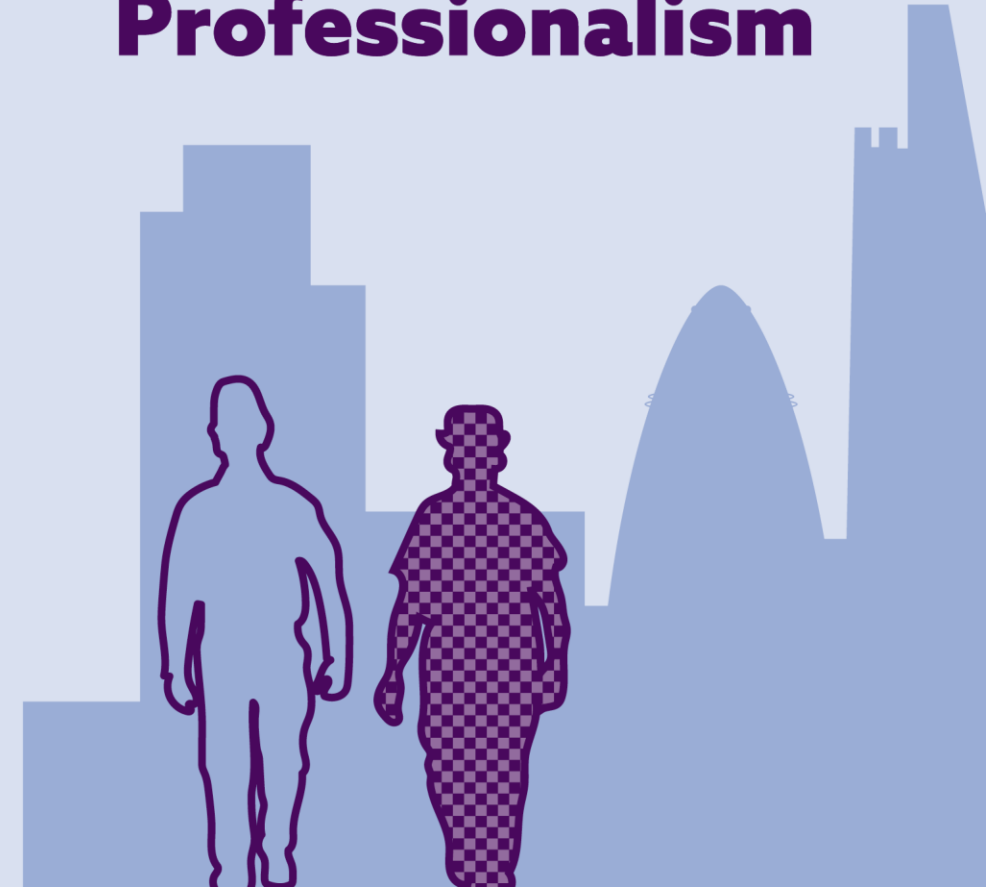# Policing Plan Performance

Quarter 3 2025/26

Integrity
Compassion
Professionalism

Background –Summary performance

Policing Plan Performance Measure	Committee oversight	Quarterly Performance	Data Trend
Reduce Theft	Local Policing Committee		
Respond Effectively to Theft	Local Policing Committee		
Reduce Violence	Local Policing Committee		
Respond Effectively to Violence	Local Policing Committee		
Protect the City from Terrorism	Local Policing Committee		
Victim Satisfaction	Local Policing Committee		
Case Compliance with Victims Code of Practice	Local Policing Committee		
Implement victim-focussed commitments from our fraud, economic and cyber crime strategy	Economic, Security and Cyber Crime Committee	Unavailable	
Secure positive outcomes for victims of crime in the City	Local Policing Committee		
Protect people and businesses from economic and cyber crime	Economic, Security and Cyber Crime Committee	 	Narrative
Narrative assessment on the status of the Fraud and Cyber Crime Reporting and Analysis Service programme	Economic, Security and Cyber Crime Committee	 	Narrative
Narrative assessment of the results of national fraud intensifications and intelligence led operations	Economic, Security and Cyber Crime Committee	 	Narrative
Increase positive outcomes for reported fraud and cyber crime nationally and locally	Economic, Security and Cyber Crime Committee	Unavailable	
Narrative assessment of progress against the EDI strategy implementation plan	Professionalism & Trust Committee		
Narrative assessment of engagement activity across the City	Local Policing Committee		
Assessment of complaint handling quality via Professional Standards and Integrity Committee dip check of cases	Professionalism and trust committee		
Public confidence in the City of London Police is increased	Professionalism and trust committee		
Maintain our officer uplift commitment	Resources and Estates Committee		
Achieve and maintain at least 90% of our police staff permanent establishment	Resources and estates committee		
Narrative assessment on action taken to attract, recruit and retain the best talent	Resources and Estates Committee		
Maintain or increase Crime Data Integrity standards	Local Policing Committee		
Increase workforce engagement with our self-service data dashboard	Local Policing Committee		
Financial outturn is within 1% of forecast	Resources and Estates Committee		
Narrative assessment on the progress of the productivity action plan	Resources and Estates Committee		

Put victims at the heart of everything we do

Implement victim-focussed commitments from our fraud, economic and cyber crime strategy
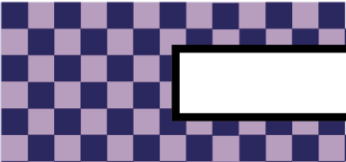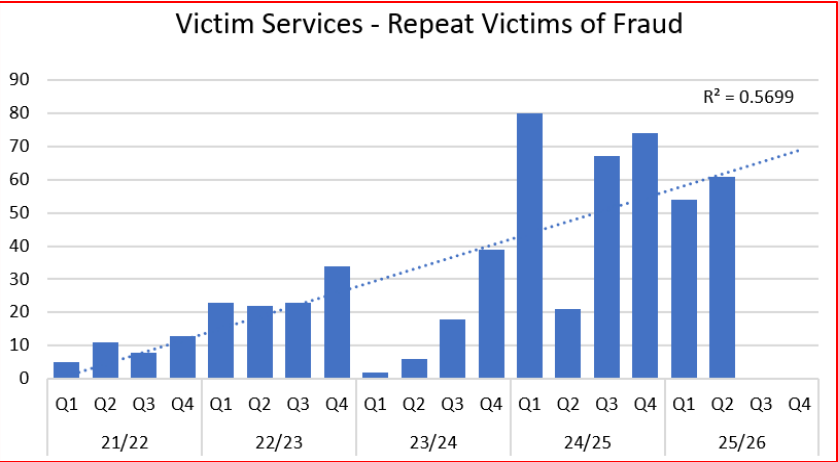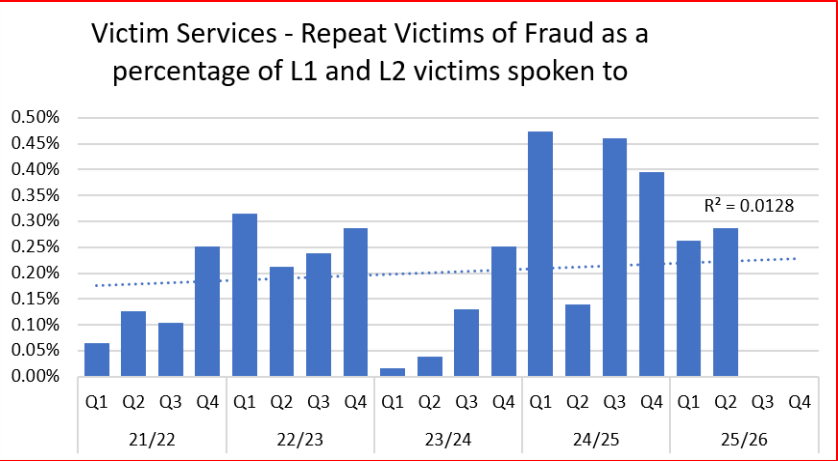
Reduce number of repeat victims of fraud

The **Report Fraud Victim Services Unit** supports forces at a local level, delivering care to victims of fraud and cyber-crime, allowing for a consistent and national standard of care and support. The **Level 1** service gives Protect/Prevent advice to non-vulnerable victims of fraud. The **Level 2** service engages with victims when vulnerability is identified, and by giving crime prevention advice and signposting to local support services helps the victim to cope and recover from the fraud.

The definition of a repeat victim is "a second or subsequent report by a victim of fraud who has had previous contact with Victim Services within a rolling 12-month period".

The delivery of Report Fraud Reporting Analysis and Victim Services went live on 4th December 2025 with a public launch on 19th January 2026. The data platforms and reporting processes are still being refined and it has not been possible to provide like for like information to be reported on for this performance product.

However, the early performance reporting from the system for December 2025 has been provided as an appendix, as an early insight to how the system and processes are performing and CoLP is confident the data position will be improved in the coming weeks ahead of Q4 reporting.

Please note no Q3 data is included and therefore success measure status has not been included.

Victim Services - Repeat Victims of Fraud as a percentage of L1 and L2 victims spoken to

$R^2 = 0.0128$

Victim Services - Repeat Victims of Fraud

$R^2 = 0.5699$

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Improve the national policing response to fraud, economic and cyber crime

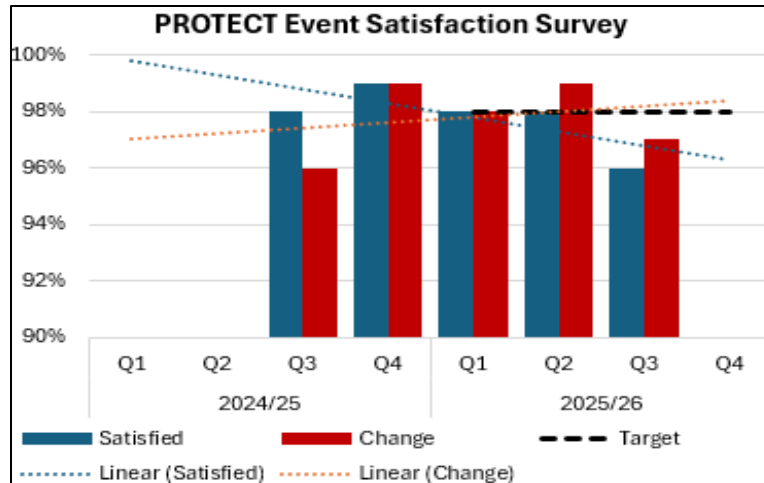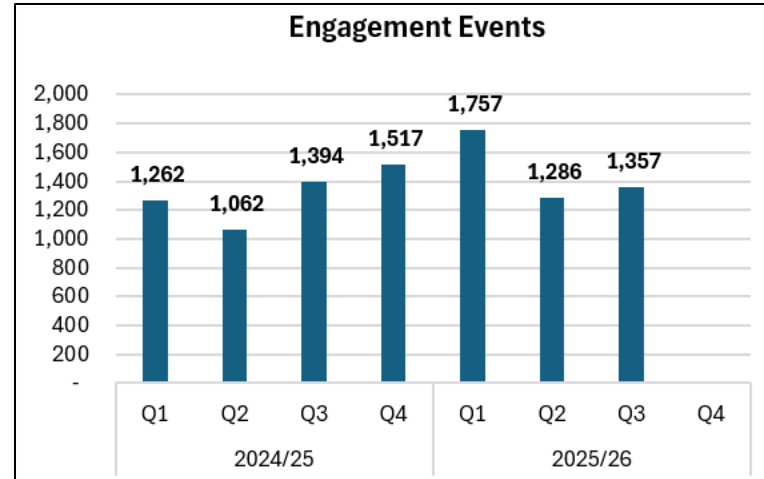# Protect people and businesses from economic and cyber crime

Percentage of PROTECT engagement event attendees (organisations and public) likely to change their behaviours as a result of the event.

For Q3, 1,357 engagement events were recorded under the fraud and cyber protect response type this quarter. This is a 6% increase (+71) in comparison to Q2 25/26 and a 3% decrease in comparison to the same quarter for the previous year Q3 24/25 (-37).

Protect engagement events are reporting 8% (+325) above the quarterly benchmark for this year.

This quarter 96% of attendees were either very satisfied or satisfied with the event, this is a 2% decrease from Q2. Additionally, 97% were likely to change their behaviour as a direct result of the event, this is a 2% decrease from Q2. The figures show a slight decrease in positive response towards audience behaviour change for Q3.

Engagement Events

	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1,262	1,062	1,394	1,517	1,757	1,286	1,357	
	2024/25				2025/26			

PROTECT Event Satisfaction Survey

Legend: Satisfied, Change, Target (dashed), Linear (Satisfied) dotted, Linear (Change) dotted

Response

The fraud protect surveys continue to be adopted by the national Fraud Protect Network during their presentations, events and interactions with citizens and businesses across the country. The National Lead for Protect and the Home Office have emphasised to the Regional Coordinators how important they are. Staff consistently receive high praise from attendees for the quality of information shared, and their delivery.
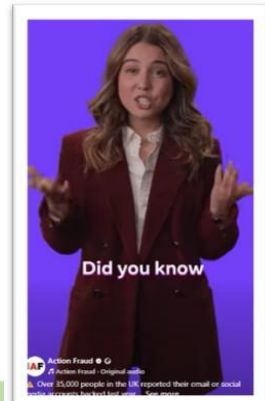
In Q3, as part of Op Tonic, Report Fraud Protect Services coordinated a partnership with Barclays who have a fleet of vans that go to various locations to provide banking services to the community, these also offer mobile fraud awareness sessions. During the romance fraud intensification week, several protect officers from various regions joined the Barclays staff in the vans to promote romance fraud awareness (as well as general fraud awareness).

In October, for Cyber Security Awareness month, the Protect team focused on promotion of a video in partnership with Meta on 2 Step Verification. The social media campaign reached over 300,000 people with 637,904 impressions.

The Online Shopping Campaign launched on 24 November to help the public to shop safely online. This campaign was done in partnership with the National Cyber Security Centre and Stop Think Fraud. The Online Shopping Campaign reached over 1.7 million people across the UK with 2.8 million impressions. The social media assets were used 114 times by partners and polices forces.
As part the Action Fraud organic reached the Online Shopping Campaign had over 300,000 impressions and 2,000 reactions across Instagram, Facebook and X.

Projects for Q4:
For Q4, the Protect team will be collaborating with SWROCU with a focus on proactive romance fraud and victim protect notifications. The process and policy documents are currently being created and reviewed prior to the operation start.

Status of the Fraud and Cyber Crime Reporting and Analysis Service programme

Assessment of the status of the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) programme

Overview:
The City of London Police, through the FCCRAS programme, is delivering the replacement service for the underperforming Action Fraud; a critical component of the Fraud Strategy. The new service will deliver much-enhanced reporting and analytical services which align with the strategic aims of HMG's Fraud Strategy (cutting fraud) and the National Cumber Strategy (building resilience).

Programme Deliverables:
FCCRAS will deliver a new national reporting service that offers improved reporting tools and support services for victims, better intelligence to policing for investigations, and allows for greater prevention and disruption at scale.

Key Delivery Dates:
Following approval of a revised business case including funding and new detailed implementation plan, the programme has been working to the following timeline for implementation of the new service:

- Public Beta: 11 November 2025
- Full-Service Go Live: 04 December 2025
- Campaign Launch: 19 January 2025

Delivery Status:
The FCCRAS programme shifted from reporting Amber to 'GREEN' in Q3 of FY 25/26 due to the successful delivery of the new Report Fraud Service.

Report Fraud Service Delivery
- *Public Beta*: on Tuesday 11 November, the FCCRAS Programme completed the phased launch of the Report Fraud Service, entering 'Public Beta'. This saw the service run in parallel with the legacy system for 4-weeks, enabling the contact centre call handlers to be trained in cohorts, and the integration between the online reporting tool, N-VRS (Victim Relationship System) and N-CAS (Crime Analysts System) to be tested in real time. This allowed the product team to refine defects and iron out any issues ahead of the full-service launch.
- *Full Service Go Live*: on Thursday 04 December, the Report Fraud Service went full live, building on the successful launch of Public Beta. This meant all internal and public facing systems are now operational, including website and new brand.

NISTA Gateway 4
- FCCRAS underwent a 5-day review of the programme between Monday 27 and Friday 31 October. The NISTA review assessed FCCRAS delivery confidence as AMBER. The review team did not identify any blockers to a 'go' recommendation for the full service go live, noting there was a high level of confidence in the new service and underpinning technology, however several risks were identified in relation to operational readiness.
- The review commended several areas of good practice such as commercial strategy and management, financial planning, and knowledge management. They made ten recommendations, five of which were critical, and an action plan has been scoped to commence mitigations against each risk and ensure the service is in a strong position for BAU.

FCCRAS Workstreams
To support the new service being launched, significant progress was achieved across the 17 workstreams in the programme. A few highlights include:
- *Commercials*: Following negotiations, an uplift in the 2025/26 FY was agreed with the Home Office and City of London Corporation. This has also been approved via InvestCo and HMT, increasing the WLC of the programme. All schedules in the Lot 1 contract were agreed and signed between CoLP and PwC
- *Accreditation*: the Report Fraud service has received National Accreditation by the National-SIRO (PDS led)
- *Decommissioning*: the incumbent supplier of the legacy system – IBM – have now disabled the front-gateway and user access to the old platforms. All data from IBM has been migrated, validated and ingested into the new service.
- *Interoperability*: the service has onboarded early adopters to the generic search functionality; Op Recall has been rolled out with further enrolment planned for early 2026
- *Content Management*: all content for the new service has been QAd and updated to the new systems, this includes protect advice, website, social media, chatbot, etc.

Planned Activity for Q4
- Engagement with NISTA and Home Office to plot out the Gateway 5 for FCCRAS
- Preparation of programme closure documentation, including lessons learnt, transition from programme to BAU
- Brand and Campaign Launch in January 2026
- Deployment of the PND integration
- Closure of accreditation risks

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Assessment of national fraud intensifications and intelligence led operations.

Results of national fraud intensifications and intelligence led operations:

Op Callback 2

In Q3, Op Callback 2 took place; this was an 8-week intensification focusing on Courier Faud which is a form of deception in which offenders impersonate trusted authorities to manipulate victims into handing over valuable items to a courier. This was a joint operation working alongside the Metropolitan Police. Currently data is being analysed but the Metropolitan Police have reported 33 arrests, 9 charges, 61 serious and organised crime disruptions and £55,000 in cash seized.

This intensification also provided links to two other on-going operations involved in courier fraud, identifying two distinct modus operandi involving courier fraud.

Op Tonic took place from 29th September – 5th October. This was a one-week Romance Fraud intensification initiative for "World Romance Fraud Scam Prevention Day" on the 3rd October 2025. The primary aim was to raise awareness, deliver protect advice and encourage reporting of romance fraud. This also involved collaboration and joint working with Barclays fraud and scam vans in engagement days. This intensification reported 2,299 posters distributed nationally, 12 engagement days, 61,142 impressions recorded on Facebook by Report Fraud and 405,516 social media impressions reported from forces. Overall given the short timescale and limited resources, the fraud network pulled together collaboratively to promote romance fraud awareness on a national level. They delivered some great events and engaged with the public successfully.

Op Tonic engagement poster

Upcoming intensification

Op Henhouse 5

City of London Police are working with the National Economic Crime Centre to deliver Henhouse 5 in February 2026. This will see coordinated pursue and protect activity across all 43 police forces, PSNI, Police Scotland, every regional organised crime unit, Trading Standards, FCA and NCA, SFO and Insolvency Service.

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Increase positive outcomes for reported fraud and cyber crime nationally and locally

Increase positive outcomes for reported fraud and cyber crime nationally and locally
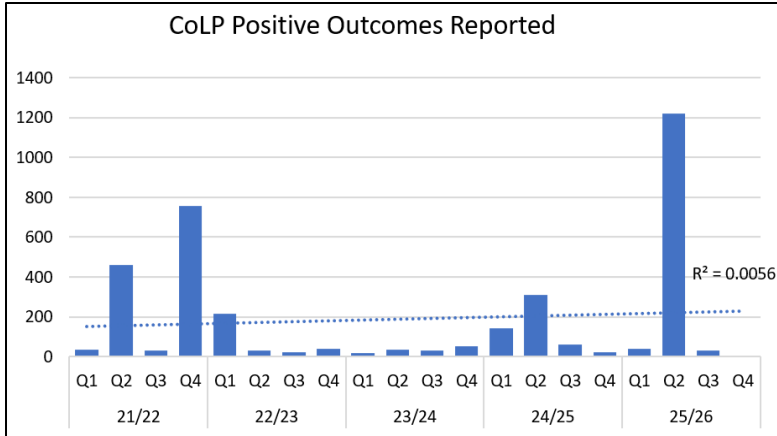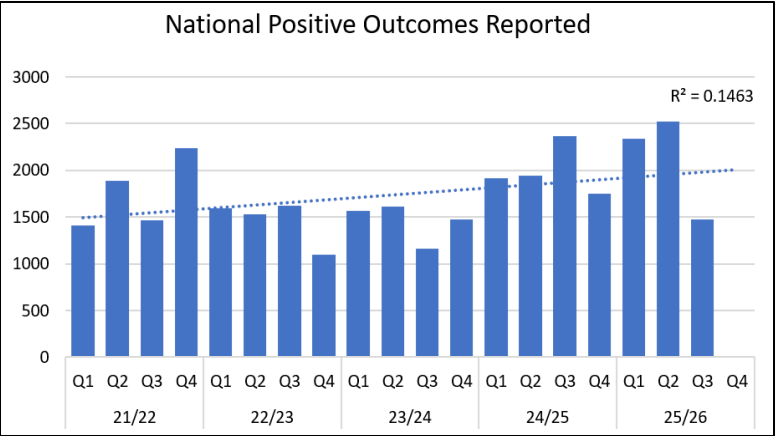
Nationally the positive trend has continued through Q3, but at a slowing rate, with **1,478** positive outcomes, compared to Q1 2,341 and Q2 2,541.

Against the comparative period last year positive outcomes for Q3 were down by 38%, (-889). This is due to Q3 25/26 not containing any large one-off cases from forces, thus averaging circa 500 per month (i.e. a run rate of circa 6,000 per annum). For the year to date 9 months to 31st December 2025, total positive outcomes were **6,340**, up **122 (+2%)** on the prior year.

Key drivers across the first 9-month period include an Investment Fraud operation from NLF CoLP yielding 1,199 outcomes in September. Q1 reflected strong monthly returns from many forces, in combination with large returns from two forces; a Ponzi scheme and a large return for an Abuse of Position Fraud from one, and a Retail Fraud from the other. These totalled more than 350 outcomes each in one month.

Total CoLP positive outcomes across all units remain flat with circa 11 returns a month on average, excluding large one-off operations. However, the pipeline remains strong.

Positive Outcomes have been calculated using the legacy systems rather than the new National Crime Analysis System (NCAS) this quarter. Analysts are working on the reporting of outcomes recorded in NCAS and these will be added to legacy outcomes from Q4 which may increase Q3 totals.

National Positive Outcomes Reported

R² = 0.1463

CoLP Positive Outcomes Reported

R² = 0.0056

Response

On 14th October 2025 a Fraud Lunch and Learn Session was hosted by Commander Garnett. All Chief Officer Teams from across the country were invited to the virtual event which was well received. The content of the event was matched closely to the key elements of advice being shared with forces through NCO engagement.

In Q3 25/26, the NCO visited and supported 15 forces, with a further 3 booked already for Q4. These visits are predicated around direct requests for support in anticipation of forthcoming HMICFRS visits (excluding Police Scotland and BTP). However, the NCO are not seeking to coach or mentor forces through those inspections but are providing forces with advice and guidance to good practice when formulating a response to fraud.

Q3 for CoLP reflected a return to BAU volumes of positive outcomes in line with Q1. In Q2, NLF CoLP recorded an Investment Fraud which yielded 1,199 positive outcomes. There are a number of ongoing investigations of Investment Frauds within CoLP, which are young and at a pre-charge stage, and all hold significant volumes of victims.

Total outcomes reported in a period can relate to disseminations from any time. The volume of outcomes fluctuates throughout the year as cases with varying numbers of crimes attached are completed. For example, one investigation into a boiler room might have hundreds of outcomes attached to it and closing the case will give many outcomes, potentially bringing closure to multiple victims.