Committee(s): Police Performance and Resource Management Sub-Committee	**Date(s)**: 30th June 2015	
Subject: Performance against Targets in the Policing Plan 2014-17 for the period 1st April 2014 – 31st March 2015		**Public**
Report of: Commissioner of Police POL 31/15		**For Information**
Ward (only if appropriate):		

Summary

1. This report summarises performance against the Policing Plan 2014-17 for the 2014-15 financial year.
2. At the end of March 2015, of the 18 policing plan targets, 14 had been achieved and 4 were not achieved. Measure 1.4.1c was to monitor levels of satisfaction and therefore a grading of achieved or not achieved is not appropriate.

1.1.1a Ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively	ACHIEVED
1.1.1b Deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public	ACHIEVED
1.2.1a Support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles	ACHIEVED
1.2.1.b Increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2013-14	ACHIEVED
1.3.1a Meet all national requirements for public order mobilisation to support the SPR	ACHIEVED
1.3.1b Ensure that at least 90% of those surveyed are satisfied with the information received in relation to pre-planned events and with how those events were ultimately policed	ACHIEVED
1.4.1a Reduce levels of victim-based violent crime compared to 2013-14	NOT ACHIEVED
1.4.1b Reduce levels of victim-based acquisitive crime compared to 2013-14	ACHIEVED
1.4.1c Measure victims' satisfaction with the outcome of their crime	NOT APPLICABLE
1.5.1a Reduce the number of antisocial behaviour incidents compared to 2013-14	ACHIEVED
1.5.1b Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police	ACHIEVED
1.6.1a Ensure that at least 90% of victims of fraud investigated by CoLP are satisfied with the service provided	NOT ACHIEVED
1.6.1b Ensure that City fraud crime investigated by ECD results in a positive action whether through offender disposal, prevention or disruption	ACHIEVED

1.7.1a Increase by 20% the number of investigators trained by the Fraud Academy compared to 2013-14	ACHIEVED
1.7.1b Increase the number of high priority OCGs using fraud disrupted through national partnerships with national law enforcement agencies	ACHIEVED
1.7.1c Increase the value of fraud prevented through interventions compared to 2013-14	ACHIEVED
1.7.1d Ensure that at least 90% of victims are satisfied with the Action Fraud reporting service	ACHIEVED
1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by CoLP	NOT ACHIEVED
1.8.1b Ensure at least 90% of City street population surveyed consider the police in the City of London are doing a good or excellent job	NOT ACHIEVED

Recommendation

It is recommended that your Sub Committee receives this report and notes its contents.

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2014-17 for the period 1st April 2014 – 31st March 2015. All relevant performance information is contained within Appendix 'A'. Normally only those targets that were not achieved appear in the body of the report itself; however, target 1.2.1.a (supporting the City of London's roads casualty reduction target) has been included as it relates to an outstanding reference from your Sub Committee meeting in March 2015.

2. As previous reports, this performance report includes a brief overview of Force performance that is not covered by specific targets.

3. The traffic light system used to assess performance at the end of the performance year is self explanatory, with targets either being assessed as 'achieved' or 'not achieved'.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2013-14 shows that between 1st April and 31st March 2015:

   - Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at

4,492 offences compared to 4,609 offences at the same point in 2013/14 (117 fewer offences representing a reduction of 2.5%).

- Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'[1], decreased slightly from 832 offences at the end of March 2013/14 to 826 at the end of March 2015.

- At the end of the reporting period, total notifiable crime stood at 5,318 offences compared to 5,441 offences at the same point the previous year, 123 fewer crimes, representing a reduction of 2.3%. Whilst this might seem a low amount, it should be noted that this is the 14th consecutive year that the Force has managed to reduce overall levels of crime. Over that period of time, levels of recorded crime have reduced by almost 50% (from 10,098 crimes in 2001/2).

5. In addition to those items reported in the previous 3 quarterly reports, notable Force achievements and activities during the final 3 months of the financial year include:

- The successful prosecution of two individuals who ran a boiler room fraud that defrauded money from over 30 victims.

- The arrest of an individual following a joint operation between the Overseas Anti-corruption Unit and Norwegian authorities to uncover the bribery of a public official engaged in procuring 6 ex-naval vessels.

- Transport for London (TfL) celebrated the first anniversary of a permanent multiagency team (of which the Force is a key partner) dedicated to enforcing non-compliant and dangerous commercial vehicles on the road. The Industrial HGV taskforce has stopped over 3400 vehicles, 40 of which have been seized and issued over 800 fixed penalty notices. The taskforce was later recognised by the industry by receiving the Carmen's Company RLC Safety Award for 2014 for outstanding contribution to transport safety. Data specific to the City of London is not available unfortunately; however, from April 2015 the Force has set up its own Commercial Vehicles Unit that will be able to provide details for the City in the future.

- The Dedicated Cheque and Plastic Card Unit closed a hugely successful 18 month operation targeting Romanian organised criminal gangs operating in the UK. It lead to 32 prosecutions, the disruption of 5 organised crime groups, the recovery of 52,812 compromised card numbers and saved the banking industry an estimated £23.2m.

- The jailing of a prolific offender for 8 years for robbery and firearms offences following a successful joint operation with the MPS. .

[1] These crimes include prostitution, going equipped for stealing, perjury, perverting the course of justice, and possession of false documents, amongst others.

- The successful prosecution of a serial offender who received a 10 year prison sentence at the Old Bailey for offences committed of theft, assault and sexual assault committed in the City

- Know Fraud and the National Fraud Intelligence Bureau loaded its 1 millionth fraud report onto its databases.

Target Performance

6. **1.2.1a - Support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles.** Although this target has been achieved by the Force delivering all planned roads policing education and enforcement campaigns over the course of the year, and fewer road casualties being recorded than the previous year, a question was raised by Members relating to the increase in use of pedal cycles on London's roads. It has not been possible to obtain data specific to the City of London, however, Transport for London (TfL) reports that across the TfL network, cycling levels during quarter 3 of 2014/15 (September to December) were 10% higher than at the same point the previous year and the highest since records began in 2000. At the end of March 2015, TfL were predicting a 12% increase compared to the previous financial year. For London as a whole this equates to 610,000 cycle journeys per day, or 23 million over the course of the year.

7. Within the congestion charging zone over 170,000 cycle journeys per day are being made, with cycles now representing 16% of all traffic in Central London, rising to over 25% on main routes at peak times. At Theobalds Road, near Holborn, a recent survey recorded cycles made up 64% of all vehicles heading west between 0700 and 0900. London Bridge averaged 660 cycles per hour (0600 – 0800) or 47% of vehicles.

8. Despite these increases, and the particular vulnerability of cyclists, the level of journeys ending in death or serious injury has reduced over the years from 1 in every 434,000 (2006) to 1 in every 515,000 in 2014/15.[2]

9. **1.4.1a – Reduce levels of victim based violent crime compared to 2013-14**. Throughout the year the Force has highlighted that this would be a very difficult target to achieve. Members will be aware, both from reports and attendance at Force performance meetings, that this area of criminality has been the focus of sustained and concentrated activity throughout the year, with all tactical options being fully considered at every Performance Management Group.

10. The Force ended the performance year recording 85 more offences of victim based violent crime compared with 2013-14 (750 offences compared to 665, an increase of 13/1%). Within this category, violence with injury was broadly stable (1 less offence compared to the previous year) but violence without injury showed an increase of 84 offences (from 264 to 348 offences, an

[2] All data taken from Transport for London website and performance reports.

increase of 31.8%). This mirrors the national trend and our analysis showed the increase was driven by harassment offences, fuelled by social media activity. The Force is working with businesses to provide advice to employees on how to protect themselves from such offences. Sexual offences showed a small overall increase of 1 offence (59 offences at the end of March 2015 compared to 58 at the end of March 2014).

11. Members will be aware that no targets have been set for 2015/16, in common with many other police forces; however, the Force will continue to monitor closely and address issues of violent crime and report levels to your Sub Committee for oversight and scrutiny.

12. **1.6.1a Ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided.** Members will recall that this was a new target for 2014/15 with no benchmark. It has been highlighted in previous reports that in retrospect, setting the level at 90% for consistency with other satisfaction targets was optimistic. The first quarter's results were disappointing, principally due to the fact that of the 20 people who said they were dissatisfied, 19 came from the same case where the matter had been closed as 'investigation incomplete'. In common with other satisfaction measures, this target has also suffered from poor response rates resulting in very small sample sizes. Whilst improvements have been recorded to satisfaction rates over the course of year, it has been apparent from the end of the first quarter that this target could not be achieved. However, by having this as a measure, it has highlighted issues that the Economic Crime Directorate has been able to address to improve its service to victims.

13. **1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by the police**. As measure 1.6.1a above, Members will be aware from previous reports throughout the year that this target would not be achieved by year end. Similar to the victim of fraud satisfaction measure, relatively poor results at the ends of quarters 1 and 2 meant that even if the Force had managed to achieve close to 100% satisfaction levels, this target still would not have been achieved. This is unfortunate as within some of the individual survey categories the Force has actually performed extremely well (94.4% for ease of contact, 93.6% for treatment). However, those results have been adversely affected by low rates of satisfaction around actions taken (76.3%) and follow up (81.6%), resulting in the overall satisfaction level being 84.1% at the end of March 2015, which is actually an improvement on the 83.9% recorded at the end of the previous financial year.

14. The Force includes victims of theft in its surveys, without which the sample size of respondents would be extremely low. Using the Home Office categories only (burglary, vehicle crime, assault), the overall satisfaction level is 86.9% (compared to the national average of 84.6%).

15. **1.8.1b Ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job**. In common with the previous two targets, Members will be aware from previous reports that this target would not be achieved by year end. At the end of the

March 2015, the overall level achieved was 87.7%, a very high level of satisfaction but below the set target of 90%.

16. Again, previous reports have highlighted the issues inherently associated with street surveys; to repeat those, anyone can be approached and will include people who have not been a victim of crime and will therefore have very little experience of the police, either their home force or the City of London Police. Others, who may have been a victim of crime elsewhere inevitably bring wider experiences of the police service (from their home forces) to bear in their responses, even though every effort is made to make clear responses should only be made in relation to the City of London Police. Members will be aware that this survey has been replaced with a much more comprehensive assessment of perception and confidence through the Community Survey that will run twice yearly.

17. A comment was included in the third quarter report to your Sub Committee, which remains relevant for this end of year report. Whilst the Force did not achieve 3 of its satisfaction targets, setting such challenging targets is testament to the Force's sense of professionalism and aspiration. Over recent years, the Force has steadily increased its satisfaction targets from 80%, through to 85% to the 90% set for 2014/15. Although that level was not achieved in 3 areas, satisfaction levels remain high. The Force will continue to monitor closely satisfaction levels over the course of 2015/16; even though there are no formal targets, the Force will continue to act on all feedback received to improve its service to victims and the community.

Background Papers:

- **Appendix 'A' Performance Summary**

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL 2014 – 31st MARCH 2015

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism	
TARGET	**1.1.1a**. To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively
TARGET OWNER	Crime Investigation Directorate
AIM/RATIONALE	**Measure carried forward from 2013-14**. This target was first adopted in 2013-14 to build on a former measure that focused purely on attendees at Griffin[3] and Argus[4] events. The Force always performed well against that target, so it was proposed to expand it to incorporate the views of a broader audience. This measure will highlight what work needs to be done to ensure that the community feels reassured that the Force is capable and prepared to deal with the threat from terrorism.
DEFINITIONS	Engagement: A Prevent engagement is any activity or interaction with the community where Prevent is either the primary theme or forms a significant part of a wider related theme.
BASELINE	94.45% was achieved in 2013/14.
MEASUREMENT	By survey (following each GRIFFIN/ARGUS event) and quarterly street surveys. The quarterly percentage average will be the Argus/Griffin percentages added to the Street Survey Percentage.
DATA SOURCE	CT Section to supply GRIFFIN/ARGUS survey results monthly; PIU to supply street survey results quarterly
TRAFFIC LIGHT	**ACHIEVED**

END OF YEAR POSITION

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Griffin Attendees	62	53	58	43	46	60	57	58	45	0	52	60
Percentage consider Force capable	99%	100%	96%	100%	98%	99%	99%	100%	98%	-	98%	98%
Number Argus Attendees	20	12	41	80	0	87	95	113	72	30	57	116
Percentage consider Force capable	100%	100%	100%	100%	n/a	100%	99%	100%	100%	97%	100%	100%
Street Survey (Quarterly)	90% (144/160)			85.7% (138/161)			87.1% (135/155)			80.6% (133/165)		
Quarterly Average	**95.3% (387/406)**			**94.7% (452/477)**			**96.1% (572/595)**			**92.7% (445/480)**		
Cumulative Average	**95.3% (387/406)**			**95.0% (839/883)**			**95.4% (1411/1478)**			**94.7% (1856/1958)**		

[3] **Project Griffin** is an internationally renowned partnership project that brings together the Police and private security guards to provide awareness and protective security to prevent and prepare for the consequences of terrorist incidents. It is widely accepted as good practice and has recently been adopted nationally by the National Counter Terrorism and Security Office (NaCTSO). It is a key tactic in the Force's objective of keeping the City safe from terrorism

[4] **Project Argus** (**A**rea **R**einforcement **G**ained **U**sing **S**cenarios) is a NaCTSO initiative which aims to help businesses to prevent, prepare for, handle and recover from a terrorist attack

NB

1. The question asked of Griffin and ARGUS attendees states: “After attending Project Griffin/ARGUS I am confident in the City of London Police’s ability to deal effectively with a terrorist or major incident” rather than the form of words used above, with ‘Agree’ and ‘Strongly Agree’ answers contributing to a positive score.

STREET DATA only

Q1: 90% (144/160) had confidence in the CoLP’s ability to effectively police counter terrorism

Q2: 85.7% (138/161) had confidence in the CoLP’s ability to effectively police counter terrorism

Q3: 87.1% (135/155) had confidence in the CoLP’s ability to effectively police counter terrorism

Q4: 80.6% (133/165) had confidence in the CoLP’s ability to effectively police counter terrorism

YEARLY AVERAGE: 85.8% (550/641)

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism	
TARGET	**1.1.1b**. To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. It ensures that sufficient deployments are delivered appropriate to the threat level and that the public feel reassured that the Force is able to protect the City against the terrorist threat
DEFINITIONS	**Intelligence led, high visibility policing operation**: deployments which are based on a number of factors, including specific and/or generic threat reporting, previously identified activity (including hostile reconnaissance (op Lightning) reports, potential target areas or premises (including CNI and iconic sites). The **high visibility** aspect relates to overt policing tactics that are designed to detect and/or deter criminal activity whilst also providing reassurance to the public.
BASELINE	**1635 hours per calendar month**
MEASUREMENT	(1) To be assessed against the number of hours tasked to CT options and the number of hours delivered (2) CT Measure 1 will be used to assess the extent to which the public feel reassured (3) Narrative details of operations supplied by UPD
DATA SOURCE	UPD Spreadsheet
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Hours tasked	1635	1635	1635	1635	1635	1635	1635	1635	1635	1635	1635	1635
Hours delivered	1645*	1428*	1492*	1983*	1419*	1294*	1843*	2178*	2183	1920	1874	4444
Cumulative tasked	1635	3270	4905	6540	8175	9810	11445	13080	14715	16350	17985	19620
Cumulative delivered	1645	3073	4565	6548	7967	9261	11104	13282	15465	17385	19259	23703
YTD average	1645	1536	1522	1637	1593	1543	1586	1660	1718	1738	1750	1975
Traffic Light for Month	GREEN	AMBER	AMBER	GREEN	AMBER	AMBER	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN

*These figures do not include dedicated E1 patrols - directed patrols of specific iconic sites in the City designed as a high visibility counter terrorism measure and were removed from an assessment of the target as the number of hours ran into several thousand per month.

PERFORMANCE INDICATOR: 1.2.1. Improve Road Safety	
TARGET	**1.2.1a.** To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**, however, it has been slightly amended to incorporate a focus on pedal cyclists. City of London's KSI target is to reduce the number of persons killed or seriously injured in RTCs to a three year rolling average of 24.7 by 2020. The aim of this measure is to support the City in achieving that target through enforcement and education activities.
DEFINITIONS	An enforcement/education activity is defined as any activity aimed at road users (drivers, cyclists, pedestrians) which is intended to educate road users for better or more responsible road use or is intended to enforce the law. Examples include Operations Atrium and Giant.
BASELINE	Not applicable
MEASUREMENT	Assessed against delivery plan, reported to PMG monthly. Additionally, KSI figures from City of London Corporation will indicate whether this measure is succeeding, together with success in the following policing plan targets, SF2.
DATA SOURCE	UPD (for details of activities) and PIU (CRS database)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Over the course of the year, the Force has reported completion of all taskings and operations relating to roads policing. Those operations have focused primarily on speeding, use of mobile phones whilst driving and careless driving. Over the course of the final three months of the year (which has not been reported to the Police Performance and Resources Sub Committee) the Force has conducted more speed infringement operations and 'days of action' including partnership work with the Metropolitan Police Service. Those operations have been complemented with TISPOL seatbelt campaigns, Capital Cycle Safe, leaflet drops and operations based on educating road users.

People killed or seriously injured in RTC: **TABLE PRESENTED FOR INFORMATION PURPOSES ONLY**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
2013/14	3	4	6	10	3	3	6	10	4	3	3	6	64
2014/15	6	8	4	6	3	4	4	6	7	3	2	0	54

PERFORMANCE INDICATOR: 1.2.1. Improve Road Safety	
TARGET	**1.2.1b.** To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. By targeting uninsured and unlicensed vehicles and impounding them, the Force is reducing the potential risk of those vehicles being involved in incidents. It could also act as a deterrent to uninsured drivers travelling to or through the City of London. Those road users that are prepared to flout these laws are likely to engage in other criminality, and by targeting them the Force has an opportunity to make an impact on crime in general.
DEFINITIONS	N/A
BASELINE	498 was achieved in 2013/14
MEASUREMENT	Monthly based on number of vehicles seized and drivers apprehended
DATA SOURCE	UPD (information not available centrally)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Month	No Insurance	Ins & No D/L	No D/L	Other	Monthly Total	2014/15 Total	2013/14 Total = Target
April	17	4	2	**14**	**37**	**37**	**27**
May	18	4	3	**7**	**32**	**69**	**69**
June	22	2	5	**6**	**35**	**104**	**109**
July	15	12	8	**3**	**38**	**142**	**145**
August	24	6	3	**3**	**36**	**178**	**184**
September	35	1	4	**9**	**49**	**227**	**216**
October	25	4	3	**6**	**38**	**265**	**273**
November	20	9	4	**3**	**36**	**301**	**304**
December	28	6	8	**5**	**47**	**348**	**347**
January	45	13	6	**8**	**72**	**420**	**401**
February	17	8	5	**6**	**36**	**456**	**442**
March	22	12	4	**10**	**48**	**504**	**498**

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder	
TARGET	**1.3.1a.** To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. To protect the City effectively the Force requires that a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around 'night time economy' venues to large-scale pan-London events.
DEFINITIONS	National Requirement: Two Level 2 PSUs (1 Insp, 3 sergeants and 21 PCs), the first to be deployed within 4 hours, the second, within 24 hours. There is no national definition relating to duration of deployments, the Force stipulates 24 hours for both PSUs. Locally, the Force has decided to maintain 3 PSUs to support its national requirement.
BASELINE	3 PSUs (= 3 inspectors, 9 sergeants and 63 PCs) The Force has managed to maintain these levels throughout 2014 to date.
MEASUREMENT	HR to report monthly on the number of officers trained to Public Order levels 1/2. Call out testing to be completed twice during the year.
DATA SOURCE	HR (number of officers trained – not available from central systems) UPD (details of mobilisation – not available from central systems)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
No. of officers PO level 1/2 trained	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1/L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**	**L1 / L2**
Inspectors	**1 / 5**	**1 / 5**	**1 / 5**	**1 / 5**	**1 / 5**	**1/5**	**1/4**	**1/4**	**2/6**	**2/6**	**2/6**	**2/6**
Sergeants	**5 / 11**	**5 / 11**	**5 / 11**	**5 / 11**	**5 / 11**	**5/12**	**5/12**	**5/12**	**5/11**	**5/11**	**5/11**	**5/11**
PCs	**32 / 68**	**32 / 68**	**32 / 68**	**32 / 68**	**32 / 68**	**32/67**	**32/68**	**32/68**	**29/48**	**29/48**	**29/48**	**29/48**
Traffic Light	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**

Telephone Mobilisation – July 2014 – Late notice BENBOW mobilisation. 1/3/23 with 2 additional medics. This completes the telephone mobilisations for 2014.

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder	
TARGET	**1.3.1b.** To ensure that at least 90% of those surveyed are satisfied with the information provided to them about large scale, pre-planned events, and with how those events were ultimately policed
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**, although the level has been increased from 85% to 90% and satisfaction with how an event was actually policed has been added. The purpose of the measure is to promote community satisfaction and effective engagement and highlight where improvements might need to be made. The two events used to assess the current measure were Baroness Thatcher's funeral and the G8 conference, recording respectively satisfaction levels of 93% and 87%. 90% is, therefore, a suitably challenging target, especially when it is considered that the additional factor of satisfaction post the event has been added and for which there is no current baseline.
DEFINITIONS	**Event**: For the purposes of this measure, an "event" is defined as one where multiple Police Support Units (PSU) or serials are deployed and a "Bronze Community" is in place with a tactical plan to coordinate engagement with residents and businesses
BASELINE	90% of residents/businesses satisfied with information received
MEASUREMENT	Results from VOCAL and iModus surveys
DATA SOURCE	UPD (information not available from central systems)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Event	Date	Satisfaction rate	Traffic Light
350th Anniversary – Royal Marines	July 2014	94%	GREEN
Tour of Britain	September 2014	95.3%	GREEN
Lord Mayor's Show	November 2014	86.1%	RED
Smithfield Meat Market Christmas Campaign	December 2014	82.2%	RED
The Service for Afghanistan	March 2015	92.16%	GREEN

Only one survey conducted related to the communication prior to this year's LMS. 86.1% of respondents stated they were either satisfied or very satisfied. It did not capture the views on policing the event.

There were 115 responses. Of this number 22 respondents were neither in the City at the time, nor do they live in the City.
For those respondents who were either impartial or not satisfied reasons related to issues outside of what the survey was trying to capture. For example, one respondent was unhappy with the traffic the LMS causes each year. Another business respondent was unhappy that they were not asked to be more involved in the parade rather

than just be notified that it is happening. Another was that the respondent was unaware of the route. Full breakdown and report relating to the survey has been provided to A/Supt of communities and Directorate Head.

Current average for this measure is presented in the table below:

Event	350th Anniversary – Royal Marines	Tour of Britain	Lord Mayor's Show	Smithfield Christmas Campaign	The Service for Afghanistan	Totals
Number of responses	135	143	115	73	217	683
Total Very satisfied	78	55	42	27	136	338
Total Satisfied	48	76	57	33	64	278
Satisfaction rate	93.33%	91.60%	86.08%	82.19%	92.2%	90.19%

Total number of responses	683
Total number satisfied	616
Overall Satisfaction rate	**90.19%**

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime	
TARGET	**1.4.1a.** To reduce levels of victim-based violent crime compared to 2013-14
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. It supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Over the course of 2013, achieving this target has been extremely difficult; it is very unlikely that the Force will meet the target by the end of the current performance year. A reduction on 2013-14 levels is, therefore, considered suitably challenging.
DEFINITIONS	Categories of crime constituting victim based violent crime: violence with injury; violence without injury, sexual offences and robbery.
BASELINE	**665**
MEASUREMENT	Monthly based on recorded crime statistics
DATA SOURCE	Performance Information Unit (I&I)
TRAFFIC LIGHT	**NOT ACHIEVED**
END OF YEAR POSITION	

Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	51	49	63	36	54	50	60	59	69	51	58	65
2014-15 (month)	57	46	52	54	59	52	75	78	77	62	68	70
Change (month)	**6**	**-3**	**-11**	**18**	**5**	**2**	**15**	**19**	**8**	**11**	**10**	**5**
	11.8%	**-6.1%**	**-17.5%**	**50.0%**	**9.3%**	**4.0%**	**25.0%**	**32.2%**	**11.6%**	**21.6%**	**17.2%**	**7.7%**
2013-14 (YTD)	51	100	163	199	253	303	363	422	491	542	600	665
2014-15 (YTD)	57	103	155	209	268	320	395	473	550	612	680	750
Change (YTD)	**6**	**3**	**-8**	**10**	**15**	**17**	**32**	**51**	**59**	**70**	**80**	**85**
	11.8%	**3.0%**	**-4.9%**	**5.0%**	**5.9%**	**5.6%**	**8.8%**	**12.1%**	**12.0%**	**12.9%**	**13.3%**	**12.8%**
YTD Target	55	111	166	221	277	332	387	443	498	553	609	664
Variance from Target	**2**	**-8**	**-11**	**-12**	**-9**	**-12**	**8**	**30**	**52**	**59**	**71**	**86**

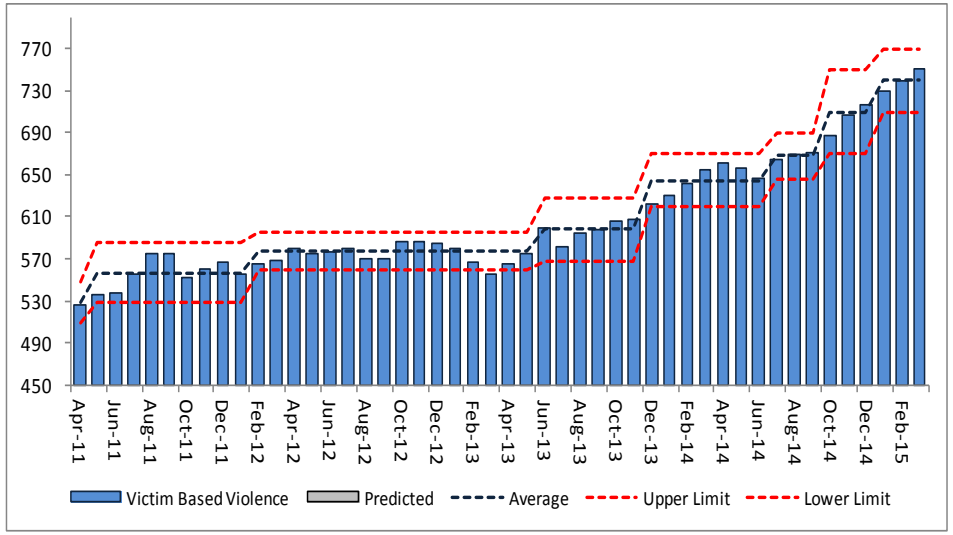

Figure 1: Victim based violence based on 12 rolling month data

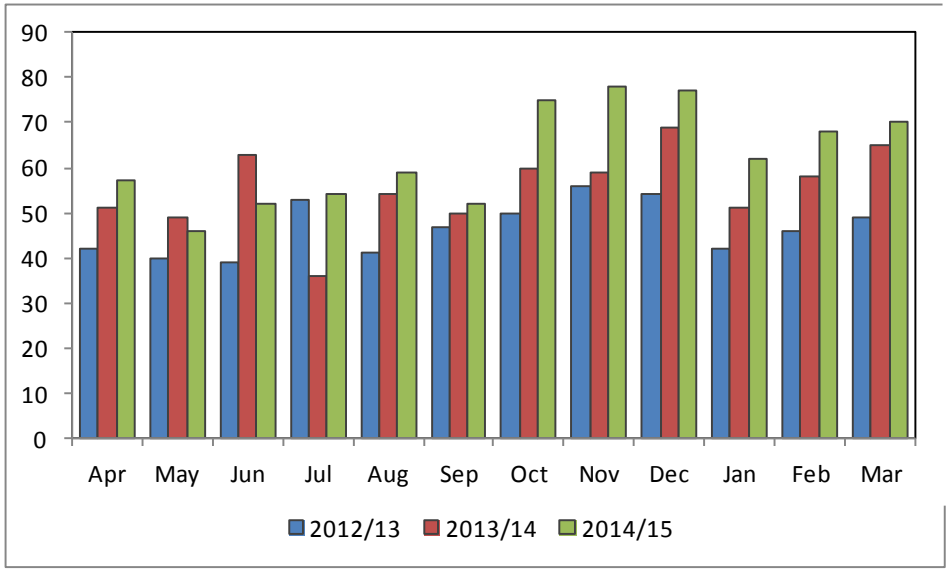

Figure 2: Average required to meet target against previous monthly performance

At the end of the FY year the Force was over its FY Victim Based Violent Crime target of 664 by 86 (13.1%) crimes (750).

Since July 2014 this FY the monthly Violent Based Victim Crimes has been higher than those previously reported in the last 2 FY monthly figures. July, Oct & Nov show a higher increase when compared to last FY.

The majority of the increase was due to offences recorded under Violence w/o Injury, FY 2104/15 recorded 348 offences compared to 264 in FY 2013/14. 43 Violence w/o Injury offences were recorded during Nov 14, which is the highest ever monthly figure recorded over the last 6 FY.

Monthly Totals	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2009-10	31	22	22	31	15	19	37	26	28	28	18	23
2010-11	17	16	13	15	13	20	16	17	15	26	21	20
2011-12	20	21	16	26	24	16	15	30	32	27	30	18
2012-13	14	22	18	20	22	23	23	16	13	23	24	15
2013-14	17	26	24	18	25	15	20	20	24	16	20	31
2014-15	25	18	21	25	31	24	37	43	30	25	32	37

Table1: Showing Monthly Violence w/o Injury figures for the last 6 FY.

Table 2 is showing the percentage of how the different category within victim based violent crime contributed to the FY year crime total. During 2013/14 violence with Injury was the key contributor while during 2014/15 Violence w/o is in the lead closely followed by Violence with Injury

Victim Based Violent Crime	2013/14		2014/14	
Homicide	0	0.0%	1	0.1%
Violence with Injury	343	51.6%	342	45.6%
Violence Without Injury	264	39.7%	348	46.4%
Rape	11	1.7%	16	2.1%
Other Sexual Offences	47	7.1%	43	5.7%
Total	665		750	

Table 2: Showing Violent Crime sub category percentage breakdown per FY.

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime	
TARGET	**1.4.1b.** To reduce levels of victim-based acquisitive crime compared to 2013 -14
TARGET OWNER	Crime Investigation Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. As the previous target, it supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Whilst the Force might achieve this target by the end of March, current indications are that a 1.7% rise might be recorded. As with violent crime, therefore, a reduction on 2013-14 levels is considered a suitably challenging target.
DEFINITIONS	Categories of crime constituting victim based acquisitive crime: robbery, vehicle crime and theft
MEASUREMENT	Monthly based on recorded crime statistics
DATA SOURCE	Performance Information Unit (I&I)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

Victim Based Acquisitive	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	345	313	319	344	287	281	346	305	257	252	308	342
2014-15 (month)	314	275	272	319	312	302	325	287	297	262	271	299
Change (month)	**-31**	**-38**	**-47**	**-25**	**25**	**21**	**-21**	**-18**	**40**	**10**	**-37**	**-43**
	-9.0%	**-12.1%**	**-14.7%**	**-7.3%**	**8.7%**	**7.5%**	**-6.1%**	**-5.9%**	**15.6%**	**4.0%**	**-12.0%**	**-12.6%**
2013-14 (YTD)	345	658	977	1321	1608	1889	2235	2540	2797	3049	3357	3699
2014-15 (YTD)	314	589	861	1180	1492	1794	2119	2406	2703	2965	3236	3535
Change (YTD)	**-31**	**-69**	**-116**	**-141**	**-116**	**-95**	**-116**	**-134**	**-94**	**-84**	**-121**	**-164**
	-9.0%	**-10.5%**	**-11.9%**	**-10.7%**	**-7.2%**	**-5.0%**	**-5.2%**	**-5.3%**	**-3.4%**	**-2.8%**	**-3.6%**	**-4.4%**
YTD Target	308	616	925	1233	1541	1849	2157	2465	2774	3082	3390	3698
Variance from Target	**6**	**-27**	**-64**	**-53**	**-49**	**-55**	**-38**	**-59**	**-71**	**-117**	**-154**	**-163**

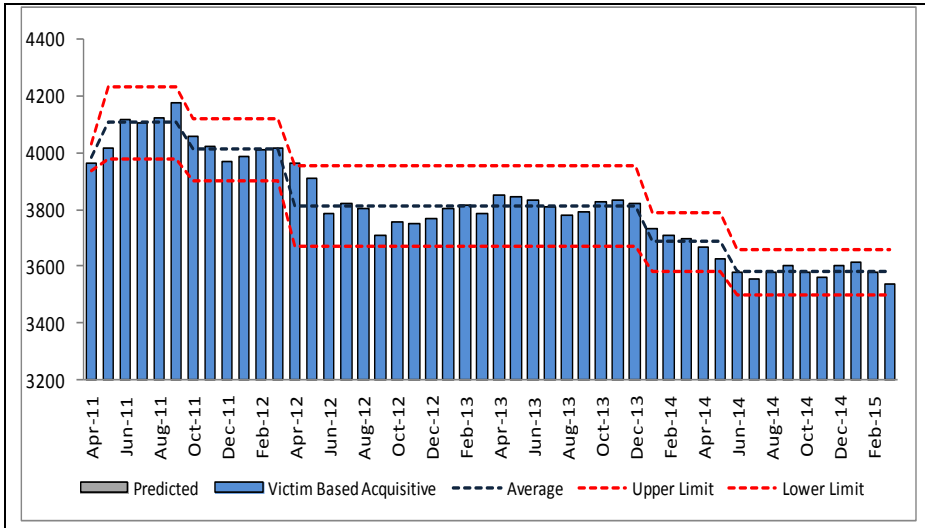

Figure 1: Victim based acquisitive crime based on 12 rolling month data

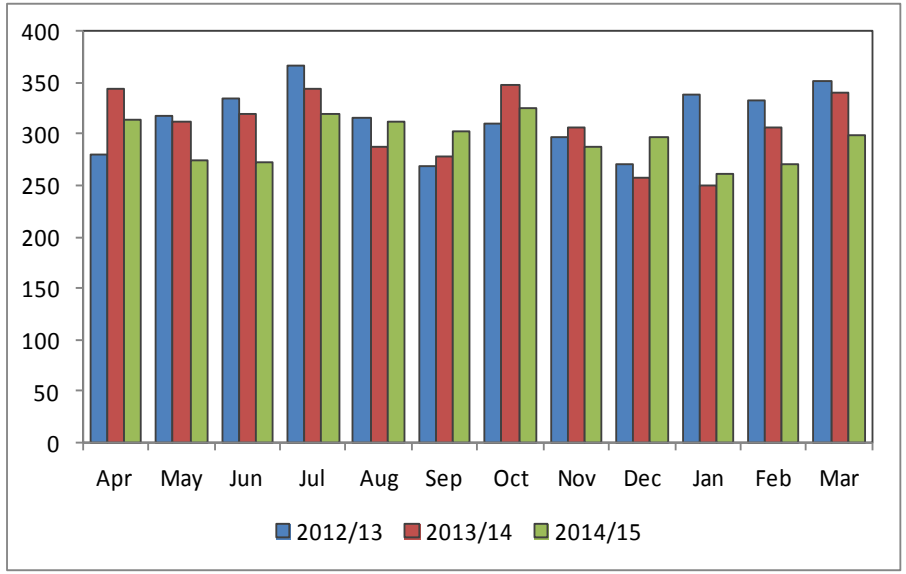

Figure 2: Last 3 financial years monthly performance

Acquisitive target was met at the end of FY 2014/15 with a reduction of 165 (4.5%) crimes.

Table 1 shows the subcategories within the Acquisitive crime where crimes in FY 2014/15 are higher than 2013/14. The percentage change is high due to The City having a relative low number of Business robberies. Table 3 shows the number of business robberies being reported within CoLP neighbouring MET boroughs.
Table 2 shows the subcategories within the Acquisitive crime where crimes in FY 2014/15 are lower than those reported during FY 2013/14.

Robbery of Business Property	1	5	+ 4	+ 400.0%
Burglary in a Dwelling	24	26	+ 2	+ 8.3%
Vehicle Offences	129	196	+ 67	+ 51.9%
Bicycle Theft	347	375	+ 28	+ 8.1%

Table 1: Acquisitive Crime subcategories where crime recorded during 2014/15 are higher than FY 2013/14.

Robbery of Personal Property	46	33	- 13	- 28.3%
Burglary - Non Dwelling	264	202	- 62	- 23.5%
Theft from the Person	396	384	- 12	- 3.0%
Shoplifting	630	582	- 48	- 7.6%
All Other Theft Offences	1,862	1,732	- 130	- 7.0%

Table 2: Acquisitive Crime subcategories where crimes recorded during FY2014/15 are lower than FY 21013/14.

	Camden	City of Westminster	Hackney	Islington	Lambeth	Southwark	Tower Hamlets
FY 2013/14	78	68	54	61	108	136	73
Fy 2014/15 Apr - Feb	62	108	66	71	82	102	61

Table 3: Business Robbery within neighbouring Met Boroughs.

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime	
TARGET	**1.4.1c.** To measure victim satisfaction with the recorded outcome of their crime.
TARGET OWNER	Crime Directorate
AIM/RATIONALE	**This is a new measure**. From April 2014 the Government will stop using the traditional detection measures and in their place have substituted a range of crime outcomes that will apply to every crime. Outcomes are intended to be ones which resolve reports of crime to victims' satisfaction. There will be a fundamental shift from setting detection style targets that favour one outcome over another. Instead, crime outcomes will provide a range of disposals based on appropriateness and crimes being concluded to victims' satisfaction. This measure will allow the Force to assess the level of victim satisfaction over the course of the year by survey. Once that information has been gathered, it will be used as a baseline to improve levels of satisfaction the following year, if appropriate.
DEFINITIONS	NA
BASELINE	To be assessed over the course of 2014-15
MEASUREMENT	Quarterly by survey. (Additional question added to Force Victims of Crime Survey; this measure aims to identify the number of people who are satisfied with the outcome of their crimes where they have not been resolved by a traditional outcome)
DATA SOURCE	Performance Information Unit (Strategic Development)
TRAFFIC LIGHT CRITERIA	**NA for 2014-15**
END OF YEAR POSITION	

Quarter 1: 51.9% (55/106) of respondents were satisfied with the outcome of their crime, 31.1% (33 respondents) were dissatisfied.
Quarter 2: 60.6% (66/109), 25.7% (28 respondents) were dissatisfied.
Quarter 3: 55.0% (60/109), 15.6% (17 respondents) dissatisfied.
Quarter 4: 54.7% (48/106), 21.7% (23 respondents) were dissatisfied.

FYTD: 55.6% satisfied, 23.5% dissatisfied.

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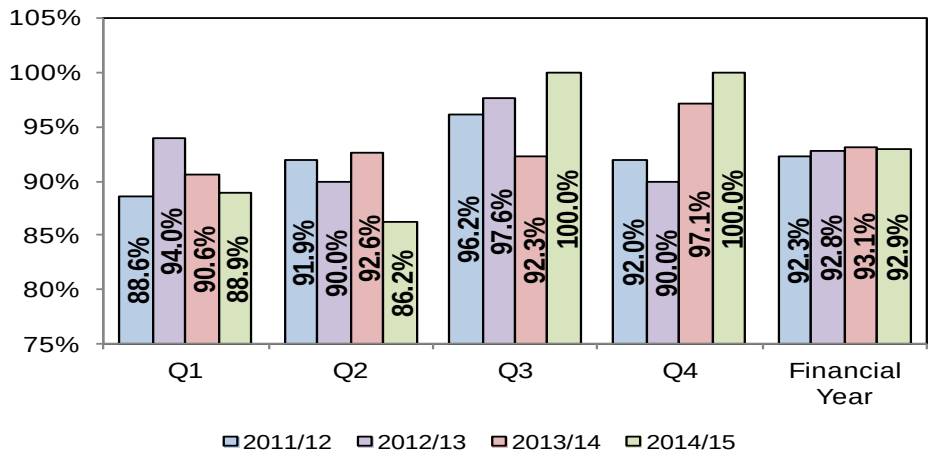
PERFORMANCE INDICATOR: 1.5.1. Reduce anti social behaviour within the City	
TARGET	**1.5.1a.** To reduce the number of ASB incidents compared to 2013-14
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This is a new measure**. ASB has been retained as a Force priority due to its continued prominence in concerns raised by the community and the impact it has on the quality of people's lives. This is a direct outcome measure that will assess the Force's success in addressing and preventing antisocial behaviour.
DEFINITIONS	NA
BASELINE	1173
MEASUREMENT	Figures from Daris based on Closing Codes 1, 2 and 3. Incident and Attendance.
DATA SOURCE	PIU (I&I)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

ASB CALLS

	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
2013-2014	78	112	105	117	117	108	122	92	77	68	71	106
2014-2015	85	115	95	102	83	78	97	121	88	106	89	100

April 2013 – March 2014: **1173**
April 2014 – March 2015: **1129**

PERFORMANCE INDICATOR: 1.5.1. Reduce anti social behaviour within the City	
TARGET	**1.5.1b.** To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. Satisfaction with the Force of how it handles the cases of victims of crime and antisocial behaviour is an important indication of the quality and professionalism of the service provided. Comments made as part of the surveys provides the Force with invaluable information about how service delivery can be improved.
DEFINITIONS	Telephone survey conducted by SPA Future Thinking by telephone to people who have reported ASB and the CAD has been closed on an ASB code.
BASELINES	2013/14 93.1%
MEASUREMENT	By Quarterly Survey
DATA SOURCE	Performance Information Unit (I&I)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	



Q4: All 20 respondents satisfied with service provided.
12 (60%) completely satisfied, 8 (40%) very satisfied.

FYTD (Q1+Q2+Q3+Q4)
Ease of contact: 95.7% (90/94)
Actions taken: 89.7% (87/97)
Follow up: 88.2% (67/76)
Treatment: 98% (96/98)
Service provided: 92.9% (91/98)

PERFORMANCE INDICATOR: 1.6.1. Protect the City of London and UK from Fraud	
TARGET	**1.6.1a.** To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure** that focuses on frauds investigated by the City of London Police (Fraud Squad). Generally speaking the investigation of fraud offences takes longer than mainstream crime offences. Consequently surveying victims between 6 and 12 weeks of reporting the offences is unlikely to be representative of their entire experience. Surveying all victims recorded against an investigation at the point of outcome should have enabled sufficient time for them to form an opinion of our performance in all the survey area's and by requesting survey feedback at the point when the investigation is effectively complete is an appropriate time to request feedback and the point where we are most likely to get it. Furthermore by surveying at the point of outcome there should be a sufficient gap between re-surveying any victims who have been previously surveyed on their Action Fraud experience.
DEFINITIONS	"**Investigation**": - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Fraud teams 1, 2, 3 and 4 and the Money Laundering Investigations Team. "**Point of outcome**":- When the offenders recorded on the Unifi Crime investigation are classified as Charged, Cautioned, Community Resolution or TIC or the Investigation is closed using one of the other HO outcome classifications by the Team manager
BASELINE	90% of fraud victims satisfied with the service provided (*The proposed measurement methodology is not the same as last year's VoC survey therefore a direct comparison is not possible however last year's data can be supplied as a general indicator of performance)*
MEASUREMENT	Each victim recorded against the Unifi crime record detailing the investigation will receive a communication from the OIC updating them on the outcome of the investigation through the medium agreed with the victim during the investigation. The communication could include a link to an electronic survey on Survey Monkey, enclose a hard copy survey form or provide details of a telephone number to a survey company (to be appointed) who will conduct a telephone survey using the same questions. Following the cut off date, the survey company will collate, analyse & report the findings of the survey, which will then be reported to the following PMG. The survey will be bespoke to ECD focussing on the areas of contact (initial and on-going), action taken, follow up, treatment and overall experience. PMG reports will be based on the overall experience, the number of victims recorded against the investigations reaching the Point of outcome available for survey; the number of victims completing the survey; and the number answering the overall satisfaction question and overall positive responses.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	**NOT ACHIEVED**
END OF YEAR POSITION	
See table overleaf	

A key factor that contributed to this target not being attained, concerns the survey results received in relation to one case that had a large group of victims within quarter 1, whose overall experience was less positive. However, over the course of the year, the Force was able to improve satisfaction levels from 39.62% to 67.34%. Improved levels of organisational learning enabled through effective performance analysis will continue to assist in the identification of areas for improvement that are implemented within operational teams.

	Quarter 1	**Quarter 2**	**Quarter 3**	**Quarter 4**
Number of invitations sent to victims to participate	94	77	369	32
Number of victims completing survey	56	25	106	13
Overall satisfaction with initial contact. (Valid responses)	60% (33/55)	68% (17/25)	86% (91/106)	100% (13/13)
Overall satisfaction with service from ECD officers. (Valid responses)	54.71% (29/53)	80% (20/25)	78% (80/102)	100% (13/13)
Overall satisfaction taking the whole experience into account. (Valid responses)	39.62% (21/53)	72% (18/25)	76% (80/105)	100% (13/13)
Level of satisfaction in outcome of investigation. (Valid responses)	13.63% (3/22)	68.75% (11/16)	76% (58/77)	100% (8/8)
Cumulative overall satisfaction taking the whole experience into account.	39.62% (21/53)	50% (39/78)	65% (119/183)	67.34% (132/196)
Traffic light	**RED**	**RED**	RED	RED

PERFORMANCE INDICATOR: 1.6.1. Protect the City of London and UK from Fraud	
TARGET	**1.6.1b.** To ensure City fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure**. Ensuring that wherever possible the Force takes positive action with every City fraud crime investigated by ECD will enhance overall victim satisfaction in the service victims have received, and demonstrates the diversity of service CoLP provides to the victims of city fraud crimes. This will enhance the City's standing as a safe, more desirable place to live and work attracting investment in infrastructure benefiting all communities. The volume of positive action will highlight the high quality policing response and commitment to investigating city based fraud crime.
DEFINITIONS	"City Fraud Crime" includes all ECD Fraud investigations into fraud or fraud related offences occurring within the city of London. Fraud investigations include Action Fraud crimes disseminated to the City of London. "Point of outcome" is defined as when the offender is brought to justice or when the investigation is closed and categorised in accordance with the HO crime outcomes. "Positive action disruption/prevention is defined as follows: 1. A confirmed disruption of a technological or financial fraud enabler. 2. The dissemination of intelligence/information to NFIB for the purposes of compiling Fraud Alerts. Officers do not ordinarily disseminate to NFIB so this measure introduces a new element to Fraud investigations designed to enhance the information available to NFIB when researching information to formulate Alerts. "Disruption" is defined by the confirmed disabling of a technological fraud enabler or confirmation that action has been taken against a financial enabler. "Fraud Alert" is defined as the dissemination of information intended to protect and prepare Stakeholders and/or members of the public. The time however between the dissemination of intelligence/information to NFIB and the dissemination of a "Fraud Alert" is in-determinate and might not even occur. Leaving crime reports open until this outcome can be determined would be detrimental to the reporting of this measure and the effective operation of the investigation teams. However the number of City Fraud Crimes contributing to a Fraud Alert can be reported when it occurs through the year.
BASELINE	This level of service was not applied to City Fraud Crime in 2013-14 so setting a baseline is not possible. **The data gathered should be reviewed at 6 months to gauge whether a hard target should be set to be achieved by year end.**
MEASUREMENT	It is not always possible for CoLP to bring an offender to justice therefore this measure is designed to ensure that every effort is made to ensure that some other "positive action" in terms of prevention or disruption is achieved. The measure will be based upon the number of City Fraud Crimes where it has not been possible to bring an offender to justice that have some other positive action as defined above. The measure will be shown as a percentage of the total number of City Fraud Crimes reaching the point of outcome in the period that have benefited from disruption/prevention positive action against the total number of City Fraud Crimes where an offender has not been brought to justice.

DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	ACHIEVED
END OF YEAR POSITION	

Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Total number of City Fraud Crimes reaching point of outcome.	5	2	4	3	5	4	8	5	8	3	2	1
Cumulative position of City Fraud Crimes reaching Point of outcome.	5	7	11	14	19	23	31	36	44	47	49	50
Number of City Fraud Crimes reaching Point of outcome with offender disposal.	5	2	3	2	4	2	6	2	6	0	2	0
Number of City Fraud Crimes reaching point of outcome in month where Fraud enabler disrupted.	0	0	1	0	1	2	1	2	2	3	0	1
Number of City Fraud Crimes reaching point of outcome contributing to an ECD Fraud awareness/prevention product	0	0	0	1	0	0	1	1	0	0	0	0
Number of City Fraud Crimes reaching point of outcome resulting in positive action	5	7	11	14	19	23	31	36	44	47	49	50
Traffic Light												

During the data collection period, the ECD Operational teams closed 18 Unifi crime records of which 1 constituted a City Fraud Crime. The remaining 17 Unifi crime records were excluded for the following reasons:

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12	Investigations were “within the Jurisdiction of the CCC” locus i.e. outside the City of London.
2	Investigations linked to NLF funding stream grouping.
3	Investigations were Other Force Enquiries and confiscations which are excluded from this measurement.

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	**1.7.1a.** To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This measure is carried forward** but has been amended to a 20% increase instead of a straightforward increase. To improve the quality of investigations. High quality investigations improve detection rates and victim satisfaction. Training investigators to a national standard (Fraud Investigators Handbook) is a key means of achieving this; it also follows the model for other specialist areas such as homicide. The level has been set at 20% to mirror the target set in the National Lead Force's Business Plan.
DEFINITIONS	NA
BASELINE	**898** (20% of 2013/14 total (748) = 149.60 rounded up to 150. Baseline is 748 + 150 = 898)
MEASUREMENT	The target will be assessed against the number of people trained as fraud investigators, inclusive of private organisations, LEA's and police (Including NLF staff). This will be compared against the number of course attendees same month in the previous year and then cumulatively against the target. This will take account of fluctuations in course delivery throughout the year
DATA SOURCE	ECD (Fraud Academy – information not available from central systems)
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
Number of attendees attending courses 2014/15	63	104	86	62	15	104	157	108	63	49	97	101
Comparable month in 2013/14	*31*	*52*	*0*	*179*	*23*	*81*	*54*	*43*	*12*	*81*	*39*	*153*
Cumulative progress towards target (898)	63	167	253	315	330	434	591	699	762	811	922	1009
Traffic light	GREEN	GREEN	GREEN	AMBER	AMBER	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	**1.7.1b.** To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national Law Enforcement Agencies
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure**. Tackling organised criminality is key to fighting serious crime and supports the strategic policing requirement. The aim of this target is to focus attention on the most impactive Organised Crime Groups causing harm, working in partnership with national LEAs (**which includes the National Crime Agency**), providing both an intelligence and enforcement capability to tackle the most serious OCGs using fraud nationally
DEFINITIONS	Identification = The number of OCGs mapped on the national tracker and accepted as a priority/high priority OCG by OCCC through the MSOC process Managed = owned by, each OCG must have one named owner. Disrupted = Based upon the owner's OCGs disruption process which results in a decrease of the capability to commit serious, organised or complex crime The OCGs causing the greatest harm are those assessed as 1A and other high scoring bandings (2s/Bs)- with harm then reducing on a downward scale through the bandings – when an OCG is mapped, the OCG tracker database automatically generates a harm banding based upon the assessed 'criminal activities' and 'intent and capabilities'.
BASELINE	It is proposed to baseline this for the first six months of the year and thereafter increase the level based on that baseline.
MEASUREMENT	The number of priority and high priority OCGs: (i) identified; (ii) enhanced by ECD intelligence and knowledge; (iii) owned and disrupted by ECD; and (iv) disrupted by partner agencies following ECD enhancement
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	**GREEN**

END OF YEAR POSITION				
QUARTER	**QUARTER 1**	**QUARTER 2**	**QUARTER 3**	**QUARTER 4**
Total number of priority/High priority OCGs as confirmed to MSOC following quarterly aggregation (A)	607 (49 High Priority/559 Priority)	703 (As at August)	642 (as at November)	682 (as at February)
Total number of priority/high priority OCGs at (A) using Fraud and Economic Crime (B)	298	318 (As at August)	291 (as at November)	299 (as at February)
Number of OCGs at (B) where ECD have provided enhanced intelligence and information to assist disruption (C)	1	4	8	15
Cumulative number of OCGs at (C) where ECD have provided enhanced intelligence and information to assist disruption.	1	5	13	28
Number of priority/High priority OCGs using Fraud and Economic crime (including those owned by CoLP ECD) disrupted following provision of enhanced intelligence and information by ECD	0	0	0	1
Traffic Light	**WHITE**	**WHITE**	**GREEN**	**GREEN**

In line with the direction of the PMG Board, this measure was baselined against the half-yearly performance. In the first six months of the year 5 Priority/High Priority OCGs received enhanced intelligence/information from NFIB therefore the baseline for the remainder of the year on which to improve is 5.

As previously reported, a blockage has been identified in the timeliness of sharing of intelligence with the NFIB from the OCCC. Due to the security restrictions of the Know Fraud system (i.e. it only holds restricted information, and priority / high priority OCG data is classed as Confidential) this has restricted the flow of information between the agencies.

A new process was put in place with the OCCC that ensures upon identification of a high priority OCG that the NFIB are requested to conduct intelligence checks on Know Fraud to establish any intervention opportunities. Where an OCG is assessed to be priority, the Lead Responsible Officer (LRO) will be approached directly with the offer of NFIB assistance.

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	**1.7.1c.** To increase the value of fraud prevented through interventions compared to 2013-14
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure**. It will clearly demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.
DEFINITIONS	An intervention is a disruption of a financial, technological or professional enabler of fraud. Each enabler has a defined, agreed value attached to it so there is consistency to ascribing values to the disruption of a particular enabler (e.g. taking down a website, telephone line or sham business or bank account).
BASELINE	£260,294,154.00 - value of fraud prevented at 31st March 2014.
MEASUREMENT	The increase will be an increase in value calculated from agreed definitions produced by the NFIB for what a website, phone number and bank account disruption equates to, multiplied by the number of requests.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

	Apr 14 £	May 14 £	Jun 14 £	Jul 14 £	Aug 14 £	Sep 14 £	Oct 14 £	Nov 14 £	Dec 14 £	Jan 15 £	Feb 15 £	Mar 15 £
Total value of confirmed Fraud enabler disruptions	30,991,692	35,711,128	20,357,628	43,080,848	26,722,306	26,401,424	36,485,338	20,796,164	37,590,846	28,742,756	33,046,518	29,715.402
Total value of confirmed Fraud enabler disruptions in comparable month 2013/14	623,228	9,419,088	18,100,572	17,754,116	38,074,440	21,291,838	33,450,994	11,461,984	32,557,250	23,972,438	20,551,272	33,036.934
Benchmark to achieve target (£260,294,154.00)	30,991,692	66,702,820	87,060,448	130,141,296	156,863,602	183,265,026	151,838,368	173,529,564	195,220,760	216,911,955	238,603,151	**260,294,154**
Cumulative progress towards target	21,691,195	43,382,391	65,073,586	86,764,781	108,455,977	130,147,173	219,750,364	240,546,528	278,137,374	306,880,130	339,926,648	**369,642,050**
Traffic light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

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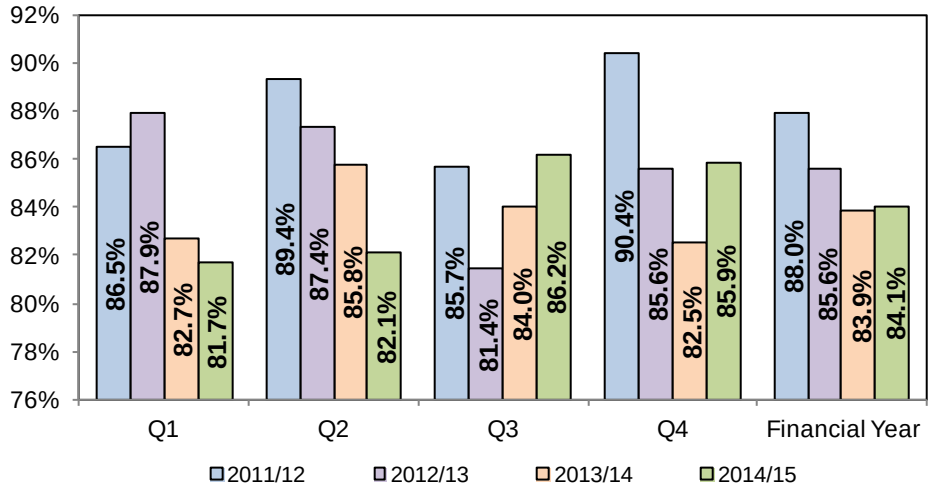
PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	**1.7.1d.** To ensure that at least 90% of victims are satisfied with the Action Fraud reporting service
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	**This is a new measure**. Action Fraud is a bespoke service for victims of fraud; it is essential to maintain levels of service to ensure Action Fraud is utilised fully to the benefit of victims. The Force takes full responsibility for Action Fraud from April 2014 and with that comes the opportunity to set the same high satisfaction standards that are set elsewhere for victims of crime. Accessible crime recording facilities are essential to maintain the level of information required to identify and mitigate the fraud threat during initiation and growth.
DEFINITIONS	The measure relates to ease of reporting a crime and how efficiently it is allocated. As a large number of crimes are allocated to other forces for investigation, the Force cannot be held responsible for end-to-end victim satisfaction at the current time.
BASELINE	90% of victims are satisfied with the Action Fraud Reporting Service
MEASUREMENT	Quarterly by survey. This measure will follow previous Action fraud reporting guidelines, details of which are contained within the end to end report. A survey is conducted at the conclusion of reporting the crime and will be completed on line or on the phone.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT	**ACHIEVED**
END OF YEAR POSITION	

	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
% victims completing automated telephone message survey satisfied with service in period	**93.03%**	**92.37%**	**92.30%**	**93.01%**	**92.52%**	**92.23%**	**92.53%**	**92.39%**	**92.79%**	**92.53%**	**92.72%**	**92.71%**
Combined On-line and automated telephone surveys % of victims satisfied with service in period	**92.71%**	**92.37%***	**91.98%**	**92.35%**	**91.95%**	**91.84%**	**92.09%**	**92.07%**	**92.35%**	**92.06%**	**92.38%**	**92.10%**
Traffic light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN

*It has now been confirmed that the technical issue experienced by the survey provider in May cannot be rectified which means that the Action Fraud satisfaction figure for that month is only reflective of the contact centre service only and not the online reporting service, however, service levels have been consistently high over the course of the year, therefore this is not considered problematic.

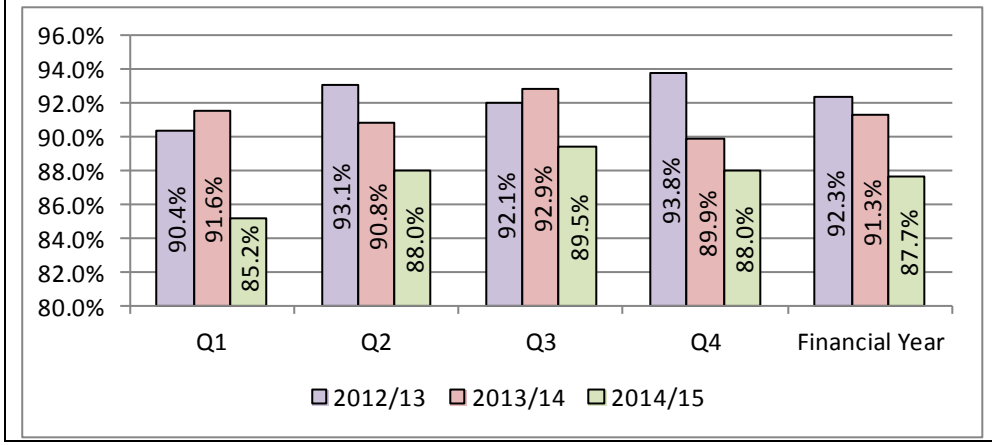
PERFORMANCE INDICATOR: 1.8.1. Increasing satisfaction with our policing services	
TARGET	**1.8.1a.** To ensure at least 90% of victims of crime are satisfied with the service provided by the police
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	**This measure is carried forward from 2013-14**. This will be particularly challenging given that for each quarter of 2013-14 to date the Force has not achieved the current target of 85%. The survey indicates levels of satisfaction of those who have been a victim of crime and is an essential outcome indicator of the level of professionalism the Force portrays and provides.
DEFINITIONS	NA
BASELINE	83.9% achievement in 2013/14.
MEASUREMENT	Quarterly by survey
DATA SOURCE	PIU (I&I)
TRAFFIC LIGHT	**NOT ACHIEVED**
END OF YEAR POSITION	



Q4: 86.2% (169 out of 196) of respondents satisfied with Whole Experience.

FYTD (Q1+Q2+Q3+Q4)
Ease of contact: 94.4% (569/603)
Actions taken: 76.3% (568/744)
Follow up: 81.6% (613/751)
Treatment: 93.6% (707/755)
Whole Experience: 84.1% (633/753)

PERFORMANCE INDICATOR: 1.8.1. Increasing satisfaction with our policing services	
TARGET	**1.8.1b.** To ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job
TARGET OWNER	UPD
AIM/RATIONALE	**This measure is carried forward** from 2013-14, however, the satisfaction level has been raised from 85% to 90%. Unlike the previous measure, which assesses the satisfaction of victims of crime, this measure assesses the street populations' perception of the Force, which comments on professionalism, confidence and a host of other factors.
DEFINITIONS	NA
BASELINE	91.3% in 2013/14.
MEASUREMENT	Quarterly by survey
DATA SOURCE	PIU (I&I)
TRAFFIC LIGHT	**NOT ACHIEVED**
END OF YEAR POSITION	



Q4:88**%** (147/167) of respondents thought the police were doing a good or excellent job.

- Excellent: 44
- Good: 103
- Fair: 18
- Poor: 2
- Very Poor: 0

FYTD: **87.7%** (591/674) of respondents thought the police were doing a good or excellent job.