City of London Corporation Committee Report

Committee(s): Economic Security and Cyber Crime Committee – for information	Dated: 23 February 2026
Subject: NLF Performance Framework refresh.	Public report: For information
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	City of London Policing Plan
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Commander Tor Garnett
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Summary

This paper proposes new a refresh of the performance framework metrics for City of London Police's national leadership functions, to ensure they are fit for today, that accountability is clear and that we have a greater balance of quantitative achievements to point to regarding the impact of our national leadership functions. The paper sets out proposed revisions under two of the six pillars of our Policing Plan 2025-28 Performance Framework for ESCCC discussion.

Recommendation(s)

Members are asked to:

• Note the report.

Main Report

Background

1. City of London Police has undertaken a review of performance measures for its national leadership functions to ensure they are fit for today, that accountability is clear and that we have a greater balance of quantitative achievements to point to regarding the impact of these functions. The aims of the review were to:

    - Bring together a single NF Performance Framework as opposed to separate disconnected but overlapping performance frameworks (eg ESCCC, Home Office, NECC Governance, Report Fraud Benefits Framework)
    - Ensure each external and internal customer gets what they need to drive accountability
    - Join up tactical performance focus with strategic performance focus across all economic fraud anc cyber crime workstreams.
    - Continuously improve our data accuracy, literacy and visualisation

Current Position

2. For the 2026 Refresh of the CoLP Policing Plan the Chief Officer team have agreed the following updates to the Policing Plan Performance Measures under the following two categories overseen by ESCCC:

    - Policing Plan Priority 2: *Put victims at the heart of everything we do*
    - Policing Plan Priority 3: *Transform the national policing response to fraud, economic and cyber crime*

3. A wider NLF Performance Framework with a suite of monitoring measures sitting below this, which will inform the narrative and actions taken to address performance concerns or support improvements, is yet to be finalised.

4. Draft proposals will be presented to Police Authority Board on 25th February as part of the Policing Plan refresh paper. Feedback is sought be ESCCC members in in advance of this meeting.

Proposals

<u>Policing Plan Priority 3: Transform the national policing response to fraud, economic and cyber crime</u>

5. Move from the current Policing Plan NLF headline measures:

    1) **Protect** - The % of protect engagement event attendees likely to change their behaviours as a result of the event
    2) **Reactive Pursue -** Increase Judicial Outcomes for Reported Fraud and Cyber Crime nationally and locally
    3) **'Narrative only'** - Status of FCCRAS

4) **'Narrative only'** - Results of the 4 National Fraud Intensifications + intel led ops

5) **Not reported on currently -** Increase the number of Frauds Avoided (we can't do it internally as it requires an economist to administrate effectively)

6. To the following headline measures from April 2026 onwards:

1) **Crime Reduction -** At least a 10% reduction in average loss for Policing Control Strategy Fraud types – Abuse of Position, Courier Fraud, Romance Fraud (UK based), Investment Fraud. (using median for a rolling 12 month as this fluctuates significantly). *To be Reported Quarterly.*

2) **Proactive Pursue -** At least a 10% increase in total national value receipted from successful Asset Recovery proceedings. (success measure should be considered as a rolling 12 month as this fluctuates significantly). However acknowledging there is low confidence in data until ARIT is delivered). *To be Reported Quarterly.*

3) **Stop + Block Cyber/Fraud Disruption -** At least a 1000% increase in the volume of instances where data sharing leads to offenders being stopped or blocked (i.e. removal of tech or finance identifiers enabling fraud). *To be Reported Quarterly.*

4) **'Traditional' Cyber/Fraud Protect -** At least a 20% increase in the number of CRC businesses in membership and a 500% increase in the national brand partnership reach figures. *To be Reported Quarterly*

5) **National Leadership Quality –** Increasing national productivity – positive outcomes (CJ + disruptions) per 100 hrs of demand (volume of proactive + reactive disseminations) put into the policing network. *To be reported as a deep dive report by Q3 2026/27 and annually thereafter.*

Policing Plan Priority 2: Put victims at the heart of everything we do

7. Move from the current Policing Plan NLF headline measure:

1) **Repeat Victimisation -** Reduce the number of repeat victims of Fraud (currently only report those who go through NEVCU, trying to move to data as a % of all reported victims, however the significant volume of underreporting undermines this measures value)

8. To the following headline measures from April 2026 onwards:

1) **Public Trust + Confidence -** A reduction in the gap between Report Fraud reports and CSEW estimates from 89% of crime estimated to be unreported to 85% across the 3 year period. *To be Reported Quarterly*

2) **Reactive Pursue -** Increase in Positive Outcome rate for Reported Fraud nationally and locally (At least a 5% increase across the 3 year period

acknowledging the lag between Report Fraud and complex fraud investigations reaching CJ Outcome), (in line with agreed police outcome reporting agreed by NPCC, HO and HMICFRS). *To be Reported Quarterly*

3) **Local performance in managing risk and serving the public -** An increase in the proportion of forces achieve HMIC Outstanding, Good or Adequate (baseline from January 2026 when first moderated gradings will be released). *To be Reported Bi-annually.*

Corporate & Strategic Implications

Strategic implications – The content of this paper contributes to delivery and measurements of our Policing Plan priorities (which also contributes to the delivery of Corporate Plan objectives).

Financial implications - n/a

Resource implications – n/a

Legal implications – n/a

Risk implications – n/a

Equalities implications – measuring trust and confidence through the Crime Survey for England and Wales should enable us to understand how these rates differ by protected characteristics.

Climate implications – n/a

Security implications – n/a

Appendices

None

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