

Committee(s): Strategic Planning and Performance Committee	Dated: 06 February 2023
Subject: Q3 Policing Plan Performance -v measures 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 21-23	For Information
Report author: Ashley Liggins (Performance Information Unit)	

Summary

This report provides a performance assessment against the measures in the Policing Plan for Q3 2022-23 (1st October to 31st December 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 Q3.
 5. The data used to compile this report is accurate as of the last day of the quarter – 31 December 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.). As power BI is new to the Force, it takes time to build up the technical resource needed, and a prioritised approach is being undertaken to develop reporting against force risk areas.
 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 performance. 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/or plans to improve are unclear
NO GRADING	Area under development with the business or not enough data or context to yet determine performance

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 Q3

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. Statistical Process Control methodology is used to identify early warnings in positive or negative performance trends, as well as statistical exceptions in the data. Data will be looked at over 5 years where possible, to gain a strategic understanding of performance.
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 what any mitigation measures are.
Measures	Some metrics within a performance measure 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 -17% (-1154 by volume) decrease compared to the national picture which shows a +6% increase.

Violent crime

- 19/20 benchmark year comparisons show a -3% (-34 by volume) decrease. This has significantly improved over the past 6 months and good results were seen over the forecasted higher demand period in this area (Oct – Dec) where the anticipated higher levels in violent crime predicted were not seen.

Neighbourhood crime

- Compared to the benchmark year there is a 38% increase (reduced from 70% last reporting quarter). There remains intense policing and partner response activity, which has resulted in a sharp downward trend in volumes between September – December, more in line with volumes seen in the benchmark period.

ASB

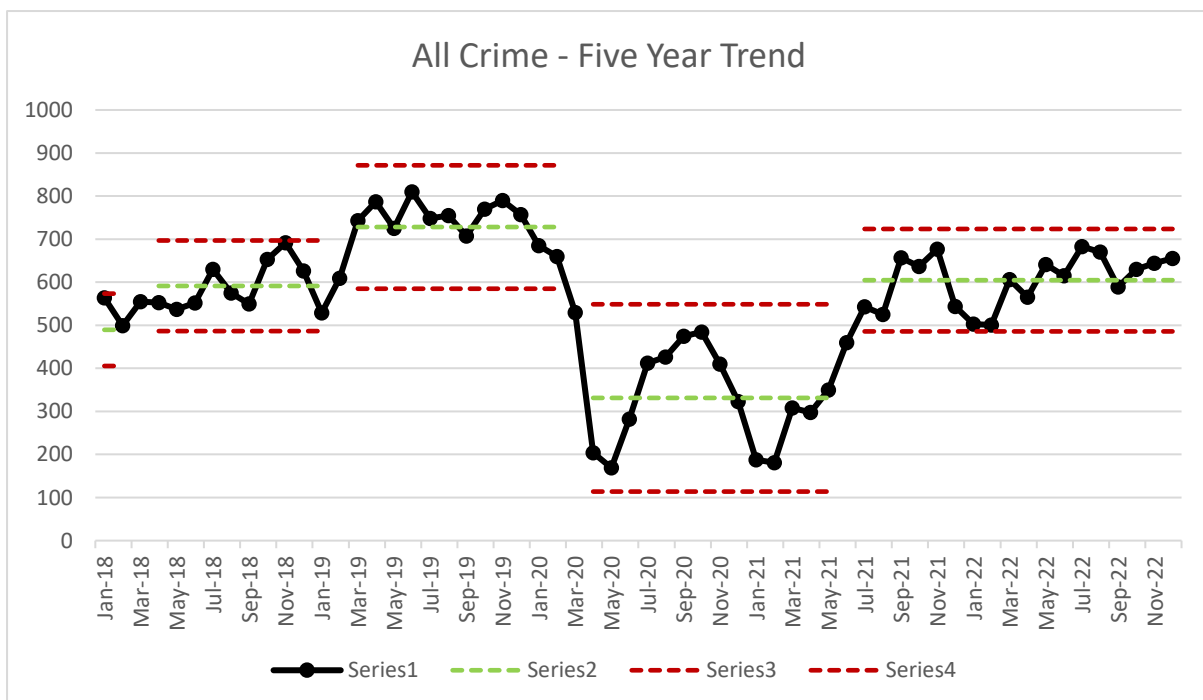
- Compared to the benchmark year, ASB incidents show a -23% (260 by volume) decrease.

Positive Outcome rates

- CoLP continue to maintain very high levels of performance for the positive outcome rate, with the highest levels nationally at 17%

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 (Jan 21 – Dec 21 vs Jan 22 – Dec 22) and also to the benchmark year (Q1-Q3 19/20 vs Q1-Q3 22/23). Benchmark comparisons are made because it was decided nationally this would be a better comparison for police forces to understand performance, due to the significant impact on crime levels during the pandemic period. The City of London Police appears to have experienced a much greater impact from Covid, than can be seen in the national picture. This is still reflected in 12 month comparisons, with rates showing as higher than elsewhere, and at this time is not comparable with other forces. Overall, the CoLP are still showing as recording less crime when compared to the 19/20 baseline, whereas the National Picture is showing an increase against the baseline, this is seen as a positive.

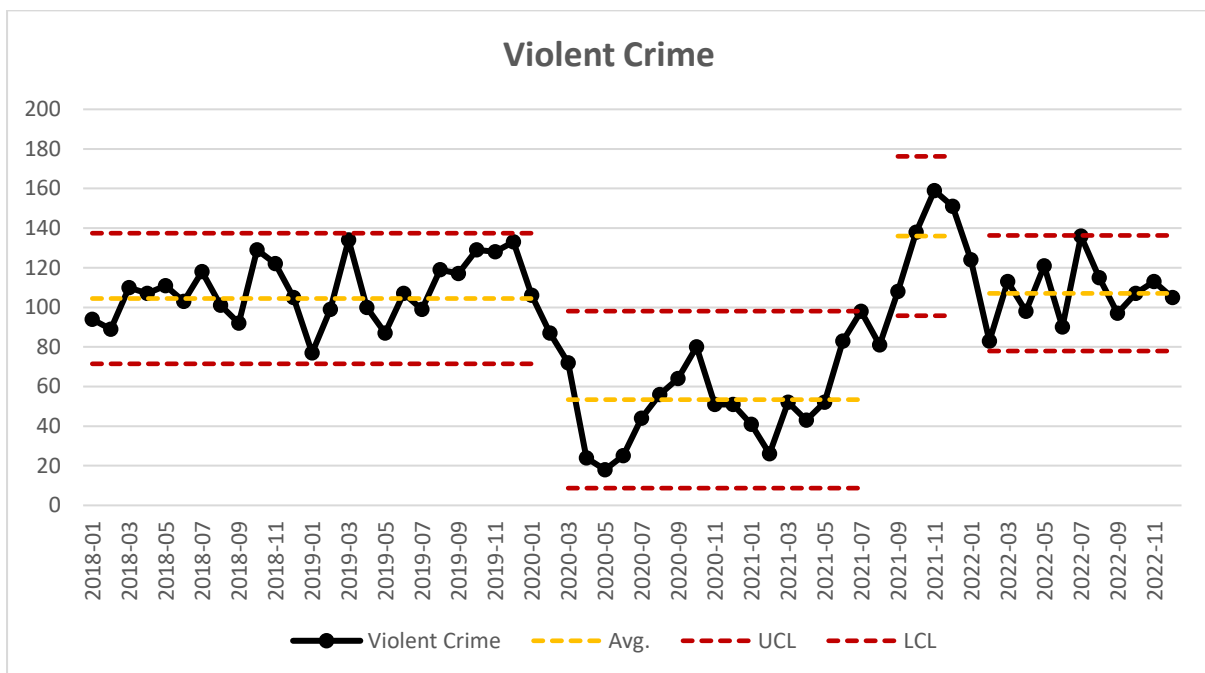
Graph 1 – All Crime Trend



11. All Crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +36% (+1913). 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 -17% (-1154) decrease. This is seen as a positive and does not follow the national trend where nationally, volumes are higher than the benchmark year by approximately +6%.

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 486 – 723 crimes a month with an average of 64. 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 (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +25% (+257), with the rate of increase slowing. Levels were forecasted to increase over the months of Oct, November and December, but for the first time in 5 years this trend was not seen for the City of London, reflecting in a lower Q3 period. With more control seen in Violent crime offences, this area has moved back in line with the overall crime trend and is showing a decrease against the baseline year (-3%, -34 offences).

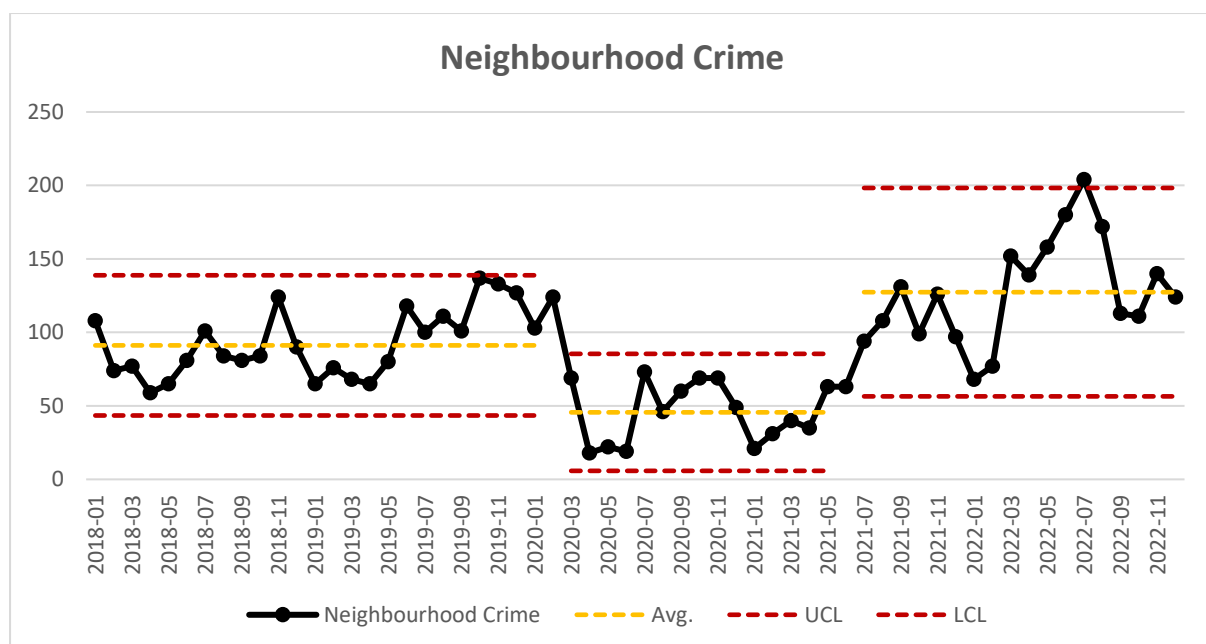
Operational Activity

CoLP continues to run monthly partnership supported operations (Op Reframe) to make the night time economy hours safe for all. A significant focus has also been on violence against women and girls and safety particularly within the night time economy. Operations have covered areas and training around spiking and the importance of being an active bystander. Going forward CoLP in partnership with Safer Business Network plan to implement a radio link as part of a trial which will be evaluated. This link will see NTE venues connected with CoLP force control and venue to venue. The ambition of this initiative is to create a more cohesive approach to public safety whilst making best use of resources including CCTV.

CoLP have during this reporting period initiated a number of crime prevention roadshow events. These events see CoLP and partners deliver briefings within our business community venues with a focus on both personal safety and safety of property. This will be continued throughout Quarter 4.

During the Christmas Policing Operation (Op Tinsel) CoLP focused on harm reduction in key locations across the City during both the festive and world cup period. This operation saw 227 deployments with 893 people engaged with and offered safety advice. There were 19 arrests made, 31 stop and searches resulting in positive outcomes 22 times. Harm offences were reduced by a total of 52% compared to the same period in 2021. (GBH -83% Serious sexual assaults -60% allegations of drink spiking -36%)

Graph 3 – Neighbourhood Crime Trend



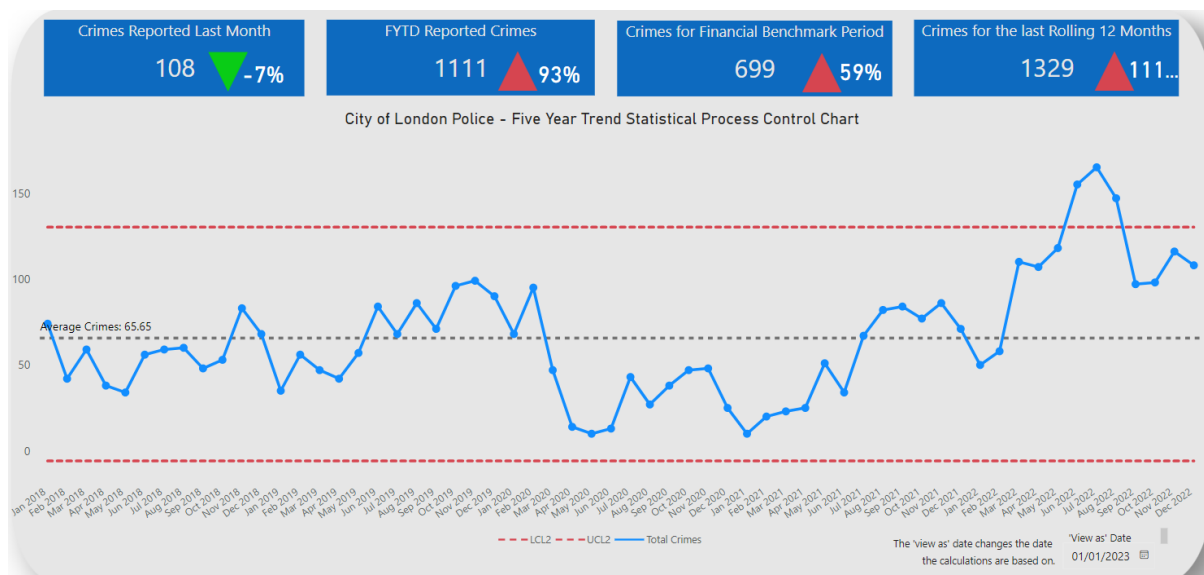
14. Neighbourhood Crime consists of the following offence types; Burglary Residential, Robbery Personal, Vehicle Crime and Theft from the Person. Neighbourhood crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +80% (+730). Neighbourhood Crime has seen significant 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, albeit these are showing improved levels over the past quarter, hence the overall lower volumes seen for the past 4 months in Neighbourhood crime. When compared to the benchmark year there is a 38% increase in Neighbourhood crime.

Operation Activity

15. CoLP has embedded a prevention hub with support of partners to impact the reduction of neighbourhood and violent crimes. In support of the SARA process a partnership and prevention hub is now a key focal point to crime prevention and/or the development of plans to tackle emerging or current crime types.

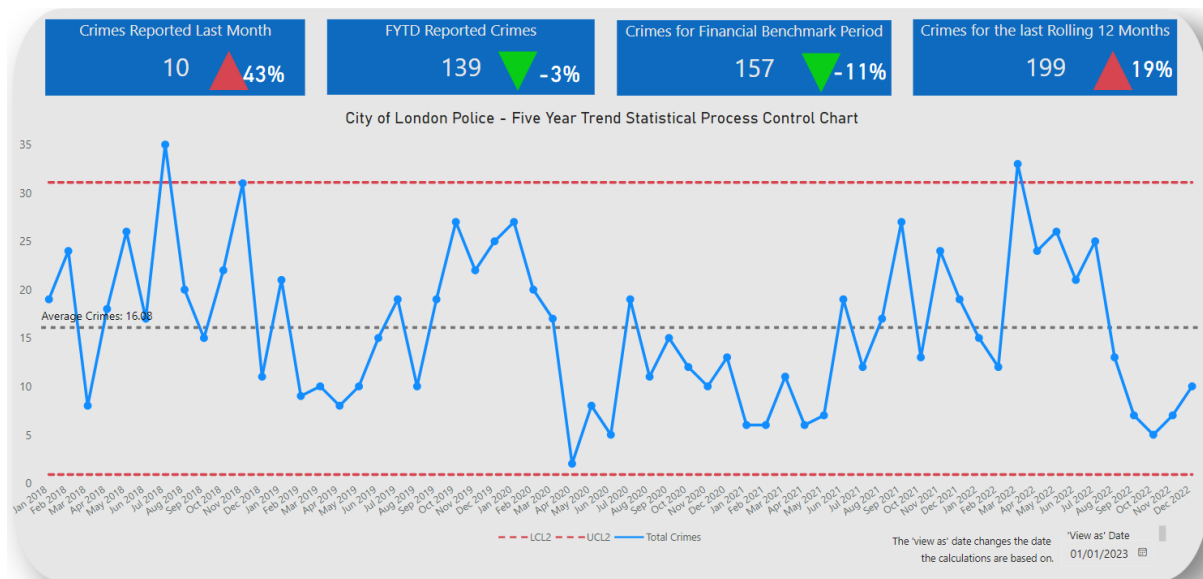
Partnership support is drawn from business improvement districts (BID's) safe and secure portfolios. Business Crime Reduction Partnerships (BCRP's) are close working with the security industry to create a cohesive approach to community safety. CoLP have recently implemented a number of platforms that permit the lawful sharing of intelligence and information in support of crime reduction. CoLP have during this reporting period conducted a number of pro-active operations supported by partner forces to address acquisitive crime associated with both the day and night time economies. These operations have yielded circa 20 arrests for acquisitive crime offences and recovered in excess of 120 suspected stolen items, with the majority being mobile phones. In line with national crime prevention and deterrence strategies CoLP have delivered several joint operations with our security industry partners, focused on reducing neighbourhood crimes through visibility and prevention activities. We plan to continue these during Q4 as part of wider safer business actions days supported by various partners including BID's / BCRP and security industry.

Graph 4 – Theft from the Person Offences



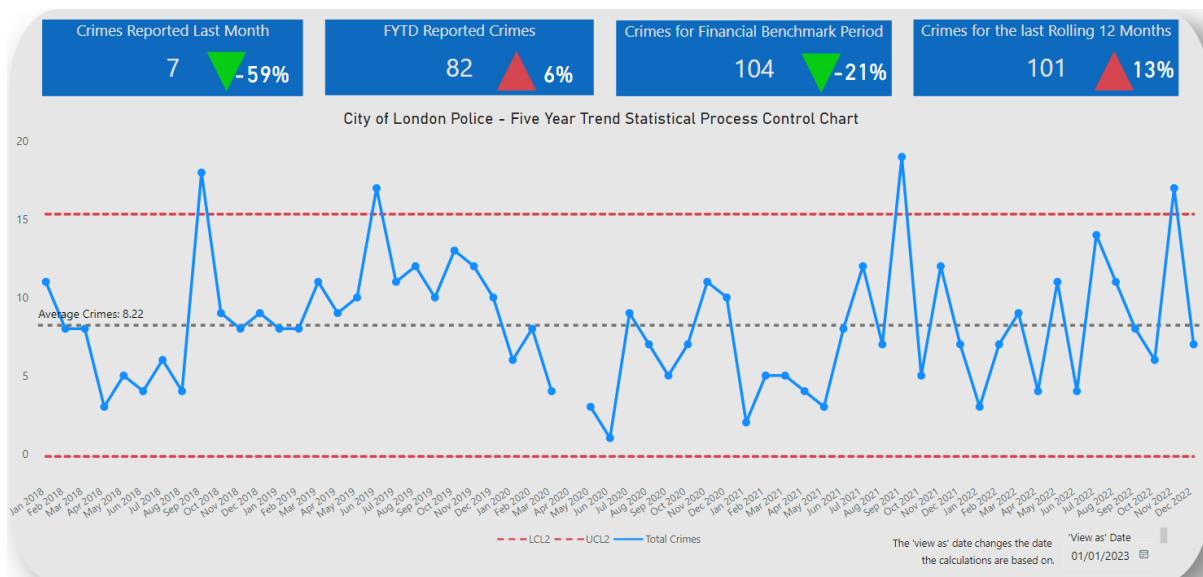
16. Theft from the Person crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +111% (+700). There has been a significant drop for September 22 levels onwards, with the volume returning below the average, and more in line with the benchmark year volumes. When compared to the benchmark year, there is a 59% increase (+412 offences).

Graph 6 – Vehicle Offences



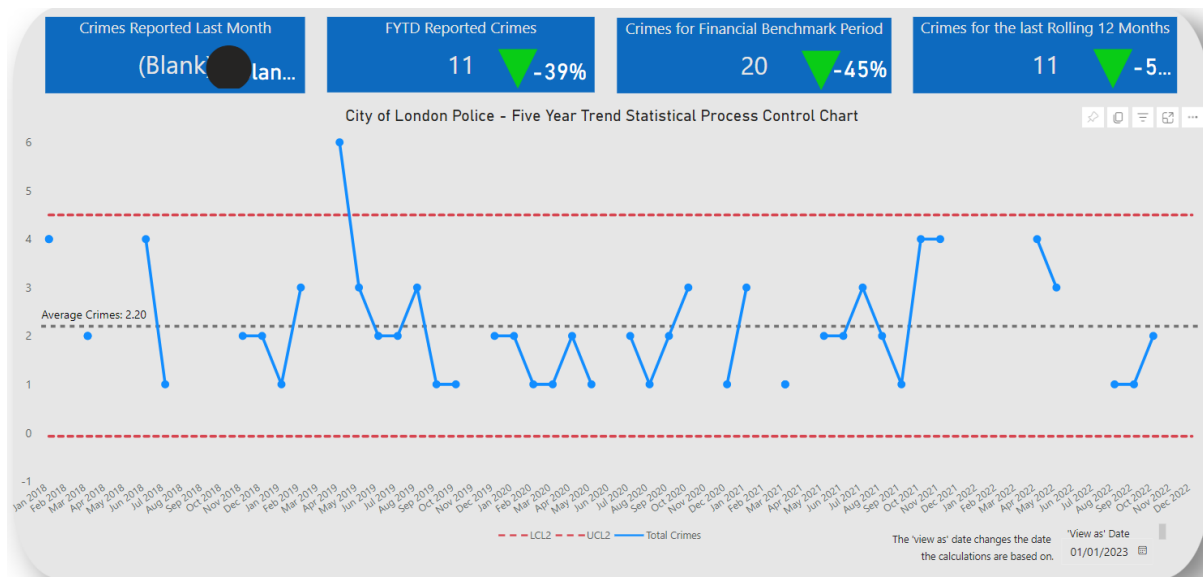
17. Vehicle crime is made up of the following crime types; Vehicle Interference, Theft from Motor Vehicle and Theft of Motor Vehicle. Vehicle crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +19% (+32), noting this is comparing against the pandemic period with reduced offending. The majority of crime in this area is Theft from Motor Vehicle Offences with 144 in the current 12 months. When compared to the benchmark period, there is an -11% (-18) reduction in Vehicle crimes.

Graph 7 – Robbery – Personal Offences



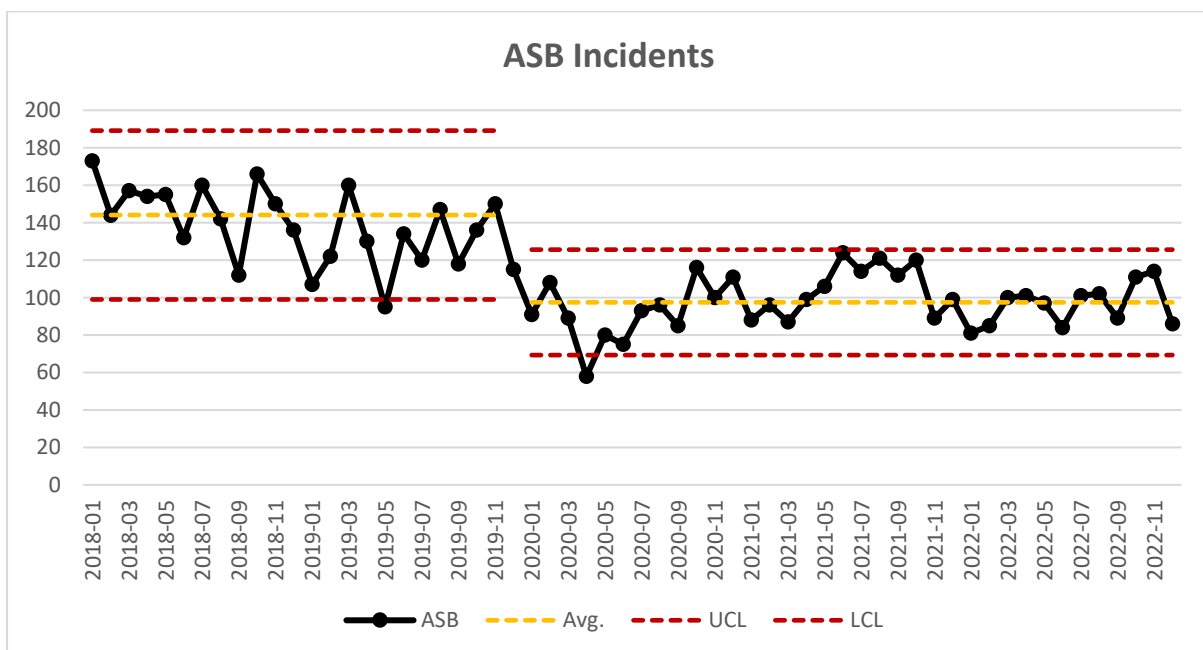
18. Robbery - Personal crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) increase of +13% (+12). These volumes are also lower than the 19/20 benchmark year with 22 less crimes (April 19 – Dec 20 vs Apr 22 – Dec 22). Where there are gaps included on the graph this demonstrates that there were no crimes that were recorded that month for this category.

Graph 8 – Burglary - Residential Offences



19. Burglary - Residential crime is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) decrease of -50% (-11). These volumes are also lower than the 19/20 benchmark year with 9 less crimes (-45%) (April 19 – Dec 20 vs Apr 22 – Dec 22). Where there are gaps included on the graph this demonstrates that there were no crimes that were recorded in that month for this category.

Graph 9 – ASB incidents



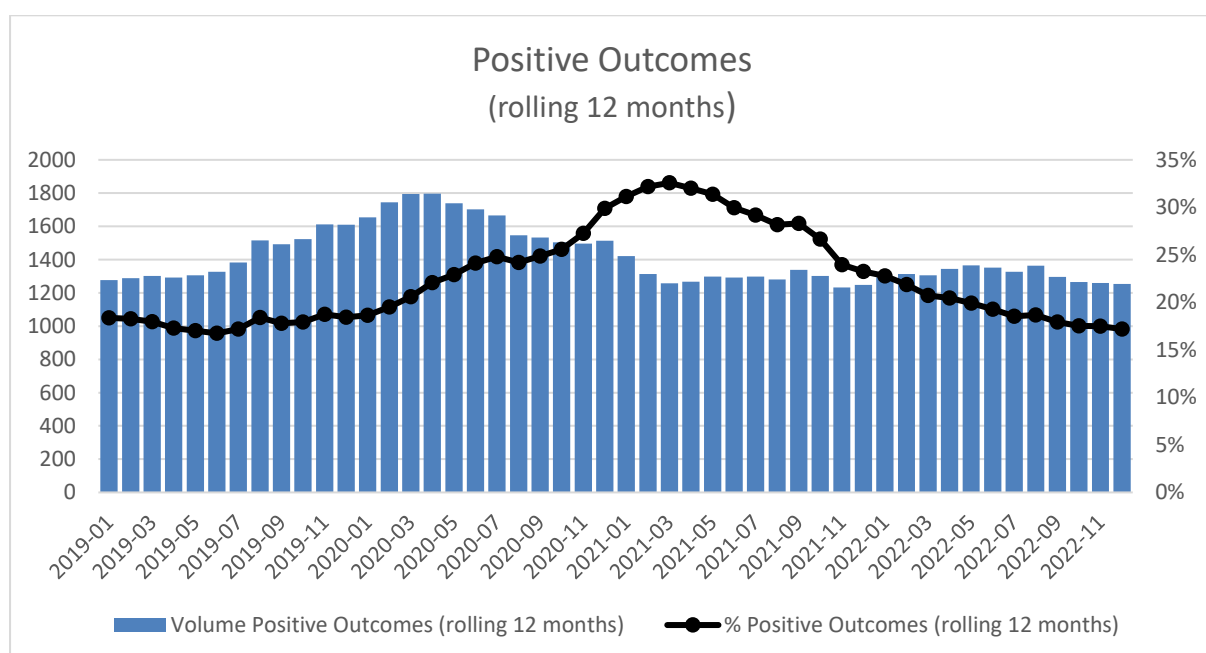
20. Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (Jan 21 – Dec 21 vs Jan 22 – Dec 22) decrease of -8% (-104). When compared to the benchmark year ASB incidents are seeing a -23% (-260) decrease. *Of note ASB incidents can be

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

Operational Activity

21. A high percentage of ASB within the force area relates to those within the homeless community. This is often associated with acts of begging and other behaviours deemed anti-social. In order to address this, CoLP make use of Community Protection Warnings (CPW's) and Community Protection Notices (CPN's) as part of Op Luscombe. This delivers a staged approach to offenders responsible for ASB whilst offering support and diversion through various supporting partners. As part of our sector model the CoL ASB co-ordinator is co-located for a % of their time within the partnership and prevention hub. This supports shared awareness and a co-ordinated approach to repeat issues of ASB across the City. CoL have created an ASB Task & Action group following ASB complaints across the City, taking a partnership problem solving approach to tackle ASB.

Graph 10 – 12 month rolling positive outcome rate



22. 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 17%.

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

Current Position

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

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 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	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	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	Good
		1.4 Ensure Police make appropriate use of their powers to tackle and defer Anti-Social Behaviour	Adequate	Good	Good
		1.5 Increase the number of positive outcomes from identified repeat offenders	No Grading	No Grading	No Grading
		1.6 Reduce Neighbourhood Crime	Requires Improvement	Requires Improvement	Adequate
		1.7 Reduce Violent Crime	Adequate	Adequate	Good
		1.7 Disrupt drugs supply in the City through pursue activity	Good	Good	Good

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
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	Outstanding
		2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	Good	Good	Good
		2.3 100% of Action Fraud cyber-crime referrals will be investigation by the City	Good	Good	Good
		2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	Good	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	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	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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
Putting the victim at the heart of everything we do	ADEQUATE	3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	Adequate	Good	Good
		3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	No Grading	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	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	Adequate
		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	Requires Improvement
		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	Outstanding

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
People	ADEQUATE	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	Outstanding	Outstanding	Outstanding
		4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	No Grading	No Grading	No Grading
		4.3 Overall engagement score – staff survey – year on year increase over the next three years.	No Grading	No Grading	No Grading
		4.4 To ensure our workforce better reflects the communities we serve.	Requires Improvement	Requires Improvement	Requires Improvement
Resources	ADEQUATE	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	Good	Good	Adequate
		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	No Grading
		5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	No Grading	Requires Improvement	No Grading

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade
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	No Grading
		6.2 Increase in percentage of people who agree COLP provide an effective service.	No Grading	No Grading	No Grading
		6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	No Grading	Good	Adequate
		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%	Requires Improvement	Adequate	Adequate

25. 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

26. 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.

27. Financial implications – none

28. Resource implications – none

29. Legal implications – none

30. 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.

31. 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.

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

33. 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

34. This report sets out performance assessment of the refreshed Policing Plan as of Q3 (1st Oct – 31st Dec 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- Q3 assessment

Claire Flinter

Information Management Services

E: Claire.Flinter@cityoflondon.police.uk

Ashley Liggins

Performance Information Unit

ashley.liggins@cityoflondon.police.uk