

Committee(s): Police: Performance and Resource Management Sub-Committee	Date(s): 4 th December 2014
Subject: Performance against Targets in the Policing Plan 2014-17 for the period 1 st April 2014 – 30 th September 2014	Public
Report of: Commissioner of Police Pol 72-14	For Information

Summary

1. This report summarises performance against the Policing Plan 2014-17 for the first and second quarters of the 2014-15 financial year.
2. At the end of September 2014, of the 19 policing plan targets, 10 were on track to be achieved, 4 will be achieved with additional effort, 3 are graded WHITE (1 awaiting data, 2 where gradings are not appropriate (1.4.1.c and 1.7.1b)) and 2 targets have been graded RED, indicating they will not be achieved.

1.1.1a Ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively	GREEN
1.1.1b Deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public	WHITE
1.2.1a Support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles	GREEN
1.2.1b Increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2013-14	GREEN
1.3.1a Meet all national requirements for public order mobilisation to support the SPR	GREEN
1.3.1b Ensure that at least 90% of those surveyed are satisfied with the information received in relation to pre-planned events and with how those events were ultimately policed	GREEN
1.4.1a Reduce levels of victim-based violent crime compared to 2013-14	AMBER
1.4.1b Reduce levels of victim-based acquisitive crime compared to 2013-14	GREEN
1.4.1c Measure victims' satisfaction with the outcome of their crime	WHITE
1.5.1a Reduce the number of antisocial behaviour incidents compared to 2013-14	GREEN
1.5.1b Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police	AMBER
1.6.1a Ensure that at least 90% of victims of fraud investigated by CoLP are satisfied with the service provided	RED
1.6.1b Ensure that City fraud crime investigated by ECD results in a positive action whether through offender disposal, prevention or disruption	GREEN
1.7.1a Increase by 20% the number of investigators trained by the Fraud Academy compared to 2013-14	AMBER
1.7.1b Increase the number of high priority OCGs using fraud disrupted through national partnerships with national law enforcement agencies	WHITE

1.7.1c Increase the value of fraud prevented through interventions compared to 2013-14	GREEN
1.7.1d Ensure that at least 90% of victims are satisfied with the Action Fraud reporting service	GREEN
1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by CoLP	RED
1.8.1b Ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job	AMBER
<p>Recommendation</p> <p>It is recommended that your Sub Committee receives this report and notes its contents.</p>	

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2014-17 for the first and second quarters of the 2014-15 financial year (1st April 2014 – 30th September 2014). All relevant performance information is contained within Appendix 'A' with only those areas where targets were not achieved appearing in the body of the report itself.
2. As previous reports, this performance report includes a brief overview of Force performance that is not covered by specific targets.
3. The traffic light system used to assess performance is as follows:
 - GREEN – target is on track to be delivered by the due date
 - AMBER – additional work is required to achieve the target by the due date
 - RED – the target will not be met by the due date.
 - WHITE – RAG gradings not applicable or no data available.

Where the traffic light used is outside of the above definitions, reference is made to the fact on the individual measure.

Current Position

Overview of Force Performance

4. A comparison with the same period in 2013-14 shows that between 1st April and 30th September 2014:

- Total victim-based crime (which includes violence against the person, sexual offences, robbery, burglary, theft and criminal damage) stood at 2237 offences, compared to 2323 offences at the same point last year, a reduction of 3.7% (86 fewer crimes).
 - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'¹, also reduced, from 404 crimes last year to 395 at the end of September 2014. There were 5 fewer drugs offences and 21 fewer miscellaneous crimes against society, offset by increases in possession of weapons offences (6 more incidents) and public order offences (11 more).
 - At the end of September 2014, total notifiable crime was down by 3.5% or 95 fewer offences (2632 crimes compared to 2727 last year).
5. In addition to those items reported in the previous quarterly report, notable Force achievements and activities during the second three months of the financial year include:
- The arrest of 6 people in connection with an international cyber crime ring that involved working closely with the Royal Canadian Mounted Police and the New York's District Attorney's Office.
 - The conviction of two people at the Old Bailey for producing and selling useless "substance detectors" following an investigation by the Overseas Anti-Corruption Unit. This received much media coverage.
 - A significant decline in begging activity around Bishopsgate following the success of a targeted operation that has resulted in 22 Antisocial Behaviour Orders being obtained. Over the course of the operation, 147 different beggars were dealt with.
 - During August a criminal gang was sentenced to a total of 15 years imprisonment for targeting cash machines and stealing the card details of 36,000 people. The organisation was completely dismantled by the Dedicated Cheque and Plastic Crime Unit with assistance from the Romanian National Police.
 - A drug dealer selling high purity cocaine was successfully prosecuted following an investigation by the Crime Squad; he was sentenced to 3 years imprisonment.
 - A prolific burglar was sent back to prison for 4 years following his re-arrest soon after his last release from custody whereupon he immediately started to re-offend. As well as committing several offences in the City of London, he was also wanted for numerous offences

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

committed in Croydon, which led to a joint prosecution with the Metropolitan Police.

Target Performance

6. **1.1.1b – To deploy intelligence led, high visibility policing operations to counter the terrorist threat and reassure the public.** The previous report to your Sub Committee stated that due to a 'notional average of hours tasked' being used to assess this target, work was underway to establish the actual number of hours tasked for counter terrorism activities. Taskings are set by a variety of means across directorates and are activity, not hours based; they are not set using hours. A report is due to be presented at November's Performance Management Group proposing a solution to this issue. Members should be reassured that this is not an issue with the target per se, or the work carried out to ensure the objective of the target is met, it is an issue with how it is measured.
7. **1.4.1a – Reduce levels of victim based violent crime compared to 2013-14.** The Force ended the second quarter recording a 5.9% increase (18 more offences) in victim-based violent crime compared with the same point last year. However, as at the end of the last quarter, the Force remains within the year to date target by 11 offences. This target has been graded AMBER because it is accepted that without sustained additional effort, this target will be difficult to achieve by the end of the year. Predictions based on the current 12 rolling month trend suggests the Force could end the year recording a 4.4% increase, or 29 more offences than last year.
8. The second half of the financial year could be more challenging than the first six months as it includes the lead up to Christmas and the New Year, which presents additional challenges associated with increased consumption of alcohol around this period. Tackling victim based violent crime remains a core focus of operational activity and performance. By maintaining the momentum of activity that is dedicated to tackling violent crime, it is still possible that this target could be achieved by the end of this financial year.
9. **1.5.1b Ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police.** Quarter 2 results show that 86.2% (25 of 29) of survey respondents were satisfied with the service provided by the Force. Cumulatively, the Force now sits at 87.5% satisfaction (49 of 56 respondents). To meet this target the Force will need to achieve 92.5% satisfaction over the next two quarters.
10. **1.6.1a Ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided.** This target has been marked RED indicating that it will not be achieved by year end. The results of the first quarter survey were very disappointing, achieving an overall satisfaction level of only 39.6%. This was due to a high proportion of victims from one investigation which was closed as 'investigation complete' without anybody being convicted. It is possible that the respondents were expressing

dissatisfaction with the outcome of the case and not with the service provided by the Force.

11. The second quarter results were slightly more encouraging at an overall 50%, however, those two results combined mean that the Force will not be able to achieve this target by year end. Members may wish to note that as with other surveys relating to the City of London Police, the sample sizes are extremely small, with small variations in numbers resulting in large percentage changes. However, the surveys provide valuable information to help the Force take the necessary steps to improve its service to victims.
12. **1.7.1a To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14.** Although this target has been graded AMBER based on the year to date figures, the numbers of people booked onto future courses indicates that (as long as those bookings are honoured) this target will be achieved by year end.
13. **1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by the police.** The previous report to your Sub Committee highlighted that this target will not be achieved. The first quarter survey recorded an overall satisfaction level of 81.7% (147 of 180 respondents). At the end of the second quarter the level had increased to 82.1% (147 of 179 respondents) meaning that the cumulative level achieved by the end of September was 81.9%. To improve on last year's level, the Force will need to achieve an average of 85.8% for the next two quarters.
14. As stated in the previous report to your Sub Committee, the Force will continue to make every effort to achieve as close to the target level as possible. To date this has included exploring options with the survey company regarding the possibility of increasing the sample size of the survey to mitigate the disproportionate effect that variations to low numbers have on percentage levels. The Force has also focussed on victims of bicycle thefts, who are the most dissatisfied group of victims, mainly through managing victims' expectations of what action the Force can reasonably take. A separate report on victim surveys is being presented to your Sub Committee today which contains more information regarding the particular challenges associated with these surveys.
15. **1.8.1b Ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job.** This target has been graded AMBER indicating additional work will be required to meet the target. It is at risk of not being achieved as the Force will need to achieve 93.5% in the two remaining quarters to met this target. Although 88% was recorded at the end of quarter 2 (compared to 85.2% at the end of quarter 1), the cumulative level at recorded at the end of September was 86.6%.
16. As the antisocial behaviour target at paragraph 9, this remains an uncharacteristically low level for the Force to record as the usual levels are around 90% or above. It is worth re-stating that as this is a street survey, anyone can be approached. Some will not have had any interaction with the

Force, others inevitably bring wider experiences of the police service (from their home forces) to bear in their responses, even though every effort is made to make clear responses should only be made in relation to the City of London Police. Following a report to October's Performance Management Group, options are being explored to replace the street survey with alternative surveys that will both increase the sample size and target the people who live and work in the City.

Conclusion

17. Performance across the whole range of Force targets remains strong with the majority being met. It is unfortunate that at this stage of the year there are two targets that will not be achieved by year end. The principal concern remains levels of satisfaction and will continue to be addressed through monitoring and tasking by the Force's Performance Management Group.

Background Papers:

- **Appendix 'A' Performance Summary**

Contact:

Stuart Phoenix

Head of Strategic Planning

020 7601 2213

Stuart.phoenix@cityoflondon.pnn.police.uk

APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 30th SEPTEMBER 2014-15

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism												
TARGET	1.1.1a. To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively											
TARGET OWNER	Crime Investigation Directorate											
AIM/RATIONALE	Measure carried forward from 2013-14. This target was first adopted in 2013-14 to build on a former measure that focused purely on attendees at Griffin ² and Argus ³ events. The Force always performed well against that target, so it was proposed to expand it to incorporate the views of a broader audience. This measure will highlight what work needs to be done to ensure that the community feels reassured that the Force is capable and prepared to deal with the threat from terrorism.											
DEFINITIONS	Engagement: A Prevent engagement is any activity or interaction with the community where Prevent is either the primary theme or forms a significant part of a wider related theme.											
BASELINE	94.45% was achieved in 2013/14.											
MEASUREMENT	By survey (following each GRIFFIN/ARGUS event) and quarterly street surveys. The quarterly percentage average will be the Argus/Griffin percentages added to the Street Survey Percentage.											
DATA SOURCE	CT Section to supply GRIFFIN/ARGUS survey results monthly; PIU to supply street survey results quarterly											
TRAFFIC LIGHT CRITERIA	GREEN: Target being met or will be met (as an average) at the end of the year AMBER: 80% - 89% (state what additional work required) RED: <80% or target not met or unlikely to be met at year end (This is based on an amalgamation of both survey figures, based on respondent numbers)											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Griffin Attendees	62	53	58	43	46	60						
Percentage consider Force capable	99%	100%	96%	100%	98%	99%						
Number Argus Attendees	20	12	41	80	0	87						
Percentage consider Force capable	100%	100%	100%	100%	n/a	100%						
Street Survey (Quarterly)	90% (144/160)			85.7% (138/161)								
Quarterly Average	95%			95.6%								

² **Project Griffin** is an internationally renowned partnership project that brings together the Police and private security guards to provide awareness and protective security to prevent and prepare for the consequences of terrorist incidents. It is widely accepted as good practice and has recently been adopted nationally by the National Counter Terrorism and Security Office (NaCTSO). It is a key tactic in the Force's objective of keeping the City safe from terrorism

³ **Project Argus (Area Reinforcement Gained Using Scenarios)** is a NaCTSO initiative which aims to help businesses to prevent, prepare for, handle and recover from a terrorist attack

****NB****

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

STREET SURVEY QUARTERS 1 and 2 DATA

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

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

PERFORMANCE INDICATOR: 1.1.1. Protect the City of London from terrorism and extremism												
TARGET	1.1.1b. To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	This measure is carried forward from 2013-14. It ensures that sufficient deployments are delivered appropriate to the threat level and that the public feel reassured that the Force is able to protect the City against the terrorist threat											
DEFINITIONS	Intelligence led, high visibility policing operation: deployments which are based on a number of factors, including specific and/or generic threat reporting, previously identified activity (including hostile reconnaissance (op Lightning) reports, potential target areas or premises (including CNI and iconic sites). The high visibility aspect relates to overt policing tactics that are designed to detect and/or deter criminal activity whilst also providing reassurance to the public.											
BASELINE	1635 hours per calendar month											
MEASUREMENT	(1) To be assessed against the number of hours tasked to CT options and the number of hours delivered (2) CT Measure 1 will be used to assess the extent to which the public feel reassured (3) Narrative details of operations supplied by UPD											
DATA SOURCE	UPD Spreadsheet											
TRAFFIC LIGHT CRITERIA	GREEN: Hours delivered met or exceed those tasked AMBER: Between 90% and 99% of hours tasked delivered RED: Fewer than 90% of hours tasked delivered											
TRAFFIC LIGHT	WHITE											
CURRENT POSITION												
Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Hours tasked	1635	1635	1635	1635	-	-						
Hours delivered	1645	1428	1492	1983	1419*	1294*						
Traffic Light for Month	GREEN	AMBER	AMBER	GREEN	WHITE	WHITE						
*These figures do not include dedicated E1 patrols 5933 hours)												
An issue has been identified with how the numbers of hours tasked has been calculated, until that is resolved it would not be ethical to claim this target as being met. Historically, the 1635 hours were hours that were deemed tasked to deliver Dedicated Security Post taskings. Following a question at PMG it was noted that taskings are not supplied in hours but simply as ‘tasks’. This matter will be resolved at the November PMG, however, Members should note this is an issue with measurement, not with performance, i.e. all CT related taskings are being delivered as per the target, the current issue is how they are evidenced.												

PERFORMANCE INDICATOR: 1.2.1. Improve Road Safety	
TARGET	1.2.1a. To support the City of London Corporation's casualty reduction target through enforcement and education activities, particularly with regard to pedal cycles
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14 , however, it has been slightly amended to incorporate a focus on pedal cyclists. City of London's KSI target is to reduce the number of persons killed or seriously injured in RTCs to a three year rolling average of 24.7 by 2020. The aim of this measure is to support the City in achieving that target through enforcement and education activities.
DEFINITIONS	An enforcement/education activity is defined as any activity aimed at road users (drivers, cyclists, pedestrians) which is intended to educate road users for better or more responsible road use or is intended to enforce the law. Examples include Operations Atrium and Giant.
BASELINE	Not applicable
MEASUREMENT	Assessed against delivery plan, reported to PMG monthly. Additionally, KSI figures from City of London Corporation will indicate whether this measure is succeeding, together with success in the following policing plan targets, SF2.
DATA SOURCE	UPD (for details of activities) and PIU (CRS database)
TRAFFIC LIGHT CRITERIA	GREEN: Planned operations delivered AMBER: Between 90% and 99% of operations delivered RED: Fewer than 90% operations delivered
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>In addition to the initiatives delivered during the first quarter and reported to your last Sub Committee, the Force has completed the following operations:</p> <p>Separate days for Op Atrium; Wards Supervisors / DMU Supervisor ensure during relevant shifts number of hours that are tasked are delivered: Early Turn – 12 hrs of enforcement for the whole shift Late Turn – 12 hrs of enforcement for the whole shift Wards – 6 hrs of enforcement for Early Turn DMU – 8 hrs of enforcement whilst on patrol</p> <p>8th – 14th September – Tispol Seatbelt Campaign – supported by all uniformed officers 9th – Op Mermaid – all resourced with Traffic officers 9th at Queen St Place and 16th at Blackfriars Bridge - all resourced and advertised by Corporate Communication 15th – 24th September – Op Atrium enforcement and education 25th September Op Atrium Road Show at Dowgate Hill Fire Station – all resourced 17th and 18th September – carriage of dangerous goods – all resourced 23rd – op Giant – all resourced</p>	

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

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FYTD
2013/14	3	4	6	10	3	3	6	10	4	3	3	6	29
2014/15	6	8	4	6	3	4							31

PERFORMANCE INDICATOR: 1.2.1. Improve Road Safety																																																																																																									
TARGET	1.2.1b. To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13																																																																																																								
TARGET OWNER	Uniform Policing Directorate																																																																																																								
AIM/RATIONALE	This measure is carried forward from 2013-14. By targeting uninsured and unlicensed vehicles and impounding them, the Force is reducing the potential risk of those vehicles being involved in incidents. It could also act as a deterrent to uninsured drivers travelling to or through the City of London. Those road users that are prepared to flout these laws are likely to engage in other criminality, and by targeting them the Force has an opportunity to make an impact on crime in general.																																																																																																								
DEFINITIONS	N/A																																																																																																								
BASELINE	498 was achieved in 2013/14																																																																																																								
MEASUREMENT	Monthly based on number of vehicles seized and drivers apprehended																																																																																																								
DATA SOURCE	UPD (information not available centrally)																																																																																																								
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met																																																																																																								
TRAFFIC LIGHT	GREEN																																																																																																								
CURRENT POSITION																																																																																																									
	<table border="1"> <thead> <tr> <th>Month</th> <th>No Insurance</th> <th>Ins & No D/L</th> <th>No D/L</th> <th>Other</th> <th>Monthly Total</th> <th>2014/15 Total</th> <th>2013/14 Total = Target</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>17</td> <td>4</td> <td>2</td> <td>14</td> <td>37</td> <td>37</td> <td>27</td> </tr> <tr> <td>May</td> <td>18</td> <td>4</td> <td>3</td> <td>7</td> <td>32</td> <td>69</td> <td>69</td> </tr> <tr> <td>June</td> <td>22</td> <td>2</td> <td>5</td> <td>6</td> <td>35</td> <td>104</td> <td>109</td> </tr> <tr> <td>July</td> <td>15</td> <td>12</td> <td>8</td> <td>3</td> <td>38</td> <td>142</td> <td>145</td> </tr> <tr> <td>August</td> <td>24</td> <td>6</td> <td>3</td> <td>3</td> <td>36</td> <td>178</td> <td>184</td> </tr> <tr> <td>September</td> <td>35</td> <td>1</td> <td>4</td> <td>9</td> <td>49</td> <td>227</td> <td>216</td> </tr> <tr> <td>October</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>273</td> </tr> <tr> <td>November</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>304</td> </tr> <tr> <td>December</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>347</td> </tr> <tr> <td>January</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>401</td> </tr> <tr> <td>February</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>442</td> </tr> <tr> <td>March</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>498</td> </tr> </tbody> </table>	Month	No Insurance	Ins & No D/L	No D/L	Other	Monthly Total	2014/15 Total	2013/14 Total = Target	April	17	4	2	14	37	37	27	May	18	4	3	7	32	69	69	June	22	2	5	6	35	104	109	July	15	12	8	3	38	142	145	August	24	6	3	3	36	178	184	September	35	1	4	9	49	227	216	October							273	November							304	December							347	January							401	February							442	March							498
Month	No Insurance	Ins & No D/L	No D/L	Other	Monthly Total	2014/15 Total	2013/14 Total = Target																																																																																																		
April	17	4	2	14	37	37	27																																																																																																		
May	18	4	3	7	32	69	69																																																																																																		
June	22	2	5	6	35	104	109																																																																																																		
July	15	12	8	3	38	142	145																																																																																																		
August	24	6	3	3	36	178	184																																																																																																		
September	35	1	4	9	49	227	216																																																																																																		
October							273																																																																																																		
November							304																																																																																																		
December							347																																																																																																		
January							401																																																																																																		
February							442																																																																																																		
March							498																																																																																																		

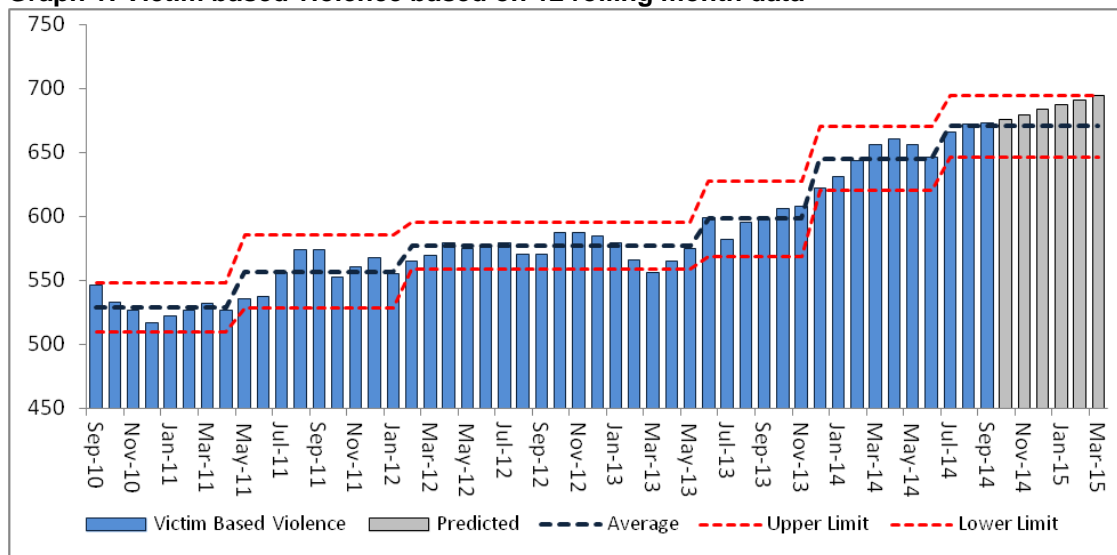
PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder												
TARGET	1.3.1a. To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	This measure is carried forward from 2013-14. To protect the City effectively the Force requires that a number of suitably trained and equipped officers can be deployed to deal with public order incidents, at a variety of levels: this can range from local specialist support around 'night time economy' venues to large-scale pan-London events.											
DEFINITIONS	National Requirement: Two Level 2 PSUs (1 Insp, 3 sergeants and 21 PCs), the first to be deployed within 4 hours, the second, within 24 hours. There is no national definition relating to duration of deployments, the Force stipulates 24 hours for both PSUs. Locally, the Force has decided to maintain 3 PSUs to support its national requirement.											
BASELINE	3 PSUs (= 3 inspectors, 9 sergeants and 63 PCs) The Force has managed to maintain these levels throughout 2014 to date.											
MEASUREMENT	HR to report monthly on the number of officers trained to Public Order levels 1/2. Call out testing to be completed twice during the year.											
DATA SOURCE	HR (number of officers trained – not available from central systems) UPD (details of mobilisation – not available from central systems)											
TRAFFIC LIGHT CRITERIA	GREEN: Appropriate numbers of trained officers AMBER: Target will not be met without additional training RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
No. of officers PO level 1/2 trained	L1 / L2	L1 / L2	L1 / L2	L1/L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2	L1 / L2
<i>Inspectors</i>	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1/5						
<i>Sergeants</i>	5 / 11	5 / 11	5 / 11	5 / 11	5 / 11	5/12						
<i>PCs</i>	32 / 68	32 / 68	32 / 68	32 / 68	32 / 68	32/67						
Traffic Light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						
<p>Telephone Mobilisation – July 2014 – Late notice BENBOW mobilisation. 1/3/23 with 2 additional medics. This completes the telephone mobilisations for 2014. Next mobilisation due in 2015.</p> <p>There has been a decrease of 1 PC but an addition of 1 PS.</p>												

PERFORMANCE INDICATOR: 1.3.1. Respond effectively to public disorder	
TARGET	1.3.1b. To ensure that at least 90% of those surveyed are satisfied with the information provided to them about large scale, pre-planned events, and with how those events were ultimately policed
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14 , although the level has been increased from 85% to 90% and satisfaction with how an event was actually policed has been added. The purpose of the measure is to promote community satisfaction and effective engagement and highlight where improvements might need to be made. The two events used to assess the current measure were Baroness Thatcher’s funeral and the G8 conference, recording respectively satisfaction levels of 93% and 87%. 90% is, therefore, a suitably challenging target, especially when it is considered that the additional factor of satisfaction post the event has been added and for which there is no current baseline.
DEFINITIONS	Event: For the purposes of this measure, an “event” is defined as one where multiple Police Support Units (PSU) or serials are deployed and a “Bronze Community” is in place with a tactical plan to coordinate engagement with residents and businesses
BASELINE	90% of residents/businesses satisfied with information received
MEASUREMENT	Results from VOCAL and iModus surveys
DATA SOURCE	UPD (information not available from central systems)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	GREEN
CURRENT POSITION	
<p>Events for July 2014 to September 2014.</p> <ol style="list-style-type: none"> 350th Anniversary – Royal Marines (July 14) – 94% satisfaction (target is 90%) Tour de France – Satisfaction survey withdrawn as this was a Metpol led event. 1 survey was carried out in Sept 14 – Tour of Britain – 95.3% satisfaction <p>Future events to be included in satisfaction surveys will include:</p> <ol style="list-style-type: none"> Pre planned and spontaneous protests at the Central Criminal Court Any other major protests Smithfield Meat market Christmas campaign. 	

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime												
TARGET	1.4.1a. To reduce levels of victim-based violent crime compared to 2013-14											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	<p>This measure is carried forward from 2013-14. It supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Over the course of 2013, achieving this target has been extremely difficult; it is very unlikely that the Force will meet the target by the end of the current performance year. A reduction on 2013-14 levels is, therefore, considered suitably challenging.</p>											
DEFINITIONS	Categories of crime constituting victim based violent crime: violence with injury; violence without injury, sexual offences and robbery.											
BASELINE	665											
MEASUREMENT	Monthly based on recorded crime statistics											
DATA SOURCE	Performance Information Unit (Strategic Development)											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or will be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	AMBER											
CURRENT POSITION												
Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	51	49	63	36	54	50	60	59	69	51	58	65
2014-15 (month)	55	46	53	56	60	51						
Change (month)	4	-3	-10	20	6	1						
	7.8%	-6.1%	-15.9%	55.6%	11.1%	2.0%						
2013-14 (YTD)	51	100	163	199	253	303	363	422	491	542	600	665
2014-15 (YTD)	55	101	154	210	270	321						
Change (YTD)	4	1	-9	11	17	18						
	7.8%	1.0%	-5.5%	5.5%	6.7%	5.9%						
YTD Target	55	111	166	221	277	332	387	443	498	553	609	664
Variance from Target	0	-10	-12	-11	-7	-11						
Average Required	55	55	56	56	56	56	57	57	57	57	57	57

2013/14 figures are the figures extracted from UNIFI on the 01/04/2014

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

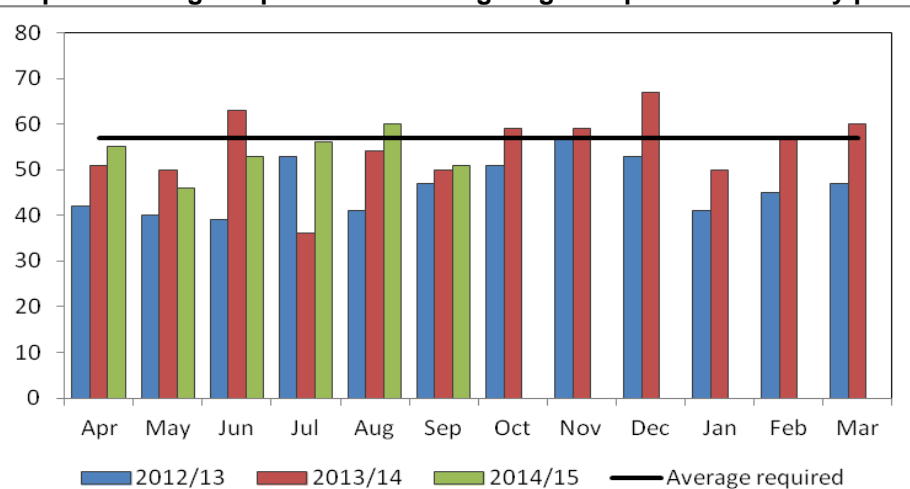


At the end of September the Force recorded a 5.9% (+18) increase in victim based violence with 321 offences recorded compared to 303 last year.

There is a continuing upwards, but not statistically significant, trend, and the Force remains within year to date target by 11 offences. Predictions based on the current 12 rolling month trend suggest the force will end the year with 694 offences, an increase of 4.4% (+29).

The second half of 2014/15 could be more challenging than the April-Sept period. Graph 2 shows that the required maximum average of 57 crimes per month was only achieved in one month during the October-March period of 2013/14. As yet the Force has little resilience against any increases fuelled by increased drinking during the festive period or other events

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



Violence with Injury: 11 (-7.0%) fewer offences recorded this year.

Violence without Injury: Increase of 24 (+19.4%). Within this

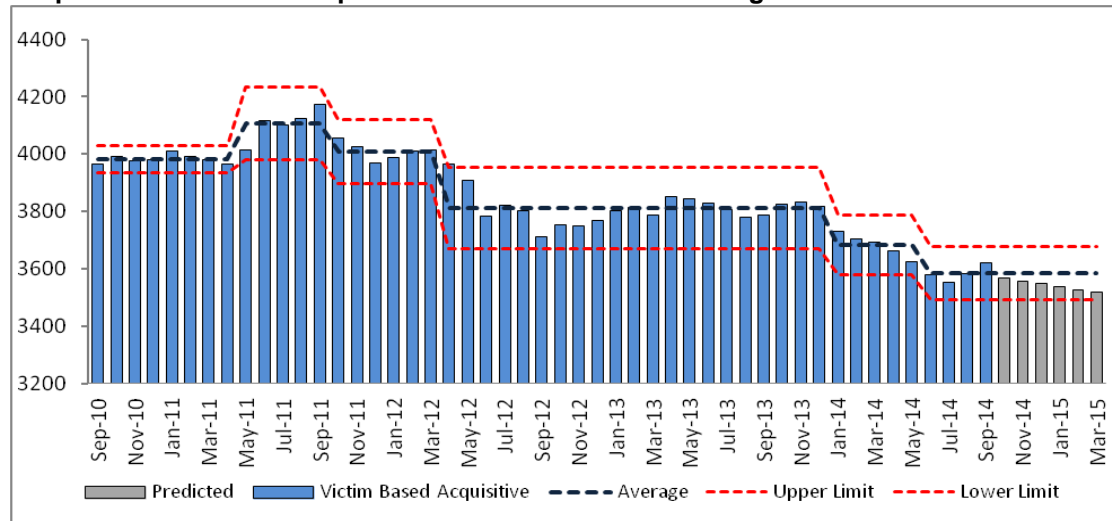
- 45 Stalking/ Harassment offences have been recorded compared to 13 last year. However, only 4 were recorded in September, the lowest figure since February, and a big reduction on the 10 recorded in both July and in August.
- Common Assault is showing a reduction of -10.1%. However during September 20 offences were recorded compared to 13 in the same month last year.

27 sexual offences have been recorded, an increase of 5. However, only one crime was recorded in September. 4 of the offences are historical (committed to date before 2014), compared 7 that would be classed as historical for the same period of 2013.

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime												
TARGET	1.4.1b. To reduce levels of victim-based acquisitive crime compared to 2013 -14											
TARGET OWNER	Crime Investigation Directorate											
AIM/RATIONALE	<p>This measure is carried forward from 2013-14. As the previous target, it supports local and national priorities to reduce crime; an analysis of crime in the City shows that the two crime categories which represent the greatest harm to the City community and the greatest volume of crimes are victim-based violent crime and victim-based acquisitive crime respectively. By targeting these two areas the Force is impacting on the two main categories of volume crime committed in the City. Whilst the Force might achieve this target by the end of March, current indications are that a 1.7% rise might be recorded. As with violent crime, therefore, a reduction on 2013-14 levels is considered a suitably challenging target.</p>											
DEFINITIONS	Categories of crime constituting victim based acquisitive crime: robbery, vehicle crime and theft											
BASELINE	3699											
MEASUREMENT	Monthly based on recorded crime statistics											
DATA SOURCE	Performance Information Unit (Strategic Development)											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
Victim Based Acquisitive	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	345	313	319	344	287	281	346	305	257	252	308	342
2014-15 (month)	313	275	273	319	316	318						
Change (month)	-32	-38	-46	-25	29	37						
	-9.3%	-12.1%	-14.4%	-7.3%	10.1%	13.2%						
2013-14 (YTD)	345	658	977	1321	1608	1889	2235	2540	2797	3049	3357	3699
2014-15 (YTD)	313	588	861	1180	1496	1814						
Change (YTD)	-32	-70	-116	-141	-112	-75						
	-9.3%	-10.6%	-11.9%	-10.7%	-7.0%	-4.0%						
YTD Target	308	616	925	1233	1541	1849	2157	2465	2774	3082	3390	3698
Variance from Target	5	-28	-64	-53	-45	-35						
Average Required	308	306	310	314	311	314	314	314	314	314	314	314

2013/14 figures are the figures extracted from UNIFI on the 01/04/2014

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

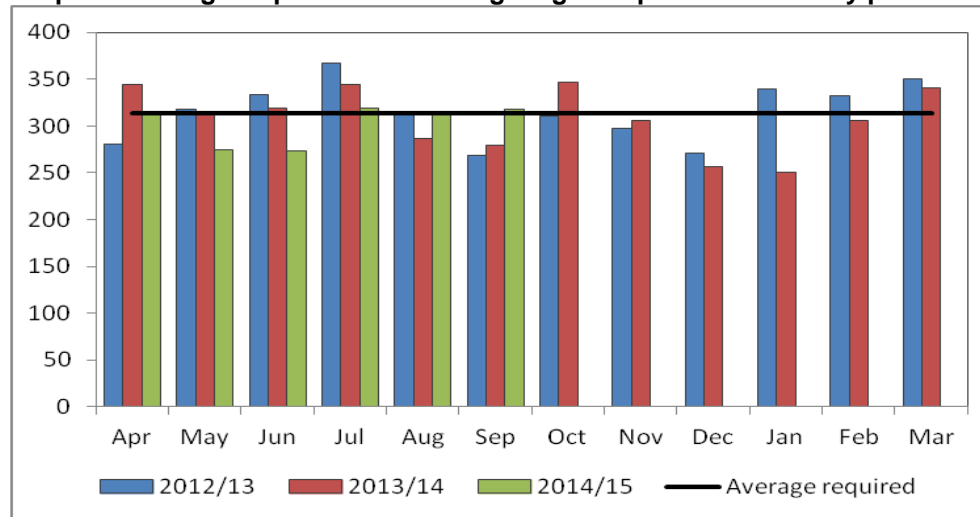


At the end of September the force was showing a 4.0% (-75) reduction in victim based acquisitive crime with 1,814 offences recorded compared to 1,889 last year. The force is within YTD target by 35.

318 offences were recorded in September, a 13.2% (+37) increase compared to the same month last year. The 2013/14 monthly average (308) has been exceeded for each of the last three months and, August and September have each seen increases compared to the same month of 2013. There is the beginning of an upward trend.

Predictions based on the 12 rolling month figures suggest the force will end the year with 3,517 a reduction of 4.9%. Trends three months ago predicted an much lower figure of 3340, or -9.7%, with a significant downward trend. The downward trend remains but is no longer statistically significant

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



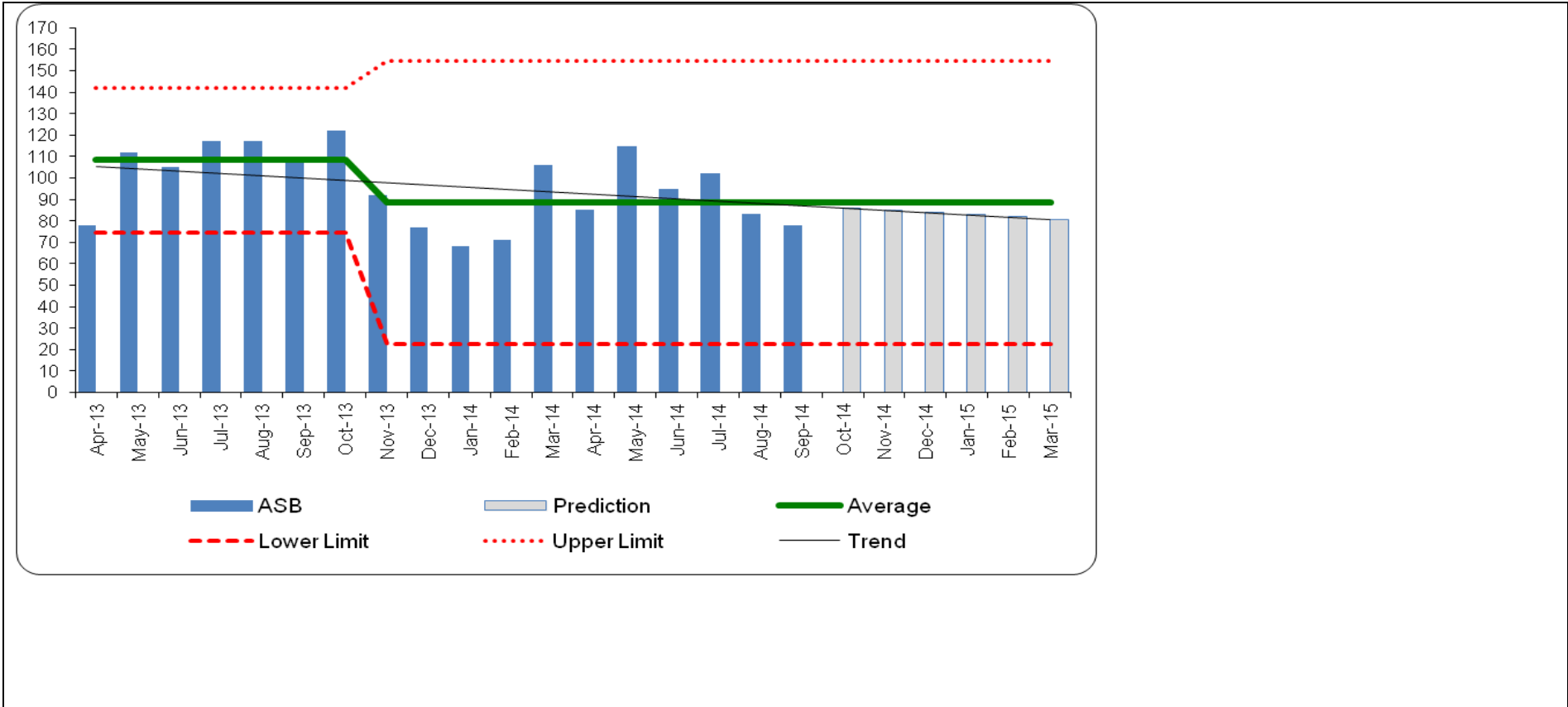
The force can record 314 offences per month until March 2015 and still achieve a crime reduction. The average number of offences per month, between October and March, was 301.

Vehicle Crime continues to rise. The Force is showing a 119.6% (+61) increase, a further increase on August's +43, 95.6%. There are increases both in Theft of Motor Vehicle and Theft from Motor Vehicle compared to the previous month and the same month last year. The Force is seeing an upwards significant trend and is predicted to see a 96.9% (+125) increase at the end of March 2015.

Although Bicycle Theft in September (34) was lower than the previous two months, July (52) and August (53), it was nevertheless higher than September 2013, and the increase has increase to +41 from +38 last month.

PERFORMANCE INDICATOR: 1.4.1. Reduce Crime			
TARGET	1.4.1c. To measure victim satisfaction with the recorded outcome of their crime.		
TARGET OWNER	Crime Directorate		
AIM/RATIONALE	<p>This is a new measure. From April 2014 the Government will stop using the traditional detection measures and in their place have substituted a range of crime outcomes that will apply to every crime. Outcomes are intended to be ones which resolve reports of crime to victims' satisfaction. There will be a fundamental shift from setting detection style targets that favour one outcome over another. Instead, crime outcomes will provide a range of disposals based on appropriateness and crimes being concluded to victims' satisfaction. This measure will allow the Force to assess the level of victim satisfaction over the course of the year by survey. Once that information has been gathered, it will be used as a baseline to improve levels of satisfaction the following year, if appropriate.</p>		
DEFINITIONS	NA		
BASELINE	To be assessed over the course of 2014-15		
MEASUREMENT	Quarterly by survey. (Additional question added to Force Victims of Crime Survey; this measure aims to identify the number of people who are satisfied with the outcome of their crimes where they have not been resolved by a traditional outcome)		
DATA SOURCE	Performance Information Unit (Strategic Development)		
TRAFFIC LIGHT CRITERIA	NA for 2014-15		
CURRENT POSITION			
Q1 58.9% (106/180) of respondents had received a final outcome. 51.9% (55/106) of respondents were satisfied with the outcome of their crime.			
Crime Type	No. Surveyed	No. Satisfied	% Satisfied
Assault with Injury	7	2	28.6%
Assault w/out Injury	1	1	100%
Robbery	1	1	100%
Public Order	2	1	50%
Domestic Burglary	0	0	-
Burglary Other	5	3	60%
Theft from MV	5	2	40%
Theft of MV	3	1	33.1%
Cycle Theft	18	6	33.1%
Theft from Machine	5	4	80%
Crime Type	No. Surveyed	No. Satisfied	% Satisfied
Theft from Person	12	7	58.3%
Theft Other	45	26	57.8%
Criminal Damage	1	1	100%
Racial Incidents/Crimes	1	0	0%
<p>The lowest levels of satisfaction related to Cycle Crime (33.3%), Assault with Injury (28.6%) and Vehicle Crime (37.5%). <i>Please note the effect small numbers can have on skewing percentages</i></p>			
<p>Quarter 2: 60.6% (66/109), 25.7% (28 respondents) were dissatisfied. FYTD 56.3% satisfied. At the time this report was prepared, full analysis of the Q2 results had not taken place, therefore only the headline figure is included here. A full breakdown as appears for Q1 will be presented to your next available Sub Committee.</p>			

PERFORMANCE INDICATOR: 1.5.1. Reduce anti social behaviour within the City												
TARGET	1.5.1a. To reduce the number of ASB incidents compared to 2013-14											
TARGET OWNER	Uniform Policing Directorate											
AIM/RATIONALE	This is a new measure. ASB has been retained as a Force priority due to its continued prominence in concerns raised by the community and the impact it has on the quality of people's lives. This is a direct outcome measure that will assess the Force's success in addressing and preventing antisocial behaviour.											
DEFINITIONS	NA											
BASELINE	1173											
MEASUREMENT	Figures from Daris based on Closing Codes 1, 2 and 3. Incident and Attendance.											
DATA SOURCE	PIU											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
ASB CALLS												
	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
2013-2014	78	112	105	117	117	108	122	92	77	68	71	106
2014-2015	85	115	95	102	83	78						
April – September 2013: 637 April – September 2014: 55												



PERFORMANCE INDICATOR: 1.5.1. Reduce anti social behaviour within the City																															
TARGET	1.5.1b. To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police																														
TARGET OWNER	Uniform Policing Directorate																														
AIM/RATIONALE	This measure is carried forward from 2013-14. Satisfaction with the Force of how it handles the cases of victims of crime and antisocial behaviour is an important indication of the quality and professionalism of the service provided. Comments made as part of the surveys provides the Force with invaluable information about how service delivery can be improved.																														
DEFINITIONS	Telephone survey conducted by SPA Future Thinking by telephone to people who have reported ASB and the CAD has been closed on an ASB code.																														
BASELINES	2013/14 93.1%																														
MEASUREMENT	By Quarterly Survey																														
DATA SOURCE	Performance Information Unit (Strategic Development)																														
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met																														
TRAFFIC LIGHT	AMBER																														
CURRENT POSITION																															
<table border="1"> <caption>ASB - Satisfaction with Whole Experience</caption> <thead> <tr> <th>Period</th> <th>Satisfaction %</th> </tr> </thead> <tbody> <tr><td>Apr-Jun 11</td><td>88.6%</td></tr> <tr><td>Jul-Sep 11</td><td>91.9%</td></tr> <tr><td>Oct-Dec 11</td><td>96.2%</td></tr> <tr><td>Jan-Mar 12</td><td>92.0%</td></tr> <tr><td>Apr-Jun 12</td><td>94.0%</td></tr> <tr><td>Jul-Sep 12</td><td>90.0%</td></tr> <tr><td>Oct-Dec 12</td><td>97.6%</td></tr> <tr><td>Jan-Mar 13</td><td>90.0%</td></tr> <tr><td>Apr-Jun 13</td><td>90.6%</td></tr> <tr><td>Jul-Sep 13</td><td>92.6%</td></tr> <tr><td>Oct-Dec 13</td><td>92.3%</td></tr> <tr><td>Jan-Mar 14</td><td>97.1%</td></tr> <tr><td>Apr-Jun 14</td><td>88.9%</td></tr> <tr><td>Jul-Sep 14</td><td>86.2%</td></tr> </tbody> </table>	Period	Satisfaction %	Apr-Jun 11	88.6%	Jul-Sep 11	91.9%	Oct-Dec 11	96.2%	Jan-Mar 12	92.0%	Apr-Jun 12	94.0%	Jul-Sep 12	90.0%	Oct-Dec 12	97.6%	Jan-Mar 13	90.0%	Apr-Jun 13	90.6%	Jul-Sep 13	92.6%	Oct-Dec 13	92.3%	Jan-Mar 14	97.1%	Apr-Jun 14	88.9%	Jul-Sep 14	86.2%	<p>Q2: 86.2% 25 out of 29 respondents satisfied, 3 dissatisfied, 1 neither satisfied nor dissatisfied.</p> <p>FYTD (Q1+Q2) Ease of contact: 98.1% (52/53) Actions taken: 85.5% (47/55) Follow up: 85.7% (30/35) Treatment: 96.4% (54/56) Service provided: 87.5% (49/56)</p> <p>The force needs to achieve 92.5% for the next two quarters to achieve target.</p>
Period	Satisfaction %																														
Apr-Jun 11	88.6%																														
Jul-Sep 11	91.9%																														
Oct-Dec 11	96.2%																														
Jan-Mar 12	92.0%																														
Apr-Jun 12	94.0%																														
Jul-Sep 12	90.0%																														
Oct-Dec 12	97.6%																														
Jan-Mar 13	90.0%																														
Apr-Jun 13	90.6%																														
Jul-Sep 13	92.6%																														
Oct-Dec 13	92.3%																														
Jan-Mar 14	97.1%																														
Apr-Jun 14	88.9%																														
Jul-Sep 14	86.2%																														

PERFORMANCE INDICATOR: 1.6.1. Protect the City of London and UK from Fraud	
TARGET	1.6.1a. To ensure that at least 90% of victims of fraud investigated by the City of London Police are satisfied with the service provided
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure that focuses on frauds investigated by the City of London Police (Fraud Squad). Generally speaking the investigation of fraud offences takes longer than mainstream crime offences. Consequently surveying victims between 6 and 12 weeks of reporting the offences is unlikely to be representative of their entire experience. Surveying all victims recorded against an investigation at the point of outcome should have enabled sufficient time for them to form an opinion of our performance in all the survey area's and by requesting survey feedback at the point when the investigation is effectively complete is an appropriate time to request feedback and the point where we are most likely to get it. Furthermore by surveying at the point of outcome there should be a sufficient gap between re-surveying any victims who have been previously surveyed on their Action Fraud experience.
DEFINITIONS	"Investigation" : - This is all Unifi crime records classified as "Fraud Investigations – Substantive offences recorded in Action Fraud" allocated to ECD Fraud teams 1, 2, 3 and 4 and the Money Laundering Investigations Team. "Point of outcome" :- When the offenders recorded on the Unifi Crime investigation are classified as Charged, Cautioned, Community Resolution or TIC or the Investigation is closed using one of the other HO outcome classifications by the Team manager
BASELINE	90% of fraud victims satisfied with the service provided <i>(The proposed measurement methodology is not the same as last year's VoC survey therefore a direct comparison is not possible however last year's data can be supplied as a general indicator of performance)</i>
MEASUREMENT	Each victim recorded against the Unifi crime record detailing the investigation will receive a communication from the OIC updating them on the outcome of the investigation through the medium agreed with the victim during the investigation. The communication could include a link to an electronic survey on Survey Monkey, enclose a hard copy survey form or provide details of a telephone number to a survey company (to be appointed) who will conduct a telephone survey using the same questions. Following the cut off date, the survey company will collate, analyse & report the findings of the survey, which will then be reported to the following PMG. The survey will be bespoke to ECD focussing on the areas of contact (initial and on-going), action taken, follow up, treatment and overall experience. PMG reports will be based on the overall experience, the number of victims recorded against the investigations reaching the Point of outcome available for survey; the number of victims completing the survey; and the number answering the overall satisfaction question and overall positive responses.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	GREEN: Target being met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	RED
CURRENT POSITION	
See table overleaf	

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Number of invitations sent to victims to participate	94	77		
Number of victims completing survey	56	25		
Overall satisfaction with initial contact. (Valid responses)	60% (33/55)	68% (17/25)		
Overall satisfaction with service from ECD officers. (Valid responses)	54.71% (29/53)	80% (20/25)		
Overall satisfaction taking the whole experience into account. (Valid responses)	39.62% (21/53)	72% (18/25)		
Level of satisfaction in outcome of investigation. (Valid responses)	13.63% (3/22)	68.75% (11/16)		
Cumulative overall satisfaction taking the whole experience into account.	39.62% (21/53)	50% (39/78)		
Traffic light	RED	RED		

The Quarter 1 survey results are based upon the responses of **56** victims who responded to an invitation to participate from a total sample of **94** victims provided to the survey company. The sample of victims provided to the survey company was comprised from **7** victim based investigations that reached the point of outcome in the collection period. The **56** responses were from victims linked to **4** of the **7** (57%) investigations. Although **56** victims responded to the survey it should be noted the feedback percentages are based upon “valid responses” i.e. where don’t know, no answer, not completed or not displayed options are excluded.

The measure is based upon the responses to the question “*Taking your whole experience into account, how satisfied or dissatisfied are you with the service provided by the officers from the Economic Crime Directorate in this case?*” As can be seen, **53** victims answered this question. This is **30** more than the whole of 2013-14.

The level of overall satisfaction this quarter is low with only 21 victims stating they were very or fairly satisfied. Of the **20** respondents that were dissatisfied **19** were from one investigation that was recorded as “Investigation complete”. Although subject of further analysis the dissatisfaction responses for this one case appear to largely relate to the outcome of the investigation and NOT the service provided. If the responses from this case are removed from overall satisfaction results the level of satisfaction increases to **72%** although caution should be used when interpreting the results as such given the small sample size.

PERFORMANCE INDICATOR: 1.6.1. Protect the City of London and UK from Fraud	
TARGET	1.6.1b. To ensure City fraud crime, investigated by ECD results in a positive action whether through offender disposal, prevention or disruption
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure. Ensuring that wherever possible the Force takes positive action with every City fraud crime investigated by ECD will enhance overall victim satisfaction in the service victims have received, and demonstrates the diversity of service CoLP provides to the victims of city fraud crimes. This will enhance the City’s standing as a safe, more desirable place to live and work attracting investment in infrastructure benefiting all communities. The volume of positive action will highlight the high quality policing response and commitment to investigating city based fraud crime.
DEFINITIONS	<p>“City Fraud Crime” includes all ECD Fraud investigations into fraud or fraud related offences occurring within the city of London. Fraud investigations include Action Fraud crimes disseminated to the City of London.</p> <p>“Point of outcome” is defined as when the offender is brought to justice or when the investigation is closed and categorised in accordance with the HO crime outcomes.</p> <p>“Positive action disruption/prevention is defined as follows:</p> <ol style="list-style-type: none"> 1. A confirmed disruption of a technological or financial fraud enabler. 2. The dissemination of intelligence/information to NFIB for the purposes of compiling Fraud Alerts. Officers do not ordinarily disseminate to NFIB so this measure introduces a new element to Fraud investigations designed to enhance the information available to NFIB when researching information to formulate Alerts. <p>“Disruption” is defined by the confirmed disabling of a technological fraud enabler or confirmation that action has been taken against a financial enabler.</p> <p>“Fraud Alert” is defined as the dissemination of information intended to protect and prepare Stakeholders and/or members of the public. The time however between the dissemination of intelligence/information to NFIB and the dissemination of a “Fraud Alert” is in-determinate and might not even occur. Leaving crime reports open until this outcome can be determined would be detrimental to the reporting of this measure and the effective operation of the investigation teams. However the number of City Fraud Crimes contributing to a Fraud Alert can be reported when it occurs through the year.</p>
BASELINE	This level of service was not applied to City Fraud Crime in 2013-14 so setting a baseline is not possible. The data gathered should be reviewed at 6 months to gauge whether a hard target should be set to be achieved by year end.
MEASUREMENT	It is not always possible for CoLP to bring an offender to justice therefore this measure is designed to ensure that every effort is made to ensure that some other “positive action” in terms of prevention or disruption is achieved. The measure will be based upon the number of City Fraud Crimes where it has not been possible to bring an offender to justice that have some other

	positive action as defined above. The measure will be shown as a percentage of the total number of City Fraud Crimes reaching the point of outcome in the period that have benefited from disruption/prevention positive action against the total number of City Fraud Crimes where an offender has not been brought to justice.
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	New measure traffic light criteria to be set at 6 months.
TRAFFIC LIGHT	GREEN

CURRENT POSITION

Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Total number of City Fraud Crimes reaching point of outcome.	5	2	4	3	5	4						
Cumulative position of City Fraud Crimes reaching Point of outcome.	5	7	11	2	4	23						
Number of City Fraud Crimes reaching Point of outcome with offender disposal.	5	2	3	0	1	2						
Cumulative position of City Fraud Crimes reaching point of outcome with offender disposal.	5	7	10	1	0	2						
Number of City Fraud Crimes reaching point of outcome where Fraud enabler disrupted	0	0	1	14	19	0						
Number of City Fraud Crimes reaching point of outcome contributing to an ECD Fraud awareness/prevention product	0	0	0	14	19	23						
Number of City Fraud Crimes reaching point of outcome where positive action awaited (See profile update narrative)	0	0	0	3	5	4						
Traffic Light												

This measure now includes all of the ECD operational departments and not just the Fraud Teams as previously. During the data collection period, the ECD Operational teams closed 70 Unifi crime records of which only 4 constituted a City Fraud Crime as outlined in the table overleaf:

43	Investigations were "within the Jurisdiction of" the CCC locus.
7	Investigations linked to NLF funding stream grouping.
2	Investigations incorrectly recorded with ECD as the detecting department.
11	Investigations which are LOR's, OFE's or Confiscation records which are excluded from this measurement.
2	"No crime" investigations not adopted for investigation.
1	Investigations scoped but not accepted for investigation.

The two positive action investigations which resulted in a Fraud enabler disruptions concerned cash seizures.

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud												
TARGET	1.7.1a. To increase by 20% the number of fraud investigators trained by the Fraud Academy compared to 2013-14											
TARGET OWNER	Economic Crime Directorate											
AIM/RATIONALE	This measure is carried forward but has been amended to a 20% increase instead of a straightforward increase. To improve the quality of investigations. High quality investigations improve detection rates and victim satisfaction. Training investigators to a national standard (Fraud Investigators Handbook) is a key means of achieving this; it also follows the model for other specialist areas such as homicide. The level has been set at 20% to mirror the target set in the National Lead Force's Business Plan.											
DEFINITIONS	NA											
BASELINE	898 (20% of 2013/14 total (748) = 149.60 rounded up to 150. Baseline is 748 + 150 = 898)											
MEASUREMENT	The target will be assessed against the number of people trained as fraud investigators, inclusive of private organisations, LEA's and police (Including NLF staff). This will be compared against the number of course attendees same month in the previous year and then cumulatively against the target. This will take account of fluctuations in course delivery throughout the year											
DATA SOURCE	ECD (Fraud Academy – information not available from central systems)											
TRAFFIC LIGHT CRITERIA	GREEN: Target will be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	AMBER											
CURRENT POSITION												
	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
Number of attendees attending courses 2014/15	63	104	86	62	15	112						
Comparable month in 2013/14	31	52	0	179	23	81	54	43	12	81	39	153
Cumulative progress towards target (898)	63	167	253	315	330	442						
Traffic light	GREEN	GREEN	GREEN	AMBER	AMBER	AMBER						
Although this target is currently shown as AMBER, as long as indicated bookings for the rest of the year are honoured, the Force should achieve this target												

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud	
TARGET	1.7.1b. To increase the number of high priority/priority OCGs using fraud disrupted through national partnership with national Law Enforcement Agencies
TARGET OWNER	Economic Crime Directorate
AIM/RATIONALE	This is a new measure. Tackling organised criminality is key to fighting serious crime and supports the strategic policing requirement. The aim of this target is to focus attention on the most impactful Organised Crime Groups causing harm, working in partnership with national LEAs (which includes the National Crime Agency), providing both an intelligence and enforcement capability to tackle the most serious OCGs using fraud nationally
DEFINITIONS	<p>Identification = The number of OCGs mapped on the national tracker and accepted as a priority/high priority OCG by OCCC through the MSOC process</p> <p>Managed = owned by, each OCG must have one named owner.</p> <p>Disrupted = Based upon the owner's OCGs disruption process which results in a decrease of the capability to commit serious, organised or complex crime</p> <p>The OCGs causing the greatest harm are those assessed as 1A and other high scoring bandings (2s/Bs)- with harm then reducing on a downward scale through the bandings – when an OCG is mapped, the OCG tracker database automatically generates a harm banding based upon the assessed 'criminal activities' and 'intent and capabilities'.</p>
BASELINE	It is proposed to baseline this for the first six months of the year and thereafter increase the level based on that baseline.
MEASUREMENT	The number of priority and high priority OCGs: (i) identified; (ii) enhanced by ECD intelligence and knowledge; (iii) owned and disrupted by ECD; and (iv) disrupted by partner agencies following ECD enhancement
DATA SOURCE	ECD Business Information Unit
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	WHITE
CURRENT POSITION	

QUARTER	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
Total number of priority/High priority OCGs as confirmed to MSOC following quarterly aggregation (A)	607 (49 High Priority/559 Priority)	703 (As at August)		
Total number of priority/high priority OCGs at (A) using Fraud and Economic Crime (B)	298	318 (As at August)		
Number of OCGs at (B) where ECD have provided enhanced intelligence and information to assist disruption (C)	1	4		
Cumulative number of OCGs at (C) where ECD have provided enhanced intelligence and information to assist disruption.	1	5		
Number of priority/High priority OCGs using Fraud and Economic crime (including those owned by CoLP ECD) <u>disrupted</u> following provision of enhanced intelligence and information by ECD	0	0		
Traffic Light	WHITE	WHITE		

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

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

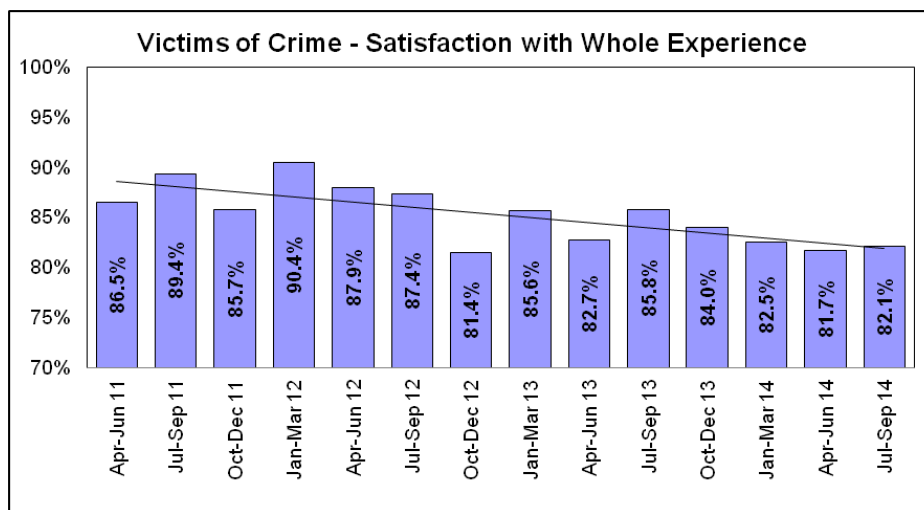
A new process has been put in place with the OCCC that ensures upon identification of a high priority OCG that the NFIB are requested to conduct intelligence checks on Know Fraud to establish any intervention opportunities. Where an OCG is assessed to be priority, the Lead Responsible Officer (LRO) will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

Work is also underway to allow OCCC direct access to the Know Fraud system. This would result in all mapped OCGs (not just Priority / High Priority OCGs) being 'data washed' against Know Fraud for intervention opportunities.

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud												
TARGET	1.7.1c. To increase the value of fraud prevented through interventions compared to 2013-14											
TARGET OWNER	Economic Crime Directorate											
AIM/RATIONALE	This is a new measure. It will clearly demonstrate the outcome in financial terms the results across a broad range of operational activity aimed at tackling fraud.											
DEFINITIONS	An intervention is a disruption of a financial, technological or professional enabler of fraud. Each enabler has a defined, agreed value attached to it so there is consistency to ascribing values to the disruption of a particular enabler (e.g. taking down a website, telephone line or sham business or bank account).											
BASELINE	£260,294,154.00 - value of fraud prevented at 31 st March 2014.											
MEASUREMENT	The increase will be an increase in value calculated from agreed definitions produced by the NFIB for what a website, phone number and bank account disruption equates to, multiplied by the number of requests.											
DATA SOURCE	ECD Business Information Unit											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr 14 £	May 14 £	Jun 14 £	Jul 14 £	Aug 14 £	Sep 14 £	Oct 14 £	Nov 14 £	Dec 14 £	Jan 15 £	Feb 15 £	Mar 15 £
Total value of confirmed Fraud enabler disruptions	30,991,692	35,711,128	20,357,628	43,080,848	26,722,306	26,401,424						
Total value of confirmed Fraud enabler disruptions in comparable month 2013/14	623,228	9,419,088	18,100,572	17,754,116	38,074,440	21,291,838						
Cumulative progress towards target (£260,294,154.00)	30,991,692	66,702,820	87,060,448	130,141,296	156,863,602	183,265,026						
Benchmark to achieve target	21,691,195	43,382,391	65,073,586	86,764,781	108,455,977	130,147,173						
Traffic light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						

PERFORMANCE INDICATOR: 1.7.1. Providing the national lead against Fraud												
TARGET	1.7.1d. To ensure that at least 90% of victims are satisfied with the Action Fraud reporting service											
TARGET OWNER	Economic Crime Directorate											
AIM/RATIONALE	This is a new measure. Action Fraud is a bespoke service for victims of fraud; it is essential to maintain levels of service to ensure Action Fraud is utilised fully to the benefit of victims. The Force takes full responsibility for Action Fraud from April 2014 and with that comes the opportunity to set the same high satisfaction standards that are set elsewhere for victims of crime. Accessible crime recording facilities are essential to maintain the level of information required to identify and mitigate the fraud threat during initiation and growth.											
DEFINITIONS	The measure relates to ease of reporting a crime and how efficiently it is allocated. As a large number of crimes are allocated to other forces for investigation, the Force cannot be held responsible for end-to-end victim satisfaction at the current time.											
BASELINE	90% of victims are satisfied with the Action Fraud Reporting Service											
MEASUREMENT	Quarterly by survey. This measure will follow previous Action fraud reporting guidelines, details of which are contained within the end to end report. A survey is conducted at the conclusion of reporting the crime and will be completed on line or on the phone.											
DATA SOURCE	ECD Business Information Unit											
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met											
TRAFFIC LIGHT	GREEN											
CURRENT POSITION												
	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
% victims completing automated telephone message survey satisfied with service in period	93.03%	92.37%	92.30%	93.01%	92.52%	92.23%						
Combined On-line and automated telephone surveys % of victims satisfied with service in period	92.71%	92.37%*	91.98%	92.35%	91.95%	91.84%						
Traffic light												
*It has now been confirmed that the technical issue experienced by the survey provider in May cannot be rectified which means that the Action Fraud satisfaction figure for that month is only reflective of the contact centre service only and not the online reporting service.												

PERFORMANCE INDICATOR: 1.8.1. Increasing satisfaction with our policing services	
TARGET	1.8.1a. To ensure at least 90% of victims of crime are satisfied with the service provided by the police
TARGET OWNER	Uniform Policing Directorate
AIM/RATIONALE	This measure is carried forward from 2013-14. This will be particularly challenging given that for each quarter of 2013-14 to date the Force has not achieved the current target of 85%. The survey indicates levels of satisfaction of those who have been a victim of crime and is an essential outcome indicator of the level of professionalism the Force portrays and provides.
DEFINITIONS	NA
BASELINE	83.9% achievement in 2013/14.
MEASUREMENT	Quarterly by survey
DATA SOURCE	Performance Information Unit (Strategic Development)
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	RED
CURRENT POSITION	

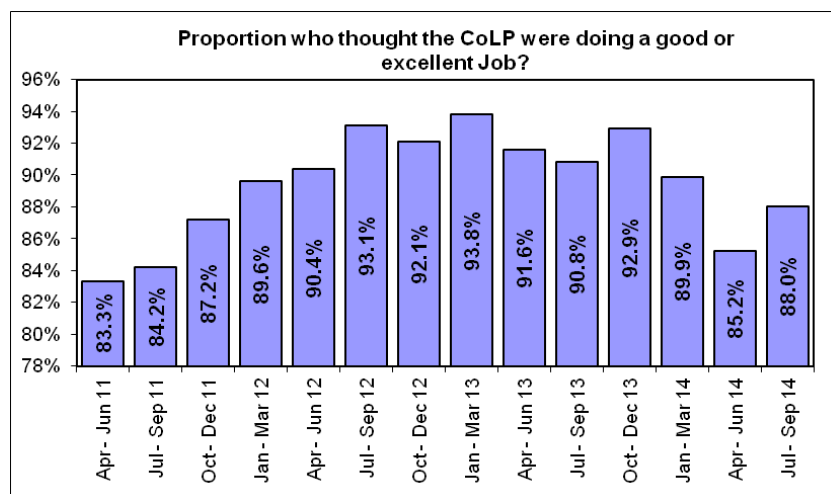


Q2: 82.1% (147 out of 179) of respondents satisfied with Whole Experience.

FYTD (Q1+Q2)
 Ease of contact: 95% (285/300)
 Actions taken: 75.1% (269/358)
 Follow up: 81.7% (291/356)
 Treatment: 92.8% (333/359)
 Whole Experience: 81.9% (294/359)

The target will not be achieved. To equal last year's performance an average of 85.8% needs to be attained for the next two quarters

PERFORMANCE INDICATOR: 1.8.1. Increasing satisfaction with our policing services	
TARGET	1.8.1b. To ensure that at least 90% of the street population surveyed believe the police in the City of London are doing a good or excellent job
TARGET OWNER	UPD
AIM/RATIONALE	This measure is carried forward from 2013-14, however, the satisfaction level has been raised from 85% to 90%. Unlike the previous measure, which assesses the satisfaction of victims of crime, this measure assesses the street populations' perception of the Force, which comments on professionalism, confidence and a host of other factors.
DEFINITIONS	NA
BASELINE	91.3% in 2013/14.
MEASUREMENT	Quarterly by survey
DATA SOURCE	PIU
TRAFFIC LIGHT CRITERIA	GREEN: Target being or likely to be met AMBER: Target will not be met without additional work RED: Target will not be met
TRAFFIC LIGHT	AMBER
CURRENT POSITION	



Q2: **88.0%** (147/167) of respondents thought the police were doing a good or excellent job.

- Excellent: 40
- Good: 107
- Fair: 19
- Poor: 1
- Very Poor: 0

FYTD: **86.6%** (291/336) of respondents thought the police were doing a good or excellent job. This target has been marked amber but the force will need to achieve 93.5% in the remaining two quarters to meet target, a level which has only been achieved once since 2011.