



City of London Police Policing Plan 2017 – 2020



Proud to deliver an exceptional policing service



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Our values

Integrity

Integrity is about being trustworthy, honest and doing the right thing. We expect our officers and staff have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.

Our behaviour, actions and decisions will always support the public interest and those we work in partnership with. We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions.

We will respond to well founded criticism with a willingness to learn and change.

We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance.

Fairness

We are an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider.

We ensure that we comply with our obligations under the Equality Act 2010, both with regard to our staff and all the people that come into contact with us.

We will support equality by creating an environment that maximises everyone's talents in order to meet the needs of the organisation and those of the community we serve.

Professionalism

Professionalism is a quality that we value highly. We will investigate crime professionally and thoroughly, doing everything in our power to protect those at the greatest risk of harm.

We expect our staff to be dedicated to professional development, both for themselves and the people they are responsible for, and empowered to use discretion and common sense to make appropriate operational decisions.

Our professionalism ensures that we meet the needs and demands of our community to deliver high quality, fast, effective and efficient services.

National Police Code of Ethics

Our values, which encompass the Code's nine principles, underpin everything we do. Adhering to them enables us to demonstrate not only our commitment to the national Police Code of Ethics, but also to deliver it.

To support the Police Code of Ethics, we will –

Be **accountable** for our actions, decisions and omissions

Be **honest** and trustworthy

Treat people **fairly**

Act with **integrity** by always doing the right thing

Display **leadership** through leading by example

Display **objectivity** by making choices based on evidence and best professional judgement

Be **open** and transparent about our actions and decisions

Treat everyone with **respect**

Act **selflessly** in the public interest

Our mission

As the police force for the nation's financial heart our core mission is to protect the UK from economic crime and maintain the City of London as one of the safest places in the country. We will achieve this through:

- A front line that is responsive to the needs of the City of London and keeps people safe
- Professional investigators who put victims first and seek positive outcomes for them
- Being a centre of excellence that protects the UK against economic crime and pursues offenders
- Delivering an intelligence function which tracks offending patterns and identifies policing priorities
- Business support functions which exploit new ways of working, digital investments and modernising the workforce to secure savings



Introduction

Welcome to our refreshed policing plan for 2017 in which we set out how we intend to police the City of London over the coming three years.

The City of London remains the world's leading international financial and business centre and is home to numerous multinational companies and small and medium sized enterprises. It is a City where ancient traditions are observed yet sit comfortably alongside modern business practices. Our community is diverse, comprising residents from every social group and background, businesses that range from large international concerns to small and medium sized enterprises, workers and visitors. Around 9,000 residents¹ call the City of London home although every day that number swells to 400,000² as people arrive in the City to work. The City has an established and expanding vibrant night time economy, with more people than ever visiting bars, clubs and restaurants after work and at weekends. A major tourist destination and cultural hub, it is an exciting place to live, work and visit.

The continuing security and safety of the City of London is key to its success, whether as a base for a company, a place to live or somewhere to spend leisure time. Even though crime levels are amongst the lowest in the country, we are not complacent about tackling criminality and remain committed to fighting crime at all levels. Although we fulfil a national role tackling fraud and other serious criminality, our local role is no less important to us.



It is often the case that residents' and workers' priorities will be different from those that impact on large corporations but their concerns are given no less appropriate regard. This distinction between our national and local roles is reflected in the range of our priorities.

Crime is constantly evolving. Developments in technology, that are undeniably beneficial to business and individual convenience, present a multitude of opportunities to criminals.

¹ Office for National Statistics 2011 census population cited as 7,400 plus 1,370 with a second home in the City of London

² Economic Development Unit, City of London Corporation

The threat posed by cyber crime is such that it remains a key operational priority and we will continue to help lead the national response to cyber crime.

The threat from terrorism and fraud-related crime to the safety and security of the City of London remains constant and consequently they remain key priorities for us.

The national strategies and structures we have developed in our role as the national police coordinator for economic crime continue to be implemented by police forces at local and regional levels. Our coordinated approach to activities that protect individuals and businesses from fraud has resulted in collaboration between law enforcement and other key partners meaning prevention campaigns have greater reach and impact. Over the coming years a joint investment from the Government and City of London Corporation will be used to transform the information communication technologies that support Action Fraud and the National Fraud Intelligence Bureau delivering a fully integrated and improved service to law enforcement, the public and industry. The Economic Crime Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. We will continue to work closely with the National Crime Agency (NCA), providing an effective link between the NCA and regional organised crime units to ensure a robust and effective response to the threat from fraud.

The impact of organised criminality and large scale fraud is focused most often on individuals. We are committed to ensuring victims are at the heart of everything we do. We recognise that some people are more vulnerable than others and we will ensure that our response to those who are vulnerable is appropriate to their needs.

This year, we have adopted protecting vulnerable people as a distinct priority in recognition of the high level of harm caused by offences such as child sexual exploitation, modern day slavery and human trafficking.

The Square Mile hosts a number of high profile events; the Mansion House and Guildhall alone host several hundred events annually, from small business meetings to major banquets attended by Royalty and Heads of State. Policing an area as diverse and important as the City brings with it unique challenges. Any disruption to 'business as usual' would have a significant impact on the diverse range of interests located here.

Our policing response is also shaped by the findings of Her Majesty's Inspector of Constabulary (HMIC). Throughout the year, HMIC assess the effectiveness, efficiency and legitimacy of all police forces through a series of inspections. The results of those inspections are published and often include recommendations and areas for improvement. We recognise the importance of these inspections and ensure, where relevant, recommendations are implemented through our plans and our priorities to improve service delivery. Our Police Committee holds us to account to make sure we address HMIC findings.

As all police forces, we continue to face significant financial challenges; however, our ability to deliver an efficient, effective and financially sustainable service to the City of London remains paramount. The finance section of this plan shows how we will achieve this and provides details of how we will continue to make further savings.

Developing our priorities

Our priorities, which form the core of our policing plan, are set with our Police Committee. We assess all the risks and threats that impact on the City of London, considering the level of harm they present together with the likelihood of them occurring. From this we develop a risk register and a number of strategic assessments, which together provide an evidence base for the priorities adopted for the City of London. They also demonstrate how we are addressing identified threats and risks.

We engage with our community and listen to their concerns so they can influence how policing is delivered in the City of London, whilst engaging with key people ensures our service is bespoke to the needs of the business City. Engagement at the most local level, with residents and workers, ensures that grass-roots concerns are heard and addressed.

We pay close regard to our obligation to support the national Strategic Policing Requirement, which sets out those matters relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. Cyber crime and the threat posed by child sexual exploitation were the latest additions to the requirement. As many of our priorities directly support our national commitments it is no longer cited as a separate priority.

When setting our priorities we also take account of our commitments to the Safer City Partnership and to the City of London Corporation's key aim for a safe and secure City. This ensures we support community safety priorities, just as our partners have regard to our priorities when setting their own.

Our resulting priorities address both our national and local obligations.

Counter terrorism

Cybercrime

Fraud

Vulnerable
people

Violent and
acquisitive crime

Roads policing

Public order

Priorities for 2017-2020

Counter terrorism

The threat from terrorism and extremism remains high and is becoming more diverse and complex in how it is manifested. The City of London's historical, cultural and economic importance means that it will always be an attractive target for those intent on causing high profile disruption. Over recent years we have worked hard to strengthen engagement with our community; we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity. Our strategies and approach to dealing with terrorism means we are fully able to support the Strategic Policing Requirement. By continuing to protect the City of London from terrorism we continue to protect the UK's interests as a whole.

Cybercrime

Cyber attacks cover everything from small-scale email frauds to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. As the host of the national fraud and cyber crime reporting centre, we will ensure that we understand the threat faced by the City of London and the country as a whole. We will equip our officers and staff with the necessary skills and training to ensure our service to victims is effective, that we have the capability and capacity to investigate cyber crime effectively and help prevent individuals and businesses from becoming victims of cyber crime.

Fraud

As the *National Lead Force for Fraud*, tackling fraud and setting the national strategy for dealing with it remains a priority of our policing plan. Reducing the harm caused by fraud on the lives of our residents, workers and visitors is a key element of this, as is prevention and reduction of crime within the City's financial markets in order to maintain the integrity and prosperity of the country's financial heartland. We work closely with and support other partner agencies in their efforts to combat economic crime. We host one of the largest and most experienced fraud investigation capabilities, which has a local and national remit. Our intelligence and analytical capabilities within the national reporting centre for fraud and cyber crime support delivery of national fraud strategies. Our Economic Crime Academy is a centre of excellence that educates and up-skills individuals and businesses across public and private sectors, enabling them to identify and combat fraud. Our approach to tackling fraud and cyber-enabled fraud nationally will improve the quality, consistency and delivery of services provided to victims of economic crime in the City and beyond.

Vulnerable people	<p>Some of the crimes that cause the greatest harm to individuals and society are often those that impact on the most vulnerable. These crimes include child sexual exploitation, modern slavery and human trafficking, honour based violence and domestic abuse. Such crimes are also often hidden and do not always present themselves in the way that other crime types do. Our priority is not only to address this criminality, but also to support all vulnerable people who might come into contact with the police. Our Public Protection Unit deals with all issues relating to child protection, sexual offences, hate crime, adult abuse and domestic abuse (including honour based violence, forced marriage and female genital mutilation). We work closely with partner agencies, including Children's Social Care, Adult Social Care, Mental Health Services and Victim Support. We use specialist, skilled staff to investigate these crimes and will maintain our operational focus on this important area to ensure we can continue to protect the public.</p>
Violent and acquisitive crime	<p>The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, we have achieved year on year reductions in overall levels of crime over the past fifteen years. We will continue to focus on those areas that intelligence and our community tell us are the most important. In common with other policing areas, the City of London has experienced increases in levels of violent crime over recent years. Working in partnership with the Metropolitan Police, we have introduced a new process to manage prolific and persistent offenders more effectively. We will maintain our focus on preventing and tackling violent crime and acquisitive crime and bringing offenders to justice.</p>
Roads policing	<p>Safer roads continue to be highlighted by residents, workers and visitors as important. Reducing the number of people killed or seriously injured on the City's roads is a goal that we share with the City of London Corporation and other partners, such as Transport for London. Our priority is to support the City of London Corporation in achieving their reduction target through enforcement and education activities, whilst at the same time improving road use for all users.</p>
Public order	<p>The City of London's position at the heart of global finance results in it being a high profile location for protesters and demonstrations. We recognise an individual's or group's right to protest, but this has to be balanced with the community's rights to go about their lawful business without being subject to serious disruption, disorder, damage or intimidation. A significant factor in the City's pre-eminence in business is the degree of safety felt by the people living, working and visiting here. It remains imperative that, together with our partners, we continue to maintain the capability and capacity to deal with spontaneous protest or unrest. Our priority extends to the effective policing of the many large scale public events that occur in the City each year.</p>

Our commitment

Counter terrorism – we will

- Work in partnership with our community, national and international partners to protect the City of London from terrorism
- Provide up to date protective security advice and guidance to residents and businesses
- Engage with groups and individuals to prevent them from turning to terrorism and extremism
- Develop new and improve existing tactics to counter the threat from terrorism
- Use intelligence and analysis to target the deployment of resources to deter, detect and disrupt terrorism
- Make full use of existing and emerging technology (CCTV and automatic number plate recognition) to complement our service delivery
- Work with City businesses to improve awareness and response capabilities in organisations across the City
- Deploy and advertise the outcomes of our use of specialist 'behaviour detection officers' (Project SERVATOR)
- Support the Corporation of London lead in educating staff from partner agencies and the voluntary sector with regard to preventing terrorism
- Engage with City businesses, schools, other institutions and stakeholders to identify any venues or individuals who may be engaged in extremist rhetoric

Cybercrime – we will

- Enhance understanding of cyber crime through working in partnership with other law enforcement agencies, and apply proactive intelligence and prevention strategies to address it
- Improve our capability to tackle cyber crime by training our frontline staff (including call centre and front desk staff) to recognise cyber-related reports of crime to enhance intelligence and evidence gathering
- Train our officers in the skills necessary to investigate cyber crime effectively
- Embed tackling cyber crime into core community policing
- Be flexible across geographical boundaries
- Support our residents, businesses and workers to protect themselves against the risk from cyber crime
- Intervene to stop our community from being drawn into low level cyber crime, including online purchases through criminal websites
- Develop techniques to identify and disrupt ongoing cyber crime impacting on the City of London
- Ensure victims affected by cyber crime receive the support they need

Fraud – we will

- Focus our efforts on the issues that are the greatest threats to the City's communities and businesses
- Continue to target and disrupt organised crime groups
- Engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud
- Adopt a collaborative approach where possible to address the economic crime threat whether through education, prevention, disruption or enforcement
- Continue to engage with police and crime commissioners and the National Police Chiefs' Council regarding the implementation of national economic crime strategies
- Continue to work with stakeholders, including the National Crime Agency, and the wider regional, national and international counter-fraud community to protect the City and national interests, and tackle criminals overseas that target the UK
- Improve our service to victims of fraud by encouraging victims to report fraud and cyber crime, identifying vulnerable victims to ensure they receive the help and support they need
- Influence and support policy making at a national level
- Provide a national investigation capability
- Contribute to the national understanding of fraud threats and criminality and developing proactive intelligence and prevention strategies to address it
- Run an Economic Crime Academy that educates and provides individuals and businesses with the skills necessary to identify and combat fraud

Vulnerable people – we will

- Implement a positive arrest policy and proceed with victimless prosecutions where there is sufficient evidence to do so
- Use the National Referral Mechanism for any suspected offences of human trafficking
- Support victims through our Vulnerable Victim Co-ordinator
- Use appropriate partnership arrangements to manage violent and sexual offenders
- Make best use of multi-agency risk procedures to support vulnerable people
- Consider and where appropriate, implement risk management plans and safeguarding measures in all cases
- Implement and share good practice in partnership with other agencies
- Ensure all appropriate staff receive full vulnerability training
- Ensure officers appropriately identify and flag those who are vulnerable, using the national Vulnerability Assessment Framework
- Engage with hotels, licensed premises and hard to reach groups on vulnerability issues
- Work closely with our partners to maintain our focus on rough sleepers

Violent and acquisitive crime – we will

- Work in partnership and be innovative in our approach to tackling crime, targeting hotspots and known offenders
- Adopt a collaborative approach to problem solving to maintain the City of London as a low crime, safe area
- Tackle alcohol-related crime through a joined up, partnership approach
- Mount specific, targeted operations to address emerging challenges and provide quality-focused investigations, with high quality evidence supporting successful prosecutions
- Ensure victims can easily report crime and thereafter, receive a professional response
- Maintain our focus on incidents of domestic abuse and child protection, which remains an integral part of our victim care strategy
- Work with our residents, businesses and workers to encourage them to take an active role in crime prevention
- Continue to identify and target persistent offenders to reduce re-offending

Roads policing – we will

- Proactively target offenders who use the roads to cause danger to other road users
- Engage with road user groups to identify opportunities to provide timely education and enforcement activities
- Pay particular attention to vulnerable road users (pedestrians, cyclists and motorcyclists)
- Work with Transport for London by delivering special services that keep the City's roads safe
- Investigate serious collisions, support victims and their families and bring offenders that flout road safety laws to justice
- Continue to undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk.
- Support national road strategies by complementing criminal justice sanctions for offending with an educational programme aimed at improving road skills and understanding to prevent re-offending

Public order – we will

- Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan
- Engage with our community to address concerns regarding public order, providing advice and resolving policing related matters
- Engage with event organisers, protest groups, stakeholders and partners, supporting them through providing proportionate policing plans for their event or protest
- Use information and intelligence systems effectively to inform our response to disorder
- Work closely with our partners in the Metropolitan and British Transport Police ensuring an efficient collaborative response, particularly in relation to pan-London issues which affect the City of London
- Maintain our capability and capacity to respond to public order incidents at a variety of levels
- Use best practice tactics and capture learning to improve our effectiveness, efficiency and service delivery to our community

Supporting the Strategic Policing Requirement

The Strategic Policing Requirement (SPR) requires all police forces to ensure that they can fulfil national responsibilities for tackling criminal or terrorist threats and harms or other civil emergencies. The areas covered by the SPR have been selected because they either affect multiple police force areas or require action from multiple forces, resulting in a national response. We have put in place a number of mechanisms and processes to ensure that we can fully support the Strategic Policing Requirement when called upon to do so.

Counter terrorism	Public order	Civil emergencies	Cyber crime	Serious organised crime	Child sexual abuse
<p>Terrorism is rated among the highest risks and remains an enduring threat to the UK. The ability to flex and pool resources and intelligence is crucial to the national response to the terrorist threat. We will meet all the national requirements relating to skills, knowledge and infrastructure to enable us to play a full part in our regional and national counter terrorism obligations.</p>	<p>The primary objective of policing public order situations is to keep the peace and preserve order using the minimum force necessary. Exceptional public order demands can emerge with little notice, so forces need to retain the capability and capacity to respond effectively. We have ensured that our public order capability and capacity meets all national standards, with the appropriate numbers of skilled officers ready for deployment when required.</p>	<p>The Civil Contingencies Act 2004 places a legal responsibility on all forces to provide an appropriate response to emergencies, whether they are the result of natural disasters or intentional actions. We have in place protocols that ensure an appropriate response, individually or in collaboration with other forces and partners to incidents involving mass casualties, chemical, biological or radiological events or as first responders to a terrorist incident.</p>	<p>Cyber attacks cover everything from small-scale email scams to sophisticated large-scale attacks driven by diverse political or economic motives that could wreak havoc on national information systems or infrastructure. We will ensure that we understand the threat faced by the City of London (and the nation) in relation to cyber enabled fraud.</p>	<p>Serious and organised crime includes a range of activities, from the illegal supply of commodities, to fraud and violence committed by multi-million pound enterprises. To deliver fully our obligations in this area we have ensured that we understand the threat we face and can collaborate with other forces and partners in tackling the threat; this includes maintaining appropriate levels of skilled staff and contributing to a multi-agency intelligence capability.</p>	<p>The recent increases in reports of child sexual abuse (CSA) requires forces to have a joined-up approach to provide an integrated, robust policing response. We will ensure skilled investigators are available to help victims and bring offenders to justice. We will continue to work in partnership with other forces and with local agencies to ensure that the most vulnerable members of our community are protected.</p>

Anti-social behaviour

In addition to being the business heart of London, the City of London is a vibrant cultural and social centre. A thriving night-time economy brings with it the potential for increased levels of antisocial behaviour and alcohol related offences. Antisocial behaviour (ASB) takes many forms but it all affects the quality of life of residents, workers and visitors to the City.

An assessment of the threats that present the greatest risk and harm to the City resulted in ASB not constituting a priority for the City of London Police, however, this does not mean that we do not take it seriously or will not continue to tackle it when it occurs. Our community tells us it remains an issue for them; we have, therefore, included within the plan this commitment to addressing ASB. Prevention is a key element of our approach to tackling ASB, however, when it does occur we will deal with it effectively, ensuring victims receive an excellent quality of service, particularly if they are vulnerable or the ASB is a recurring problem.

We will

- Engage with community groups and partners to identify and address the ASB concerns of individuals and groups
- Together with our partners, make best use of available tools to deal with incidents
- Use intelligence effectively to deploy officers to patrol hotspots where begging and ASB is an issue
- Identify where victims are vulnerable or where there is recurring ASB
- Work with our partners and maintain our focus on aggressive beggars
- Act on feedback from surveys about how we have dealt with ASB to improve our service delivery

Our efficiency

As all police forces, we continue to face significant financial challenges over the medium term; our particular challenge is to bridge a £11.6m deficit over the course of this plan, which is in addition to the considerable savings we have already made over the past 5 years. However, we are determined to maintain our professional service delivery in the face of reducing budgets, and have developed an extensive efficiency programme that ensures we have a secure financial footing against which we can continue to police the City of London.

Our strategy to make the necessary savings is based on the following areas:

- We have invested a significant sum of money in one-off spends that will deliver considerable savings over the course of this plan and beyond. 2015 saw the beginning of a phased move to new accommodation which has a reduced footprint compared to our current estate and which will be much cheaper to run than the buildings we presently occupy. It will also allow us to end expensive leases for current buildings that will no longer be required. Our accommodation programme is being complemented by new technology that means our staff will no longer be desk bound.

The ability to work agilely, less constricted by traditional office locations and hours, means that staff are able to work more effectively and efficiently from any location. For officers on the street, this will mean the ability to complete processes using mobile devices, negating the need for separate reports or returning to the office to use a computer.

- We will continue to seek to increase our income wherever we can; this will include maximising the opportunities under the Proceeds of Crime legislation, applying for grants including National, International and Capital City funding and generating income from our Economic Crime Academy services to businesses, nationally and internationally. We will continue to operate funded taskforces, which we will operate on a full-cost recovery basis.
- We will reduce our pay costs through the implementation of directorate reviews and discrete projects. Examples of initiatives that will be implemented over the course of this plan include enhanced collaboration arrangements with the City of London Corporation to deliver a joint community safety hub and a joint control room. We have already implemented a managed service for the provision of ICT services.

We are able to supplement our financial plans with approved and controlled use of reserves.

Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore we have made assumptions when developing our financial strategy, including general rates of inflation and the business rate premium (an element of business rates that are levied and applied to security), amongst other things.

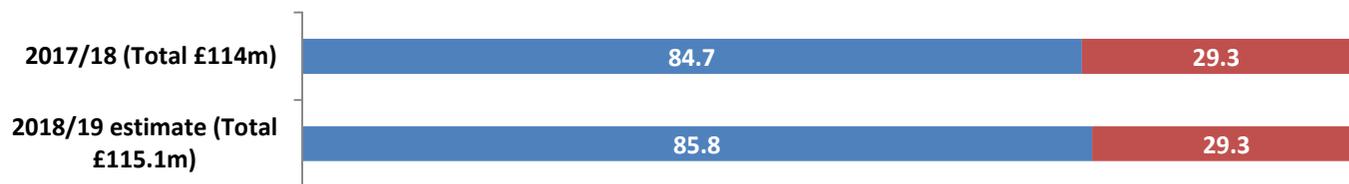
Additional funds from the business rate revaluation for 2017/18 will be used to provide an enhanced firearm capability to counter the threat from terrorism. The charts below provide a high level summary of our anticipated expenditure and income over the following two years of this plan.

INCOME (Projected) £m



- Home Office and CLG Core Grants
- Other Gov Grants, includes National Lead Force, Dedicated Security Posts and National, International and Capital City Grant
- Partnership Income, includes Late Night Levy and dedicated unit funding
- Business Rate Revaluation

EXPENDITURE (Projected) £m



- Employees
- Other expenditure (including supplies and services, premises and central support services)

Appendices

Accountability

The Court of Common Council continues to act as our police authority in accordance with the provisions of the City of London Police Act 1839 and the Police Act 1996. Their role is broadly similar to the role of a Police and Crime Commissioner, which is:

- to ensure the City of London Police runs an effective and efficient service by holding the Commissioner to account;
- to ensure value for money in the way the police is run; and
- set policing priorities taking into account the views of the community.

These, and other key duties, are specifically delegated to the Police Committee which fulfils the combined functions of Police and Crime Commissioners and Police and Crime Panels. Eleven of the thirteen members are Common Councilmen, ensuring direct accountability to the electorate. The remaining two are independent persons drawn from the City community who are appointed through an open recruitment process. The Committee represents the City's residents, businesses and the many thousands of people who come to work in the Square Mile every day. The Police Committee meets eight times a year, facilitating its role to ensure an effective and efficient police force.

Its scrutiny function is enhanced by a Police Resources and Performance Sub-Committee, a Professional Standards and Integrity Sub-Committee and an Economic Crime Board. Other City Corporation committees, such as the Finance Committee and Audit and Risk Management Committee, complement this scrutiny function and secure value for money in all aspects of police work.

Our community is consulted on how the Square Mile is policed; both we and the City of London Corporation organise regular events to engage with residents and businesses in the City and obtain views on what our local policing priorities should be. To achieve outcomes that matter to local people, the City of London Corporation is able to draw from expertise in the wide-ranging areas of services it provides and establish effective and strong partnership working, for example, through the Safer City Partnership, the City of London's Community Safety Partnership.

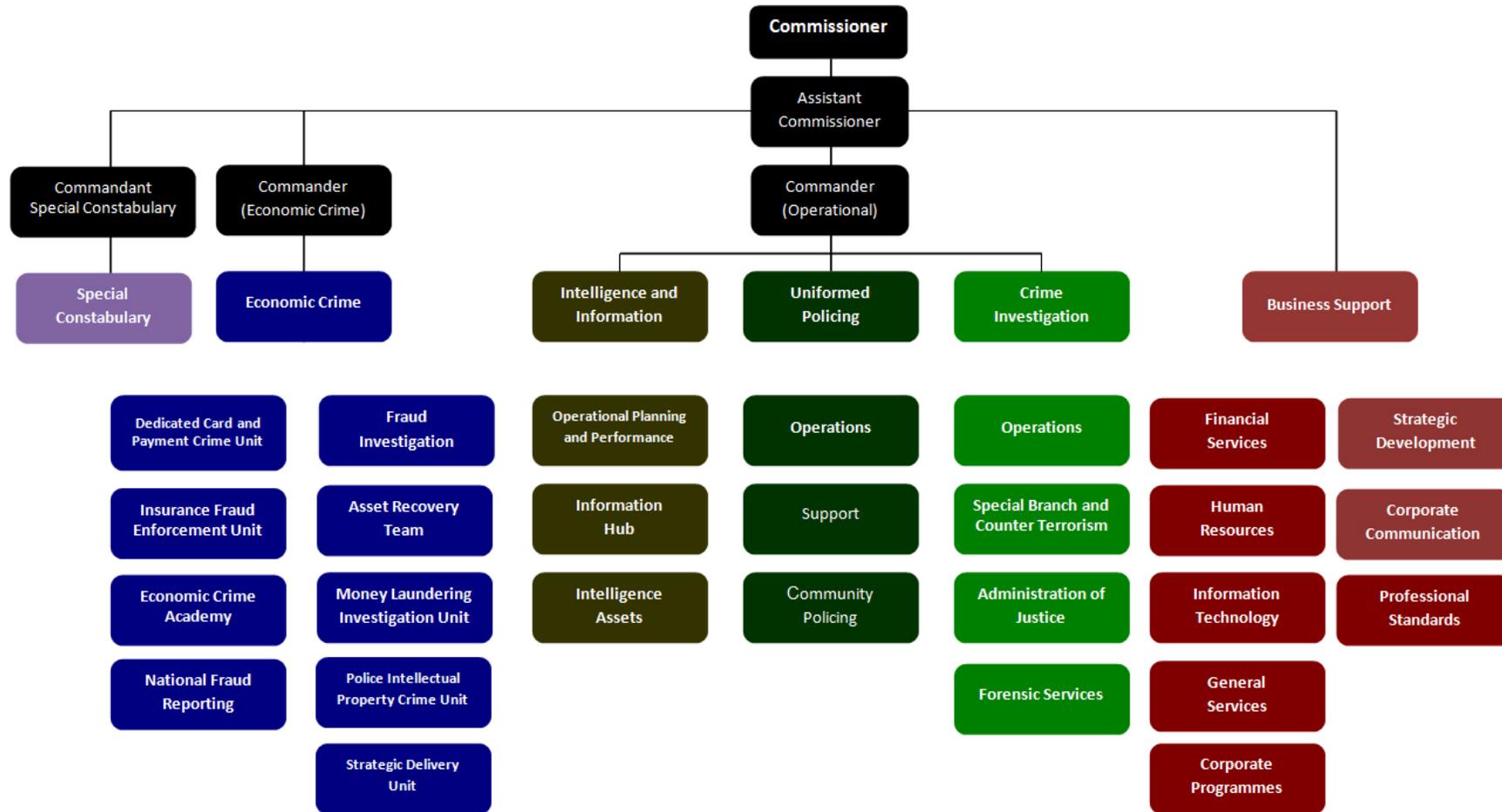
Measures

Along with many other police forces and Police and Crime Commissioners, we have not set any formal targets in this plan. This is not because targets are difficult to achieve or we are not concerned about being a high performing force; it is because we recognise targets can unwittingly adversely impact on behaviour and how crime is recorded. We need to be able to concentrate our resources where they are needed to address important or sometimes emerging issues, not just to chase a numerical target. We are committed to being a high performing police force. We will continue to closely monitor performance across a range of measures, which will also be reported quarterly to the Police Performance and Resources Sub Committee for scrutiny and oversight.

We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded in accordance with all current guidance. The following measures, which support delivery of our priorities, are those that our Police Committee will hold us to account against in the delivery of this plan. To reflect the breadth of activity that takes place to deliver this plan, we will report progress against the '4P' plans that have been developed for each priority area. The 4Ps refer to activities that focus on prevention, preparation, protection and pursuing criminals. Performance against these measures will be reported quarterly to the Police Performance and Resources Sub Committee.

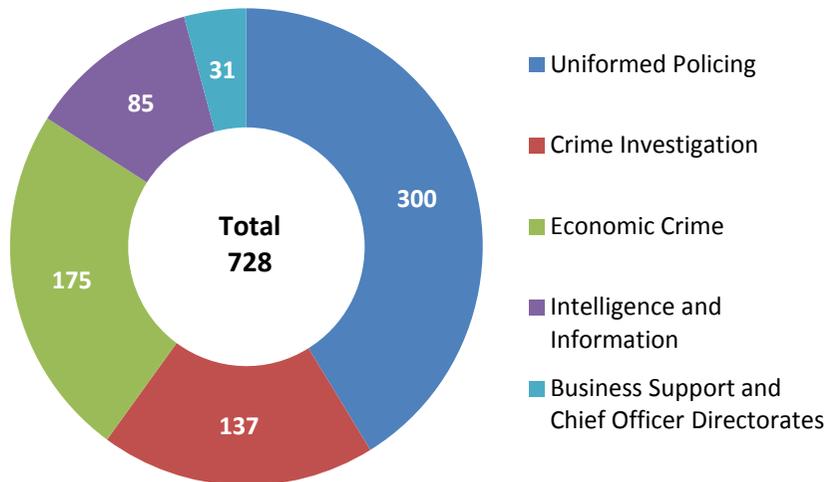
- Measure 1:** The number of crimes committed in the City
- Measure 2:** The capability and impact the Force is having against countering terrorist activity
- Measure 3:** The capability and impact the Force is having against countering cyber attacks
- Measure 4:** The capability and impact the Force is having against countering Fraud
- Measure 5:** The capability and impact the Force is having in safeguarding and protecting vulnerable people
- Measure 6:** The capability and impact the Force is having against countering violent crime
- Measure 7:** The capability and impact the Force is having in policing City roads
- Measure 8:** The capability and impact the Force is having providing protective security to the City and responding to public disorder
- Measure 9:** The capability and impact the Force is having against countering acquisitive crime
- Measure 10:** The level of satisfaction of victims of crime with the service provided by the city of London police
- Measure 11:** The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job

Our structure

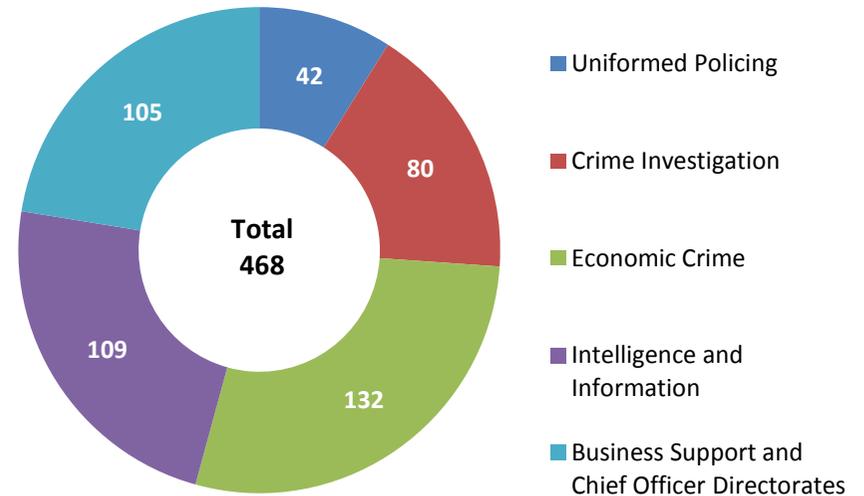


Our resources

Police Officers



Police Support Staff



Through our Leadership and People Strategies we will develop our staff to their full potential whilst our workforce plan will ensure that our staff and officers have the necessary skills and experience to ensure we can meet current and future demand.

Performance 2017-18

Below is a high level summary of performance against the measures contained within this plan. Performance is reported in detail quarterly to the Police Performance and Resources Sub Committee.

Measure	Performance at 31.12.2016
1. The level of specific counter terrorism deployments that are completed	We have delivered all tasked counter terrorism deployments, which include targeted vehicle stops, entry point policing, armed foot patrols and targeted counter terrorism patrols.
2. The level of community confidence that the City of London is protected from terrorism	At the end of December, an average of 92% of respondents felt reassured by the work done by the City of London Police to protect the City from terrorism.
3. The education and enforcement activities delivered to support the City of London Corporation's casualty reduction measure.	We have consistently delivered all planned operations targeted at areas that experience the greatest volume of casualties, complemented by operations targeting taxi touting and poor/unsafe use of the roads (referrals made to education programmes)
4. The number of disposals (Traffic Offence Report, Fixed Penalty Notice or Summons) from manned enforcement activities	At the end of December we had issued 854 TORs and 162 FPNs to people who had contravened the City's 20mph speed limit or used their mobile phones whilst driving.
5. The percentage of those surveyed who are satisfied with the information provided to them about large scale, pre-planned events and how those events were ultimately policed	At the end of December we recorded a 73.9% overall satisfaction rate of information provided to the community about large scale pre-planned events.

6. The level of victim-based violent crime	At the end of December we recorded a 7.1% increase in levels of victim based violent crime compared to the same point in 2015-16, this represents an additional 498 offences compared to the previous year. This rise is consistent with the national trend; however, we will continue to target this category of crime as a priority.
7. The level of victim-based acquisitive crime	At the end of December we recorded 2639 offences compared to 2476 offences at the same point last year, an increase of 6.6%.
8. The level of antisocial behaviour incidents	At the end of December we recorded 983 antisocial behaviour incidents in the City of London.
9. The percentage of victims of fraud investigated by the Economic Crime Directorate who are satisfied with the service provided	At the end of December we recorded a 77% satisfaction rate compared to 78% at the same point last year.
10. The level of City Fraud Crime, investigated by ECD resulting in a positive action whether through offender disposal, prevention or disruption	At the end of December 24 cases had been finalised, all of which resulted in a positive outcome, compared to 16 the previous year.
11. The value of fraud prevented through interventions	At the end of December we recorded preventing fraud valued at £2,679,671,729 compared to £837,580,614 at the same point the previous year.
12. The attrition rate of crimes reported to Action Fraud	At the end of December we recorded an attrition rate of 9.78% compared to an average of 9.72% for Apr 2013-Mar 2016.
13. The number of complaints against Action Fraud	At the end of December 131 complaints had been recorded, of which 131 had been resolved. The level of complaints represents only 0.04% of reports made to Action Fraud.

14. The level of the National Lead Force's return on investment	At the end of December the return on investment stood at £65.85, compared to an average of £45.06 for 2015/16.
15. The percentage of victims of fraud satisfied with the Action Fraud reporting service	At the end of December 79% of victims were satisfied with the online reporting service, compared to 80% the previous year.
16. The percentage of victims of crime satisfied with the service provided by the police	83.4% of victims of crime were satisfied with the service provided compared to 82.7% at the same point the previous year.
17. The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job	77% of respondents stated the City of London Police are doing a good or excellent job.

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emergency always dial 999**



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Public enquiries and reporting crime:

Bishopsgate Police Station

182 Bishopsgate, London, EC2M 4NP

Open 24 hours

Snow Hill Police Station

5 Snow Hill, London, EC1A 2DP

7.30am – 7.30pm Monday to Friday

Wood Street Police Station

37 Wood Street, London, EC2P 2NQ

7.30am – 7.30pm Monday to Friday

Headquarters (not open to the public)

City of London Police, Guildhall Yard East, Guildhall

Buildings, London, EC2V 5AE