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| <b>Committee(s):</b><br>Strategic Planning and Performance Committee                                      | <b>Dated:</b><br>17 November 2022 |
| <b>Subject:</b> Victim Services - Update  | <b>Public</b>                     |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> |                                   |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</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<br>Pol 71-22   | <b>For Information</b>            |
| <b>Report author:</b> 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.

An update is also included in respect of the recent HMICFRS Victim Services Assessment that took place week commencing 5<sup>th</sup> September 2022. The assessment questions are attached at **Appendix 'C'**.

### 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:

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| 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** took place week commencing 5<sup>th</sup> September 2022. This is part of ongoing HMICFRS Scrutiny aligned to the PEEL Framework and examined our response to the following questions:
  - a) How good is the force's service for victims of crime?
  - b) How good is the force at engaging with the people it serves and treating them fairly, appropriately and respectfully?
  - c) How good is the force at responding to the public?
  - d) How good is the force at investigating crime?

The assessment criteria for each question is detailed within **Appendix 'C'**

An initial debrief was conducted with our HMICFRS Liaison Officer Tom Keaton and a summary of that is presented below, please note this is not formalised:

- Overall good in respect of handling 999/101 calls. Emergency calls are handled by MPS on behalf of CoLP and a policy question has been raised in respect of how we hold MPS to account for performance
- Calls are allocated well and on time
- Crimes are allocated to the right resources
- Domestic Abuse and Vulnerability crimes well supervised and managed
- Forensic/Digital Forensic capability supports investigations well
- Recording outcomes generally applied appropriately
- PIP 1 crimes (priority and volume crime investigations), supervision requires improvement with investigations lacking appropriate plans and greater scrutiny required.  
*New integrated model, aligning Victim Care Unit (VCU) to CID will address this area. This enables necessary alignment of governance between PIP 1 & 2*
- PIP 2 crimes (serious and complex investigations) well supervised and managed
- Improved recording of victim needs/vulnerabilities required.  
*New templates have been introduced to aid appropriate attention in this area with increased supervisor scrutiny across the victim journey that is monitored via the Crime Standards Board*
- Good stop and search regime with Servator Team receiving specific mention. Would like to see some better external scrutiny  
*This is an area that our Independent Advisory and Scrutiny Group (IASG) is increasing its response to, including a greater volume of dip-sampling to 20% from the current 12%*
- The Force delivers good unconscious bias training

The full and final report is pending receipt from the Inspectorate.

The VSA work is a current area of significant Victim Service focus including a process of self-assessment and service improvement coordinated with HQ support. 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.

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 also subject of external support with a specialist survey company now having been contracted to support service improvements in this space.

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.

**CITY OF LONDON POLICE Vulnerability**

Summary

Vulnerability Over Time

Monthly Volumes

| Strand                                     | FYTD 21/22    |              | FYTD 22/23       |          | 31/08/2020 - 30/08/2021 |                  |          | 31/08/2021 - 30/08/2022    |                           |                  |          |
|--|---------------|--------------|------------------|----------|-------------------------|------------------|----------|----------------------------|---------------------------|------------------|----------|
|  | Previous FYTD | Current FYTD | Frequency Change | % Change | 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 at the end of Q2 as 'Requires Improvement'. 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. At the end of Q2, this is currently graded as 'Adequate'.

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

**Appendix 'C'** – HMICFRS question assessment criteria for VSA

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