

Policing Plan Performance Report

Quarter 3 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

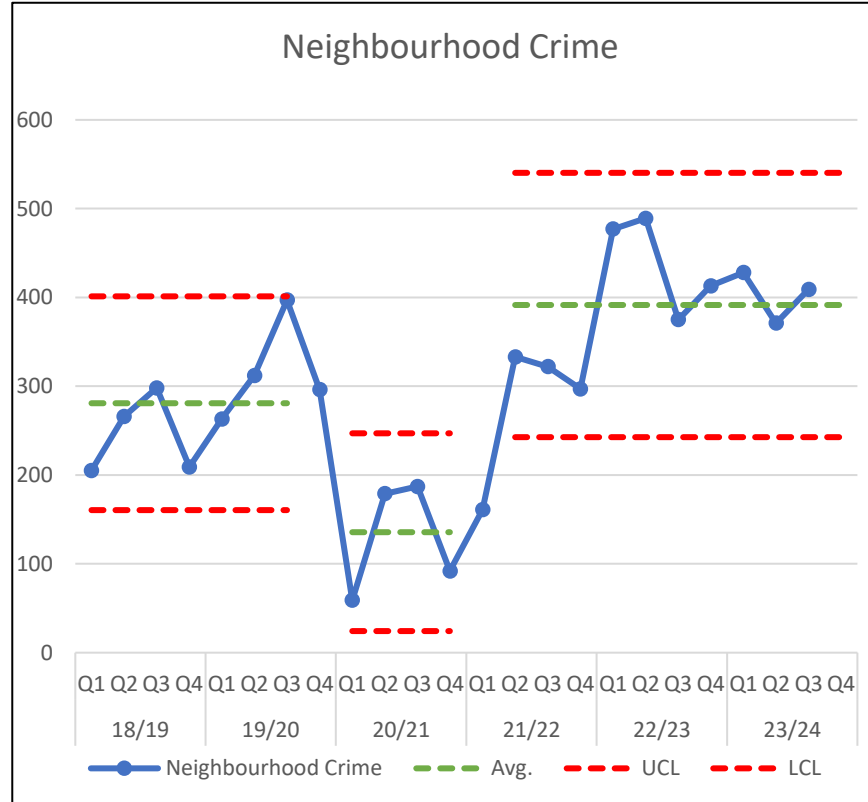


Reasons

Neighbourhood crime has increased by 9% (+38) from Q2 to Q3. There has been a decrease of 4% (-19) since Q1 23/24. There has been an overall decrease of 16% (-80) since the highest crime count for this category in Q2 22/23. Crime predictions indicated increases for this category in Q3 as we know these are high crime months.

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 had contributed to the reduction seen for neighbourhood crime in Q2, but this has started to increase again.

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 This has now been replaced by 'all other theft' offences which are not included in the national neighbourhood crime definition.



Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
413	428	371	409

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, specifically phone snatch, with targeted operations. Significant preventative work has been ongoing such as high media coverage to prevent people becoming a victim of this crime type. This work has contributed to a year-on-year decrease for this category.

The introduction of the Cycle Team to target offenders in the City has been successful and there have been significant arrests of prolific offenders this quarter. After a successful trial, this team is now permanently established in the organisation and will continue to undertake this effective work.

National Safer Business week commenced successfully this quarter; a joint initiative which proactively targets repeat and prolific offenders who are committing serious acquisitive crime in the City. This demonstrates the strength of our intelligence led policing response. The Christmas campaign was also launched, and results are being evaluated but early indications show that it stabilised the increasing crime trend.

Increased governance of acquisitive crime has occurred across all levels of the organisation with targeted meetings dedicated to problem solving, with a focus on neighbourhood crime



1.2

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

Data Trend



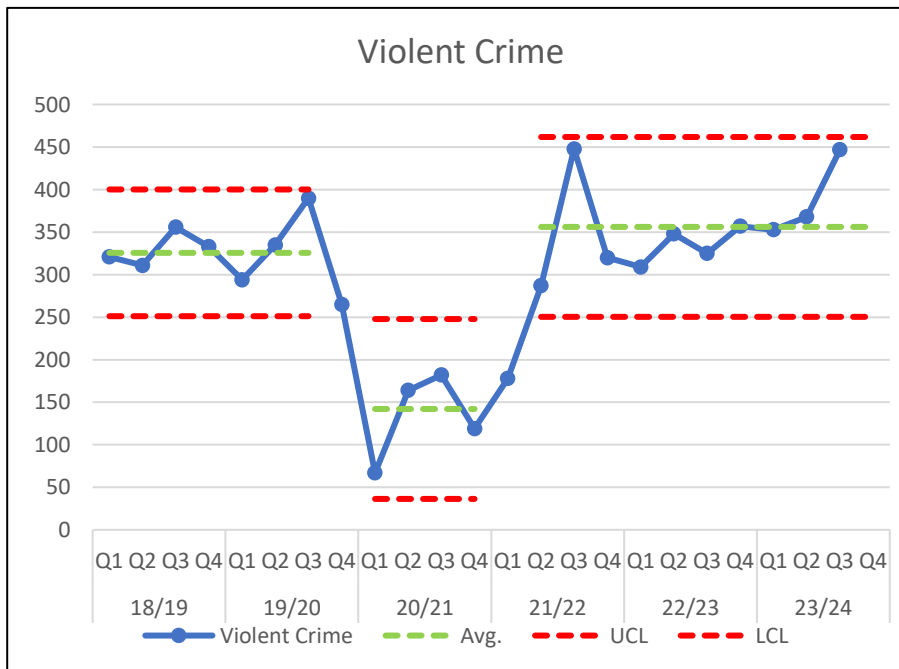
Reasons

Violent crime has increased in Q3 by 18% (+79) compared to Q2. The biggest drivers for this increase are Violence Without Injury +28% (+71) and Rape +38% (+5). There is a 37% (+122) increase overall from Q3 in 22/23 and volumes have returned to the same level as Q3 21/22.

Volumes of serious violence have increased by 10% (+17) since Q2 23/24. Serious violence has increased on average by 9% each quarter since Q3 22/23. Serious violence offences in the City are low compared to national volumes, with violent crime making up 7% of 'all crime' experienced in 23/24 year to date.

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 which are the lower harm violent crimes.

Crime predictions and seasonality suggested that we would see an increase in this category for Q3.



Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
357	353	368	447

Response

A multiagency approach to policing the night-time economy continues with a focus on hotspot policing. 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. Work is ongoing to finalise the strategy in January and performance against this will be monitored.

The operating model changes went live, with the allocation of higher harm violence offences such as rape, sexual assault and child protection to be dealt with by a dedicated team allowing a greater focus on these crimes. The impact of shift pattern changes has impacted positively, and it is clear the increased presence in the NTE has contributed to keeping people safe in Q3.

City of London Police have continued to invest in additional evidential technology to build their capability of early capture of evidence, particularly for rape offences.

A detailed analysis of violent crime has been completed in the City and has been used to inform the policing response. There has been an increase in assaults on security staff and retail workers when challenged about shoplifting. This quarter intelligence has been used to identify repeated series and has resulted in the arrest of repeat offenders.



1.3

Keep those who live, work and visit the city safe and feeling safe Reduce Violence Against Women and Girls (VAWG)

Data Trend



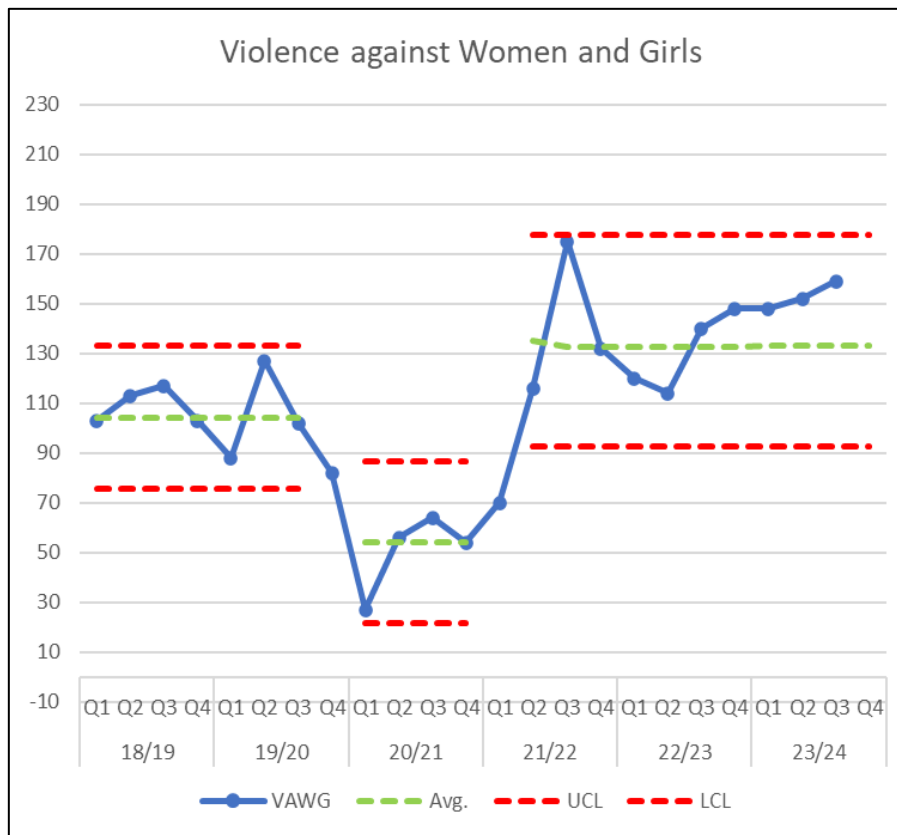
Reasons

Overall Violence Against Women and Girls has increased by 4% (+7) from Q2. Since Q3 22/23 there has been an average quarterly increase of 3% (+4).

The offences that are contributing to this increase are rape offences and sexual offences. Rape offences in Q3 show a 39% (+5) increase from Q2. For other sexual offences Q3 shows a 21% (+9) increase from Q2.

Volumes of rape and other sexual offences are currently 38% (+48) higher than the high crime year of 19/20.

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.

During Q3, a new black cab marshalling scheme was launched at Liverpool Street Station, aimed at improving safety for commuters and residents in the City of London, and ensuring that they get home safely. There has also been an ongoing focus on empowering businesses and organisations to tackle child exploitation through increased awareness and training. The Ask for Angela evaluation continues with licensed premises and an increased focus on hotels in the City.

City of London Police are continuing their work on 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 in rape and sexual offences.

Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
148	148	152	159



1.4

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, and taken into consideration.

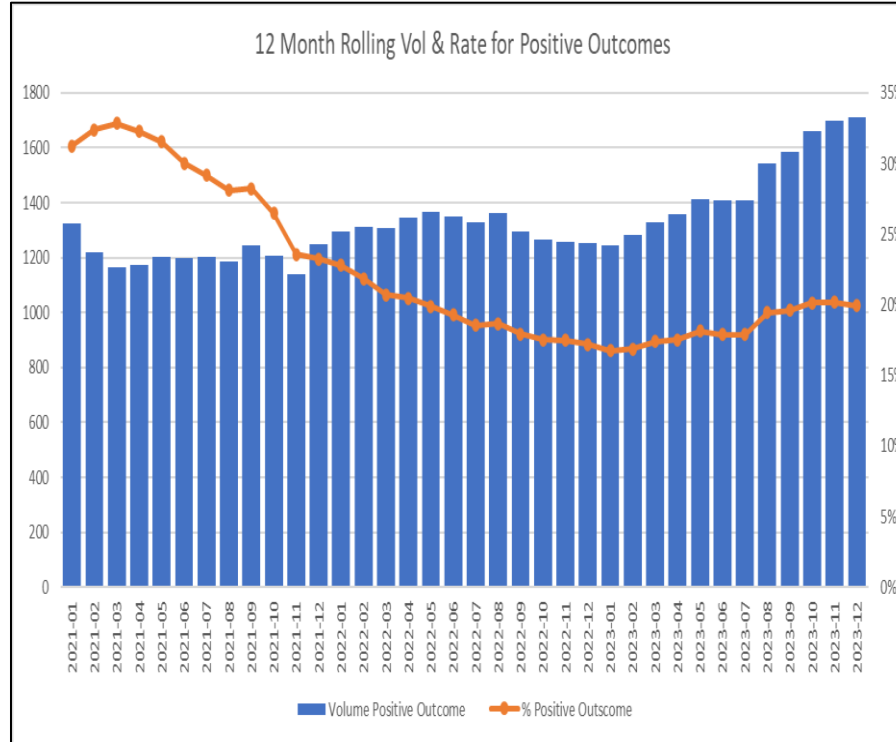
Reasons

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 higher than this.

The current positive outcome rate for Q3 is 21% (381). 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 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, which increases the chances of getting a successful outcome.

This includes reinvestment within our core criminal investigation and public protection teams, to assist in continuing to improve our investigative response and providing the very best service to victims of crime. These will improve management of high harm investigations and volume crime investigations and are being monitored for impact on outcome rates. City of London Police analyses all outcomes applied to crimes, 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.

Investment into evidential technology to support positive outcomes continues, and the proposed introduction of a CCTV team will also contribute to this.

In Q3, the introduction of the Volume Crime Unit and integration into Specialist Crime Command improved our response and outcomes across the serious acquisitive crime impacting our policing area. This is supported by dedicated analytical resource to ensure that we are using our data effectively to focus on crimes that matter most and achieve the best outcome for victims.



	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
Percentage	17%	18%	21%	21%
Volume	1323	1413	1586	1816



1.5

Keep those who live, work and visit the city safe and feeling safe Reduce Anti-social Behaviour (ASB) incidents

Data Trend

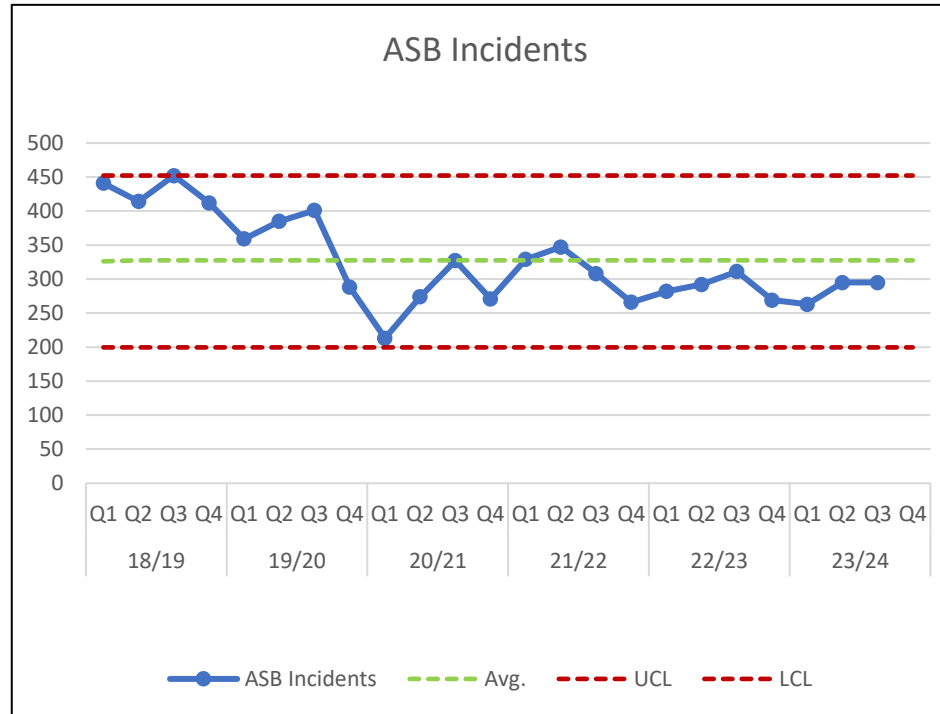


Reasons

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

This has been very consistent for several years and is 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 the 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 on ensuring that victims are ‘at the heart of the response to anti-social behaviour’.



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

Response

City of London Police continues to engage with its residential and business communities to ensure the low volumes of ASB are not due to underreporting. This is supported by the ongoing delivery groups and partnership working with the Corporation and other agencies.

Over the next quarter there will be significant investment into this area, linked to the ASB strategy. Work is ongoing to use a data-led approach for using the funding to have the greatest impact on ASB levels and feelings of safety in the City.

Community engagement has continued through Ward Panel Meetings and local promises targeting issues affecting people at a ward level. City Police have invested in their Dedicated Ward Officers, and we ensure a high visible presence particularly within the night-time economy.

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 anti-social behaviour within the City of London. Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis.



2.1

Protect the UK from the threat of cyber and economic crime

Increase the number of positive outcomes recorded in relation to fraud nationally

Data Trend



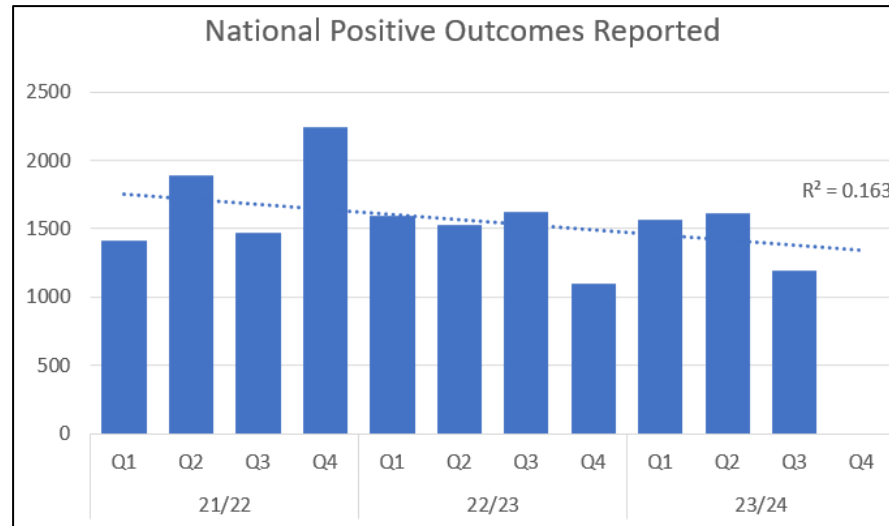
Reasons

In Q3 2023/24 the national yield of judicial outcomes dropped to 1,196, down 26% (-429) on the previous year's Q3 (1,625). Year to date, a poor Q3 means that nationally we produced 4,372 judicial outcomes, however this is only 7% or 379 judicial outcomes below the 4,751 YTD recorded for the prior year period (2022/23).

A poor Q3 period is due to only one force (GMP) yielding above 50 outcomes in any of the 3 months (53); in comparison two forces yielded 100+ in a month, in both Q1 and Q2. Many of these were historic outcomes to large cases with circa 54 and 113 respectively.

The forecast of 6,000 judicial outcomes is challenging to 2023/24, but the NCO has already begun to work with forces on their outstanding investigations, to close the year in a strong position.

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.



Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
1,101	1,562	1,614	1,196

Response

The National Fraud 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. It also creates a more accurate reflection of the ongoing work by local police forces which will impact the volume of national outcomes positively.

We continue the evaluation of a solvability pilot that 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.

Force engagement visits continue with a particular focus on the National Policing Strategy for Fraud, Economic and Cyber Crime 2023 – 2028.



2.2

Protect the UK from the threat of cyber and economic crime

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

Data trend

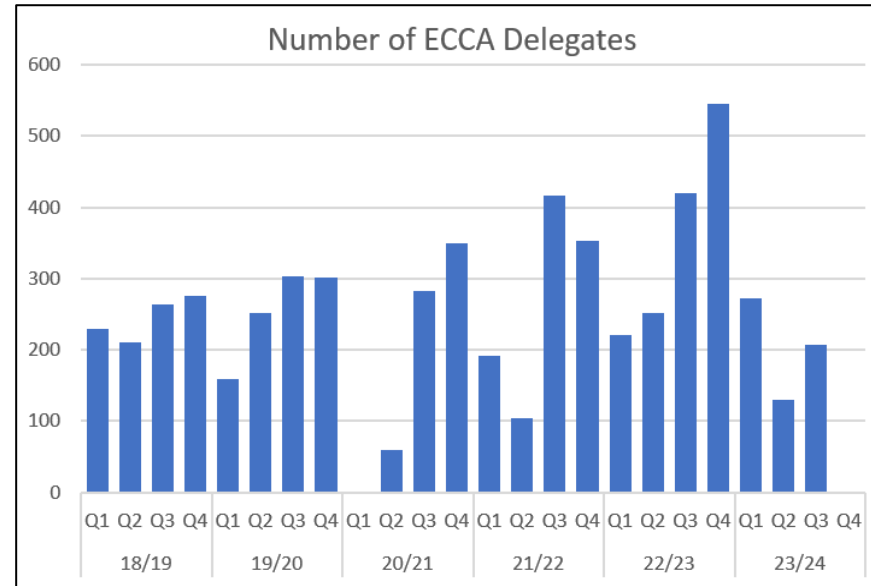


Reasons

The ECCA delivered 18 training courses in Q3, an increase of 64% from Q2 (+7) but a fall of 49% (-17) from Q3 22/23. Performance was affected by the cancellation of several courses at short notice by the FCA and NCA, and it was not possible to arrange replacement training.

Despite the fall in the number of courses, delegate numbers rose from 129 in Q2 to 207 in Q3, representing an increase of 60% (+78). Delegate numbers were also higher in 22/23 at 420 for the quarter, a fall of 51% (-213). This quarter, most delegates were from UK policing, with remainder from international policing or the private sector.

Satisfaction for the quarter averaged at 92%, recovering from a drop in October to score consistently above the 22/23 benchmark. The percentage of delegates completing feedback also rose as trainers are now providing time for this process within the classroom.



Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
545	272	129	207

Response

The Academy is monitoring the impact of training on attendees and their roles, which will inform future training when the results are analysed. 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 provided Money Laundering Courses to City of London Police officers and staff including Financial Investigators, from teams across the force, ensuring they have appropriate skills and providing career development.

A range of courses were delivered including Introduction to Economic Crime to the NECC, an interview course for the MoD and bespoke courses written for the Home Office and Foreign Office. The first set of Policing and Electoral Fraud was also delivered, along with an SFI course which received a 100% satisfaction rate.

Training and engagement took place with law enforcement in Ghana and Mauritius, enforcing working relationships.



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

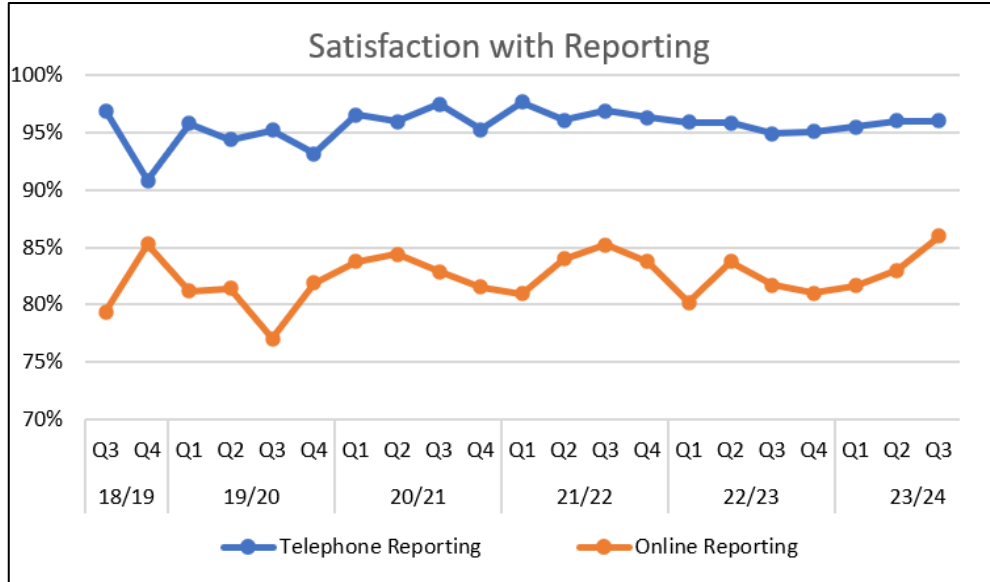


Reasons

Satisfaction with the service provided by the contact centre voice channel remains above the 95% target, and stable over the long term. Quarter 3 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 over the last 3 quarters, although in the main they remain under the 85% target, likely due to the inability to improve the online reporting platform as the current supplier is nearing the end of their contract. Q3 was an exception whereby online satisfaction was above target.

Please note that respondent volumes remain extremely low, impacting the representativeness of the data as a percentage of service users. Of the 61,454 survey links delivered associated with crime reports submitted via the web tool, just 0.7% provided satisfaction feedback in Q3.



Response

Action Fraud provide additional services designed to improve the victim journey. The Language Line provides greater accessibility into the service for users for whom English is not a first language. Action Fraud has also improved accessibility into the service for Deaf users who use British Sign Language (BSL), by providing the option to contact Action Fraud via their mobile device using the SignVideo app.

Additional service improvements include the Advisor XP Contact Centre tool launched in Q1 23/24 - a chat bot style tool offering advisers real time support, to ensure that victims are provided with correct advice and referrals. This has improved the quality of calls and reduced call waiting times, resulting in increased satisfaction.

A new fraud and cybercrime reporting tool is set to launch in 2024 and will present significant changes to online reporting mechanisms and the victim journey.

	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24
Telephone Satisfaction	95%	95.5%	96%	96%
Online satisfaction	81%	82%	83%	86%



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 who have answered questions relating to their treatment, how well they were kept informed, and their satisfaction with the overall service. Respondents provided an answer ranging between 1 = very satisfied and 5 = very dissatisfied. Those that have replied with a score of 1 or 2 represent those with a satisfied response and are represented in the table.

The response rate for Q3 is 5% (51 responses from a possible 1,031). There has been an increase in satisfaction levels across all 3 measured areas between Q2 and Q3. Victim satisfaction levels with treatment was the area with the highest satisfaction and had the largest increase at 27%. Kept informed levels experienced a 16% increase in satisfaction and overall service had a 12% increase.

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



Response

The City of London Police's investment into a new survey solution will allow us to deal with 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. Academic studies suggest that increased levels of satisfaction and confidence lead to measurable reductions in crime. Burrows et al. (2005) suggest that this may be because it motivates more cooperation with police in the future and results in individuals coming forward with information. Research evidence suggests that approximately half of all detections result from initial leads provided by members the public, which therefore improves detection rates.

Some positive key words and phrases that were received during the survey were: "very helpful and treated me very well", "professional", "supportive" and "respectful". Some of the negative and recurring key words and phrases that were produced were: "ignored", "long delays between updates and progress" and "disappointment" with case investigations and outcomes.



4.3

Our People

City of London Police recruitment activity is improving how well its workforce reflects the communities it serves

Data Trend

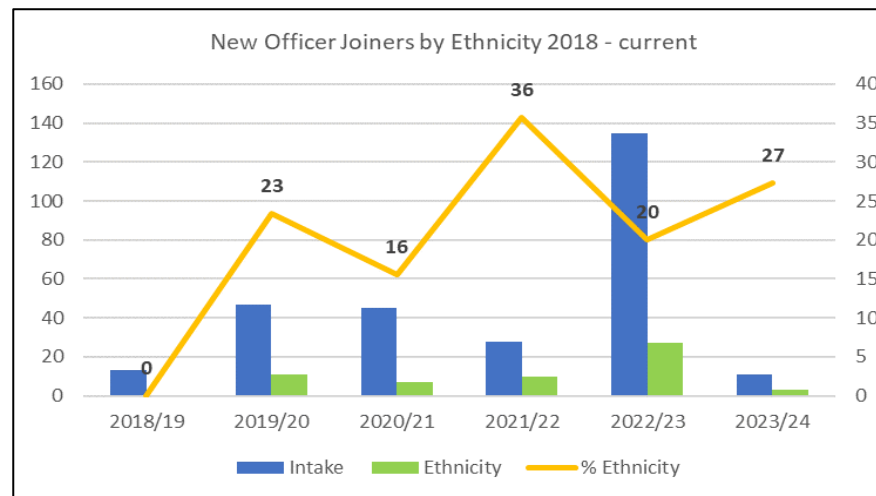
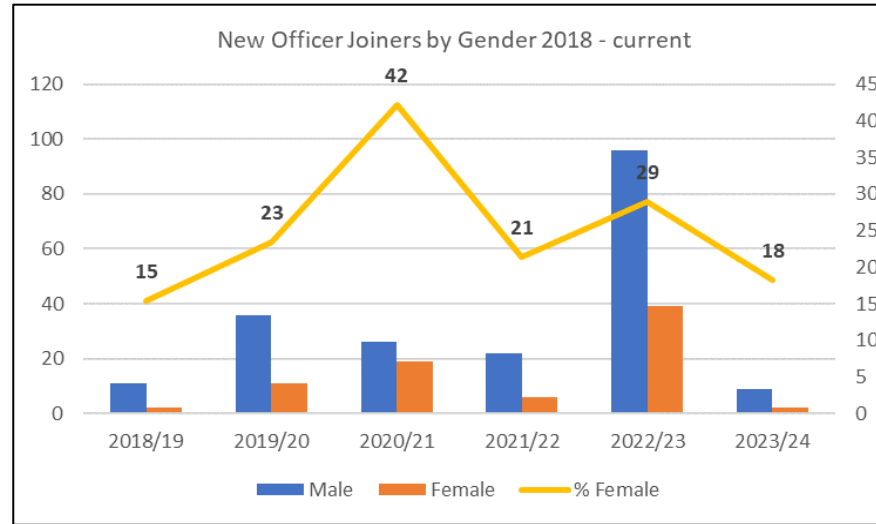


Reasons

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 has a different breakdown to our resident population, which 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 will take place in Q4 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.



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

5.1

Resources

Financial outturn is within 1% of forecast

Data Trend



The Q3 2023/24 forecast is a break-even position (£101m). High staff vacancies and other underspends have more than offset the high inflationary pressures in year and have provided an opportunity to fund an additional £2.3m of the Force's 23/24 capital programme from the revenue budget rather increase the borrowing requirement. It is expected that the final outturn, at the end of Q4, will be within 1% of this breakeven position.



6.1

Efficient and Effective service

The public feel safe

Data Trend



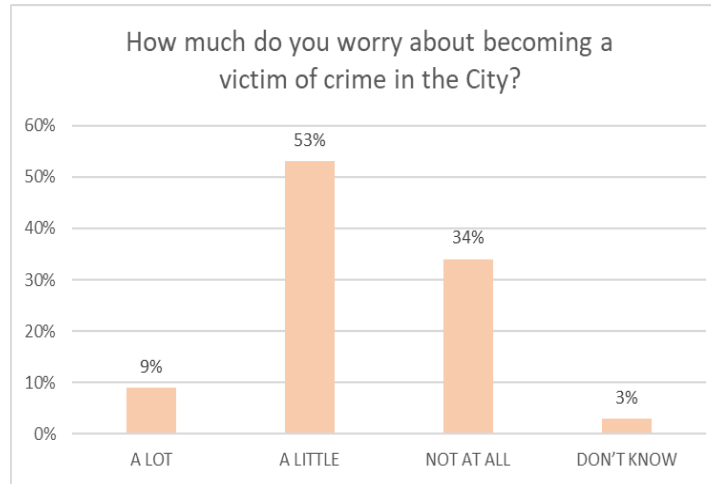
Reasons

86% of respondents outlined that they feel safe in the City. A visible policing presence was the main driver for feelings of safety. This is key to making our residents and working day population feel safe. For those respondents that outlined they did not feel safe, common themes from the coding analysis included seeing people taking drugs in the street or participating in anti-social behaviour and/or having been a victim of crime previously, making them no longer feel safe.

There were **62% of respondents that outlined** they felt a 'lot' or a 'little' worried about becoming a victim of crime. Those that were less worried about being a victim of crime tended to be confident in their own precautions that they take to avoid being a victim "I try and take sensible safety and security precautions" and "I am aware of my surroundings and don't leave my phone, wallet, jacket, bag etc unattended".

For those more worried about being a victim of crime this was driven by either previously being a victim of crime or visible seeing crime taking place in the City. One respondent outlined "I have been victim of distraction theft, losing my mobile phone."

It important to note that there was a low response rate when interpreting the figures which is why there has been a focus on qualitative analysis.

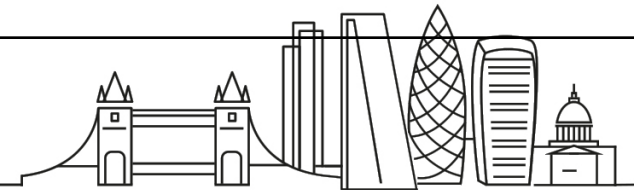


Response

In Quarter 3 City of London Police ran a Community Survey asking several questions to capture and understand whether people feel safe in the City, have confidence in the police and if they are focusing on the right priorities. This was a combination of quantitative and qualitative questions. Corporate Communications for the Police and the Corporation were engaged before the survey went live to promote the survey and several times during the survey to try to increase response rates.

Full analysis of the survey results around what drives feelings of safety will be presented at the relevant boards to ensure that we are learning from the data and using it to make improvements.

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.



Efficient and Effective service

The public have confidence in City of London Police

Reasons

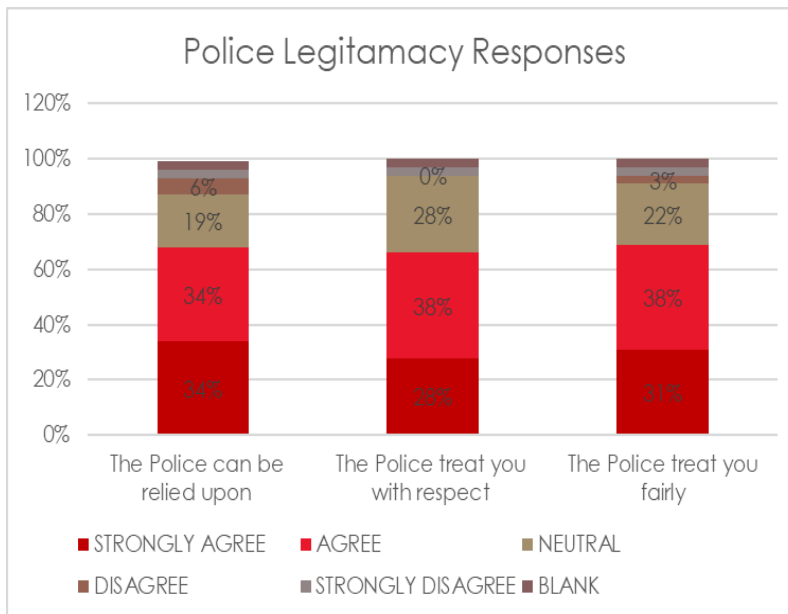
The public have confidence. This is one of the two national questions to understand confidence in the police. Responses demonstrate that **78% of people had confidence in City of London Police.**

72% felt that City of London Police do a good job.

These three questions are key to understanding if respondents feel the police are legitimate. They take into account effectiveness and being treated with fairness and respect.

- 68% agree that they would be able to rely on City of London Police.
- 66% responded that City of London Police would treat them with respect.
- 69% say they believe the police would treat them fairly.

There has been an increase of 58% (+100) hate crimes over the last 12 months. This has mainly been driven by racial hate crimes which experienced a 75% (+73) increase in the last 12 months.

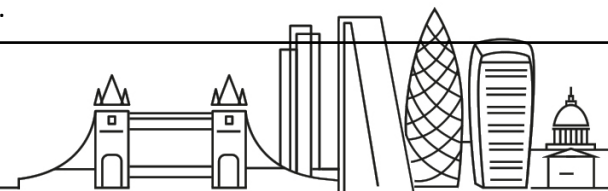


Response

There has been a significant response by City of London Police to support all our communities in feeling safe in the City and building their confidence in the police.

We know that there have been increasing concerns that Jewish and Muslim communities are feeling unsafe and that the coverage of the conflict in Gaza is impacting on their wellbeing, daily movements, and feelings of overall safety. Police engagement with these communities suggest that this sentiment is also evident in the City. To support this, there has been increased engagement, taskings and dedicated operations to monitor and provide extra support.

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.



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.

