey analyst and will form part of a broader performance management framework providing improved insight to drive continuous improvement.

Survey delivery is subject of an ongoing tender process.

9. Domestic Abuse is a current area of high focus considerate to the prevalence of this crime type most notably aligned to the growing night-time economy in the City of London. The dedicated response to this area is delivered by the Public Protection Unit (PPU) with support from CID. Considerate to demand occurring largely between Thursday and Sunday, the PPU will be moving from a weekday to

7-day week availability and is currently subject of a change process that requires due notice to staff/officers of change to their operating hours. Additionally the Force is looking at resourcing in this area with a view to increasing by 5 Detective Constables, which represents a 50% increase.

10. Improving our response to domestic abuse has been greatly assisted through the delivery of a *DA Matters* programme with all frontline staff receiving training in this area of violent crime. Feedback received from students has been very positive with 92% of attendees stating that they feel this training will enable them to respond to victims of domestic violence and abuse in a more informed way. Full interim feedback is at **Appendix 'B'** that indicates the strong effect that this training will likely deliver. A six-month review has been scheduled into the programme to assess the impact of the training in an operational context that will also be informed by victim surveys.

11. Performance reporting in respect of understanding the demand/threat upon the Vulnerable has been improved with the delivery of a Vulnerability Dashboard that is an interactive solution delivered using Microsoft Power BI. Used to inform operational tasking and coordination it is also used to inform continuous improvement in supporting victims via the Local Vulnerability Action Plan and VAWG Strategic Delivery Plan.

Strand	FYTD		Frequency Change	% Change	31/08/2021 - 30/08/2021			31/08/2022 - 30/08/2022			
	21/22	22/23			FYTD 19/20	Frequency Change	% Change	Previous Rolling 12 Months	Current Rolling 12 Months	Frequency Change	% Change
Adult At Risk PPNS	332	344	12	4%	242	102	42%	644	772	128	20%
Child At risk PPNS	156	241	85	54%	150	91	61%	336	466	130	39%
Domestic Abuse Crime	47	81	34	72%	42	39	93%	102	214	112	110%
Hate Crime	64	65	1	2%	69	-4	-6%	110	173	63	57%
Mappa Nominals	2	4	2	100%	7	-3	-43%	4	4	0	0%
Mental Health	435	471	36	8%	302	169	56%	849	1002	153	18%
Modern Slavery & Human Trafficking	2	0	-2	-100%	7	-7	-100%	7	0	-7	-100%
Prevent	5	3	-2	-40%	8	-5	-63%	10	8	-2	-20%
Stalking and Harassment	36	62	26	72%	49	13	27%	93	132	39	42%
Child Protection, CSE/A & Missing Children											
Child Abuse	16	15	-1	-6%	11	4	36%	33	30	-3	-9%
CSE	13	11	-2	-15%	6	5	83%	20	20	0	0%
Missing Children	3	2	-1	-33%	6	-4	-67%	4	6	2	50%
Harmful Practices											
FGM	0	0	0		0	0		0	0	0	
Forced Marriage	0	1	1		0	1		0	1	1	
HBV	0	1	1		0	1		0	1	1	
Rape and Other Sexual Offences											
Other Sexual Offences	29	37	8	28%	33	4	12%	49	100	51	104%
Rape	8	16	8	100%	9	7	78%	17	35	18	106%
Suicides & Attempted Suicide											
Attempted Suicides	66	39	-27	-41%	56	-17	-30%	125	109	-16	-13%
Suicides	2	0	-2	-100%	3	-3	-100%	5	1	-4	-80%

Direction Symbols: ↑ Increase ↓ Decrease ● No Change
 Direction Colours: Green - more than 10% decrease, Red - more than 10% increase, Orange - less than 10% increase or decrease

The above screenshot, taken at the time of writing is fed live data and provides an up to the minute overview of demand in this area with the capability to be interrogated by type and temporal analysis.

12. The measure (3.3) *Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention* is assessed in the Force Policing Plan performance as having 'No Grading' currently. This is due solely to the current absence of a data capture tool that is in development and will be resolved for future reporting. To assure Members, ALL children that come to police attention are supported and multi-agency safeguarding meetings are regularly held with appropriate partners to effectively manage and mitigate risk with aim of protecting children from harm.

13. The measure (3.5) *Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable* is an area that receives total scrutiny with the supervisors at the PPU reviewing each PPN to inform appropriate safeguarding. This, as with 3.3 above requires data development and solution to automate what is a good performance in this area of potential high harm.

14. **Cyber support to victims**; A significant area of growing criminality Nationally and Internationally. Of note in this area has been the longer-term security of funding to Cyber Griffin that is now working closely with the recently launched London Cyber Resilience Centre to build on the already strong suite of resources that have victims' at their heart of their four primary services:
 - **Baseline Briefings** – Non-technical intelligence led presentations designed equip attendees with key advice and guidance they need to protect themselves from the most prolific cyber offences today.
 - **Table-Top Exercise** – A scenario-based exercise designed to take teams through a series of increasingly complex cyber-attacks with the aim teaching them the value and key principles of effective cyber strategy.
 - **Incident Response Training** – A seminar for all staff involved in cyber incident response which teaches the police major incident response methodology in the context of cyber events.
 - **Cyber Capability Assessment** – A police led assessment of an organisations information security management (ISM) resulting in an advisory report detailing the organisations maturity broken down into a list of controls.

This catalogue of NCSC certified services is applied flexibility depending on the victim's needs. Using these, Cyber Griffin aim's is to provide long-term support to victims of cyber-crime and to instil sustainable resilience to any future cyber

criminality. Cyber Griffin engages with 100% of victims of cyber dependent criminality within the City of London.

Risk/Issues

15. This is a significant priority for the City of London Corporation that already has significant investment directed in support of its victim focused objectives. The key issues of note are the requirements to invest in data science, surveying and analytical capability to maximise understanding and inform the most appropriate outcomes bespoke to the needs of Victims’.

Conclusion

16. Read in conjunction with the first report to SPPC this update provides detail of what is currently offered and what is coming in this area of significant operational priority with a number of strategic deliverables, including a new Victim Strategy and delivery plan that will be completed over the next quarter. This approach will remain flexible to changes in Government policy (Victims Bill), local demand most importantly the bespoke needs of our Victims’.

Appendices:

Appendix ‘A’ – Report to February 2022 SPPC that provides detail on available Victim services in the CoL

Appendix ‘B’ – City of London Interim Findings from DA Matters August 2022

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