

# City of London Police Policing Plan



*Proud to deliver exceptional policing services*

**2016-2019**

# Contents

Our values	3	Appendices	18
Our mission	4	- Accountability	19
Introduction and background	5-6	- Measures	20-21
Policing priorities 2016-15	7	- Structure	22
- Counter terrorism	8	- Resources	23
- Fraud	8	- Performance	24-25
- Public order	8	- Contact	26
- Cyber crime	8		
- Safer roads	9		
- Victim based crime	9		
- Antisocial behaviour	9		
Effectiveness	10-11		
Preventing crime	12-13		
Supporting victims and the vulnerable	14		
Supporting the Strategic Policing Requirement	15		
Efficiency and budgets	16-17		

# Our values

## Integrity

Integrity to us means acting in accordance with the values of the organisation. It is about being trustworthy, reliable and committed. There is an expectation that staff have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.

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 will 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.

## 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 value highly. 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 operational decisions at the correct level.

Our professionalism ensures that we meet the needs and demands of our customers to deliver high quality, fast, effective and efficient services.

We fully support the National Police Code of Ethics and expect out officers and staff to abide by its principles. Our values underpin everything that we do.

## Our mission

As the police force for the nation's financial heart our core mission is to protect the UK from economic crime and maintain the City of London as one of the safest places in the country. We will do this 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.

We are an organisation that continually strives to deliver for our community, achieve excellence in everything we do and in doing so deliver an exceptional policing 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.

# Introduction

Welcome to our refreshed policing plan for 2016 in which we set out how intend to police the City of London over the coming three years.

The world has many great cities; however, the City of London is unique amongst them. It remains the world's leading international financial and business centre and is home to over 200 multinational companies and 12500 small and medium sized enterprises. It is a City where ancient traditions are observed yet sit comfortably alongside modern business practices. Our community is diverse, comprising of residents from every social group and background, businesses that range from international concerns to small medium sized enterprises, workers and visitors. Around 9,000 residents<sup>1</sup> call the City of London home although every day that number swells 400,000<sup>2</sup> as people arrive in the City to work. The City has an established and expanding, 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>3</sup>. It is an exciting place to live, work and visit.

The continuing security and safety of the City of London is key to its success, whether as a base for a company, a place to live or somewhere to spend leisure time. Even though crime levels are amongst the lowest in the country, we are not complacent about tackling criminality and remain 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.

Crime is changing. Rapid developments in technology that are undeniably beneficial to business and individual convenience present a multitude of opportunities to criminals to extend more traditional criminality into the virtual world we all use to send emails, interact with friends and family or pay a bill. The threat posed by cyber crime is such that it features for the first time as a separate priority. We are helping to lead the response to cyber crime and during late 2015, we became a founding member of the Global Cyber Alliance, a not for profit international organisation that has been set up to confront and prevent malicious cyber activity.

---

<sup>1</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>2</sup> Economic Development Unit, City of London Corporation

<sup>3</sup> 2013 Facts of Tourism Report, City of London Corporation

The continuing threat from terrorism and fraud-related crime to the safety and security of the City of London remains constant and consequently they remain key priorities for us.

We have continued to expand our role as the national police coordinator for economic crime. The national strategies and structures we have developed are being implemented by police forces at local and regional levels. Our coordinated approach to protect activity has resulted in collaboration between law enforcement and other key partners meaning prevention campaigns have greater reach and impact. Over the next five years a joint investment from the Government and Corporation of London will be used to transform the information communication technologies that support Action Fraud and the National Fraud Intelligence Bureau delivering a fully integrated and improved service to law enforcement, the public and industry. The 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 organised crime units to ensure a robust and effective response to the threat from fraud.

The impact of organised criminality and large scale fraud is focused most often on individuals. We are committed to ensuring victims are at the heart of everything we do. We recognise that some people are more vulnerable than others and we will ensure that our response to those who are vulnerable is appropriate to their needs.

The Square Mile hosts a number of high profile events; the Mansion House and Guildhall alone host several hundred 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 where clearly any disruption to 'business as usual' would have a significant impact on the diverse range of interests located here.

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.

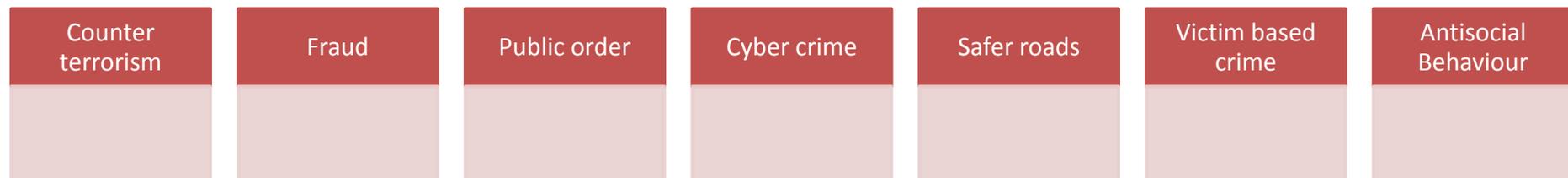
## Developing our priorities

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.

We pay close regard to our obligation to support the national Strategic Policing Requirement, which sets out matters relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. Cyber crime also features and last year, the threat posed by child sexual exploitation was added to the requirement. Over the past three years, the Strategic Policing Requirement has featured as a separate priority in our policing plan. We have decided that as many of our priorities directly support our national commitments in addition to the needs and concerns of our community, it no longer needs to be cited as a separate priority.

When setting our priorities we also take account of our commitments to the Safer City Partnership and to the City of London Corporation's key aim for a safe and secure 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.



## Priorities for 2016-19

### Counter terrorism

- 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 . By continuing to protect the City of London from terrorism we continue to protect the UK's interests as a whole.

### Fraud

- As the *National Lead Force for Fraud*, tackling fraud and setting the national strategy for dealing with it is a central pillar of our policing plan. Reducing the harm caused by fraud on the lives of our residents, workers and visitors is a key element of this, as is prevention and reduction of crime within the City's financial markets in order to maintain the integrity and prosperity of the country's financial heartland. We work closely with and support other partner agencies in their efforts to combat economic crime. We host one of the largest and experienced fraud investigation capabilities which has a local and national remit. The intelligence and analytical capabilities we have as the national reporting centre for fraud and cyber crime benefits national law enforcement pursue, protect and prevent strategies. Our Economic Crime Academy plays a key role in delivering the national prepare strategy and 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. 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 in the City and beyond.

### Public order

- The City of London'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 being subject to serious disruption, disorder, damage or intimidation. 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, together with our partners, we continue to maintain the capability and capacity to deal with spontaneous protest or unrest. Our priority extends to the effective policing of the many large scale public events that occur in the City each year.

### Cyber crime

- Cyber attacks cover everything from small-scale email frauds to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. As the host of the national fraud and cyber crime reporting centre, we will ensure that we understand the threat faced by the City of London and the country as a whole. 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.

### Safer roads

- Safer roads 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 and other partners, such as Transport for London. 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.

### Victim based crime

- 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 fourteen years. We will continue to focus on those areas that intelligence and our community tells us are the most important. In common with other policing areas, the City of London has experienced increases in levels of violent crime over the past two years. We will maintain our focus on preventing and tackling violent crime and bringing offenders to justice.

### Antisocial behaviour

- In addition to being the business heart of London, the City of London is a vibrant cultural and social centre. A thriving 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. Although we have reduced levels of ASB by over 30% over the past 3 years our community tells us it remains an issue for them; ASB has therefore been retained as a priority. Prevention is a key element of our approach to tackling ASB, however, when it does occur we will deal with it effectively, ensuring victims receive an excellent quality of service, particularly if they are vulnerable or the ASB is a recurring problem.

## Ensuring our priorities are effective

### Counter terrorism - we will

- Work in partnership with our community, national and international partners to protect the City of London from terrorism
- Provide up to date protective security advice and guidance to residents and businesses
- Engage with groups and individuals to prevent them from turning to terrorism and extremism
- Develop new and improve existing tactics to counter the threat from terrorism
- Use intelligence and analysis to target the deployment of resources to deter, detect and disrupt terrorism
- Make full use of existing and emerging technology (CCTV and automatic number plate recognition) to complement our service delivery

### Fraud - we will

- Focus our efforts on the issues that are the greatest threats to our community and businesses
- Address serious organised crime and continue to target organised crime groups
- Engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud
- Adopt a collaborative approach where possible to address the economic crime threat whether through education, prevention, disruption or enforcement
- Continue to engage with police and crime commissioners and the National Police Chiefs' Council regarding the implementation of national economic crime strategies

### Fraud (continued) - we will

- Continue to work with stakeholders, including the National Crime Agency, and the wider regional, national and international counter-fraud community to protect the City and national interests, and tackle criminals overseas that target the UK
- Improve our service to victims of fraud by:
  - - encouraging victims to report fraud and cyber crime
  - - identifying vulnerable victims to ensure they receive the help and support they need
    - influencing and supporting policy making at a national level
    - providing a national investigation capability
    - contributing to the national understanding of fraud threats and criminality and developing proactive intelligence and prevention strategies to address it

### Public order - we will

- Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan
- Engage with our community to address concerns, providing advice and resolving policing related matters
- Engage with event organisers, protest groups, stakeholders and partners, providing proportionate policing plans where necessary, to support event organisers
- Use information and intelligence systems effectively
- Work closely with our partners in the Metropolitan and British Transport Police ensuring an efficient collaborative response, particularly in relation to Pan London issues which affect the City of London
- Use approved tactics with accredited practitioners and capture learning to improve our effectiveness, efficiency and service to our community

**Cyber crime** - we will

- Enhance understanding of cyber crime through working in partnership with other law enforcement agencies, and apply proactive intelligence and prevention strategies to address it
- Train our frontline staff (including call centre and front desk staff) to recognise cyber-related reports of crime to enhance intelligence and evidence gathering
- Train our officers in the skills necessary to investigate cyber crime effectively
- Embed tackling cyber crime into core community policing
- Be flexible across geographical boundaries

**Safer roads**- we will

- Proactively target offenders who use the roads to cause danger to other road users
- Engage with road user groups to identify opportunities to provide timely education and enforcement activities
- Pay particular attention to vulnerable road users (pedestrians, cyclist and motorcyclists)
- Work with Transport for London by delivering special services that keep the City's roads safe
- Investigate serious collisions, support victims and their families and, where appropriate, prosecute offenders that flout road safety laws

**Victim based crime**- we will

- Work in partnership and be innovative in our approach to tackling crime, targeting hotspots and known offenders
- Adopt a collaborative approach to problem solving to maintain the City of London as a low crime, safe area
- Tackle alcohol-related crime through a joined up, partnership approach
- Mount specific, targeted operations to address emerging challenges and provide quality-focused investigations, with high quality evidence supporting successful prosecutions
- Ensure victims can easily report crime and thereafter, receive a professional response
- Maintain our focus on incidents of domestic abuse and child protection, which remains an integral part of our victim care strategy

**Antisocial behaviour (ASB)**- we will

- Engage with community groups and partners to identify and address the ASB concerns of individuals and groups
- Together with our partners, make best use of available tools to deal with incidents
- Use intelligence effectively to deploy officers to patrol hotspots where begging and ASB is an issue
- Identify where victims are vulnerable or where there is recurring ASB
- Work with our partners and maintain our focus on rough sleepers and aggressive beggars
- Act on feedback from satisfaction surveys about how we have dealt with ASB to improve our service delivery

## Preventing crime

### Counter terrorism

- 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 and enhancing our *Ring of Steel* and high visibility policing patrols.

### Fraud

- 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. We will coordinate this nationally through our Economic Crime Prevention Centre and ensure fraud prevention advice is extended to City businesses, residents and workers through the Safer City Partnership. We will disrupt criminals who commit fraud by tackling criminal enterprises operating from offices 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. 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.

### Public order

- We will continue to engage with event organisers to minimise the impact that those events might have on the City of London, whether they occur here or pass through. To protect the City effectively we plan our approach meticulously with our partners and 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.

## Preventing crime (continued)

### Cyber crime

- As the threat posed by cyber crime expands, so our response must keep pace. As with more traditional crime types, prevention is a powerful tool to not only help prevent people from becoming involved in cyber crime but also protect our community from becoming victims of cyber crime. We will work with businesses to educate them about the threat and how it can be countered and will engage with the public to provide cyber crime prevention advice.

### Safer roads

- 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 range 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.

### Victim based crime

- 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.

### Antisocial behaviour

- 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 when it 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.

## Supporting victims and the vulnerable

The voice of the victim is paramount, which is why we place victims at the heart of everything we do, whether it is protecting people, preventing people from falling prey to criminals or having become a victim, helping them through the criminal justice process. Through our implementation of national best practice in this area and adherence to the *Victim Code*, we assess every crime to ensure that victims of all crime types receive the service they both expect and deserve.

We recognise that some victims are more vulnerable than others and our response adapts accordingly to cater to those needs. We employ a specialist vulnerable victim co-ordinator, who supports all victims of sexual offences, domestic violence or child sexual exploitation. Our specialist Public Protection Unit deals with all issues relating to child protection, sexual offences, hate crime, adult abuse and domestic abuse (including honour based violence, forced marriage and female genital mutilation). We work closely with partner agencies, including Children's Social Care, Adult Social Care, Mental Health Services and Victim Support. We use specialist, skilled staff to investigate these crimes and will maintain our operational focus on this important area to ensure we can continue to protect the public.

Vulnerability is usually associated with those crime types referred to above; however, vulnerable victims can also be victims of antisocial behaviour, fraud, identity crime or indeed any other type of crime, and our staff have been trained to recognise this to ensure appropriate safeguards are put in place.

We will continue to provide an accessible reporting service for victims of fraud and cyber crime nationally and provide advice to reduce repeat victimisation. Our national Policing Strategy for the Victims of Fraud will help to professionalise the national police response to fraud victims by developing a methodology and definition for identifying vulnerable victims. We will provide all forces with details of victims in their areas, ensuring all victims are considered under the Victim Code.

## Supporting the Strategic Policing Requirement

The Strategic Policing Requirement (SPR) requires all police forces 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. We have put in place a number of mechanisms and processes to ensure that we can fully support the Strategic Policing Requirement when called upon to do so.

Counter terrorism	Public order	Civil emergencies	Cyber crime	Serious organised crime	Child sexual abuse
<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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).</li> </ul>	<ul style="list-style-type: none"> <li>• 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 capability.</li> </ul>	<ul style="list-style-type: none"> <li>• The recent increases in reports of child sexual abuse (CSA) requires forces to have a joined-up approach to provide an integrated, robust policing response. We will ensure skilled investigators are available to help victims and bring offenders to justice. We will continue to work in partnership with other forces and with local agencies to ensure that the most vulnerable members of our community are protected.</li> </ul>

## Our efficiency

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, which is in addition to the considerable savings we have already made over the past 4 years. 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:

- We have invested a significant sum of money in one-off spends that will deliver considerable savings over the course of this plan and beyond. 2015 saw 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 new technology that means our staff are no longer 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 have reduced our supplement from our revenue budget to our capital programme budget.
- We will continue to seek to increase our income wherever we can; this will include maximising the opportunities under the Proceeds of Crime legislation, applying for grants including National, International and Capital City funding and generating income from our Economic Crime Academy services to businesses, nationally and internationally. We will continue to operate funded taskforces, which we will 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 2016/18 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.

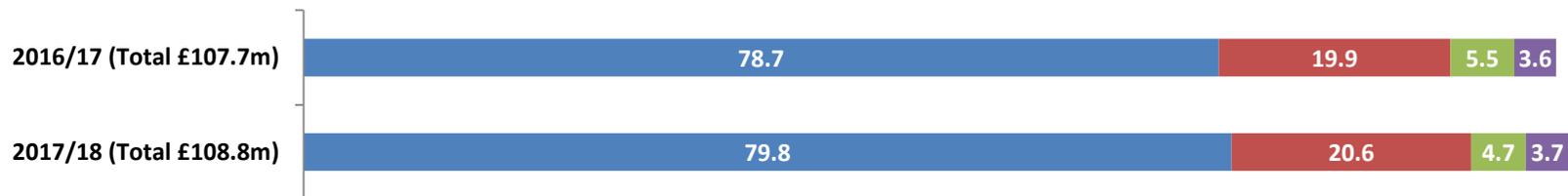
Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore we have made assumptions when developing our financial strategy, including general rates of inflation and the business rate premium (an element of business rates that are levied and applied to security), 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 (Projected) £m



- Home Office and CLG Core Grants
- Other Gov Grants, includes National Lead Force, Dedicated Security Posts and National, International and Capital City Grant
- Partnership Income, includes Late Night Levy and dedicated unit funding
- Business Rate Premium (General £3m, NLF £2.1m)

### EXPENDITURE (Projected) £m



- Employees
- Supplies, Services and Third Party Receipts
- Premises and Transport
- Central Support Services

# Appendices

## Accountability

The Court of Common Council continues to act as our police authority in accordance with the provisions of the City of London Police Act 1839 and the Police Act 1996. Their role is broadly similar to the role of a Police and Crime Commissioner, which is:

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

These, and other key duties, are specifically delegated to the Police Committee which fulfils the combined functions of Police and Crime Commissioners and Police and Crime Panels. Eleven of the thirteen members are Common Councilmen, ensuring direct accountability to the electorate. The remaining two are independent persons drawn from the City community who are appointed through an open recruitment process. The Committee represents the City's residents, businesses and the many thousands of people who come to work in the Square Mile every day. The Police Committee meets eight times a year, facilitating its role to ensure an effective and efficient police force. Its scrutiny function is enhanced by a 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.

## Measures

Along with many other police forces and Police and Crime Commissioners, we have not set 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 continue to closely monitor performance across a range of measures, which will also be reported quarterly to the Police Performance and Resources Sub Committee for scrutiny and oversight.

We will 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 specific counter terrorism deployments 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 number of disposals (Traffic Offence Report, Fixed Penalty Notice or Summons) from manned enforcement activities
- 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
- Cyber Crime:** *To be inserted following consideration by the Police Performance and Resources Sub Committee*
- 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

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

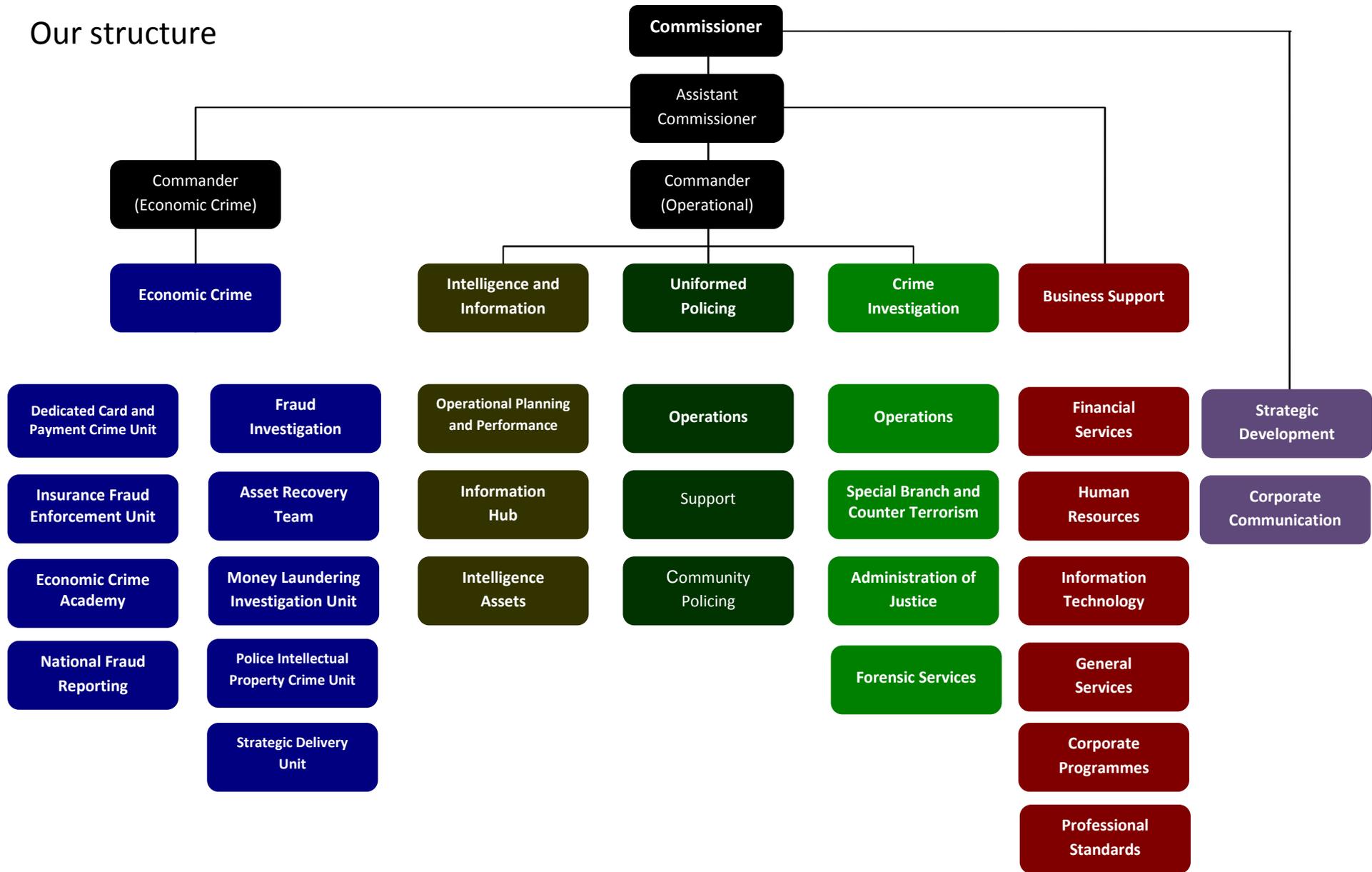
**Satisfaction:**

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

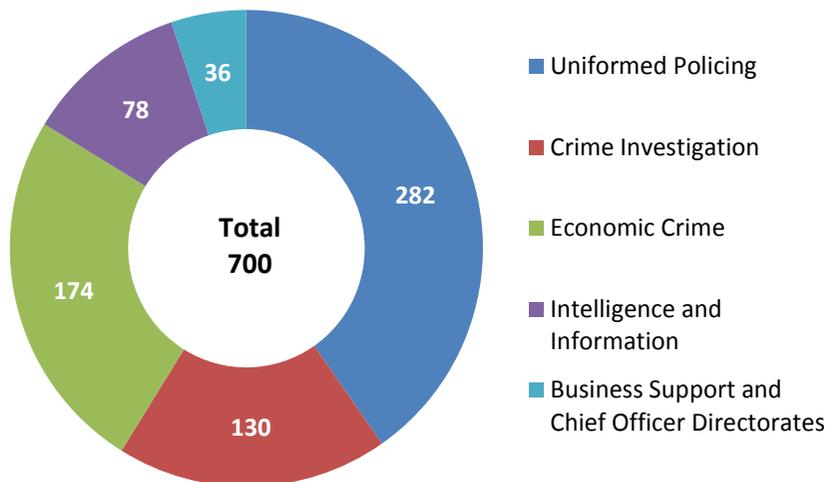
Performance against these measures will be reported quarterly to the Police Performance and Resources Sub Committee.

# Our structure

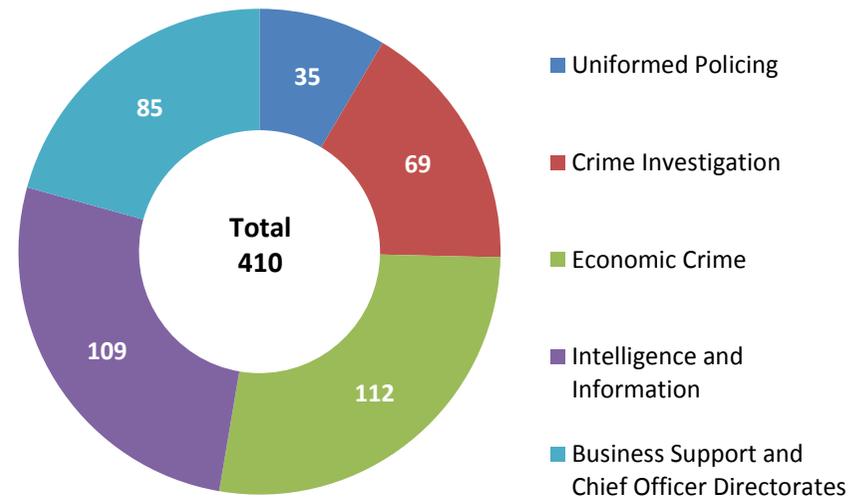


## Our resources

**Police Officers**



**Police Support Staff**



Through our People Strategy, we will develop our staff to their full potential and through effective planning we will ensure that our staff and officers have the necessary skills and experience that we can match to current and future demand.

## P

erformance

Note: Performance table for 3<sup>rd</sup> qtr performance to be inserted (data not available in time to meet Committee deadline)

Note: Performance table for 3<sup>rd</sup> qtr performance to be inserted (data not available in time to meet Committee deadline)

## Contact us

[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)

### 101

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

Follow us on twitter **@CityPolice**

Join us on Facebook **City Community Cop**

Public enquiries and reporting crime:

### Bishopsgate Police Station

182 Bishopsgate, London, EC2M 4NP  
Open 24 hours

### Snow Hill Police Station

5 Snow Hill, London, EC1A 2DP  
7.30am – 7.30pm Monday to Friday

### Wood Street Police Station

37 Wood Street, London, EC2P 2NQ  
7.30am – 7.30pm Monday to Friday

---

### Headquarters (not open to the public)

City of London Police, Guildhall Yard East, Guildhall Buildings, London, EC2V 5AE

Map of the City to be included in final published version