

## Safer City Partnership Strategic Plan 2016-2017

**Our vision** is for the City of London to remain a safe place to work, live, visit and socialise.

We will achieve this by making the best possible use of the resources that we as a partnership can bring together to meet the needs of the City in relation to crime reduction and anti-social behaviour.

The City of London experiences low levels of crime, disorder and anti-social behaviour. This reflects the efforts of the City of London Police, the City of London Corporation and many other partners. Working together we contribute to maintaining the City as the world's leading financial and business centre as well as being an attractive place to live, socialise and visit. Since its establishment the Safer City Partnership has played a key role in reducing crime and other harms. We will continue to build on these strong foundations.

**Who we are:** The Safer City Partnership involves representation from the following partners:

- The City of London Corporation\*
- The City of London Police\*
- London Fire Brigade\*
- London Probation Trust\*
- Clinical Commissioning Group\*
- HM Court Service
- British Transport Police
- Transport for London
- City of London Crime Prevention Association
- Residents' representatives
- Business representatives
- Voluntary Sector representative

Those partners marked with an asterisk are the statutory partners under the Crime and Disorder Act (1998) and subsequent legislation. Collectively they are responsible for delivering the ambitions set out in this Plan. Over the course of the coming year we will continue to review the membership of the Safer City Partnership to ensure we have the representation to allow us to deliver across the breadth of our agenda without diminishing our strategic focus.

### Priorities

The Safer City Partnership has worked together to identify the priorities below. These are informed by our experience, emerging concerns, national priorities and documents such as the City of London Police's Strategic Assessment. The priorities also represent areas where a partnership approach can add value. Given the ever evolving nature of the City of London and changes in crime and other threats we need to be flexible and agile in our responses.

For the year 2016-17 we will focus on:

- **Violence Against the Person** – to protect those who work, live or visit the City from crimes of violence,
- **Night Time Economy Crime and Nuisance** – to promote the City as a safe place to socialise.
- **Acquisitive Crime** – we will work to protect our businesses, workers, residents and visitors from theft and fraud with an emphasis on cyber-crime.
- **Anti-Social Behaviour** – To respond effectively to behaviour that makes the City a less pleasant place.
- **Supporting the Counter Terrorism Strategy Through Delivery of the Prevent Strategy** - To challenge radicalisation and reduce the threat posed to the City.

In addition we will work with partners to reduce bicycle related accidents and fatalities. We shall also support efforts to address other areas of concern.

To support the delivery of this strategy we will be developing an Implementation Plan to help measure our progress toward our objectives. This will provide the basis for our annual review in March 2017 and will help inform and refresh our strategy for the year ahead. During 2016 we will also be improving how we communicate with our partners and all sections of our community.

## What the Partnership has achieved

The SCP has a strong track record of achievement. It has provided a strategic and collaborative platform for different organisations to work together to keep the City safe and reduce crime. Where specific problems have been identified it has played a significant role in tackling them. Recent examples would include:

- Raising awareness of Domestic Abuse to HR professionals within the City.
- Supporting a significant reduction in bicycle theft.
- Supporting good practice in the City's Night Time Economy through the Safety Thirst scheme.
- Developing new intelligence sharing practices amongst partners to address high risk individuals and ASB.

## Partnership Development

The Safer City Partnership has evolved over many years and will continue to do so. This reflects changes in both the challenges we face and reorganisation and restructure of partnership members. We are committed to making the best use of evidence based interventions, for example those approaches advocated within the Home Office's Modern Crime Prevention Strategy published in March 2016.

The City of London Corporation and the City of London Police are currently exploring how we can make the best use of available resources to deliver crime reduction and improve community safety within the City. This involves a fundamental review of how we work together and the potential of new approaches.

This project is part of the One Safe City Programme and will significantly influence how we deliver our community safety ambitions within the City of London for many years ahead. We are also exploring the potential of improving engagement with other members of the partnership. Other elements of the One Safe City Programme will

In terms of delivering against our priorities we will also be working closely with the City of London Police as they adopt the 4Ps approach (Pursue, Protect, Prevent and Prepare) to deal with their priorities. The 4Ps approach places an increased focus on identifying and responding to issues of the greatest harm. This provides considerable opportunities for bringing together the work of the City of London Corporation and other partners to respond more effectively to various crime types.

We will also be revitalising our Serious and Organised Crime Group, which will allow us to bring a wide range of intelligence and data together with the full range civil and criminal enforcement powers to bear down on those who threaten our citizens, communities and businesses.

Underlying and supporting all our work over the coming year will be a new approach to communications aimed at our partners and communities. This will include improved use of our webpages, e-media, the development of new networks and improved opportunities for feedback and reporting from the public. This will help us provide improved responses to the problems and challenges we face in the City. Another important area of work for this year will be improving our data sharing and analysis capability. This will help us to identify emerging trends and concerns as well as allowing us to respond to these more swiftly. It will also boost our capacity in tracking our progress.

Combining the knowledge, expertise and resources of our various members means we are better able to respond to the challenges the City faces. This is reinforced by our own local experience and is endorsed nationally by the Home Office who have highlighted the potential partnerships have to prevent and reduce crime.

## **The City of London**

### **Residents**

The City of London is a unique demographic area within the United Kingdom. While the residential population numbers approximately 8,000<sup>i</sup>, the City is home to 16,000 businesses employing over 383,000 people. This figure is expected to grow to 428,000 by 2026. Due to its iconic attractions, the City of London also welcomes large numbers of visitors daily. With major transport infrastructure improvements including the completion of Crossrail in 2018, these numbers are likely to rise significantly in the coming decade.

The City residential population predominately describe themselves as White (79%), with 13% Asian and 3% Black. However, significant variations exist within the City's residential areas, e.g. on the Barbican Estate 85% of residents are white whereas on the Mansell Street Estate 47% of residents describe themselves as Asian.

The City follows a similar age profile to Greater London, with the exception of under-20 year olds, which are significantly under-represented. Over the last decade, population growth has been slow, but it is projected to accelerate and reach 9,190 by 2021.

The City of London also experiences considerable diversity in terms of its socio-economic make up. Overall it ranks 226 of 326 in the most deprived local authorities in England and Wales. This contrast is reflected in the socio-economic outlook of its housing estates and residents. The most deprived ward in the City of London, ranks 10,285<sup>th</sup> out of 32,844 wards from across the country. Whilst only 5% of residents on the Barbican Estate live in social housing ranking low nationally, 95% of residents on the Mansell Street Estate live in social housing. This part of the City, ranks within the 40% most deprived areas of the country.

The City of London has a Job Seekers Allowance Claimants rate of 0.9% across the resident population compared to an overall percentage across the capital claiming Job Seekers Allowance of 1.8%.

### **Business**

The City of London is a significant contributor to the Greater London economy and the United Kingdom's economy. With over 16,000 businesses operating within the Square Mile, the City adds over £45bn in economic output, the equivalent of 14% of London's economic output.

The unique attraction of the City has seen businesses flourish. This can be seen in the workforce figures which saw a 20% increase (approximately 80,000) in the years 2008 – 2014. This increase has also seen the City expand away from the traditional financial services sector, with firms from a wider range of professional, scientific and technical services setting themselves here. We have also seen a significant increase in our hospitality sector with a rapid growth in hotels and the emergence of a significant night time economy.

## Housing and Homelessness

The City has 4,390 households and large numbers of people of working age. Compared with Greater London there is a greater proportion of people aged between 25 and 69 and fewer young people aged below 18 years. Only 10 per cent of households have children, compared with around 30 per cent for London and the rest of the country. Average household size is small, and many people (56 per cent) live alone.

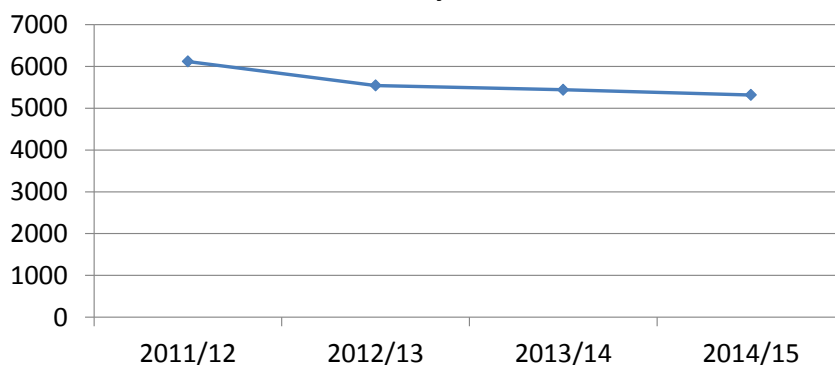
In 2012/13 the City took 37 applications from households who were homeless or at risk of homelessness. The majority of those who approach the City for assistance have a local connection based on employment rather than residency. The rough sleeping population is often highly transient and levels of rough sleeping in the City tend to reflect the trends and issues experienced in London as a whole.

In the last few years, the number of rough sleepers seen in the capital has increased significantly. Over the course of 2012/13, outreach teams recorded a total of 284 people sleeping rough in the City – the sixth highest total in the capital.

## Crime and Disorder

Overall crime has been falling over recent years, with a 13% reduction from 6119 crimes in 2011/12 to 5318 in 2014/15. While this reduction is clearly welcome there are areas of increase, such as victim based violent crime, which is of obvious concern and is a key priority for this strategy. The trend around acquisitive crime has also been positive in recent years but we are determined to maintain efforts to reduce this further.

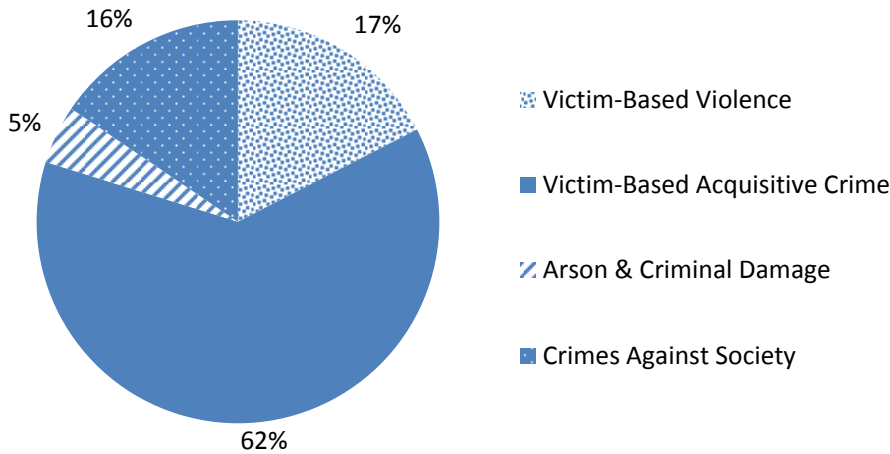
**Total Notifiable Crime 2011/12 to 2014/15  
in the City of London**



(Source: COLP performance page on COL website)

The most recent figures (Apr-Dec 2015) show that acquisitive crime accounts for a significant proportion (62%) of all notifiable crime in the City, with violent crime (17%) and crimes against society (including possession of weapons, drug and public order offences) the third most common crime (16%).

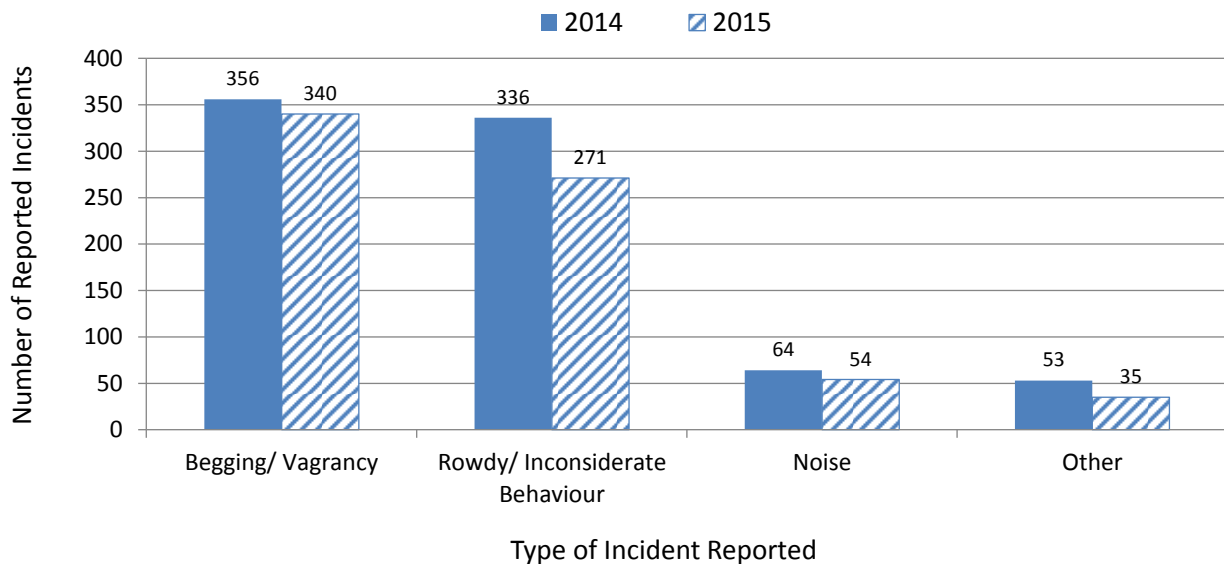
**High Level Breakdown of Crime in the City by Type Apr-Dec 2015**



Source: City of London Police

Source: City of London Police

**Anti-social Behaviour Reported in the City of London 2014-2015**



Source: City of London Police \*in the City of London Corporation also receives over 1,000 noise complaints per year on average.

## **Impact on quality of life**

99.4% respondents said that they felt safe during the day which is a slight reduction compared to the previous year's response of 99.7%. There has also been a decline in the number of respondents that felt safe in the City after dark from 87.4% in 2013/14 to 82.6% this year. From the 30 respondents that did not feel safe the most common reasons were drunken/rowdy behaviour (10), fear of robbery/mugging (12), fear of violence/sexual (Source: Policing Plan Review 2015)

## Safer City Partnership Priorities for 2016-17

### Priority 1: Violence against the person

#### **Objective: Ensure those that live, work and visit the City are protected from violent crime**

Nationally and across Greater London there has been an increase in violent crime. The City has also witnessed a rise in this type of crime and given the harm to victims and the concerns of our communities this has been identified as a priority for the coming year. Violence against the person covers a wider variety of offences and incidents. The type of incidents covered range from where a victim may have experienced severe physical or mental harm through to those where there is little or no injury. The specific crime types include, sexual violence, domestic abuse and violence, violence with and without injury (the latter includes on-line harassment and internet stalking), and child sexual exploitation. Within the City, as in many areas, a significant proportion of our violent offences take place within the context of the Night Time Economy and so activities to tackle this problem also link to that priority area.

To address the issue of violence against the person over the coming year the Partnership will undertake various initiatives and activities. These will include:

*Improve our understanding of the nature of violent crime within the City by undertaking research and using all available data. This will support evidence based and targeted responses.*

#### **What We are going to do**

Working with our partners and external experts we will develop a more comprehensive understanding of the scale and types of violence experienced within the City. For example not all incidents come to the attention of the police or the medical services. While we have an understanding of violence associated with the Night Time Economy and excessive alcohol consumption scope exists to improve the picture around other areas including human trafficking and modern slavery, Child Sexual Exploitation, domestic violence and vulnerable people. This will be used to help inform improved communications with business, residents and visitors.

*Increase understanding of the issues around domestic abuse and how to access help and support*

#### **What we are going to do**

We will provide training for our partners, resident groups and City employers to increase awareness of domestic abuse. This will include guidance on how incidents should be handled while also promoting what services are available to help those experiencing domestic abuse. Evidence demonstrates that improved handling of domestic abuse cases can significantly reduce risk to individuals.

*Train City of London Corporation front line staff in risk assessment and safety planning for domestic abuse*

#### **What we are going to do**

Use specialist trainers to ensure City of London staff who come into regular contact with our communities understand the principles and application of risk assessment and safety planning in the context of domestic abuse, stalking and harassment.

*Engage with those working and living in the City to raise awareness of abusive behaviour and promote the range of services available to support victims.*

#### **What we are going to do**

This will be a central part of our new communication approach and will see us make improved use of our web presence and social media as well as making use of traditional media. We will also work with colleagues to utilise existing communication channels, such as residents' newsletters. Building on the success of the Party People and Eat, Drink and Be Safe campaigns we shall advise people on how to reduce their vulnerability and risk when out socialising, for example by only using licensed taxis. The Partnership will run public engagement activities to raise awareness on abusive behaviour, avoiding violent crime and the support services available in the City.

### ***Develop a Strategy to tackle Violence Against Women and Girls (VAWG)***

#### **What we are going to do**

The Partnership is committed to tackling the issue of violence against women and girls in the City. Internally, a City-wide VAWG strategy is under development by the Domestic Abuse Forum and work with the City and Hackney Adult and Children's Safeguarding Boards. Over the coming year this work will also call upon the expertise of community and voluntary sector services. This strategy will be completed in early 2017

### **Priority 2: Night Time Economy Crime and Nuisance**

#### **Objective: To promote a City that is safe and pleasant to socialise in**

The City's entertainment and hospitality sector has developed considerably over recent years. We are now a recognised Night Time Economy (NTE) destination with both the benefits and the challenges that brings. From a community safety perspective this raises concerns around violence, noise and anti-social behaviour. Serious and Organised Crime groups can seek opportunity within the NTE and this is often associated with both violence and drug dealing. There are also those who seek to commit theft from those out socialising. Building on established good work, such as the City's licensing scheme and work funded by the Late Night Levy, we intend to tackle these issues and help maintain the City as a safe and vibrant place to visit and enjoy.

### ***Improve our understanding of the nature and scope of the City's Night Time Economy***

#### **What we are going to do**

The Night Time Economy is a complex area and includes a wide range of differing activities and venue. These present different risks and opportunities for crime and nuisance. Over this year we will map the City's Night Time Economy policy area to help provide a picture of the numbers of people coming into the City, the type of venues they visit and the risk profiles associated with these. This would include looking at the issue of the supply of drugs and we will continue our innovative work around identifying the type of substance misuse we see in the City and looking at the Serious and Organised Crime groups involved in their supply. We will also look at the impact of the changes in night time economy on the City and its residents.

### ***Promote the Safety Thirst scheme to more premises and maximise its potential as a vehicle to promote community safety.***

#### **What we are going to do**

Safety Thirst is the City's long running scheme to promote excellence within the licensed trade. Premises who apply to the scheme are evaluated against stringent criteria and those who have shown a commitment to reducing crime and ASB, whilst helping to ensure that there is a



safe and pleasant environment for people to socialise in are awarded a Safety Thirst certificate. For this year the aim is to engage up to 80 premises.

### *Develop new approaches to address problems associated with our Night Time Economy during periods of peak demand*

#### **What we are going to do**

We will explore the potential of Alcohol Recovery Centres and other initiatives to protect vulnerable individuals and in doing so seek to reduce the demands placed on emergency service resources. Building on the success of previous seasonal campaigns we will also provide those working within the City with advice to help them avoid harms (including being a victim of crime) when socialising in the City. There will also be improved public communications highlighting how to avoid violence and that it will not be tolerated. This year we will be utilising the partnership approaches promoted by the Modern Crime Prevention Strategy to work more closely with Public Health colleagues and others to reduce violence and other offences linked to alcohol consumption this will include measures to help improve the safety of crowded places. The City of London Corporation's Statement of Licensing Policy will require all new applications to include a noise management plan and effective dispersal policy to help prevent nuisance and Anti-Social Behaviour.

### **Priority 3: Acquisitive Crime**

#### **Objective: Ensure that those who live, work and visit the City are protected against acquisitive crime**

There has been considerable success in tackling acquisitive crime within the City over recent years. Yet we are aware that the nature of this type of crime is evolving. Increasingly the threat comes from on-line fraud or is masked by those purporting to be legitimate companies. We intend to further improve our response to these emerging threats. However, we also want to maintain a focus on offences such as the theft of bags, phone and computers, which tend to occur in cafes, restaurants, bars and to a lesser extent on the street. Work in this area links closely to other priority areas such as the Night Time Economy and Violence Against the Person. It is also important to build the success achieved around reducing bicycle theft and improved security for motorcycles.

The activities planned to address acquisitive crime include:

#### *Protecting our residents, City workers and businesses from on-line fraud.*

#### **What we are going to do**

We will be developing materials, and utilising our webpages and print literature, to help inform different City communities on how they can protect themselves from on-line fraud. We will also be providing training for front line staff (those who work with our vulnerable residents and other groups) to ensure they understand the risks and how to report concerns around such crimes.

#### **Objective: Helping Protect the City of London's Reputation as the world's leading financial centre from the impact of acquisitive crime**

Criminals engaged in fraudulent investment businesses target elderly and vulnerable consumers across the United Kingdom and encourage them to invest money in products that are overpriced, fail to exist or simply fail to deliver the returns that are promised. Often, to give fraudulent investment schemes some credibility, the criminals behind them try and associate

themselves with the City of London through the use of prestigious City addresses in their literature or on their websites. Operation Broadway is an initiative that has been running since summer 2014 and brings together a number of partners to respond to this challenge.

### **What are we going to do?**

We will continue to support the Operation Broadway initiative to develop our intelligence picture and undertake joint visits to identified premises. We will also be working to identify the funding for an additional Trading Standards Officer to support this work across Greater London as Operation Broadway displaces activity from within the City.

### ***Utilise various events and forums to provide advice and guidance on how to prevent acquisitive crime from taking place***

#### **What we are going to do**

This will include traditional activity such as bike frame marking but also make best use of resident meetings, and engagement with businesses to provide information on emerging trends as well as advice on how to avoid becoming a victim

### ***Help promote the City as a safe place to cycle.***

#### **What we are going to do**

We will work alongside Road Safety colleagues to promote personal safety advice around cycling alongside improved locking, the use of interior bike bays and secure bike racks. We will target areas, such as gyms, which have been targeted by thieves

### ***Work to reduce the theft of motorbikes and scooters***

#### **What we are going to do**

Using the latest data and adopting best practice approaches we will work with riders, businesses and other partners to improve security around motorbikes, for example by the use of ground anchors and other measures.

### ***Raising awareness of associated risks of cyber enabled crime through City of London Police***

#### **What we are going to do**

It is widely distinguished that the City of London Police are the National Policing Lead for Economic Crime due to the nature of the build-up of the City. The Partnership therefore makes it a key theme of its strategic plan to help aid the City of London Police in addressing the challenges of cyber enabled crime in the City.

Economic cybercrime is evolving rapidly, at a scale and speed that has not been seen before. The Partnership is enthusiastic to raise awareness of associated risks of this crime by working closely with businesses in the City. This would be seen to be a pre-emptive and open dialogue with businesses to prevent and raise awareness of cyber enabled crime.

### ***Reduce acquisitive crime within the NTE over the Christmas and other peak periods***

#### **What we are going to do**

Linking with activity aimed at those enjoying our night time economy we will run specific campaigns to encourage people to look after their personal belongings and themselves while out socialising in the City. This will also provide the opportunity to work with colleagues promoting public health messages

## Priority 4: Anti-Social Behaviour

### Objective: Reduce the causes and opportunities for Anti-Social Behaviour (ASB)

Anti-Social Behaviour is a concern to both our residents and those who work in or visit the City. Work undertaken by the City of London Police and surveys of our residents have highlighted specific concerns for us to address. We are aware that many of the issues around ASB in the City have been noise linked to licensed premises, drunk or rowdy behaviour, rough sleeping and inconsiderate road use. There are also other issues which may particularly impact on the most vulnerable.

Tackling ASB is a national and City of London priority so while we have seen a reduction of reported incidents over the past two years we are committed to doing more. We shall continue the work of Operation Fennel, which works to reduce begging, and Operation Acton, which deploy a problem solving approach to deal with persistent rough sleepers. The creation of a Joint Contact and Control Room provides the opportunity to bring together and improve the City's handling and response to ASB.

### *Improve data sharing and the management of ASB issues*

#### **What we are going to do**

Over the coming year we will work to improve how we collect, share and use data, particularly in regard to cases involving vulnerable individuals. The recently established City Community Multi Agency Risk Assessment Conference (CCM) approach has already demonstrated potential and will be further developed over the coming year. We shall also work to identify all settings where ASB issues can emerge and bring together all relevant data. This will help us to put in place the resources to help prevent and respond to problems.

### *Improve the use of enforcement powers to tackle persistent offending behaviours*

#### **What we are going to do**

The Partnership will work together to improve the use of available enforcement powers to improve our response to those who persist in committing ASB and offending behaviours. Persistent begging will be targeted with individuals in need offered support to address underlying issues. Those who sleep rough in the City will be supported to get them off the streets and into secure accommodation, alongside outreach activities to tackle substance misuse and mental health issues.

### *Implement the City of London Community Remedy, a community-based restorative practice programme allowing out-of-court punishment to perpetrators of low-level crime*

#### **What we are going to do**

The Partnership previously has established the City of London Community Remedy, a community-based restorative practice programme. This involves victims of crime deciding on an out-of-court punishment for perpetrator(s) of low-level crime and anti-social behaviour. The Partnership remains dedicated to implementing this programme further as and when appropriate.

The Community Safety Team will be at the forefront of this programme, working with the City of London Police. By implementing this further and increasing its usage, the Community Remedy will positively impact on those who visit, live and work in the City of London. It will also allow for swift justice to be delivered to victims and bring first time low level offenders rapidly to account.

## *Provide training on existing and new legislations and trends to all relevant staff and partners*

### **What we are going to do**

The Partnership will continue to provide refreshment seminars on existing and new legislations and trend to all the partners, in order for them to successfully carry out their duties. Over recent years there have been many changes in the law and also developing experience in using different remedies. We will work to ensure that relevant Corporation, City Police and other colleagues are aware of emerging challenges and the appropriate responses to deal with these. There will be specific work undertaken on how to identify those who may be vulnerable or at particular risk. Work will also be undertaken to improve our residents and day time population's understanding of what constitutes ASB and how to report it.

## **Priority 5: Supporting the Counter Terrorism Strategy Through Delivery of the Prevent**

### **Strategy –**

#### **Objective: Meet our commitment to help protect vulnerable individuals from extremist ideologies.**

Prevent forms part of CONTEST, the United Kingdom's Counter Terrorism Strategy. Other elements being Pursue, Protect and Prepare. is the element of the Government's Counter-Terrorism Strategy which seeks to protect vulnerable individuals from being radicalised. The Counter-Terrorism and Security Act (2015) places a duty on the City of London Corporation and other public bodies to have 'due regard to the need to prevent people from being drawn into terrorism'. The National Prevent Strategy outlines three strands to an effective local response. Ideology: challenging radical ideology and disrupting the ability of extremist groups to promote it. Supporting Vulnerable Victims: Building upon existing multi-agency and safeguarding frameworks to identify and support people at risk of radicalisation. Working with other sectors. To co-operate with those working in education, faith, health, criminal justice and voluntary sector settings to ensure they are no ungoverned spaces in which extremism is allowed to flourish unchallenged.

While the City of London is designated by the Government as a non-priority area we are committed to helping protect our communities. A significant focus of our attention will be on providing training to those coming into contact with our communities. Over the coming year we will be undertaking a programme of work to meet this objective and so help keep the City safe while supporting our communities. While the recent focus has often been on young people we know that a wide range of individuals are vulnerable to exploitation by those peddling extremist ideologies.

Prevent provides an opportunity to intervene to support individuals before any criminality has occurred. There is a clear focus on safeguarding the individual and helping address the issues which are making them vulnerable.

## ***Increase engagement and confidence amongst partners and our communities on Prevent***

### **What we are going to do**

As part of our communications work we will be promoting an understanding of Prevent within our communities and with our partners. It is important that there is an accurate understanding

of Prevent and its referral process, known as Channel, and how this fits alongside other safeguarding approaches.

This will include public facing events with our various communities and the development of specific materials to highlight Prevent and how advice and support can be accessed.

### *Improve processes to identify and support vulnerable people at risk of radicalisation*

#### **What we are going to do**

This work will be led by the Community Safety Team and City of London Police. They will strengthen the multi-agency pre-screening process as part of the Channel Process to filter and review new referrals within the nationally mandated timeframes.

The City of London Police and the Community Safety Team will also be developing additional information sharing agreements with external agencies such as schools, universities, health and representative community groups to deter and support those at the risk of radicalisation.

We will also improve our connections with key partners such as the City of London Health and Wellbeing Board and City Hackney Children Safeguarding Boards to ensure our work is mutually supportive.

### *Significantly boost Prevent Training*

#### **What we are going to do**

In the coming year we will be making training available to all Corporation and partner agency staff. This will make use of the Workshop Raising Awareness of Prevent (WRAP) package developed by the Home Office to provide an overview of the Prevent Strategy and ways of identifying individuals vulnerable to radicalisation, as well as those who radicalise. We will also be developing e-learning materials to help reach all staff within the City of London Corporation and make it available to our partners and others in the City.

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## **Useful Information**

Modern Crime Prevention Strategy (Home Office)

<https://www.gov.uk/government/publications/modern-crime-prevention-strategy>

Prevent Duty (Home Office) <https://www.gov.uk/government/publications/prevent-duty-guidance>



Serious and Organised Crime <https://www.gov.uk/government/collections/serious-and-organised-crime-strategy>

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<sup>i</sup><https://www.cityoflondon.gov.uk/services/housing-and-council-tax/homeless-risk/Documents/homelessness-strategy-city-of-london-2014-2019.pdf>