



Annual Report

2014–2015

**Police Committee
2013/2014**

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At their meeting on the 23rd of May 2014, Members of the Police Committee considered and commented upon the draft 2013-14 Annual Report of the Commissioner of Police.

The revised report is submitted here for the information of the Court prior to being published and widely circulated to all Members.



Signed on behalf of the Committee
Deputy Henry Pollard
Chairman of the City of London Police Committee
24 July 2014

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The City of London is a place like no other in the UK; redolent of history, its narrow streets are home to some of the most powerful companies in the world. As one of the global financial powerhouses, its population is richly diverse; over 300,000 people travel to the City each day to work, while 8000 live there. It boasts St Paul's Cathedral, a cultural centre of international standing, several universities, three schools, a vibrant night-time economy and extensive shopping outlets. It is easy to forget, geographically, it covers just over a square mile.

Policing this space brings with it challenges and privileges, and in 2014/15, the City of London Police met those challenges with characteristic determination; delivering a service unique to UK policing as it enhanced its national responsibilities as national policing lead for fraud, while ensuring standards of policing in the City remained at their historically high levels.

Several milestones in the force's modernisation plans were reached in 2015, with the move of the organisation's headquarters to Guildhall Yard East, and commencement of the force-wide technology refresh. Work continues to ensure the force is ready to face the challenges of policing in the 21st century.

The force marked its 175 anniversary in November 2014, with a commemorative float at the Lord Mayor's Show. It was a proud moment for the organisation, looking back at past achievements, while on the verge of exciting change.

Over the past 12 months, the force delivered on its commitments; locally within the Square Mile, and nationally in the fight against fraud and economic crime. Harnessing the force values of integrity, fairness and professionalism, it achieved excellence while delivering a world-class service.

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COMMISSIONER'S FOREWORD



Adrian Leppard

Adrian Leppard QPM

Commissioner of Police
for the City of London

The City of London is a unique environment and as its police force, we share that uniqueness. The City occupies approximately one square mile in the centre of London, but as the UK home of financial services and a global financial powerhouse, its reach goes far beyond the boundaries of Tower Hill or Holborn. As the City's dedicated police force, our reach mirrors that of the City; we are a local force with a national and international footprint.

Modernisation

The City of London Police has a proud history of developing groundbreaking techniques to combat crime and distil risk, over the past year we continued that tradition.

We underwent real change in 2014/15, ensuring we are ready to tackle 21st century crimes – from complex frauds to lone-wolf terrorists. Some of this year's highlights include:

- Developing a national police network of fraud and cyber experts supporting

local forces in combating the growing problem of internet enabled crime

- Pioneering new 'street level' tactics for addressing the terrorist threat in the City
- Modernising our estate to accommodate a world class service
- Introducing new technologies, such as 'Toughpads' tablet computers and body-worn cameras.
- Embracing social media

National Remit

It's as National Lead Force for Fraud that the force's remit extends across the UK. Last year saw the force consolidate its national position by becoming host to Action Fraud, the national fraud and cyber-crime reporting centre. Entwining Action Fraud with the National Fraud Intelligence Bureau (NFIB), established by the force in 2010, is a natural fit. Fraud is one of the UK's quickest growing crimes, and therefore warrants the focus of specialist, highly skilled officers.

Through Action Fraud, the NFIB and other units within our Economic Crime Directorate we engage and work with

“There is a powerful relationship of trust between this force and the diverse communities it serves, within the Square Mile and nationally”

forces across England, Wales and Northern Ireland, tackling fraud and other economic crime. And we apply the same standards of innovation and creativity to our national work as we do to our territorial policing, going beyond traditional policing techniques to enhance the service we provide. The Corporation of London is a key partner in support of our ongoing national work to combat economic crime.

Our location gives us access to some of the most influential businesses in the world and partnerships with organisations such as the Association of British Insurers

and British banks have enabled us to develop a deeper level of appreciation for the seismic risk fraud poses within the UK.

Enhancing our operational approach

The last year saw changes to the way we work, with Project Servator, which employs new street policing tactics and cutting-edge training to deter and detect criminal and terrorist activity, the most notable enhancement. Servator was piloted for three years in the City before being adopted by other national police forces and was deployed widely at last year's Commonwealth Games in Scotland.

International footprint

Our international footprint was enhanced in 2014/15, with amongst others, a secondment agreement with the New York District Attorney's Office. This agreement sees one of their staff working within the Economic Crime Directorate for two years, while one of our officers will work in the New York

District Attorney's Office. The scheme is being funded by US fine forfeiture monies.

Serving our diverse communities

We believe in close relationships with our stakeholders across the City and UK; from providing advice to global businesses on how to design out fraud, to protecting religious communities from threats, while keeping the City one of the safest places in London to live and work.

There is a powerful relationship of trust between this force and the diverse communities it serves, within the Square Mile and nationally. We have worked hard in the past 175 years to establish that trust, and we do not take it lightly. To maintain it, we must remain relevant in a climate of fast-moving technology and cyber-enabled crime, we must ensure as a force we are nimble and engaging. I am delighted to say we have the will and the tools to enable us to be so.



CHAIRMAN'S FOREWORD



A handwritten signature in black ink, appearing to read 'Henry Pollard', with a stylized flourish at the end.

Deputy Henry Pollard

Chairman of the City of London
Police Committee

We have had a fruitful year: as well as continued attention to the higher security threat we have successfully delivered the first phase of our Police Accommodation project, are developing a pan-London response for our victims of fraud and improving the service provided by Action Fraud. The Police Committee has been at the forefront in helping the Force improve the service delivered to our diverse communities – providing the appropriate strategic drive and focus. We have worked hard in partnership with the Force to sustain our momentum in these austere times – producing a clear blueprint for the future.

Our Policing Plan for 2015-18 provides an evidence-based response to our current crime threats and reflects the views of our business community and our City residents. We continue to provide strong oversight and scrutiny of the City Police, ensuring that their services provide real value for money and ensuring that our City Communities feel safe and secure.

I would like to praise the force for successfully reducing crime levels in the City, particularly in terms of shoplifting and business burglary. Recently, we have seen an increase in the reporting of on-line bullying & harassment and motorcycle & scooter thefts – but this mirrors the current crime profile across London. We have a clear plan in place to tackle these increases in 2015-16. Again this year, the City Police has successfully managed a number of high profile policing events, including the Royal Marines 350th Anniversary, the Tour of Britain and the Service for Afghanistan.

I have been pleased with the progress the City of London Police has made in improving the service for our victims of fraud. With our partners – MOPAC & the BTP, we have successfully piloted a new pan London service for the most vulnerable victims of fraud – the Economic Crime Victim Care Unit. This will ensure that victims of fraud in London receive the appropriate advice and support and the unit will help significantly reduce the number of repeat victims.

Significant improvements have also been made to the service provided by Action Fraud – which was transferred to the City Police in April. Our Economic Crime Directorate has a global reputation for tackling financial crime and our Fraud Academy is establishing itself as a market leader in providing highly specialised courses in combating fraud.

The Force's innovative and modernising approach has started to bear fruit in 2014-15. Our Economic Crime Directorate is now based in a new state of the art office in Guildhall Yard East. Through creative IT solutions and better ways of working they now utilise a fraction of the office space they previously occupied. This coupled with the "City Futures" staffing development programme is helping deliver on our objective of having a world class policing service. I would like to particularly thank Keith Knowles for his commitment, drive and desire in helping make the new police accommodation a reality.

As Chairman of the Safer City



Partnership, I would like to thank our partners in helping make our residents, workers and visitors feel more safe and secure. We have run a number of very successful initiatives this year most notably; our Christmas “Party People” campaign – supported by the Mayor of London and Behind Closed Doors – the anti-stalking and domestic violence raising awareness campaign. I would finally like to thank all of our Police Committee Members and our Executive in Town Clerks for all their hard work and commitment this year and their continued focus on service improvement and excellence.

As I enter my fourth year as Chairman, I am confident the force will further embrace modern working practices, achieve further success in the Economic Crime brief and continue to work with our partners under the strong leadership of the Commissioner and his team.

POLICING IN A CHANGING WORLD

The City of London is an ever-changing environment. Change is everywhere: from the skyline, to the burgeoning night-time economy and the nature of businesses that choose to locate here. As the Square Mile's dedicated police force, the City of London Police mirrors its environment; innovative and agile, the force adapts to opportunities, threats and challenges, while ensuring delivery of a service that is second-to-none.

Prevention Engagement

In 2014/15 terrorists carried out attacks in Paris, Sydney, Toronto and elsewhere. Shocking as these attacks were, they served to illustrate that the risk from extremists hasn't dissipated although the methods they employ have changed. The City of London Police has been at the forefront of many counter terrorism policing developments and in 1997, as part of a suite of measures to combat the threat from Irish republicans, the force developed the 'ring of steel' and the Automatic Number-plate

Recognition System (ANPR) a ground-breaking system now used globally. With terrorist methods evolving, law enforcement must review the tools and techniques it employs. In the City this has included the introduction of new policing tactics under Project Servator, directed at deterring terrorism and detecting crime. Other techniques involve traditional policing practices around gathering, collection and analytical use of intelligence. In April 2014 the force augmented its counter-terrorism tool-kit by adopting a fundamentally new approach to preventing radicalisation of individuals and the development of extremist beliefs with the Prevent portfolio (part of the Prevent strand of the Home Office's approach to tackling terrorism) moving to the Community Policing Team.

The force's Counter Terrorism Prevent work stream sees officers engaging with business, community groups, educational establishments and the Corporation of London to deliver bespoke targeted content that aims to identify those at risk of developing

“With terrorist methods evolving, law enforcement must review the tools and techniques it employs. In the City this has included the introduction of new policing tactics under Project Servator, directed at deterring terrorism and detecting crime.”

violent or non violent extremist ideologies, across a range of areas from far right, religious based, animal rights activism or environmental terrorism that encourages violence.

Engagement with businesses has been delivered through tailored workshops, with content determined by the specific

needs of that business and their staff. Project Griffin – the ongoing partnership with the City of London Police and those responsible for security within the City's business community – is additionally utilised to ensure effective and wide dissemination of the Prevent work-stream amongst the City's working population. With community groups, the Prevent officers attend residents meetings and other groups, addressing concerns and educating people on the risks associated with particular activities, as well as building strong bonds and communication channels within communities where extremism can occur. Community engagement in the past year has also seen the force deliver workshops on female genital mutilation, honour based violence and forced marriage.

Although how the force works to prevent and deter extremist acts of violence is an important element of its work, in the past year, the force has taken a fresh look at more traditional threats faced by City communities. Reported levels of harassment and stalking have increased

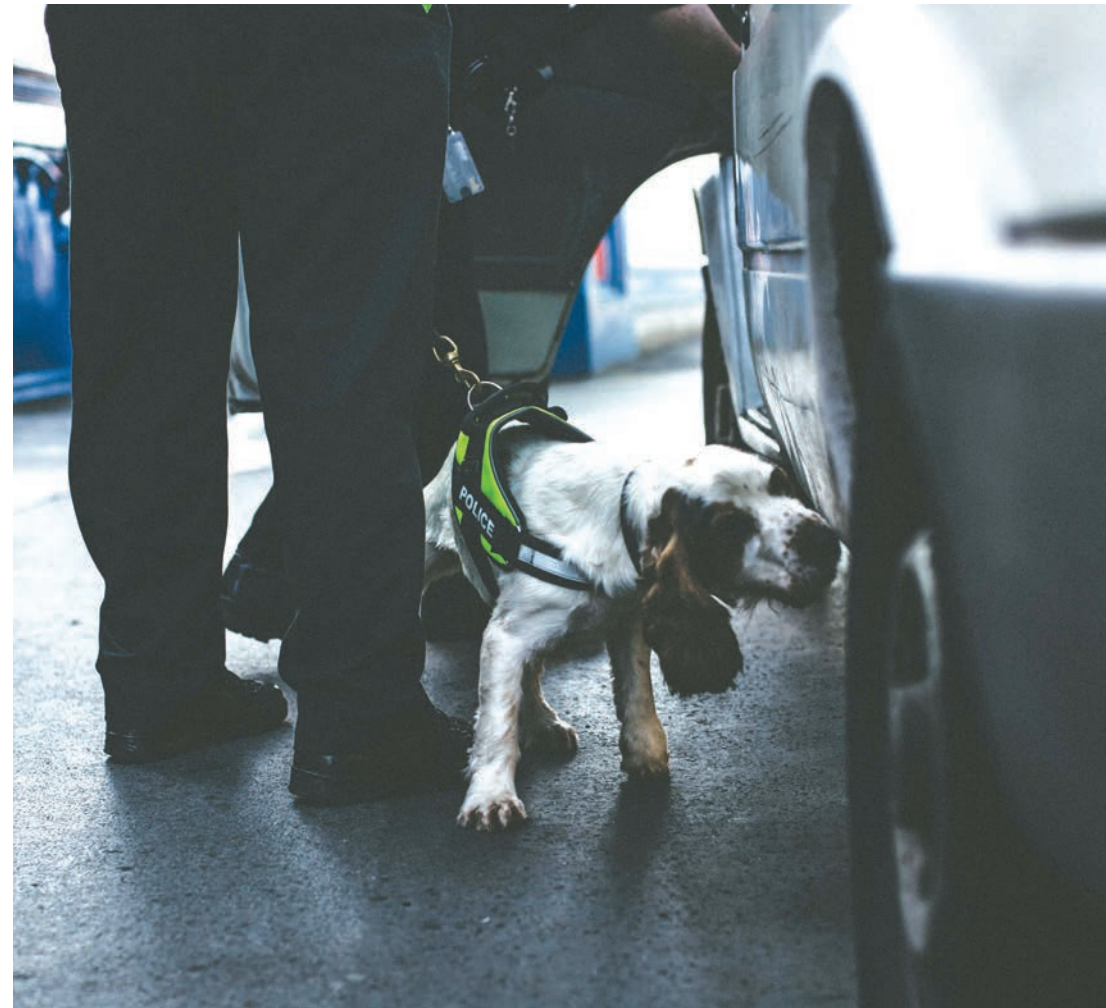
nationally, and with almost 50 per cent of stalkers appearing at their victim's place of work these are no longer crimes that can be reviewed as purely 'domestic' in nature. To address this, in late 2014 the force delivered 'Behind Closed Doors'; an event aimed at City employers to highlight their duty of care in relation to domestic abuse, harassment and stalking, outlining what they can do to identify and help those who may be at risk of these most insidious of crimes. The event was very successful and has led to several further workshops with local authority staff, teachers, housing officers, GP's, judges, magistrates and university staff.

The City Population

The City has been the financial heart-beat of the UK for centuries and the force has always enjoyed positive and constructive relationships with businesses located in the Square Mile. It is, however, through the force's Economic Crime Directorate that these existing relationships have been strengthened and new partnerships with businesses and trade associations across the City,

and indeed the UK, forged. In November 2014 the force signed a memorandum of understanding with Royal Bank of Scotland (RBS), which sees the bank provide the organisation with specialist financial expertise for complex frauds and economic crime investigations. In addition, in 2015, technology giant Microsoft seconded an employee to the Economic Crime Directorate's National Fraud Intelligence Bureau, where his industry expertise will help to combat computer service fraud. Within the Economic Crime Directorate, there are several members of the Special Constabulary who work for major City organisations and provide the force with specialist technical expertise. Having these skills made available through the Special Constabulary, secondments and other agreements, is a much appreciated, and highly valuable, addition to the force's toolkit.

Although home to many large multi-national companies, approximately 80 per cent of City-based businesses are small and medium sized enterprises. And with Tech City, the largest





technology start-up hub in Europe, on the City boundaries, the demographic within the City has changed noticeably in the past decade. Historically known as a quiet area of London at weekends and outside of office hours, the City now boasts a burgeoning nighttime economy and much improved retail facilities, such as New Change near St Pauls. This brings with it its own specific policing issues and much work has been undertaken with retailers, licensed premises and the Corporation of London in the past year to ensure those coming to the City of an evening or weekend can continue to enjoy its traditionally low-crime environment.

In the year 2014/15, acquisitive crime decreased across the City, due to cross-force operations dedicated to tackling thefts. Unfortunately, over the same period, violent crime has increased. Although partly due to 'online' criminality, such as harassment, this is also due to the night-time economy and issues associated with excessive alcohol consumption. The force works closely with the Corporation of London's licensing team to reduce opportunity for this type of crime to occur.

Although the statistics show a rise in violent crime, offences in the City have tended to be relatively minor and serious acts of violence remain rare in the Square Mile.

The changing nature of crime

Traditional crime in the UK continued its downward trend in the past year. This is encouraging and welcome, although the City of London Police argue that how crime is recorded is not fully representative of the crimes people encounter in the UK every day, with cyber-related crimes, and in particular fraud, significantly under-reported.

As the National Lead Force for Fraud, the City of London Police has unique insight into the level of fraud perpetrated across the UK. Frauds reported through Action Fraud are recorded in the national crime figures, but many millions are not reported to Action Fraud. These are, in the main, frauds where banks and other businesses are classified as the victim, and quite often in these circumstances, they choose not to report offences.

The City of London Police is working with industry to establish methods that will make reporting these offences simpler. This will lead to an increase in reported crime, but in doing so will also generate a more accurate intelligence picture of fraud across the UK, and lead, it is hoped, to resources being allocated towards preventing and investigating this modern and, unfortunately increasing, crime.

New crimes call for new policing practices and through the Economic Crime Directorate the force employs numerous methods to match the online-capability of the criminals who perpetuate fraud and economic crime. This includes blocking access to advertising revenues, payment services and domain rights. For example, in 2014/15, Operation Ashiko, which is run out of the Police Intellectual Property Crime Unit, was behind the closure of over 4000 UK based-websites that sold or advertised counterfeit goods or infringed copyright.



A dichotomy of tradition and innovation

In 2014, the City of London Police celebrated its 175 anniversary. A scan of its history shows a force at the forefront of policing during times of immense national and global turbulence. As the dedicated public service for the historical centre of London, however, it is a force suffused with heritage and tradition.

Over the past 175 years, the force has developed tools and solutions for local threats, be they in the real or digital environment, that have been later adapted by national and global law enforcement colleagues. Although one of the UK smallest forces, the City of London Police's impact in a changing world is exceptional.

Social Media

Social media has revolutionised communications and in 2014/15 the force embraced social media with enthusiasm to interact on a more personal level with the communities it serves.

The force's main Twitter account @CityPolice now has more than 42,000 followers. This equates to 10 per cent of the transient population of the Square Mile and exceeds the number of followers achieved by other larger police forces across England and Wales. It is used to deliver up-to-the minute City-based and wider law enforcement, safety and travel information. On any one day tweets can cover topics such as; promoting successful prosecutions off the back of City of London Police investigations; appealing for witnesses and information following crimes and incidents; advertising events such as road safety initiatives; and supporting national crime awareness campaigns.

This year the force began using @CityPolice to appeal for the public's help in locating people who are wanted in connection with crimes that have taken place in the City of London. Already these 'Most Wanted' tweets have achieved some success.

The success of @CityPolice has seen a number of sub-accounts established focussing on specific areas of the force. This includes @CityPoliceNLFF, dedicated to promoting the work of the City of London Police in its role as National Lead Force for Fraud. The achievements of the Economic Crime Directorate's industry funded units, the Insurance Fraud Enforcement Department and Police Intellectual Property Crime Unit, also get airtime through @CityPoliceIFED and @CityPolicePIPCU respectively, while scam alerts are distributed through @ActionFraud.

Most recently @CityPoliceDogs went



Supt, Paul Clements @CityPoliceSuper

live, giving members of the public an insight into the unique world of the force's Dog Section. The four-legged furry crime fighters amassed a remarkable 1,000 followers in just two weeks, with most tweets sent by the dog's handlers receiving multiple 'replies', 'retweets' and 'favourites'.

Training recently delivered has led to a surge of police officers 'live tweeting' about what they are doing on the beat. This includes one of England and Wales first direct-entry superintendents, Paul Clements, who joined the force from the Bank of England last year; @CityPoliceSuper has proved popular with members of the public eager to understand what this new role involves.

The City of London Police YouTube channel shows videos created to raise public awareness of a number of key issues. The force recently released CCTV footage through YouTube of a City worker having his mobile phone snatched from his hand in the Square Mile by a thief on a bicycle to highlight the need for members of the public to look after their belongings. Within two weeks the footage had been watched by almost 300,000 people across 10 countries and was picked up by UK print and broadcast media.



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Person walking on the sidewalk

NATIONAL RESPONSIBILITIES: THE ECONOMIC CRIME DIRECTORATE

The Economic Crime Directorate (ECD) is the largest of the City of London Police's five directorates and hosts the force's national responsibilities. The directorate is comprised of several units; some of which derive their funding from unique industry partnerships, while others receive direct Government funding. The Corporation of London also provides financial support to the directorate. These funding streams combine to enable the City of London Police to deliver its national responsibilities.

In 2014/15, the force had national responsibility for:

- fraud reporting and analysis
- card and payment crime
- insurance fraud
- serious and complex fraud
- intellectual property crime
- overseas bribery and corruption

A national strategy to combat fraud

In an era of declining crime rates, fraud and, in particular, cyber-fraud stands out as one of the country's fastest growing crime types. As more and more criminals – both individual operators and organised gangs – move online to commit economic crime, many of the established rules of policing and techniques to catch law breakers have become obsolete.

The technology that has revolutionised our lives in the past 20 years has been harnessed to commit economic crime on an unprecedented scale. In the past year the force ran several complex and high profile investigations, leading to successful prosecutions at court. But, with fraud at unprecedented levels, to simply pursue is no longer enough. There has to be a much greater emphasis on prevent, prepare and protect, with police forces and the counter fraud community working in close alliance to ensure people and businesses have the information they

“In the past year, ECD has worked with police forces and other partners to set a national strategy for policing fraud and the mechanisms necessary to deliver this strategy.”

need to keep the threat of online crime out of their homes and workplaces.

In the past year, ECD has worked with police forces and other partners to set a national strategy for policing fraud and the mechanisms necessary to deliver this strategy. These assist forces to improve their investigation capabilities as well as delivering prevention messages that will protect communities from crime. The directorate also champions the needs of victims and helps police forces serve their particular needs.

The national fraud strategy recognises the need to define success in the modern, cyber enabled context where, no matter how effective policing becomes, it will often not be able to reach those who target UK victims from abroad. Success is therefore not measured solely in terms of prosecutions but includes the extent to which the police are able to reduce the impact of fraud – its volume, the value and the harm done to victims.

The National Fraud Intelligence Bureau

City of London Police is host to the National Fraud Intelligence Bureau (NFIB), the engine that powers its national reach. Intelligence assessments produced by the NFIB help police forces, government agencies and the private sector to better understand and respond to economic crime threats.

Working with the Home Office and national law enforcement agencies NFIB has also developed a number of national intelligence products to assess

and articulate the key threats affecting the UK. These have covered subjects such as identity crime, the financial impact of cyber crime and criminal threats affecting the private sector. These products identify the key enablers fraudsters exploit, the vulnerabilities of individuals and businesses, and most importantly, highlight the action required by policing and partners to manage this threat.

In the past year, the NFIB reached over 3 million people in the UK with prevention messages through a national alerts system called Neighbourhood Alert. This comprises the national Neighbourhood Watch coordinator database and provides information on new and existing fraud and cyber trends.

Action Fraud

Action Fraud, the national fraud and cybercrime reporting centre, hosted by City of London Police receives over 20,000 reports of fraud a month. These reports are analysed by the NFIB to identify viable lines of enquiry for local

police forces to investigate (crime disseminations). Over the past year case disseminations have increased to around 6,000 per month. Police forces are dealing with more of these crimes than ever before and the outcomes they are reporting on these crimes are up 200 per cent on last year.

Action Fraud will also review all fraud reports for disruption opportunities. Disruption includes activity such as blocking access to the technological enablers used to facilitate fraud (eg websites, email accounts, telephone accounts) and stopping bank payments. This is reducing the number of victims and volume of financial losses nationally. Approximately 5,000 of the crimes reported a month are utilised for disruption activity.

Economic Crime Prevention Centre (ECPC)

In the past year, the directorate has established the Economic Crime Prevention Centre (ECPC). The centre leads and coordinates the delivery of





prevention messages to help police forces to protect local communities from economic crime.

The ECPC works in partnership with police forces and organisations such as Get Safe Online and other counter fraud community partners to deliver campaigns to the community through a fraud prevention network.

Examples of campaigns over the last year include:

- **12 Frauds of Christmas** awareness campaign delivered by 37 police forces and private sector partners and through an active social media presence that reached 35.8 million people
- delivery of **Protect Yourself** events throughout the country where the ECPC works with local forces to provide education and awareness to frontline police officers / police staff and colleagues from partner organisations.

The Fraud Academy

The Fraud Academy provides a centre of excellence for training in the prevention, detection and investigation of fraud and economic crime and in 2014/15 the Academy delivered training to its one thousandth delegate. Through this the Academy has raised the standard of fraud investigations within policing and the private sector. By sharing expertise with the private sector, demand on policing is reduced by increasing the quality of evidence submitted to police for criminal investigation and improving the outcome of civil investigations.

The Economic Crime Academy is working closely with the College of Policing to develop the new national fraud investigation curriculum. This includes developing online police training packages for initial fraud reporting and first responders to fraud allegations.

In collaboration with police forces throughout England and Wales the Academy produced the Authorised Professional Practice (APP) on fraud



Operation Broadway

Preventing the use of legitimate business services to facilitate fraud

Operation Broadway has piloted a new approach to reducing investment fraud. Often conducted in ‘boiler rooms’, high pressurised sales tactics are employed to misrepresent shares and alternative investments to members of the public. These shares are usually overpriced, often restricted regarding onward sale or frequently have little or no ready market value (and therefore little or no realisable return on investment). The force has been working with the Corporation of London, Trading Standards and landlords to disrupt these boiler rooms.

The force works with companies who provide office space and mail forwarding facilities by offering advice and guidance on how to report and prevent their services from being exploited by fraudsters to facilitate criminality. The approach has been piloted in the City of London and 14 suspected criminal enterprises have been disrupted with 26 arrests to date. Working with the Metropolitan



Police Service, Operation Broadway is being trialled in Canary Wharf, and is being shared with other police forces enabling roll-out in their business districts.

been piloting a specialist victim care unit for London victims (Economic Crime, Victim Care Unit) and in March 2015, received funding to continue into 2015/16. The unit has developed tools to identify and support victims that are at most risk of harm and repeat victimisation. Whilst the pilot is focussed on London victims, the directorate is looking to replicate this model in other regions. Learning is shared with Police and Crime Commissioners nationally, so they can consider the benefits of this type of unit when commissioning victim services locally.

In the past year, ECD’s asset recovery team has obtained 41 confiscation orders against convicted criminals. These criminals have been ordered to pay back over £4 million obtained through criminal activity. Almost £4 million of these funds have been returned to victims of crime and with the rest being invested in the fight against crime.

investigation. This is the first official guidance on fraud prevention, disruption and investigation for law enforcement and counter fraud professionals. In partnership with the British Bankers’ Association the Academy delivered a suite of one day workshops on fraud, anti-money

laundering and anti-bribery and corruption within the financial services sector.

Victim Care

Victims of economic crime have their own specific needs; complex frauds can take years to investigate leaving victims

unable to achieve resolution and rebuild their lives. Some victims are not even aware they have been defrauded until they receive contact from the police.

With funding from the Ministry of Justice through the Mayor’s office for policing and crime, City of London Police has

International engagement and reach

In 2014, following successful investigations with the New York District Attorney's Office, the force signed an agreement to provide officers on a secondment exchange to each office. The scheme is being funded by US fine forfeiture monies. Along with the chance to share intelligence and best practice there are many investigative opportunities on both sides. New York and London are awash with money service bureaus, a facility that is known to be used to launder money.

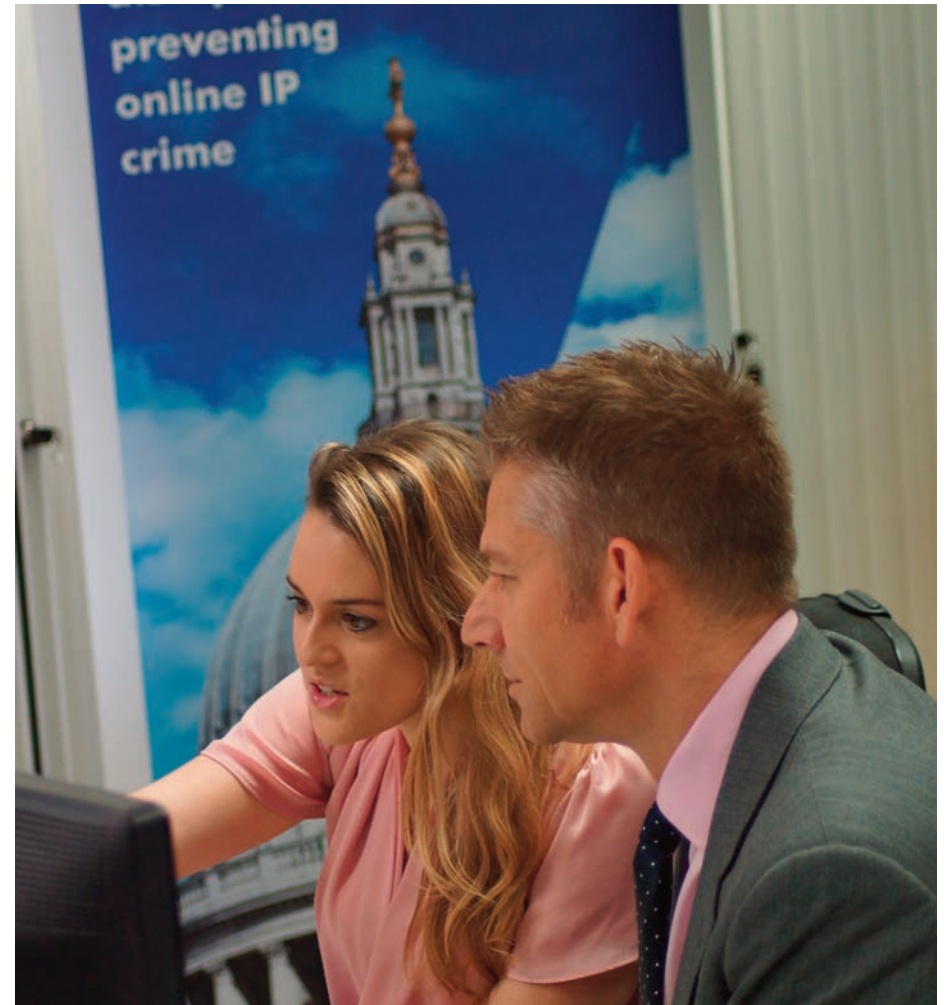
In 2014 the first convictions under Operation Rico were achieved. The operation was established by the City of London Police to tackle suspected international organised crime networks believed to be running boiler room operations responsible for millions of pounds of investment fraud. The 2014 convictions involved a gang of fraudsters who made hundreds of thousands of pounds conning international investors into buying diamonds. Five men were jailed for a total of 20 years after 30

duped investors lost a total of £700,000. The force's asset recovery team restrained cash and assets worth £130,000 and is now hoping to return some of the stolen funds to victims.

This case forms part of a much wider investigation into what is believed to be a significant network of boiler-rooms operating in the UK and Spain. Following more than 100 arrests across Europe and the USA in 2014, the force continues to work with partners, including the Spanish National Police, National Crime Agency, Financial Conduct Authority and Serious Fraud Office to bring more suspected criminals to trial.

Banking industry and law enforcement collaborate on anti-money laundering

In February the force was party to a major new anti-money laundering taskforce. A 12 month pilot, developed in partnership with the Home Office, National Crime Agency, British Bankers' Association and other financial institutions, the taskforce will share intelligence and aid the fight against money laundering.



LOCAL RESPONSIBILITIES: POLICING THE SQUARE MILE

The City of London remains one of the safest places to live and work in London, with crime rates low compared to areas with a similar demographic. The force's responsibilities within the Square Mile are broad, covering (amongst others) anti-social behaviour, the night-time economy, road safety, counter-terrorism and large public events.

Night-time economy

There are approximately 150 pubs, clubs and bars within the City, a substantial increase on the number ten years ago and following the 2003 the Licensing Act, there has been a substantial increase in premises that open post midnight. Weekend opening of licensed establishments has also increased in the City in recent years. These are all factors that have driven a change in approach to licensing within the force.

In recent years, the Licensing Team has changed from being an administrative vehicle that assisted the Licensing

Justices at the City of London Magistrates Court to a proactive unit. Since 2008, the unit has been co-located with the Corporation of London's Licensing Team (responsible for issuing licences). By being co-located there are significant opportunities to engage with both the Licensing Team and the Environmental Team, who also have a significant remit under the Licensing Act. This ensures a joined-up approach to countering public nuisance that is either a potential with a new application or actual with an existing licence.

The key activity undertaken by the Licensing Team is the review of problematic licences. Problematic premises are identified by reports of disorder and public nuisance, as well as analysis of all crimes – from violence to thefts – that occur in the City to ascertain if they have occurred in conjunction with any particular venue. Once a venue becomes of concern to the force, the Licensing Team engage with the venue's management to establish the root cause of the issues



“The City moved to a 20mph speed limit, and officers held a week of action to raise awareness of the reduction in speed limit in the City to 20mph”

and suggest improvements and adaptations to their practices. Usually this is enough to prevent further problems, but if issues persist, the team can have a venue’s license revoked. Since 2009 four premises in the City, where violent disorder and public nuisance occurred, have closed, while others have had amendments to their licence.

Working with the street population

Operation Fennel is the work of the Street Intervention Team who, in partnership with the Corporation of

London, deal with rough sleeping, begging and associated anti-social behaviour. In areas of the City where these issues occur, the Operation Fennel team work, frequently overnight, with rough-sleepers to persuade them to engage with available support programmes. The team will give rough sleepers up to three opportunities to interact with addiction workers and outreach agencies. If after these three interactions, a rough-sleeper chooses not to engage, other remedies are pursued to deter aggression and other anti-social behaviour. Police and community support officers also help at the local homeless hub (located in a City-based church) to help the homeless community manage their particular issues.

Road safety

Road traffic safety remains a priority within the City with the focus on vulnerable road users (pedestrians, cyclists and motor-cyclists) which make up 83% of reported casualties. In August 2014 as part of an initiative to reduce this statistic, the City moved to a

Noel Anthony Reid

In January 2015, Noel Reid was sentenced to ten years in prison following a trial at the Old Bailey, having been found guilty of three counts of theft, common assault, robbery and sexual assault.

Between February and July 2014 Reid targeted lone women who were smaller than him in the Square Mile late at night, using violence and intimidating behaviour to steal items from their bags. In March he sexually assaulted a woman, who managed to fight him off.

In July, plain clothes officers saw Reid attempting to steal from a woman. On arrest, he was found in possession of a mobile phone belonging to a previous victim.

The sentencing judge said, ‘I commend the police who mounted an operation to arrest [Reid]; it was only the actions of the police that stopped you offending’.

20mph speed limit, and officers held a week of action to raise awareness of the reduction in speed limit in the City to 20mph. With the number of cycling journeys in the City increasing year-on-year the organisation has put in place an educational initiative, Operation Atrium, which seeks to raise awareness of the dangers of travelling close to large goods vehicles.

Commercial vehicles continue to play a significant part in a number of serious

collisions in the City, and to address these issues, the Force, under the auspices of London’s Industrial HGV Task Force, (funded by Transport for London and the Department for Transport), undertakes routine enforcement, targeting issues such as un-roadworthy vehicles and ‘driver hours’ offences. In March 2015, the Task Force won the Carmen’s Company Safety Award for 2014, for its outstanding contribution to transport safety.

Prolific Gym Thief

In November City of London police officers arrested John Fletcher after a nationwide manhunt. The prolific gym thief had been wanted by eight police forces after stealing expensive watches and other jewellery from lockers, worth tens of thousands of pounds.

The clubs targeted include Nuffield Health, Virgin Active and David Lloyd as well as hotel gyms across the country. He would enter the changing rooms and wait until he was alone before forcing open lockers. He targeted the same gym's on two or three occasions and then moved on.

Following repeated media appeals he realised he was wanted by officers and attempted to change his appearance by growing a beard and changing his hairstyle and clothing. He was tracked down after a staff member at the Grange City Hotel recognised him from the

City of London Police media appeals. He was sentenced at the Old Bailey on the 15 December to two years in prison.

At sentencing Detective Sergeant James Curtis said "Fletcher targeted upmarket gyms to steal expensive watches and jewellery to fuel his lifestyle "The nationwide manhunt, including a Crimewatch appeal, began in 2013 and he is thought to have stolen items worth tens of thousands of pounds before he was arrested.

He admitted to a further five thefts from gyms in Surrey which were taken into consideration at court. Despite efforts to recover the stolen items none have yet been recovered and officers believe he quickly sold them after the thefts.

responsible for policing the event, which took place without major incident. Although not a day-to-day part of the force's responsibilities, managing large-scale, high-profile events such as these is something the force is adept at.

A collective effort

The responsibilities of the City of London Police are vastly different to those met by the force 175 years ago and the world of crime and policing continues to change at an ever increasing rate. Despite this it is a source of pride that the force continues to reduce crime and protect the City of London. This is not just down to the commitment and professionalism of officers and staff, policing is a collective effort and the force grateful for the support and assistance it receives from our community and partners and in particular the services provided by the Corporation of London.

High profile public events

The City of London plays host to many public events over the course of a year; some are relatively small but with important guests requiring discreet but targeted policing operations, while others are much larger affairs, such as

state banquets at the Guildhall or large-scale services at St Paul's, requiring major operational policing.

In March 2014, the Queen, political leaders, military commanders and hundreds of veterans and their families commemorated the end of combat

operations in Afghanistan at a service at St Paul's Cathedral. Following the service a parade took place ending at the Guildhall with a reception for dignitaries, veterans and their families. The service was aired live across the BBC with millions watching at home. The City of London Police was



MILESTONES ACHIEVED IN THE MODERNISATION PROGRAMME

Over the past few years, much work has been undertaken within the City of London Police on its modernisation programme. The programme has several strands, all striving towards the single goal of creating a modern police force equipped to manage 21st century crimes and issues. In 2014/15, the force reached significant milestones in the programme.

Ongoing budgetary pressures

The programme drivers have been multi-faceted, with one of the most pertinent being the ongoing budgetary pressure all police forces find themselves operating under. 'Doing more with less' is now very much business as usual in the organisation, and as a result the mindset of the force has changed. Revenue generating opportunities are constantly explored and exploited, particularly within the Economic Crime Directorate where providing services that attract income – such as insurance fraud enforcement, or specialised training – have become part of the unit's DNA.

Technology

The range of technology advancements and improvements within the force's sphere in the past 12 months has been remarkable – from piloting body-worn cameras, to enhancing the City's extensive CCTV network – modernising the technology required to police the City (and beyond) has been a mammoth task.

In 2014, both the City's much-lauded 'ring of steel' security and protection system, and the automatic number plate recognition (ANPR) system benefited from major software and hardware upgrades. Improvements will, in time, enable officers to have access to live video images while on patrol and give them the ability to direct CCTV cameras across the Square Mile.

The force has committed to providing all beat officers with a personal tablet computer, enabling them to spend more time out on patrol and make them more accessible to the communities they serve. Extensive analysis of the various options available was undertaken and

the 'Toughpad', a robust tablet computer used by law enforcement and emergency services around the world was selected. The plan is now at the 'proof of concept' stage with roll-out of new tablets to all beat officers expected later in 2015. This will be a huge adaptation in the way officers work and forms an important strand of the force's agile working programme.

In October 2014, a computer refresh programme commenced with staff receiving new lap-top computers. The flexibility offered by lap-top computers is integral to the force's 'agile working' programme. At the heart of agile working is the philosophy that 'work is something you do, not somewhere you go – it's an activity, not a place'. Agile workers have the flexibility to work from a variety of places without necessarily having a fixed base to return to. For some officers and staff, agile working is already part of their life while for others it will represent a major shift in how and where they perform their duties.

Buildings

The City of London Police building estate is in need of extensive refurbishment and rebuilding. A five year Accommodation Programme commenced in January 2013, to manage the extremely complex process of modernising the estate while also providing, on an ongoing basis, suitable accommodation for officers, staff, the mounted division, the dog unit and the custody suite. The design ethos behind the accommodation programme has been to enable the force to be flexible in how it uses its estate and utilises available technology.

In January 2015, a significant milestone in the accommodation programme was reached when the Economic Crime Directorate, various corporate departments and the offices of the Commissioner and Assistant Commissioner moved to new headquarters at Guildhall Yard East (GYE). The building, which overlooks the Guildhall, has been extensively refurbished and provides modern accommodation designed around the

agile working concept.

Later in 2015, a major rebuilding project at the Wood Street site will commence. When completed, Wood Street will become the main operational police station within the City. The force section house, Bernard Morgan House, closed in early 2015 and its owners, the Corporation of London, now intend to sell the building.

When all of the moves to refurbished accommodation are completed in 2017-18, the force will vacate the Snow Hill and Bishopsgate sites and these will also be sold.

One Safer City Partnership

In keeping with many agencies in the public sector the force has been reviewing opportunities to build partnerships with organisations who share common goals. Although early days, the force is working closely with the Corporation of London on an initiative named the 'One Safer City Partnership'. Within scope of the partnership is delivery of services where



both organisations' commitments mesh and the required skill-sets among staff are similar.

The work has seen a number of joint projects established between the City of London Police and the Corporation, with the goal of building efficiencies and

improving the service offered to the public across both organisations. Currently under consideration is the establishment of a Joint Control and Contact Centre and a Community Safety Hub. It is envisaged both will facilitate a more joined-up and streamlined provision of services to City residents, workers and visitors.

The journey continues

Modernising an organisation such as the City of London Police takes significant effort, money and patience. A lot of hard work has been required to get this far. With long-anticipated improvements coming on-stream across the force in the past few months, the modernisation programme has become reality. There is still much to do, but with the roll-out of each enhancement generating excitement and renewed energy within the force, the journey has become easier. Some elements of the modernisation programme do not have an end point, but for the major projects, the half way stage has been reached and the end, although some way off, is definitely within sight.

A MEMORABLE YEAR FOR FORENSIC SERVICES

January 2014 heralded a new chapter for the force's Scientific Support Unit as it relaunched as Forensic Services. As the first point of contact for knowledge and advice with regard to high tech crime (digital forensics), fingerprint development and identification, scenes of crime and the Coroner's office, the relaunch highlighted the expertise and experience within the team and marked the end of an exciting period of reorganisation in the department.

Although small, the lab is equipped to cover the forensic skills required across the force; from DNA profiling to high-tech cybercrime. While other forces have merged their forensic teams to reduce cost, City of London Police maintains a stand-alone lab, sharing delivery of services between the in-house team and carefully selected specialist external providers. The past year has seen a culture change within the force as more units called on the team for assistance in matters not usually considered within the remit of forensic

services. The team have made their value felt, particularly in operational activity relating to complex cybercrime, where skills relating to identification and advice on item seizure have enhanced investigations.

The force's Forensics Services department differs from most across UK policing as one of only two run by a practicing forensic scientist, rather than a manager. And as forensic labs become automated and dependent on technology, the City of London Police's lab continues to maintain equipment for traditional forensic practices, alongside state-of-the-art facilities.

One of the areas where more traditional methods remain is the finger-print bureau. Many forensic labs across the country have switched to a 'lights-out' approach to finger-print identification, relying entirely on computer-based comparisons. The lab at City of London Police employs both computer and manual methods, choosing the most appropriate method on a case-by-case basis. In 2015 the bureau achieved

ISO accreditation, testament to the skills and dedication within the forensics team.

The lab's disaster victim identification (DVI) work is also well regarded and during 2015, the DVI team will be part of the UK's DVI unit on stand-by in the event of an international disaster.

Improvements in DNA profiling have led to several City-based cold cases being reopened. Although in their early stages, it is hoped advancements in profiling could provide new leads in cases of violent sexual attack from over 10 years ago.

With its respect for traditional skills and zeal to adopt up-to-date methodologies, alongside its ability to maintain a local and national profile, the Forensic Services team is a credit to the organisation, encompassing as it does much of the force's distinctive character; achieving excellence while providing a world-class service.



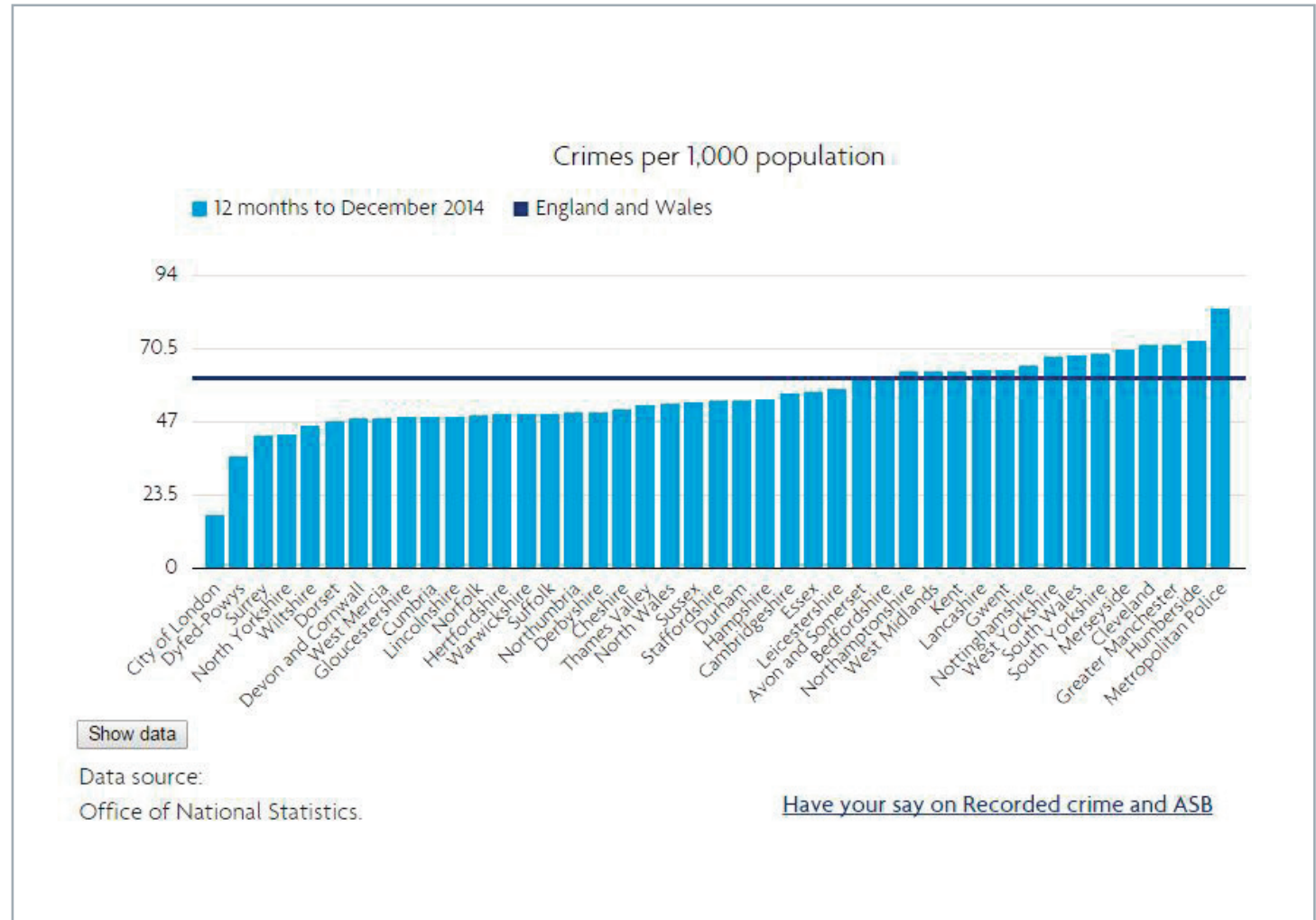


DOING MORE WITH LESS

In line with financial challenges impacting police forces nationally, the City of London Police was faced with budgetary constraints across its national and City-based responsibilities in 2014/15. The force, under the guidance from the City Futures programme, strives to deliver a world-class service to all its communities and achieve excellence in all it does. Work to achieve these goals cannot cease because funds are tight, and therefore meeting these goals has required ingenuity and dedication across the force.

The Square Mile remains one of the lowest crime rates in the UK. This achievement has been met under the backdrop of budget reducing by 15% over the past five years. During the same period, however, the force has increased the number of officers working on the front line from 85% of officers in 2010 to 92% in 2014.

In a 2014 inspection undertaken by Her Majesty's Inspectorate of



Constabulary, the City of London Police was classed as good at reducing crime, preventing offending, investigating offences and tackling antisocial behaviour. Praise was also made in the report for the way victims are put at the heart of the service and the success of City Partnership arrangements.

By working with business and other agencies the force can bring more criminals to justice and improve the effectiveness of the policing response. As an example, 2015 saw the 1000th suspect dealt with by the Insurance Fraud Enforcement Department (IFED), a unit setup in partnership with, and funded by, the insurance industry, to bring down insurance fraud.

These successes have been achieved by empowering officers and staff to make decisions to create a smarter and more responsive service.

By responding to public needs confidence in the force remains 'high' compared to police forces nationally, indicative of the force's commendable ability to 'do more with less'.



HIGHLIGHTS

The past 12 months have seen many operational highlights across the City of London Police with notable sentencings in court, high profile public events and significant media interest in the work of the organisation.

2014

In April career criminals Mathew Noad and Clive Gristan were jailed for running a fraudulent land-banking scheme. Both received sentences of four years and eight months for the scheme which resulted in estimated victim losses of £10 million.

In June, the economic crime directorate circulated its first fraud and cyber profiles to UK police forces, providing insight into the fraud and cybercrime picture in their area.

June also saw the sentencing to two and a half years imprisonment of businessman, Sanjay Kumar, after he faked his own death to enable his wife to claim £1 million in life insurance.



In July, the force's Intellectual Property Crime Unit, (PIPCU), began replacing adverts on copyright infringing websites with a City of London Police warning that the site was under criminal investigation. This has resulted in over ten million hits to the referral page from those attempting to visit websites under investigation.

July was when longest serving police horse, Finn, retired after 14 years of service. His last day on the beat was marked with dedicated Twitter activity.

In August, prolific burglar Gary Riley was sentenced to four years imprisonment following a spree of commercial burglaries in the City.

August saw a gang who targeted 36,000 victims in complex ATM frauds across the country being jailed for a total of almost 16 years.

August also saw arrests and seizure of £400,000 in an investigation into Hajj-based fraud, following the launch in June of a campaign to raise awareness of frauds aimed at pilgrims wanting to attend Hajj.

In September, City of London Police supported the Rugby World Cup as the first wave of tickets for the 2015 tournament were allocated to fans. The force was tasked with deterring the sale of fake tickets and fraudulent applications.

Also in September, in an interview with the Times, Commissioner Adrian Leppard called for a national awareness campaign to combat fraud and cybercrime.

In October, following a prolonged investigation by the force's Overseas Anti-Corruption Unit (OACU), Sam Tree was sentenced to three and a half years, while his wife, Joan, received a two year suspended sentence for the sale of fake bomb detectors to police and security services across the globe.

October saw good news for the force as the Government confirmed ongoing funding for PIPCU to 2017, a significant boost to protecting the creative industries.





November was a stand-out month. The force's 175 anniversary was marked with a float in the Lord Mayor's show celebrating the force's rich history.

Also in November, the Commissioner gave the key-note speech at the financial crimes and cyber-security symposium, hosted by the New York district attorney's office. A memorandum of understanding was signed between the New York district attorney's office and the City of London Police to enable a

two year secondment programme to the respective offices.

And finally in November, the first sentences in Operation Rico were passed down, with five men sentenced to a total of 20 years for their part in running an international diamond boiler room, while two men, Paul Pobi and Shakeel Ahmed, were sentenced to five and four years respectively for grievous bodily harm following a rare violent incident in the City.

December saw John Fletcher sentenced to 2 years following a campaign of thefts targeting gyms and sports clubs in the City and across the country, following a national manhunt.

Also in December, a married couple who submitted a fraudulent £70,000 insurance claim by alleging their son had been left blind in one eye following an accident were sentenced to 12 months in prison.

Additionally in December, Commissioner Adrian Leppard achieved front page

coverage in the Evening Standard when he called for banks to do more to report fraud.

2015

In January, Alexander Pratt and Mark Sisson were jailed at the Old Bailey for a total of four years after they defrauded £1.2million from victims through an overseas boiler room.



Also in January, the new force headquarters at Guildhall Yard East opened, with corporate service and teams from the Economic Crime Directorate moving to the refurbished offices.

In February, internationally renowned musician and teacher, Philip Pickett, was sentenced to eleven years imprisonment at the Old Bailey after being found guilty of two counts of rape and two counts of indecent assault.

In March, the force policed a service at St Paul's Cathedral to commemorate the end of combat operations in Afghanistan. The service was attended by the Queen and several members of the Royal family, political leaders, military commanders and hundreds of veterans and their families.

And finally, in March, the force's mounted branch played a lead role in the funeral cortege of King Richard III in Leicester.

THE LEADERSHIP

Commissioner Adrian Leppard



Adrian Leppard joined Surrey Police in 1984 and spent much of his service as a Detective, investigating a

broad range of criminality with specialist expertise in hostage negotiation, intelligence and covert operations.

As a Senior Investigating Officer he has investigated homicides and other serious crimes. He completed a Masters Degree in Business and Administration with City University in 2000.

Adrian served five years in Kent police where, as a Chief Officer he held responsibility for specialist operations including serious crime, community and road safety, counter terrorism and public protection.

As Commissioner since 2011, Adrian has been heading up the country's lead force in economic crime and also forms part of the Corporation of London Chief Officer Team.

He was awarded the Queen's Police Medal in the 2012 New Year's Honours List.

Assistant Commissioner Ian Dyson



Ian Dyson has had a varied career, joining the Metropolitan Police Service in 1983, working within

many different areas including crime and drug squads, vice and strategic planning.

For 11 years, Ian was a Public Order cadre trained senior officer, and has extensive experience of commanding the policing of large public events.

Ian joined Surrey Police as Assistant Chief Constable in June 2008, overseeing some of the highest confidence levels in the country and improving Neighbourhood Policing.

Ian joined the City of London Police as Commander in September 2010 and has led the force change programme. He is National lead for Contact Management and led the national rollout for the 101 non-emergency number.

In September 2012, Ian was promoted to Assistant Commissioner of the City of London Police.

Commander Wayne Chance



Wayne Chance joined the City of London Police in October 2012, having been a police officer with

the Metropolitan Police Service (MPS) for 26 years.

During a full and varied career with the MPS, Wayne managed the introduction of the first Police Community Support Officers (PCSOs) to London.

As Programme Manager for the London 2012 Olympic and Paralympic Games Security Programme, Wayne was responsible for the creation and development of the multi-agency Olympic Security Directorate.

As a Borough Commander for Southwark, he oversaw significant reductions in all levels of crime, especially violent crime and gang-related incidents. In 2012 Wayne implemented the recommendations around community engagement following the August 2011 disorder.

In April 2013 Wayne was promoted to Commander responsible for Operational Policing.

Commander Steve Head



Steve Head began his service in the Metropolitan Police Service in 1985 before moving to the City of London Police

in 2000. He has held a variety of Uniform and Detective posts since, including Head of Special Branch, Director of Intelligence, Head of Specialist Crime Operations, Head of Territorial Policing and Head of the force's Economic Crime Directorate.

In 2011 he passed the Police Strategic Command Course and in April 2013 was promoted to Commander with responsibility for economic crime, and specifically for the roll-out of the National Programme to create a comprehensive network of regional fraud teams across the whole of England and Wales.

He is a graduate of the FBI's National Academy, and a member of the Leaders in Counter Terrorism Alumni. He is also on the board of the London Fraud Forum and the police advisor to the UK's fraud prevention service, CIFAS.

He is the National Police Coordinator for Economic Crime.

Director of Corporate Support Eric Nisbett



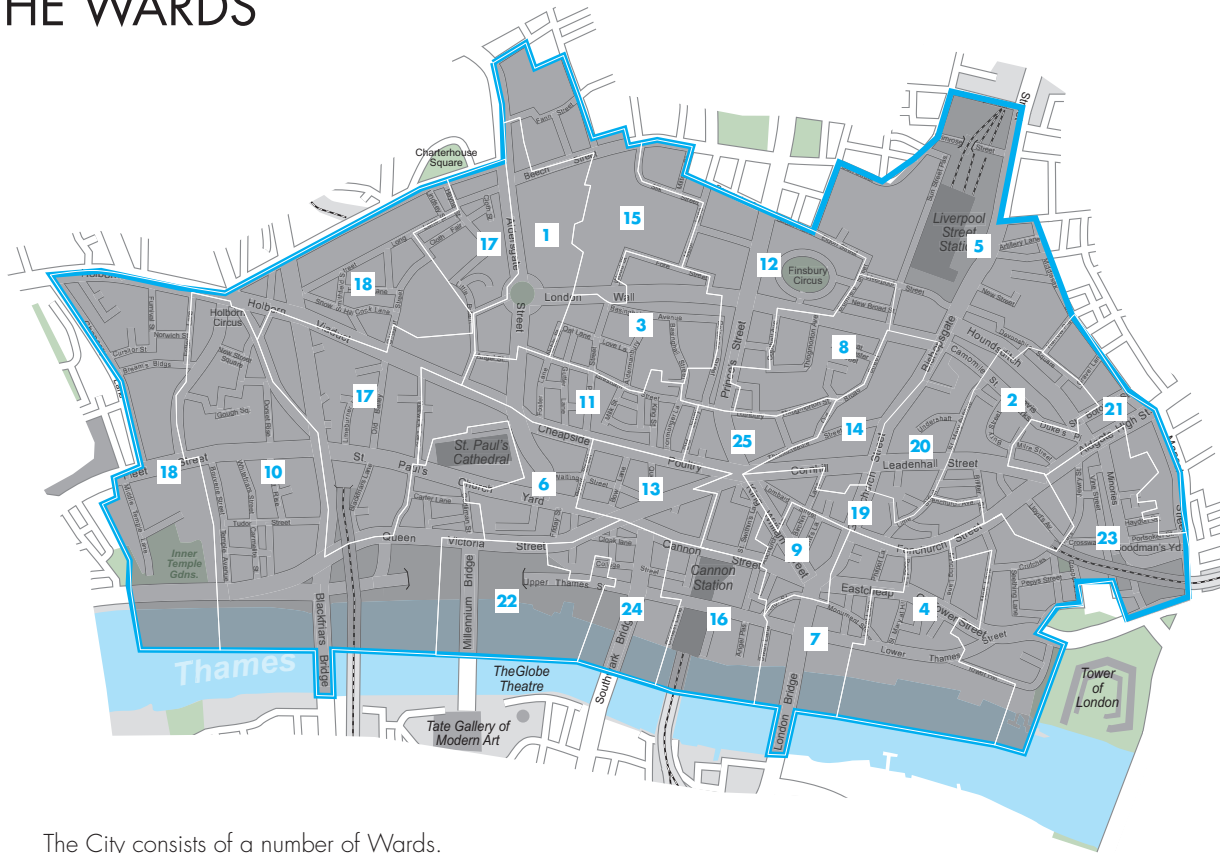
Eric Nisbett, an Associate Member of the Chartered Institute of Management Accountants

(ACMA), joined the City of London Police in 2002 from the London Borough of Hackney where he was the Finance and Operations Manager within a directorate.

He is the highest ranked civilian in the force and has overall responsibility for Corporate Services including Administrative Shared Services, Finance, IT, General Services, and HR Services (including Learning & Development and Health & Safety) and the shared Occupational Health Service (including Wellbeing, formerly Welfare) with the City of London Corporation.

He is the Programme Lead Officer and Programme Executive for the Force Accommodation Strategy which is working towards providing the force with a new estate which will meet its future needs.

THE WARDS



The City consists of a number of Wards.

Key to Wards

- | | | | | |
|-----------------|--------------------|--------------------|------------------------|----------------|
| 1. Aldersgate | 6. Bread Street | 11. Cheap | 16. Dowgate | 21. Portsoken |
| 2. Aldgate | 7. Bridge | 12. Coleman Street | 17. Farringdon Within | 22. Queenhithe |
| 3. Bassishaw | 8. Broad Street | 13. Cordwainer | 18. Farringdon Without | 23. Tower |
| 4. Billingsgate | 9. Candlewick | 14. Cornhill | 19. Langbourn | 24. Vintry |
| 5. Bishopsgate | 10. Castle Baynard | 15. Cripplegate | 20. Lime Street | 25. Wallbrook |

Community policing (formerly known as Wards Policing) consists of three teams – Residential, Business and Street Intervention, which cover the whole of the Square Mile.

Deputy Henry Pollard, Chairman

Henry Pollard is an elected Member of the City of London Corporation, having been elected for the Ward of Dowgate in 2002. He has served on the Police Committee since 2007 and previously served as Deputy Chairman and Chairman of the Professional Standards Sub Committee. He is Chairman of the Safer City Partnership and Patron of the City of London Crime Prevention Association. He also sits on the Investment Committee, Financial Investment Board, Planning and Transportation Committee and Finance Committee. He is Chairman of the Corporation's Christ's Hospital Committee, an Almoner of the school and a Liveryman of the Skinners' Company.



Henry works for the global fund management group Invesco Perpetual in London where he is a Regional Sales Director servicing a range of financial intermediaries including banks. He has been involved in financial services for the past 25 years.

PERFORMANCE AGAINST THE 2014/15 POLICING PLAN

The City of London Police is required to produce an annual report on the progress which has been made in the financial year in meeting the police and crime objectives in the police and crime plan.

Outlined below are the objectives laid out in the Policing Plan and progress against them:

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.

Achieved: The level of satisfaction recorded for 2014/15 was 98% against 94.45% in 2013/14

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

Achieved: Deployments of 1973 hours on average per calendar month over 2014/15 against 1635 in 2013/14.

Safer Roads

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

Achieved: all tasked education and enforcement events delivered during 2014/15

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

Achieved: 504 drivers apprehended in 2014/15 against 498 in 2013/14.

Public Order

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

Achieved: During 2014/15 the force maintained all necessary levels of staff to deliver public order obligations under the Strategic Policing Requirement

■ To ensure that at least 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

Achieved: 90.2% of residents/businesses surveyed satisfied with information received.

Crime Reduction

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

Missed: During 2014/15 the force recorded 750 victim based violent crimes, against 664 in 2013/14.

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

Achieved: During 2014/15 the force recorded 3535 victim-based acquisitive crimes against 3699 in 2013/14.

■ To measure victims' satisfaction with the outcome of their crimes

Over 2014/15 55.6% of victims were satisfied, 23.5% were dissatisfied.

Antisocial Behaviour

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

Achieved: In 2014/15 there were 1129 ASB incidents recorded, against 1173 in 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

Achieved: All respondents satisfied with service provided with 60% completely satisfied and 40% very satisfied.

Fraud

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

Achieved: 90% of fraud victims satisfied with the service provided

■ To ensure that City-fraud crime investigated by the Economic Crime Directorate results in a positive action whether through offender disposal, prevention or disruption.

Not applied in 2013/14 so setting a baseline was not possible

National Lead Force

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

Achieved: 898 investigators trained in 2014/15

■ To increase the number of high priority/priority organised crime groups using fraud, disrupted through national partnerships with law enforcement agencies

Achieved: this target was met

■ To increase the value of fraud prevented through interventions compared to 2013-14

Achieved: £369,642,050 value of fraud prevented in 2013/14 against £260,294,154 in 2013/14

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

Achieved: 92.16% of victims were satisfied

Satisfaction

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

Missed: 83.9% of victims were satisfied

■ To ensure that at least 90% of the street population surveyed consider the police in the City of London are doing a good or excellent job

Missed: 87.7% of street population thought the force was doing a good or excellent job



Relish®
without the wires

apostrophe

SJ

BUS STOP

St Paul's Cathedral

4	11	15
17	23	26
100	172	N11
N15	N21	N26
N47	N76	N93

STATISTICS

HARASSMENT (Protection from harassment)

13/14 **43**
14/15 **80**

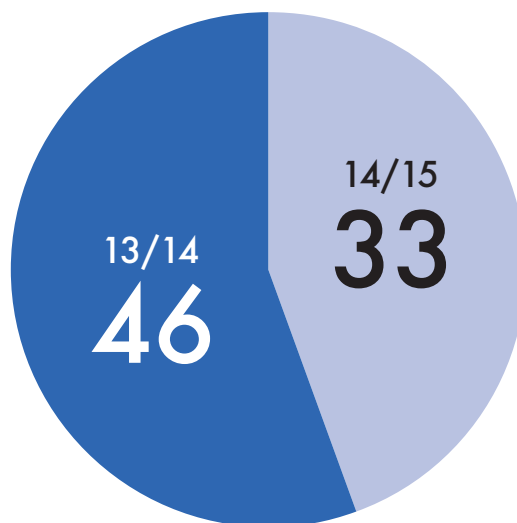
ASSAULT WITH INTENT TO CAUSE SERIOUS HARM No. of offences

13/14 **15**
14/15 **9**

THEFT OR UNAUTHORISED TAKING OF A MOTOR VEHICLE No. of offences

13/14 **57**
14/15 **104**

ROBBERY (PERSONAL PROPERTY) No. of offences



ASSAULT WITHOUT INJURY No. of offences

13/14 **182**
14/15 **237**

TOTAL EXPENDITURE £'000





HOME OFFICE RECORDABLE CRIME

Number of Offices

	2014/15	2013/14
Victim based violent crime		
Homicide	0	1
Violence with injury	343	342
Violence without injury	264	348
Sexual offences	58	59
Victim based acquisitive crime		
Robbery	47	38
Burglary	288	228
Vehicle offences	129	196
Theft from a person	396	384
Theft of pedal cycles	347	375
Shoplifting	630	582
Other acquisitive crime	1862	1732
Criminal damage	245	207
Drug offences	440	414
Possession of weapons	22	28
Public order offences	160	210
Miscellaneous crimes against society	210	174
Total countable crime	5441	5318

Home Office Recorded Crime Total

	13/14
Recorded	5,554
Detected	1,673
% sanction detections	30.1

OUTCOMES BASED ON CRIME DISPOSAL DATE

	Victim based Violence		Victim Based Acquisitive		All other crimes	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15
Charge/Summoned	131	144	501	471	316	326
Caution – youths	1	0	1	2	2	1
Caution – adults	99	86	73	64	176	138
Taken into consideration	0	0	35	1	0	1
The offender has died	1	0	1	1	0	0
Penalty Notice for Disorder	0	1	14	15	27	23
Cannabis Warning	0	0	0	0	191	179
Community Resolution	2	22	12	40	2	8
Prosecution not in the public interest (CPS)	2	1	0	1	1	4
Formal action against the offender is not in the public interest (Police)	30	21	25	21	21	24
Prosecution prevented – Named suspect is below the age of criminal responsibility	0	0	0	0	0	0
Prosecution prevented – Named suspect too ill to prosecute	3	4	3	2	2	4
Prosecution prevented – Named suspect identified but victim is deceased/too ill to give evidence	1	0	0	1	0	0
Evidential Difficulties – Victim declines to support further police action	18	51	17	29	8	6
Named Suspect Identified – Victim supports but evidential difficulties prevent further action	96	88	98	88	56	67
Named Suspect Identified – Victim does not support further police action	84	99	17	22	10	23
Prosecution time limit expired	3	1	0	0	0	1
Investigation Complete – No suspect identified. Crime investigated as far as reasonably possible	152	174	3384	2609	266	212
Total with an Outcome	623	692	4181	3367	1078	1017

The data within the above table is based crime records that were finalised during FY 2014/15 which will include crime records created during other financial years.

ARRESTS ARISING FROM ANPR[†] ACTIVATION

	13/14	14/15
Uniform/CID	178	178

[†]Automatic Number Plate Recognition

ASSAULTS ON POLICE OFFICERS IN CITY OF LONDON

	13/14	14/15
Sec 18 GBH	0	0
Sec 20 GBH	0	0
Sec 38 Assault	0	1
Sec 47 Assault	3	4
Police Act 96 Sec 89 (1) Assault	18	8

DRUG OFFENCES

Disposal of drug offences (by offender)	No. of detections	
	13/14	14/15
Charges/summons	109	118
Cautions/reprimand/final warning/Penalty Notice	137	105
Cannabis warning	192	177

As one person can be sanctioned for more than one crime – the total here will not equal the total sanctions reported above.

VICTIM BASED CRIME DATA AS PER HOME OFFICE CLASSIFICATION

No. of offences		No. of detections	
13/14	14/15	13/14	14/15
4609	4609	930	930

TRAFFIC PROSECUTIONS

	13/14	14/15
Persons subject to written warnings	329	45
Vehicle defect rectification scheme notices issued (option to repair or be prosecuted)	50	91
Endorsable penalty tickets issued	1,152	1,526
Non-endorsable tickets issued	2,815	1,629

CAMERA DETECTED OFFENCES – SPEED AND AUTOMATIC TRAFFIC SIGNAL (RED LIGHT)

Number of offences	17,680	10,567
Conditional offers made	2,791	1,539
Accepted offers	2,774	1,225

REPORTABLE ROAD TRAFFIC CASUALTY COLLISIONS

Fatal collisions	1	4
All other injury collisions	363	395

PUBLIC ORDER AND SPECIAL OCCASIONS

	13/14	14/15
Operations	805	645
Marches	1	1
Demonstrations/picketing at industrial disputes	93	94
Visits by members of the Royal Family to the City	70	93
VIP protection for persons other than the Royal Family	18	55
High value cargo escorts	56	60

ISSUE AND USE OF FIREARMS

	13/14	14/15
Officers authorised to use firearms	56	62
Operations where persons known or believed to be armed	25	30

PROTECTION

	13/14	14/15
(1) Persons	76	173
(2) Property eg premises and valuable goods in transit	56	59
Incidents in which firearms were discharged (other than in training)	0	0

HUMAN RESOURCES

HEAD COUNT		White or White British		Mixed		Black or Black British		Asian or Asian British		Chinese/ Chinese British or other ethnic minority group		Not Stated		Total
		F	M	F	M	F	M	F	M	F	M	F	M	
Police	ACPO	0	4	0	0	0	0	0	0	0	0	0	0	4
	Chief Superintendent	0	4	0	0	0	0	0	0	0	0	0	0	4
	Superintendent	2	7	0	0	0	0	0	0	0	0	1	0	9
	Chief Inspector	5	11	0	1	1	1	0	0	0	0	0	0	19
	Inspector	8.8	36	0	0	0	1	0	0	0	0	0	2	47.8
	Sergeant	22.9	84.7	1	2	1	1	0	5	0	1	0	0	118.6
	Constable	106.58	384.5	3	6	3	4	2	10	2	0	1	7	529.08
Sub Total	145.28	531.2	4	9	5	7	2	15	2	1	2	9	731.48	
Special Constables	10	40	0	0	0	1	0	4	0	0	4	2	61	
Support Staff	ACPO	0	0	0	0	0	1	0	0	0	0	0	0	1
	PCSO	1	8.79	1	0	0	0	0	1	0	0	0	0	10.79
	Staff	129.1	86.98	7	2	17	9	22	7	4	4	5	3	296.08
	Supervisor	18.46	39.1	1	0	4	1	0	0	0	1	2	2	68.56
	Manager	17	9	0	0	1	1	0	2	0	1	0	1	32
Sub Total	164.56	143.87	9	2	22	12	22	10	4	6	7	6	408.43	

CIVILIAN SUPPORT STAFF – sickness absence

Absences due to sick leave	460
Working days lost	2,505
Average strength	408
Average number of days lost per member of CSS	6.1

POLICE – sickness absence

Absences due to sick leave	510
Working days lost	4,112
Average strength	730
Average number of days lost per officer	5.6

EXPENDITURE AND INCOME

EXPENDITURE	2013/14		2012/13			
	Latest approved budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
Premises-related expenses	4,805	4.3	4,815.7	4.3	4,137.6	4.0
Transport-related expenses	2,317	2.1	2,078.6	1.9	2,111.3	2.0
Supplies and services	11,762.0	10.6	10,896.3	9.8	9,271.9	8.8
Third-party payments	966.0	0.9	917.4	0.8	809.9	0.8
Central and other recharges	2657.0	2.4	2,776.8	2.5	2,661.8	2.5
Surplus transferred	0.0	0.0	805.0	0.7	1,379.0	1.3
Capital expenditure (inc. financing costs)	2,751.0	2.5	1,429.4	1.3	607.7	0.6
Contingencies	0.0	0.0	0.0	0.0	0	0.0
Total other expenditure	25,258.0	22.8	23,719.2	21.3	20,979.2	20.0
Employees (inc. pensions)	85,523.0	77.2	87,840.3	78.7	83,953.2	80.0
Total expenditure	110,781.0	100.0	111,559.5	100.0	104,932.4	100.0

INCOME	2013/14		2012/13			
	Latest approved budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
Home Office revenue grants (Principal Formula and SSA)	57,798.0	52.2	57,798.0	51.8	57,458.0	54.8
Police Authority	5,139.0	4.6	5,139	4.6	5,139	4.9
Total basic income	62,937.0	56.8	62,937.0	56.4	62,597.0	59.7
Other Home Office revenue grants	31,264	28.2	31,974.2	28.7	30,486.0	29.0
Other grants, reimbursements and contributions	11,031.0	10.0	10,651.9	9.5	8,856.9	8.4
Surplus transferred	1,130.0	1.0	111.8	0.1	0.0	0.0
Customer, client receipts and recharges	3,061.0	2.8	4,483.9	4.0	2,384.8	2.3
Home Office capital grant/capital receipt	1,358.0	1.2	1,400.7	1.3	607.7	0.6
Total income	110,781.0	100.0	111,559.5	100.0	104,932.4	100.0



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