



**POLICING PLAN PERFORMANCE FRAMEWORK
2022/23 - QUARTER 3**

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
Q1	GOOD	GOOD	NO GRADING
Q2	ADEQUATE	GOOD	GOOD
Q3	GOOD	GOOD	ADEQUATE

ORGANISATIONAL PRIORITIES

	4. PEOPLE	5. RESOURCES	6. EFFICIENT AND EFFECTIVE SERVICE
Q1	ADEQUATE	GOOD	NO GRADING
Q2	ADEQUATE	ADEQUATE	ADEQUATE
Q3	ADEQUATE	ADEQUATE	ADEQUATE

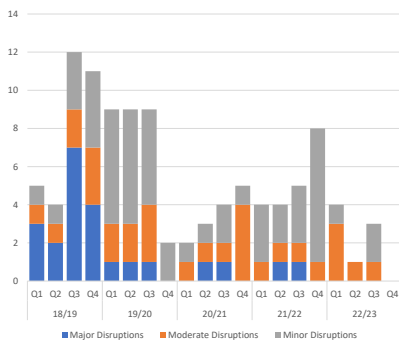
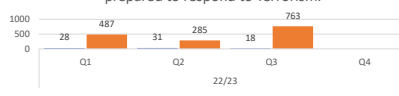
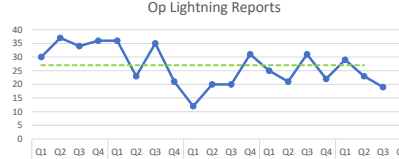
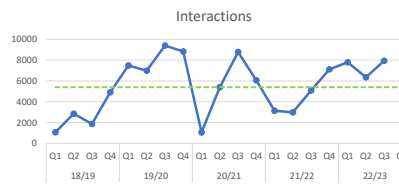
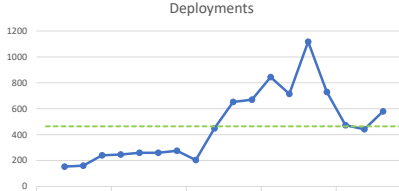
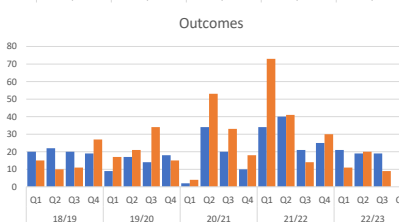
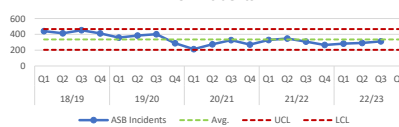
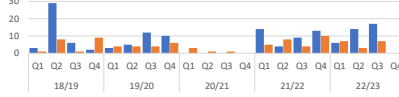
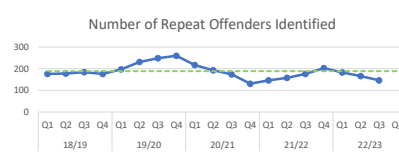
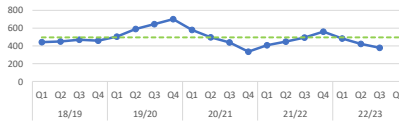
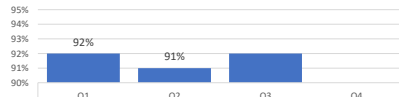
POLICING PLAN

PERFORMANCE FRAMEWORK 2022/23



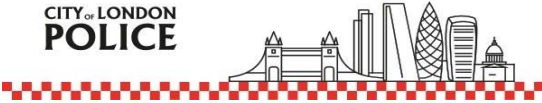
OPERATIONAL PRIORITIES												ORGANISATIONAL PRIORITIES																																
1. KEEP THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE					2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME					3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO					4. PEOPLE				5. RESOURCES				6. EFFICIENT AND EFFECTIVE SERVICE																					
OVERALL - GOOD					OVERALL - GOOD					OVERALL - ADEQUATE					OVERALL - ADEQUATE				OVERALL - ADEQUATE				OVERALL - ADEQUATE																					
Specialist Operations					Specialist Operations					National Lead Force					National Lead Force					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.						
Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4											
ADEQUATE					GOOD					OUTSTANDING					GOOD					GOOD					NO GRADING					OUTSTANDING					ADEQUATE					NO GRADING				
Local Policing					Local Policing					National Lead Force					National Lead Force					Specialist operations					Specialist operations					Trust & Confidence				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.				5.2.1 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’.				6.2 Increase in percentage of people who agree COLP provide an effective service.						
Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4											
GOOD					GOOD					GOOD					GOOD					REQUIRES IMPROVEMENT					ADEQUATE					NO GRADING					NO GRADING					NO GRADING				
Specialist Operations					Local Policing					National Lead Force					National Lead Force					Specialist operations					Specialist operations					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.						
Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4											
NO GRADING					ADEQUATE					ADEQUATE					ADEQUATE					REQUIRES IMPROVEMENT					OUTSTANDING					NO GRADING					NO GRADING					ADEQUATE				
Local Policing					Specialist Operations					National Lead Force																	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 ensure our workforce better reflects the communities we serve.								6.4 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.						
Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4																	Q1	Q2	Q3	Q4							Q1	Q2	Q3	Q4	
GOOD					GOOD					ADEQUATE																				REQUIRES IMPROVEMENT										ADEQUATE				

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

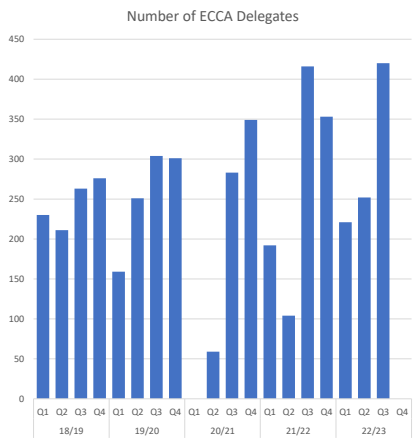
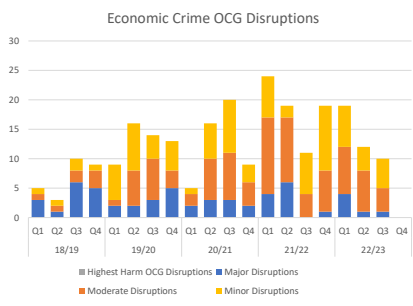
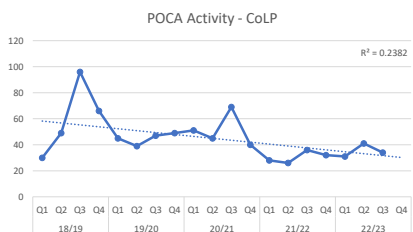
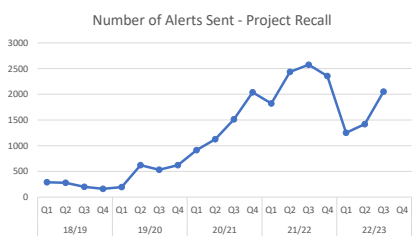
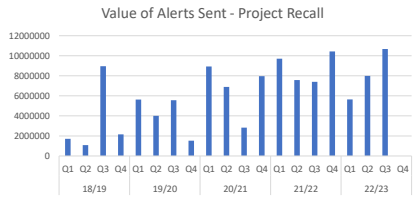
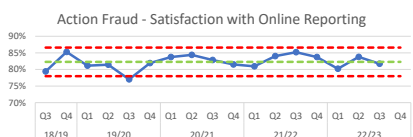
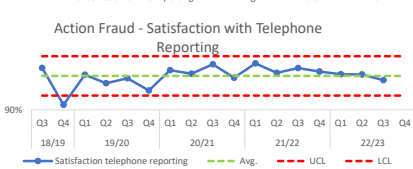
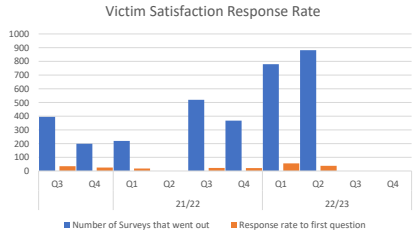
PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
1. KEEP THOSE WHO LIVE, WORK AND VISIT THE CITY SAFE AND FEELING SAFE	1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs (City based OCGs)	1.1.1 Number of Major Disruptions	0	0	0	<p>1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs (City based OCGs)</p> 	<p>These are disruptions against OCGs only. There has been, however, significant increases in disruption claims made against strategic vulnerabilities. Strategic vulnerability claims refer to executive action that is conducted to tackle and infiltrate SOC as a larger spectrum, rather than simply groups defined as OCGs. This includes the deliverance of cease and desist orders against nominals involved in SOC, and cyber training sessions delivered to companies that prevents them from being attacked.</p> <p>There has been 1 moderate disruption against an OCG. Disruption claims against OCGs are not claimed in a consistent manner as not all law enforcement action has a discernible impact on the OCG. Disruptions are not a reflection of efforts made by law enforcement but are a reflection of impact.</p> <p>Whilst disruption numbers are low, this is due to the definition of this metric in that there are very few OCG City Based groups and that work in this area focuses on risk and strategic vulnerabilities in the wider Serious and Organised spectrum. Overall performance in this area is considered to be good as the wider work meets performance levels expected, performance against City Based OCGs remains adequate but is not reflective of wider work. Proposals in the policing plan are being made to bring this measure in line with strategic focus and reporting for the Policing plan refresh.</p>	SPECIALIST OPERATIONS	ADEQUATE	ADEQUATE	ADEQUATE
		1.1.2 Number of Moderate Disruptions	3	1	1						
		Number of Minor Disruptions	1	0	2						
	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	39	23	18	<p>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.</p>  <p>Op Lightning Reports</p> 	<p>The end of Q3 saw the start of industrial action and therefore two events had to be cancelled due to last minute needs by local businesses - otherwise all planned events went ahead. The reach of attendees increased in number compared to previous quarters due to one online event having 500 attendees as part of the Sainsbury's annual security week. Multiple act operational events were completed alongside bespoke tabletop exercise. Operation tabletop training followed a staged approach from observed suspicious behaviour escalating to a suspicious package and finally a Marauding Terrorist Attack (MTA) with key lessons taken from the exercise. Another exercise focused on familiarisation with security policies and procedures, familiarisation with incident management processes, responding to a major incident, developing business resilience, and identifying any current gaps. CTSA continue to work with venues in developing live testing such as the operations outlines and feedback gathered post these events to the team to continue to improve.</p>	SPECIALIST OPERATIONS	GOOD	GOOD	GOOD
		1.2.1 Planning and Testing - Number of events completed	39	23	16						
		1.2.2 Planning and testing - number of partners engaged with	28	31	18						
		1.2.4 Prepare and engage - Reach of Attendees	487	285	763						
		1.2.5 Prepare and engage - number of online courses	3	1	2						
		1.2.5 Prepare and engage - number of attendees (online course)	24	100	514						
		1.2.6 Prepare and engage - Operation Lightning reports	29	23	19						
	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	7789	6344	7933	<p>Interactions</p>  <p>Deployments</p>  <p>Outcomes</p> 	<p>On 19 May 2022, four assessors from the National Project Servator Team (NPST) training cadre visited CoLP to carry out an assessment of performance against the QA criteria for engagement and operations. The NPST is made up of officers and staff from CoLP, therefore an assessor from Avon and Somerset Constabulary, Police Scotland, Metropolitan Police and Ministry of Defence were part of this process to provide an objective view of CoLP's performance.</p> <p>A self-assessment questionnaire was completed by force coordinator prior to the visit, and the answers were discussed on the day. The assessors reviewed CoLP's Deployment Information Plans (DIPs) and the Hostile Activity Projections (HAPs), and observed four deployments. They made use of 'friendly hostiles' – trained Disruptive Effects Officers who replicated hostile activity to help assess the effectiveness of the deployments.</p> <p>Project Servator at CoLP have full time Project Servator officers who are tasked with deploying in the Square Mile daily. The force has reduced its Project Servator capability over the past year, and currently have two full-time teams. Having two teams ensures there are daily Project Servator deployments and that there is capacity for collaborative working opportunities with other police forces. Deployments are predominantly carried out by officers in the full time role on the two teams who are self-sufficient in managing their deployments. CoLP is extremely well-positioned, in terms of resources, to deliver Project Servator and DE effectively. Officers from all ranks have visited CoLP to see how the tactic is deployed. This approach ensures the continued sharing of information and skills and benefits the ongoing development of the team.</p> <p>The results of the QA were received on the 14th October 2022:</p> <ul style="list-style-type: none">•Operations – Good (improvement on Adequate last time)•Engagement – Outstanding (improvement on Good last time)•Communications – Good (same as last time)•Overall – Good (same as last time) <p>We are now working on the recommendations from the recent review to create a action plan to try and achieve the outstanding assessment for all areas for our next inspection.</p>	LOCAL POLICING	GOOD	GOOD	GOOD
		1.3.3 number of deployments	472	441	579						
		1.3.4 outcomes (arrests made)	21	19	19						
		1.3.4 outcomes (intelligence submitted)	11	20	9						
	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	282	292	311	<p>ASB Incidents</p>  <p>CPWs Issued</p> 	<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). A high % of ASB within the force area is connected with those within the homeless community. This is often associated with acts of begging and other behaviours deemed anti-social. In order to address, CoLP make use of CPW's and CPN's as part of Op Luscombe. This delivers a staged approach to offenders responsible for ASB whilst offering support / diversion through various supporting partners. As part of our sector model the CoLP ASB co-ordinator is co-located for a % of their time within the partnership and prevention hub. This supports shared awareness and a co-ordinated approach to repeat issues of ASB across the City. Col have created an ASB Task & Action group following ASB complaints across the City, taking a partnership problem solving approach to tackle ASB.</p>	LOCAL POLICING	ADEQUATE	GOOD	GOOD
		1.4.2 Number of ASB calls attended	199	216	215						
		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	6	14	17						
		1.4.4 Number of CPNs Issues	7	3	7						
	1.5 Increase the number of positive outcomes from identified repeat offenders	1.4.5 Number of Dispersal Orders Used	UNDER DEVELOPMENT			<p>Number of Repeat Offenders Identified</p>  <p>Number of Crimes linked to Repeat Offenders</p>  <p>Positive Outcome Rate for Repeat Offenders</p> 	<p>This measure is 'increase the number of positive outcomes from identified repeat offenders'. An offender is categorised as someone with a positive outcome, therefore this measure should always be 100%. It is recommended that this measure is reviewed with the policing plan refresh and until such time should remain as a no grading.</p> <p>One suggestion is to move this measure towards understanding suspect and offender management within the CoLP as part of delivering the overall priority of keeping those who live, work, and visit the City safe and feeling safe.</p> <p>Within the CoLP there are varying departments who have responsibility for different aspects of offender management, however the management of offenders is the responsibility of all officers and staff across the organisation from operational policing to intelligence resources. Over the last 2 months the force has established a single accurate version of all CoLP outstanding suspects in all areas of criminality. The force has completed a day of action on the 22nd of October and has another planned for later in January. Those who pose the most significant threat are targeted in this activity. A force and business area offender management meeting structure has been implemented to oversee the governance and operational activity to reduce the number of outstanding suspects. This includes other activity such as CCTV/forensic identifications, increased intelligence interviews and proactive approaches. The work of the PCT and DBI has contributed to the number of repeat offenders identified.</p>	SPECIALIST OPERATIONS	NO GRADING	NO GRADING	NO GRADING
		1.5.1 Number of repeat offenders in the last 12 months	183	166	146						
		1.5.2 Number of Crimes linked to repeat offenders in the last 12 months	483	422	378						
		1.5.3 Positive Outcome rate for repeat offenders in the last 12 months	92%	91%	92%						

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
	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	477	489	375		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. The CoLP are showing a 38% increase on the 19/20 baseline. However Q3 volumes for 22/23 are the lowest in the 22/23 reporting period and starting to show a sustained improvement for managing volumes within Neighbourhood crime types. CoLP has embedded a prevention with support of partners approach to the reduction of neighbourhood and violent crimes. In support of the SARA process a partnership and prevention hub is now a key focal point to crime prevention and/or the development of plans to tackle emerging or current crime types. Partnership support is drawn from business improvement districts (BID's) safe and secure portfolios. Business Crime Reduction Partnerships (BCRP's) and close working with the security industry to create a cohesive approach to community safety. CoLP have recently implemented a number of platforms that permit the lawful sharing of intel and information in support of crime reduction. CoLP have during this reporting period conducted a number of pro-active operations supported by partner forces to address acquisitive crime associated with both the day and night time economies. These operations have yielded circa 20 arrests for acquisitive crime offences and recovered in excess of 120 suspected stolen items, with the majority being mobile phones. In line with national crime prevention and deterrence strategies CoLP have delivered a number of joint operations with our security industry partners, focused on reducing neighbourhood crimes through visibility and prevention activities. We plan to continue these during Q4 as part of wider safer business actions days supported by various partners including BID's / BCRP and security industry.	LOCAL POLICING	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT	ADEQUATE
	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	309	348	325		Volumes of Violent crime are showing stability over the past 4 quarters with Q3 lower than Q2. This is positive news because the City forecasts and expects higher volumes over Q3 and this hasn't been seen for 22/23 as has been in all previous years. This suggests that there has been a positive impact on violence during the Q3 period. Compared to the 19/20 benchmark year, there is a 4% decrease in violence crimes. Offences in this category predominantly come from violence without injury offences, which are the lower harm offences. CoLP continues to run monthly partnership supported operations (Op Reframe) to make the night time economy hours safe for all. Significant focus has also been on violence against women and girls and safety within the night time economy. Operations have covered areas of spiking and the importance of being an active bystander. Going forward CoLP in partnership with Safer Business Network plan to implement a radio link as part of a trial. This link will see NTE venues connected with CoLP force control and venue to venue. The ambitions of this initiative is to create a more cohesive approach to safety whilst making best use of resources including CCTV. CoLP have during this reporting period initiated a number of crime prevention roadshow events. These events see CoLP and partners deliver briefings within our business community venues with a focus on both personal safety and safety of property and these are planned to continue during Q4. CoLP during the Christmas Policing Operation (Op Tinsel) focused on harm reduction in key locations across the City during the festive and world cup period. This operation saw 227 deployments with 893 people engaged with and offered safety advice. 19 arrests made, 31 stop and searches resulting in positive outcomes 22 times. Harm offences were reduced by a total of 52% compared to the same period in 2021. (GBH -83% Serious sexual assaults -60% allegations of drink spiking -36%)	LOCAL POLICING	ADEQUATE	ADEQUATE	GOOD
	1.8 Disrupt drugs supply in the City through pursue activity	1.8.1 Positive outcomes for possession with intent to supply	9	13	9		Possession with intent to supply offences have increased for Q3 compared to previous quarters, however the volumes of positive outcomes remain stable. 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.	SPECIALIST OPERATIONS	GOOD	GOOD	GOOD
1.8.2 Volume of Possession with Intent to Supply offences		8	5	13	There has been a long-term declining trend for the volume of drug related intel reports, however this has improved for Q2 and Q3 and shows a higher overall % of intel reports are now drug related. These measures will be reviewed in the refresh of the policing plan to better understand the landscape of drugs and crime in the City.						
Positive outcome rate of Possession with Intent to Supply Offences		113%	260%	69%							
1.8.3 Possession with intent arrests		24	27	39							
1.8.4 Volume of drug related intel reports		100	120	153							
% of all intel reports that are drug related	10%	13%	16%								
	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	6,931	6,528	11,202		Quarter 3 saw a high number of Protect engagements (109 events), with respectively high related reach (11,202 attendees). Most of this activity took place in October and November, with DPCPU reaching 9,498 contacts at 38 events in these two months alone. IFED ran or participated in a high number of events, holding their first in-person SPOC day since the pandemic, receiving positive feedback. Speakers included IFED Officers, a prominent motor policy aggregator and the Crown Prosecution Service. The IFED Prevent Officer travelled to Denmark for an F&P Crime Office Police Seminar and attended the annual conference of the Insurance Fraud Investigators Group. The NFIB Business Stakeholder Manager co-hosted a national online webinar for Victim Support (UK) and spoke at a number of industry events.	NATIONAL LEAD FORCE	GOOD	GOOD	OUTSTANDING
		2.1.2 Reach of Neighbourhood alerts	304,396	503,950	693255		There are now 701k users on the Neighbourhood Alert system (Action Fraud Alert) of which 693k were contactable during Q3. A number of forces were onboarding their users onto an updated version of the platform during the quarter, and the total number of contactable users is expected to increase in the new year.				
		2.1.3 Impressions from Protect social media messaging	27,712,895	68,402,918	80,060,515		Across the various teams engaging on social media, improvement was made in the number of posts, an increase of 7% from 5,019 in Q2 to 5,370. The number of related impressions also rose significantly, by 19% from 68 million to 81 million. Notable campaigns included the investment fraud campaign launch which ran for 2 weeks across Twitter, Instagram, Facebook and LinkedIn. International Fraud Awareness week took place in November, with social media posts across the week, along with promotion for Op Elaborate, participation at stakeholder events, and various arrests and sentencings related to NLF operational successes. Action Fraud Christmas Campaign activity (12 Frauds of Christmas and Online Shopping with NCSC) achieved a total of 94.8m impressions and 21.8m reach and is the best performing Action Fraud online campaign. The campaign was shared by multiple forces, partners and individuals including television personality Martin Lewis, who helped contribute to the highest single day of engagement on Action Fraud social media this year by sharing the '12 Frauds' campaign launch tweet. Due to the campaign activity, Action Fraud social media accounts received double the amount of engagement in December with profile visits seeing a rise of up to 146%. As part of the campaign the NCSC also paid for advertisement on social media sites, providing a targeted message to males aged 19-25, who are most likely to fall victim to this crime. There has been a 12% reduction in online shopping and auction fraud reported to Action Fraud during November and December 2022, when compared with the same period for the previous year.				
		2.1.4 Percentage of survey respondents who feel better able to protect themselves	88%	85%	86%						
	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	1,596	1,450	1,612		At the end of Q3, the national matched judicial outcome rates (England and Wales) are 8.2% for 2019/20, 6.7% for 2020/21 and 5.1% 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.	NATIONAL LEAD FORCE	GOOD	GOOD	GOOD
2.2.2 CoLP positive outcomes reported		238	33	24	The COLP judicial outcome rate is 23% for 2019/20, 12% for 2020/21 and 39% for 2021/22, far higher than the national averages. The COLP NFA rate is currently 6% for 2021/22, which is below the national average of 51%. COLP has now recorded 295 Judicial outcomes (all outcomes) for the 9 months to 31 December 2022/23, but this is below the comparative period for 2021/22 where 529 were recorded.						
	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	14	8		The Pursue team is continuing to progress Operation Ulex (LAPSUS hacking group investigation) at pace, with one suspect on remand and two suspects going to trial in July 23.	NATIONAL LEAD FORCE	GOOD	GOOD	GOOD
		2.3.2 Number of Action Fraud referrals investigated	6	14	8		Working with the NCA, the unit has built upon intelligence gathered during Operation Ulex and started a new investigation, targeting the SIM swapping and hacking communities operating on Telegram, under the title of Operation Sheene. A number of these hackers appear to have been targeting each other in the real world, in an effort to extort and rob from other hackers, using violence and kidnap.				
		2.3.3 Positive outcomes from FCCU investigations	0	0	2		The Pursue team continues to suffer from resourcing issues further compounded by the loss of a DC during Q3.				

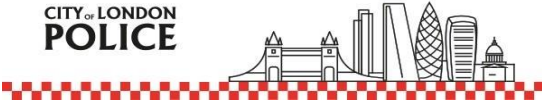


POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
2. PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER-CRIME	2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with a 90% satisfaction rate	2.4.1 Number of academy training courses	19	19	35		<p>The ECCA delivered 35 training courses in Q3, an increase of 85% from Q2 (19) and equal to the previous year. Delegate numbers are increasing overall, as the Academy now has a better booking system which ensures no spaces are left empty. The number of delegates, 420, represents an increase of 67% from Q2. 78% of delegates were from UK policing, with 12% from other public sector organisations and the remainder split between overseas policing and the private sector.</p> <p>The Academy delivered many Money Laundering courses to various organisations including the NCA, SW ROCU, Northants Police and the Quad Islands cohort, which consists of delegates from law enforcement in Jersey, Gibraltar, Isle of Man and Guernsey. Internal training was provided to staff from NFIB who attended an Essentials of Fraud course that will lead to an accreditation once complete. Two Academy trainers travelled to Ghana to perform a Training Needs Analysis at the request of the NCA and Ghanaian Law Enforcement. The objective is to improve the investigation of romance fraud, money laundering and tracing of hidden assets.</p> <p>Satisfaction averages rose from Q2's 86% to a more consistent 90%. Overall satisfaction has benefitted from the return to classroom training post-Covid. It has been noted that only 52% of feedback forms were returned during the quarter, and only 39% in December. This will be addressed by the training admin team for future courses.</p>	NATIONAL LEAD FORCE	GOOD	GOOD	GOOD
		2.4.2 Number of training days delivered	945	1,733	3,072						
		2.4.3 Number of delegates	221	252	420						
		2.4.4 Number of Delegates who completed the satisfaction survey	138	120	225						
		2.4.4 Percentage of delegates satisfied with the course overall	91%	86%	90%						
	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	1	1		<p>There were 10 disruptions claimed against NLF OCGs in Q3, which is less than the quarterly average of 18 from the previous year. Of these, 1 was classified as a Major disruption. There were also 4 Moderate and 5 Minor disruptions recorded. There are currently 65 mapped OCGs under investigation by NLF teams, up 38% from the 21/22 average of 47. Two new OCGs were mapped in the quarter, and six were closed.</p> <p>A Major disruption represents the OCG being fully dismantled or impacted at a key player level. In December a Major disruption was recorded against an OCG following sentencing of the key nominals, and representing the closure of the investigation. The 7 Moderate and 6 Minor disruptions relate to warrants, arrests of nominals and seizure of monies. The investigations spanned a number of teams.</p> <p>There is currently only 1 Economic Crime OCG group that falls within the highest quartile of harm scoring OCGs, and no disruptions were recorded against it this quarter.</p>	NATIONAL LEAD FORCE	ADEQUATE	ADEQUATE	ADEQUATE
		2.5.2 Number of Moderate Disruptions	8	7	4						
		2.5.3 Number of Disruptions within highest quartile of harm scoring OCGs	0	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	31	41	34		<p>In Q3, teams throughout CoLP carried out a total of 34 POCA activities. Most of the activity focused on cash detentions (11) and confiscations (10).</p> <p>The greatest value was a confiscation order for £1,037,984. This related to a lengthy 'boiler room' fraud investigation, which has achieved a great result for the victims. In May 2021, the defendants were jailed for their part in a large-scale investment fraud that used high pressure sales tactics to convince victims to purchase worthless carbon credits at inflated mark-ups. Further to the sentencing, the Judge made a confiscation order reflecting the defendant's criminal benefit of £36.3 million and available assets of £1.1 million, which will be used to compensate over 200 hundred victims.</p>	NATIONAL LEAD FORCE	ADEQUATE	ADEQUATE	ADEQUATE
		2.6.2 Value of restraints, cash seizures, confiscations and account freezing orders	£793,988	£4,289,018	£3,978,021						
	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 (NECVCU)	£23,400	£122,100	£94,089	 	<p>The number of NECVCU victims with confirmed recoveries, and the associated value of those recoveries is dependent on the victim informing the NECVCU. Since January 2021 NECVCU have supported 92 victims to recover £2,501,570. They have also provided additional support to 156 service re-users since August 2018, preventing a possible £2,512,224 being lost to economic crime. In Q3 there were 23 victims identified as repeat victims, up from the 2021/22 quarterly average of 9, but below the 1% target at 0.08% of victims engaged with during the period.</p> <p>Project RECALL is an initiative to alert banks to accounts used in fraud. Although automation allows more reports to be sent out, there were numerous technical issues with the system in the last two quarters. These issues have been resolved, resulting in an increase in Q3. The quarter saw 2,050 reports sent to banks, up 45% from Q2 (1,412) and closer to the 2021/22 quarterly average of 2,296. Overall fraud reporting is still significantly down in 2022 compared to 2021, which will cause a reduction in the number of alerts that can be sent out.</p> <p>In Q3 CoLP alerted banks to 2,050 accounts used to receive the proceeds of fraud, the value of which was £10,666,923. The system for banks to confirm the value of repatriated funds is not automated, and the banks are proactively asked for feedback. In Q3 £116,953 was confirmed to the NFIB, but as not all banks responded there are likely to be significantly higher volumes of funds being safeguarded for victims.</p>	NATIONAL LEAD FORCE	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT	ADEQUATE
		2.7.2 Number of alerts sent to banks - Project Recall	1250	1418	2050						
		2.7.3 Value of alerts sent - Project Recall	£5,637,891	£7,993,933	£10,666,923						
		2.7.4 Confirmed savings - Project Recall	£55,169	£27,148	£116,953						
		2.7.5 Number of victims with confirmed recoveries (Recall and NECVCU)	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	409	493	427		<p>The Action Fraud survey indicates that satisfaction with the telephone reporting service in Q3 fell to just below target at 94.9%. The driver for this may be attributable to victim frustration with the increased call waiting times experienced in Q2 (victims may provide a survey response some time after reporting). However, the speed of answer noted a significant improvement in Q3 with an average speed of answer of 8.49 minutes in December - a 67% improvement on the peak wait time of 25 minutes in August.</p> <p>The technology issues which impacted the distribution of fulfilment letters (which contain the survey) in the Q1 have now been resolved and response levels have returned to anticipated volumes.</p> <p>Online satisfaction also fell below target at 84% across the quarter. However, 81.7% of responses to this survey indicated that respondents were satisfied with the Action Fraud website's 'ease of use'.</p>	NATIONAL LEAD FORCE	ADEQUATE	GOOD	GOOD	
	3.1.2 satisfaction levels - online reporting	80%	84%	82%							
	3.1.3 Survey responses - telephone reporting	340	384	412							
	3.1.4 Satisfaction levels - telephone reporting	96%	96%	95%							
	3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse	Number of Surveys that went out (sample size)	779	881		 	<p>Victim satisfaction surveying looks at responses from victims of crime that have answered the questions relating to their treatment, how well they were kept informed, their satisfaction with the overall service and if they would recommend the CoLP. 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.</p> <p>Victims Satisfaction surveys were sent out for Q2 at the end of the quarter (Set 22). This means there is always a delay in reporting to allow for responses and time to analyse the data, therefore reporting will always be a quarter behind. This does not mean there is no data for this area as it is currently being collected from victims. The response rate for Q2 (38 responses) is not statistically robust and is not representative of victims who have experienced crime in the City of London. Due to the low response rate, 1 or 2 responses could negatively or positively skew data in any direction and no insights can currently be gained from the results. The surveying approach has not been robust since its inception in October 2020 and therefore the City of London police has a gap in understanding its victims in relation to this method. The procurement and implementation of the force surveying system, Uplands Software, should help to mitigate this gap, once it is up and running. This will also allow victims to be surveyed in 'real time' meaning feedback is captured in the moment.</p> <p>It is of relevance to note that the Home Office have also put forward proposals to undertake a National Victim Satisfaction Survey, which will feed into the national measures reporting dashboard for all forces. The timeline is for forces to have already signed the contract/DPA with a pilot running in March and roll out of the national solution in April 23. This project has funding within the Home Office for two years. However there are still a number of concerns that have not yet been addressed. It is important to note that this will cause a duplication with the local approach and there is a risk that victims could be surveyed twice which will need to be controlled. The success of the National Survey will be monitored to understand the future impact to the local survey. It is noted that Uplands Software provides a wider surveying solution for the force above victim satisfaction, and also gives the force more autonomy in how it can manage and use its data.</p>	SPECIALIST OPERATIONS	NO GRADING	NO GRADING	NO GRADING
		3.2.1 Survey responses - victim satisfaction	55	38							
		Response Rate	7%	4%							
		3.2.2 Victim Satisfaction - Treatment	62%	45%							
3.2.2 Victim Satisfaction - Kept Informed		42%	34%								
3.2.2 Victim Satisfaction - Overall Service		42%	39%								
3.2.2 Victim Satisfaction - Recommend		49%	42%								
3.2.3 Survey responses - domestic abuse		UNDER DEVELOPMENT									
3.2.4 Satisfaction levels - domestic abuse	UNDER DEVELOPMENT										

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
3. PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO	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	90	127	91		The volume of Child PPNs has increased for 22/23, with all three months above the average. This is reflective of training to help improve the identification of children at risk, however it also shows the higher volumes of children at risk that are identified. As volumes have been increasing, the timeliness where referrals are made have been reducing, with 1 in 4 children at risk PPN reviews outside of the specified time. Not every child and adult PPN results in a multi-agency meeting. The CoLP have a very thorough process where a PS reviews every PPN and since December this is a dedicated resource. Police attend multiagency meetings to develop a multiagency strategy for the safeguarding of the individual if this is required following assessment, these are predominately for children. It is rare for an adult meeting to take place.	SPECIALIST OPERATIONS	NO GRADING	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT
		% of Child PPNs with a referral	89%	79%	91%						
		3.3.2 Multi Agency referrals are conducted within 24 hours (72 hours at the weekend)	94%	74%	78%						
		3.3.3 Police attend multi agency safeguarding meetings	24	10	6						
	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	120	114	140		Compared to the 19/20 baseline there is; - an 18% increase in Violence against Women and Girls crimes - a 17% reduction in victims withdrawing from the process - a 1% reduction in the positive outcome rate	SPECIALIST OPERATIONS	NO GRADING	GOOD	ADEQUATE
		VAWG as a % of all Crime	7%	6%	7%		When reviewing the trend chart for Violence against Women and Girls, levels of violence are at higher levels from Q2 21/22 than what has been seen previously. Unlike the force trend which saw a reduction in violence offences for Q3 compared to Q2, this was not seen for Violence against Women and Girls which has seen an increase from Q1 and Q2 in 22/23. As part of the work in this area, the force is continuing with the DA Matters training and raising awareness amongst staff of the vulnerability factors associated with domestic abuse. PPU has doubled in size over the last three months to provide specialist officers to investigate PPU offences and give victims specialist support. Op Reframe continues to be run monthly which is an overt operation to raise awareness around female safety within the City and the issues surrounding spiking and being vulnerable on a night out. In the last quarter, PPU has identified two serial offenders who were charged and remanded and therefore removed the threat towards women. This illustrates the way in which the City address VAWG and have a zero tolerance approach to this.				
		3.4.2 Percentage of female victims withdrawing from the process during police investigation compared to 2019/20 baseline	31%	24%	20%						
		3.4.3 Positive Outcome rate for female victims of violence; compared to the 2019/20 baseline	18%	16%	9%		When looking at outcomes, it's important to note that these figures will change and can look lower in recent months as investigations are ongoing. It is important to note that outcomes for City of London Police have been higher than the national rate for several years, this means the force have one of the highest positive outcome rates in the Country for all Crime. The national positive outcome rate at the end of Oct was 11%. The CoLP are performing above this at 17% (Dec 22), however this gap is closing as volumes of positive outcome rates are fluctuating more for the CoLP whereas the national rate appears to show more stability. Q1 and Q2 are more indicative of the outcome rate for VAWG offences, at around 17%. Positively, there is a real improvement with significantly less victims withdrawing over time with a long-term improving trend in this area.				
		3.4.4 Number referred to vulnerable victim advocate or similar	22	28			Metric 3.4.4 is not available until the end of January - it is an external figure provided by another organisation.				
	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	374	478	439		There has been a significant increase in the submission of PPNs with the current 2 quarters above the average within the current system of performance. This is reflective of improved training; however, it does show that there are greater volumes of individuals at risk that are now being identified. This is a significant increase in demand for this area of business. The PPU have introduced a new QA system to assess the quality of PPN's and feedback underperformance to improve the quality of PPN referrals. This is expected to be monitored through the next Crime Scrutiny Group. This is a pilot process with a dedicated resource running until the end of March. The current results reveal a 60% failure rate where PPNs are not up to standard. To improve quality the PPU have attended musters to brief officers on requirements, provided advice on completion via emails and conducted 1-2-1 with officers to increase their knowledge around the process. Good work is highlighted to supervisors in the case of good quality PPNs.	SPECIALIST OPERATIONS	NO GRADING	ADEQUATE	REQUIRES IMPROVEMENT
		3.5.2 Number of referrals to other forces/social services	239	281	271						
		% Referred to other forces/social services	64%	59%	62%						
	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.	3.6.1 Median days from offence recorded to the police charging an offender (Outcome applied date)	25	20	11		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. The only data disaggregated for City Police area relates to the time for Crime recorded to police decision. The remainder of data relates to London South CPS and London Local Criminal Justice Board, both of which include Metropolitan Police data and therefore it is difficult to assess COLP performance within this. For these reasons we have included the measures in this performance framework and will assess them against national performance. Of note, as investigations are ongoing, all three of these measures will change each month to include historic data and more recent months will likely look lower until outcomes are applied and investigations are finalised. For the police measures we are below the national average from time crime recorded to police decision, albeit our number of cases are significantly lower than other forces. CoLP are doing better than average for the measures linked to victims not supporting police action and victims not providing evidence. CoLP are doing better than average for positive outcomes.	SPECIALIST OPERATIONS	NO GRADING	OUTSTANDING	OUTSTANDING
		3.6.2 Percentage of Police Investigations closed because the victim does not support further police action (outcomes 14 & 16)	16%	13%	9%						
		3.6.3 Positive Outcome Rate (rolling 12 months)	19%	18%	17%						
	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	95%	95%	97%		Compliance remains above 90% consistently, due to the consistent performance above the target this area has been graded as Outstanding	CORPORATE SERVICES	OUTSTANDING	OUTSTANDING	OUTSTANDING
		4.1.1 Learning and development over 90% completion rates for emergency life support training.	90%	92%	92%						
	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	The CoLP have now had 3 launch events for our Inclusivity Programme, these took place in November and December 2022. Guest speakers alongside the commissioner attended all events to talk about why inclusivity and values/culture linked to this are important to them. There is one further event to plan face-to-face this quarter (postponed due to rail strikes), with a further 'capture' to take place online to ensure it has reached all officers and staff. The priority is now the programme delivery, one module under development is on 'moral dilemmas', which includes ethical pathways, values and related discussions around real-life scenarios in policing. The force retains good links in to the National Programme on Ethics to ensure we are keeping up-to-date with the changes being made to the Code of Ethics, which is undergoing a massive review and will be published later this year. In the interim, our programme will continue to be updated with the changes as and when; flexibility to the proposed modules remains key.	TRUST AND CONFIDENCE	NO GRADING	NO GRADING	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.	66%				The new force staff survey launched 10th October and aimed to get a clearer picture of how officers and staff feel about working for the CoLP, what works and where improvements are needed. 2020 was the last survey, showing a positive shift from the 2017 survey. The force have partnered with a Company call Any-3 who have experience supporting other police forces and government organisations with their staff surveys. As part of the word, detailed results analysis down to team level will be provided. The force will be working with Any-3 over the next three years to ensure an annual survey is delivered and analysed. The survey closed on the 27th October 22. City of London Police had an engagement score of 66% which is calculated using the 5 engagement questions outlined. It essentially measures how happy staff are when they are completing the survey. This is considered to be a strong result when looking at other forces. Currently there is no data or figures for comparison, but this measure will be used consistently throughout the next few years to monitor engagement. In addition to the engagement score the response rate was 64% which is considered to be outstanding. This is a strong response rate and ensures that the survey is representative.	CORPORATE SERVICES	NO GRADING	NO GRADING	NO GRADING



POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE
4. PEOPLE	4.4 To ensure our workforce better reflects the communities we serve.	4.4.1 The yearly intake of student officers should comprise of 40% of those that recognise as being from a BAME background	No recruitment in this quarter	15%	29%		<p>The most recent student intake shows 29% of joiners 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. The CoLP are employing a number of options in line with its continued Outreach and Comms Strategy, including the following:-</p> <ul style="list-style-type: none">- 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 "Oleeo", 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 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. <p>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.</p>	CORPORATE SERVICES	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT	REQUIRES IMPROVEMENT
		4.4.2 The total number of new joiners to CoLP each year is at least 51% female	31%	25%	27%		<p>4.4.2. The CoLP 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'				
		4.4.3 To achieve an overall increase of 2.6% per year of female representation across the service.	36%	36%	35%		<p>4.4.3. Currently 35% of the workforce is female and this is a slight declining trend. As part of the E&I Strategy the CoLP are looking at ways it can retain and develop staff and officers, providing opportunities to those from under-represented backgrounds. For example:</p> <ul style="list-style-type: none">- 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.				
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.	82%	82%	83%		<p>The CoLP owned fleet is currently 83% ULEZ Complaint (not including the horsebox). The exemption runs out in 2023. Whilst the number has been increasing as the fleet has been replaced with ULEZ compliant vehicles, it is still not at 100%.</p>	CORPORATE SERVICES	GOOD	GOOD	ADEQUATE
	5.2 Staff are well equipped to do their roles	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'.	44%				<p>The new force staff survey launched on the 10th October and was aimed at gaining a clearer picture of how officers and staff feel about working for the CoLP, what works and where improvements are needed. The last survey was carried out in 2020 which showed a positive shift from the 2017 survey. The force have partnered with a Company call Any-3 who have experience supporting other police forces and government organisations with their staff surveys. As part of the work being undertaken by Any-3 they will provide a detailed results analysis down to team level. The force will be working with Any-3 over the next three years to ensure an annual survey is delivered and analysed. The survey closed 27th October 22. Since the survey closed, the dashboards have been made available to the force and high level analysis has been undertaken. At C.Insp level or equivalent, those responsible for area of the business will be responsible for reviewing their results and ensuring there are appropriate plans in place and implemented for any identified areas of concerns. In addition to this, focus groups are being planned to delve further into the detail. Currently there is no comparison data for this survey, but this is one of the lower satisfied areas and a quick review has revealed perceptions of poor IT and a lack of fleet.</p>	CORPORATE SERVICES	NO GRADING	NO GRADING	NO GRADING
	5.3 Digital Investigation training delivered across the service for all investigators; over the next 12 months.	Operation Modify the Sequel: Developing Digital Thinking Case File Digital Evidence	N/A		TBC		<p>The first module of Op Modify (Improving Digital Thinking) was rolled out in Q2. It has been identified that 814 roles are eligible for the training across all role types. Further modules have been uploaded and again are mandatory to complete. At this time the data for Q3 has not been finalised against the 'eligible' roles. However, training on the College Learn system is being monitored and it is believed completion rates are improving, being driven by directorate heads and supervisors. An all force messaging system has been used to enable staff to confirm; that they have completed the training, or to get assistance with any technical barriers to completion of the training, or to commit to the completion of the training within a defined timeframe.</p>	PROFESSIONALISM & TRUST	NO GRADING	REQUIRES IMPROVEMENT	NO GRADING
		Operation Modify the Sequel: Developing Digital Thinking Managing Digital Evidence	N/A		TBC						
		Operation Modify: Improving digital thinking	N/A	9%	TBC						
		Operation Modify: The Sequel - Assessing Risk and Vulnerability in a Digital Environment	N/A		TBC						
	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.	Number of recommendations raised		36	35		<p>The internal audit dashboard published shows the total number of recommendations raised, the number implemented and the number outstanding. The graph shows where these recommendations sit across the business and also the follow-up stage. In summary 49% of audit recommendations have been implemented, with 17 outstanding. Of those outstanding, 4 are within the second follow up stage. This area still requires further work to answer the measure for this area (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).</p>	CORPORATE SERVICES	NO GRADING	NO GRADING	NO GRADING
		Number of recommendations Implemented		18	18						
		Number of recommendations Outstanding		18	17						
		% Outstanding		50%	49%						
	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.	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 through the software and company Uplands Software. This means currently there is no recent information on this measure and there are some risks in collecting and analysing the data within the timeframes required to support and inform intended workstreams.</p> <p>There is currently a national YouGov live survey asking the question "generally speaking do you think the police are doing a good or bad job" with each wave attracting up to 1820 responses. This has been tracking since July 2019 and shows a long term declining trend in those who think the police are doing a good job from 70% to 52% (Jan 23).</p>	CORPORATE SERVICES	NO GRADING	NO GRADING	NO GRADING

POLICING PLAN PERFORMANCE FRAMEWORK 2022/23

PRIORITY	MEASURE	METRIC	Q1 22/23	Q2 22/23	Q3 22/23	GRAPH	NARRATIVE Q3	WHO	Q1 GRADE	Q2 GRADE	Q3 GRADE																																				
6. EFFICIENT AND EFFECTIVE SERVICE	6.3 Improve timeliness to deal with public complaints	6.3.1 Average number of working days to finalise complaint cases - Outside of Schedule 3	34	33		<div><div>2021-2022 Data</div><table><tr><th>Average number of working days to finalise complaint cases</th><th>Force</th><th>MSF Average</th><th>National</th></tr><tr><td>Outside of Schedule 3</td><td>12</td><td></td><td>27</td></tr><tr><td>Under Schedule 3 (inc suspension)</td><td>54</td><td></td><td>111</td></tr><tr><td>Under Schedule 3 (not inc suspension)</td><td>47</td><td></td><td>106</td></tr></table><div><div>2022-2023 Q2 Data</div><table><tr><th>Average number of working days to finalise complaint cases</th><th>Force</th><th>SPLY</th><th>MSF Average</th><th>National</th></tr><tr><td>Outside of Schedule 3</td><td>33</td><td>7</td><td></td><td>18</td></tr><tr><td>Under Schedule 3 (inc suspension)</td><td>72</td><td>45</td><td></td><td>130</td></tr><tr><td>Under Schedule 3 (not inc suspension)</td><td>63</td><td>41</td><td></td><td>122</td></tr></table><div><div>Average number of working days to finalise complaint cases</div><div>Average number of working days to finalise complaint cases by quarter</div></div></div></div>	Average number of working days to finalise complaint cases	Force	MSF Average	National	Outside of Schedule 3	12		27	Under Schedule 3 (inc suspension)	54		111	Under Schedule 3 (not inc suspension)	47		106	Average number of working days to finalise complaint cases	Force	SPLY	MSF Average	National	Outside of Schedule 3	33	7		18	Under Schedule 3 (inc suspension)	72	45		130	Under Schedule 3 (not inc suspension)	63	41		122	This section shows the time it takes the force to finalise complaint cases from the customer's perspective. It gives a breakdown of the time taken to finalise complaint cases handled informally – no-Schedule 3, and those that are handled formally under Schedule 3. Timeliness is calculated from the date the complaint was made.	TRUST AND CONFIDENCE	NO GRADING	GOOD	ADEQUATE
		Average number of working days to finalise complaint cases	Force	MSF Average	National																																										
		Outside of Schedule 3	12		27																																										
	Under Schedule 3 (inc suspension)	54		111																																											
Under Schedule 3 (not inc suspension)	47		106																																												
Average number of working days to finalise complaint cases	Force	SPLY	MSF Average	National																																											
Outside of Schedule 3	33	7		18																																											
Under Schedule 3 (inc suspension)	72	45		130																																											
Under Schedule 3 (not inc suspension)	63	41		122																																											
6.3.2 Average number of working days to finalise complaint cases - Under Schedule 3 (inc suspension)	79	72		We have seen a substantial jump from 21/22 to Q2 22/23 in the time taken to resolve complaints outside schedule 3 due to the demand. We have seen also a smaller increase in Schedule 3 complaint resolution times, also due to demand. For Q2 22/23 there has been a small improvement in time to resolve Schedule 3 compared with the previous quarter, while non-Schedule 3 resolution times have effectively remained flat. Overall, we are currently above the National average for non-Schedule 3 resolution times but remain well below the National average for those complaints formally recorded. To generally improve complaint resolution times the intent is to have a Complaint Resolution Team (CRT) in place during 2023 to deal with non-Schedule 3 complaints and Schedule 3 complaints other than by investigation (OTBI,) and to expand the Complaints and Misconduct Investigation team (who also have seen an increase in demand for Misconduct investigations, for which they are also responsible), for complaints under Schedule 3 that are required to be investigated. <i>* Please note Q1 data is still provisional.</i>																																											
6.3.3 Average number of working days to finalise complaint cases - Under Schedule 3 (not inc suspension)	66	63																																													
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%.	87%	90%	91%	<div><div>Crime Recording Compliance</div><div>Violence Audit</div></div>	<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%. Q2 shows an improved compliance rate of 89.9% which has improved to 90.9% for Q3. A rating of 90% is likely to receive a grade of Adequate or Requires Improvement in a CDI inspection, however the grading would be worse if the assessment is that the missed crimes relate to serious offences. As positive improvement is being made in this area and the most recent audit findings are in line with the aspiration of achieving 90%, this area has been graded as adequate. Sustained performance would see this grading move into good.</p>	CORPORATE SERVICES	REQUIRES IMPROVEMENT	ADEQUATE	ADEQUATE																																					