

<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> 3 <sup>rd</sup> May 2023
<b>Subject:</b> Q4 Policing Plan Performance 22-23	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 48-23	<b>For Information</b>
<b>Report author:</b> Claire Flinter (Head of Business Information)	

### Summary

This report provides a performance assessment against the measures in the Policing Plan for Q4 2022-23 (1<sup>st</sup> January to 31<sup>st</sup> March 2023).

Table 3 provides a summary of the end of year 2022-23 position.

### 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 Q4.
5. The data used to compile this report is accurate as of the last day of the quarter – 31 March 2023. 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

<b>Grade</b>	<b>Description</b>
<b>OUTSTANDING</b>	Consistently exceeds in its performance
<b>GOOD</b>	Consistently meets performance levels expected
<b>ADEQUATE</b>	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
<b>REQUIRES IMPROVEMENT</b>	Performance is not met most of the time. Plans are in place to improve but there is less confidence around these plans.
<b>INADEQUATE</b>	Performance is consistently not met and/or plans to improve are unclear
<b>NO GRADING</b>	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 Q2 of this year to compare it. This has been amended in the Policing Plan refresh 23-24 to ensure that this is not an issue going forward. 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 during 22-23. 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.
9. The refresh of the Policing Plan performance measures was signed off in February and CoLP will be reporting on these measures moving forward for the new performance year 2023-24.

## **Crime and ASB Overview**

### 10. Executive Summary

#### All crime

- 19/20 benchmark year comparisons show a -12% (-1056 by volume) decrease compared to the national picture which shows a +4.9% increase.

#### Violent crime

- 19/20 benchmark year comparisons show a -3% (-38 by volume) decrease. This has significantly improved over the past 6 months and positive 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. Over the last quarter, figures are above the baseline but consistent over Jan-Feb with a spike experienced in March.

#### Neighbourhood crime\*

(\*Neighbourhood crime consists of burglary residential, robbery personal, vehicle crime and theft from the person offences)

- Compared to the benchmark year there is a 32% (+424) increase. Q4 volumes for 22/23 are showing an 11% increase (+38) on Q3 with a month-on-month increase. Compared to Q2 when levels were higher than the 19/20 baseline by +70% (489 by volume) Q4 showing improvement with a reduction of 15% (-76) for the quarter. However, there is an overall increase for the year of 56% (+753) when compared to the benchmark year. This crime category has been primarily driven by the increase in Theft from the Person offences showing an increase of 43% (+496) when compared to the benchmark year 19/20.
- CoLP has embedded a prevention strategy with support of partners approach to the reduction of neighbourhood and violent crimes. There remains intense policing and partner response activity, which has resulted in a sharp downward trend in volumes in the second half of the year.

#### ASB

- Compared to the benchmark year, ASB incidents show a -19% (279 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%

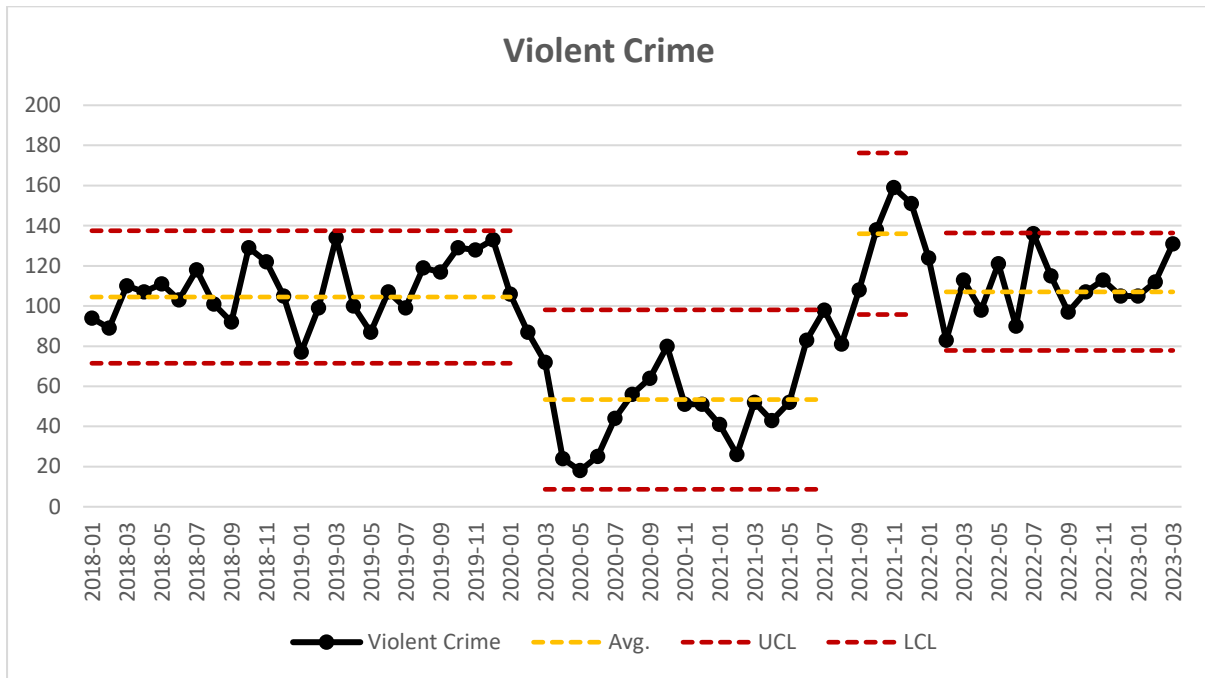
11. To set the context of the crime landscape for the City of London Police, an overview of; All Crime, Violent crime and Neighbourhood crime is provided below. This is accompanied by a summary of the picture surrounding positive outcomes. Performance comparisons are made for the current 12 months (April 21 – March 22 vs April 22 – March 23) and to the benchmark year (Q1-Q4 19/20 vs Q1-Q4 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 is 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



12. All Crime is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) increase of +22% (+1364). The increase looks more pronounced as the first quarter still includes a key period of the covid-19 pandemic which saw significantly reduced levels of crime. Therefore, comparisons are also made to the benchmark year (2019/20). Benchmark comparisons show a -12% (-1056) 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 +4.9%.
  
13. The current system of performance for all crime starts from July 21 as crime levels returned to pre-pandemic levels. Current levels are expected to fall between 496-730 crimes a month, falling above and below an average of 613. January and February 2023 were predicted to be lower demand months, with volumes expected below the average however, this has not been seen. Instead, there have been month on month increases for the past 9 months. 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



14. 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 (April 21 – March 22 vs April 22 – March 23) increase of +7% (+92), with the rate of increase slowing as we move out of Covid-19 comparisons. 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. Volumes of Violent crime have increased overall by 9% (+32) since Q3. This is impacted by a 57% increase in Rape (+6). Violence with Injury has fallen by 28% (-23) since Q3.

Operational Activity

15. Although the Christmas Campaign technically fell in the last quarter (Q3), after evaluation some positive high-level outcomes showed that the 3 highest harm crime types were all reduced during Op Tinsel 2022 compared to Op Illuminate 2021.

- GBH fell by -83%
- Rape fell by -60%
- Spiking incidents fell by -36%

There was also a reduction in violence against the person -46%.

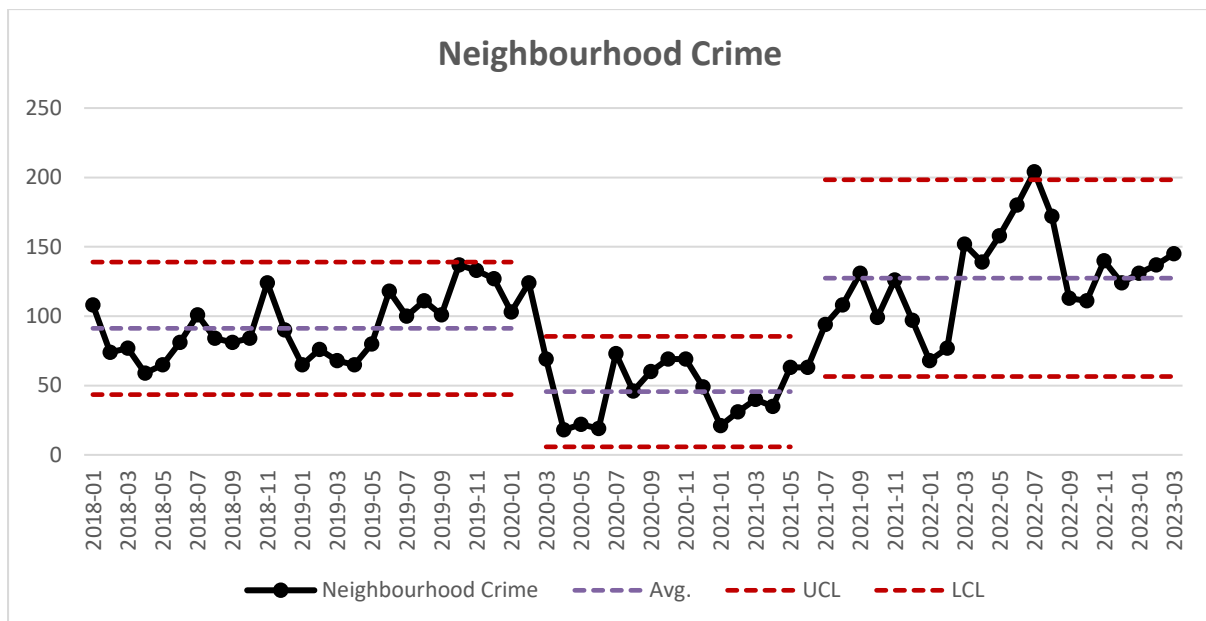
16. CoLP continues to run monthly partnership supported operations (Op Reframe) to make the night time economy hours safe for all. A significant focus has also been on violence against women and girls and safety particularly within the night time economy. The police have taken the approach that the NTE (Night-time Economy) is facilitated and not just policed. By bringing all responsible authorities together

out in the NTE, everyone gets to understand what the realities are and how these feeds into the requirements of their areas, for example lighting, cleansing and ASB. City of London Police also create a safe space for women and vulnerable people in the NTE. The results of Op Reframe are published and fed into the Licensing Committee and PAB. Operations have also covered areas and training around spiking and the importance of being an active bystander. The increased focus on Violence against Women and Girls publicity and our work throughout the city may indicate a higher awareness and confidence in victims of this crime to report matters to the police.

17. Local policing has biweekly tasking process where officers are being actively tasked into crime hotspots to support night-time economy operations.

18. Serious violence duty workshops have taken place and we are graded as preparing as a partnership. Work will now take place within the Safer City Partnership to ensure we are ready for early 2024.

Graph 3 – Neighbourhood Crime Trend



19. 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 (April 21 – March 22 vs April 22 – March 23) increase of +58% (+641). Neighbourhood Crime has seen significant increases in post-pandemic crimes, predominantly driven by Theft from the Person offences since March 2022 and this has driven volumes into exception for July 2022, Whilst significant progress was made in Q3 with numbers below average, Q4 volumes for 22/23 are showing an 11% (+38) increase on Q3 with month on month increases. When compared to the benchmark year there is a 32% (+424) increase in Neighbourhood crime.

## Operational Activity

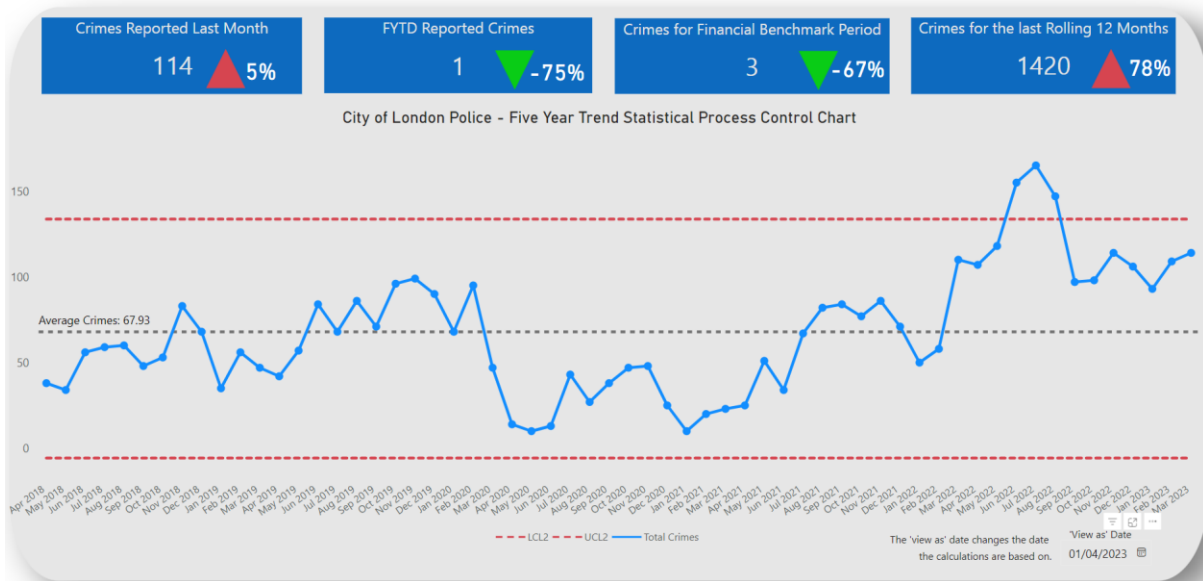
20. CoLP has embedded a prevention with support of partners approach to the reduction of neighbourhood and violent crimes. In support of the SARA process (Scanning, analysis, response, and assessment) a partnership and prevention hub are now a key focal point to crime prevention and/or the development 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) and close working with the security industry to create a cohesive approach to community safety. CoLP have recently implemented several platforms that permit the lawful sharing of intelligence and information in support of crime reduction.
21. A New neighbourhood policing improvement board monthly will drive HMIC recommendations with a particular focus on prevention. Refreshed Safer City Partnership ASB steering group will drive the partnership response to ASB and will across the partnership look at strengthening our preventative approach.
22. New burglary policy is in place meaning all burglaries are now visited by a PCSO or Dedicated Ward Officers (DWO) for reassurance and/or DNA kits<sup>1</sup> issued. DWOs will also identify repeat victims and ensure crime prevention advice is given and endorse the occurrence. A DOCO (Designing Out Crime Officer) will also visit if there is a linked series or significant environmental factors that need addressing. There have also been targeted operations that look to tackle theft from licensed premises which predominantly result in bags/phones being stolen. Evening patrols regularly take place around the top 10 venues, with officers engaging with staff and customers, including giving out crime prevention advice and materials (bag hooks, retention straps). Venues have also been provided with posters and beer mats with relevant crime prevention advice. There are other proactive operations tackling handlers of stolen mobile phones which have had some significant positive results.

## Graph 4 – Theft from the Person Offences

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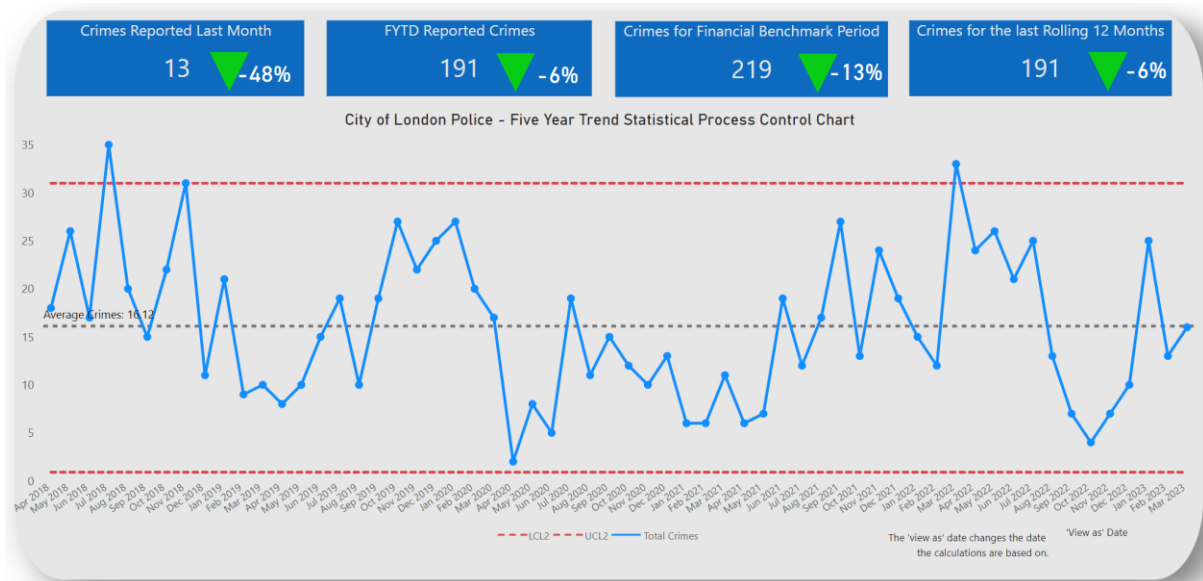
<sup>1</sup> DNA Kits from supplier offers a full range of property marking solutions and is ideal for protecting the assets and belongings of individuals, schools, businesses, hospitals, and councils.





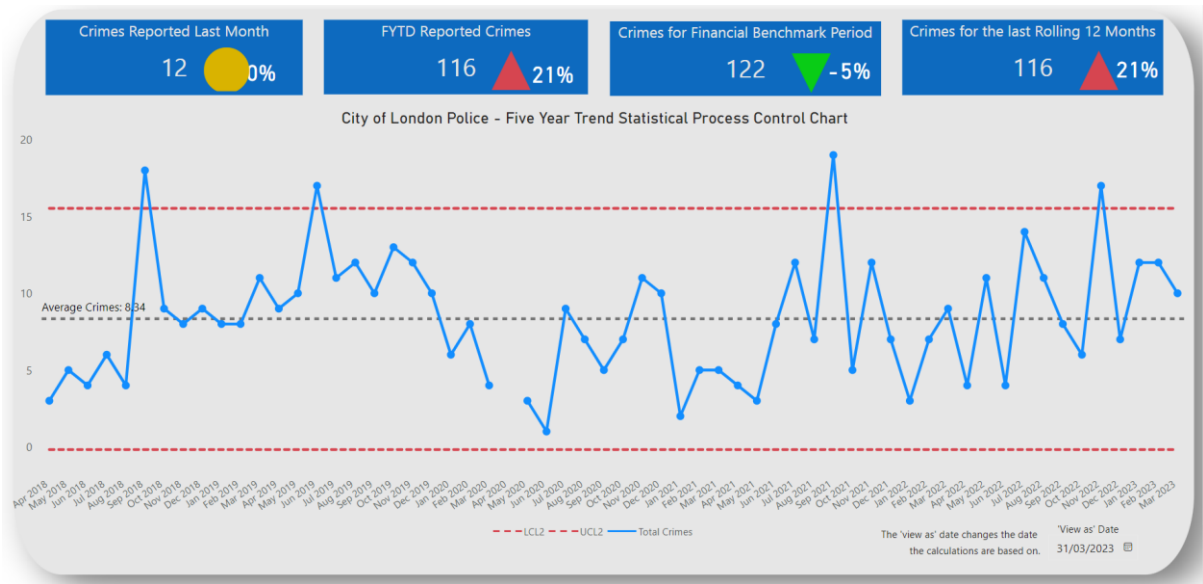
23. Theft from the Person crime is showing a 12-month comparison (March 21 – April 22 vs March 22 – April 23) increase of +78% (+621). There has been a significant drop for September 22 levels onwards, however volumes are still higher than the baseline and have increased month on month over the last quarter. When compared to the benchmark year, there is a 58% increase (+520 offences).

### Graph 5 – Vehicle Offences



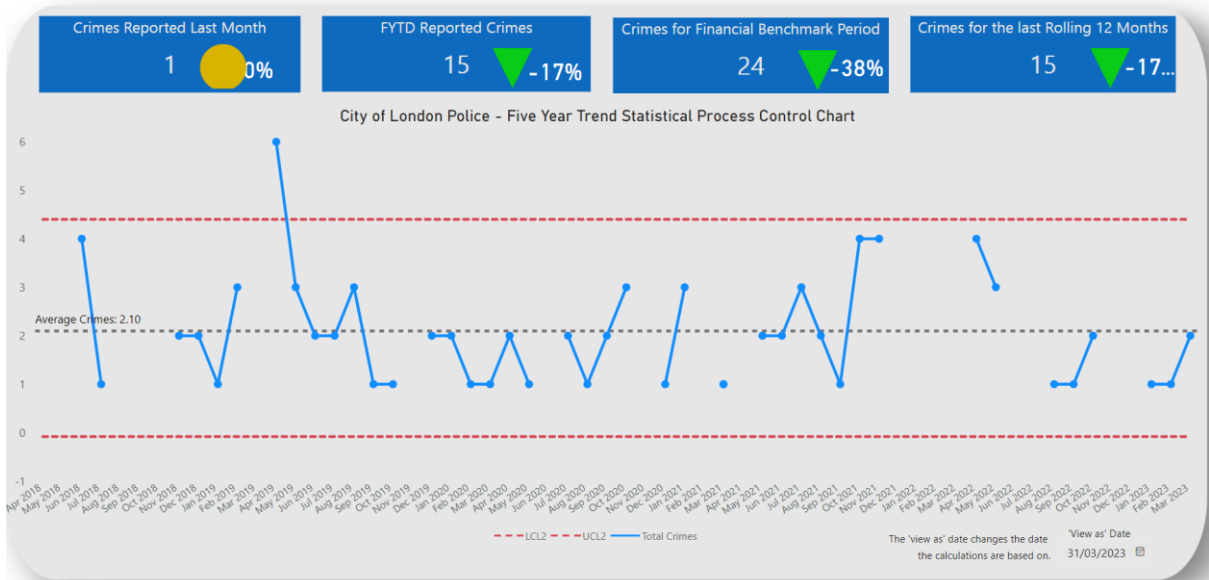
24. Vehicle crime is made up of the following crime types, Vehicle Interference, Theft from Motor Vehicle and Theft of Motor Vehicle. Vehicle crime is showing a 12-month comparison (March 21 – April 22 vs March 22 – April 23) increase of -6% (-13), noting this is comparing against the pandemic period with reduced offending. The majority of crime in this area is Theft from Motor Vehicle Offences with 129 in the current 12 months. When compared to the benchmark period, there is an -13% (-28) reduction in Vehicle crimes.

## Graph 6 – Robbery – Personal Offences



25. Robbery - Personal crime is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) increase of +21% (+20). These volumes are also lower than the 19/20 benchmark year with 6 less crimes (April 19 – March 20 vs Apr 22 – March 23). Where there are gaps included on the graph this demonstrates that there were no crimes that were recorded that month for this category.

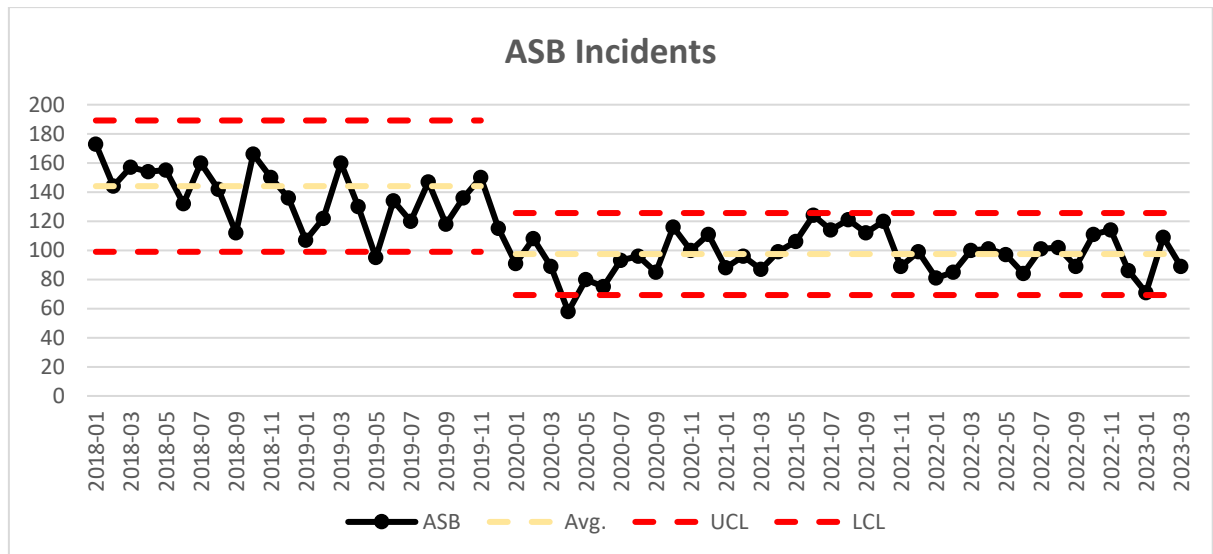
## Graph 7 – Burglary - Residential Offences



26. Burglary - Residential crime is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) decrease of -17% (-3). These volumes are also lower than the 19/20 benchmark year with 9 less crimes (-38%) (March 19 – April 20 vs

March 22 – Apr 23). 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 8 – ASB incidents



27. Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (April 21 – March 22 vs April 22 – March 23) decrease of -8% (-96). When compared to the benchmark year ASB incidents are seeing a -19% (-279) 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.

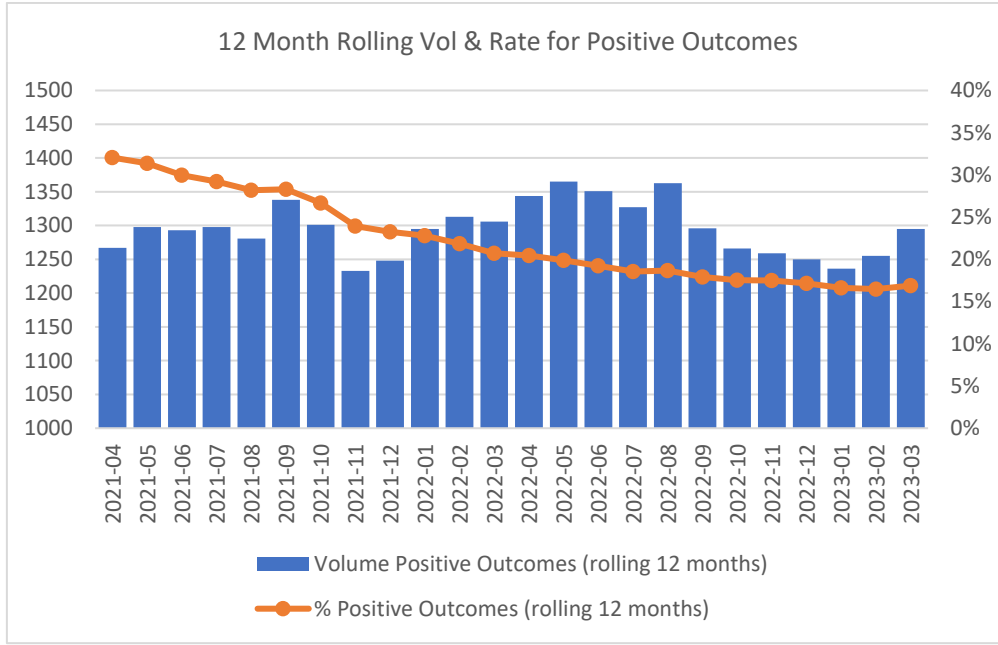
Operational Activity

28. A high % 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. City of London have created an ASB Task & Action group following ASB complaints across the City, taking a partnership problem solving approach to tackle ASB. Within the Partnership and Prevention hub we now have dedicated problem solvers who support the DWOs with problem management plans for ASB issues. The team also horizon scan for likely upcoming seasonal ASB issues, for example they have updated the SOP and Op Sagittarius to combat urban explorers, with enforcement tactics of CPWs and CPN in readiness for when this is likely to increase in the summer. We also now have dedicated lead for homelessness and begging, who is refreshing Op Luscombe to ensure it continues to be fit for purpose in both dealing with the ASB and supporting vulnerable people.

29. A refreshed ASB strategic delivery group will be meeting on 16<sup>th</sup> June 2023, this will be a group bringing together strategic partners looking at ASB response across the City. The group will focus on problem solving, reducing repeat locations,

offenders & Victims. The group will look at best practice, new legislation opportunities and ensuring a truly partnership approach to ASB  
 30.

Graph 9 – 12 month rolling positive outcome rate



31. 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 remarkably 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%.

**Current Position**

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	Q4 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	Outstanding
		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	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	Good
		1.4 Ensure Police make appropriate use of their powers to tackle and defer Anti-Social Behaviour	Adequate	Good	Good	Good
		1.5 Increase the number of positive outcomes from identified repeat offenders	No Grading	No Grading	No Grading	No Grading
		1.6 Reduce Neighbourhood Crime	Requires Improvement	Requires Improvement	Adequate	Requires Improvement

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
		1.7 Reduce Violent Crime	Adequate	Adequate	Good	Adequate
		1.8 Disrupt drugs supply in the City through pursue activity	Good	Good	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	Outstanding	Good
		2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	Good	Good	Good	No Grading
		2.3 100% of Action Fraud cyber-crime referrals will be investigation by the City	Good	Good	Good	Good
		2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	Good	Good	Good	Outstanding
		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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 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	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	Good
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	Good
		3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	No Grading	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	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	Adequate

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
	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	Adequate
		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	Outstanding
People	ADEQUATE	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	Outstanding	Outstanding	Outstanding	Good
		4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	No Grading	No Grading	No Grading	Requires Improvement
		4.3 Overall engagement score – staff survey – year on year increase over the next three years.	No Grading	No Grading	No Grading	No Grading
		4.4 To ensure our workforce better reflects the communities we serve.	Requires Improvement	Requires Improvement	Requires Improvement	Adequate



Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
Resources	ADEQUATE	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	Good	Good	Adequate	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	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	Adequate
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	No Grading
		6.2 Increase in percentage of people who agree COLP provide an effective service.	No Grading	No Grading	No Grading	No Grading

Policing Plan Priority	Overall proposed grade	Measure	Q1 Grade	Q2 Grade	Q3 Grade	Q4 Grade
		6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.	Good	Adequate	Adequate	n/a
		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%	Requires Improvement	Adequate	Adequate	Adequate

## **Corporate & Strategic Implications**

32. Strategic implications – The City of London Police Authority’s Policing Plan 2022-25 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.
33. Financial implications – none
34. Resource implications – none
35. Legal implications – none
36. 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.
37. 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.
38. Climate implications – Performance measures particularly within the organisational priority of ‘Our Resources’ contribute positively to the City Corporation’s Climate Action Strategy.
39. 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**

40. This report sets out performance assessment of the refreshed Policing Plan as of Q4 (1<sup>st</sup> March – 31<sup>st</sup> April 2023). 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.

**Claire Flinter**  
Information Management Services  
E: [Claire.Flinter@cityoflondon.police.uk](mailto:Claire.Flinter@cityoflondon.police.uk)

**Nikola Bendall**  
Performance Information Unit  
[Nikola.Bendall@cityoflondon.police.uk](mailto:Nikola.Bendall@cityoflondon.police.uk)