



City of London Police Policing Plan

2014 - 2017

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City of London Policing Plan 2014-17

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

The City of London is unique. It remains the world's leading international financial and business centre, with 37% of the global share of foreign exchange derivatives and 70% of global Eurobond trading occurring here. It is home to around 10,000 residents, however, every day that number swells to over 300,000 as people arrive in the City to work. In recent years the City has developed a vibrant night time economy, with more people than ever visiting bars, clubs and restaurants after work and at weekends. A major tourist destination and arts centre, the City attracts some 4 million visitors per year. The Square Mile hosts a number of high profile events; the Mansion House alone hosts over 700 events annually, from small business meetings to major banquets attended by Royalty and Heads of State. Policing an area as diverse and important as the City brings with it unique challenges quite unlike anywhere else in the country, and clearly any disruption to 'business as usual' would have a significant impact on the diverse range of 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. We have adopted supporting the Strategic Policing Requirement as a priority for 2014-15 to ensure it remains a key consideration of our planning and service delivery.

Our national work combating fraud continues to expand and maintains our place in the forefront of the fight against economic crime: operational delivery is now complemented by regional fraud teams; our National Fraud Intelligence Bureau meets 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. Following the launch of the National Crime Agency (NCA) last year, we are working closely with them and will provide the link between the NCA and regional fraud teams to ensure a robust and effective response to the threat from fraud. From April 2014 we will also host Action Fraud, formerly the Government's national fraud reporting centre.

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. Tackling antisocial behaviour will continue as a priority for 2014-15 as it is an area that our community continues to tell us is a matter for concern.

A year ago we fundamentally restructured to safeguard against any adverse impact that cuts to funding might have on service delivery. As all police forces, we continue to face significant financial challenges; however, our ability to deliver an efficient, effective and financially sustainable service to

the City of London remains paramount. The finance section of this plan shows how we will achieve this.

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

The Court of Common Council continues to act as our police authority in accordance with the provisions of the City of London Police Act 1839 and the Police Act 1996. Their role 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, ensuring 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 and Resource Management Sub-Committee, a Professional Standards and Integrity 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 we and the City of London Corporation 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 of London 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.

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.

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City of London Policing Plan 2014-17

Outcome

A City where our workers, residents, businesses and visitors are safe and feel secure

Vision

We are an organisation that continually strives to deliver for our community, achieve excellence in everything we do and in doing so provide a world class service. This is not just in relation to national performance tables but being recognised as a worldwide centre of excellence for our policing services. In order to realise this ambition our vision for the City of London Police is:

“The relentless pursuit of excellence to deliver world class service, staff, performance and reputation”

Our core mission is 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



City of London Policing Plan 2014-17

Values

Integrity

Integrity to the City of London Police means acting in accordance with the values of the organisation. It is about being trustworthy, reliable and committed and there is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below the standards expected by the Force. We fully support the National Police Code of Ethics.

Fairness

We are an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider. We will seek to create an environment that maximises everyone's talents in order to meet the needs of the organisation, and those of the community we serve.

Professionalism

Professionalism is a quality that we highly value. We expect our staff to be dedicated to professional development, both for themselves and the people they are responsible for, and empowered to make important operational decisions at the correct level. Being professional ensures that we meet the needs and demands of our customers to deliver high quality, fast and effective services.

There is a strong belief and commitment at all levels of the organisation that adherence to being professional produces better outcomes for our community and greater success for the City of London Police.

Our values underpin everything we do.

Our Priorities – from Local to National

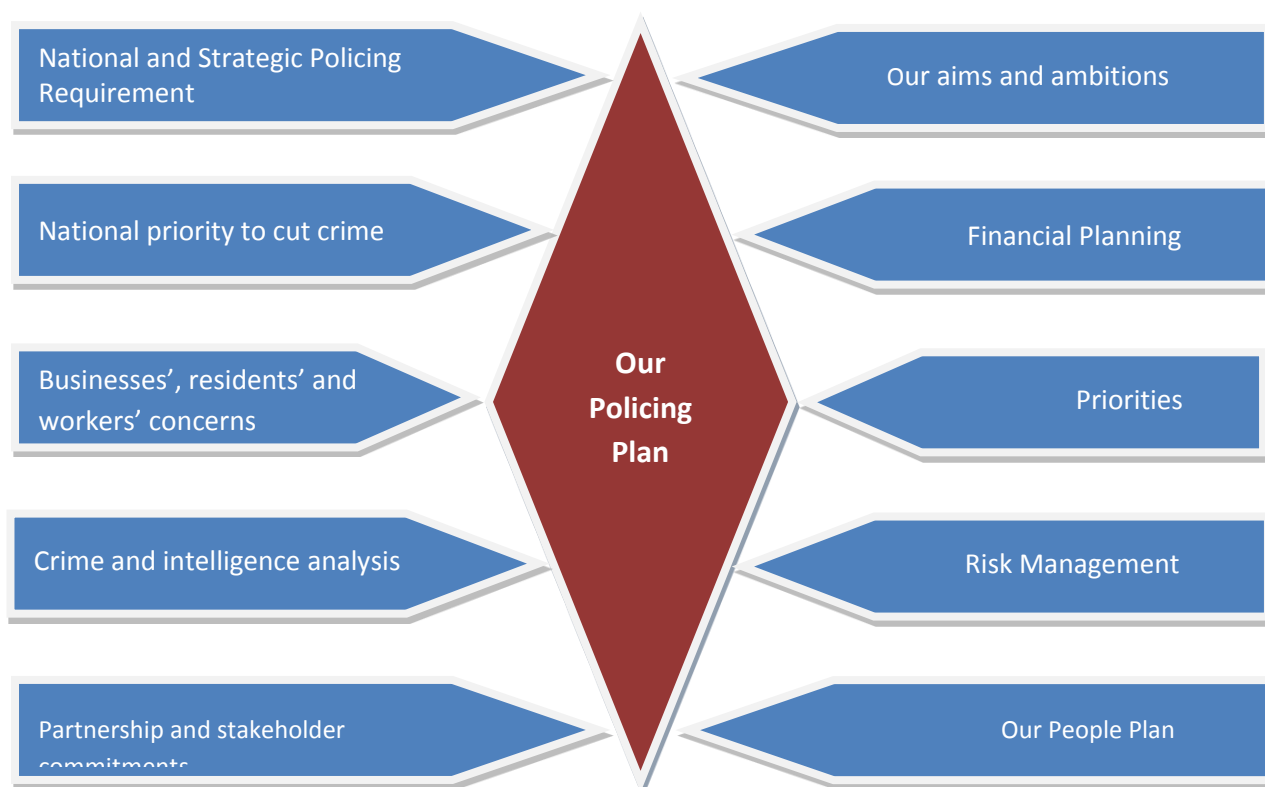


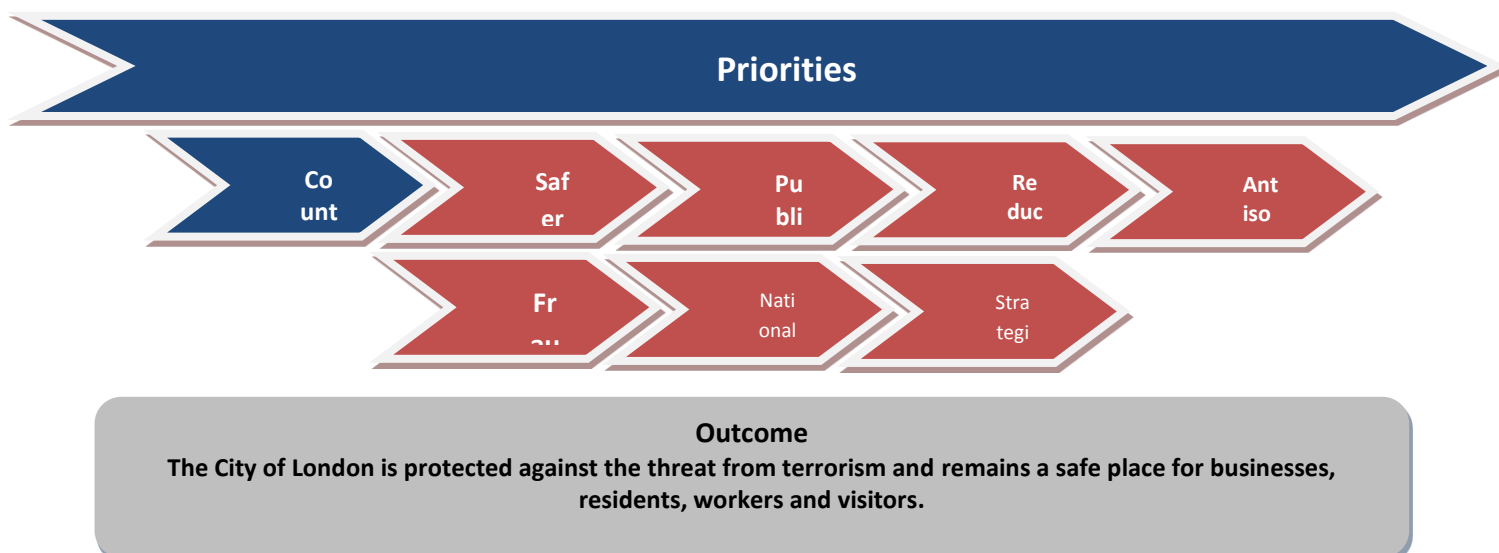
Our priorities, which form the core of our policing plan, are set with our Police Committee. We engage with our community and listen to their concerns so they can influence how policing is delivered in the City of London. Engaging with key people ensures that our service is bespoke to the needs of the 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 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 national requirements.

When setting our priorities we also take account of our partnership commitments to the “City Together” 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 address both our national and local obligations. Whilst the order in which they appear reflects one of our core roles, the protection of life, which is always highlighted by our community as of enduring importance, the priorities themselves are not mutually exclusive, nor do they compete with each other in any form of priority. The diagram below shows the main factors influencing the development of the policing plan.





The threat from terrorism and extremism remains high and is becoming more diverse and complex in how it is manifested. The City of London's historical, cultural and economic importance means that it will always be an attractive target for those intent on causing high profile disruption. Over recent years we have worked hard to strengthen engagement with our community; we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity. Our strategies and approach to dealing with terrorism means we are fully able to support the Strategic Policing Requirement (see page 15). By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole.

ENGAGEMENT

Working together with our community and with national and international partners, we will continue to be creative in our approach to keeping the City of London safe from terrorism. 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. Engaging with groups and individuals to prevent them from turning to terrorism or extremism will remain a core element of our counter terrorism strategy.

PREVENTION

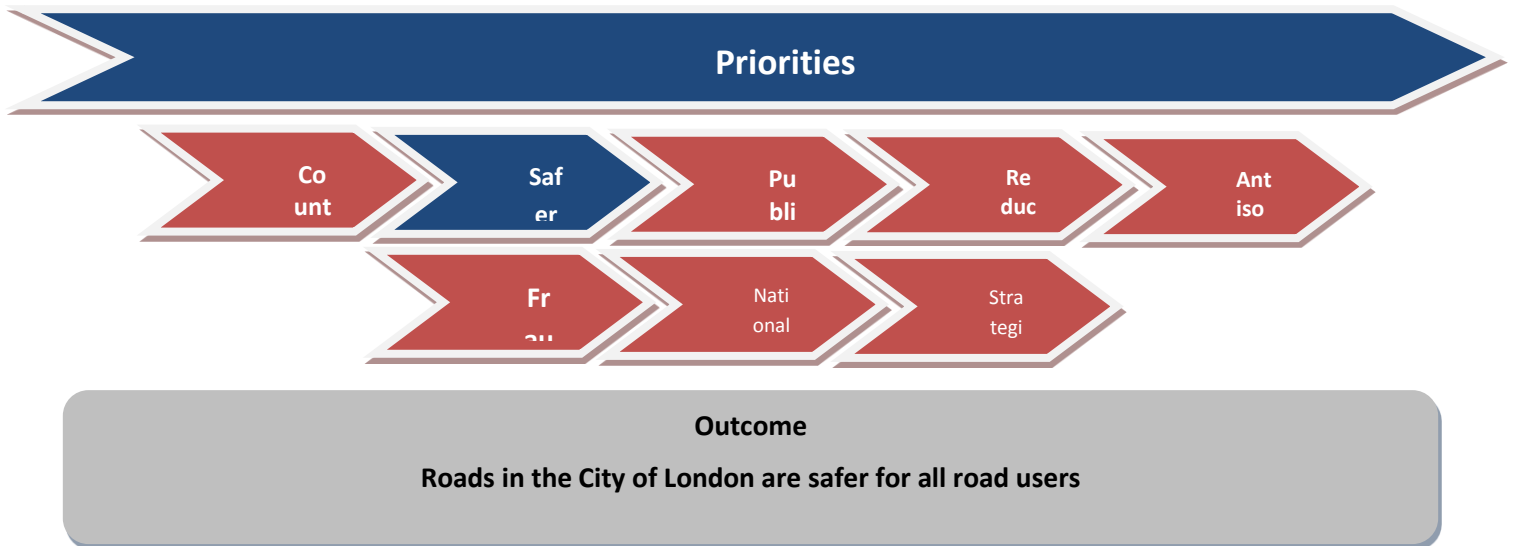
We will maintain our preparedness to respond to a terrorist incident by regularly testing our own plans and working with businesses and partners to exercise theirs. We will enhance our methods of information sharing to encourage our community to report suspicious behaviour, creating a hostile environment for terrorists. We will continue to work in partnership with the City of London Corporation to enhance security measures across the City of London, including early engagement to design out susceptibility to an attack. We are committed to maintaining our ring of steel and high visibility policing patrols.

SERVICE

We will continue to develop new and improve existing tactics to counter complex terrorist threats. We will use intelligence and analysis to target the deployment of resources to detect, deter and disrupt terrorism. We will ensure the maximum availability and deployment of specialist staff to provide additional security, protection and advice to our community. We will make full use of existing and emerging technology, such as CCTV and Automatic Number Plate Recognition systems, to complement our service delivery in this important area.

Our commitment

We will deliver intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public



Road safety continues to be highlighted by residents, workers and visitors as important. Reducing the number of people killed or seriously injured on the City's roads is a goal that we share with the City of London Corporation. They have a target to reduce the number of such incidents to a three year rolling average of 39.1 (by 2014), and longer term to 24.7 by 2020. Our priority is to support the City of London Corporation in achieving that target through enforcement and education activities, whilst at the same time improving road use for all users.

ENGAGEMENT

We will support the City of London Corporation's casualty reduction target through enforcement and education activities; we will achieve this working in partnership with the City of London Corporation to identify the causes of collisions that cause injury and proactively targeting offenders who use the roads to cause danger to other road users. We will engage with road user groups to identify opportunities to provide timely education or enforcement activities. Particular attention will be paid to vulnerable road users (pedestrians, cyclists and motorcyclists). We will continue to work with Transport for London by delivering special services that help keep those using the City's roads safe.

PREVENTION

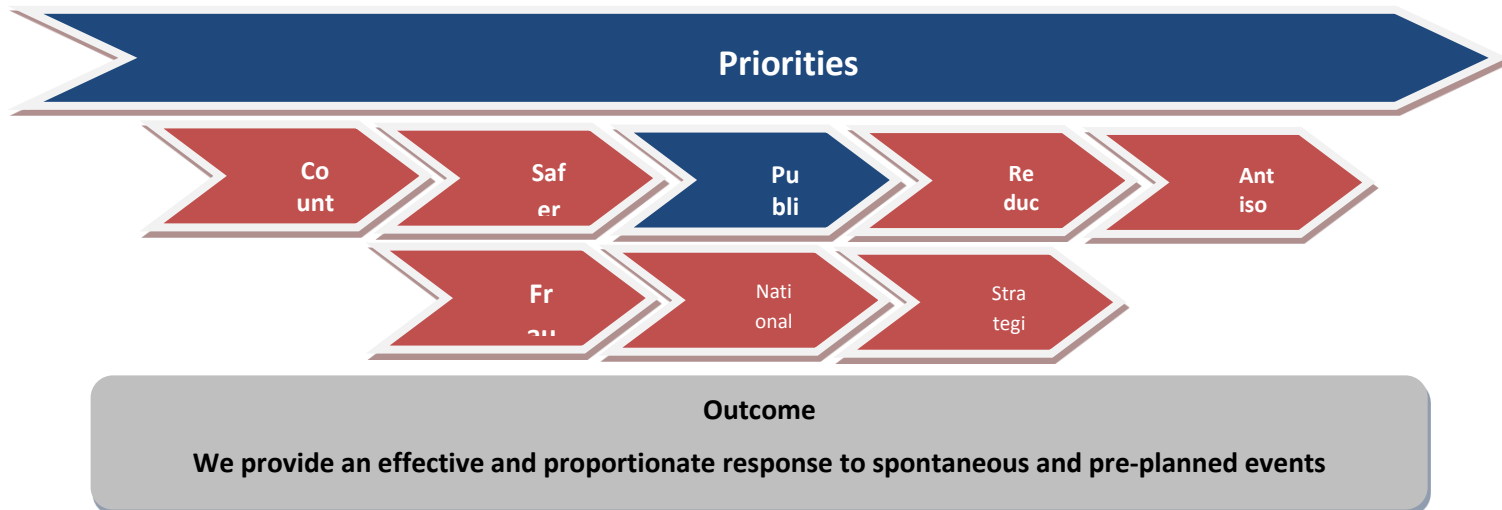
We will continue to undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk. When appropriate, and supporting national road strategies, we will replace traditional criminal justice sanctions for offending with an educational programme aimed at improving road skills and understanding to prevent re-offending. Over the course of this plan we will increase the number of educational schemes that we can refer offenders to. We will continue to deliver targeted educational campaigns to improve road user behaviour, supporting our and the City of London Corporation's aim to reduce the number of accidents and injuries on the City's roads.

SERVICE

We will use all the information available to us to ensure that our policing service is delivered effectively, providing appropriate education and enforcement activities to reduce the number of collisions and injuries. We will continue to work to embed road safety issues as a core policing responsibility throughout the Force. We will continue to investigate serious collisions, support victims and their families and, where appropriate, prosecute offenders that flout road safety laws.

Our commitment

We will support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles



The City’s position at the heart of global finance results in it being an attractive venue for protesters and demonstrations. Whilst we recognise individuals’ right to protest, this has to be balanced with the community’s rights to go about their lawful business without fear of being harassed or harmed. A significant factor in the City’s pre-eminence in business is the degree of safety felt by the people living, working and visiting here. It remains imperative that we continue to maintain the capability and capacity to deal with spontaneous protest or unrest.

Public Order is not just about disorder. The City hosts many large scale public events, such as the Lord Mayor’s 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 and several weeks planning. Additionally, there are numerous events at the Mansion House, Guildhall and Livery Companies which are often attended by VIPs and Heads of State. Meticulous planning and professional policing ensures these events pass off with minimum disruption to the community whilst ensuring the safety of those taking part.

ENGAGEMENT

We will work with our partners in the City of London Corporation to plan for and address large events. We will provide updates to City businesses, residents and workers to assist them to react effectively to events. We will engage with businesses to address any concerns and resolve any problems or disruption connected with any public order events, with contact being made prior to, during and post event. We will continue to ensure that we make best use of social media to keep the public informed and provide additional ways for them to furnish us with information.

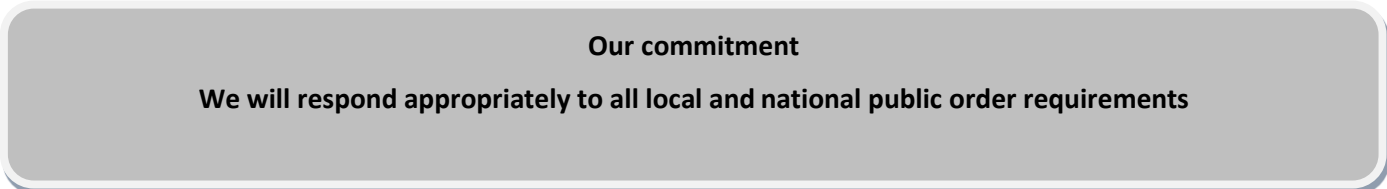
PREVENTION

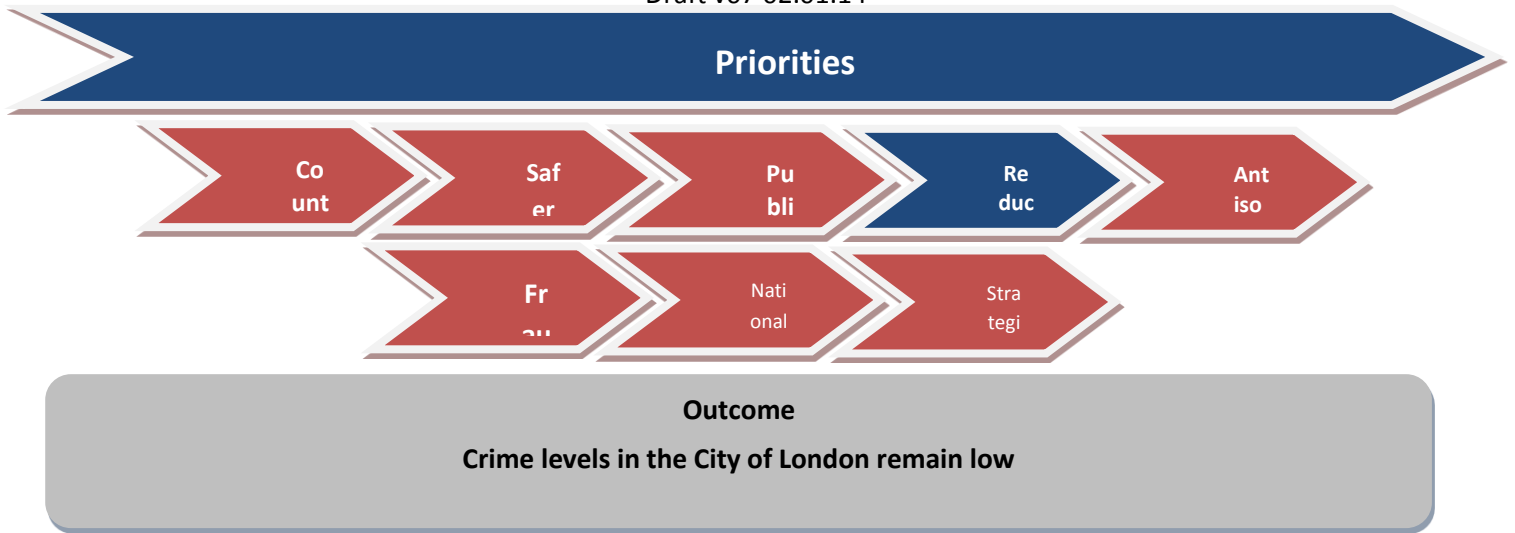
To protect the City effectively we need to maintain a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around ‘night time economy’ venues to large-scale pan-London events.

We will ensure that appropriate resources are tasked to undertake both patrols and interventions linked to known areas of threat and risk, preventing offences from being committed and increasing community confidence.

SERVICE

We will use intelligence effectively to maximise the visibility and accessibility of our officers so they are best able to respond quickly to an incident. We will continuously review tactics and options in line with national best practice. Additionally, we will continue to deliver ongoing organisational improvements and developments to public order deployments by identifying and promulgating good practice from lessons learned. We will improve our systems and processes from lessons learned and debriefs from operations and training. We will include suggestions from staff to improve operational effectiveness.





The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, we have achieved year on year reductions in overall levels of crime over the past twelve years. To build on past success we want to reduce crime further; to achieve this we will focus on those areas that intelligence and our community tells us are the most important, namely victim based crime, which includes crimes of violence and all forms of acquisitive crime. Our crime management strategies, together with our commitment to respond swiftly to calls for assistance, will help us to achieve this. From April 2014 the Home Office has replaced traditional detection measures with a range of crime outcomes, designed to ensure crimes are resolved to victims’ satisfaction. Over the coming year we will assess the outcomes of crime committed in the City so that we can be sure we are dealing with offenders effectively and providing the best service possible to victims of crime.

ENGAGEMENT

Together with our partners, we will continue to be innovative in our approach to reducing crime, targeting crime hotspots and known offenders. 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, safe area. We will continue to tackle alcohol-related violence through a joined-up, partnership approach. We will have a robust, fair and consistent approach to licensing issues and in addressing the challenges brought about by policing a vibrant night time economy.

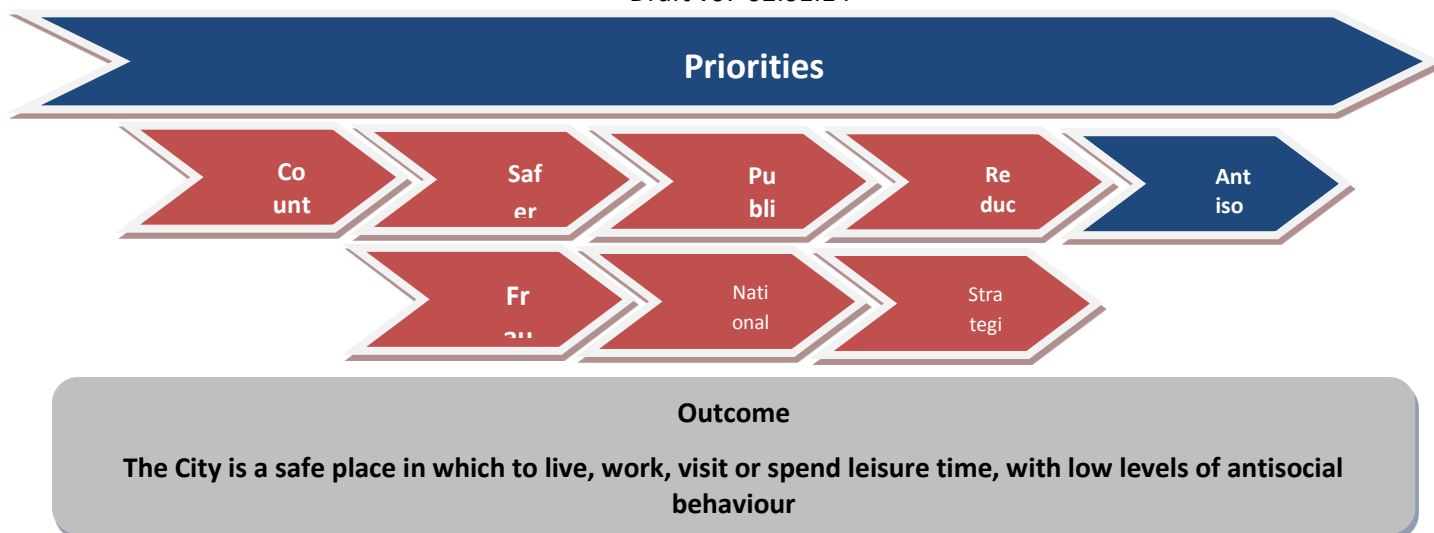
PREVENTION

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 will continue to tackle crime effectively so as to keep the City of London as crime-free as possible. We will use intelligence effectively to identify crime and disorder hotspots and trends so that resources can be matched to demand. Maximising officer visibility and accessibility in hotspot areas will deter offending and we will continue to identify and target persistent offenders to reduce re-offending.

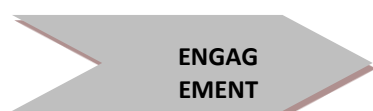
SERVICE

We will mount specific targeted operations to address emerging challenges and provide quality-focused investigations with high quality evidence to support successful prosecutions. We will ensure that our patrolling strategies offer re-assurance to our community. We will ensure that victims can easily report crime and that once reported victims will receive a professional response and are regularly updated. We will maintain a focus on incidents of domestic abuse and child protection, which is an integral part of our victim care strategy. We will respond swiftly to calls for assistance, maintaining some of the fastest response times in the country.

Our commitment
We will reduce crime, bring offenders to justice and improve our service to victims



In addition to being the business heart of London, the City of London is a vibrant cultural and social centre. A lively night-time economy brings with it the potential for increased levels of antisocial behaviour and alcohol related offences. Antisocial behaviour (ASB) takes many forms but it all affects the quality of life of residents, workers and visitors to the City. Our response to ASB is threefold: prevention; dealing appropriately with incidents of ASB (including the use of Antisocial Behaviour Orders); and ensuring victims receive an excellent quality of service, particularly if they are vulnerable or the ASB is a recurring problem.



We will engage with community groups and our partners in the Safer City Partnership to identify and address the ASB concerns of individuals and groups. We will also work with our partners to reduce the number of rough sleepers in the City of London, supporting the Mayor of London's strategy and community concerns about the levels of people sleeping on the streets and incidents of aggressive begging.



We will actively promote, with our partners, effective stewardship and crime prevention activities within licensed premises. These activities will also include initiatives aimed at reducing acquisitive crime and violent crime. Officers will use a variety of tactics to prevent and disrupt ASB, especially that which is associated with the night-time economy. We will continue to be proactive rather than reactive in our approach to behaviour which has a detrimental impact on the lives of individuals, where possible preventing antisocial behaviour before it happens.

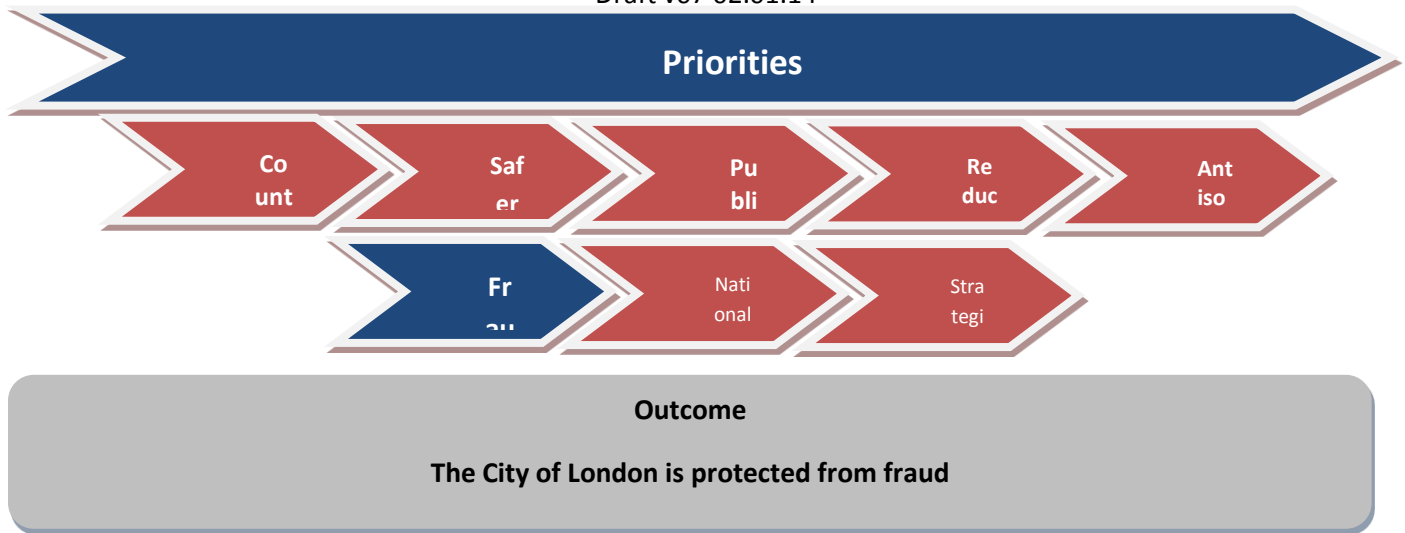


Using intelligence effectively we will deploy officers to patrol hotspots where begging and ASB is an issue. Working with partners will take appropriate action through prevention and enforcement activities, or where appropriate referral to other agencies. Together with our partners we will use all the tools and powers available to us to tackle ASB effectively.

We will act on feedback from satisfaction surveys about how we have dealt with ASB to improve our service delivery.

Our commitment

We will work with our partners to reduce antisocial behaviour in the City of London to the satisfaction of our local community



Most people who work or reside in the City of London will have been either themselves the victim of some type of fraud, or know someone who has. In addition to the personal cost of fraud, preventing and reducing crime within the City’s financial markets is key to maintaining the integrity and prosperity of London’s financial heart. This is an activity we deliver in partnership with regulators such as the Financial Conduct Authority and trade bodies, including the Association of British Insurers and the British Bankers’ Association. Because of our responsibility to deal with financial crime, including money laundering, uniquely we include tackling fraud as a central pillar of our policing plan. Our role as National Lead Force for Fraud is detailed on the following two pages.

ENGAGEMENT

With reported fraud increasing nationally and police resources coming under significant pressure, we recognise the importance of focusing our efforts on issues that are of greatest concern to the City’s community and businesses. As such, we will continue to engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud. Where possible, we will adopt a collaborative approach to addressing these priorities, whether through education, prevention, disruption or enforcement activities.

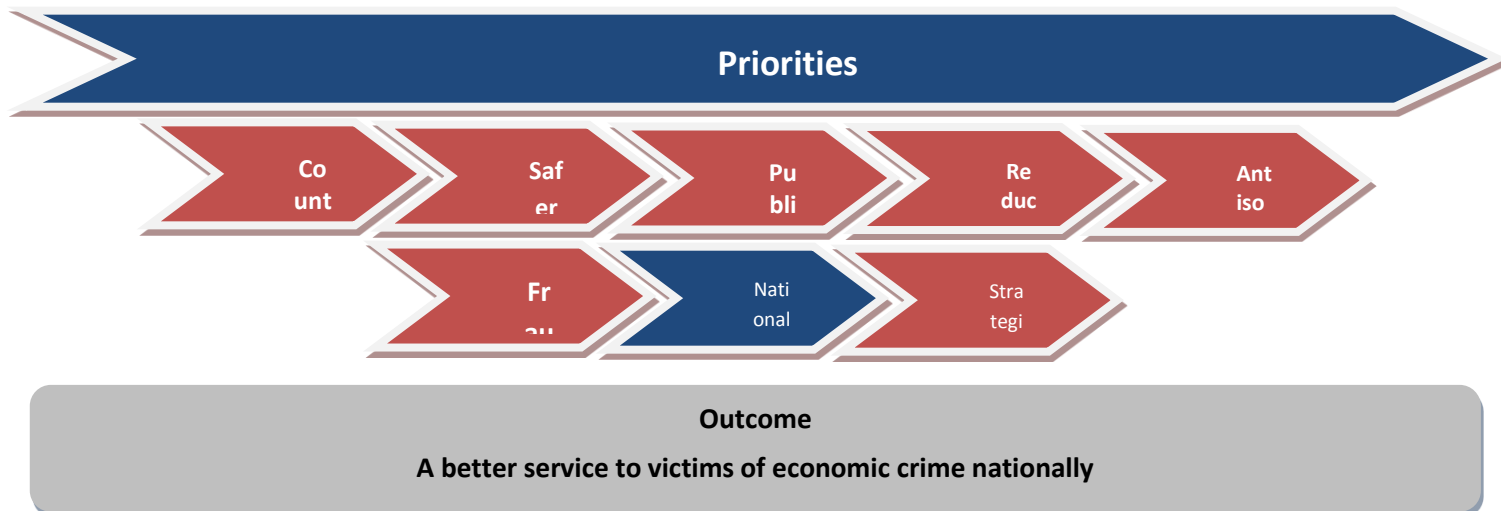
PREVENTION

With fraud as prevalent as it is and often committed by criminals hidden behind the anonymity of the Internet, prevention and disruption of cyber-enabled fraud will be an increasing focus of our efforts over the coming years. Working with the Safer City Partnership, we will expand our fraud prevention advice to City businesses, residents and workers. We will disrupt criminals who commit fraud by helping local Trading Standards Officers to tackle rogue businesses operating in the City. We will continue to support regulators, including the Financial Conduct Authority, to help employees identify and challenge fraud and money laundering and thereby improve market ethics.

SERVICE

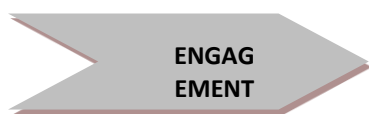
We will ensure that victims of fraud are encouraged to report fraud and that, once recorded, they receive a professional response including regular updates on progress with their case. We will promote more accessible ways to deliver fraud prevention advice, exploiting communication methods such as social media. We will also work closely with colleagues in the Metropolitan Police Service and British Transport Police, under a new London Regional Fraud Team approach, to mount targeted operations that address emerging threats facing community and businesses in the City and wider London Region.

Our commitment
We will bring fraudsters to justice and improve our service to victims



Our work as the *National Lead Force for Fraud* keeps us at the heart of helping the police service respond to economic crime. We play a significant role in delivering the government's "Fighting Fraud Together" strategy and increasingly we will be supporting the National Crime Agency in their efforts to combat economic crime. We host one of the largest fraud investigation capabilities in the country which sits side by side the National Fraud Intelligence Bureau, one of the most advanced and extensive analytical systems anywhere. Our Fraud Academy is a centre of excellence that educates and up skills individuals and businesses across public and private sectors, enabling them to identify and combat fraud.

From April 2014, we will also host Action Fraud, formerly the government's national fraud reporting facility. When combined with the National Fraud Intelligence Bureau and our work with the National Crime Agency, our approach to tackling fraud nationally will improve the quality, consistency and delivery of services provided to victims of economic crime.

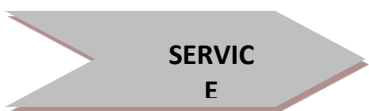


We will adopt a collaborative approach to address individual and community priorities through prevention, enforcement and disruption activities, working closely with stakeholders and partners in the wider national and international counter fraud community, including the National Crime Agency. We will work with stakeholders and law enforcement partners to enhance national understanding of cyber-enabled economic crime and apply proactive intelligence and prevention strategies to address it. We will also engage with law enforcement internationally, building joint initiatives to protect British interests and tackle criminals overseas that target the UK.



The most effective way to serve victims of economic crime is to prevent them becoming victims in the first place, which we will achieve through extensive prevention and disruption activities in collaboration with our partners. This will include strategies to safeguard potential victims of cyber-enabled economic crime.

Our Fraud Academy will provide specialist training and advice to not only improve the quality and effectiveness of fraud investigation but also assist people prevent fraud.

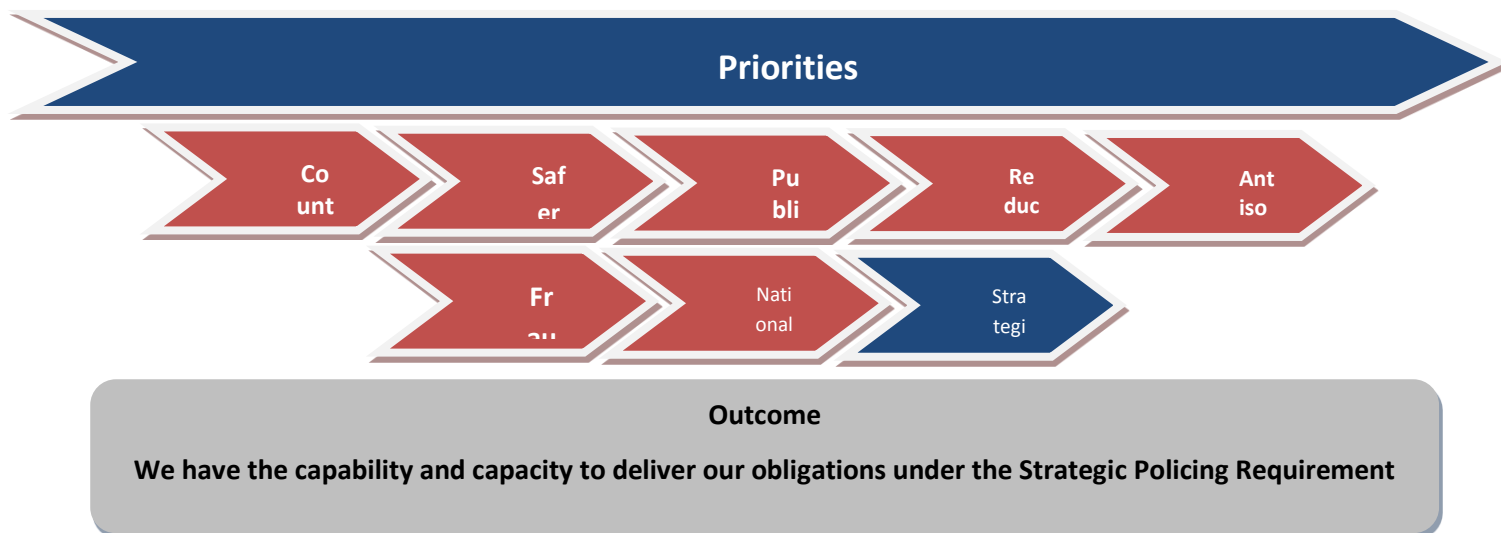


We will improve our service to victims of fraud nationally by:

- Influencing and supporting policy making at a national level;
- Providing a national and regional law enforcement capability to enhance national investigation capacity and quality;
- Supporting the delivery of an enhanced national intelligence picture through the National Fraud Intelligence Bureau.

Our commitment

**We will target the most harmful Organised Crime Groups involved in fraud and
Improve our service to victims**



The Strategic Policing Requirement (SPR) requires all police forces (and Police and Crime Commissioners) to ensure that they can fulfil national responsibilities for tackling criminal or terrorist threats and harms or other civil emergencies. The areas covered by the SPR have been selected because they either affect multiple police force areas or require action from multiple forces, resulting in a national response. The National Policing Requirement details the capacity, contribution, capability, consistency and connectivity required from police forces to counter the identified threats, which are outlined below. Whilst described separately, many of these threats overlap, with one major incident potentially crossing a number of threat areas. We have put in place a number of mechanisms and processes to ensure that we can fully support the Strategic and the National Policing Requirement when called upon to do so.

Terrorism

Terrorism is rated among the highest risks and remains an enduring threat to the UK. The ability to flex and pool resources and intelligence is crucial to the national response to the terrorist threat. We will meet all the national requirements relating to skills, knowledge and infrastructure to enable us playing a full part in our regional and national counter terrorism obligations.

Public Order

The primary objective of policing public order situations is to keep the peace and preserve order using the minimum force necessary. Exceptional public order demands can emerge with little notice, so forces need to retain the capability and capacity to respond effectively. We have ensured that our public order capability and capacity meets all national standards, with the appropriate numbers of skilled officers ready for deployment when required.

Civil Emerge

The Civil Contingencies Act 2004 places a legal responsibility on all forces to provide an appropriate response to emergencies, whether they are the result of natural disasters or intentional actions. We have in place protocols that ensure an appropriate response, individually or in collaboration with other forces and partners to incidents involving mass casualties, chemical, biological or radiological events or as first responders to a terrorist incident.

Organised

Serious and organised crime includes a range of activities, from the illegal supply of commodities, to fraud and violence committed by multi-million pound enterprises. To deliver fully our obligations in this area we have ensured that we understand the threat we face and can collaborate with other forces and partners in tackling the threat; this includes maintaining appropriate levels of skilled staff and contributing to a multi-agency intelligence capacity.

Large-scale

Cyber attacks cover everything from small-scale email scams to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. This is an area that is relatively undeveloped compared to other areas of policing. Nationally, forces are required to demonstrate that they possess sufficient skills, knowledge and equipment to deal with cyber incidents. We fulfil all national criteria, however, we will be working over the coming year to improve the testing of our cyber-crime capabilities.



City of London Policing Plan 2014-17

Summary of Measures for 2014-15

Counter Terrorism

To ensure at least 90% of people surveyed are confident that the City of London Police is prepared and capable of policing the terrorist threat effectively

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

Safer Roads

To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles

To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2013-14

Public Order

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

To ensure that 90% of those surveyed are satisfied with the information provided to them about pre-planned, large-scale events, and with how those events were ultimately policed

Crime Reduction

To reduce the levels of victim based violent crime compared to 2013-14

To reduce the levels of victim based acquisitive crime compared to 2013-14

To ensure that 90% of victims of crime are satisfied with the service provided by the City of London Police

[Measure to increase specific crime outcomes compared to 2013-14 levels] (*New measure*)

Antisocial Behaviour

To reduce the number of ASB incidents compared to 2013-14

To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the City of London Police

Fraud

To ensure 90% of victims of City-based fraud are satisfied with the service provided by the City of London Police

[Measure to increase specific crime outcomes with respect to City Fraud crimes] (*New measure*)

National Lead Force

To increase by 20% the number of investigators trained by the Fraud Academy compared to 2013-14 Working with the National Crime Agency, to disrupt the 5 most harmful fraud organised crime groups nationally (*New measure*)

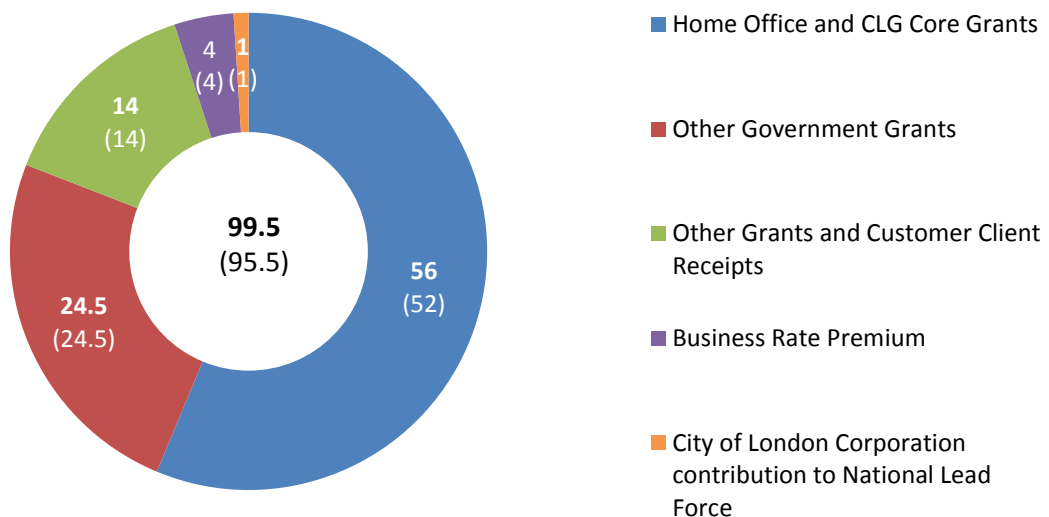
To increase the value of fraud prevented through interventions compared to 2013-14 (*new measure*)

[To improve victim satisfaction with Action Fraud compared to 2013-14 levels] (*New measure*)

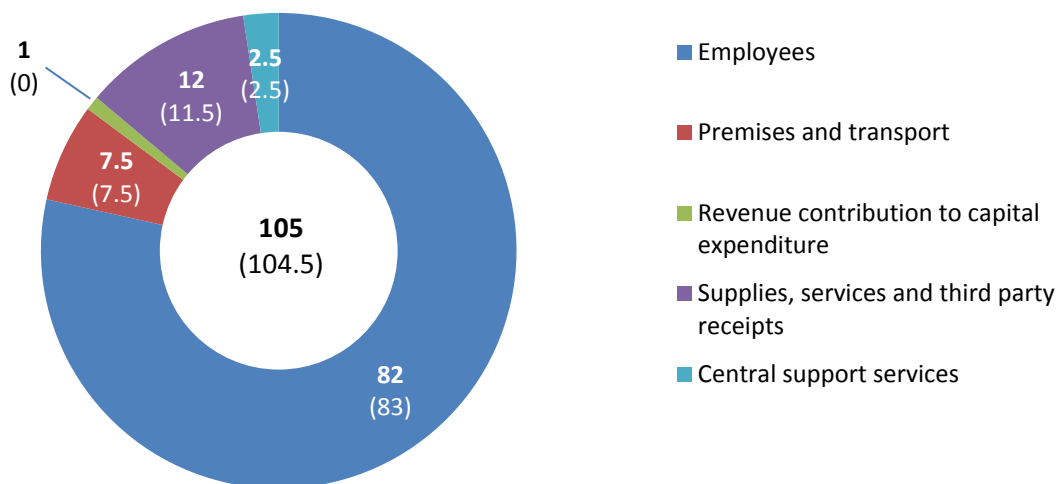


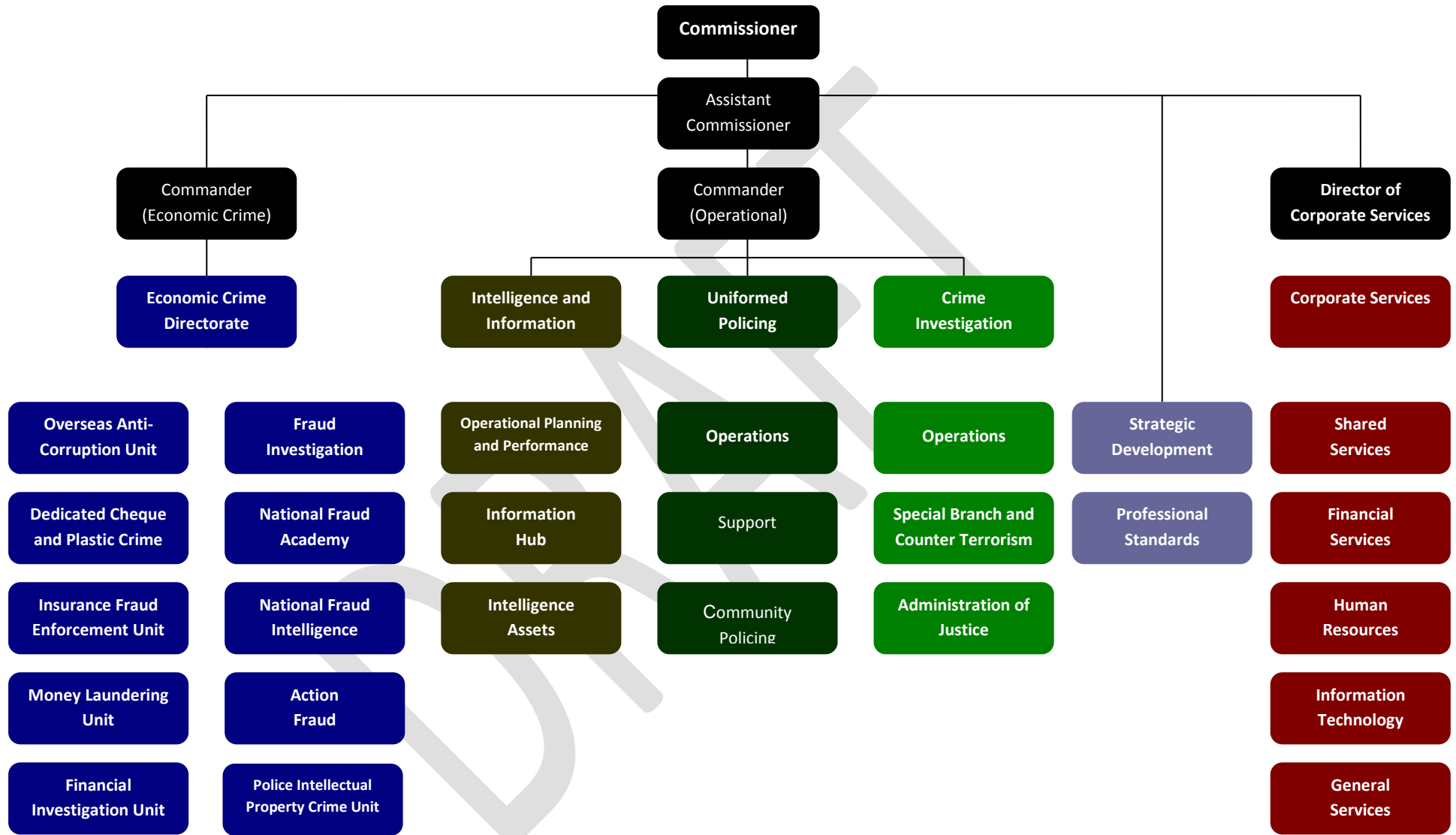
Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore, we have had to make assumptions when developing our financial strategy, including general rates of inflation, the business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

Income 2014-15 £m Projected (2016-17 in brackets)



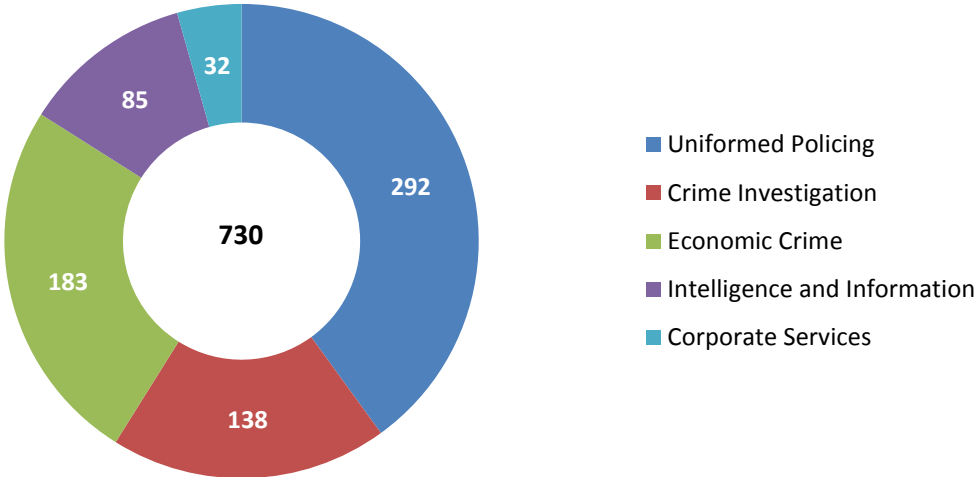
Expenditure 2014-15 £m Projected (2016-17 levels in brackets)



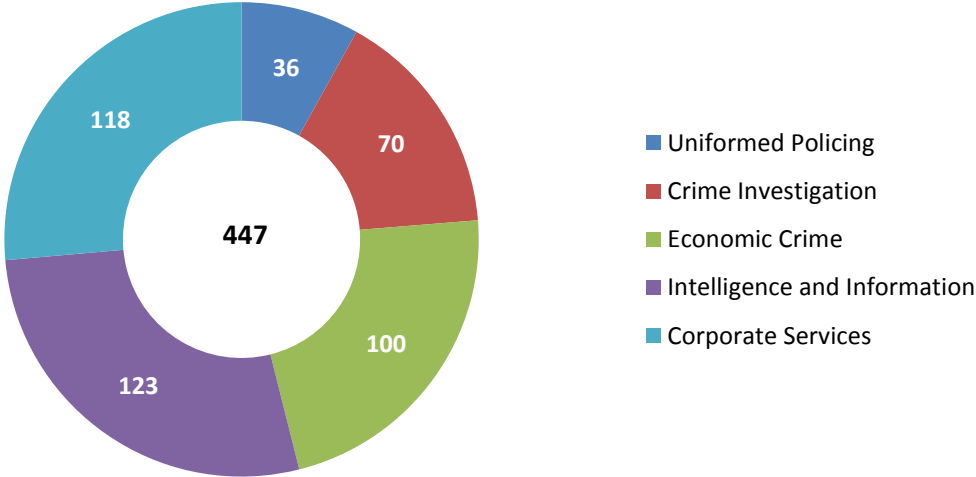


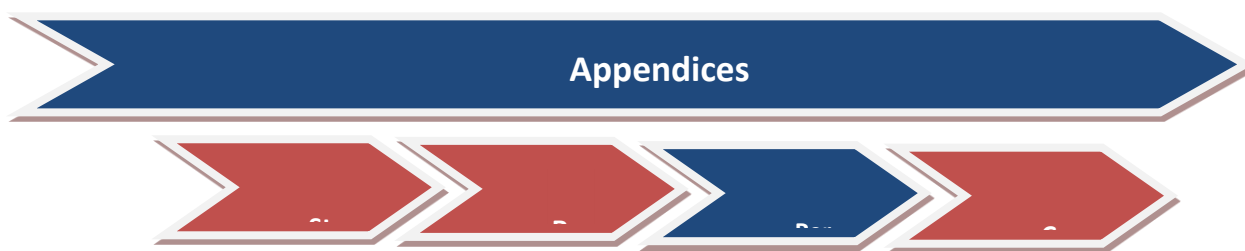
Appendices

Police Officers



Police Support Staff





There follows a summary of how we have performed against last year's policing plan targets. Performance against this plan is reported quarterly to the Police Performance and Resources Sub Committee, who perform a valuable scrutiny and challenge function for the City of London Corporation in its capacity as Police Authority. Data integrity is important to us to ensure that the information presented for scrutiny is accurate and has been recorded ethically and with due regard to all current guidance. **[NOTE data to be incorporated at end of the third quarter and updated following the end of the financial year]**

Counter Terrorism

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

Fraud

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

To disrupt the top 10 organised crime groups causing the greatest harm

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

To conduct reviews of investigations, to inform Fraud Academy training courses and best practice toolkits

Commentary to be inserted prior to publication

Public Order

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

Commentary to be inserted prior to publication

To deliver ongoing organisational improvements and development relating to public order deployments

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

Crime Reduction

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

Road Safety

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

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

Commentary to be inserted prior to publication

Antisocial Behaviour

To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police

Commentary to be inserted prior to publication

To reduce the average annual number of rough sleepers in the City of London

Commentary to be inserted prior to publication

To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises

Commentary to be inserted prior to publication

To run intelligence led operations to target threats associated with the night time economy

Commentary to be inserted prior to publication

Responding to the Community

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

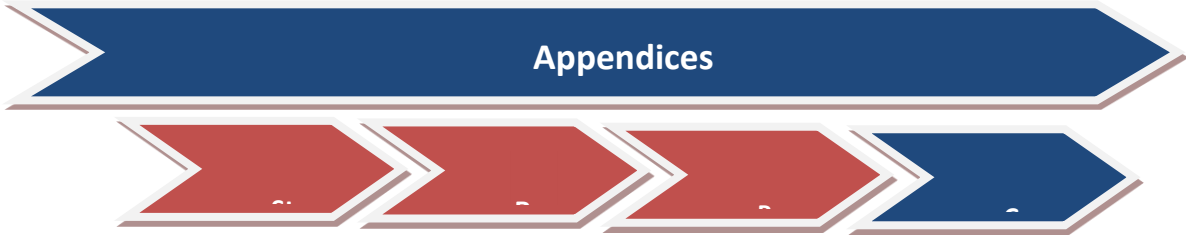
Commentary to be inserted prior to publication

To ensure at least 90% of victims of crime are satisfied with the service provided by the police

Commentary to be inserted prior to publication

To respond to at least 95% of 999 calls within the national target of 12 minutes

Commentary to be inserted prior to publication



www.cityoflondon.police.uk

General enquiries and non-emergency crime: 020 7601 2222 postmaster@cityoflondon.pnn.police.uk	Safer City Wards Policing Team: 020 7601 2452 community@cityoflondon.pnn.police.uk
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Wood Street Headquarters
37 Wood Street, London EC2P 2NQ
7.30am-7.30pm Monday to Friday

Bishopsgate Police Station 182 Bishopsgate London EC2M 4NP Open 24 hours	Snow Hill Police Station 5 Snow Hill London EC1A 2DP Open 24 hours	Economic Crime Directorate 21 New Street London EC2M 4TP
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