

Committee(s): Strategic Planning and Performance Committee	Dated: 12 September 2022
Subject: Q1 Policing Plan Performance 22-23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 70-22	For Information
Report author: Emma Cunnington (Strategic Development) & Claire Flinter (Performance Information Unit)	

Summary

This report provides a performance assessment against the measures in the Policing Plan for Q1 2022-23 (1st April to 30th June 2022). This report is provided to Members in a new format and includes graphs from PowerBI (a new internal project) to help visualise the data underpinning each measure or metric.

Appendix A provides detailed assessment against each measure, whilst paragraph 8 sets out two tables showing the overall assessment of each priority area.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. This report presents Force performance against the measures published in the Policing Plan.
2. The Policing Plan 2022-25 has three operational priorities:
 - a. Keep those who live, work and visit the City safe and feeling safe
 - b. Protect the UK from the threat of economic and cybercrime
 - c. Put the victim at the heart of everything we do.

3. The Policing Plan has three organisational priorities:
 - a. Our People
 - b. Our Resources
 - c. Efficiency & Effectiveness

4. Each of these operational and organisational priorities have several measures and metrics which are set out in this report alongside an assessment of where performance is in Q1. Where performance is lower than expected at this stage of the year, this report sets out the actions that are being taken to improve performance for Q2.

5. The data used to compile this report is accurate as of the last day of the quarter – 30 June 2022. The Force are currently building on technological capabilities and systems via the integration of Microsoft PowerBI as a data visualisation platform to display live and up-to-date data. The aim is that, in the future, we will have a centralised understanding of demand in terms of both our national and local responsibilities, in order to be able to effectively project and scenario-plan future demand. In order to do this, the PowerBI project aims to ensure we can use real time data linked up with macroeconomic data (both open source and data collected by the City of London Corporation, e.g. on footfall, licenses, etc.)

6. An overall snapshot of performance assessment by each measure in the Policing Plan is summarised in Table 1 below. The grading assessment used aligns with HMICFRS inspections grading system, and can be described as follows:

Table 1 – Grading Assessment Criteria

Grade	Description
OUTSTANDING	Consistently exceeds in its performance
GOOD	Consistently meets performance levels expected
ADEQUATE	Performance is met most of the time, but it is not consistent, plans are in place to improve and there is good confidence in them
REQUIRES IMPROVEMENT	Performance is not met most of the time. Plans are in place to improve but there is less confidence around these plans.
INADEQUATE	Performance is consistently not met and plans to improve are unclear
No grading	Area under development with the business

7. As with HMICFRS, there are a number of factors that go into making a performance assessment which is not always based purely on the data. For example, some performance measures are brand new measures and there is no data beyond Q1 of this year to compare it. Factors that go into the grading system, therefore, are as follows:

Table 2 – Grading Factors

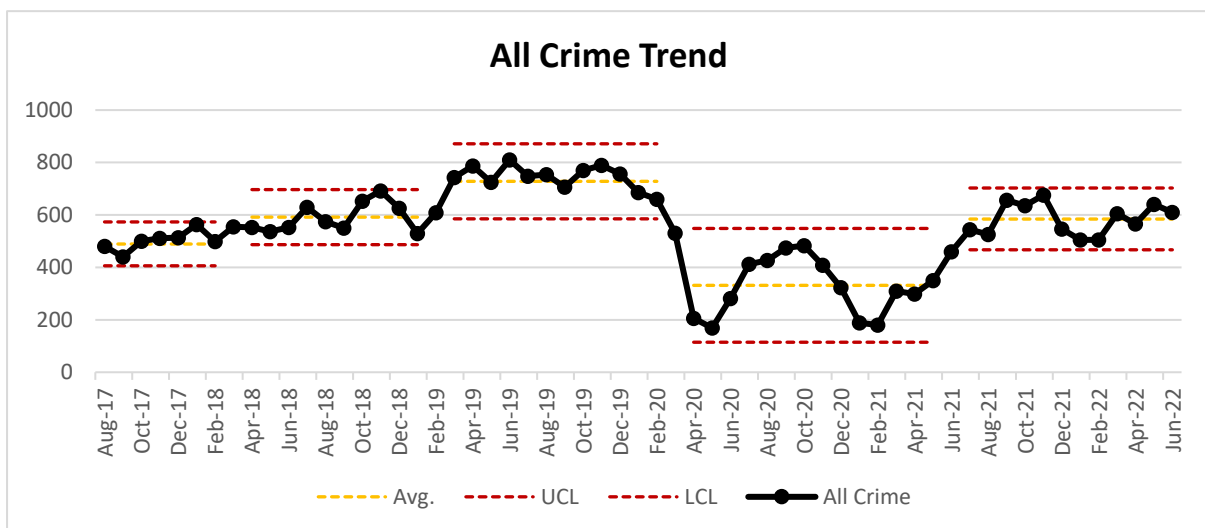
Data and trends	Where available, this will help us understand the long-term trends, and whether performance is stable, declining or improving.
Benchmarking	Where benchmarking is available and understood, this will be used to inform the assessment.
Business context	This is qualitative information supplied by the business, which can be supported by data. This information helps to understand if plans are in place and mitigation measures put in place.
Measures	Some metrics carry more weight than others in the assessment because they carry more risk or directly relate to the measure.

8. The City of London Police Authority’s Policing Plan has seen a transition to new performance measures. There has also been a new way of presenting and grading these measures using feedback from the City of London Police Authority. City of London Police are in the process of benchmarking some of these measures and we aim to develop this plan further and ask for patience as this continues to evolve. It should be noted that gradings were made with professional judgement at this time and where there are gaps in data currently, these have been assigned a ‘No Grading’ rating.

Crime and ASB Overview

9. To set the context of the crime landscape for the City of London Police, an overview of; All Crime, Violent crime and Neighbourhood crime is provided below. This is accompanied by a summary of the picture surrounding positive outcomes. Performance comparisons are made for the current 12 months (July 20 – June 21 vs July 21 – June 22) and also to the benchmark year (Q1 19/20 vs Q1 22/23). The reason benchmark comparisons are made is because this was decided nationally as a better comparison for police forces to understand performance due to the significant impact on crime levels during the pandemic period.

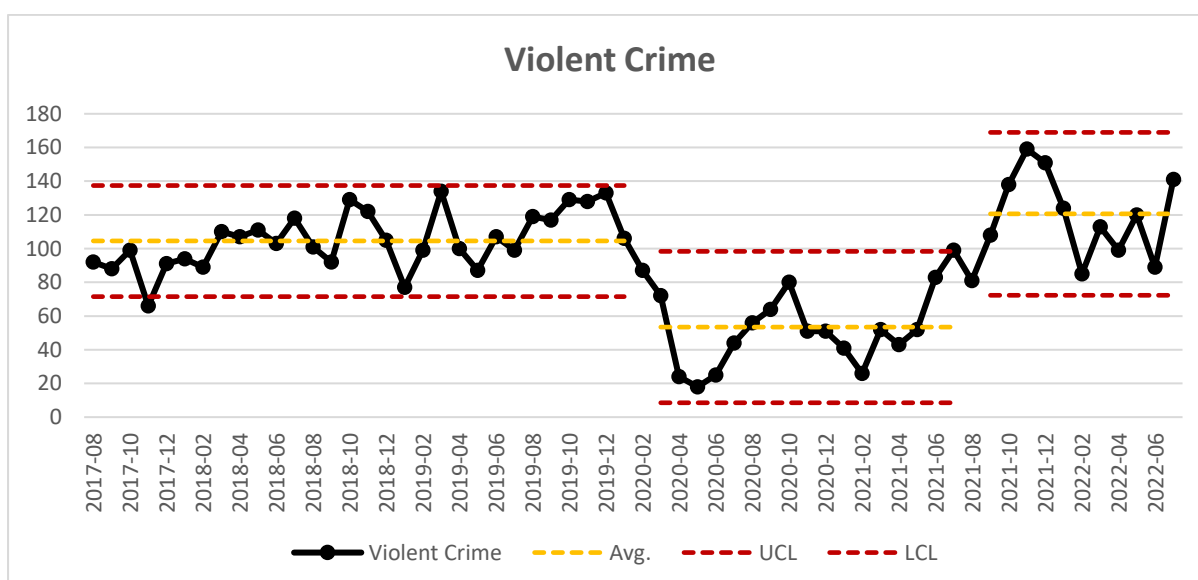
Graph 1 – All Crime Trend



10. All Crime is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) increase of +63% (+2704). The increase looks pronounced as it is compared to key periods of lockdown which saw significantly reduced levels of crime. Therefore comparisons are also made to the benchmark year (2019/20) noting this was a high crime year for the City of London Police. Benchmark comparisons show a -21% (-495) decrease with volumes not yet returning to pre-pandemic levels for crime overall. This is seen as a positive.

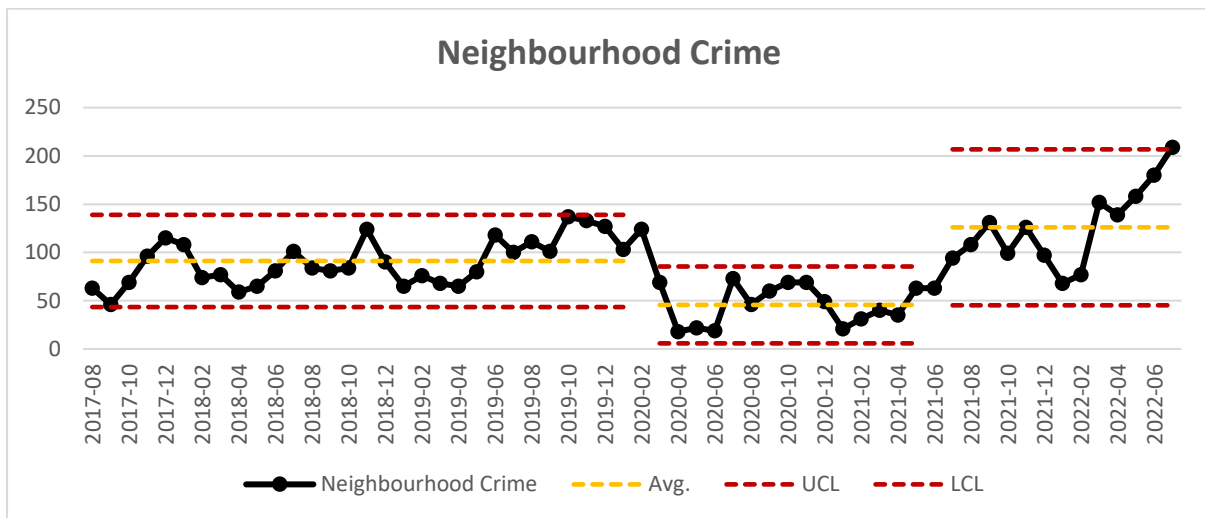
11. The current system of performance for all crime starts from July 21 as crime levels returned to pre-pandemic levels. Volumes of crime are expected to fall between 467 – 702 crimes a month with an average of 585. No statistical exceptions have been seen in this system of performance with volumes continuing to fall above and below the average in line with expected variation.

Graph 2 – Violent Crime Trend



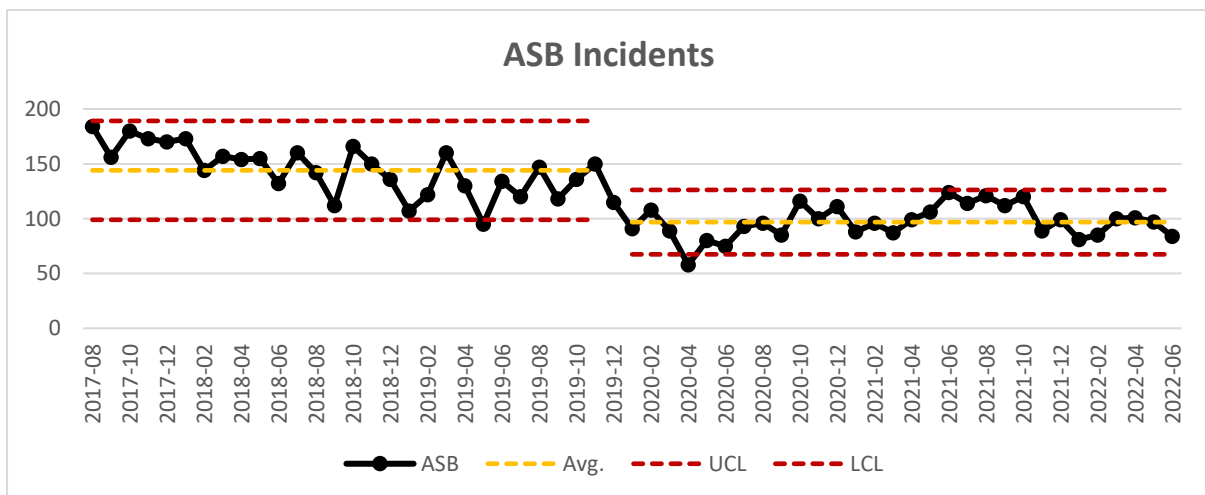
12. Violence Crime consists of the following offence types; Homicide, Violence with Injury, Violence without Injury, Stalking and Harassment, Rape and Other Sexual Offences. Violent crime is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) increase of +112% (+723). This is predominantly being driven by violent and sexual offences. The violent crime trend deviates from the ‘all crime’ trend in that levels are higher than the benchmark year by +7%. Whilst Q4 21/22 and Q1 22/23 are lower than Q3 21/22, seasonal forecasting suggests that peaks in these crime types are expected between October and December. This area remains scrutinised at all monthly performance meetings with plans in place to address the forecasted risks in this area.

Graph 3 – Neighbourhood Crime Trend



13. Neighbourhood Crime consists of the following offence types; Burglary Residential, Robbery Personal, Vehicle Crime and Theft from the Person. Neighbourhood crime is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) increase of +131% (+810). Neighbourhood Crime has seen significant increases in pre-pandemic crimes, predominantly for Theft from the Person offences since March 2022 which is what has driven volumes into exception for June 2022. When compared to the benchmark year there is an 82% increase. Significant work and activity are going into addressing the main driver for these increases with further work ongoing to mitigate two smaller trends that have also been identified in Theft from the Person offences.

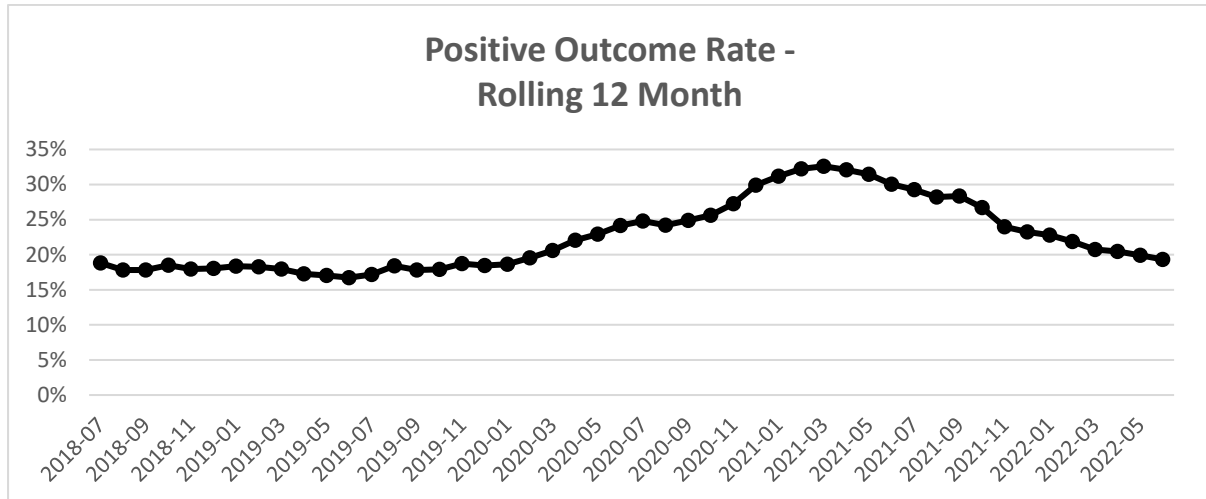
Graph 4 – ASB incidents



14. Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) decrease of -0.2% (-2). When compared to the benchmark year ASB incidents are seeing a -21% (-77) decrease. *Of note ASB incidents can be

reported from the incident system or the crime system, these figures have been provided from the incident system.

Graph 5 – 12 month rolling positive outcome rate



15. Positive Outcomes are based on outcome codes 1-4 and 6-8 which include outcomes such as charged/summons, out of court disposals, taken into consideration etc. These are also seen as a sign of proactivity in a police force. The positive outcome rate is calculated based on the amount of crime recorded per month divided by the number of outcomes achieved in that month. Therefore the rate can be impacted by the rise and fall in crime volumes. This can be seen with the higher positive outcome rate during the pandemic period and falling rate in recent months with the increase back to higher crime volumes. However overall the City of London Police have very high levels of performance for the positive outcome rate with the highest levels nationally. This has been consistent over the longer term and is not expected to have changed recently. Published national statistics are produced in October and will be compared to Q1 performance for the City of London Police to check this position and provide any additional context. In summary the current 12 months is showing a positive outcome rate of 19%.

16. Performance information for National Lead Force activity and Fraud statistics can be found in priority 2 of Appendix A.

Current Position

17. A summary of performance assessment by measure is found in Table 3 below:-

Policing Plan Priority	Overall proposed grade	Measure	Proposed Grade
Keep those who live, work and visit the City safe and feeling safe	Good	1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs	Adequate
		1.2 Vigilance against terrorism by 'planning, testing and exercising' and 'preparing and engaging' businesses and communities to ensure the City is prepared to respond to Terrorism.	Good
		1.3 Improve the current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications	Good
		1.4 Ensure Police make appropriate use of their powers to tackle and defer Anti-Social Behaviour	Adequate
		1.5 Increase the number of positive outcomes from identified repeat offenders	Outstanding
		1.6 Reduce Neighbourhood Crime	Requires Improvement
		1.7 Reduce Violent Crime	Adequate
		1.7 Disrupt drugs supply in the City through pursue activity	Good
Protect the UK from the threat of economic and cyber-crime	Good	2.1 Prepare, engage and raise awareness across business and communities of threats and risks of economic/cyber-crime measures they can take to protect themselves	Good
		2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	Good
		2.3 100% of Action Fraud cyber-crime referrals will be investigation by the City	Good
		2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	Good
		2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.	Adequate
		2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City of London Police.	Adequate
		2.7 Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.	Requires Improvement

Policing Plan Priority	Overall proposed grade	Measure	Proposed Grade
Putting the victim at the heart of everything we do	No Grading	3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	Adequate
		3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	No Grading
		3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention	No Grading
		3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.	No Grading
		3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.	No Grading
		3.6 Regular monitoring of the Criminal Justice Score Card to ensure that CoLP are above the National Average for improving timeliness, increasing victim engagement and improving quality of justice working with the CPS.	No Grading

Policing Plan Priority	Overall proposed grade	Measure	Proposed Grade
People	Adequate	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	Outstanding
		4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	No Grading
		4.3 Overall engagement score – staff survey – year on year increase over the next three years.	No Grading
		4.4 To recruit 40% of visible ethnic minority student officers in each new intake. the total number of new joiners to CoLP each year is at least 51% female. To achieve an overall increase of 2.6% per year of female representation across the service.	Requires Improvement
Resources	Good	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	Good
		5.2 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilisation of IT/Estate/Fleet assets toward business outcomes. Staff survey question ' I am well equipped to do my job.'	No Grading
		5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	No Grading
Efficient and effective service	No Grading	6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.	No Grading
		6.2 Increase in percentage of people who agree COLP provide an effective service.	No Grading
		6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	No Grading
		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%	Requires Improvement

18. Appendix A breaks down further assessment of the performance measures by metric and provides some accompanying data visualisation and strategic narrative against each line.

Corporate & Strategic Implications

19. Strategic implications – The City of London Police Authority’s Policing Plan is a critical and central strategy document to the work of the entire Force. The performance measures set out in this report are vital in ensuring that the Force is on track to achieve the ambitions set out in the Policing Plan 2022-25, and as part of each Annual Report.

20. Financial implications – none

21. Resource implications – none

22. Legal implications – none

23. Risk implications – The Force’s Risk Register is now in line with the Policing Plan structure showing operational risks associated with operational priorities and organisational risks associated with organisational priorities. Failure to meet performance targets for each area may contribute to an increase in the likelihood score of the Force Risk Register.

24. Equalities implications – Performance measures particularly within the organisational priority of ‘Our People’ contribute positively to ensure the Force complies with the Public Sector Equality Duty 2010 and the Equality Act.

25. Climate implications – Performance measures particularly within the organisational priority of ‘Our Resources’ contribute positively to the City Corporation’s Climate Action Strategy.

26. Security implications – There are no specific security implications to flag in this report but clearly a number of the metrics of the Policing Plan have general security implications.

Conclusion

27. This report sets out performance assessment of the refreshed Policing Plan as of Q1 (1st April – 30th June 2022). To make these assessments, the Force has used new technological capabilities and systems via the integration of Microsoft PowerBI as a data visualisation platform to display live and up-to-date data. Detailed assessments on each metric can be found in Appendix A.

Appendices

- Appendix A – Policing Plan Framework 2022/23- Q1 assessment

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