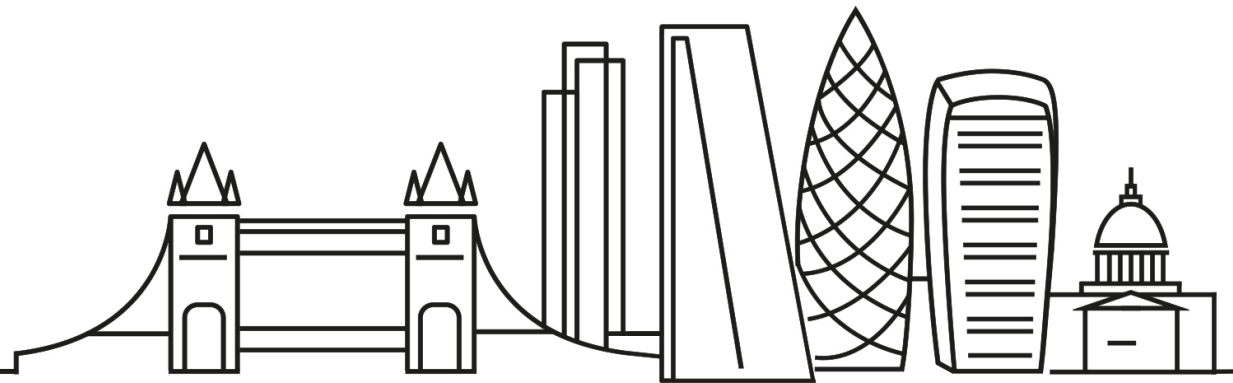# Policing Plan Performance Report

Quarter 1 2023/24

A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

Data Trend ⬆️

Overview

Neighbourhood crime is defined by the national definition and includes the following crime types: burglary residential, robbery personal, vehicle crime and theft from the person.

There has been a consistent increase in neighbourhood crime, and this has been driven predominantly by Theft from Person offences. The main modus operandi for these types of crimes are phone snatches, as well as pickpocket offences and distraction thefts. This has been the main contributor in terms of volume for 'All Crime' experienced in the City alongside 'all other theft' which is not included in the national definition.

While the data shows increases over the last 12 months for this crime category this trend has started to slow down and there has been a significant response in terms of Intelligence led policing to tackle this. There is also significant work ongoing to reduce 'all other theft offences' as week as Burglary, Vehicle Crime and Robbery.

Neighbourhood Crime

Legend: Neighbourhood Crime — Avg. — UCL — LCL
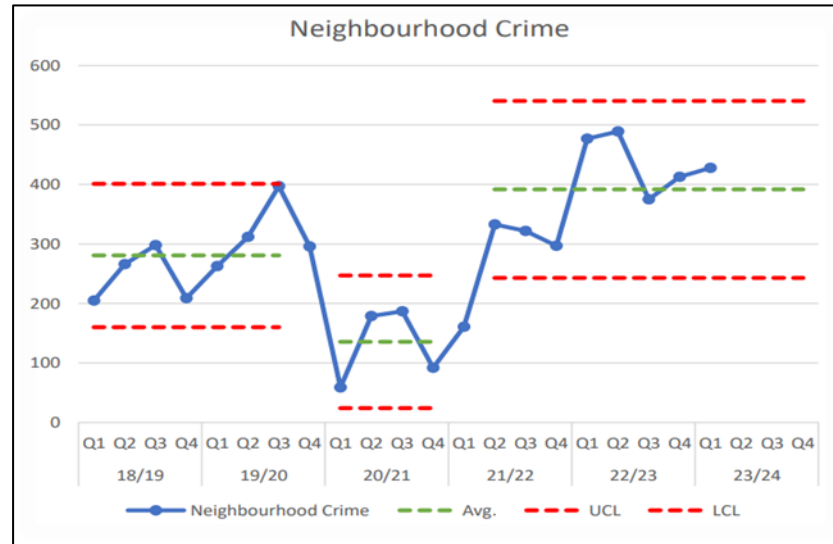
Response

A proactive acquisitive crime team has been established.

A proactive joint investigation with the Metropolitan Police is ongoing to tackle phone snatch offences.

Weekly tasking meetings direct uniform patrols to hot spot offending locations to prevent offending and identify offenders.

Crime prevention road shows for residents and businesses offering advice, target hardening and general overviews of crime in the city to keep the public informed.

Theft is one of the key workstreams within the partnership and prevention hub who use a problem-solving policing approach.

Identification of links with serious and organised crime are in development to provide further opportunities for disruption.

Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
489	375	413	428

CITY of LONDON POLICE

Keep those who live, work and visit the city safe and feeling safe
Reduce Violent Crime

Data Trend

Reasons

Violent crime has dropped by 1.2 % (-4) since Q4 22/23. This is a 14% (+34) increase from Q1 22/23 and volumes remain consistent since the increase after Q4 21/22 when crime levels started to return to normal after the pandemic.

Volumes of Serious Violence have increased by 22% (+27) since Q4 22/23. This is due to a 28% (+26) increase in Violence with Injury offences for Q1 23/24 compared to the Q4 22/23 figures.

Volumes of Serious Violence in the City are low compared to national volumes with violent crime making up a small percentage of 'All Crime' experienced in the City.

Violent Crimes mainly occur during the night time economy and the latest analysis demonstrated this accounted for 57% of crime in 2022/23. This is mainly Violence Without Injury Offences which are lower-level common assaults.
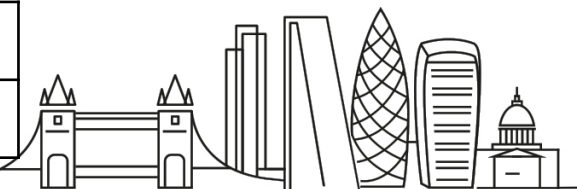
Violent Crime
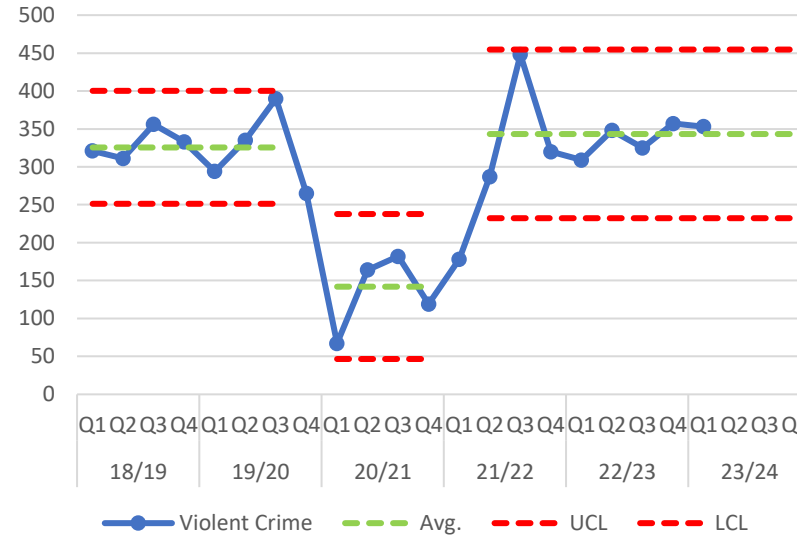
Response

There has been significant focus on reducing Violence Against Women and Girls offences this period which has lowered the proportion of these offences within violence this quarter. Several different initiatives under the Op Reframe banner continue including the walk and talk initiative and consent campaign.

City of London Police is increasing its understanding of drivers of violent crime alongside preparing bids to tackle violent crime for consideration at the Safer City Partnership (SCP) in September.

The new Serious Violence Duty ensures councils and local services work together to share information and target interventions to prevent and reduce serious violence. This work is being led through the Safer City Partnership. It currently involves conducting analysis for a Serious Violence Duty Strategic Needs Assessment which will inform a Serious Violence Strategy to be published in early 2024.

Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
348	325	357	353

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1.3

Keep those who live, work and visit the city safe and feeling safe
City of London Police positive outcome rate remains above the national average

Data Trend

Reasons

City of London Police perform well in this area and consistently outperforms the national average. The national Positive outcome rate for published data to March 2022 demonstrates a 10.4% outcome rate. City of London Police are currently performing higher than this.

The current positive outcome rate for Q1 is 18% (1413). This area is driven by positive performance in Crimes against Society (59%) and volumes for violent crimes (20%) are also positive when compared nationally.

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.

As the work continues, we would expect to see this performance-maintained bearing in mind increasing crime volumes.

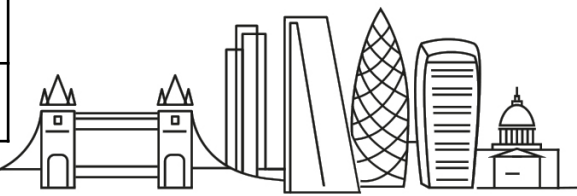12 Month Rolling Vol & Rate for Positive Outcomes
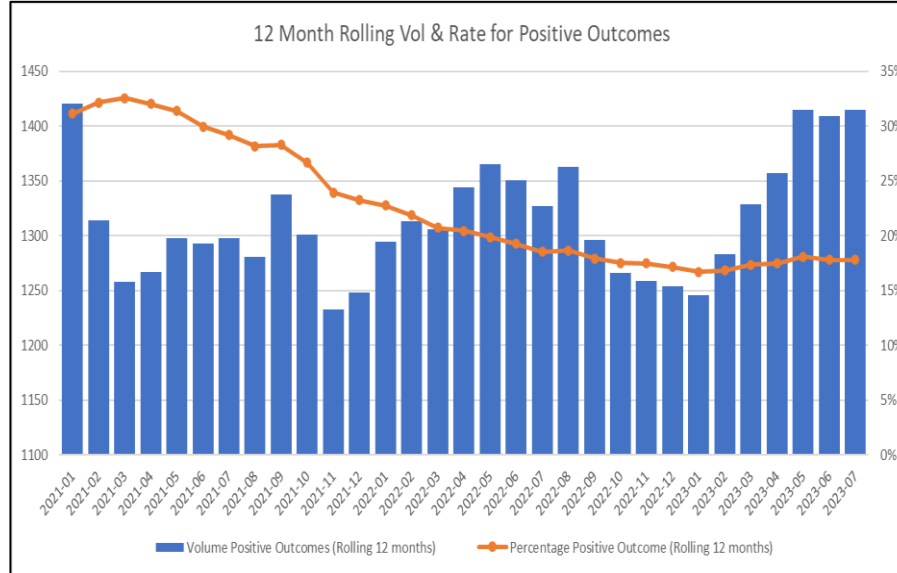
Response

City of London Police attend and investigate every crime, and this increases the chances of getting a successful outcome.

Work is ongoing to realign some of its investigative responsibilities and resources. These will improve management of high harm investigations and volume crime investigations and will be monitored for impact on outcome rates.

City of London Police analyses all outcomes applied to crimes and not just positive outcomes. This includes understanding where there are any variations from national trends. This adopts a new framework which encourages forces to look at all outcomes to identify areas for improvement.

Positive Outcomes are based on Home Office Counting Rule outcome codes 1-4 and 6-8 which include outcomes such as charged/summons, out of court disposals, taken into consideration.

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
Percentage	18%	17%	17%	18%
Volume	1308	1253	1323	1413

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Keep those who live, work and visit the city safe and feeling safe
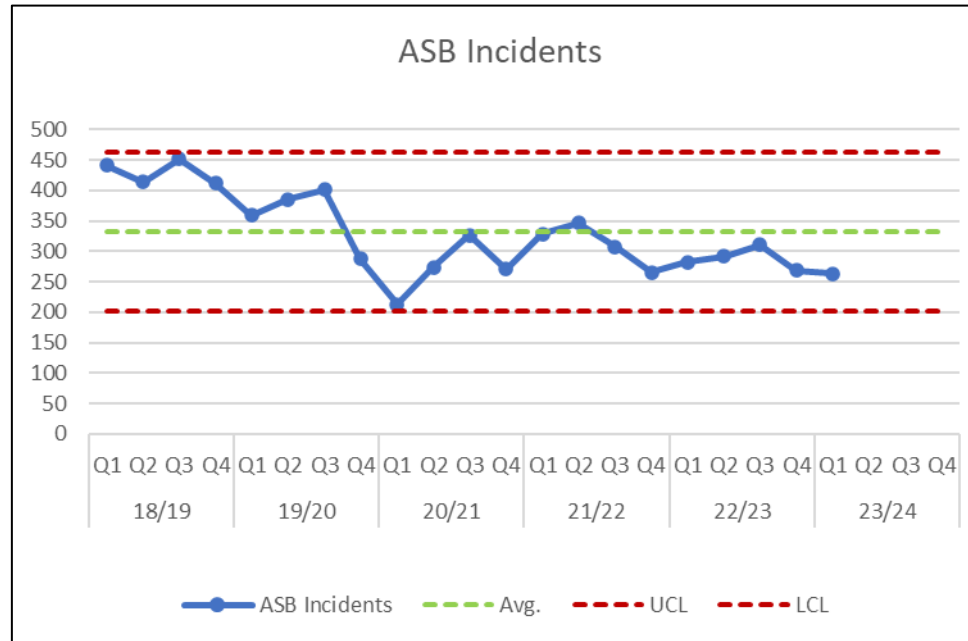## Reduce ASB Incidents

Data Trend

Reasons

Anti-social behaviour incidents remain low and are reducing further.

This has been very consistent for several years supported by the partnership and prevention hub which assesses repeat victims, locations and suspects to ensure appropriate response are put in place to deal with ASB.

ASB Incidents

Response

City of London Police continues to engage with its residential and business community to ensure the low volumes of ASB are not due to underreporting.

Good levels of community engagement have been achieved through ward panel meetings and local promises targeting issues affecting people at a ward level.

City of London Police is targeting specific ASB types seen within its grounds including begging incidents through the Op Luscombe programme. These operations are taking a problem-solving approach in line with national best practice in the area.

Issues such as ASB on pedal bikes and e-scooters are being actively targeted by the dedicated cycle team.

An ASB strategic meeting brings together members of the Safer City Partnership to look at how we respond to ASB, engage residents and ensure long terms problem solving is in place.

Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
292	311	269	263

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2.1
Protect the UK from the threat of cyber and economic crime
## To increase the total number of positive outcomes recorded in relation to fraud across the country

Data Trend

Reasons

There has been a marked improvement in the number of positive outcomes reported this quarter due to three significant operations reaching conclusion in the quarter accounting for hundreds of outcomes. The National Force Intelligence Bureau has recently implemented a new process for Serious and Organised crime operation monitoring. This improves dissemination of linked crimes to existing operations and consequently the recording of outcomes for those investigations.

Performance has been consistent over the last few years with small variability only seen in quarter 4 22/23. While the data stability does not indicate any changes in volumes predicted, the introduction of the long-term plans within the new fraud and cybercrime analysis system will significantly improve the ability to record outcomes lessening the impact of current manual reporting processes on the outcome rates. This is expected to result in positive outcome trends increasing going forward.
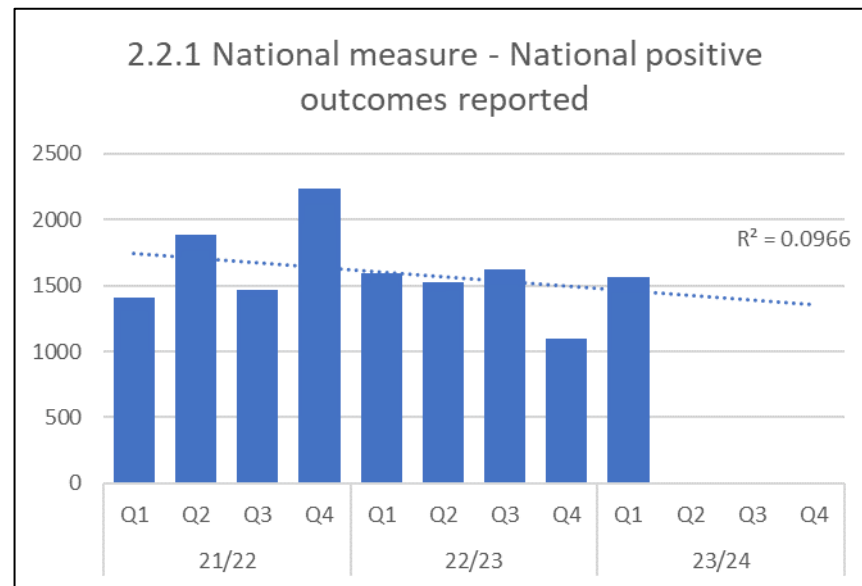
Response

In May 2023 a National User Group attended by all forces provided a briefing on a number of items including outcome reporting, its importance and the national performance regime surrounding this.

The NFIB's new solvability trial process is continuing and initial feedback from forces shows reports are being sent out in a timelier fashion and contain more viable lines of enquiry. As this trial progresses and cases move through investigation to outcome this should further increase positive outcomes.

This data relates to National Outcomes and is not City of London Police specific. Total outcomes reported in a period can relate to disseminations from any time. The volume of outcomes fluctuates throughout the year as cases with varying numbers of crimes attached are completed. For example, one investigation into a boiler room might have hundreds of outcomes attached to it and closing the case will give many outcomes, potentially bringing closure to multiple victims.

2.2.1 National measure - National positive outcomes reported

$R^2 = 0.0966$

Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
1530	1625	1101	1562

2.2

Protect the UK from the threat of cyber and economic crime
Law enforcement capabilities to tackle economic and cyber-crime are developed through training and accreditation

Data trend ➡️

Reasons
This quarter saw lower delegate numbers than Q4 22/23. This is expected due to seasonality within the data. Although this is a decrease from Q4 22/23 it is an increase in Q1 of the previous year. Training levels are following the expected seasonal adjustment, as bookings are affected by budgets and bank holidays in Q1.

Satisfaction for the quarter averaged at 88% despite a drop to 78% in May. This was because of one externally held course that has lowered the satisfaction significantly and has resulted in bespoke courses being developed.

As we can account for the dip this quarter and this is consistent based on seasonality, we are comfortable with performance for this area.

Number of ECCA Delegates
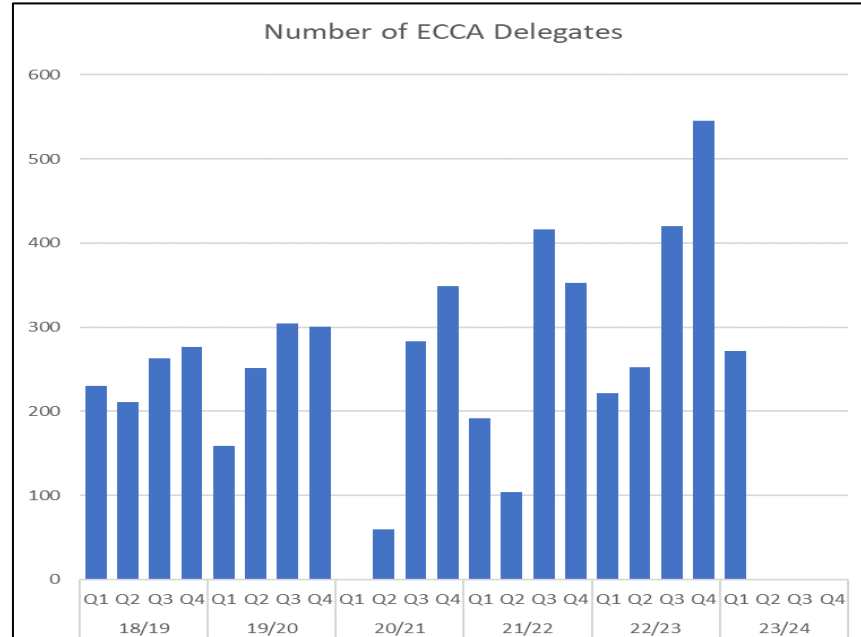
Response
To ensure the training being delivered is meeting this priority a strategy to monitor the impact of training on attendees and their roles is being developed which will improve understanding of impact of training.

The Academy delivered a Victim Care course for new Advocates in the National Economic Crime Victim Care Unit expansion, ensuring staff have appropriate skills.

The Academy delivered a bespoke Introduction to Fraud course specifically designed for the Financial Conduct Authority and the National Crime Agency were given a Bribery course. Feedback from both has been positive and early indication is they will request additional courses over the coming months.

Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
252	420	545	272

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Data Trend ➡️

Reasons

There has been a minimal increase in satisfaction this quarter. This is believed to be due to an uplift in contact centre staff numbers which resulted in a reduction in call abandonment and wait times.

These performance rates have remained consistent over the long term. This is likely due to the inability to make improvement to the online reporting platform and processes for reporting through the contact centre due to the current supplier nearing the end of its contract.

The respondent volumes remain low potentially impacting the representativeness of the data as a percentage of service users.

Satisfaction with Reporting

Legend: Telephone Reporting (blue), Online Reporting (red)
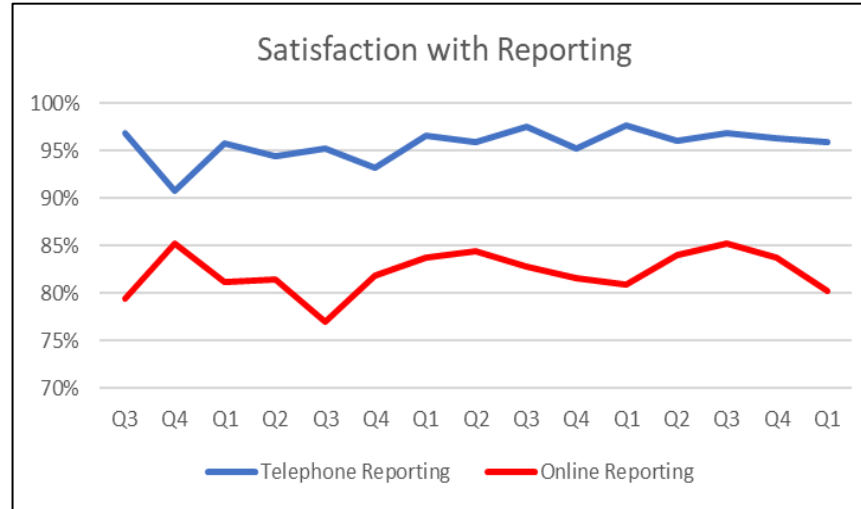
Response

The new fraud and cybercrime reporting service will present significant changes to online reporting mechanisms and the journey of a victim through the contact centre. A prototype website is being tested in preparation for the new reporting service going live in 2024.

In order to improve the victim journey and initial contact with Action Fraud several improvements have been implemented, such as Language Line and the Sign Video reporting option for Deaf users. The Advisor XP Contact Centre tool was also launched in Q1, a chat bot style tool offering advisers real time support, to ensure that victims are provided with correct advice and referrals. These are expected to improve the quality of calls and reduce call waiting and handling times, which should in turn increase victim satisfaction.

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24
Online Satisfaction	84%	82%	81%	82%
Phone satisfaction	96%	95%	95%	96%

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Putting the victim at the heart of everything we do
## City of London Police victim satisfaction levels are improved.

Data Trend

Reasons
City of London Police has not completed a victim satisfaction survey this quarter. This is due to a fault with the system that is due to be replaced with a more capable technological solution.

The low response rates received from the current process meant that the data was not representative of all victims and therefore was not reliable.

City of London Police has invested in an innovative solution that will capture victim feedback in real time. This means we will be able to deal with any dissatisfaction in the moment rather than weeks after, leading to a better victim experience.

City of London Police surveys victims of domestic abuse. In 21/22 there were 71% of respondents that were at least satisfied with the overall service received. Due to the small volumes of offences response rates are low (14 respondents).

Victim Satisfaction

$R^2 = 0.306$

Overall Service   Linear (Overall Service)
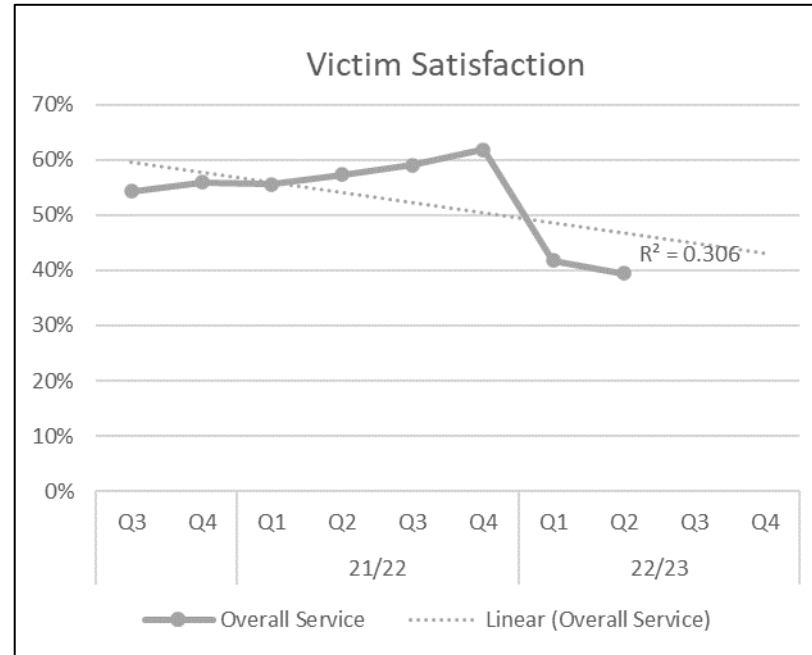
Response

The new survey solution will allow us to deal with any dissatisfaction in real time leading to a better victim experience and improved processes. Supervisors will be able to drill down into their teams' results using interactive performance dashboards and alerts can be set up to deal with any negative feedback in the moment and identify any individual good or bad individual and team performance. Victim satisfaction is linked to public confidence and a good experience will also impact positively on public confidence.

The current system in place is being fixed and data will be provided through this mechanism until the new software has been fully implemented. We know that volumes are low so analysis will focus on the qualitative elements and feed into the new Strategic Victim Board.

Domestic Abuse Satisfaction is completed independently by the Independent Domestic Abuse Adequate. Although responses are low, qualitative analysis will be completed to identify any trends and this will feed into the new strategic Victim Board.

Data Trend ⬆

Reasons
This is a new measure to be reported on bi-annually to coincide with the staff surveying timeframes.

There are no long-term trends identified yet as we continue to build our data set.

In the latest pulse survey (completed in July 2023) there was a 5% increase in staff who agree "That City of London Police is a psychologically and emotionally healthy place to work". This compares to the baseline survey undertaken in October 2022.

Percentage Change 22/23

+5%
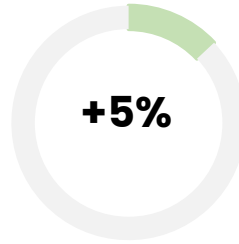
Oct 2022	July 2023
42%	47%

Response
City of London Police is seeking to improve this result further as its clear not all the workforce agree with this statement. The results of the survey are currently undergoing analysis to identify any trends that influence this result as well as any areas within the force where this is predominant. This will allow us to identify good practice and areas for improvement.

A detailed results analysis has been provided to all senior leaders in the organisation. Business leads are reviewing their results and ensuring there are appropriate plans in place to make improvement. This will ensure these are in place for any identified areas of concern. In addition to this, focus groups are ongoing to delve further into the detail and the results will be available for next quarter.

We recognise there are many elements that contribute to being a healthy place to work and staff well-being. This is reflected in work undertaken through our inclusivity programme, and a new well-being ambassador programme and delivery group.

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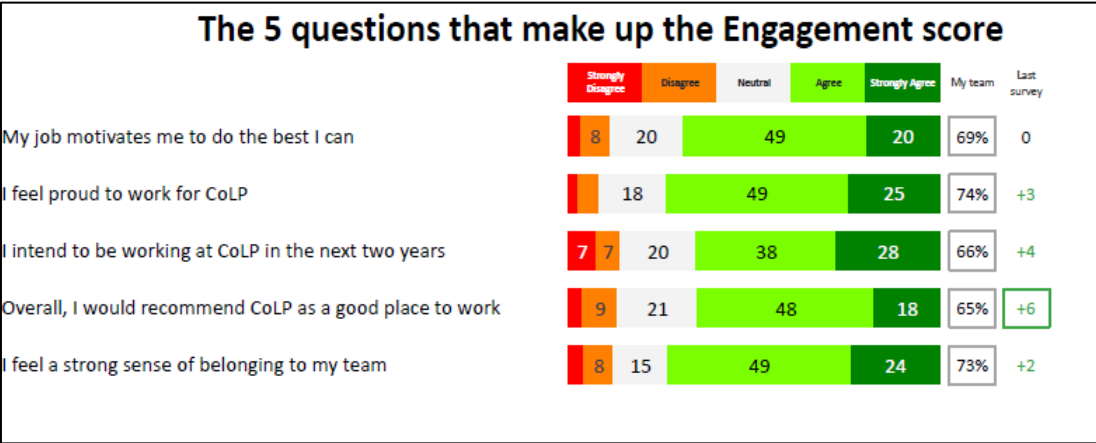
Data Trend

Reasons

This is a new measure to be reported on bi-annually to coincide with the staff surveying timeframes.

There are no long-term trends identified yet as we continue to build this data set. Some high-level findings from the PULSE survey in July 23 results show a 3% increase in responses to the five engagement questions since the last survey on Q3 22/23.

Response rates were slightly down in this pulse survey from 64% to 58%, although the full survey in October did remain open for longer.

This is a positive score for engagement when compared to other forces.

The engagement score is calculated using the 5 engagement questions outlined. It essentially measures how happy staff are when they are completing the survey..

The 5 questions that make up the Engagement score

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	My team	Last survey
My job motivates me to do the best I can		8	20	49	20	69%	0
I feel proud to work for CoLP			18	49	25	74%	+3
I intend to be working at CoLP in the next two years	7	7	20	38	28	66%	+4
Overall, I would recommend CoLP as a good place to work		9	21	48	18	65%	+6
I feel a strong sense of belonging to my team		8	15	49	24	73%	+2

Oct 2022	July 2023
66%	69%

Response

This measure will be used consistently throughout the next few years to monitor engagement levels of staff when they undertake the survey.

When the initial survey results were provided, a detailed results analysis was provided to all senior leaders in the organisation. Those responsible for area of the business have been reviewing their results and ensuring there are appropriate plans in place to make improvement. These seem to have impacted positively as this measure has increased.

As we wait for the detailed analysis from the Pulse survey there are ongoing focus groups to discuss the themes that have been raised and we continue to run these to delve further into the detail and the results will be available for next quarter.
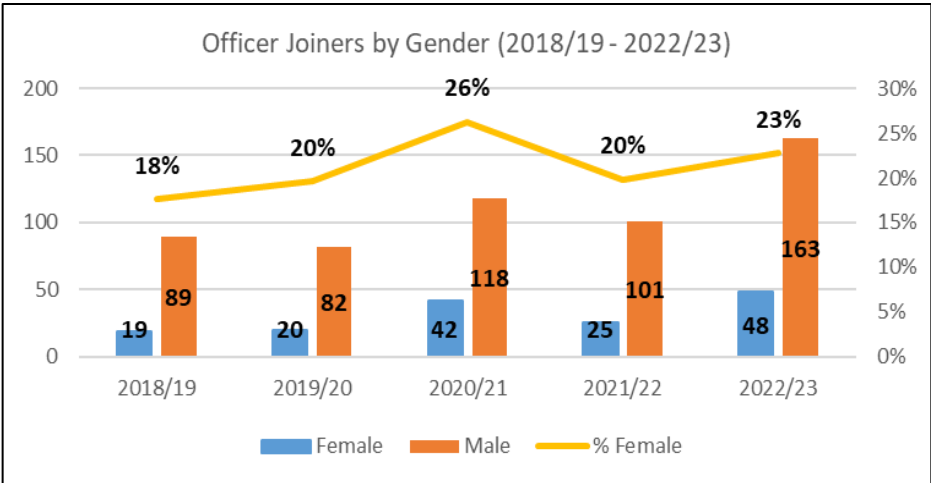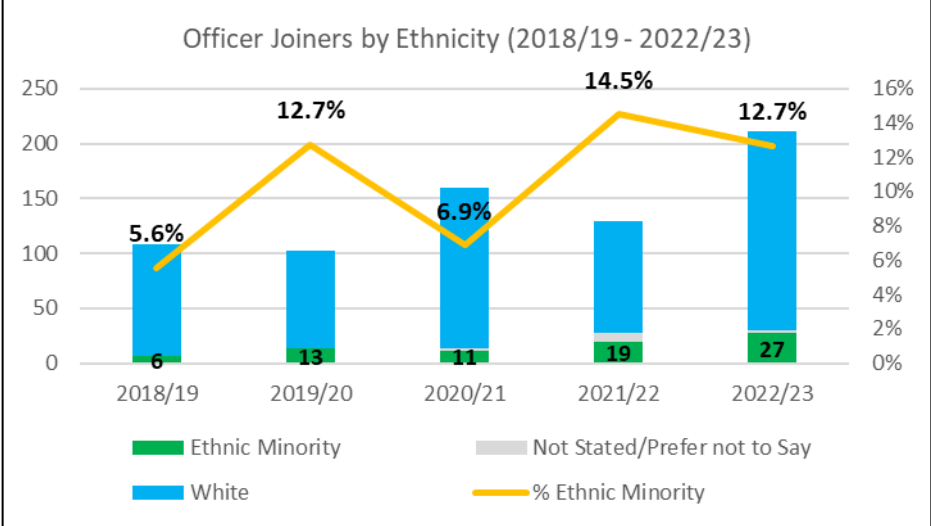
CITY OF LONDON POLICE

Our People

City of London Police Recruitment Activity is improving how well its workforce reflects the communities it serves

Data Trend

Reasons

City of London Police regularly review workforce diversity. We have undertaken analysis to understand the demographics of the communities that live and work in the City based on the latest census and information provided by the Corporation.

The most recent student intake shows 33% of joiners were from an ethnic minority background which helps to move the organisation in the right direction.

Officer Joiners by Ethnicity (2018/19 - 2022/23)

Year	Ethnic Minority	% Ethnic Minority
2018/19	6	5.6%
2019/20	13	12.7%
2020/21	11	6.9%
2021/22	19	14.5%
2022/23	27	12.7%

Legend: Ethnic Minority, Not Stated/Prefer not to Say, White, % Ethnic Minority

Officer Joiners by Gender (2018/19 - 2022/23)

Year	Female	Male	% Female
2018/19	19	89	18%
2019/20	20	82	20%
2020/21	42	118	26%
2021/22	25	101	20%
2022/23	48	163	23%

Legend: Female, Male, % Female

Response

The City of London Police has implemented several schemes in line with its continued outreach and communication strategy. This includes a system to support under-represented candidates through the recruitment & onboarding process and during their probation.

City of London Police has continued to run the Positive Action Leadership Scheme (PALS) development programme every year, which is offered to all under-represented groups. This programme has been created to develop and retain officers and police staff from under-represented groups. The Learning & Organisational Development Team will continue to implement new developmental programmes for all underrepresented groups.

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This is a bi-annual measure which will be reported in October 2023 and March 2024

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Resources
Staff are well equipped to do their roles

Data trend

Reasons

City of London Police is using the staff survey to understand if staff feel well equipped to do their roles.

This is a new measure and there are no long-term trends identified yet as we continue to build this data set.

There has been a 10% increase in staff who agree "I am well equipped to do my job'. This is seen as a positive improvement in the pulse survey undertaken in July 2023.

Percentage Change 22/23

+10%
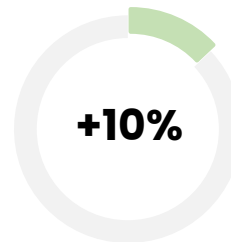
Oct 2022	July 2023
44%	54%

Response

City of London Police is undertaking a training needs analysis for all roles to improve strategic workforce planning and ensure our workforce is suitably supported and skilled to meet the demands it faces now and in the future.

A continuous professional development programme to improve prevention and problem-solving skills has been completed. This includes supporting Dedicated Ward Officers to achieve the Level 2 Problem Solving Award for Practitioners in Community Safety & Crime Prevention with all officers expected to be qualified by the end of 2023. Bespoke problem-solving training was rolled out to all neighbourhood and frontline officers in Q1 of 2023

Power BI phase 2 will be rolled out over the coming months which will equip officers and staff with better access to data to inform their operational and strategic decision making. Metaverse are providing training sessions to help improve data literacy.

CITY OF LONDON POLICE

6.1& 6.2	# Efficient and Effective service # The public feel safe & the public have confidence in City of London Police

Data Trend ➡️

Reasons

City of London Police has not completed a public survey this quarter. This will be measured using the new surveying technology being rolled out in Q2.

There is currently no historical local data to compare to for long term trends as this is a new measure.

Nationally there are decreasing levels of public confidence which is linked to feelings of safety and police officer misconduct.

Response

There is ongoing work to bring multiple surveying elements into one place through Uplands Software. This software will allow City of London Police to create an online engagement platform where people will be encouraged to give their feedback on how safe they feel in the City. This will allow City of London Police to run social media campaigns, use QR codes both on-line and throughout the City and reach out specifically to our residents and wider business population to get feedback.

City of London Police will be investing in an interim solution until the software has been launched to capture the views of the public through engaging with an external company and aim to have data for next quarter.

City of London Police has undertaken several initiatives this quarter to try to make the public feel safe and these include:

- The National Economic Crime Victim Care Unit has launched a new victim survey which measures whether victims feel safer and more confident after contact with an advocate. Results are expected to begin to be available from Q2.

- The new walk and talk initiative provides opportunity for female members of the public to walk with police officers to point out areas that make them feel unsafe in the City. This enable officers to feed this back into patrol plans and our wider partnership to increase feelings of safety. It also allows first hand for officers to receive feedback on policing in the square mile and adapt our plans accordingly.

- Op Reframe provides a thematic approach to increasing feelings of safety of women in the nighttime economy focussing on issues such as spiking, safe travel, testing or ASK for Angela

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Data Trends

These have been identified based on the data available, whether the data is increasing or decreasing within the required tolerance level. A green upwards arrow suggests improvement in the direction of travel. Amber means there has been limited increases or decreases within tolerance level and red and upwards arrow means there is an increasing trend which is negative.

Where Statistical Process Charts are used; Normal random variation is expected, where volumes fall above and below the average and within the expected confidence limits (at 2 standard deviations, 95%). This is what is known as noise. SPC charts help to 'drown' out the noise by showing exceptions (which require investigation as they are significant).

Significant exceptions are where the data points fall above or below the control limits, or where there is a run of 7 data points above the average or below the average. Another exception is where there is a month on month increase for 7 months. These are the big exceptions, but with more work you can also build in additional early warning indications to help highlight emerging issues.

Where there is no statistical data available a review of the qualitative data has been completed and the same trend analysis applied.

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