



**City of London
Policing Plan**

2013-16

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SECTION 1

SERVICE DELIVERY

Introduction

Welcome to our policing plan in which we set out how we intend to police the City of London over the coming three years.

As all police forces, we continue to face significant financial challenges. To safeguard against an adverse impact on service delivery, over the past year we have fundamentally restructured to ensure that we can continue to provide an efficient, effective and financially sustainable service to the City of London. That is important as policing the Square Mile brings with it particular challenges, quite unlike any other policing area within the UK. The City of London remains the world's leading international financial and business centre. As such, it is an area where disruption to 'business as usual' would have significant impact on the diverse range of business interests located here. The continuing threats to the financial sector from terrorism and fraud related crime remain constant and consequently are key priorities for us. Terrorism and fraud both have a national dimension and our response to these threats, along with the other national threats articulated by the Strategic Policing Requirement, ensures we support the Government's requirement that forces address the most serious criminal threats that transcend force boundaries.

Our national work combating fraud continues to expand and it is our aim to continue to be a leader in the fight against economic crime: operational delivery is being complemented by regional fraud teams; our National Fraud Intelligence Bureau is rising to the challenge of meeting the needs of crime fighting agencies and industry; and our Fraud Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. The foundations are well underway to ensure we work closely with the new National Crime Agency (NCA), due to be launched in October 2013. We will provide the link between the NCA and regional fraud teams to ensure a robust and effective response to the threat from fraud.

In addition to the hustle and bustle of a vibrant 24/7 business community, each night around 10,000 residents call the City their home, whilst every day over 300,000 people (from an estimated 189 different cultures and nationalities) come to work in the City from Greater London and the south east of England. Over 4 million people visit the City annually.

Overall crime levels in the City of London are amongst the lowest anywhere. However, that does not mean that we are complacent when it comes to tackling criminality. We are committed to fighting crime at all levels. Although we fulfil a national role tackling fraud and other serious criminality, our local role is no less important to us. It is often the case that residents' and workers' priorities will be different from those that impact on large corporations but their concerns are given no less appropriate regard. This distinction between our national and local roles is reflected in the range of our priorities. For 2013 we are introducing an additional priority which will focus on issues such as anti-

social behaviour, begging and criminality linked to the night time economy in the City of London. This is a direct response to these issues being highlighted by us as emerging problems and raised by our community as matters causing them concern.

Whilst this plan provides the details of how policing will be delivered in the City over the next three years we will review it annually. This allows us to take account of emerging issues and to reflect the needs of our community in such a dynamic environment.

The City of London Corporation as the Police Authority for the Square Mile

The first Police and Crime Commissioners were elected in November 2012 replacing traditional police authorities. The legislation that brought about this change did not apply to the City of London. The Court of Common Council will continue to be defined as the police authority for the City of London Police area in accordance with the provisions of the City of London Police Act 1839 and the Police Act 1996. The role of the police authority, however, is broadly similar to the role of a Police and Crime Commissioner, which is:

- to ensure the City of London Police runs an effective and efficient service by holding the Commissioner to account;
- to ensure value for money in the way the police is run; and
- set policing priorities taking into account the views of the community.

These, and other key duties, are specifically delegated to the Police Committee which fulfils the combined functions of Police and Crime Commissioners and Police and Crime Panels. Eleven of the thirteen members are Common Councilmen, thus ensuring a direct accountability to the electorate. The remaining two are independent persons drawn from the City community who are appointed through an open recruitment process. The Committee represents the City's residents, businesses and the many thousands of people who come to work in the Square Mile every day. The Police Committee meets eight times a year, facilitating its role to ensure an effective and efficient police force. Its scrutiny function is enhanced by a Performance Management and Resources Sub-Committee, a Professional Standards Sub-Committee and an Economic Crime Board. Other City Corporation committees, such as the Finance Committee and Audit and Risk Management Committee, complement this scrutiny function and secure value for money in all aspects of police work.

Our community is consulted on how the Square Mile is policed; both the City Corporation and the City Police organise regular events to engage with residents and businesses in the City and obtain views on what our local policing priorities should be. To achieve outcomes that matter to local people, the City Corporation is able to draw from expertise in the wide-ranging areas of services it provides and establish effective and strong partnership working, for example, through the Safer City Partnership, the City of London's Community Safety Partnership.

Our Mission

Our Mission is simple: to make the City of London safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring the community; investigating crime and bringing offenders to justice.

Outcome: a City where our workers, residents, businesses and visitors are safe and feel secure.

We will

- Act with integrity, compassion and courtesy, showing neither fear nor favour in what we do. We will be sensitive to the needs and dignity of victims and demonstrate respect for the human rights of all
- Use discretion, professional judgement and common sense to guide us and will be accountable for our decisions and actions. We will respond to well-founded criticism with a willingness to learn and change
- Identify and manage risk, seeking to achieve successful outcomes and to reduce the risk of harm to individuals and our community

We will

- Ensure that our staff are properly trained, equipped and supported to deal with their responsibilities
- Maintain, and develop further, a 'service culture' where staff and systems respond to, value, and deliver a high quality service
- Ensure confident consistent leadership and empowerment is developed at all levels of the organisation, focused on improving standards and performance
- Actively pursue new ways of working and develop partnership and collaboration opportunities, where they support our aims, to reduce costs and improve service efficiency and/or effectiveness

Together with our partners, we will strive to keep the City of London a safe place in which to work, live or visit. Our vision supports the City of London Corporation's vision to promote the City as the world leader in international finance and business services. Our contribution is to ensure a safe City, maintaining and delivering a high quality, accessible and responsive police service benefitting our community, our neighbours, London and the nation.

Our priorities

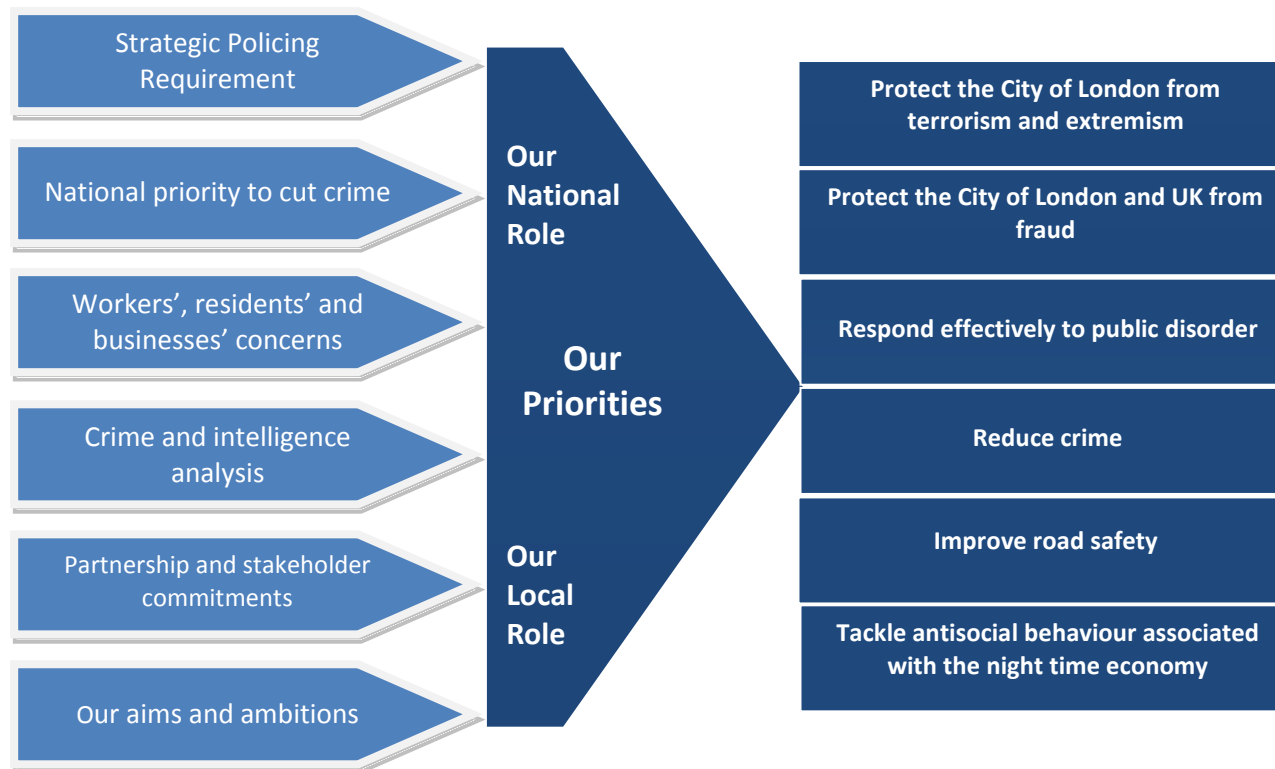
Our priorities are set with our Police Committee. We are committed to engaging with our community and listening to them so they can influence how our policing service is delivered. Engagement with key people ensures that our service is bespoke to the needs of the business City, whilst engagement at the most local level with residents and workers ensures that grass-roots concerns are heard and addressed.

Whilst the only current national priority imposed on the police service is to reduce crime, the Strategic Policing Requirement sets out those matters, mainly relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. The priorities we have identified and adopted not only meet the needs and concerns of our community, they also fully support both of those national requirements.

When setting our priorities we also take account of our partnership commitments to the “City Together”¹ and the “Safer City”. This ensures that we support community safety priorities, just as our partners have regard to our priorities when setting their own.

Our resulting priorities can be split into two distinct strands – those that have a national dimension (albeit they are still important to all City of London community) and those that are specific to people who work or live in the City. Although we have expressed them diagrammatically in this way, they are not mutually exclusive and do not compete with each other for priority.

¹ The Local Strategic Plan for the City of London and available from www.cityoflondon.gov.uk



Whilst these are our principal operational priorities, they are not at the expense of the high quality 'everyday policing' that has become our hallmark. We continue to set challenging targets for responding to calls for assistance and levels of community satisfaction.

Counter Terrorism

Nationally and internationally the threat from terrorism remains high and is becoming more diverse and complex in its nature. The City's iconic status within London and the UK makes it an attractive target to those wishing to cause high-profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole.

It is vital that City businesses, residents, workers and visitors feel safe and reassured that we are doing everything possible to protect them from the threats posed by terrorism and domestic extremism. Working together with our community and with national and international partners is crucial if we are to be successful in this. We have formalised counter-terrorism arrangements with the Metropolitan Police Service, the British Transport Police and the Ministry of Defence. This results in a co-ordinated approach to deterring, detecting and disrupting terrorist activity, not only within the City of London but across the capital as a whole. It also ensures that we support the Strategic Policing Requirement in this important area.

We will maintain our preparedness to respond to a terrorist incident by regularly testing our own plans and working with businesses to exercise their plans. We will also enhance our methods of information sharing to encourage our community to report suspicious behaviour, creating a more hostile environment for terrorists and assisting us to manage our response to incidents. We are committed to maintaining our "ring of steel", policing and patrolling the City's entry and exit points at a level commensurate with the level of threat.

Keeping our community informed with timely information on emerging terrorism threats, through briefings, engagement and joint exercising, ensures that businesses understand the risks and challenges facing the City. It also means that wherever possible we will be able to act jointly with our community and partners to address issues. Last year we set a target to improve our engagement with small and medium sized enterprises in the City, which we have achieved. This year, in addition to other key activities (see page 11), we will be strengthening our engagement with groups to deliver our strategy that seeks to prevent people turning to terrorism or extremism.

Our Counter Terrorism Security Advisors will continue to provide a vital role in the provision of protective security advice and we will continue our commitment to Project Griffin. This coordinates police and private sector resources to protect the City from terrorism and is recognised as best practice having been adopted across the country and in many countries around the world. We will continue to work closely with the City of London Corporation and other partners to enhance security measures across the City of London. Our approach includes early engagement to design-out susceptibility to an attack.

We will continue to support the Government's counter terrorism strategy, which aims to prevent people becoming terrorists or supporting violent extremism, by building relationships with all members of the community and key organisations. This will help us to assess any vulnerability that may exist within our community and, if identified, challenge and disrupt it. We will support those who may be vulnerable and build resilience to violent extremism of all sorts. The intelligence we gather will drive our operational activity; analysis and development of this intelligence supports the continuous development and delivery of a range of options to ensure the City of London remains a safe environment.

The measures that we have developed and against which we will be assessed cover all aspects of our counter terrorism work. They focus on our preventative work, future-proofing the City against terrorist attack and the levels of confidence felt by our business community and wider community in our preparedness and capability to police counter terrorism.

Our priority: to protect the City of London from the threat of terrorism and extremism

Outcome: The City of London is protected from a terrorist attack

We will

- Deploy targeted, intelligence led and highly visible policing patrols appropriate to the level of threat
- Ensure maximum availability and effective deployment of specialist staff to provide additional security, protection and advice
- Make full use of existing and emerging technology such as Automatic Number Plate Recognition technology and CCTV systems

Outcome: We engage effectively with our community and partners

We will

- Continue to work with our community, in particular the City of London business community, to provide timely and relevant updates and training
- Work with our partner agencies to ensure that intelligence is shared and investigated at the earliest opportunity
- Work with our community to raise awareness and encourage reporting of suspicious activity

Outcome: We can deal with the consequences of and mitigate the impact of a terrorist incident

We will

- Prepare and rehearse plans with our partners in the emergency services and our community.
- Work in partnership to design out vulnerabilities of new developments at the earliest possible stage

Key Measures

CT Measure 1- To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism

CT measure 2 - To ensure all relevant plans for business development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team

CT Measure 3- To deploy intelligence led, high visibility policing operations to counter the terrorism threat and to reassure the public

CT Measure 4 -To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively

Economic Crime

With fraud now estimated to cost the UK £73 billion a year, combating this area of crime is important to the whole country, not just the City of London. Most people who work or reside in the Square Mile will themselves have been victim of some type of fraud during the past 12 months, or certainly know someone who has been. But the nature of fraud is constantly evolving – it's increasingly perpetrated by highly organised groups - engaged in serious criminality that crosses regional, national and international boundaries.

Through our work as the *National Lead Force for Fraud*, we are at the heart of helping the police service respond to economic crime. Our approach to tackling fraud, particularly in respect of serious offences and cyber crime, also supports the Strategic Policing Requirement. We already play a significant role in delivering the government's "Fighting Fraud Together" strategy; increasingly we will be supporting the National Crime Agency in their efforts to combat economic crime. Whilst we host one of the largest fraud investigation capabilities in the country, through our 'Lead Force' capability we are committed to developing a national capability to deal with economic crime.

Since being given the role of *National Lead Force for Fraud* in 2008, we have continued to develop our capacity and capability in this area. Today, the National Fraud Intelligence Bureau (NFIB) operates one of the most advanced police analytical systems in the world. In partnership with the government's national fraud reporting facility *Action Fraud* (www.actionfraud.police.uk), the bureau analyses millions of records every year in order to identify criminal networks², target suspects and support victims of fraud.

A major enhancement to the NFIB's capability is the national roll-out, across police forces, of *Action Fraud*. With all police reports of fraud now processed through the NFIB, it is far easier to focus investigation and disruption against the most prolific criminals. Helping to analyse and use this data are Regional Intelligence Officers (RIOs), introduced during 2012/13 into ten geographical areas of the UK. RIOs are helping regional forces to target their enforcement efforts to best effect. By the end of 2015 RIOs will be supplemented by Regional Investigation Teams in – a major element of our ambition to improve the police response to victims of fraud.

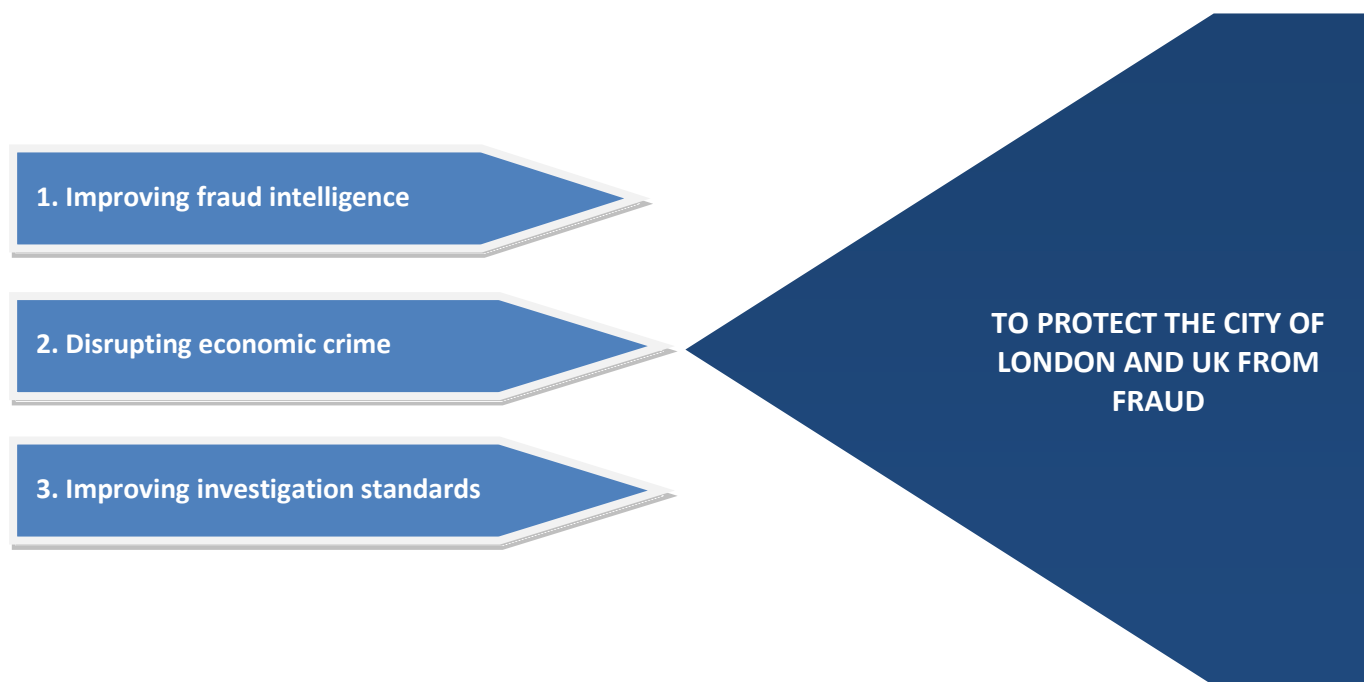
Organised Crime Groups

Organised crime groups impact across the whole range of criminal activities, including terrorism and major crime. Within the City of London, however, the largest numbers of these groups are engaged in fraud. Our aim is to increase our knowledge of these groups and then, using a

² A network can include a single perpetrator with technology support

variety of techniques, disrupt their activities so that they are less capable of causing harm. With the National Crime Agency (NCA) due to be established in autumn 2013, the Force is already working with the organisation's shadow command on live operations and intelligence gathering. The introduction of the NCA will see the police service and a host of government bodies, including Her Majesty's Revenue and Customs, join forces with the agency's own enforcement officers to tackle fraud. Our response to organised criminality is a further demonstration of our commitment to supporting the national strategic policing requirement.

There follows details of this priority's principal outcomes, how we will achieve them and how our success will be measured. Unlike the other measures in this plan, the economic crime measures are spread across five distinct areas, representing the broad range of activities conducted by the Economic Crime Directorate:



Our priority: To protect the City of London and UK from fraud

Outcome: An improved understanding of economic crime and better use of intelligence

We will:

- Share and refine information held within the National Fraud Intelligence Bureau (NFIB) to enhance the UK's National Strategic Assessment of economic crime
- Use intelligence to prevent fraud by disrupting key enablers including fraudulent websites and compromised bank accounts

Key Measures

EC Measure 1-To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau

EC Measure 2 -To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau

Outcome: Economic crime at a local, regional and national level is disrupted

We will:

- Disrupt organised crime groups who commit fraud
- To ensure that Fraud investigations are responsive and victim focused.
- Help the National Crime Agency to disrupt fraudsters by undertaking joint enforcement activity

Key Measures

EC Measure 3- To disrupt the top 10 organised crime groups causing the greatest harm.

EC Measure 4 -To ensure that at least 90% of fraud victims are satisfied with the service provided

Outcome: Raised standards of investigation and prevention activity across the counter fraud community

We will:

- Provide specialist training and advice, through the Economic Crime & Fraud Training Academy, to improve the quality and effectiveness of fraud investigation
- Enhance and share best practice across the police service, government and private sector

Key Measures

EC Measure 5- To increase by 10% the number of police officers, public sector and private sector fraud investigators trained by the Fraud Academy.

EC Measure 6-To conduct reviews of investigations, to inform Fraud Academy training courses and best practice toolkits.

Public Order

The City's position at the heart of global finance results in it being an attractive target for protesters and demonstrations. Whilst we recognise people's right to protest, this must be balanced with our community's rights to go about their lawful business without fear of being harassed or harmed. A significant factor in the City's continuing pre-eminence in world finance is the degree of safety felt by the people living, working and visiting here.

We must continue to be capable of reacting effectively to the changing tactics used by protesters. Whilst many protests in the City are peaceful, some are not and it is our responsibility to deal swiftly, effectively and proportionately with a small minority of people who are intent on breaking the law.

It is essential that we maintain the capability and capacity to deal with potential spontaneous protest or unrest. It is also crucial that when a large scale event happens, residents and businesses know how to react. Over the coming year we will improve engagement with our community so that they are kept informed and prepared to deal with planned or spontaneous events which may have an impact on them.

Some incidents of public disorder are so serious and widespread that they require a response from more than one police force. We are committed to maintaining sufficient levels of suitably trained and equipped officers that can be mobilised quickly in response to such an incident where we might be required to provide assistance to a force outside of the City. We remain committed to fulfilling our obligations in this area in support of the Strategic Policing Requirement.

Public Order is not just about disorder. The City of London also hosts many large scale public events, such as the Lord's Mayor Show and services at St. Paul's Cathedral, many of which are attended by Royalty. Such events often require the deployment of hundreds of officers following weeks of planning. Additionally, there are many banquets that take part at Guildhall, the Mansion House and the numerous Livery Companies in the City, events which are often attended by VIPs and visiting Heads of State. Careful planning and effective policing ensures that these events pass off with the minimum of disruption to the City's community whilst ensuring the safety of those taking part.

Our priority: to respond effectively to public disorder

Outcome: We are prepared to deal with large scale event and public disorder

We will

- Ensure our officers are appropriately equipped and trained to deal with disorder
- Ensure effective use of intelligence to inform tactics and deployment of our resources
- Work in partnership with the Metropolitan Police and the British Transport Police under agreed protocols to ensure a consistent approach to policing events and protests across London

Outcome: We engage effectively with our community and partners

We will

- Work with our partners in the City of London Corporation to plan for and address large events
- Provide updates to the City residents, businesses and workers to assist them to react effectively to events
- Develop best use of social media to help keep the public informed and provide new ways for them to provide us with information

Outcome: We respond effectively to the threat posed by public disorder

We will

- Maximise the visibility and accessibility of our officers to be able to respond quickly to an incident
- Deploy trained officers effectively to prevent or deal with incidents of disorder
- Continuously review tactics and options in line with identified best practice

Key Measures

PO Measure 1- To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement

PO Measure 2- To deliver ongoing organisational improvements and development relating to public order deployments

PO Measure 3 - To ensure at that least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events

Reducing Crime

The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, the City has witnessed year on year reductions in crime over the past eleven years. However, it is important that we do not become complacent and we intend to continue to build on previous years' successes. The current economic climate has inevitably had an effect on our community, which has resulted in more focussed policing activity to prevent increases in theft. Having effective incident and crime management strategies, together with our commitment to respond swiftly to calls from the public, will help us to achieve this.

Reducing crime remains a government imperative. It is also the case that in any survey where a relevant question is asked, crime levels are important to anyone who lives in, works in or visits the City. Over the coming year we will continue to focus on those areas which have the most impact on our community, namely victim-based crimes of violence and acquisitive crimes. The term "victim-based" covers a distinct but broad category of violent crimes ranging from homicide to minor assaults. It includes violence against the person, rape, other sexual offences and robbery. Victim based acquisitive crime includes burglary, shoplifting, vehicle crime and other forms of theft. Between them they constitute the greatest volume of crimes committed in the City. Our aim is to build on our achievements from previous years and further reduce both categories of victim-based crimes to a level even lower than in 2012-13.

We will continue to be innovative in our approach to targeting crime hotspots and known offenders. We will build on recent achievements to ensure that our patrolling strategies offer re-assurance to our community. Together with our partners we will tackle alcohol-related violence through a joined-up approach, including a robust, fair and consistent approach to licensing issues.

Crime prevention remains a powerful tool in empowering people to act to keep the City safe. Maintaining and building on relationships with our residents, businesses and workers will encourage them to take an active citizen role. Our partnership work, principally with the Safer City Partnership, but also with partners in the security industry, ensures that we continue to tackle crime effectively so as to keep the City of London as crime-free as possible.

Our priority: to reduce crime

Outcome: Criminal activity is deterred

We will

- Maximise officer visibility and accessibility by deploying them to identified crime hotspots
- Use intelligence effectively to identify crime and disorder hotspots and trends so that resources can be matched to demand
- Through effective use of intelligence ensure that high-risk licensing events can be effectively policed, thereby reducing the potential for crime and disorder

Outcome: We engage effectively with our community and partners

We will

- Together with our partners continue to work with licensees to ensure that licensed premises are safe places to visit
- Work with our partners in the Safer City Partnership to develop new initiatives to reduce crime
- Engage with partners in problem solving initiatives through schemes such as Pub Watch, Shop Watch and Face Watch
- Make use of the media and social media to keep our community updated by publicising crime data, policing initiatives and to make appeals for information and intelligence

Outcome: The law is effectively enforced

We will

- Identify and target persistent offenders to reduce re-offending
- Mount specific targeted operations to address emerging challenges
- Provide a quality focused investigation with high quality evidence to support successful prosecutions
- Ensure victims can easily report crime
- Ensure victims of crime receive a professional response and are regularly updated

Key Measures

CR Measure 1- To reduce levels of victim-based violent crime compared to 2012-13

CR Measure 2- To reduce levels of victim-based acquisitive crime compared to 2012-13

Roads Policing

Road safety continues to be highlighted by residents, workers and visitors as a concern. It is a priority for the City of London Corporation and for the City of London Police to minimise the dangers posed to all road users. Traffic-related incidents can be reduced by a combination of enforcement, education and engineering, which is why a partnership approach is so important. Our principal role is to enforce road traffic legislation. This is supported by an educational role, where, together with our partners we run road safety campaigns and other educational events to impact positively on road safety.

The threat to vulnerable road users is increased by the number of construction projects in the City. These include the renewal of the Victorian main drain, Crossrail and the Thames Tideway Tunnel project, all of which significantly increases the number of large goods vehicles on the City's roads. These, together with the Mayor of London's strategy to increase the number of cyclists in London by 400% over coming years, increases not only the threat but also potential degree of injury, to vulnerable users. We will continue to work with the City of London Corporation and our partners in Transport for London, as well as community groups, to improve safety on our roads.

Modern roads policing is not just about traffic collisions. A major focus is on denying criminals use of the roads network, and this is particularly important within the City of London. The use of Automated Number Plate Recognition (ANPR) technology and the use of fixed and mobile cameras are invaluable to roads policing. Real-time analysis of alerts highlighted by the ANPR system allows for early and effective intervention into situations, which helps to maintain the City as a safe and low-crime area. The ANPR system is a useful tool in tackling serious criminality that crosses force boundaries. As such it is further example of how we, through this priority, support the Strategic Policing Requirement.

Our overall aim is to support the City of London Corporation's target to reduce the number of killed and seriously injured people on the City's roads, which we will achieve using a number of tactical approaches. We will continue to reduce the risk of harm being caused to those using the road network in the City of London, as well as to deter and detect offenders, by:

- Using intelligence-led tactics and technology to target criminals who use our roads to carry out illegal activity
- Targeting offences by commercial vehicle drivers
- Targeting unlicensed and uninsured drivers

- Targeting unroadworthy vehicles
- Targeting unlicensed minicabs
- Targeting all road users who disregard the law
- Creating strategic and tactical groups to deliver roads policing
- Using driver/rider diversion schemes for offenders to change behaviour through education and awareness.
- Promoting education and enforcement initiatives with our partners in the City of London Corporation and Transport for London to reduce incidents of conflict, collisions and casualties
- Working with our partners in the City of London Corporation, Transport for London and Safer City Partnership to provide a programme of education to all road users

Our priority: to improve road safety

Outcome: City roads are safer

We will

- Develop initiatives to provide an ongoing programme of activities to improve road safety
- Develop intelligence led tactics to target criminals who use our roads to carry out illegal activity
- Develop our automatic number plate recognition system to improve its function in road safety

Outcome: We engage effectively with our community and partners

We will

- Work in partnership with Transport for London and the City of London Corporation to deliver our roads policing obligations.
- Educate cyclists and support cycling groups to promote safe and responsible road use
- Engage with our community about the risks to vulnerable road users

Outcome: The law is effectively enforced

We will

- Target road traffic offenders
- Examine the roadworthiness and safety of commercial vehicles
- Maximise the visibility and accessibility of our officers at key road junctions across the City of London

Key Measures

RP Measure 1- To support the City of London Corporation's casualty reduction target through enforcement and education activities

RP Measure 2- To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13

RP Measure 3 - To increase the number of referrals to the Safer Cycle Scheme and the Driver Alert Scheme compared to 2012-13

Antisocial Behaviour

Whilst the City of London is still the business heart of London and the country, it is also a vibrant cultural centre where people meet socially in its many bars, restaurants and hotels. With this comes an increase in the types of issues often associated with a lively night time economy such as antisocial behaviour and alcohol related offences.

Together with issues around feelings of safety and maintaining low levels of crime, these are the main concerns highlighted by residents and workers in surveys and meetings. However, over the past year, these issues have been joined by begging and rough sleeping. Whilst we are committed to dealing sensitively with vulnerable people, rough sleeping and begging will be dealt with robustly. Referrals will be made where appropriate to our partners in the City of London Corporation and other agencies who deal with homelessness and together with our partners in the Safer City Partnership, we will work to reduce incidents of begging and rough sleeping.

Antisocial behaviour affects the quality of people's lives at a fundamental level. We will continue using a range of strategies and tools to prevent antisocial behaviour and to address it when it happens. Our success in addressing local concerns, including antisocial behaviour, is borne out by high levels of satisfaction with how policing is delivered in the City of London, coupled with low levels of complaints. Our response is to take a multi-tiered approach to addressing local issues. Where concerns are restricted to one location and are intermittent, we implement a local solution to a specific problem. Where an issue is more widespread, we involve our partners and community to address the problem jointly. Where there is a significant threat or persistent issue that impacts on the City more widely, it is usually reflected in our policing priorities and can require a force-wide response. Whichever approach is taken, and sometimes it can be a combination, the result is a swift and appropriate answer to the problem.

Our priority: together with our partners, to tackle anti-social behaviour associated with the night time in the City of London

Outcome: Low levels of anti-social behaviour

We will

- Work with our partners in the Safer City Partnership to tackle anti-social behaviour by using all tools and powers available to us
- Work with our partners to obtain anti-social behaviour orders against persistent offenders or those persons identified as persistent or aggressive beggars

Outcome: The City is a safe place in which to work, visit and spend leisure time

We will

- Regularly visit licensed premises, to provide crime prevention advice and to prevent and detect licensing offences
- Patrol areas around licensed premises where anti social behaviour has occurred, to prevent and detect such incidents

Outcome: Low levels of rough sleeping and begging

We will

- Patrol hotspot areas where begging is an issue and, working with partners, take appropriate action through prevention, enforcement or referral to treatment programmes.
- Work with partners to reduce the number of rough sleepers within the City of London.

Key Measures

ASB Measure 1- To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the way the police handled their case

ASB Measure 2- To reduce the average annual number of rough sleepers in the City of London

ASB Measure 3- To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises

ASB Measure 4 - To run intelligence led operations to target threats associated with the night time economy

Response and Satisfaction

We are proud to provide a bespoke policing service to the City of London, whether that service is directed to businesses, residents, workers or visitors. Talking to our community and identifying local issues and concerns is an essential element that shapes how we deliver policing at the most local level. Regular engagement with our community, in a varied range of locations across the City that includes church halls, supermarkets and schools has helped to shape how policing is delivered throughout the City of London.

We recognise that individual concerns of residents and workers are often very different from the issues that impact on businesses as a whole. To address that we engage with chief executive groups, hold regular business briefings on threat levels, and deliver tailor made presentations to meet the needs of businesses. This continuous dialogue with our business partners and community helps us to understand fully not only the corporate risk and other issues that impact on businesses, but also assists us to tailor our response to their particular needs.

It is important to us that our community is satisfied with the service we provide. We have set challenging satisfaction targets that will gauge how we are performing in this important area, and regular reporting against these targets helps us to identify and address issues at an early stage so that remedial action can be taken and we can learn to improve our service in the future.

We know that when a call is made for assistance, a quick and professional response is required. Our emergency response target is one of the most challenging in the country and helps to ensure that we deal with situations and issues quickly and diligently. Our overall response to community policing has resulted in us having a reputation for delivering visible, responsive and professional policing across the whole range of policing services

Our aim: We will provide a professional, responsive police force serving our workers, residents, businesses and visitors

Outcome: Effective partnership working

We will

- Work with the Safer City Partnership and other partners, adopting a collaborative approach to problem solving to maintain the City of London as a low crime and safe area

Outcome: We engage effectively

We will

- Engage with and work with our community to address local concerns
- Broaden the range of engagement techniques we use to ensure we reach all sections of our diverse community

Outcome: We are accessible and responsive

We will

- Provide a range of options for people to contact us easily
- Ensure we put our officers in the right places at the right times to provide a responsive, professional service
- Meet our target to respond to emergency calls

Key Measures

- To ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job
- To respond to at least 95% of 999 calls within the national target response time of 12 minutes

SECTION 2

BACKGROUND INFORMATION

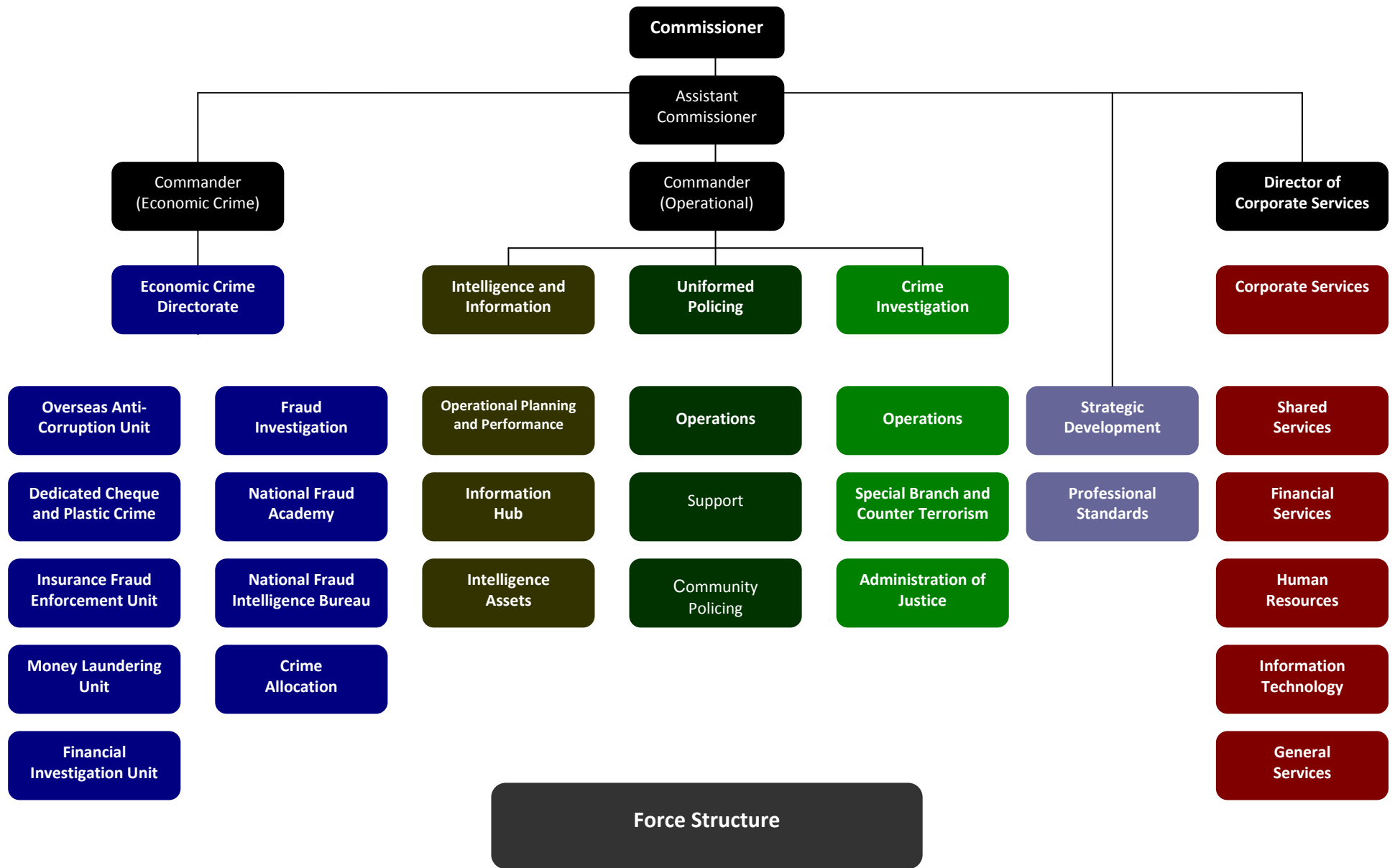
“City First”, leadership and how we are structured to deliver our services

All police forces face considerable financial challenges to present balanced budgets over the term covered by the comprehensive spending review 2011-14. The challenge is made more acute given there is an expectation that whilst funding will reduce, service delivery should not be compromised. We know that our community expect a professional service that is delivered efficiently and provides good value for money, and we are committed to ensuring that is what our community receives. Our principal response to this challenge was, therefore, to restructure our services through the City First Change Programme. All of the groundwork has now been done, and we will continue to implement the City First Change Programme throughout 2013-14. Its implementation will deliver a high quality police service to protect the City and its community, which is visible, accessible and demonstrates clear value for money.

City First Vision: to develop a City of London focused policing model based on a commitment to service delivery that provides value for money and is affordable given known financial constraints

We will

- Focus on minimising cost and maximising the use of resources, ensuring our high quality service to the public is not affected by budget constraints or our organisational boundaries
- Develop the culture and values of the Force to ensure that all our staff feel valued and respected, and we respond to their concerns
- Seek out opportunities, wherever possible, to provide the City of London Police with long-term financial sustainability

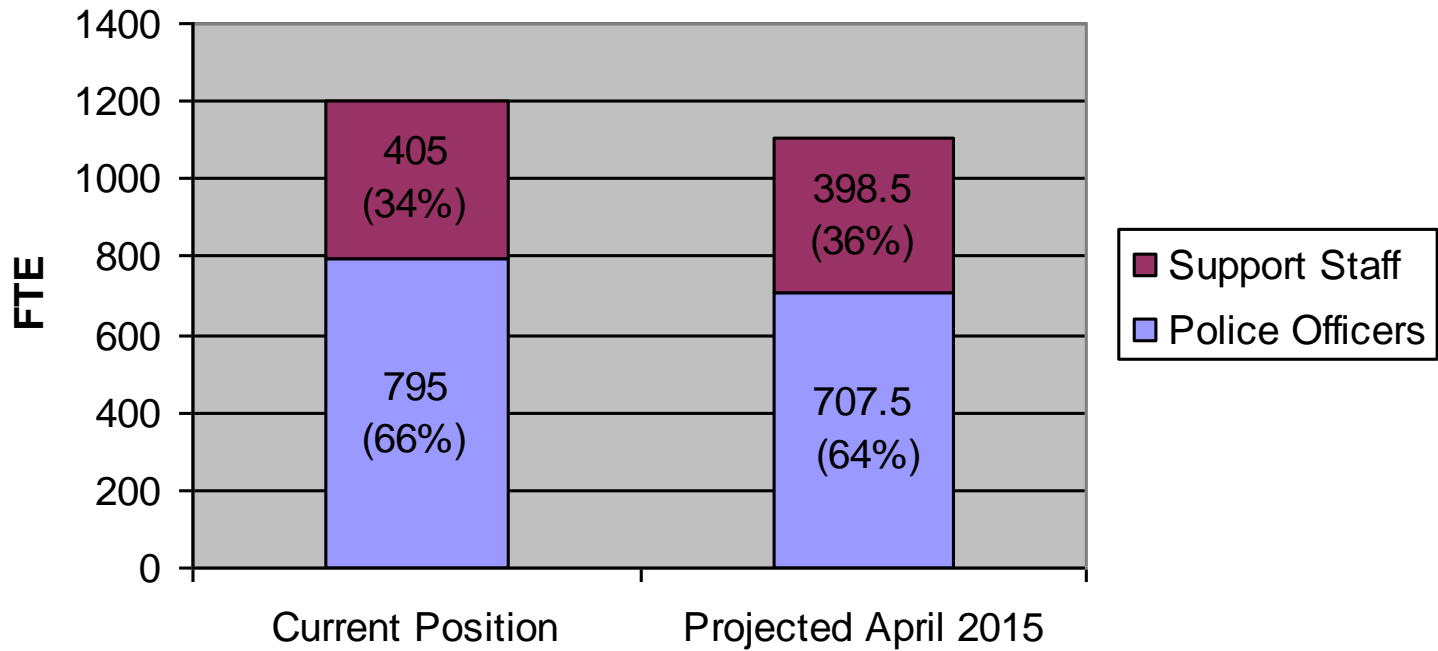


Finance and Resources

Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore, we have had to make assumptions when developing our financial strategy, including general rates of inflation, the business rate premium (an element of business rates that are levied and applied to security), and pay freezes, amongst other things. The table immediately below provides a high level summary of our anticipated expenditure and income over the course of this plan.

	Proposed 2013/14	Projected 2014/15	Projected 2015/16		Proposed 2013/14	Projected 2014/15	Projected 2015/16
EXPENDITURE	£m	£m	£m	INCOME	£m	£m	£m
Employees (including pensions)	68.5	65.5	66.1	Home Office Police grant	57.8	54.7	52.7
Premises	4.4	4.2	4.2	City of London	5.1	6.6	6.6
Transport	2.5	2.5	2.5	TOTAL GENERAL POLICE GRANT	62.9	61.3	59.3
Supplies and services	20.5	20.0	20.0	Home Office specific grants	24.8	24.5	24.5
Third party payments	0.9	1.4	1.4	Other specific grants	9.1	9.2	9.2
Central and other recharges	2.8	3.0	3.0	Other receipts	1.9	1.9	1.9
Capital expenditure (including financing)	2.2	0.9	0.9	Home Office capital grant	0.8	0.9	0.9
Operational Contingency	0.3	0.3	0.3	TOTAL INCOME	99.5	97.8	95.8
TOTAL EXPENDITURE	102.1	97.8	98.4	FUNDING GAP	2.6	0.0	2.6
				Planned use of reserves	2.6	0.0	2.6

Current and Projected (2015) Staff Numbers



Summary of performance measures for 2013-14

Protect the City of London from terrorism and extremism

CT Measure 1- To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism

CT measure 2 - To ensure all relevant plans for business development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team

CT Measure 3- To deploy intelligence led, high visibility policing operations to counter the terrorism threat and to reassure the public

CT Measure 4 -To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively

Protect the City of London and UK from fraud

EC Measure 1-To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau

EC Measure 2 -To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau

EC Measure 3- To disrupt the top 10 organised crime groups causing the greatest harm.

EC Measure 4 -To ensure that at least 90% of fraud victims are satisfied with the service provided

EC Measure 5- To increase by 10% the number of police officers, public sector and private sector fraud investigators trained by the Fraud Academy.

EC Measure 6-To review investigations, to inform Fraud Academy training courses and best practice toolkits.

Respond effectively to public disorder

PO Measure 1- To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement

PO Measure 2- To deliver ongoing organisational improvements and development in regard to public order deployments

PO Measure 3- To ensure that at least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events

Crime Reduction

CR Measure 1- To reduce levels of victim-based violent crime compared to 2012-13

CR Measure 2- To reduce levels of victim-based acquisitive crime compared to 2012-13

Improve road safety

RP Measure 1- To support the City of London Corporation's casualty reduction target through enforcement and education activities.

RP Measure 2- To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13

RP Measure 3- To increase the number of referrals to the Safer Cycle Scheme and Driver Alert Scheme compared to 2012-13

Antisocial Behaviour

ASB Measure 1- To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the way the police handled their case.

ASB Measure 2- To reduce the average annual number of rough sleepers in the City of London

ASB Measure 3- To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises

ASB Measure 4 - To run intelligence led operations to target threats associated with the night time economy

Satisfaction and Response

- To ensure at least 85% of City street population surveyed consider the police in the City of London are doing an excellent or good job
- To respond to at least 95% of 999 calls within the national target response time of 12 minutes

How we performed against our 2012-13 targets³

A note about performance: There follows a summary of how we performed against our policing plan targets during 2012-13. When police performance concerning tackling crime is reported nationally, comparisons with other forces are often made. This can produce a distorted picture of crime in the City of London as such national comparison sites often use a per head of population figure. It is widely accepted that there is no direct fit between us and other police forces, and therefore we do not belong to a “most similar force” grouping of police forces. That is also the reason that no comparison is made with other police forces on the indicators that follow.

Protect the City of London from terrorism and extremism

Target: To maintain at least 95% of our dedicated Ring of Steel patrols at a level commensurate with terrorist threat levels	GREEN
<i>We achieved 100% of taskings associated with counter terrorism and the ring of steel</i>	

Target: By 31 st March 2013, to have delivered a programme to improve the quality and coverage of engagement with Small and Medium Sized Enterprises	GREEN
<i>Over the course of the year we increased the number of SMEs it engaged with (from 290 to 3500) and quality, assessed by feedback from surveys, has also improved.</i>	

Target: To ensure all relevant plans for development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team	GREEN
<i>We reviewed and provided advice on 100% of relevant applications for developments</i>	

Target: To ensure that at least 85% of people attending Project Griffin and/or Argus seminars consider the City of London Police is prepared and capable of dealing with a terrorist or major incident	GREEN
<i>We recorded an average of 97% of attendees at events who consider the City of London Police is prepared and capable of dealing with a terrorist or major incident</i>	

Protect the City of London and UK from fraud

Target: To disrupt at least 25% of Organised Crime Gangs who use fraud as a means of stealing from individuals, businesses and the public sector	GREEN
<i>We have disrupted 20 OCGs against a year to date target of 18</i>	

³ Performance information included here is to the end of December 2012, it will be replaced with end of year performance data when it becomes available during April and May 2013.

Target: To improve the quality of fraud alerts and warnings shared with businesses and public sector organisations	AMBER
<i>Only one survey has been completed to date, therefore it is not possible to state that businesses agree the alerts have improved</i>	

Target: To ensure 85% or more people attending Fraud Academy Courses are very satisfied overall with the quality and content of courses attended	GREEN
<i>We recorded an average satisfaction rate for Fraud Academy courses of 95%</i>	

Target: To participate in at least 95% of enforcement campaigns coordinated by the National Crime Agency's Economic Crime Operations Group	GREEN
<i>We have participated in 100% of requested campaigns</i>	

Respond effectively to public disorder

Target: To maintain at least 95% of the number of trained and equipped officers required to meet the national requirements for public order mobilisation and support the Olympic and Paralympic Games	GREEN
<i>We met 100% of our obligations to supply resources for mutual aid to other forces and in support of the Olympic and Paralympic Games.</i>	

Target: To ensure at least 80% of residents and businesses are satisfied with the information received in relation to large pre-planned events	GREEN
<i>95.1% of businesses and 91.2% of residents said they were satisfied with information received relating to large, pre-planned events</i>	

Reduce crime

Target: To reduce levels of violent crime compared to 2011-12	RED
<i>At the end of December 2012, we were 31 crimes over the year to date target, 457 crimes against a target of 426</i>	

Target: To reduce levels of acquisitive crime compared to 2011-12	GREEN
<i>At the end of December 2012 we recorded 7% fewer offences than at the same point in 2011-12</i>	

Reduce injuries on the City's roads

Target: To reduce the number of collisions resulting in injury compared to 2011-12	GREEN
<i>At the end of December 2012 we recorded 321 collisions resulting in injury compared to 324 at the same point in 2011-12</i>	

Target: To increase the number of uninsured vehicles seized compared to 2011-12	GREEN
<i>We have seized 298 uninsured vehicles compared to 249 at the same point in 2011-12</i>	

Target: To increase the number of cyclists referred to the Capital Cycle Safe Scheme ⁴ compared to 2011-12	GREEN
<i>We have referred 147 cyclists to the scheme against a baseline target of 128</i>	

Satisfaction and Response

Target: To ensure at least 85% or more crime victims and those reporting antisocial behaviour are satisfied with the way police handled their case (whole experience)	GREEN
<i>At the end of December we recorded a 85.6% victims of crime satisfaction rate and a 93.2% ASB satisfaction rate</i>	

Target: To ensure at least 80% of the City's street population surveyed consider the police in the City of London are doing an excellent or good job	GREEN
<i>At the end of September (latest data available) we recorded a 91.7% satisfaction rate</i>	

Target: To respond to at least 95% of 999 calls within 12 minutes	GREEN
<i>At the end of December we had achieved responding to 97.4% of 999 calls within 12 minutes</i>	

⁴ The Capital Cycle Safe Scheme is an initiative that provides cyclists who have been apprehended for poor road use with an opportunity to be diverted from prosecution on to an education scheme rather than face prosecution or a £30 fixed penalty notice fine.

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