

**2015-2018**

# City of London Police Policing Plan



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Welcome to our updated 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 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<sup>1</sup>. It is home to around 9,000 residents<sup>2</sup>, however, every day that number swells to over 400,000<sup>3</sup> as people arrive in the City to work. The City has an established, 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 11 million visitors per year<sup>4</sup>.

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 retained the Strategic Policing Requirement as a priority for 2015-18 to ensure it remains a key consideration of our planning and service delivery. We have included an expanded section in this version of the plan to say how we are responding to the ever evolving threat from cyber and cyber enabled crime.

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 Economic Crime Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. We will continue to work closely with the National Crime Agency (NCA), providing an effective link between the NCA and regional fraud

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<sup>1</sup> Economic Development Unit, City of London Corporation

<sup>2</sup> Office for National Statistics 2011 census population cited as 7,400 plus 1,370 with a second home in the City of London

<sup>3</sup> Economic Development Unit, City of London Corporation

<sup>4</sup> 2013 Facts of Tourism Report, City of London Corporation

teams to ensure a robust and effective response to the threat from fraud. Action Fraud, the national fraud reporting centre, is now an established feature of our Lead Force function co-ordinating the national response to economic crime.

Overall crime levels in the City of London remain 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 2015-18 as it is an area that our community continues to tell us is a matter for concern.

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 and provides details of how we will continue to make further savings.

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

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 Councillors, 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 Police Resources and Performance 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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The City

Vision

Values

Priorities

Finance

Measures

Appendices

## 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 maintaining high performance but also 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.

## Outcome

A City that is safe and secure for all

## City of London Police Policing Plan 2015-2018



### Integrity

- Integrity to us 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.
- Our behaviour, actions and decisions will always support the public interest and those we work in partnership with. We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to well founded criticism with a willingness to learn and change.
- We ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance will all current guidance.
- We fully support the National Police Code of Ethics and expect all our officers and staff to abide by its principles.

### 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 support equality by creating 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 will investigate crime professionally and thoroughly, doing everything in our power to protect those at the greatest risk of harm.
- We expect our staff to be dedicated to professional development, both for themselves and the people they are responsible for, and empowered to use discretion and common sense 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, effective and efficient services.

**Our values underpin everything we do.**

## Our priorities - from the national to local

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, the priorities themselves are not mutually exclusive, nor do they compete with each other in any form of priority.



## City of London Police Policing Plan 2015-2018 – Priorities



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 16). 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.

## City of London Police Policing Plan 2015-2018 – Priorities



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. Our priority is to support the City of London Corporation in achieving their reduction 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 by 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 enhance 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.

## City of London Police Policing Plan 2015-2018 – Priorities



The City's position at the heart of global finance results in it being an attractive location 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 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.

## City of London Police Policing Plan 2015-2018 – Priorities



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 thirteen 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. This includes crimes of violence and all forms of acquisitive crime. Increasingly, technology is being used to harass victims, extending cyber-enabled crime from the fraud offences it is usually associated with. Although we are not setting a target to reduce crime, we are confident that through our crime prevention work, delivery of our crime management strategies and our professional investigation of crimes, we will achieve this.

### 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 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. 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.

## City of London Police Policing Plan 2015-2018 – Priorities



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.

### Engagement

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.

### Prevention

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.

### Service

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.

## City of London Police Policing Plan 2015-2018 - Priorities



Fraud is widespread, often hidden and becoming more sophisticated in how it is perpetrated and is increasingly ‘cyber-enabled’, that is to say criminals are using computers to commit fraud and extend the range of potential victims. It impacts on the lives of countless people, including our residents, workers and visitors. 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. We maintain funded units dedicated to preventing and tackling insurance fraud and most recently, intellectual property crime. 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 page.

### 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.

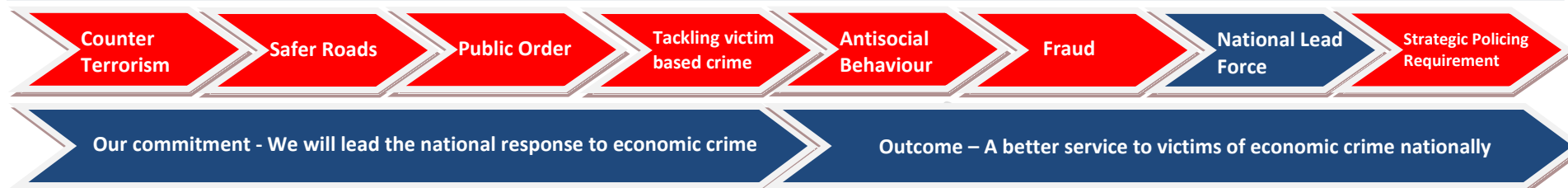
### Prevention

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 and closing down fraudulent websites. 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.

## City of London Police Policing Plan 2015-2018 – Priorities



Our work as the *National Lead Force for Fraud* keeps us at the heart of helping the police service respond to economic crime and cyber-enabled fraud. We play a significant role in delivering the government's "Fighting Fraud Together" strategy and we work closely with and support 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 Economic Crime 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. Last year we became the home of 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 and cyber-enabled fraud nationally will improve the quality, consistency and delivery of services provided to victims of economic crime.

### Engagement

We will continue to engage with Police and Crime Commissioners and the Association of Chief Police Officers, adopting a collaborative approach to address individual and community priorities through prevention, enforcement and disruption activities. We will work 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.

### Prevention

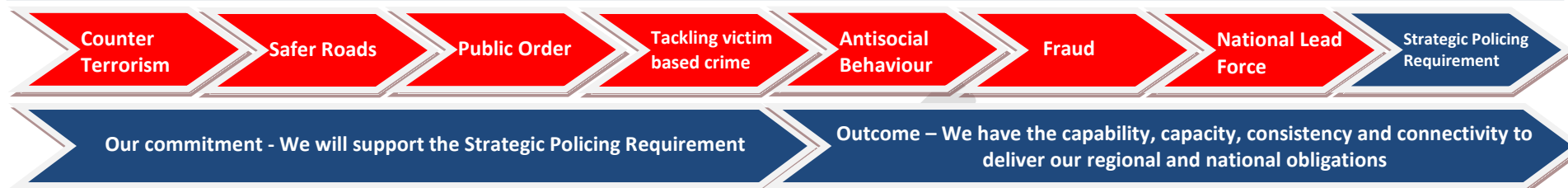
The most effective way to serve victims of economic crime is to prevent them becoming victims in the first place, which we will achieve through extensive prevention and disruption activities in collaboration with our partners. Our National Fraud Intelligence Bureau plays a key role in disrupting cyber-enabled fraud, complementing our strategies to safeguard potential victims of cyber-enabled economic crime. Our Economic Crime Academy will provide specialist training and advice to not only improve the quality and effectiveness of fraud investigation but also assist people prevent fraud.

### Service

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


- Influencing and supporting policy making at a national level, which directly translates to how services will be delivered;
- 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.


## City of London Police Policing Plan 2015-2018 – Priorities




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.

HMIC inspected police forces during 2014 to assess the extent to which they are meeting their obligations to support the Strategic Policing Requirement. They found that we were meeting all the key requirements to support a regional or national response to the areas detailed immediately below. However, they also found that forces, including us, still had work to do to address fully the threat from large scale cyber attacks.

- 
**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 Emergencies**

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.





Serious  
organised  
crime

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.



Cyber crime

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. We will ensure that we understand the threat faced by the City of London (and the nation in relation to cyber enabled fraud). We will equip our officers and staff with the necessary skills and training to ensure our service to victims is effective, that we have the capability and capacity to investigate cyber crime effectively, and help prevent individuals and businesses from becoming victims of cyber crime or attacks.

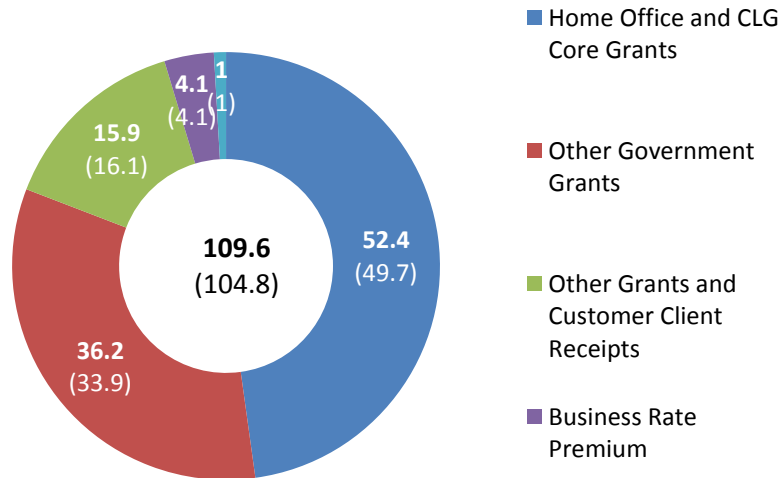
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## City of London Police Policing Plan 2015-2018

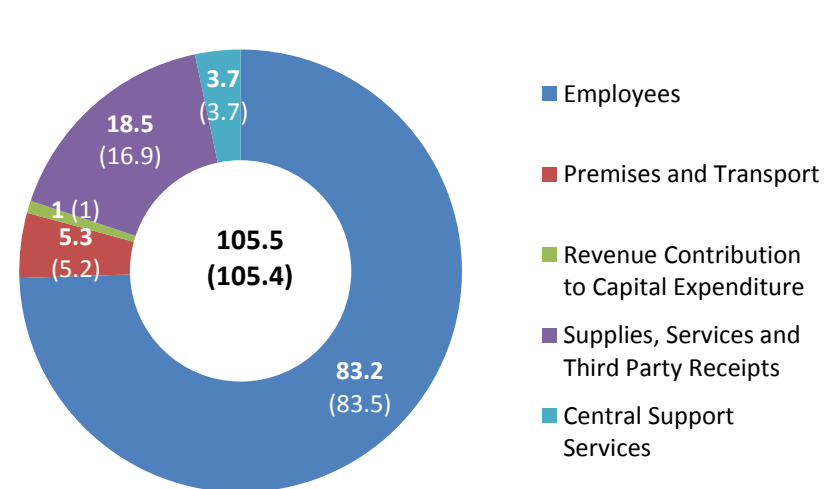


Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore we have made assumptions when developing our financial strategy, including general rates of inflation, the business rate 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 following two years of this plan.

### Income 2015-16 £m Projected (2016-17 levels in brackets)



### Expenditure 2015-16 £m Projected (2016-17 levels in brackets)



As all police forces, we continue to face significant financial challenges over the medium term; our particular challenge is to save £13.2m over the course of this plan. However, we are determined to maintain our professional service delivery in the face of reducing budgets and have developed an extensive efficiency programme that will ensure we have a secure financial footing against which we can continue to deliver policing to the City of London.

Our strategy to make the necessary savings is based on the following areas:

- During 2015/16 we are investing a significant sum of money in one-off spends that will deliver considerable savings over the course of this plan and beyond. 2015 will see the beginning of a phased move to new accommodation which has a reduced footprint compared to our current estate and which will be much cheaper to run than the buildings we presently occupy. It will also allow us to end expensive leases for current buildings that will no longer be required. Our accommodation programme is being complemented by the roll out of new technology that means our staff are no longer be desk bound to one location. The ability to work agilely, less constricted by traditional office locations and hours, means that staff are able to work more effectively and efficiently from any location. For officers on the street, this will mean the ability to complete processes using mobile devices, negating the need for separate reports or returning to the office to use a computer.
- We will reduce our supplement from our revenue budget to our capital programme budget over 2015/16 with a view to eradicating them altogether from 2016/17 onwards.
- We will seek to increase our income wherever we can; this will include maximising the opportunities under the Proceeds of Crime legislation, applying for Capital City Funding grants and generating income from developing our Economic Crime Academy services to businesses, nationally and internationally. We maintain a number of funded units, which we will ensure we operate on a full-cost recovery basis.
- We will reduce our pay costs through the implementation of directorate reviews and discrete projects. Examples of initiatives that will be implemented over the course of this plan include enhanced collaboration arrangements with the City of London Corporation to deliver a joint community safety hub and a joint control room. We have already implemented a managed service for the provision of ICT services. Over the course of 2015/16 we plan to reduce our staff numbers by 15%.

We are able to supplement our savings plan with approved and controlled use of reserves, subject to them not falling below a minimum level. We are confident that our strategy will provide us with the financial security to plan for the future and deliver a balanced budget by the end of this plan.

## City of London Police Policing Plan 2015-2018



Along with many other police forces and Police and Crime Commissioners, we are not setting any formal targets in this plan. This is not because targets are difficult to achieve or we are not concerned about being a high performing force; it is because we recognise targets can unwittingly adversely impact on behaviour and how crime is recorded. We need to be able to concentrate our resources where they are needed to address important or sometimes emerging issues, not just to chase a numerical target. We are committed to being a high performing police force. We will closely monitor performance levels across a range of measures to ensure that we are focussing our efforts where they are most needed. We will also ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance. The following measures, which support delivery of our priorities, are those that our Police Committee will hold us to account against in the delivery of this plan.

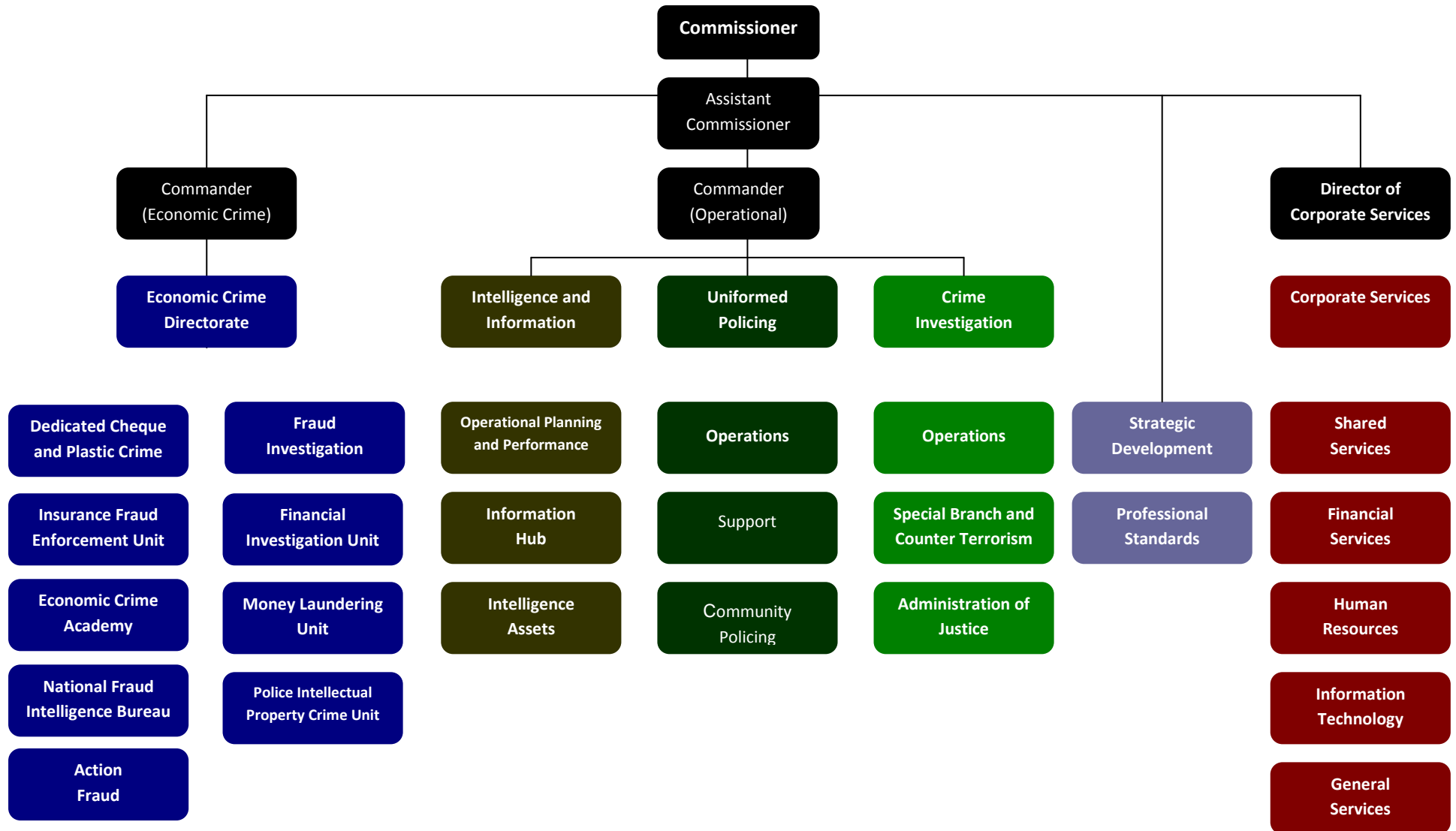
- Counter Terrorism:** The level of counter terrorism options tasked that are completed  
The level of community confidence that the City of London is protected from terrorism
- Road Safety:** The level of evidence-based education and enforcement activities supporting the City of London Corporation's casualty reduction target  
The percentage of Automatic Number Plate Recognition activations that are intercepted by the City of London Police
- Public Order:** The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed
- Tackling Crime:** The level of victim-based violent crime  
The level of victim-based acquisitive crime
- Tackling ASB:** The level of antisocial behaviour incidents
- Fraud:** The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided  
The level of City Fraud Crime, investigated by ECD resulting in a positive action whether through offender disposal, prevention or disruption  
The value of fraud prevented through interventions

**National Lead Force:** The attrition rate of crimes reported to Action Fraud  
The level of complaints against Action Fraud  
The level of the National Lead Force's return on investment  
The percentage of victims of fraud satisfied with the Action Fraud reporting service

**Strategic Policing Requirement:** The level of Force compliance with requirements under the Strategic Policing Requirement

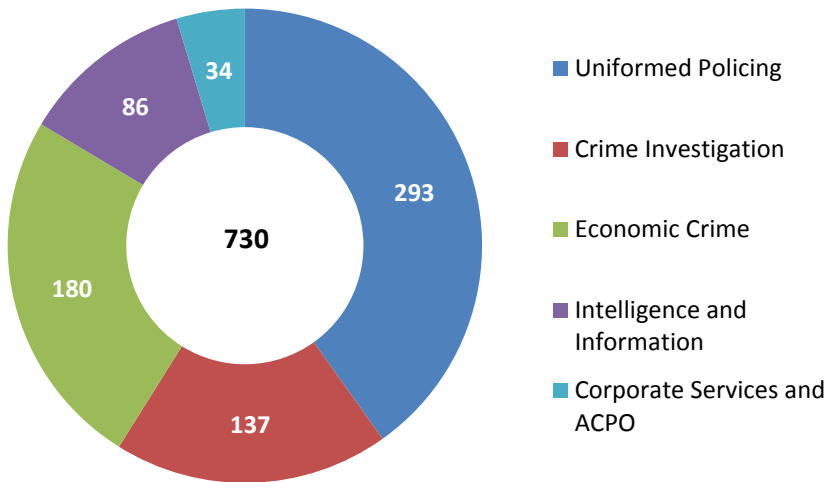
**Satisfaction:** The percentage of victims of crime satisfied with the service provided by the police  
The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

Performance against these measures will be reported quarterly to the Police Performance and Resources Sub Committee.

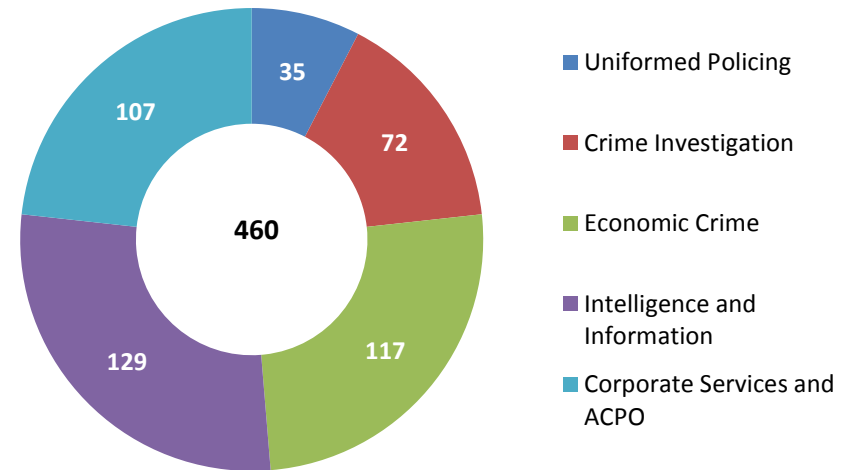




**Police Officers**



**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.

The performance information below relates to end of third quarter performance together with an indication of whether the target is likely to be achieved. These pages will be updated when end of year performance information becomes available.

- 1. 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**  
*Achieved to date: At the end of December 2014, the level of satisfaction recorded was 95.2%*
  
- 2. To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public.**  
*Not yet achieved: At the end of December 2014, we had delivered 95.7% of hours tasked to high visibility policing*
  
- 3. To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles**  
*Achieved to date: At the end of December 2014, we had delivered all tasked education and enforcement events*
  
- 4. To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13**  
*Achieved to date: At the end of December 2014 we had increased the number from 347 to 348*
  
- 5. To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement**  
*Achieved to date: At the end of December 2014 we had maintained all necessary levels of staff to deliver our public order obligations under the Strategic Policing Requirement*
  
- 6. To ensure that at least 90% of those surveyed are satisfied with the information provided to them about large scale, pre-planned events, and with how those events were ultimately policed**



*Achieved to date: At the end of December 2014 we recorded an average satisfaction rate of 91.8% over the year*

**7. To reduce levels of victim-based violent crime compared to 2013-14**

*Unlikely to be achieved: At the end of December we recorded a 12% increase in victim-based violent crime (equivalent to 58 additional offences)*

**8. To reduce levels of victim-based acquisitive crime compared to 2013 -14**

*Achieved to date: At the end of December 2014 we recorded a 2.3% decrease in levels of acquisitive crime (equivalent to 65 fewer offences)*

**9. To measure victim satisfaction with the recorded outcome of their crime**

*We did not set this measure with a view to 'achieving' or 'not achieving' it but to help us to understand how crime outcomes impact on victims*

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

*Achieved to date: At the end of December, we recorded 64 fewer ASB incidents*

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

*Achieved to date: At the end of December we recorded an overall satisfaction rate of 91%*

**12. To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided**

*Not yet achieved: At the end of the second quarter we recorded an average satisfaction rate of 50%*

**13. To ensure City fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption**

*Achieved to date: At the end of December 2014 all 44 cases finalised during the year had resulted in a positive action*

**14. To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14**

*Achieved to date: At the end of December 2014 we recorded a year to date increase of 26.5%*

**15. To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national Law Enforcement Agencies**

*Achieved to date: This was a new measure that needed to be benchmarked for 6 months, at the end of December 2014, we had increased the number of high priority/priority OCGS disrupted by 100%.*

**16. To increase the value of fraud prevented through interventions compared to 2013-14**

*Achieved: At the end of December 2014, the value of fraud prevented was already more than for the whole of 2013-14 (£278m compared to £260m)*

**17. To ensure that at least 90% of victims are satisfied with the Action Fraud reporting service**

*Achieved to date: At the end of December 2014 we recorded a satisfaction rate of 92.1%*

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

*Unlikely to be achieved: At the end of December 2014 we recorded a year to date satisfaction rate of 84.3% which makes it highly unlikely this target will be achieved by year end*

**19. To ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job**

*Unlikely to be achieved: At the end of December 2014 we recorded a year to date satisfaction rate of 87.6% which makes it highly unlikely this target will be achieved by year end*

DRAFT



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**101**

Non emergency police number, in an emergency always dial **999**

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7.30am – 7.30pm Monday to Friday

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