



**POLICING PLAN PERFORMANCE FRAMEWORK
2022/23 - QUARTER 1**

OPERATIONAL PRIORITIES

1. KEEP THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE	2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER- CRIME	3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO
GOOD	GOOD	NO GRADING

ORGANISATIONAL PRIORITIES

4. PEOPLE	5. RESOURCES	6. EFFICIENT AND EFFECTIVE SERVICE
ADEQUATE	GOOD	NO GRADING

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23



OPERATIONAL PRIORITIES						ORGANISATIONAL PRIORITIES		
1. KEEP THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE		2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME		3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO		4. PEOPLE	5. RESOURCES	6. EFFICIENT AND EFFECTIVE SERVICE
OVERALL - GOOD		OVERALL - GOOD		OVERALL - NO GRADING		OVERALL - ADEQUATE	OVERALL - GOOD	OVERALL - NO GRADING
Specialist Operations	Specialist Operations	National Lead Force	National Lead Force	National Lead Force	Specialist operations	Corporate Services	Corporate Services	Corporate Services
1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs	1.2 Vigilance against terrorism by 'planning, testing and exercising' and 'preparing and engaging' businesses and communities to ensure the City is prepared to respond to Terrorism.	2.1 Prepare, engage and raise awareness across business and communities of threats and risks of economic/cyber-crime measures they can take to protect themselves	2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.
ADEQUATE	GOOD	GOOD	GOOD	ADEQUATE	NO GRADING	OUTSTANDING	GOOD	NO GRADING
Local Policing	Local Policing	National Lead Force	National Lead Force	Specialist operations	Specialist operations	Corporate Services	Corporate Services	Corporate Services
1.3 Improve the current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications	1.4 Ensure Police make appropriate use of their powers to tackle and deter Anti-Social Behaviour	2.3 100% of Action Fraud cyber crime referrals will be investigation by the City	2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention	3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.	4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	5.2 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilisation of IT/Estate/Fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job'.	6.2 Increase in percentage of people who agree COLP provide an effective service.
GOOD	ADEQUATE	GOOD	GOOD	NO GRADING	NO GRADING	NO GRADING	NO GRADING	NO GRADING
Specialist Operations	Local Policing	National Lead Force	National Lead Force	Specialist operations	Specialist operations	Corporate Services	Corporate Services	Trust & Confidence
1.5 Increase the number of positive outcomes from identified repeat offenders	1.6 Reduce Neighbourhood Crime	2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.	2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City Of London Police.	3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.	3.6 Regular monitoring of the Criminal Justice Score Card to ensure that CoLP are above the National Average for improving timeliness, increasing victim engagement and improving quality of justice working with the CPS.	4.3 Overall engagement score – staff survey – year on year increase over the next three years.	5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	6.3 Improve timeliness to deal with public complaints compared to 2019/20 baseline.
OUTSTANDING	REQUIRES IMPROVEMENT	ADEQUATE	ADEQUATE	NO GRADING	NO GRADING	NO GRADING	NO GRADING	NO GRADING
Local Policing	Specialist Operations	National Lead Force				Corporate Services		Corporate Services
1.7 Reduce Violent Crime	1.8 Disrupt drugs supply in the City through pursue activity	2.7 Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.				4.4 To recruit 40% of visible ethnic minority student officers in each new intake. the total number of new joiners to CoLP each year is at least 51% female. To achieve an overall increase of 2.6% per year of female representation across the service.		6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.
ADEQUATE	GOOD	REQUIRES IMPROVEMENT				REQUIRES IMPROVEMENT		REQUIRES IMPROVEMENT

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PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING
1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs (City based OCGs)	1.1.1 Number of Major Disruptions		4	0		<p>Disruptions are currently claimed against OCGs and strategic vulnerabilities (e.g. cyber) to provide a record of executive action that is conducted against SOC. They help provide an evidence base for what works in tackling SOC and act as a performance measure of executive action conducted, tactics adopted by the force to disrupt the OCG, measures in place to tackle SOC, and ensuring the force is not only claiming against Pursue but all 4P strands. Disruptions include anything that has a discernible impact on the OCG, including significant cash seizures, arrests of key or peripheral nominals and the sentencing of OCG nominals. The definition of a high harm OCG has been defined as those within the PND bands of 1A - 2B.</p> <p>Greater levels of activity is being seen in more recent years, particularly for moderate disruptions and disruptions for the highest harm scoring OCGs. There is a current inspection due from the HMICFRS around Serious Organised Crime and the findings of this will be incorporated into the narrative and gradings when released.</p>	SPECIALIST OPERATIONS	ADEQUATE
	1.1.2 Number of Moderate Disruptions		13	6				
	1.1.3 Number of Disruptions within highest quartile of harm scoring OCGs		6	0				
1.2 Vigilance against terrorism by 'planning, testing and exercising' and 'preparing and engaging' businesses and communities to ensure the City is prepared to respond to Terrorism.	1.2.1 Planning and Testing - Number of events Planned		N/A	39		<p>The measures in this area have been defined as follows: 1.2.1 - planned events and completed events - this will include products such as Act and Scan are included. 1.2.2 - this will be recorded as the number of partners engaged with at the point of planning and delivery. Each partner will be recorded as 1 engagement. For example 5 meetings with 1 partner in the planning of an event would be recorded as 1 engagement. If those engagements continue into the next month, that will be recorded as 1 again. 1.2.3 - Due to the sensitivity of this area of reporting information will be shared on pertinent topics that generated the need for further discussion or collaboration. It is suggested that this could include the learning outcomes or modules covered, for example; Act operational tabletop - The training followed a staged approach from observed suspicious behaviour escalating to a suspect package and finally an MTA. This training identified the need for clear plans considering staff messaging and individual behaviour. National messaging such as Run Hide Tell, the HOT principles for suspect packages. The impact of an event on the workplace, staff welfare and the intrusion of the press. 1.2.4 - This will be recorded as the role of the attendees within their respective area of business. Using one of the four NaCTSO categories. 1 Those who strongly influence the writing of policy and procedure. 2 Those responsible for writing policy and procedure. 3 Operational Supervisors. 4 All other jobs across the business. 1.2.5 - This measure will be recorded as the number of courses with attendees in total for example 4 online courses with 38 attendees. If more than one product is delivered at the same time this will be treated as one (e.g. Scan and act to the same audience). 1.2.6 - Operation lightning reports that have captured suspicious behaviour reports from colleagues, businesses and members of the public. 1.2.7 - As with 1.2.3 this will include any relevant narrative.</p> <p>In summary this area is graded as good, this would be reflective of the changes in internal staffing personnel and their required training balanced against a business community slowly returning to pre covid normality and opportunities for product delivery</p>	SPECIALIST OPERATIONS	GOOD
	1.2.1 Planning and Testing - Number of events completed		N/A	39				
	1.2.2 Planning and testing - number of partners engaged with		N/A	28				
	1.2.4 Prepare and engage - Reach of Attendees		N/A	487				
	1.2.5 Prepare and engage - number of online courses		N/A	3				
	1.2.5 Prepare and engage - number of attendees (online course)		N/A	24				
	1.2.6 Prepare and engage - Operation Lightning reports		25	29				
1.3 Improve the current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications	1.3.2 number of project Servator interactions with members of the public		3136	7789		<p>Project Servator is a policing tactic that aims to disrupt a range of criminal activity, including terrorism, while providing a reassuring presence for the public. The approach relies on police working with the community – businesses, partners and members of the public – to build a network of vigilance and encourage suspicious activity to be reported.</p> <p>Project Servator has been successful in gathering intelligence that has assisted Counter Terrorism Units across the UK in investigating and preventing acts of terror. It has resulted in arrests for a multitude of offences and is responsible for removing firearms, knives and drugs from the streets.</p> <p>Whilst there are increased interactions in quarter 1 there are lower levels of deployments. This is reflective of the team being much smaller in the comparison to Q1 21/22. This will also therefore reflect in the intelligence submissions and the capacity for arrests within this team.</p> <p>1.3.1. The current grading level for the CoLP is GOOD. This is from their interim QA in May 2021. In 2018/19 it was also GOOD so there is consistency in the performance of this area of business. The grading levels are marked against a list of criteria by the National Project Servator team and is graded against operation, engagement and communications. In order to be graded GOOD, a force must meet all relevant criteria and show a clear progression in all three elements along with evidence of positive growth of Project Servator throughout the force. This area is due to be reviewed again shortly and the updated results will be reflected within the measure.</p>	LOCAL POLICING	GOOD
	1.3.3 number of deployments		844	472				
	1.3.4 outcomes (arrests made)		34	18				
	1.3.4 outcomes (intelligence submitted)		73	11				
1.4 Ensure Police make appropriate use of their powers to tackle and deter Anti-Social Behaviour	1.4.1 Number of ASB calls received		329	282		<p>Over the past 4 years, the number of ASB calls received are showing a long term downward trend. This is in line with the results shown from the Telephone Crime Survey for England and Wales (TCSEW).</p> <p>In the current quarter there have been 282 ASB calls received, with a 71% attendance rate which is 2% less than the attendance rate in Q1 20/21. Not all calls are always police related and the City works well with the Corporation to ensure the right response to reports of ASB.</p> <p>Work is currently ongoing to work through historical data for 1.4.4 as some of it requires coding. Good practices have been set up by the CoLP to record Community protection verbal warnings, written warnings, notices and breaches so these figures will be available once the data cleansing has been completed. Processes are also being reviewed 1.4.5 to ensure consistency of reporting for these measures and data will be provided as soon as the new processes have been confirmed.</p>	LOCAL POLICING	ADEQUATE
	1.4.2 Number of ASB calls attended		241	199				
	1.4.2 % Of ASB Calls attended		73%	71%				
	1.4.3 Number of CBOs Issued		UNDER DEVELOPMENT					
	1.4.3 Number of CBOs Breached		UNDER DEVELOPMENT					
	1.4.4 Number of CPWs Issued		UNDER DEVELOPMENT					
	1.4.4 Number of CPNs Issues		UNDER DEVELOPMENT					
1.4.5 Number of Dispersal Orders Used		UNDER DEVELOPMENT						

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PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING
1.5	Increase the number of positive outcomes from identified repeat offenders	1.5.1 Number of repeat offenders in the last 12 months	146	183		<p>1.5.4 - Narrative: In the current 12 months there have been 183 offenders that have been identified as committing more than one crime. This is 19% of all offenders identified (published research has shown these rates can normally be higher albeit the CoLP is not directly comparable to other forces which may account for differences in findings). These 183 offenders have been responsible for 483 crimes, which is 7% of all crimes recorded. Of the 483 crimes committed by repeat offenders, 92% of these crimes have received a positive outcome. This is very reassuring.</p> <p>Of note, recent analysis shows that the most common outcome for a case being closed is not having a suspect identified (36.4%) and this is higher than the national average. So whilst good work is being done where repeat offenders are being identified, further work is required to improve the identification of suspects and the conversion into offenders. However overall the CoLP does have the highest positive outcome rate nationally (for overall crime) which is positive.</p> <p>Within the CoLP there are varying departments set up to deal with offender management. These include the Lifetime Offender Management (LOM) Team, Public Protection Unit (PPU) and also the Integrated Offender Management (IOM) Team.</p> <p>The LOM deal with offenders on Serious Crime Prevention Orders by managing and monitoring those subjects, ensuring compliance with their conditions. This mainly links to Fraud and money laundering so this unit is closely aligned to the Asset Recovery Team. PPU are responsible for all public protection based orders, these include; sexual harm prevention orders, harassment and stalking orders, slavery and trafficking prevention orders and domestic violence based orders. The IOM deals with Criminal Behaviour Orders in relation to non-serious nominals. Work is underway to improve how all serious and repeat offenders are managed across the CoLP.</p>	SPECIALIST OPERATIONS	OUTSTANDING
		% of offenders that are repeat offenders (12m)	14%	19%				
		1.5.2 Number of Crimes linked to repeat offenders in the last 12 months	407	483				
		% of offender identified crimes that are from repeat offenders (12m)	33%	40%				
		% of all crime that is from repeat offenders (12m)	9%	7%				
		1.5.3 Positive Outcome rate for repeat offenders in the last 12 months	97%	92%				
1.6	Reduce Neighbourhood Crime	1.6.1 National measure Neighbourhood Crime - volume of burglary Residential, Robbery Personal, Vehicle Crime and Theft from Person Offences	161	479		<p>Volumes will look significantly higher as they are being compared to volumes at the height of restrictions during the Covid-19 pandemic. The CoLP crime levels appear to have been more impacted than the overall national picture, therefore the rate of increase when comparing to the pandemic period will be much greater than anywhere else. A baseline of 19/20 was set for all forces to help inform more meaningful performance comparisons. All Crime volumes are below still lower than the 19/20 benchmark, however national comparisons to the benchmark are showing a 4.8% increase.</p> <p>When compared to Q1 FY19/20 there is an 82% increase in Neighbourhood Crime. This is predominantly being driven by the recent increase seen in theft from the person offences. Significant work and activity has gone into the main driver of this increase, with further work ongoing for 2 other smaller trends identified within this crime type.</p>	LOCAL POLICING	REQUIRES IMPROVEMENT
1.7	Reduce Violent Crime	1.7.1 Violent Crime Volumes - Homicide, Violence with Injury, Violence without Injury, Stalking and Harassment, Rape and other sexual offences	178	314		<p>When compared to Q1 FY 19/20 there is a 7% increase in violent crime volumes. This comparison has been reducing with the two most recent quarters at lower volumes. The increase is predominantly driven by higher harm offences with seasonal peaks expected from October - December. Plans are being put in place to bring forwards the Christmas campaign to address the seasonal peaks forecasted.</p>	LOCAL POLICING	ADEQUATE
1.8	Disrupt drugs supply in the City through pursue activity	1.8.1 Positive outcomes for possession with intent to supply	16	9		<p>In the current 12 months (July 21 -June 22) there has been 41 possession with intent to supply offences. In the same period there has been 38 positive outcomes for possession with intent to supply offences. In some reporting periods there can be more outcomes than offences due to volumes being counted on 'created dates' and outcomes counted on 'outcome date'. This is in line with national reporting standards. In summary, there is a 93% positive outcome rate in the current 12 months for possession with intent to supply offences.</p> <p>There has been a long term declining trend for the volume of drug related intel reports with Q1 showing as the lowest quarter in over 4 years. As a result drug related intel is reducing as an overall proportion of all intel reports over time.</p>	SPECIALIST OPERATIONS	GOOD
		1.8.2 Volume of Possession with Intent to Supply offences	15	9				
		Positive outcome rate of Possession with Intent to Supply Offences	107%	100%				
		1.8.3 Possession with intent arrests	24	24				
		1.8.4 Volume of drug related intel reports	250	100				
		1.8.5 Amount of seized drugs	UNDER DEVELOPMENT					
1.8.6 Amount of seized cash	UNDER DEVELOPMENT							
2.1	Prepare, engage and raise awareness across business and communities of threats and risks of economic/cyber-crime measures they can take to protect themselves	2.1.1 Reach of protect events	3753	6931		<p>2.1.1 - The number of protect events were significantly lower in 2020/21 than previous years; as restrictions were imposed due to Covid-19. However, in 2021/22 teams found new ways of engaging with stakeholders and the public, in particular using online events which can reach greater numbers. This recovery has continued, with 6,931 people attending a mixture of 96 online and in-person events in Q1 2022/23. This represents an increase of 24% from the 21/22 quarterly average of 5,598 attendees.</p> <p>2.1.2 - awaiting update</p> <p>2.1.3 - The Q3 21/22 peak in Social Media impressions was due to the Cyber Protect team reaching 12.2 million individuals and achieving 32 million impressions with it's online shopping campaign #fraudfreexmas. In Q1 22/23 the number of social media posts and impressions were below the 21/22 quarterly average. Notable campaigns included Cyber Protects #remoteaccessscams, Action Fraud posted a number of alerts about the Ofgem phishing scam and launched their holiday fraud campaign, and the Fraud and Funded units posted about their significant arrests and campaigns.</p> <p>2.1.4 - this data will be available shortly.</p>	NATIONAL LEAD FORCE	GOOD
		2.1.2 Reach of Neighbourhood alerts	N/A	708482				
		2.1.3 Impressions from Protect social media messaging	57868240	27712895				
		2.1.4 Percentage of survey respondents who feel better able to protect themselves	81%	N/A				

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PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING
2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME	2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country	2.2.1 National measure - National positive outcomes reported	1412	1596		<p>2.2.1 - At the end of Q1, the national judicial outcome rates are 7.6% for 2019/20, 5.0% for 2020/21 and 4.3% for 2021/22. There are still outstanding disseminations for each year either being investigated or awaiting closure - which means the outcome rate is likely to increase over time and these figures are subject to change.</p> <p>2.2.2 - The COLP judicial outcome rate is 22% for 2019/20, 9% for 2020/21 and 38% for 2021/22, far higher than the national averages. The COLP NFA rate is currently 5% for 2021/22, which is below the national average of 42%.</p>	NATIONAL LEAD FORCE	GOOD
		2.2.2 CoLP positive outcomes reported	35	238				
	2.3 100% of Action Fraud cyber crime referrals will be investigated by the City	2.3.1 Number of action fraud referrals received	6	6		<p>The start of this quarter saw the work of the team in the media worldwide, after it charged two members of the infamous LAPSUS\$ hacking group. The work of the unit now appears to have put a stop to the activities of LAPSUS\$ who had been attributed to several high profile attacks at the start of this year against multinational tech companies. There have been several resourcing challenges due to staff leaving on promotion/level transfer. Replacement staff have been recruited but it will be some time before they can join due to vetting backlogs. We have seen a very slight increase in the compromise of businesses email accounts, with a suspect now being identified in one particular investigation.</p> <p>Positive outcomes have been defined as the following criteria (subjects - cautioned, charged, other criminal justice outcomes, those referred to prevent for diversionary activity, convictions).</p> <p>Referrals are from NFIB rather than Action Fraud; Opinion was grading should be GOOD due to low numbers.</p>	NATIONAL LEAD FORCE	GOOD
		2.3.2 Number of action fraud referrals investigated	6	6				
		2.3.3 Positive outcomes from FCCU investigations	2	N/A				
	2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	2.4.1 Number of academy training courses	18	19		<p>2.4.1 & 2.4.2 - The ECCA delivered 19 training courses in Q1. As is often the case due to Easter and new budgets, April was relatively quiet, but the number of courses delivered in May and June was in line with the 2021/22 monthly average. The first Accredited Counter Fraud Specialist Course was delivered in April following Covid related delays.</p> <p>2.4.3 - As above, the number of delegates increased throughout the quarter. 78% of delegates were from UK policing, with 14% from the private sector, and the remainder from the UK Treasury.</p> <p>2.4.4 - Satisfaction averaged at 91% for the quarter. Although mostly positive, feedback evaluation shows that delegates would prefer courses being delivered in the classroom rather than online.</p>	NATIONAL LEAD FORCE	GOOD
		2.4.2 Number of training days delivered	1266	945				
		2.4.3 Number of delegates	416	221				
		E001 Number of Delegates who completed the satisfaction survey	109	138				
		2.4.4 Percentage of delegates satisfied with the course overall	87%	91%				
2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.	2.5.1 Number of Major Disruptions	4	3		<p>There were 12 disruptions were claimed against Economic Crime OCGs in Q1. Of these, 3 were classified as Major disruptions. A major disruption represents the OCG being impacted at a key player level.</p> <p>There is currently only 1 Economic Crime OCG group that falls within the highest quartile of harm scoring OCGs since September 21.</p> <p>It has been agreed that Met DCPCU Disruptions should be represented within these figures. These numbers are currently not included but are being retrieved, therefore the chart and figures are subject to future changes.</p> <p>Majors are not claimed until after court hearings and moderation panels, meaning DCPCU have around 9 major disruptions yet to be claimed.</p>	NATIONAL LEAD FORCE	ADEQUATE	
	2.5.2 Number of Moderate Disruptions	13	6					
	2.5.3 Number of Disruptions within highest quartile of harm scoring OCGs	0	0					
2.6 Maintain our proactive use of legislation in order to freeze, restrain and protect proceeds of crime by City Of London Police.	2.6.1 Number of restraints, cash seizures, confiscations and account freezing orders	40	31		<p>2.6.1 - In Q1 of this year, at 31 instances, activity is in line with the quarterly average from 2021/22. However, there was an overall 54% drop in POCA activities in 2021/22 compared to the previous year. Decreases in POCA activity are being seen nationally and the Strategic Asset Recovery Board is investigating this change.</p> <p>2.6.2 - Throughout 2021/22, the value of these orders also reduced considerably across all measures with the exception of the UK's highest ever account forfeiture of £28.75m in Q3. Accordingly, the value of Q1 POCA activities represents a 92% decrease on the 2021/22 quarterly average. Due to the decrease amount of orders this is graded as Adequate, despite the value increase.</p>	NATIONAL LEAD FORCE	ADEQUATE	
	2.6.2 Value of restraints, cash seizures, confiscations and account freezing orders	£526,260	£793,988					
2.7 Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.	2.7.1 Value of funds recovered (NEVCU)	£208,000	£23,400		<p>2.7.1 & 2.7.5 - The number of NEVCU victims with confirmed recoveries, and the associated value of those recoveries is dependant on the victim informing the NEVCU. Since January 2021, 81 victims have reported approximately £2.5m refunds received.</p> <p>2.7.2-2.7.5 - Project Recall is a longstanding initiative to alert banks to accounts used in fraud. The number of disrupted bank accounts has been rising since the inception of the project, but a software licensing issue in April limited the number of alerts sent this quarter, despite steady recovery through May and June. The system for banks to confirm the value of repatriated funds is not automated as yet, and in Q1 only £3 was confirmed.</p> <p>Due to short-term drop in alerts sent under RECALL, and issues with feedback from banks and victims. Confirmation - only £3 was confirmed as recovered in Q1, this has been queried and confirmed by the business.</p>	NATIONAL LEAD FORCE	REQUIRES IMPROVEMENT	
	2.7.2 Number of alerts sent to banks - Project recall	1822	1089					
	2.7.3 Value of alerts sent - Project recall	£9,712,842	£4,917,158					
	2.7.4 Confirmed savings - Project recall	£44,277	£3					
	2.7.5 Number of victims with confirmed recoveries (Recall and NEVCU)	UNDER DEVELOPMENT						
3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).	3.1.1 Survey responses - online reporting	671	409		<p>In Q1, 89,577 links to the confirmation survey were sent to individuals that reported a crime and 0.8% of those reporting a crime opted to provide satisfaction feedback.</p> <p>The Action Fraud survey indicates that satisfaction with the telephone reporting service in Q1 remained within target at 96%. This is in line with Q1 in 21/22 which was also at 96%. Recent negative comments have largely been attributable to frustration regarding increased call wait times - but overall satisfaction levels in this area remain high over the long term. Due to technology issues the number of survey responses dropped for March and April, however overall this is still a robust sample size with which to draw meaning - noting there might be slightly more variability in the figure for the current quarter due to the lower response rate.</p> <p>Online satisfaction remained below target at 80% across the quarter with a June high of 82%. Again this area was also impacted by the lower survey response rate. The higher the response rate, the more confidence in the results.</p>	NATIONAL LEAD FORCE	ADEQUATE	
	3.1.2 satisfaction levels - online reporting	81%	80%					
	3.1.3 Survey responses - telephone reporting	686	340					
	3.1.4 Satisfaction levels - telephone reporting	96%	96%					

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PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWN ER	PROPOSED GRADING
3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO	3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Number of Surveys that went out (sample size)	219	497	<p>Survey Response Rate</p> <p>Victim Satisfaction</p>	<p>Victim satisfaction looks at responses from victims of crime that have answered the question, "how satisfied were you with the service you received from the City of London Police?". Respondents can provide an answer ranging between 1 = very satisfied and 5 = very dissatisfied. Those that have replied with a score of 1 or 2 represent those who replied with a satisfied response. The current quarter does not yet include June data, as there is a delay between crimes happening, the data set being uploaded and the analysis being completed.</p> <p>Currently victim satisfaction surveying is not at a robust enough sample size to be able to draw any meaning from the results. There is little confidence that the results would be the same if repeated. The results currently have extremely wide confidence limits. This means that the CoLP is not able to draw much meaning from the results and therefore is unable to understand victim satisfaction levels over time. Whilst some qualitative commentary could be used, overall it would still not be representative. A number of recommendations have been made in a recent victim satisfaction report and work is ongoing to improve the surveying of victims.</p> <p>It is unknown the current position for domestic abuse victim surveying. Data and sampling is completed by the Force Performance Unit. The telephone surveys were conducted by the IDVA (Independent Domestic Violence Advocate) in the Public Protection Unit. They have recently resigned and the new person is due to start shortly but there are concerns as to whether this service is included within the job description. There are options regarding using the potential new surveying solution to store the results but there are significant risks regarding the survey being undertaken.</p> <p>Due to not having any insights in both the surveying for victims with this therefore impacting the City's ability to understand the view of victims in these areas, this area has currently been graded as inadequate. Whilst work is underway to improve this position, there are risks which could cause further delays.</p>	SPECIALIST OPERATIONS	NO GRADING
		3.2.1 Survey responses - victim satisfaction	18	31				
		Response Rate	8%	6%				
		3.2.2 Victim Satisfaction - Treatment	39%	52%				
		3.2.2 Victim Satisfaction - Kept Informed	56%	35%				
		3.2.2 Victim Satisfaction - Overall Service	56%	39%				
		3.2.2 Victim Satisfaction - Recommend	61%	42%				
		3.2.3 Survey responses - domestic abuse	AWAITING NEW POST HOLDER					
	3.2.4 Satisfaction levels - domestic abuse	AWAITING NEW POST HOLDER						
	3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention	3.3.1 At risk children identified and Public Protection Notices (PPNs) are completed in all relevant cases when children come to notice	106	132	<p>CHILD AT RISK PPNs</p>	<p>Multi-Agency referrals are completed as a priority each day, they form part of the BAU for PPU. PPU are also attending the multi-agency safeguarding meetings when convened by Children's Social Care. The police are also attending the multi-agency safeguarding meetings.</p> <p>Due to the absence of data and not having a full picture in this area, there could be unknown risks, as well as the known risk around resourcing constraints.</p>	SPECIALIST OPERATIONS	NO GRADING
3.3.2 Multi Agency referrals are conducted within 24 hours (72 hours at the weekend)		106	132					
3.3.3 Police attend multi agency safeguarding meetings		20	24					
3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the course of the investigation.	3.4.1 Number of female victims of violence; compared to 2019/20 baseline	62	104	<p>Violence Against Women and Girls</p>	<p>This measure is currently still under development but will reflect a large proportion of crimes against female victims based on the home office definition for Violence against Women and Girls. This measure still needs testing and work will be prioritised to ensure this is accurate and the additional measures are also supported by data.</p> <p>When compared to pre-pandemic levels (19/20), the current quarter 1 22/23 (104 crimes) is higher than Q1 19/20 (74). In the past 4 quarters volumes have been above the average with Q2 22/23 into exception. Extensive work is currently being undertaken in the City with regarding to VAWG and is well documented with regular external reporting.</p> <p>In regards to overall performance for evidential difficulties - victim does not support police action, the CoLP see much lower levels of these types of outcomes when compared nationally. Further work will be undertaken to understand this area for female victims of violence.</p> <p>All victims are offered the support of the vulnerable victim advocate however not all will be referred as they may not wish to have this service.</p>	SPECIALIST OPERATIONS	NO GRADING	
	3.4.2 Percentage of female victims withdrawing from the process during police investigation compared to 2019/20 baseline	UNDER DEVELOPMENT						
	3.4.3 Positive Outcome rate for female victims of violence; compared to the 2019/20 baseline	UNDER DEVELOPMENT						
	3.4.4 Number referred to vulnerable victim advocate or similar	AWAITING RESPONSE						
3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.	3.5.1 Number of PPNs submitted	346	373	<p>Number of PPNs submitted</p> <p>$R^2 = 0.4057$</p>	<p>The number of PPNs submitted has been increasing over time with Q1 the highest quarter recorded in the last 4 years. The last 5 quarters have all been above the average and the current quarter is close to the upper control limit. The increases are mainly due to the easing of lockdown and a greater interaction with member of the public. There is also an increased awareness due to Voice of the Child training and vulnerability trained that has been rolled out across the force.</p> <p>Dip samples are completed as part of the Crime Scrutiny Group and also each PPN is QA'd by the DSS before referral. Any that contain insufficient detail are rejected and sent back for further information to be added.</p>	SPECIALIST OPERATIONS	NO GRADING	
	3.5.2 Number of referrals to other forces/social services	280	249					
	% Referred to other forces/social services	81%	67%					
	3.5.3 Results of dip sample and areas identified for improvement	AWAITING UPDATE						
3.6 Regular monitoring of the Criminal Justice Score Card to ensure that CoLP are above the National Average for improving timeliness, increasing victim engagement and improving quality of justice working with the CPS.	3.6 Regular monitoring of the Criminal Justice Score Card to ensure that CoLP are above the National Average for improving timeliness, increasing victim engagement and improving quality of justice working with the CPS.	UNDER DEVELOPMENT			<p>A Criminal Justice Scorecard is published by the MOJ and Home Office to bring together data from the police, CPS and Courts to look at the timeliness and effectiveness of investigations. It currently covers data up to the end of March 2022 and shows the City Police area against the London South CPS and London Local Criminal Justice Board.</p> <ul style="list-style-type: none"> For the police measures we are below the national average from time crime recorded to police decision. The biggest difference reported is linked to CPS charge to case completion in court. CoLP are doing better than average for the measures linked to victims not supporting police action and victims not providing evidence. The percentage of cases in which the prosecution offer no evidence because the victim/witness no longer supports prosecution has seen a 0.3% decrease since the previous quarter, and is now below the national average. This quarter new metrics have been added on case file quality. CoLP are doing better than average for successful outcomes for offences with specific victims. 	SPECIALIST OPERATIONS	NO GRADING	

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING
4. PEOPLE	4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	4.1.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.	N/A	93%		Officer safety training and first aid training have been combined, with April, May and June 22 showing an overall 93% rate of those required to have the training as being in date. This has been increasing over the past year to the current position to date. Future analysis will include a breakdown between officer safety and first aid, as well across areas of the business, however overall there is a 93% rate which is above the target set out in the metric.	CORPORATE SERVICES	OUTSTANDING
	4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	4.2.1 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.	UNDER DEVELOPMENT		UNDER DEVELOPMENT	This area is being worked on as part of the professionalism and trust portfolio and the details are still being designed. The report for the Values, ethics and trust training has been to the Chief Officer Team. Awaiting a further update in this area before it can be reported upon.	CORPORATE SERVICES	NO GRADING
	4.3 Overall engagement score – staff survey – year on year increase over the next three years.	4.3.1 Overall engagement score – staff survey – year on year increase over the next three years.	UNDER DEVELOPMENT		UNDER DEVELOPMENT	<p>Job satisfaction was reported at a high average level for both police officers and police staff in the 2020 staff survey. Furthermore, engagement was reported at a very high average level across the force. This suggests that individuals within City of London Police generally feel highly personally invested in their jobs and are willing to dedicate their emotional, cognitive and physical energies into their roles. These average scores for engagement and job satisfaction, particularly for police officers, are slightly higher than that seen in many other forces involved in the collaborative research project (Durham).</p> <p>This years staff survey will come out in October 22 and will be different to previous staff surveys. The aim here is to show the direction of travel over the next three years so the year 22 will be the benchmark year. As part of the new surveying tool for the staff survey, analysis will be completed via the dashboards with clever algorithms to pick up data insights in the qualitative comments and understand any trends.</p>	CORPORATE SERVICES	NO GRADING
	4.4.1 To recruit 40% of Ethnic Minority (excluding White Minorities) student officers in each new intake	4.4.1 To recruit 40% of Ethnic Minority (excluding White Minorities) student officers in each new intake	40%	25%		<ul style="list-style-type: none"> From the student constable intakes, 76% are non-BAME and 11% are from a BAME background. This data is not in line with force ambitions; this is a challenge that is not unique to CoLP and most forces nationally are not meeting their diversity ambitions. We are employing a number of options in line with our continued Outreach and Comms Strategy, including the following:- Introduced a Positive Action Team with a dedicated focus on increasing numbers of underrepresented groups into Force Introduced a 'Buddy' system which supports under-represented candidates through the recruitment & onboarding process Updating the applicant tracking system for student officer recruitment to "Oleoo", rolled out summer 2022, this will make it easier to apply and process candidate applications. Additional IPLDP pathway added until the end of March 2023 to attract a diverse pool of candidates. Hosting further open days/webinars specifically for under-represented groups to encourage them to get into a particular field. All our campaigns now have contact details for our Support Networks where interested applicants can discuss any issues on the application process. The importance of equality and diversity is prominent on our website. A broader advertising strategy has been implemented which ensures wider and specific advertising for all campaigns. 	CORPORATE SERVICES	REQUIRES IMPROVEMENT
	4.4.1 Proportion of Ethnic Minority (excluding White Minorities) officers	4.4.1 Proportion of Ethnic Minority (excluding White Minorities) officers	8%	9%		As well as the initiatives outlined above we are looking at ways to retain and develop staff and officers within the CoLP. The force has continued to run the PALS development programme every year, which is offered to all under-represented groups. This programme has been created to develop and retain officers and police staff from under-represented groups. The force's Learning & Organisational Development Team will continue to implement new developmental programmes for all under-represented groups, and these are being developed with the support of Staff Support Networks and specialist advisors.		REQUIRES IMPROVEMENT
	4.4.2 The total number of new joiners to CoLP each year is at least 51% female	4.4.2 The total number of new joiners to CoLP each year is at least 51% female	29%	31%		<p>This metric looks at police officers, police staff and specials and volunteers. Due to the numbers of specials and volunteers being so low, these are not included in the graphical representation. In Q1 22/23, 9% of police officer joiners were female and 47% of police staff joiners were female. There were no joiners for specials and volunteers. The overall rate is therefore 31%. This is no different to the 12 month rate and therefore falls well below the ambition set out within the measure.</p> <p>We are employing a number of options to increase female representation within intakes, including:</p> <ul style="list-style-type: none"> Placing job adverts to target particular groups, to increase the number of applicants from underrepresented groups. This could include part time, flexible working and job share adverts as we know more female officers apply for this than male ones. Increasing targeted advertising on popular female social media platforms. Including statements in job adverts to encourage applications from under-represented groups, such as 'we welcome female applicants' 		REQUIRES IMPROVEMENT
	4.4.3 To achieve an overall increase of 2.6% per year of female representation across the service.	4.4.3 To achieve an overall increase of 2.6% per year of female representation across the service.	24%	24%		<ul style="list-style-type: none"> Currently, 58% of Staff are female and 24% of Officers are female. As part of the E&I Strategy we are looking at ways we can retain and develop our staff and officers, providing opportunities to those from under-represented backgrounds. For example: We are offering shadowing or mentoring to groups with particular needs. This would also be expanded to assistance with promotion preparation for anyone with protected characteristics at underrepresented ranks. We are offering training or internships to help certain groups get opportunities or progress at work. This would include input from the women's network and other staff associations. 		REQUIRES IMPROVEMENT

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 21/22	Q1 22/23	GRAPH	NARRATIVE	OWNER	PROPOSED GRADING
5. RESOURCES	5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	5.1.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.	N/A	82%		The CoLP owned fleet is currently 82% ULEZ Compliant, and on track to meet the 100% (not including the horsebox) by the time the exemption runs out in 2023, subject to manufacturers delivering vehicles on time. There is no historic data as it wasn't measured previously. The number has been increasing as the fleet has been replaced with ULEZ compliant vehicles.	CORPORATE SERVICES	GOOD
	5.2 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilisation of IT/Estate/Fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job'.	5.2.1 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, in order to drive the successful utilization of IT/Estate/Fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job'.	UNDER DEVELOPMENT	UNDER DEVELOPMENT	UNDER DEVELOPMENT	<p>The last time a staff survey was run was in 2020 and prior to this was 2017. The 2020 survey sought to understand how key measures from the previous survey had changed and secondly, to investigate factors having the largest impact on key measures to assist in the identification of priorities for action. There were 502 responses (42% response rate) which is a similar response rate to other forces. The most relevant question to this measure was "I am well equipped to do my job".</p> <p>"Average scores for confidence in job skills were high for police officers and very high for police staff. Both police officer and police staff respondents on average indicated feeling high levels of responsibility to bring about improvements and changes in the workplace, to correct problems, and to deal with issues."</p> <p>Work is ongoing to develop the staff survey for delivery in October and will seek to set the benchmark this year and show the direction of travel over the next three years. Whilst work is ongoing, there is not a current or regular understanding of the workforce and whilst there are plans in place, this does leave a current gap in knowledge.</p>	CORPORATE SERVICES	NO GRADING
	5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	5.3.1 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	UNDER DEVELOPMENT	UNDER DEVELOPMENT	UNDER DEVELOPMENT	This area is currently under development and data will not be available until later this year. This is being achieved through the mandating of an existing College of Policing NCALT training package. Communications to officers will be sent in September, for completion by 31st December 2022. It is anticipated data will start to become available in September.	CORPORATE SERVICES	NO GRADING
6. EFFICIENT AND EFFECTIVE SERVICE	6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.	6.1.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.	47	23	UNDER DEVELOPMENT	<p>The measure was designed to ensure that the Force implemented 90% of its audit recommendations within timescales agreed after the Internal Audit Report had been published. Due to Covid reconciliation by Audit was paused and the Force acted on other priorities.</p> <p>Over the course of this year Internal Audit have undertaken reconciliation on Force historic audits, a total of 11 audits have been reviewed. One audit (Police Front Desks) has been closed as complete and will no longer be subject to follow up. 10 audits remain with outstanding recommendations awaiting completion and the Force is working with Audit setting new dates for review.</p> <p>A total of 47 recommendations were part of this audit, 23 have been signed off as complete with 23 continuing to be worked on and one recommendation accepted as risk (no longer to be progressed).</p> <p>As the Audit programme is undertaken this year the Force will work to complete the recommendations outstanding and this measure will be reported based on the reconciliation of new reports and recommendations based on information and assessment provided by Internal Audit.</p>	CORPORATE SERVICES	NO GRADING
	6.2 Increase in percentage of people who agree COLP provide an effective service.	6.2.1 Increase in percentage of people who agree COLP provide an effective service.	61%	N/A		<p>Within the 2021 Community Survey conducted by the CoLP, there were three additional areas added to question 12 to establish benchmarks of performance of perception, the question was as follows: The CoLP is responsible for law enforcement in the City of London. The police force responsible for law enforcement in the rest of London is the Metropolitan Police Service - a separate organisation. Thinking about if you were to have contact with the CoLP, how much do you agree or disagree with the following statement? "The City of London Police provide an effective service". The results of this questions showed that 29% of respondents strongly agreed and 31.5% tended to agree, providing an overall score of 61% of respondents agreeing to a varying extent that the City of London provides an effective service. As this was a new measure there is currently no historical data to compare to. Work is currently ongoing regarding surveying conducted by the CoLP to bring multiple surveying elements into one place so currently there is no recent information on this measure and there are some risks as to having the data in place in the timeframe required. There are also some risks regarding the intended solution. Due to these reasons, this area is currently graded as requires improvement.</p>	CORPORATE SERVICES	NO GRADING
	6.3 Improve timeliness to deal with public complaints	6.3.1 Improve timeliness to deal with public complaints	UNDER DEVELOPMENT	UNDER DEVELOPMENT	UNDER DEVELOPMENT	Initial conversations have progressed with this business area on how best to represent data in this area. The measure will be broken down to show timeliness by Force and also by Action Fraud, as well as by the different levels that the complaints are handled (Section 3/non Section 3). This will give a better understanding of performance and also mirrors IOPC reporting which will allow benchmarking to take place.	TRUST AND CONFIDENCE	NO GRADING
	6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.	6.4.1 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.	80%	87%		<p>This is an audit of CADs with a first opening code of 1. This code combines Violence Against the Person (VAP) and Public Order (PO) offences. CADs will be counted if the review shows that a crime within the VAP category, or a victim-based PO offence (s.4 or 4A Public Order, or the Racially/Religiously based equivalents) is required. Results are based on the number of these crimes recorded as a percentage of the number required under Home Office Counting Rules criteria.</p> <p>For quarter 1, there is a compliance rate of 87.3%. April and May were both above 90%, however the overall quarter rate has been brought down by the lower compliance level found in June 22. A rating of 87.3% would likely receive a grade of Requires Improvement in a CDI inspection, however the grading may be worse (Inadequate) if the assessment is that the missed crimes relate to serious offences.</p>	CORPORATE SERVICES	REQUIRES IMPROVEMENT