

Committee(s): Strategic Planning and Performance Committee	Dated: 17 November 2022
Subject: Q2 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 99-22	For Information
Report author: DCS Rajiv Mahajan, Corporate Services, Claire Flinter & Ashley Liggins (Performance Information Unit)	

Summary

This report provides a performance assessment against the measures in the Policing Plan for Q2 2022-23 (1st July to 30th September 2022). This report is provided to Members in a new format (the Policing Plan performance framework) which includes charts to help visualise the data underpinning each measure or metric and also to help visualise the longer-term trends compared to the current quarter.

Appendix A provides a detailed assessment against each measure, points 6, 7 & 8 are tables that outline the grading assessment criteria. Table 3 is a summary of Appendix A.

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 Q2.
 5. The data used to compile this report is accurate as of the last day of the quarter – 30 September 2022. The Force is currently building on technological capabilities and systems via the integration of Microsoft PowerBI as a data visualisation tool 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, this is not to suggest that those gradings would be used by the HMICFRS but gives us a common language when describing out performance that is recognised in policing. It 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 Q2 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 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 in accordance with the information presented in table 1 and 2. Where there are gaps in data currently, these have been assigned a 'No Grading' rating until performance can be better understood.

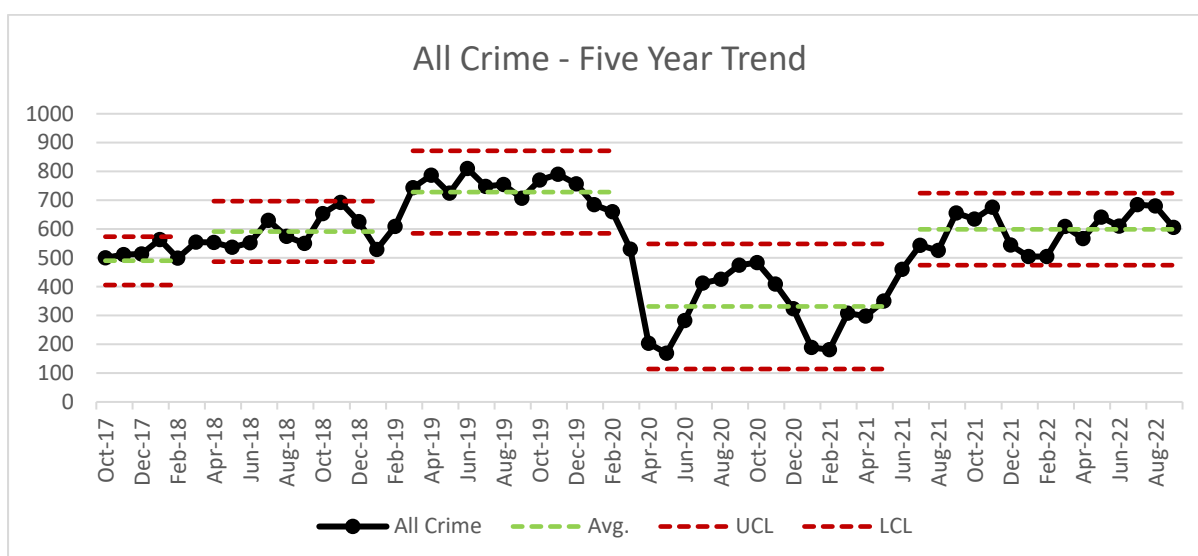
Crime and ASB Overview

9. Executive Summary:

- **All crime**
19/20 benchmark year comparisons show a 16% (739 by volume) decrease
- **Violent crime**
This trend deviates from the 'all crime' trend in that levels are higher than the benchmark year by 7%
- **Neighbourhood crime**
Compared to the benchmark year there is a 70% increase, however intense policing and partner response has resulted in a sharp downward trend
- **Theft from the person**
Significant drop since June 22, with the volume for the first time in 7 months, returning below the average
- **Robbery**
Volumes are lower than the 19/20 benchmark year with 17 less crimes (April 19 – Sep 20 vs Apr 22 – Sept 22).
- **Burglary**
Volumes are lower than the 19/20 benchmark year with 8 less crimes (April 19 – Sep 20 vs Apr 22 – Sept 22)
- **ASB**
Compared to the benchmark year, ASB incidents show a 23% (170 by volume) decrease
- **Positive Outcome rates**
CoLP continue to maintain very high levels of performance for the positive outcome rate, with the highest levels nationally at 18%

10. 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 (Oct 20 – Sept 21 vs Oct 21 – Sept 22) and also to the benchmark year (Q1-Q2 19/20 vs Q1-Q2 22/23). Benchmark comparisons are made because it 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.

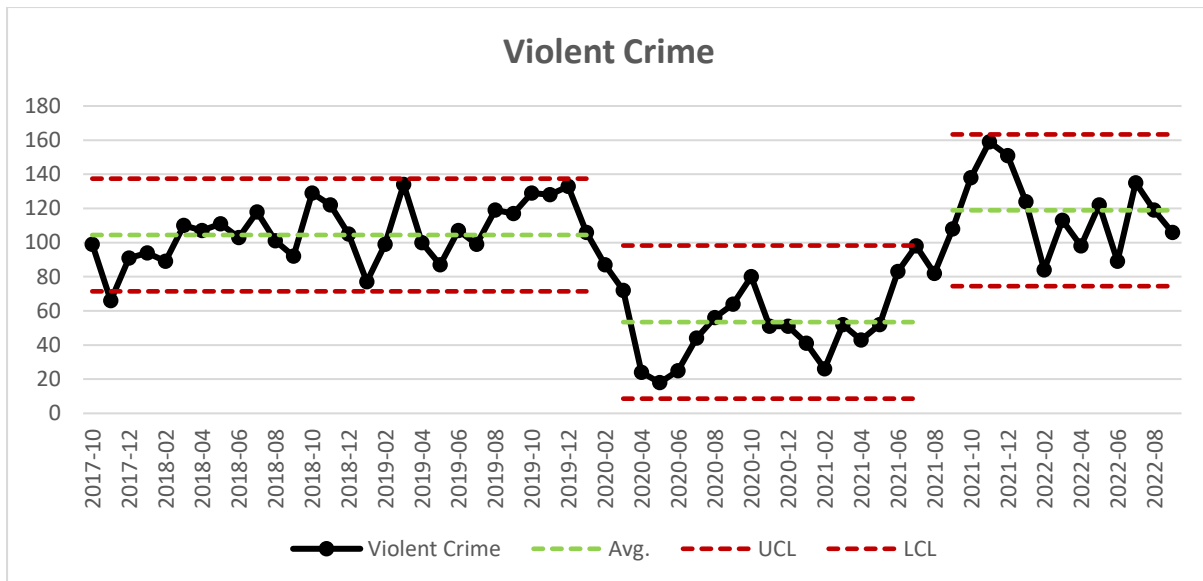
Graph 1 – All Crime Trend



11. All Crime is showing a 12-month comparison (July 20 – June 21 vs July 21 – June 22) increase of +54% (+2535). 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). Benchmark comparisons show a -16% (-739) decrease with volumes not yet returning to pre-pandemic levels for crime overall. This is seen as a positive and does not follow the national trend where nationally, volumes are higher than the benchmark year.

12. 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 474 – 724 crimes a month with an average of 599 a month. 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



13. Violent 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 (Oct 20 – Sept 21 vs Oct 21 – Sep 22) increase of +86% (+666), which the rate of increase has slowed since Q1. Violent offences are 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%. Seasonal forecasting suggests that peaks in these crime types are expected between October and December. This area remains scrutinised at all monthly performance meetings and the Tactical Tasking and Coordinating Group with plans in place to address the forecasted risks in this area.

Operational Activity

- Op Reframe launched. Multi agency partnership approach to tackle violent crime within NTE. Monthly initiative with partners focusing on NTE issues. Deployments included increased resources saturating areas identified as hotspots for crime. Partners deployed include Licensing Officers (COLC), Environmental Health Officers (COLC), CoL Community Safety Team, SIA Officers, BTP, Network Rail, MPS, Special Constabulary, CoLP Network of Women, Samaritans, St Johns Ambulance, Parkguard, Street pastors and Mental Health team
- Evidence based approach taken to tackle violence in NTE. Three years of data reviewed. Three locations identified for increased levels of crime count, crime harm and ASB. 3-month deployment plan created with resources briefed and tasked. Learning incorporated into Christmas and World Cup policing plan.

Significant Results

- Arrest within 48 hours of male suspect who having engaged victim online committed suspected serious sexual offences within City of London hotel

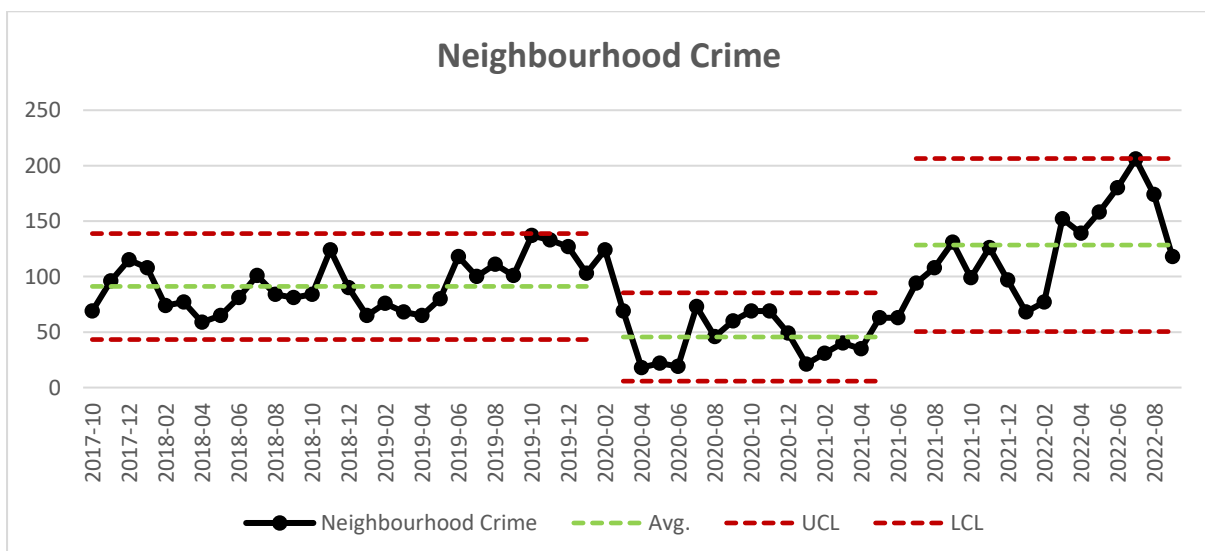
location. Excellent work by Public Protection Unit resulting in identification of suspect and arrest. Multiple weapons including imitation firearms and neo-nazi material recovered.

- Vehicle used in an attempted murder outside a bar in Leadenhall Street in late July. Suspect arrested, charged and remanded in custody and trial preparation by the Major Crime Team continues.
- Swift arrest, charge and remand in custody of a suspect linked to the attempted murder of a homeless male in Blomfield Street as he lay sleeping in a shop doorway. Trial preparation by the Major Crime Team continues
- Op Mantis (Bishopsgate stabbings) – excellent progress. See below under ‘Robbery’ for details.
- Op Reframe results include:
 - Over 100 licensed premises inspected in partnership with agencies above
 - Over 100 visits to welfare tent
 - Arrests for drink spiking, possession of Class A and B drugs and affray
 - 25 drinks tested for spiking and education piece delivered to patrons
 - Multiple vulnerable persons supported by the welfare tent
 - 50 SIA door staff checked with three arrests for Fraud
 - 30 private hire vehicles inspected by RPU

Future Plans

- Significant trial (March 2023) preparation by the Major Crime Team continues linked to the murder in Gresham Street. Two of the suspects remanded in custody have now entered guilty pleas to robbery.
- Shift review of Local Policing units to ensure resources reflect risk within NTE
- Bi-weekly tasking meeting tasking resources to crime hotspot locations
- Op Reframe deployments with partners maintained

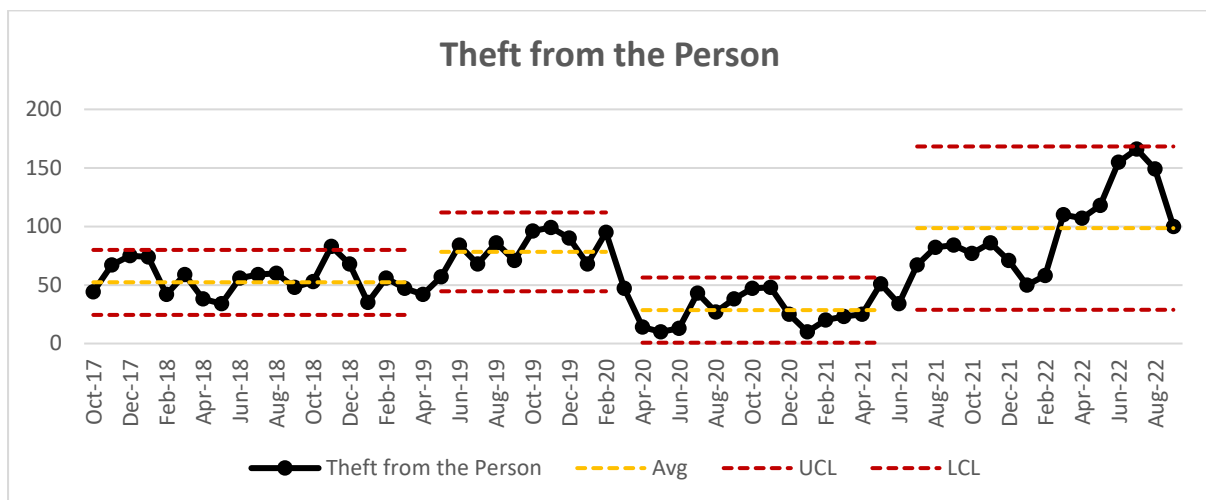
Graph 3 – Neighbourhood Crime Trend



14. 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 (Oct 20 – Sep 21 vs Oct 21 – Sept 22) increase of +106% (+821). 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 July 2022. When compared to the benchmark year there is a 70% increase in Neighbourhood crime. 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. Positive results were seen for September which are shown in the overall drop in Neighbourhood crime and also specifically in Theft from the Person Offences.

Graph 4 – Theft from the Person Offences



15. Theft from the Person crime is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sept 22) increase of +142% (+733). The SPC chart shows the step increase in this crime type from March 22 with the following months above the average. There has been a significant drop for September 22 levels, with the volume for the first time in 7 months, returning below the average within the systems of performance, and more in line with the benchmark year volumes.

Operational Activity

- Op Niven launched to tackle snatch offences within the City. Proactive crime team dedicated to offence type. Collaboration with MPS Pan London Op Venice team and local surrounding MPS boroughs. Local Policing assets tasked to repeat locations during relevant time frames, supported by range of specialist resources. Proactive prevention messaging via Crime Stoppers and business engagement forums.

Significant Results

- Op Orca joint operation with MPS run from 27th to 30th Sept Joint patrols with Op Venice, scorpion units & City Roads Policing, Support Group & dog units.

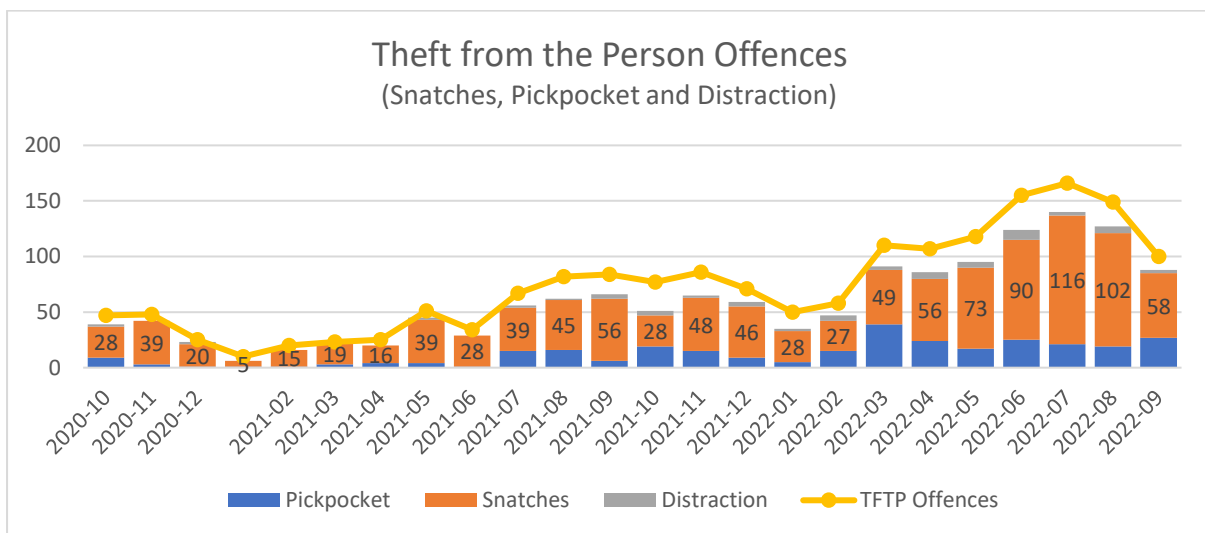
Along with Proactive Crime Team completed spotting patrols. Total cessation of snatch offences during joint patrols.

- Op Mantis – see below under ‘Robbery’
- Extensive communication campaign with ‘best-practice’ crime prevention advice
- Five defendants involved in distraction thefts in the Eastcheap area pleaded guilty during October and will be sentenced in late November. They befriended individuals with a variety of false promises and gained access to their phones, banking apps and crypto accounts, stealing in excess of £100k.

Future Plans

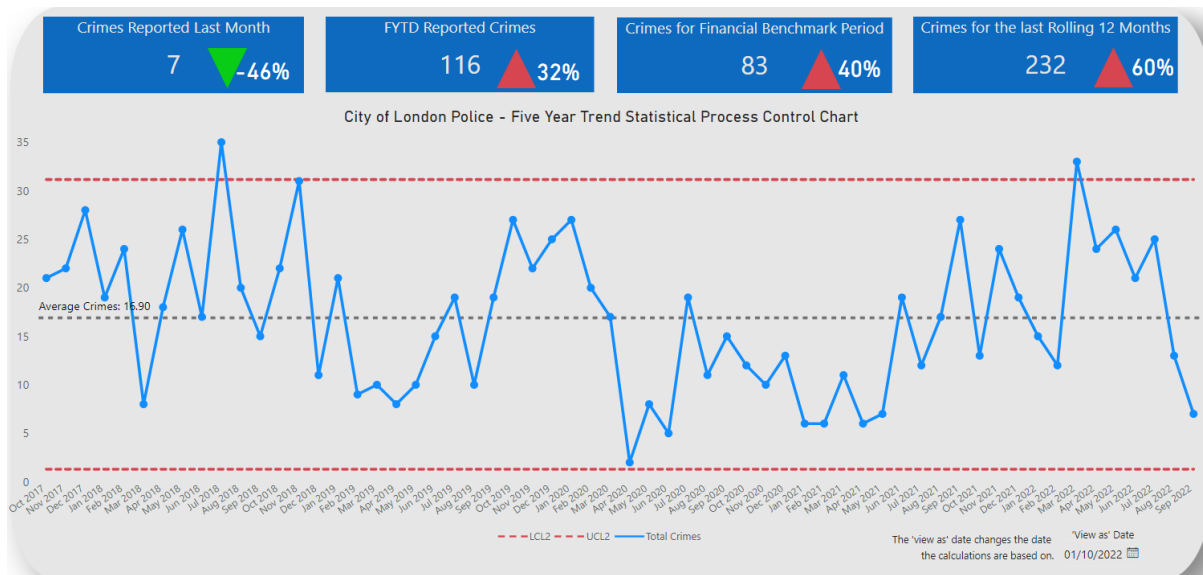
- Maintain collaboration with MPS
- Disrupt activity through days of action and pursuit of offenders
- Op NIVEN and Op RE-FRAME will continue to focus on such offences throughout the Christmas Campaign Period which overlaps with World Cup Football period.

Graph 5 – Themes in Theft from the Person Offences



16. Within Theft from the Person Offences, key word searches have been used to identify MO types and the volumes of MO types. It is possible using this method that crimes can be counted in multiple categories if the same crime triggers key words in both categories. In summary, the majority of Theft from the Person Offences are being driven by phone snatches. September demonstrates the significant drop in snatch offences, believed to be driven by multiple factors to include the positive results from policing activity. Intelligence development work and tasking activity continues to look into the MO types within Theft from the Person Offences to effectively target this criminality.

Graph 6 – Vehicle Offences



17. Vehicle crime is made up of the following crime types; Vehicle Interference, Theft from Motor Vehicle and Theft of Motor Vehicle. Vehicle crime is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sept 22) increase of +60% (+87), noting this is comparing against the pandemic period with reduced offending. The majority of crime in this area is Theft from Motor Vehicle Offences with 168 in the current 12 months.

Operational Activity

- Tasking of response officers to patrol car parks
- Plain clothes officer deployments within car parks

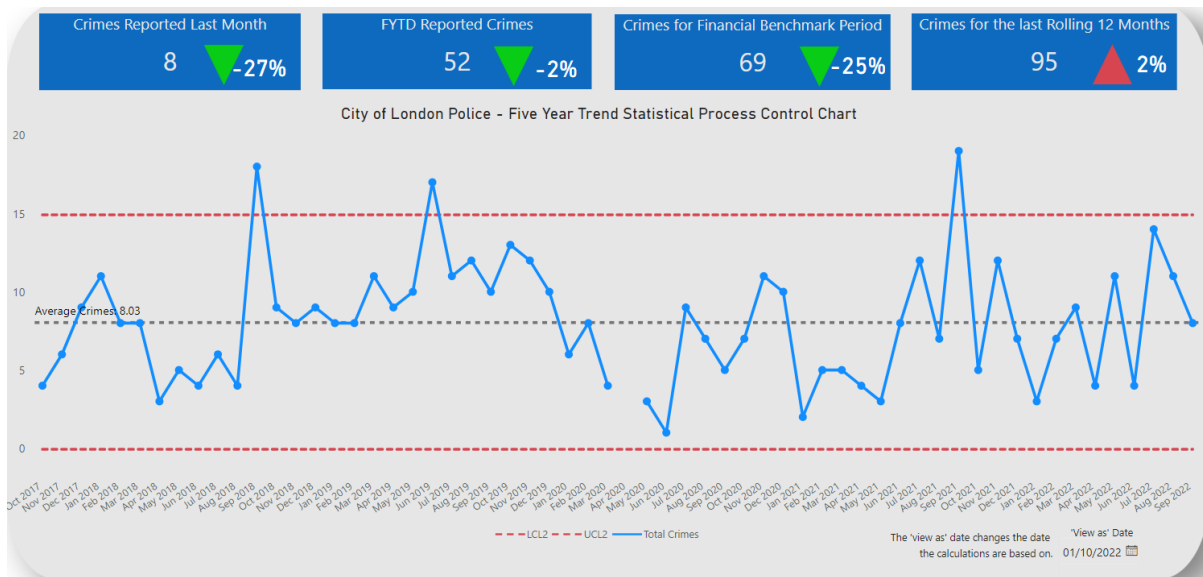
Significant Results

- Repeat offender arrested resulting in notable reduction in number of offences

Future Plans

- Monitor crime type
- Focused patrols tasked to car parks

Graph 7 – Robbery – Personal Offences



18. Robbery - Personal crime is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sept 22) increase of +2% (+2), showing little change, even when compared to the pandemic period. These volumes are also lower than the 19/20 benchmark year with 17 less crimes (April 19 – Sep 20 vs Apr 22 – Sept 22). Where there are gaps included on the graph this demonstrates that there were no crimes that occurred that month.

Operational Activity

- Op Niven deployments as above

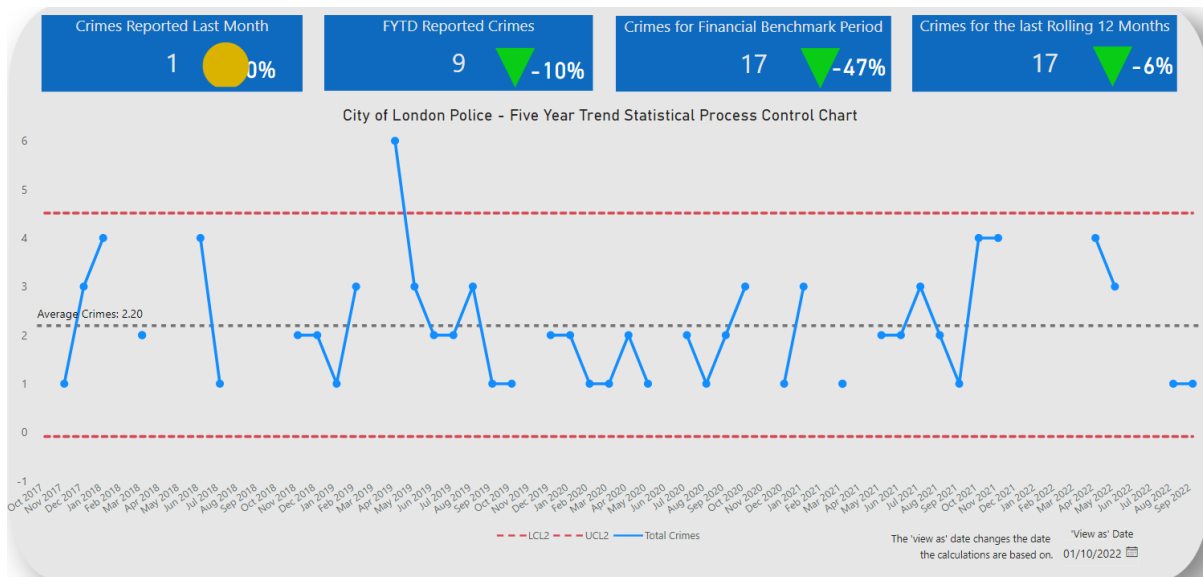
Significant Results

- Operation MANTIS – Major Crime Team investigation, saw the arrest and charge of two offenders involved in snatch of mobile phone which escalated to a point where members of the public were stabbed and slashed with bladed weapons. Widespread social and mainstream media coverage due to time of day and location. Two arrests within a week of those suspected to be involved (despite the use facial concealment during the offences) resulting in charges covering both offences in the City and linked offences earlier on same day in MPS area. Suspects remanded in custody awaiting trial.

Future Plans

- Proactive Crime Tteam Op Niven team maintain collaboration with MPS
- Op Niven disrupt activity through days of action and pursuit of offenders
- Op NIVEN and Op RE-FRAME will continue to focus on such offences throughout the Christmas Campaign Period which overlaps with World Cup Football period.
- Specialist Operations Directorate detectives will investigate all robberies and linked-series snatches

Graph 8 – Burglary - Residential Offences



19. Burglary - Residential crime is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sept 22) decrease of -6% (-1), showing little change, even when compared to the pandemic period. These volumes are also lower than the 19/20 benchmark year with 8 less crimes (April 19 – Sep 20 vs Apr 22 – Sept 22). Where there are gaps included on the graph this demonstrates that there were no crimes that occurred that month.

Operational Activity

- Response teams briefed regarding Burglary hotspots
- High visibility patrols conducted across the City focusing on crime type
- Plain clothes deployments within Burglary hotspots

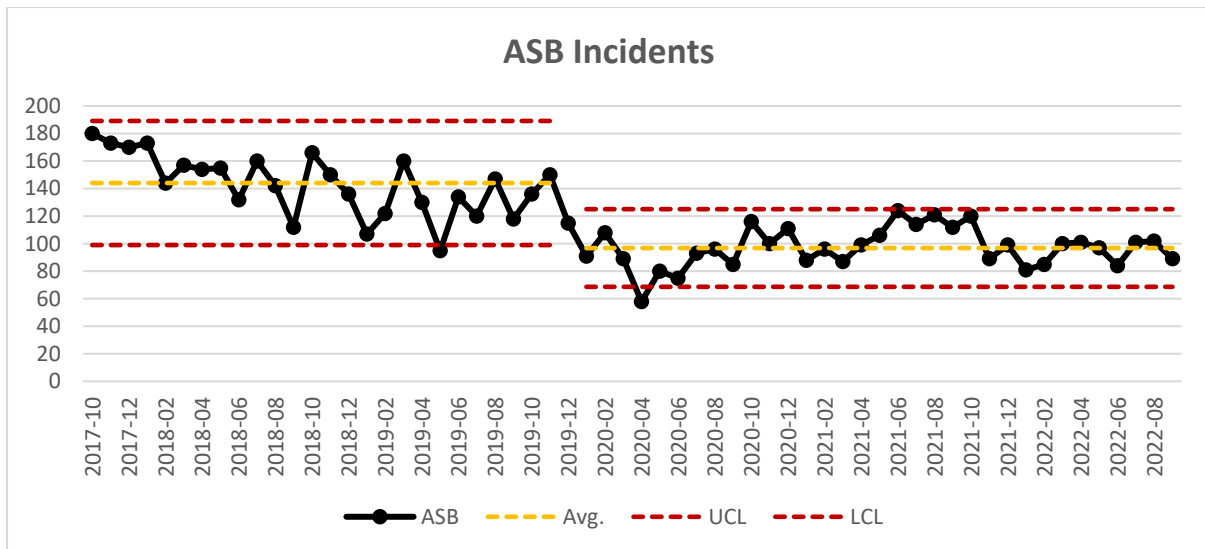
Significant Results

- Plain clothes officer observed male acting suspicious in Bishopsgate. Male entered premises. Male seen to leave premises with bag. Stopped detained and arrested.

Future Plans

- City of London Police have for some time been attending all residential burglary offences in line with new guidelines issued by National Police Chiefs Council. In addition, with the City, police attendance is supplemented by both Crime Scene Investigator and Serious & Complex Crime detective officer.

Graph 9 – ASB incidents



20. Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sep 22) decrease of -9.9% (-126). When compared to the benchmark year ASB incidents are seeing a -23% (-170) 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.

Operational Activity

- City of London Police worked in partnership with City of London Corporation and partners to mark UK's second official ASB awareness week. The week focused on the impact of ASB on young people.

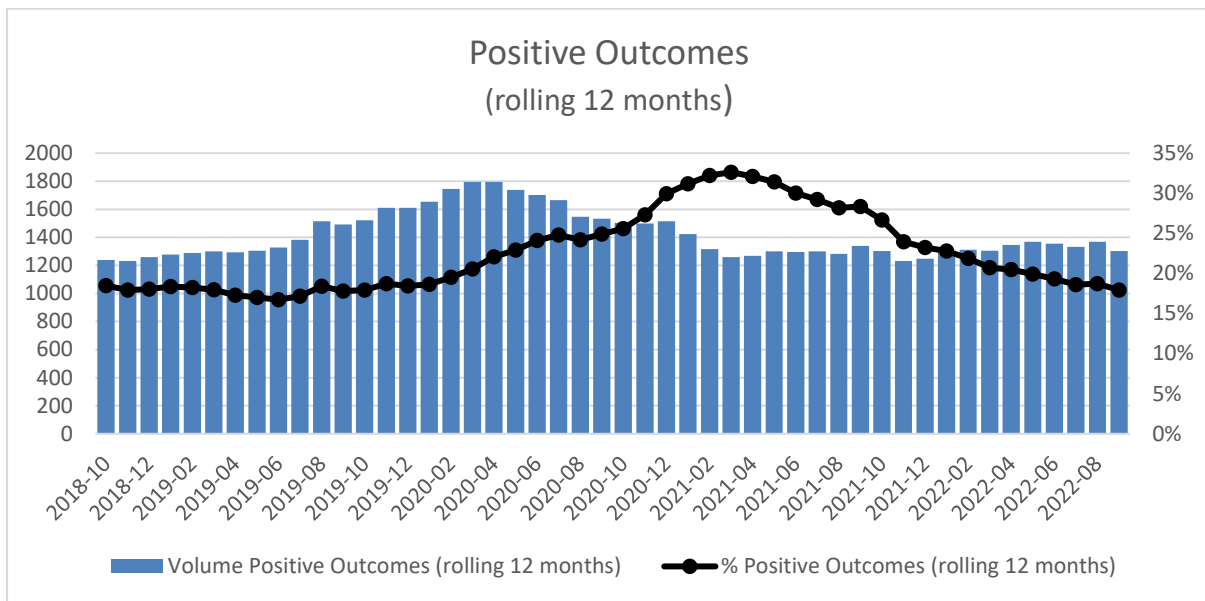
Significant Results

- Dedicated Ward Officer's tasked with continued effort under Op Luscombe to support homeless persons to reduce begging and associated ASB and to ensure the continued recording and response to homelessness in the City, offering relevant support/referrals where appropriate.
- Dedicated Ward Officers tasked with addressing poor road-user behaviour (namely cyclists and e scooter riders on pavements and breaching pedestrian crossing signals), as this has been raised by residents as a concern. Drink spiking testing and education piece with drink toppers and new posters to prevent offences on Op Reframe on 30th September.

Future Plans

- Continued partnership work with City of London Corporation
- Welfare zone within NTE hours to provide safe spaces
- NTE police and City of London Corporation joint patrols

Graph 10 – 12 month rolling positive outcome rate



21. 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 positive outcomes recorded 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. 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. In summary the current 12 months is showing a positive outcome rate of 18%.

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

Current Position

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

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grading	Q2 Grade
Keep those who live, work and visit the City safe and feeling safe	Adequate	1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs	Adequate	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	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	Good
		1.4 Ensure Police make appropriate use of their powers to tackle and defer Anti-Social Behaviour	Adequate	Good
		1.5 Increase the number of positive outcomes from identified repeat offenders	No Grading	No Grading
		1.6 Reduce Neighbourhood Crime	Requires Improvement	Requires Improvement
		1.7 Reduce Violent Crime	Adequate	Adequate
		1.8 Disrupt drugs supply in the City through pursue activity	Good	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	Good
		2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	Good	Good
		2.3 100% of Action Fraud cyber-crime referrals will be investigation by the City	Good	Good
		2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	Good	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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grading	Q2 Grade
		2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City of London Police.	Adequate	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	Requires Improvement
Putting the victim at the heart of everything we do	Good	3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	Adequate	Good
		3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	No Grading	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	Requires Improvement
		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	Good
		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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grading	Q2 Grade
		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	Outstanding
People	Adequate	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	Outstanding	Outstanding
		4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	No Grading	No Grading
		4.3 Overall engagement score – staff survey – year on year increase over the next three years.	No Grading	No Grading
		4.4 To ensure our workforce better reflects the communities we serve.	Requires Improvement	Requires Improvement
Resources	Adequate	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	Good	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	No Grading
		5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	No Grading	Requires Improvement
Efficient and effective service	Adequate	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	No Grading
		6.2 Increase in percentage of people who agree COLP provide an effective service.	No Grading	No Grading

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grading	Q2 Grade
		6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	No Grading	Good
		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%	Requires Improvement	Adequate

24. 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

25. 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.

26. Financial implications – none

27. Resource implications – none

28. Legal implications – none

29. 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.

30. 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.

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

32. 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

33. This report sets out performance assessment of the refreshed Policing Plan as of Q2 (1st July – 30th Sept 2022). To help make these assessments, the Force has used new technological capabilities and systems via the integration of Microsoft PowerBI as a data visualisation tool to display live and up-to-date data on some of the areas in the policing plan. Detailed assessments on each metric can be found in Appendix A.

Appendices

- Appendix A – Policing Plan Framework 2022/23- Q2 assessment

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