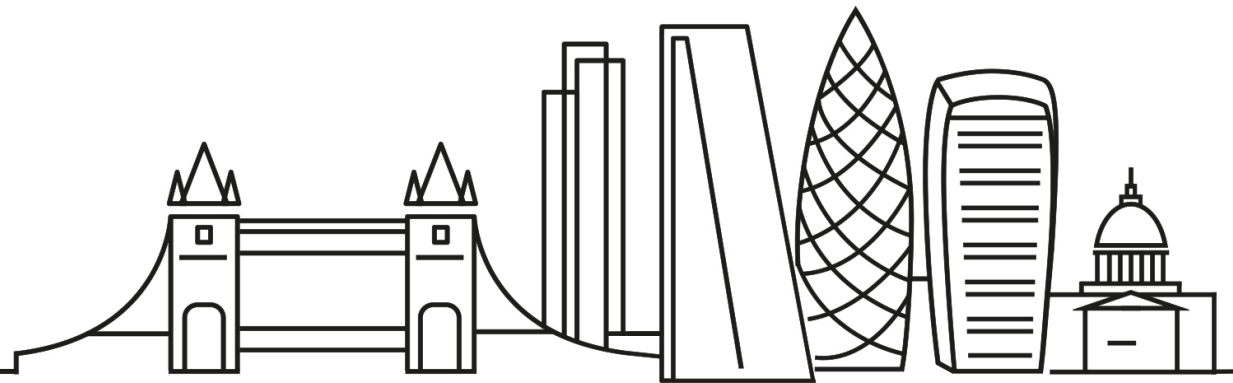


Policing Plan Performance Report

Quarter 4 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

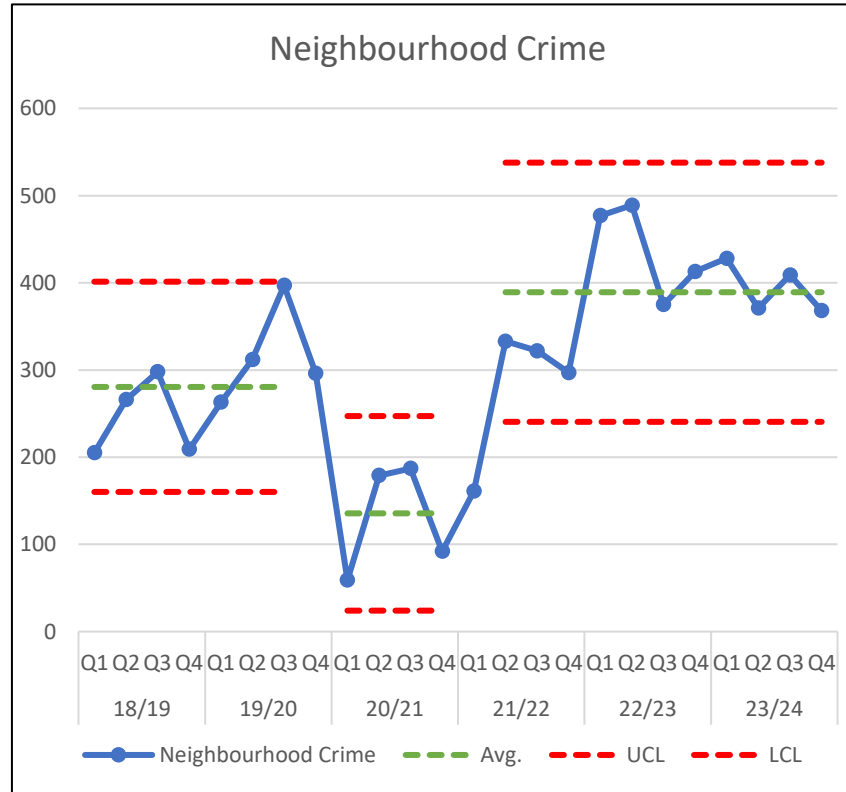


Reasons

Neighbourhood crime has decreased by 10% (-41) from Q3 to Q4. There has been a decrease of 14% (-60) since Q1 23/24. Neighbourhood crime is now at its lowest level since Q1 2022. There has been an overall decrease of 25% (-121) since the highest crime count for this category in Q2 22/23.

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 2023/2024, with a 9% (-127) reduction when compared to 2022/2023.

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 This has now been replaced by 'all other theft' offences and shoplifting which are not included in the national neighbourhood crime definition.



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 snatches, 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 continuation of the proactive work undertaken by the Cycle Team to target offenders in the City has been successful and there have been significant arrests of prolific offenders this quarter.

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, and more specifically acquisitive crime. These meetings are intelligence led and result in actions that are implemented and evaluated.

There has been a significant focus on cycle theft and theft from gyms which has seen positive results and City of London Police has increased its use of Criminal Behaviour Orders to target the most prolific offenders.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
428	371	409	368



1.2

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

Data Trend



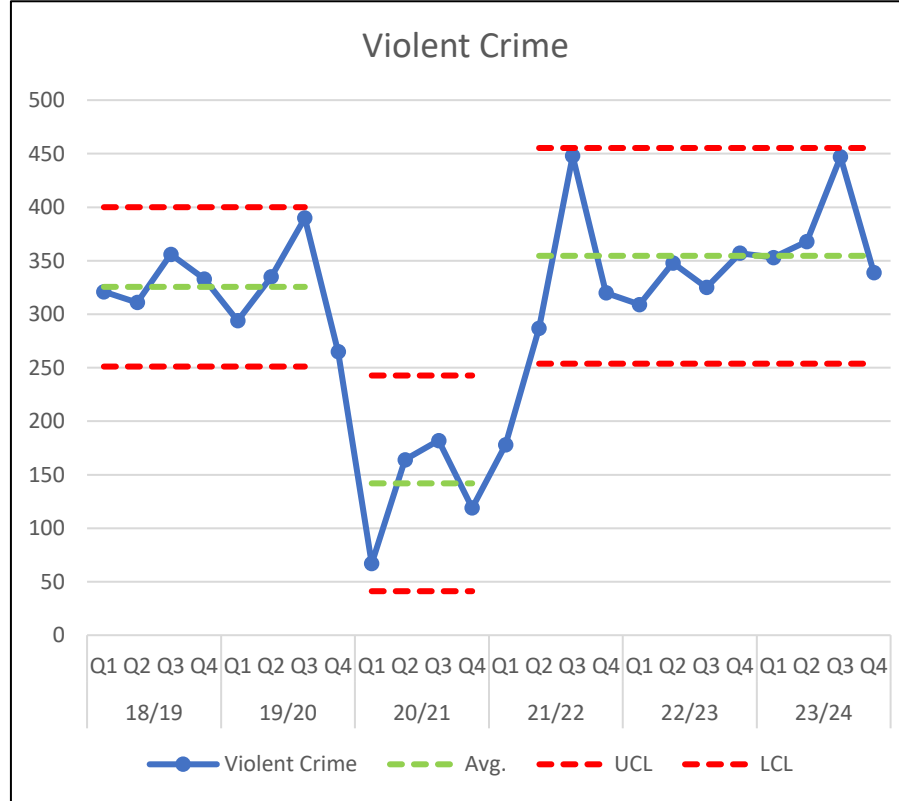
Reasons

Violent crime has decreased in Q4 by 24% (-108) compared to Q3. The biggest drivers for this decrease are violence without injury -25% (- 63) and violence with injury -27% (29)). Whilst Q4 is showing a positive decrease (Q3 was an exception) overall 23/24 has seen a 13% (+185) increase on the previous year 22/23.

Volumes of serious violence have increased by 10% (+17) since Q2 23/24. All categories of violent crime have seen a yearly increase, with the biggest areas being:

- OTHER SEXUAL OFFENCES + 29% (+39)
- VIOLENCE WITH INJURY +12% (+42)
- VIOLENCE WITHOUT INJURY +11% (+85)
- STALKING & HARASSMENT +11% (+12)

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 account for 60% of violent crime in 2023 and are the lower harm violent crimes.



Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
353	368	447	339

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.

City of London Police have worked on providing an enhanced presence of officers, intel led high-visibility patrols at hotspot locations within the Square Mile. This is building on evidence-based policing initiatives and acts as a deterrent to violent crimes occurring in the night-time economy.

There has been an increase in resources to some of our key Specialist Operations Teams that deal with the most serious crimes, with the allocation of higher harm violence offences such as rape, sexual assault and child protection, to allow a greater focus on these crimes and better investigative opportunities.

Assaults linked to retail thefts have been identified as a common factor with security staff being targeted when engaging perpetrators. These theft offences can be linked to organised crime groups and plans are ongoing for an intelligence led operation that targets this next quarter.



1.3

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

Data Trend

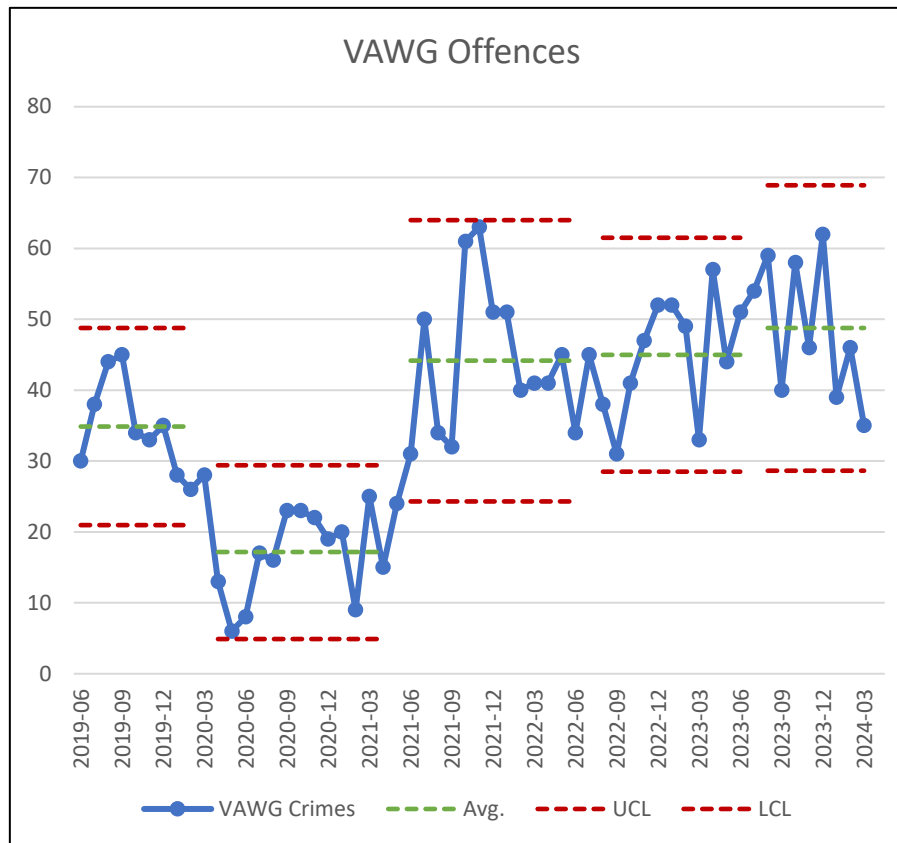


Reasons

Overall Violence Against Women and Girls (VAWG) has decreased by 25% (-39) from Q3. This is partly due to a reduction in other sexual offences -62% and violence without injury -50%.

Whilst we have seen a reduction in VAWG between Q3 and Q4 the same picture is not seen when we compare 23/24 with 22/23. 23/24 has seen a 14% (+83) increase compared to the previous year 22/23. The offences that are contributing to this increase are rape offences and sexual offences. Rape offences in 23/24 show an 8% (+3). For other sexual offences 23/24 shows a 29% (+39) increase from 22/23.

Volumes of rape and other sexual offences are currently 102% (+88) higher than the high crime year of 19/20. Although in Q4 this is the lowest volume that have been seen for violence against women and girls offences.



Response

Targeted operations are ongoing to tackle Violence Against Women and Girls offences, and these involve 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.

This quarter there has been a focus on spiking and a repeat venue was identified. Work has been ongoing with this venue by running workshops with Licensing to increase awareness and prevention going forward. Feedback from all attendees was positive and they all agreed that they would be highly likely or likely to change their behaviours after the sessions. Every venue that has a spiking gets points on the traffic light scheme (Corporation run scheme to highlight premises that need interventions) and they also receive a visit and letter from the licensing team.

City of London Police have further developed their work on the Operation Soteria National Programme, pillar leads have been assigned and the self-assessment which will form the action plan have been completed. This included a review of all rape and serious sexual offences investigations which supported the self-assessment. This 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.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
148	152	159	120



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

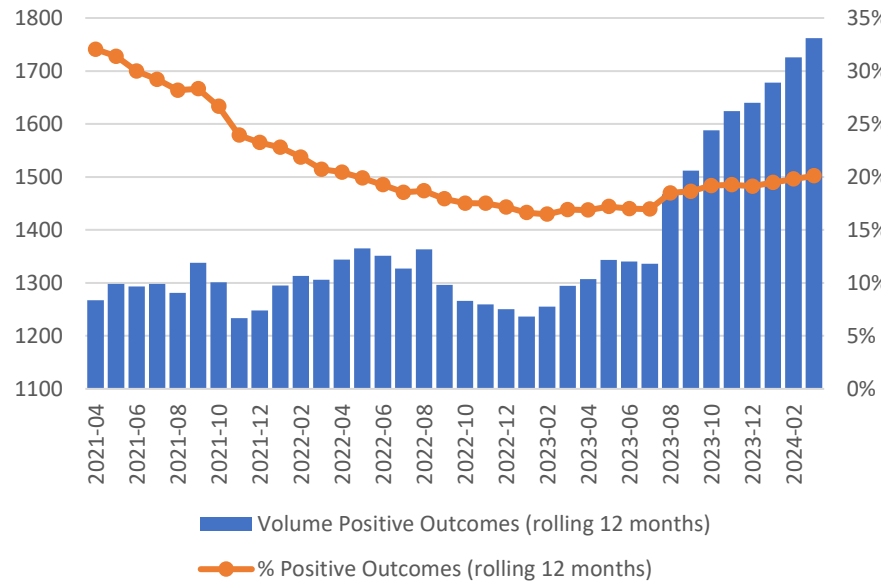
City of London Police consistently exceeds the national average, which is positive. The national positive outcome rate for published data to April 2023 demonstrates an 11.3% outcome rate. City of London Police are consistently performing higher than this.

The current positive outcome rate for Q4 is 23% (503). This area is driven by positive performance in drugs possession (35%), and volumes for shoplifting (19%) 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.

Predictions indicated that performance would be maintained but City have increased their positive outcome rate over the last 12 months which is a good indicator of the positive work ongoing.

12 Month Rolling Vol & Rate for Positive Outcomes



	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
Percentage	18%	21%	21%	23%
Volume	1413	1586	1816	1722

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. This will improve management of high harm investigations and volume crime investigations and is 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.

There has been a significant focus on reporting compliance with the victim code with additional compliance and performance monitoring taking place. There has been investment into additional training for all supervisors on the new template that been introduced to improve performance, and this has resulted in a positive increase in compliance.



1.5

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

Data Trend



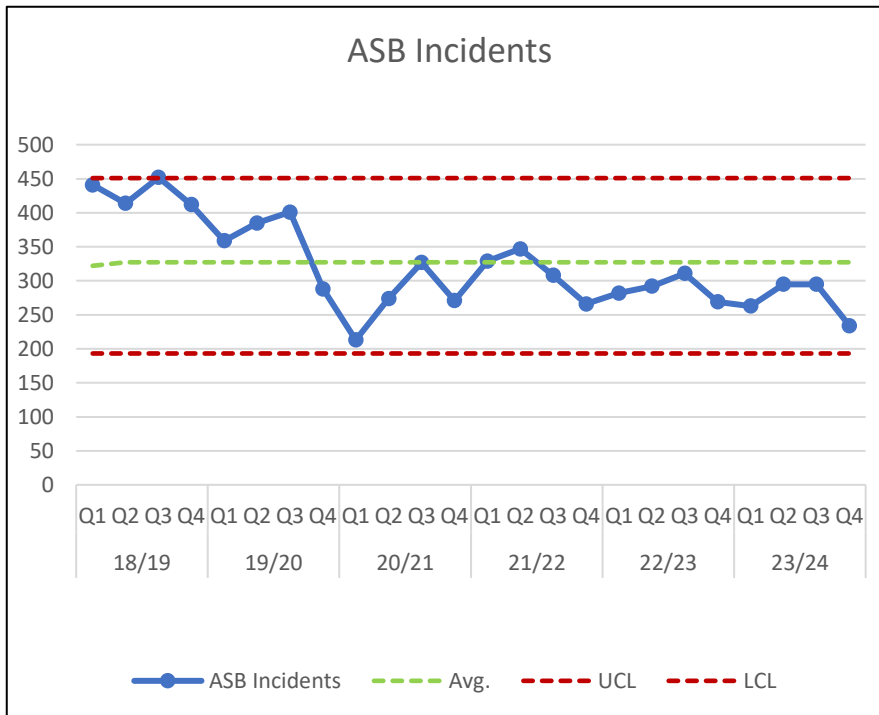
Reasons

Anti-social behaviour (ASB) incidents remain consistently low and have decreased by 18% (-49) since Q3. This is overall 13% below the average monthly total.

The two biggest contributors to ASB is inconsiderate behaviour 34% (urinating in public accounts for 30% of this) and begging/vagrancy 27%.

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.

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'.



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. Additional data from partners will help shape the policing response.

Community engagement has continued through Ward Panel Meetings and local premises 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.

Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
263	295	283	234



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



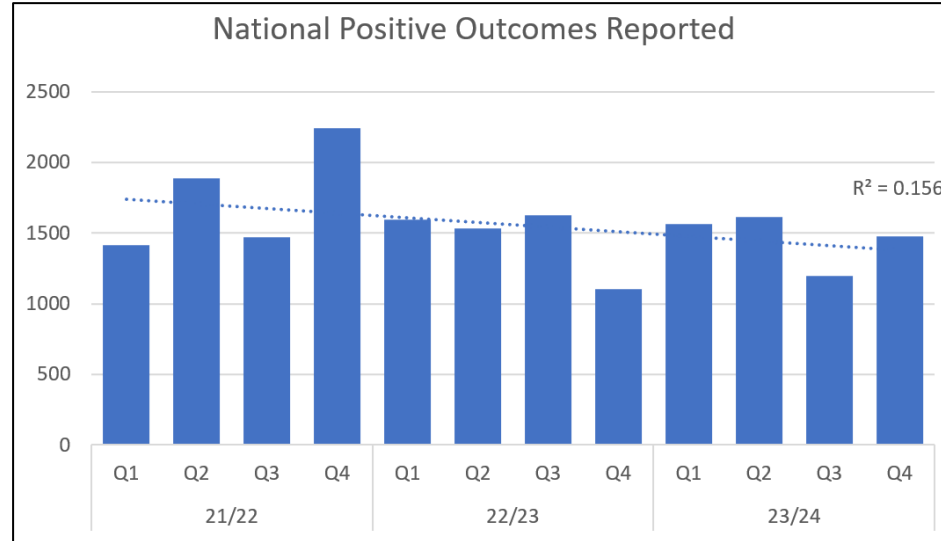
Reasons

In Q4 2023/24 the national yield of judicial outcomes increased to 1,474, up 34% (375) on the previous year's Q4 (1,099). This is primarily due to the final quarter push by the NCO in ensuring that forces were up to date with their returns.

A draft full year position indicates that nationally City of London Police received 5,811 judicial outcomes for 2023-24, this is 36 below last year, 2022-23 (0.6% down) on 5,847.

At the beginning of 2023-24 it was outlined as a target to achieve a national yield of 6,000 judicial outcomes, which upon evaluation we knew would be a challenging target to achieve.

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.



Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
1,562	1,613	1,162	1,474

Response

The National Fraud Intelligence Bureau has recently implemented a new process for serious and organised crime operation monitoring.

City of London Police continue the evaluation of a solvability pilot that has been active now for the majority of 2023-24.

The NCO is also working with Forces to ensure that they are aware of all their aged disseminations, particularly across the periods of 2019-20 to 2021-22 and we anticipate this to have a positive response on 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

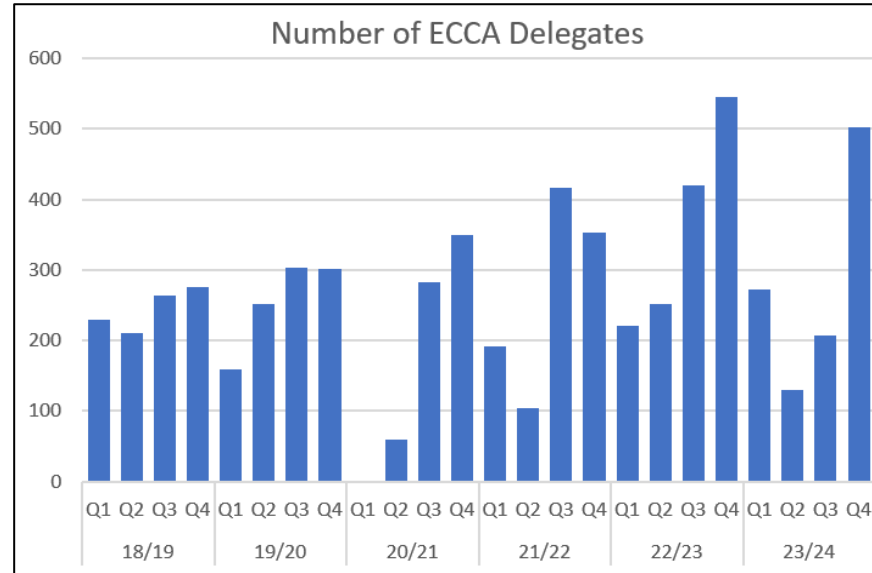


Reasons

The ECCA delivered 40 training courses in Q4, an increase of 122% from Q3 (+22), but a slight drop of 9% (-4) from Q4 22/23. Activity for the year peaked in March with 14 courses and 179 delegates. On average the Academy provided 10 courses per month in 22/23 and 8 in 23/24. Some of this decrease can be explained by last minute cancellation of courses.

Delegate numbers rose from 207 in Q3 to 503 in Q4, representing an increase of 143% (+269). Delegate numbers were higher in 22/23 at 545 for the quarter, a fall of 7% (-42). This quarter, most delegates were from UK policing, with remainder from the public sector.

Satisfaction for the quarter averaged at 94%, continuing to score consistently above the 22/23 benchmark. The percentage of delegates completing feedback was also consistent at 68%, as trainers are now providing time for this process within the classroom.



Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24
272	129	207	503

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 CoLP officers and staff including Financial Investigators, from teams across the force, ensuring they have appropriate skills and providing career development. A Victim Care course was also run for NECVCU staff.

Further Money Laundering courses were delivered to ROCUs, PSNI and Police Scotland. CPS delegates attended Internet Investigators' Foundation Courses which may become a regular fixture. A range of courses were delivered to organisations including the NCA, including Policing Electoral Fraud, Demystifying Cybercrime, Bribery, Specialist Fraud Investigator and Fraud Foundation courses. The new Associate Trainer delivered his first Money Laundering course and received positive feedback.



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

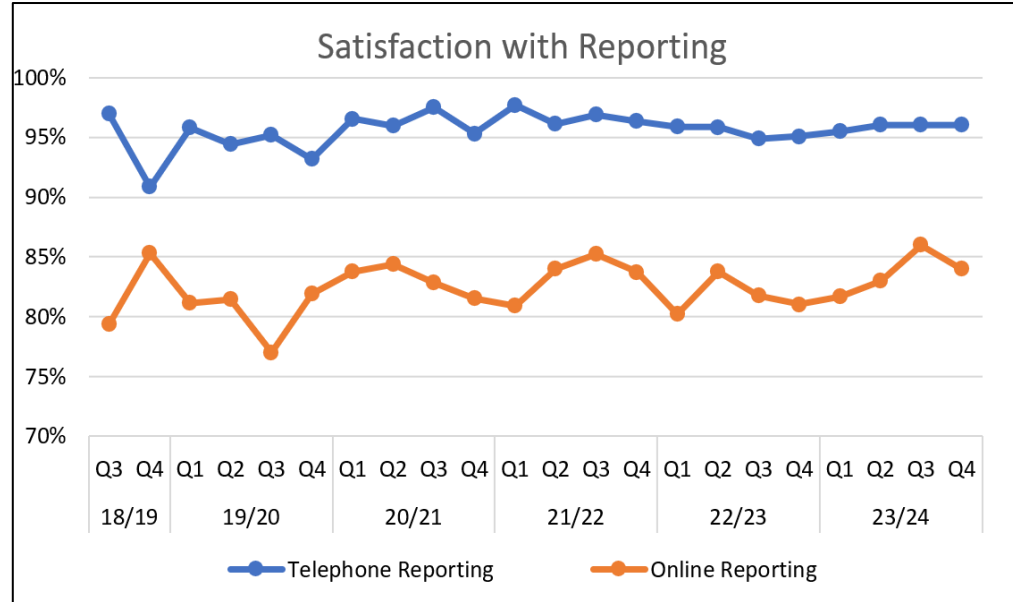


Reasons

Satisfaction with the service provided by the Contact Centre voice channel increased slightly in Q4, at 97%. Satisfaction remains stable and above the 95% target over the long term, following the significant staffing uplift. This has ensured that our Contact Centre FTE remains consistently healthy.

Satisfaction rates concerning the online reporting tool remain just under the 85% target at 83%, likely due to the inability to improve the online reporting platform, as the current supplier is nearing the end of their contract.

Please note that respondent volumes have seen a slight increase. However, they remain extremely low, impacting the representativeness of the data as a percentage of service users. Of the 94,016 survey links delivered in Q4, just 1.4% provided satisfaction feedback.



	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
Online satisfaction	82%	83%	86%	83%
Telephone Satisfaction	96%	96%	96%	97%

Response

Action Fraud provides a number of services designed to improve the victim journey and provide greater accessibility into the service, such as the Language Line for users for whom English is not a first language. An option for Deaf users who communicate with British Sign Language to contact Action Fraud via their mobile device using the SignVideo app is also provided.

Additional service improvements include score card changes to improve the volume and quality of calls, and the initiation of an Advisor XP Contact Centre tool (a chat bot style tool offering advisers real time support), ensuring victims are provided with correct advice and referrals. These changes have improved the quality of reporting, advice and referrals provided to victims, 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.



3.2

Putting the victim at the heart of everything we do

Hate Crime

Data Trend



Reasons
 There has been a 43% (84) increase in Hate crime in the last 12 months compared to the previous 12 months.

City of London saw an increase in Hate Crime in December, but this was mainly due to a reporting error.

Analysis suggests that 'Racial' hate crimes are the most common in the City and there has been an increase year on year.

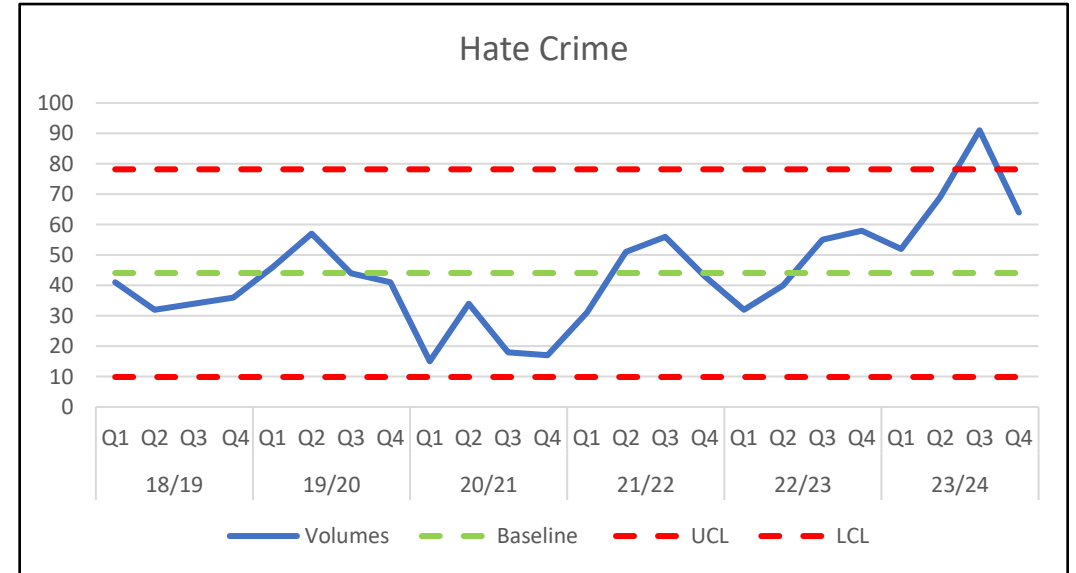
There have been increases linked to hate crimes on officers as well as door and security staff which are being monitored. Whilst City of London monitor hate crime daily there has not been an indication that the current conflict in the East has resulted in an increase related to this within the City.

Response

The City of London Police monitor hate crime daily at the daily meeting. There is a dedicated officer that monitors all hate crimes, both in terms of recording and investigation.

There have been ongoing operations at ward officer level to work with communities to increase feelings of safety in the City when it comes to hate crime.

There has been an increase in training for officers on how to recognise and record hate crime and this is regularly audited by the Force Crime and Incident Registrar.



Hate Crime Filter	2018	2019	2020	2021	2022	2023	2024
Hate Crime	141	183	108	155	170	283	64
Disability	20	44	23	39	38	28	6
Disability;Racial	1	1		1	1	3	1
Racial	94	100	67	77	97	190	43
Racial;Sexual orientation	4	4	1	1	2	1	1
Racial;Transgender			1				
Religion or belief - Anti Christian		2	3	1	2	4	
Religion or belief - Anti Christian;Racial				1		1	
Religion or belief - Anti Christian;Sexual orientation				1			
Religion or belief - Anti Hindu		2		1		1	
Religion or belief - Anti Hindu;Sexual orientation				1			
Religion or belief - Anti Jewish	1	2	1	3	1	11	3
Religion or belief - Anti Jewish;Racial						1	1
Total	141	183	108	155	170	283	64



4.1

Our People

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

Data Trend



Reasons:

There has been a decrease in Jan 2024 from July 2023 of -5% for those that feel City of London Police is a psychologically and emotionally healthy place to work. The percentages have remained consistent in Oct 2022 and Jan 2024 and have not decreased any further.

Analysis of the qualitative responses garnered suggests that the decrease could be due to uncertainty after the new Corporate Services Review structure and changes to the Workplace Attendance Policy were communicated at the time that the workforce were responding to the survey.

Corporate Services contributed a 32% score to this question in the 2024 Survey– a drop of 4% from the 2023 Pulse. Anecdotally, this decreased sentiment is also reflected in the additional survey comments, where the Corporate Service Review is given as a factor among respondents answering negatively.

Percentage Change

23/24

-5%

Oct 2022	July 2023	Jan 2024
42%	47%	42%

Response:

Emerging academic studies suggest that it is more meaningful to analyse culture at a micro-level (team), as individuals are more likely to identify closely with their work team and show a strong commitment to it. When analysing questions sets linked to psychological safety, assessed at a team level, results support this academic theory. Below is a short summary of responses to those sets:

- *“My Manager treats me with respect, dignity and compassion” - 87%*
- *“I have not personally witnessed or experienced BHD (bullying / harassment / discrimination) in the last 12 months” - 73%*
- *“I feel a strong sense of belonging to my team” – 73%*

This evidence is supported here as there are much higher responses that indicate a sense of psychological safety at a team level, this is also supported by respondent sentiment which is much more positive.

This suggests that the majority of the workforce are content within their teams and with their direct line managers.



4.2

Our People

City of London Police workforce engagement levels have increased

Data Trend



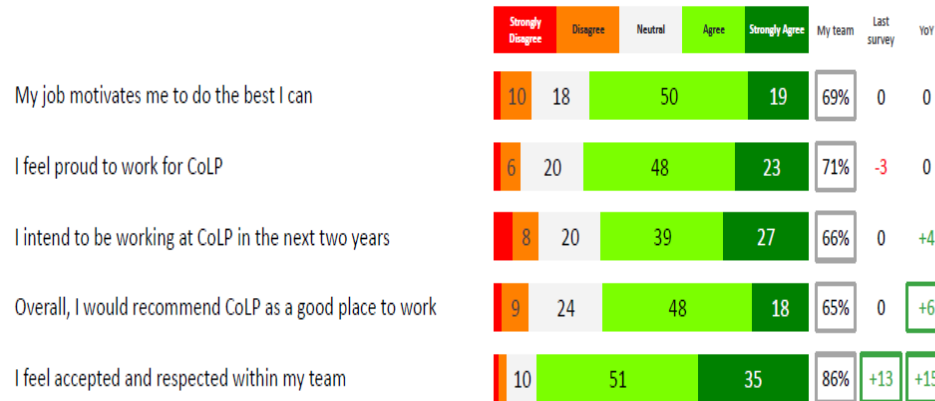
The engagement score is calculated using the 5 engagement questions outlined. It essentially measures how happy staff are when they are completing the survey.

Reasons

The engagement score has consistently increased. There has been an increase of 3% since July 2023. The rise of 6% in total has been highlighted by our staff survey provider as “excellent”, compared to other public sector organisations.

It is suggested that the Improvement Planning feature within the survey model has led and will continue to contribute to this increase. This involves providing all managers across the force with bespoke actions that can be taken to improve engagement at work. When these are implemented and observed by their teams this will in turn contribute to improved engagement scores in forthcoming surveys.

The 5 questions that make up the Engagement score



Response

It should be noted that 76% of managers created improvement plans, but less than half implemented their plans. However, in teams where improvement plans were implemented and actions deemed to be appropriate by team members, engagement increased by over 10%.

In light of the successful impact implementing actions can have, senior leaders are also now able to monitor the content and completion of their teams’ improvement plans. Completion of improvement planning will also be monitored and evaluated, with regular updates being presented at Strategic Boards in force for oversight and decision making.

Additional support for managers is being developed in the form of a video presentation with supporting documentation ensuring teams make the most value of their survey results.

Oct 2022	July 2023	Jan 2024
66%	69%	72%



4.3

Our People

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

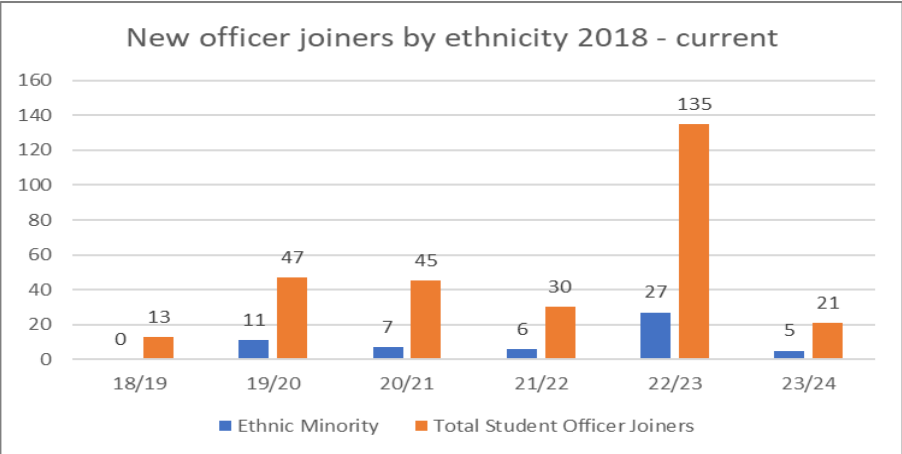
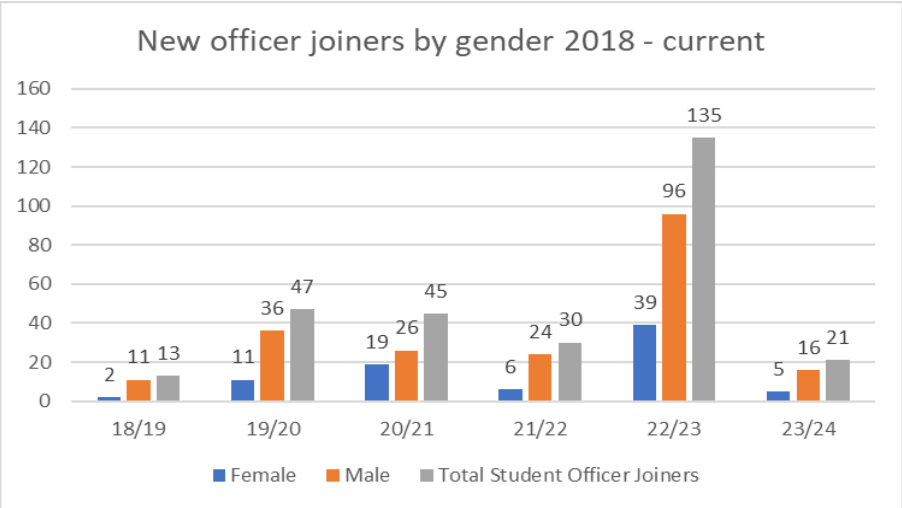
Data Trend

Reasons

City of London Police regularly review workforce diversity. Analysis have 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 Police 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.

There have been two intakes of Student Officers in 2023/24, including a Direct Entry Detective pathway. Diversity is a key consideration for each intake and will continue to be in 2024/25.



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.



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 than increase the borrowing requirement. It is expected that the final outturn, at the end of Q4, will be within 1% of this breakeven position.



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.

