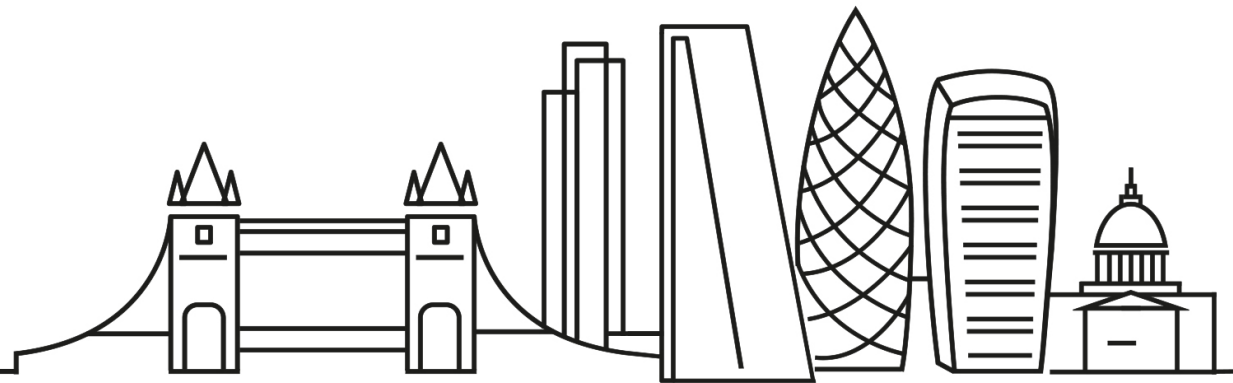


Policing Plan Performance Report

Quarter 2 2023/24



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

1.1

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

Data Trend



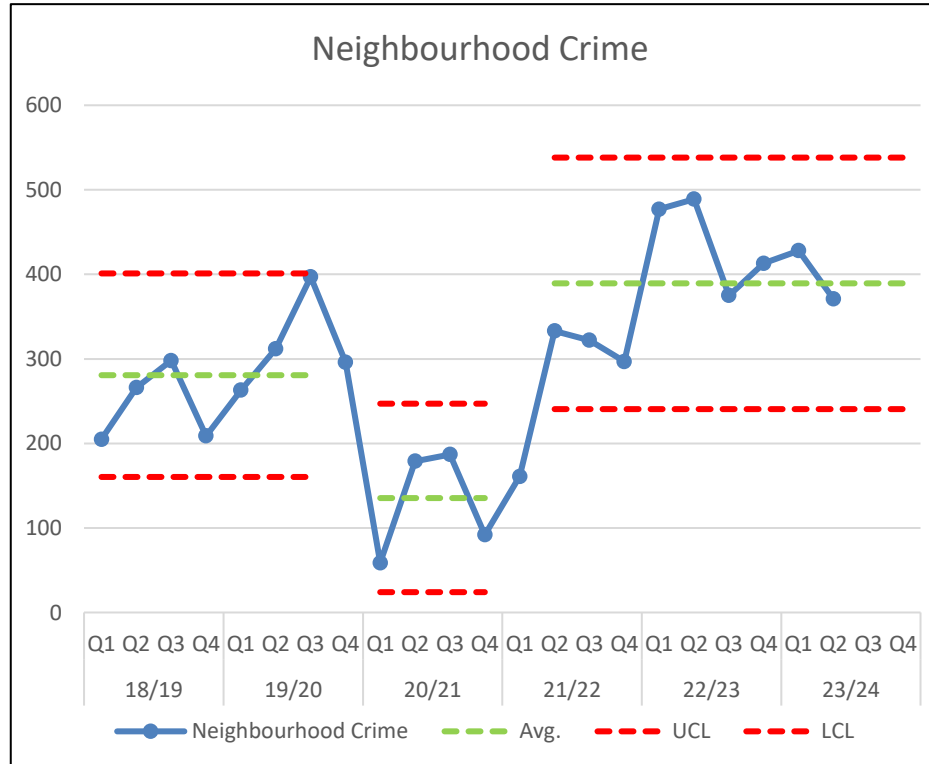
Reasons

Neighbourhood crime has decreased by 13% (-57) since Q1 23/24. There has been an overall decrease of 24% (-118) since the highest crime count in Q2 22/23. The data shows the previous increasing trend has started to slow down and volumes are now at the lowest level since Q4 22.

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

Neighbourhood crime has been driven predominantly by 'theft from the person' offences. The main modus operandi for these types of crimes are phone snatches and distraction thefts. This crime category has contributed to the overall reduction seen for neighbourhood crime.

Theft from the person had previously been the main driver of all crime. This has now been replaced by 'all other theft' offences which is not included in the national neighbourhood crime definition.



Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
375	413	428	371

Response

There has been a significant response in terms of Intelligence led policing which has continued to tackle neighbourhood crime effectively and identify offenders. There has been a particular focus on 'theft from the person' offences and phone snatch specifically. There have been crime prevention roadshows focusing on this crime type as well as high media coverage to prevent people becoming a victim of this crime which have contributed to this reduction.

The introduction of the Cycle Team to target offenders in the City has been successful and also contributes to the decrease.

Ongoing collaboration with our partners and neighbouring forces has targeted linked offenders in relation to robbery offences.

This quarter will see new initiatives run in conjunction with National Safer Business week which looks at our repeat and prolific offenders and proactively targets those that are committing serious acquisitive crime in the City.



1.2

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

Data Trend



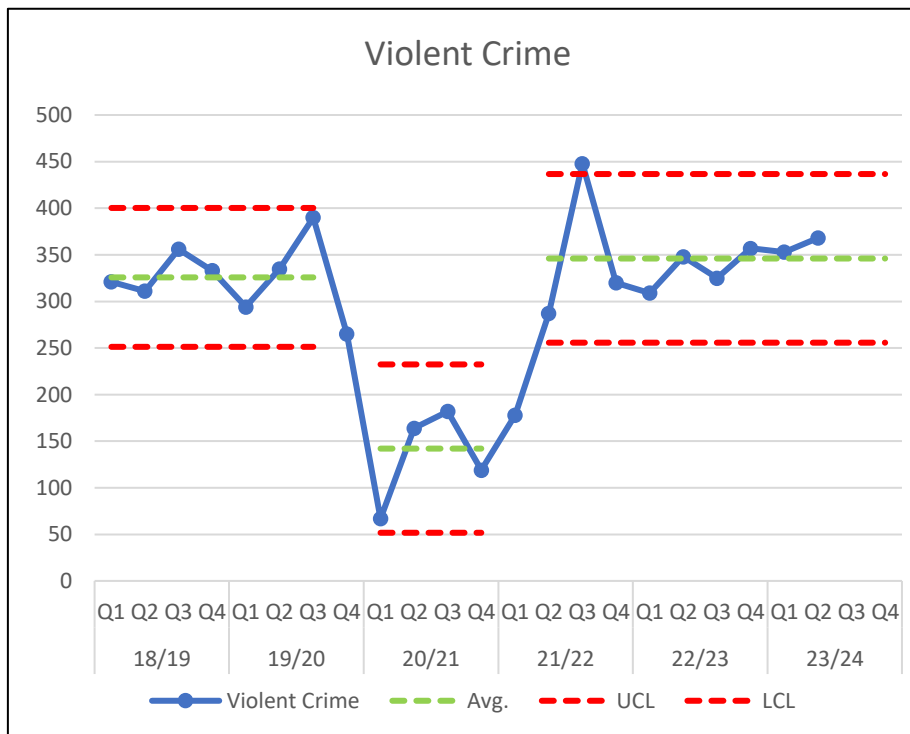
Reasons

Violent crime has increased by 4% (+15) since Q1 23/24. There is a 6% (+22) increase overall from Q2 22/23 and volumes remain consistent since the significant increase in Q3 21/22 when crime levels started to return to normal after the pandemic.

Volumes of serious violence have increased by 11% (+18) since Q1 23/24.

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.

Violent crime mainly occurs during the night-time economy and the latest analysis demonstrated that this accounted for 62% of violent crime so far in 2023/24. For both the day-time and night-time economy hours, these are mainly driven by common assault, followed by assault occasioning actual bodily harm.



Response

A multiagency approach to policing the night-time economy continues with a focus on hotspot policing.

Shift changes have been amended to increase the policing presence in the night-time economy and help keep people safe. If a venue has been linked to weapons, stricter regimes around entry have been implemented.

City of London Police have invested in additional evidential technology to build their capability of early capture of evidence, with a particular focus on rape offences.

A detailed analysis of Violent Crime has been completed in the City and will be used to inform the policing response.

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.

Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
325	357	353	368



1.2

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

VAWG (Violence Against Women and Girls)

Data Trend

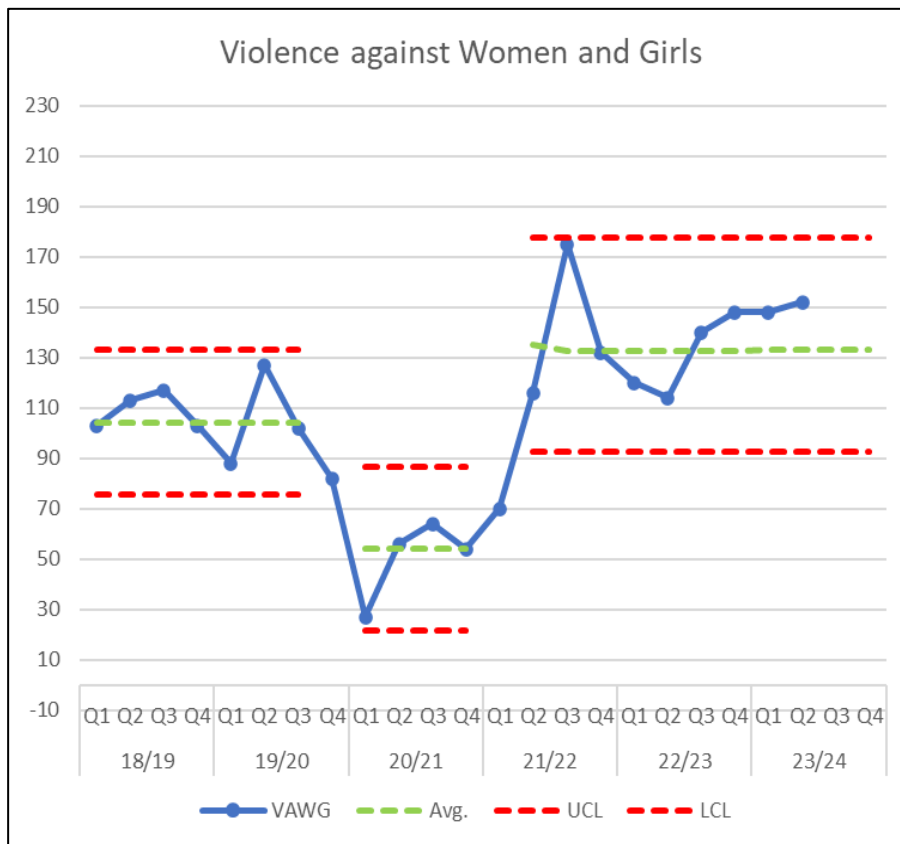


Reasons

Overall Violence Against Women and Girls has increased by 3% (+4) from Q1. Since Q2 22/23 there has been an average monthly increase of 3% (+4).

The offences that are contributing to this increase are rape offences and sexual offences. For rape offences Q2 shows a 40% (+3) increase from Q1. The percentage of rape offences are higher than before the pandemic, with a 37% increase (+6). Whilst these are low numbers, they are serious and high harm offences.

For other sexual offences Q2 shows a 9% (+4) increase from Q1. Volumes are higher than the high crime year with a 37% increase (+46). The majority of sexual offences reported in the City are lower-level sexual touching offences often linked to the night-time economy, alongside exposure offences.



Response

Targeted operations are ongoing to tackle Violence against Women and Girls offences, and this involves multi-agency working with partners, as well as on-going media campaigns that focus on the most prevalent issues impacting this crime type, with a particular focus on rape and serious sexual offences.

These also focus on the relationships and wider training for licensed premises, around vulnerability and Ask for Angela, and evaluation of the compliance of this within the City.

City of London Police are an adopter force for the Operation Soteria National Programme and will focus on continuing to deliver improvements for the victims of rape and serious sexual offences, alongside continuing to map demand effectively and build capability to ensure we continue to keep women, girls and all who live, visit and work in the City safe and feeling safe. This will include a continuous focus on delivering specialist trained officers within rape and sexual offences. Operational changes across our Public Protection Teams will see a dedicated team of investigators focus on victims of rape and serious sexual offences with a focus on perpetrators through effective suspect and offender management.

Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
140	148	148	152



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



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.

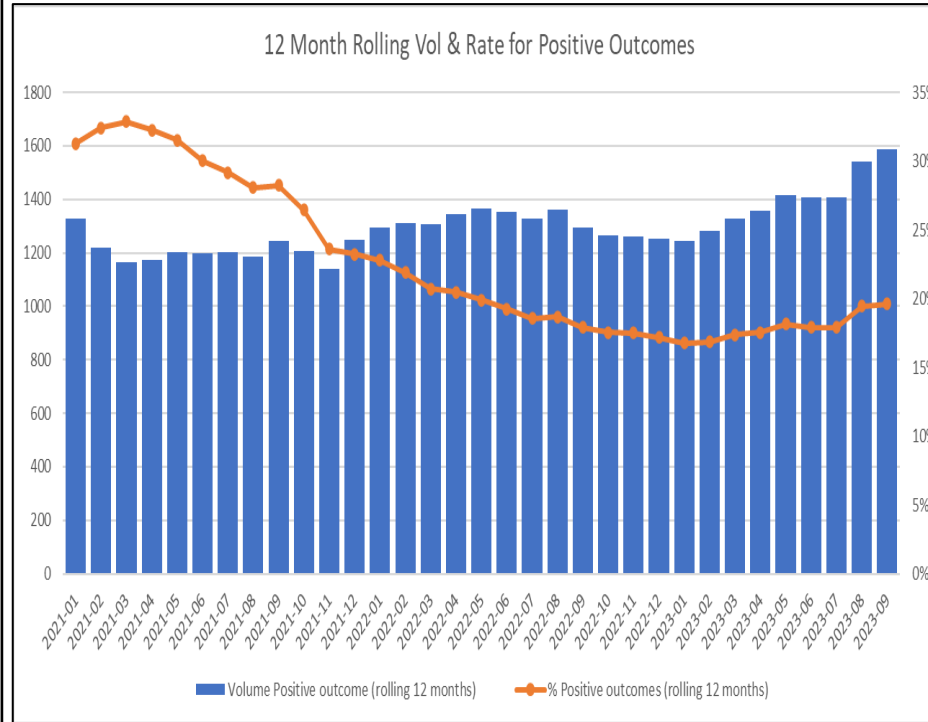
Reasons

City of London Police consistently exceeds the national average which is positive. The national positive outcome rate for published data to April 2023 demonstrates a 11.3% outcome rate. City of London Police are currently performing much higher than this.

The current positive outcome rate for Q2 is 21% (1586). This area is driven by positive performance in crimes against society (59%) and volumes for violent crimes (23%) 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 ongoing work continues, we would expect that performance for this measure is maintained despite increasing crime volumes.



Response

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

This has included reinvestment within our core criminal investigation and public protection teams to assist in continuing to improve our investigative response and provide the very best service to victims of crime. 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 also includes exploring all options for out of court disposals and reducing reoffending through effective suspect and offender management. We will continue to understand where there are any variations from national trends.

The introduction of the Volume Crime Unit and integration into Specialist Crime Command will seek to improve our response and outcomes across serious acquisitive crime affecting our policing area. Building on work already completed we will continue to focus on crimes that matter most, building capability and capacity within our approach to all types of investigation and achieve the best outcome for victims.



	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
Percentage	17%	17%	18%	21%
Volume	1253	1323	1413	1586



1.4

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

Data Trend

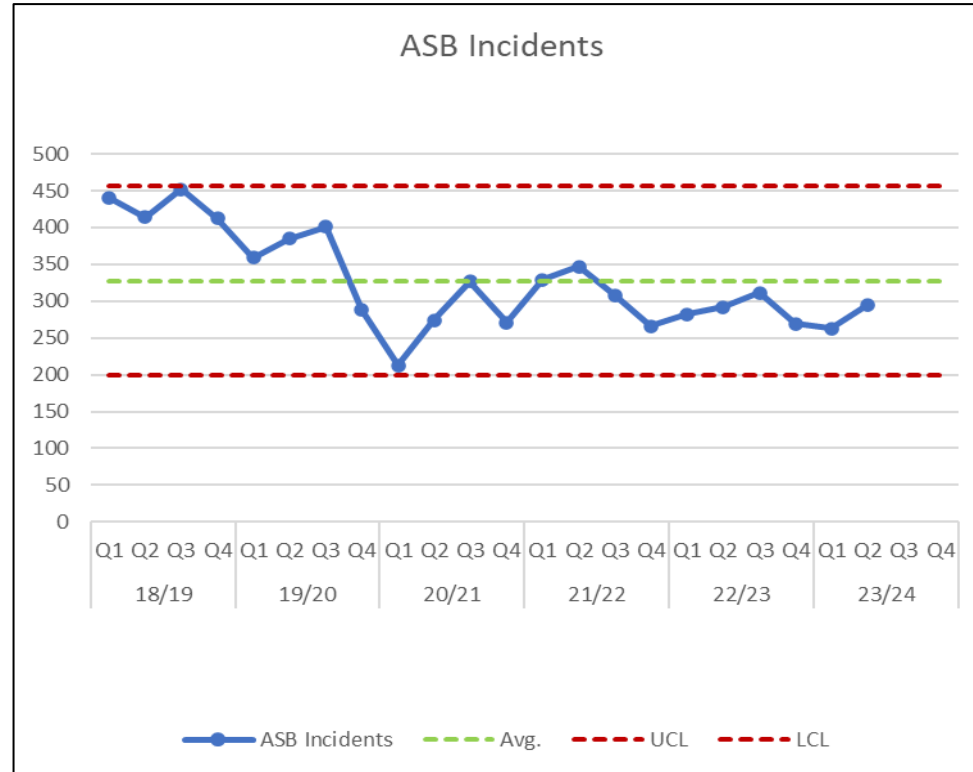


Reasons

Anti-social behaviour (ASB) incidents remain low and are 10% (-32) below the average monthly totals.

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 responses are put in place to deal with ASB.

Despite often being described as 'low-level crime', existing evidence suggests anti-social behaviour can result in a range of negative emotional, behavioural, social, health and financial impacts. These include negative mental health effects, avoidance behaviours and decreased economic productivity. The focus of City of London Police is ensuring that victims are 'at the heart of the response to anti-social behaviour'.



Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
311	269	263	295

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.

Dedicated operations have been used to reduce offending within the square mile and deter offenders who use cycles, e-scooters and e-bikes to commit road traffic offences and cause antisocial behaviour within the City of London. These also include high visibility engagement and crime prevention initiatives with our partners, focused on supporting and educating our communities.

Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis. Multiagency meetings continue to create a joined-up approach to tackling ASB in the City.



2.1

Protect the UK from the threat of cyber and economic crime

To increase the number of positive outcomes recorded in relation to fraud across the country

Data Trend

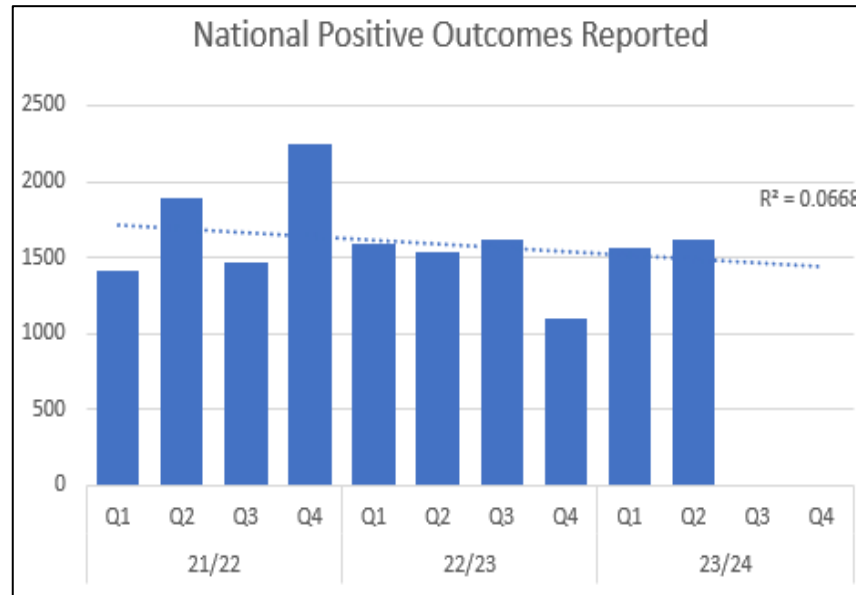


Reasons

Q2 2023/24 continued to yield increasing volumes of judicial outcomes, an increase of 3% (52) on Q1 and a year-to-date increase of 2% (50) to 3,176, when compared to the prior year comparative period (2022/23). Essex Police had a strong Q2 performance with an investment fraud yielding 105 judicial 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.

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.



Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
1625	1101	1562	1614

Response

NFIB have made improvements to their processes by sending linked crimes to local forces up and down the country. This creates a more accurate reflection of the ongoing work by local police forces which will impact the volume of national outcomes positively.

Constant evaluation of a solvability pilot has been active now for nine months and initial feedback from forces shows reports are being sent out in a timelier fashion and contain more viable lines of enquiry. We are seeing consistent improvement and as this trial progresses and cases move through investigation to outcome, this should further increase positive outcomes.

Last quarter 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.

Force engagement visits continue with a particular focus on any forces that have any disproportionality in outcomes and a deep dive of these is planned over the next quarter.



2.2

Protect the UK from the threat of cyber and economic crime

Law enforcement capabilities to tackle economic and cybercrime are developed through training and accreditation

Data trend

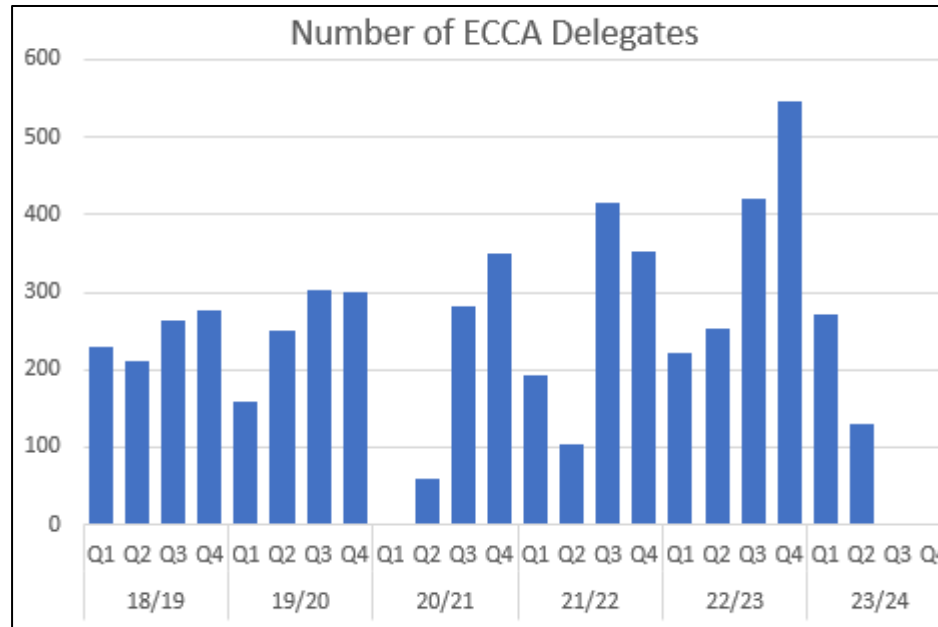


Reasons

Historically the Academy do not deliver any courses over the summer season due to lower availability of trainers and delegates. The time is spent refreshing existing courses and working on designing new ones. This year a small number of courses were held in July and August, and numbers picked up throughout September.

Satisfaction for the quarter averaged at 94%, recovering from a drop in May to score consistently above the 22/23 benchmark. The percentage of delegates completing feedback forms also rose as trainers are now providing time for this process within the classroom.

As we can account for the dip this quarter and this is consistent based on seasonality, we are comfortable with performance for this area and expect the numbers of courses and delegates to rise in Q3.



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 the impact of training. The ECCA is also running a recruitment campaign, actively onboarding new Associate Trainers with specific skill sets to ensure resilience across the courses, and to build capacity and enable more training to be delivered.

The Academy delivered an Internet Investigators Foundation course for City of London Police staff in the NFIB, ensuring staff have appropriate skills and providing career development.

Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
420	545	272	129



3.1

Putting the victim at the heart of everything we do

To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service

Data Trend

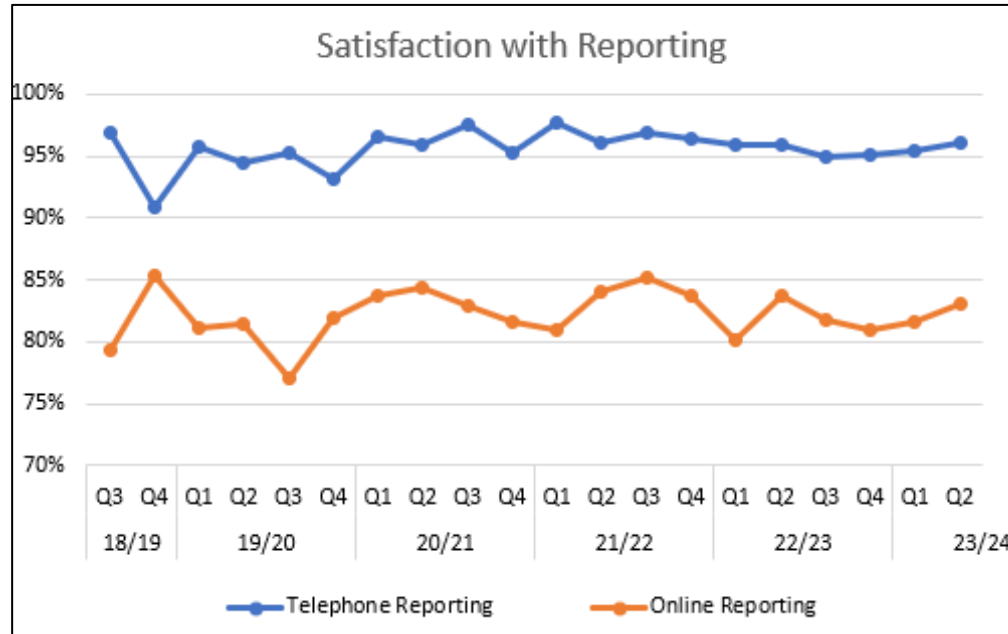


Reasons

Satisfaction with the service provided by the contact centre voice channel remains above the 95% target, and stable over the long term. Quarter 2 continued the trend of increased satisfaction due to the uplift in call handler numbers and the associated reduction in call wait times and call abandonment.

Satisfaction rates concerning the online reporting tool have seen slight increases for the last 3 quarters, although they remain under the 85% target. This is likely due to the inability to improve the online reporting platform as the current supplier is nearing the end of their contract.

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



Response

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 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.

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 launch in 2024.

	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24
Telephone Satisfaction	95%	95%	96%	96%
Online satisfaction	82%	81%	82%	83%



3.2

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

Data Trend

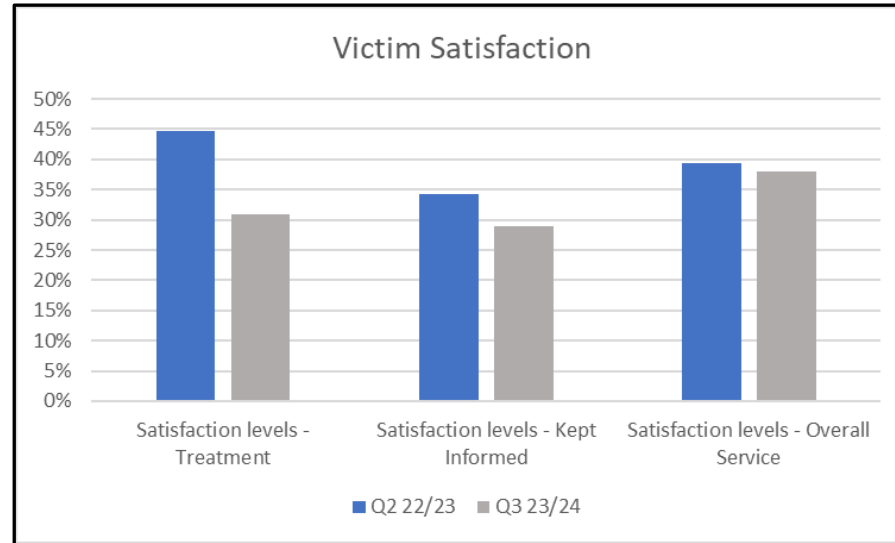


Reasons

The current Victim Satisfaction surveying process looks at responses from victims of crime that have answered the questions relating to their treatment, how well they were kept informed, and their satisfaction with the overall service. Respondents can provide an answer ranging between 1 = very satisfied and 5 = very dissatisfied. Those that have replied with a score of 1 or 2 represent those who replied with a satisfied response.

The response rate for Q2 (50 responses) is not statistically robust and is not representative of victims who have experienced crime in the City of London. Due to the low response rate, 1 or 2 responses could positively or negatively skew data in any direction.

Based on this, analysis will focus on key insights and the sentiment of the victim gained through the qualitative data, and will feed into Victim Board for oversight and decision-making to improve the victim experience.



Response

The City of London Police's investment of a 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. Alerts can be set up to deal with any negative feedback in the moment and complete service recovery.

Victim satisfaction is linked to public confidence and a good experience will also impact positively on public confidence.

Some positive key words and phrases that were received during the survey were: "officers were kind, compassionate and understanding", "respectful" and "they did everything they could". Some of the negative and recurring key words and phrases that were produced were: "bad communication", "haven't been kept updated" and "lack of case updates".



4.1

Our People

City of London Police is a psychologically and emotionally healthy place to work

Data Trend



Reasons

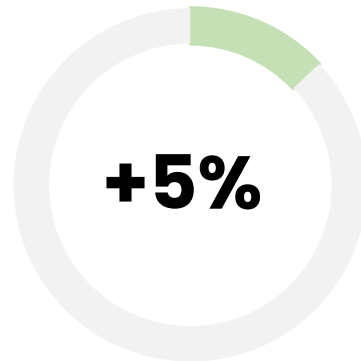
This is a new measure to be reported on bi-annually to coincide with the staff surveying timeframes.

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.

The next survey is planned for January.

Percentage Change 22/23



Oct 2022	July 2023
42%	47%

Response

City of London Police have launched the Inaugural Wellbeing Strategic Board and Wellbeing Delivery Board this quarter. These are the frameworks that will be used to create the strategic and operational change based workstreams, ensuring well-being is aligned to this policing plan.

The aim is to embed wellbeing into our fabric, making it a part of everything we do - creating a genuine wellbeing culture where everyone can thrive. To start this program, we are appointing Wellbeing Ambassadors across the force who will create Practitioner Wellbeing Groups (PWGs) in their business areas. We aim to capture the operational voices of practitioners across every area of the force.

Biotech launch – early September saw the City, alongside two other forces, join a national wellbeing project which looks to understand more about the health impacts of policing on our people. Data scientists are crunching the numbers, and we are working with Oscar Kilo to help inform national policing and understand how we can best support policing colleagues in the most challenging roles.



4.2

Our People

City of London Police workforce engagement levels are increased

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 2023 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.

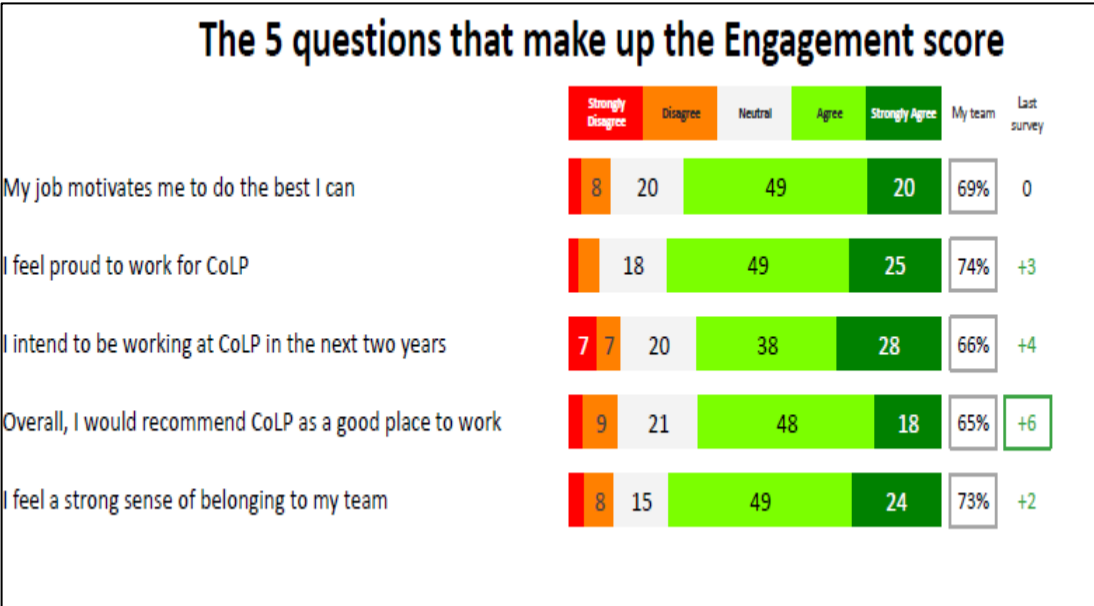
This is a positive score for engagement when compared to other forces.

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

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 areas of the business have been reviewing their results and ensuring there are appropriate improvement plans in place. These have impacted positively as this measure has increased.

Work has been ongoing through a number of focus groups across the organisation, to discuss the themes that have been raised in the survey. This has resulted in a greater understanding of the key issues impacting staff and a detailed set of recommendations that will be implemented and monitored.



Oct 2022	July 2023
66%	69%



4.3

Our People

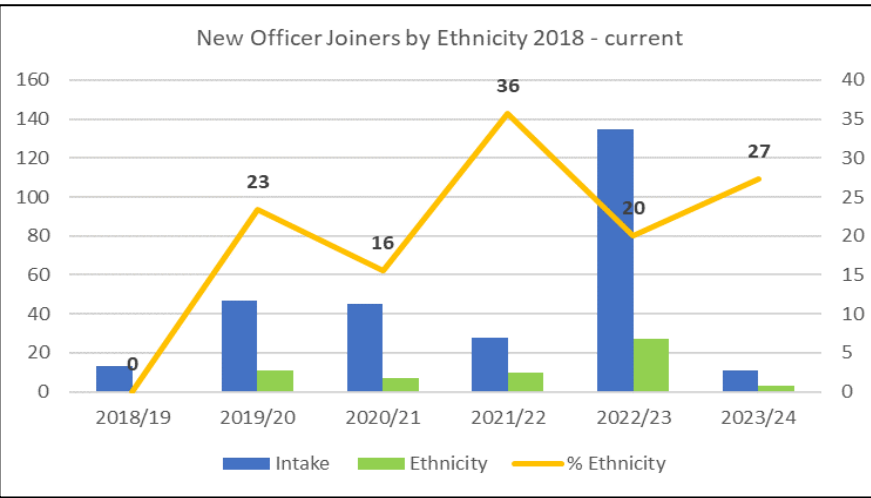
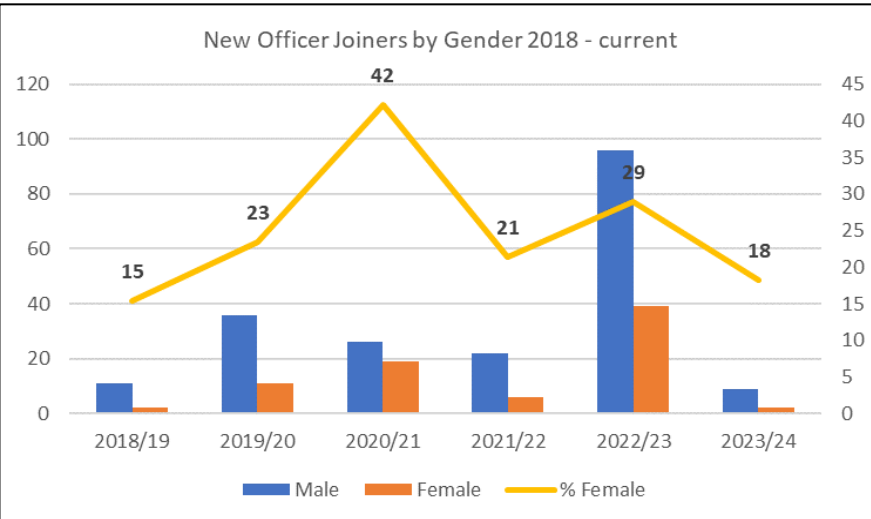
City of London Police Recruitment Activity is improving how well its workforce reflects the communities it serves

Data Trend

Reasons
 City of London Police regularly review workforce diversity. Analysis has been undertaken 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.

City of London has an ongoing challenge to understand the communities that it serves. We know from analysis that the majority of our victims are non-residents, and that the day-time economy is a different breakdown to our resident population, and this makes reflecting the community we serve more challenging than other forces.

The most recent student intake shows 27% of joiners were from an ethnic minority background, this being the highest proportion of ethnic minority joiners since April 2021, and continues to move the organisation in the right direction.



Response
 There has been one intake of Student Officers in 2023/24, and a further intake of Student Officers will take place towards the end of 2023/24 for a Detective Direct Entry pathway. Diversity is a key consideration for each intake.

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 and onboarding process as well as 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.



5.1

Resources

Financial outturn is within 1% of forecast

Data Trend



The Q2 forecast is a break-even position (£101 million) with a higher provision (£1.8 million) for the revenue financing of capital expenditure.



Staff are well equipped to do their roles

Data trend



Reasons

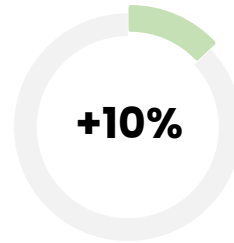
City of London Police is using the staff survey to understand if staff feel well equipped to do their roles.

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

In the pulse survey undertaken in July 2023 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.

The next survey will go live in January.

Percentage Change 22/23



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.

Partnering with data and digital specialists Multiverse, our goal is to heavily invest in launching inclusive and innovative development opportunities across all our teams to support the adoption of data and digital advances. The initial feedback of case studies show extremely positive results with outcomes showing a significant reduction in time spent doing manual data tasks.



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 launched a public survey to capture and understand the feelings of safety and community confidence in City of London Police.

The survey is still open until the end of October and therefore a snapshot of the data has been completed and full analysis will be provided in Q3.

The public feel safe. Of the responses received so far, the public in the main indicate that people generally feel safe in the City. Sentiment analysis highlights the visible presence of police particularly in the evening and the CCTV presence in the City attributing to this positively. Any worries of being a victim of crime tended to relate to fears of being a victim of personal theft or phone snatching.

The public have confidence. Over three quarters of responses to date outline that they have confidence in the police.



Response

The long-term response to surveying is to complete the 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 throughout the City and reach out specifically to our residents and wider business population to get feedback.

The Neighbourhood Policing team continue to hold High Visibility Days with the City Security Council throughout the year to provide reassurance, demonstrate partnership working, and actively engage with staff and visitors in the City of London. Police officers and security professionals undertake joint high visibility patrols around premises and building footprints to provide a visible deterrent, build positive relationships between the private and public sector, and better understand local priorities, concerns, and issues. Patrols are supplemented by Hubs offering crime prevention materials, bike/property marking, and community engagement.

The new Walk and Talk initiative provides an 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 enables officers to feed this back into patrol plans and our wider partnership to increase feelings of safety. It also allows for officers to receive first hand feedback on policing in the square mile and adapt our plans accordingly.



Appendix A







Data Trends

The Success Measures are detailed in the below table.

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.

Success Measure Performance Assessment	
	A green upwards arrow suggests improvement in the direction of travel.
	A green arrow pointing right is used for consistent performance at 100%.
	A green arrow pointing down means a decreasing trend which is positive.
	Amber means there has been limited increases or decreases within tolerance level.
	A red upwards arrow suggests an increasing trend that is negative.
	A red downward arrow suggests a decrease in performance.

