Committee(s): Police: Performance and Resource Management Sub-Committee	Date(s): 18th March 2015
Subject: Performance against Targets in the Policing Plan 2014-17 for the period 1st April 2014 – 31st December 2014	**Public**
Report of: Commissioner of Police Pol 13/15	**For Information**

Summary

1. This report summarises performance against the Policing Plan 2014-17 for the first, second and third quarters of the 2014-15 financial year.

2. At the end of December 2014, of the 19 policing plan targets, 13 were on track to be achieved, 1 has been graded AMBER, 1 was graded WHITE where a grading is not appropriate) and 4 targets have been graded RED, indicating they are unlikely to 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	**GREEN**
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**
1.2.1.b 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	**AMBER**
1.4.1a Reduce levels of victim-based violent crime compared to 2013-14	**RED**
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	**GREEN**
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	**GREEN**
1.7.1b Increase the number of high priority OCGs using fraud disrupted through national partnerships with national law	**GREEN**

enforcement agencies	GREEN
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	RED

Recommendation

It is recommended that your Sub Committee receives this report and notes its contents.

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 period 1st April 2014 – 31st December 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 (with the exception of measure 1.1.1.b which has been included to provide Members with an update of the current position).

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 3436 offences, compared to 3480 offences at the same point the previous year, 44 fewer crimes.

    - Crimes against statute, which includes drugs offences, possession of weapons, public order offences and 'miscellaneous crimes against society'[1], have increased 601 crimes at the end of December 2013 to 626 at the end of December.

    - At the end of December 2014, total notifiable crime was down by 10 crimes 4062 crimes compared to 4081 crimes at the same point the previous year.

5. In addition to those items reported in the previous two quarterly reports, notable Force achievements and activities during the last three months of the financial year include:

    - A cross directorate operation resulted in the arrest of two accountants on suspicion of laundering £2m from boiler room frauds targeting hundreds of investors across the UK.

    - The Force signed a landmark agreement with the Royal Bank of Scotland to use specialist advisors under the Force's new Corporate Volunteer Consultancy Scheme, which will support the Force tackling the most complex and challenging financial crimes facing the UK.

    - Two ATM fraudsters were sentenced to a total of six years imprisonment following an investigation which uncovered over £2m worth of stolen debit and credit card details.

    - A gang who made hundreds of thousands of pounds conning international investors into buying diamonds more than ten times their true value were jailed for a total of 20 years. The prison sentences were the first for the Operation Rico team, established by the force two-and-a-half years ago to tackle international organised crime networks running boiler room operations which are believed to be responsible for millions of pounds of investment fraud.

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

- Two men received a total of 9 ½ years imprisonment following a trial at the Old Bailey for causing grievous bodily harm.

- A prolific thief who was wanted for 27 thefts and who had managed to evade capture since July 2013 was charged and remanded into custody pending his trial at the Old Bailey in December, resulting in a two year prison sentence.

Target Performance

6. **1.1.1b – To deploy intelligence led, high visibility policing operations to counter the terrorist threat and reassure the public**. Although the target is now graded GREEN it is included in the body of the report to provide your Sub Committee with a summary of the issues surrounding this measure and how it has been resolved. The target has been in existence for the past two years. It was introduced to provide reassurance that specific counter terrorism taskings were being delivered. However, it was also thought that the measure could be used to evidence activity which would support the Force's applications for dedicated security post funding. For that reason a notional average of hours tasked was calculated and used as the basis against which delivered hours would be measured.

7. Since that time, tasking counter terrorism deployments have evolved considerably and away from the formula that resulted in the 1635 hours used as a benchmark. For most of the time, this has not been an issue from a reporting perspective, however, over the past year, it has resulted in some months falling into AMBER.

8. During the first year of this target's life, 'E1 Patrols' were included in the number of hours delivered. These are directed patrols of specific iconic sites in the City designed as a high visibility counter terrorism measure. On that basis, they were included in the hours delivered monthly. However, including these patrols in the measure routinely resulted in the number of hours delivered exceeding the number of hours tasked by hundreds and sometimes thousands of hours per month. They were then removed from the measure, although the E1 patrols still take place.

9. It follows that the hours reported to your Sub Committee in Appendix A do not represent the totality of Force activity in this important area. For example, in addition to the E1 patrols, following the change in the threat level from terrorism, a number of high profile events (e.g. State banquets and other dinners attended by dignitaries) have required additional resourcing that for October alone, amounted to an additional 336 hours that were not included in the count for this target. Following extensive consideration at the Force's Performance Management Group Meeting, hours which should have been included for December (but originally were not) have now been incorporated. These hours relate to specific policing operations over Christmas and New Year that had particular focus on security and counter terrorism.

10. Although E1 patrols are still not being included in the assessment of the measure, to give an indication of the effect they would have on the target, if E1 patrols were included for the months of August and September the total number of hours delivered for those months alone would have been 4699 and 7435 hours respectively.

11. The measure is being assessed as a year to date average based on the cumulative number of hours delivered.

12. **1.4.1a – Reduce levels of victim based violent crime compared to 2013-14**. As indicated in previous reports to your Sub Committee, this was always going to be a very challenging target to achieve and at this point in the year it is clear that it is highly unlikely this target will be achieved by year end. Members will be aware that tackling victim based violent crime remains a core focus of operational activity and performance, with all tactical options being fully considered at every Performance Management Group. Intelligence profiles have been developed and used to inform deployments and SARA problem solving models are continuing to be used. The main increases are in the categories of common assault and harassment; crimes of violence without injury are showing a 36.3% increase (69 more offences) since April 2014. The Force has actually recorded a 4.2% reduction (11 fewer) in crimes of violence with injury compared to the same point last year. Whilst this target will not be achieved, the Force will continue to do everything in its power to minimise the increase on last year's level of victim based violent crime.

13. **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 was a new target for 2014/15 with no benchmark. In retrospect, setting the level at 90% for consistency with other satisfaction targets was optimistic. The first quarter's results were very disappointing, principally due to the fact that of the 20 people who said they were dissatisfied, 19 came from the same case where the matter had been closed as 'investigation incomplete'. In common with other satisfaction measures, this target has also suffered from poor response rates resulting in very small sample sizes. Whilst improvements have been recorded to both satisfaction rates and sample sizes, this target cannot now be achieved by year end.

14. **1.8.1a Ensure that at least 90% of victims of crime are satisfied with the service provided by the police**. Members will be aware that previous reports have highlighted that this target will not be achieved by year end. This is unfortunate as within some of the individual survey categories the Force has actually performed extremely well (95.2% for ease of contact, 93.4% for treatment). However, those results have been adversely affected by low rates of satisfaction around actions taken (76.5%) and follow up (82.1%), resulting in the overall satisfaction level being 83.4% at the end of December 2014.

15. The Force includes victims of theft in its surveys, without which the sample size of respondents would be extremely low. Using the Home Office categories only (burglary, vehicle crime, assault), the overall satisfaction level increases to 87.0% (compared to a national average of 85.6%). In fact, the

Force performs better than the national average in all survey categories (see Appendix A for details).

16. As the previous target, poor results for quarters 1 and 2 mean that whilst action can be taken to remedy issues highlighted by the surveys, the target cannot actually be achieved.

17. **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**. Although the Force has only narrowly missed achieving this target for the 3rd quarter (recording a level of 89.5% (153 of 171 respondents)), this target has now been graded RED as a satisfaction level of 97% would be required during the final quarter for the Force to achieve this target; achieving such a level is highly unlikely. Members will be aware 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. This survey is being replaced next year with a much more comprehensive assessment of perception and confidence, which will be reported separately to your Sub Committee.

18. Whilst the Force will not achieve many of its satisfaction targets, it is testament to the Force's sense of professionalism and aspiration that such high levels were set in the first place. Only 5 years ago there was a target known as the 'single confidence measure' which assessed the percentage of people who believed the police and local council were dealing with anti-social behaviour and crime issues that mattered in this area; the target set was 52%. In more recent years, the Force has steadily increased its satisfaction targets from 80%, through to 85% to the current 90%. Whilst the Force has not achieved some of those targets, satisfaction does remain high and the Force acts on all feedback received to improve its service to victims and the community.

Conclusion

19. At the end of the 3rd quarter, although there are 4 targets that will not be achieved by year end, though consistent and sustained effort, the Force is on track to achieve 14 of its 19 targets.

Background Papers:

▪ **Appendix 'A' Performance Summary**

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APPENDIX A – PERFORMANCE SUMMARY FOR 1st APRIL – 31st DECEMBER 2014

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	57	58	45				
Percentage consider Force capable	99%	100%	96%	100%	98%	99%	99%	100%	98%				
Number Argus Attendees	20	12	41	80	0	87	95	113	72				
Percentage consider Force capable	100%	100%	100%	100%	n/a	100%	99%	100%	100%				
Street Survey (Quarterly)	90% (144/160)			85.7% (138/161)			87.1% (135/155)						
Quarterly Average	**95%**			**95.6%**			**95.2%**						

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[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** (**A**rea **R**einforcement **G**ained **U**sing **S**cenarios) 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

Q3: 87.1% (135/155) 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	**GREEN**
CURRENT POSITION	

Month	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Hours tasked	1635	1635	1635	1635	1635	1635	1635	1635	1635			
Hours delivered	1645*	1428*	1492*	1983*	1419*	1294*	1843*	2178*	2183			
Cumulative tasked	1635	3270	4905	6540	8175	9810	11445	13080	14715			
Cumulative delivered	1645	3073	4565	6548	7967	9261	11104	13282	15465			
YTD average	1645	1536	1522	1637	1593	1543	1586	1660	1718			
Traffic Light for Month	GREEN	AMBER	AMBER	GREEN	AMBER	AMBER	AMBER	GREEN	GREEN			

*These figures do not include dedicated E1 patrols - directed patrols of specific iconic sites in the City designed as a high visibility counter terrorism measure and were removed from an assessment of the target as the number of hours ran into several thousand per month. The measure is being assessed as an average of the

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	

In addition to the initiatives delivered during the first two quarters and reported to your last Sub Committee, the Force has completed the following operations over the course of quarter 3:

October: **Careless Driving was a specific deployment/tasking focus for the month:** 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

1st – 31st – Careless Driving
Additionally, specific operations were run on the 8th , 11th , 12th and 16th October
20th – 31st October – Speed Enforcement of 25mph

November: **Careless Driving / Mobile Phones Use and Speeding were the main deployment/tasking foci for the month with a week of action for Careless Driving only from 17th to 21st November.** Uniform Policing Directorate Sergeants / Wards Supervisors / Duty Management Unit Supervisors ensured relevant number of hours were tasked and delivered during the shifts. Support Group – Tuesdays deployments – focusing on drivers using mobile phones.
1st – 30th November – Careless Driving
Every weekend when trained officers are working – Speed Enforcement of 25mph and over

December: **Mobile Phones and Speeding were the main deployments/taskings for the month with a week of action for Careless/ speed from 15th to 19th December and another for speed 29th to 31st**

Night duty plain clothes – taxi touts – 4th 5th 6th 11th 12th 13th 18th 19th 20th

Operation Arthur
Utilising ANPR database from Met Police - Fraudulent activity taking place within the Hackney Carriage Trade and to ensure compliance with other Hackney Carriage Legislation

Support Group
TFL Tuesdays – to hand out STAN leaflets 'if it's not booked, it's not safe!' - to commuters coming into main line stations.

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	49
2014/15	6	8	4	6	3	4	4	6	7				48

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	

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	25	4	3	6	38	265	273
November	20	9	4	3	36	301	304
December	28	6	8	5	47	348	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
Inspectors	1 / 5	1 / 5	1 / 5	1 / 5	1 / 5	1/5	1/4	1/4	2/6			
Sergeants	5 / 11	5 / 11	5 / 11	5 / 11	5 / 11	5/12	5/12	5/12	5/11			
PCs	32 / 68	32 / 68	32 / 68	32 / 68	32 / 68	32/67	32/68	32/68	29/48			
Traffic Light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN			

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.

There has been a decrease of 1 PC but an addition of 1 PS.

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	**AMBER**
CURRENT POSITION	

Event	Date	Satisfaction rate	Traffic Light	YTD Average
350th Anniversary – Royal Marines	July 2014	94%	**GREEN**	**94%**
Tour of Britain	September 2014	95.3%	**GREEN**	
Lord Mayor's Show	November 2014	86.1%	**RED**	
Smithfield Meat Market Christmas Campaign	December 2014	82.2%	**RED**	

Only one survey conducted related to the communication prior to this year's LMS. 86.1% of respondents stated they were either satisfied or very satisfied. It did not capture the views on policing the event.

There were 115 responses. Of this number 22 respondents were neither in the City at the time, nor do they live in the City.
For those respondents who were either impartial or not satisfied reasons related to issues outside of what the survey was trying to capture. For example, one respondent was unhappy with the traffic the LMS causes each year. Another business respondent was unhappy that they were not asked to be more involved in the parade rather

than just be notified that it is happening. Another was that the respondent was unaware of the route. Full breakdown and report relating to the survey has been provided to A/Supt of communities and Directorate Head.

Current average for this measure is presented in the table below:

Event	350th Anniversary – Royal Marines	Tour of Britain	Lord Mayor's Show	Smithfield Christmas Campaign	Totals
Number of responses	135	143	115	73	466
Total Very satisfied	78	55	42	27	202
Total Satisfied	48	76	57	33	214
Satisfaction rate	93.33%	91.60%	86.08%	82.19%	89.27%

Total number of responses	466
Total number satisfied	416
Overall Satisfaction rate	89.27%

The satisfaction rate from the surveys currently stands at 89.27%, just below the 90% threshold to achieve a GREEN status. There is an opportunity to achieve this target based on one further survey of an event to be held on the 13th March to commemorate the end of the conflict in Afghanistan.

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	**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.
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 (I&I)
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	**RED**
CURRENT POSITION	

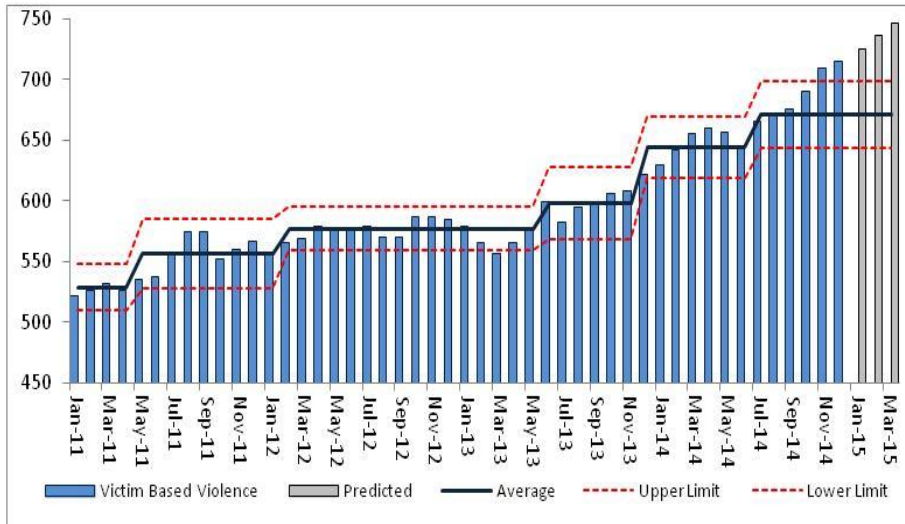| Victim Based Violence	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	51	49	63	36	54	50	60	59	69	51	58	65
2014-15 (month)	56	46	52	56	61	54	71	78	75			
Change (month)	**5**	**-3**	**-11**	**20**	**7**	**4**	**11**	**19**	**6**			
	9.8%	**-6.1%**	**-17.5%**	**55.6%**	**13.0%**	**8.0%**	**18.3%**	**32.2%**	**8.7%**			
2013-14 (YTD)	51	100	163	199	253	303	363	422	491	542	600	665
2014-15 (YTD)	56	102	154	210	271	325	396	474	549			
Change (YTD)	**5**	**2**	**-9**	**11**	**18**	**22**	**33**	**52**	**58**			
	9.8%	**2.0%**	**-5.5%**	**5.5%**	**7.1%**	**7.3%**	**9.1%**	**12.3%**	**11.8%**			
YTD Target	55	111	166	221	277	332	387	443	498	553	609	664
Variance from Target	**1**	**-9**	**-12**	**-11**	**-6**	**-7**	**9**	**31**	**51**			
Average Required	55	55	56	56	56	56	57	47	47	38	38	39

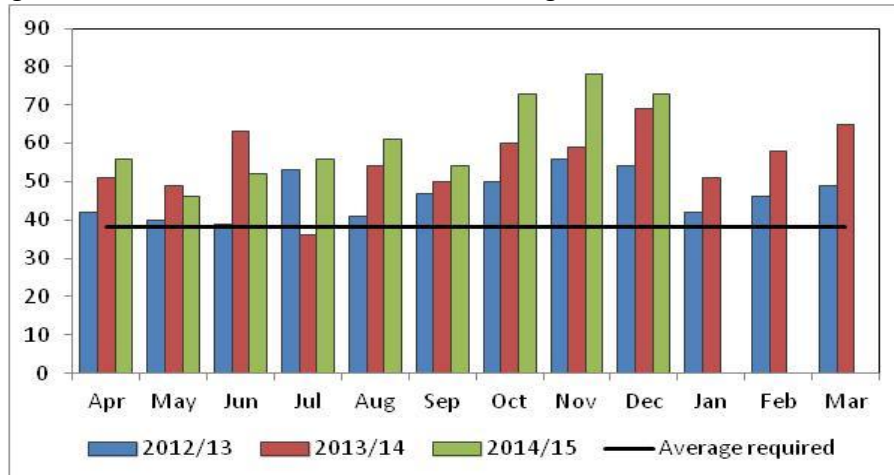**Figure 1: Victim based violence based on 12 rolling month data**

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

October, November and December 2014 had the highest monthly volumes of violent crime recorded since April 2009. December has tended to be a high month for Violence with Injury in previous years, and this was especially so in 2014 (46 recorded, against an average of 27 for the previous 12 months). The prediction for Victim Based Violence is to end 2014/15 with around 745, an increase of 80 offences, 12%.

249 offences of Violence With Injury have been recorded since April, a reduction of 11 (-4.2%) on the same period of 2013/14.
259 Violence Without Injury have been recorded since April, an increase of 69 offences, 36.3%.
- Common Assault, 169 recorded, increase of 20 offences, 13.4%
- Harassment/ Stalking, 75 recorded, increase of 48 offences, 177.8%

Rape and other Sexual Offences have remained stable at 41 offences, the same as last year. 8 reports were historical (reported more than 1 year after committed), compared to 10 for the same period last year.

Violent crime flagged as occurring in licensed premises increased from 124 to 161 (30%) for the April to December period. 18 of December's offences were flagged to licensed premises, compared to 16 in December 2013.

At the end of November, 39 forces showed a significant upward trend for violence against the person and sexual offences.

Calendar year 2014 compared to 2013:
Violence With Injury: + 9 offences, 2.8%
Violence Without injury: +75. 30%.
Sexual offences: +8, 17%

17

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	**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.
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 (I&I)
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	

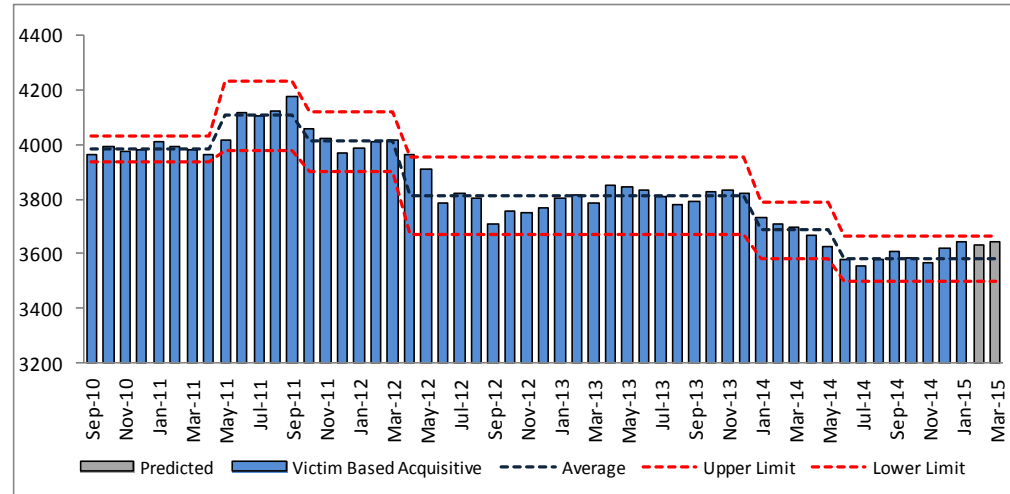| Victim Based Acquisitive	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2013-14 (month)	345	313	319	344	287	281	346	305	257	252	308	342
2014-15 (month)	314	275	272	319	314	305	325	290	318			
Change (month)	-31	-38	-47	-25	27	24	-21	-15	61			
	-9.0%	-12.1%	-14.7%	-7.3%	9.4%	8.5%	-6.1%	-4.9%	23.7%			
2013-14 (YTD)	345	658	977	1321	1608	1889	2235	2540	2797	3049	3357	3699
2014-15 (YTD)	314	589	861	1180	1494	1799	2124	2414	2732			
Change (YTD)	-31	-69	-116	-141	-114	-90	-111	-126	-65			
	-9.0%	-10.5%	-11.9%	-10.7%	-7.1%	-4.8%	-5.0%	-5.0%	-2.3%			
YTD Target	308	616	925	1233	1541	1849	2157	2465	2774	3082	3390	3698
Variance from Target	6	-27	-64	-53	-47	-50	-33	-51	-42			
Average Required	308	306	310	314	311	314	314	316	316	322	322	322

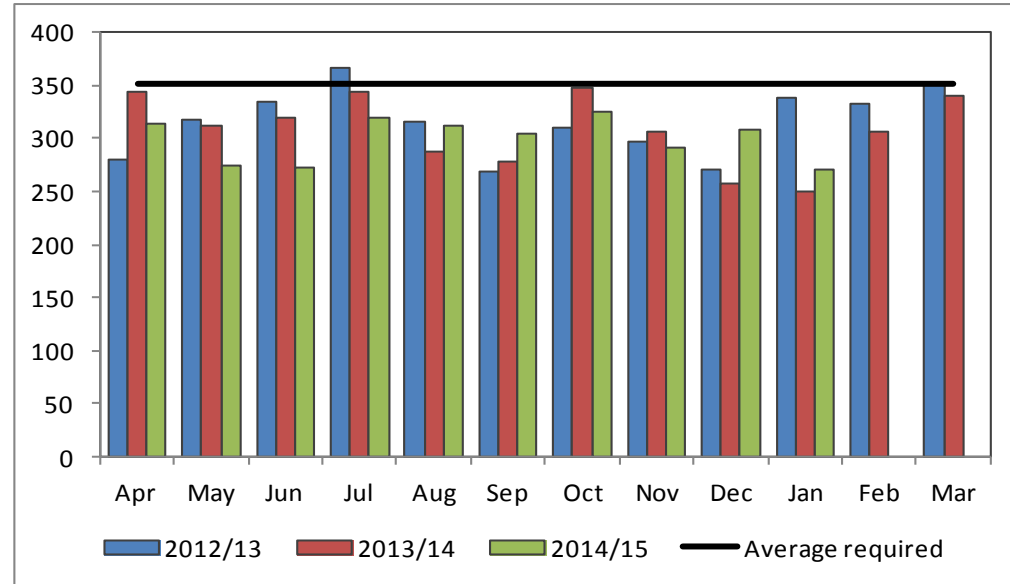**Figure 1: Victim based acquisitive crime based on 12 rolling month data**

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

Acquisitive Crime is currently showing a reduction of 2.3%, and the financial year prediction is 3699, a reduction of 1.7% on 2013/14. 318 offences were recorded in December, an increase of 61 (23.7%) on December 2013.

	Apr-Dec 13	Apr-Dec 14	change	% change
Robbery Business	1	4	+ 3	+300.0%
Robbery Personal	32	28	- 4	- 12.5%
Burglary in Dwelling	21	17	- 4	- 19.0%
Burglary Other	207	150	- 57	- 27.5%
Vehicle Offences	76	164	+ 88	+ 115.8%
Theft of vehicle	*38*	*87*	*+49*	*+128.9%*
Theft from vehicle	*36*	*63*	*+27*	*+75.0%*
Vehicle interference	*2*	*14*	*+12*	*+600.0%*
Theft from Person	283	278	- 5	- 1.8%
Bicycle Theft	268	317	+ 49	+ 18.3%
Shoplifting	485	423	- 62	- 12.8%
All Other Theft	1,424	1,351	- 73	- 5.1%
Acquisitive Crime	**2,797**	**2,732**	**-65**	**-2.3%**

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	**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.
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	

Quarter 1: 51.9% (55/106) of respondents were satisfied with the outcome of their crime, 31.1% (33 respondents) were dissatisfied.
Quarter 2: 60.6% (66/109), 25.7% (28 respondents) were dissatisfied.
Quarter 3: 55.0% (60/109), 15.6% (17 respondents) dissatisfied.

FYTD: 55.9% satisfied, 24.18% dissatisfied.

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 (I&I)
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	97	121	88			

April –December 2013: 928
April – December 2014: 864

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 (I&I)
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 - Satisfaction with Whole Experience

Q3: 22 respondents all satisfied with service provided. 14 (63.6%) completely satisfied, 6 (27.3%) very satisfied, 2 (9.1%) fairly satisfied.

FYTD (Q1+Q2+Q3)
Ease of contact: 97.3% (72/74)
Actions taken: 88.3% (68/77)
Follow up: 87.7% (50/57)
Treatment: 97.4% (76/78)
Service provided: 91.0%% (71/78)

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 (*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*)
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	369	
Number of victims completing survey	56	25	106	
Overall satisfaction with initial contact. (Valid responses)	60% (33/55)	68% (17/25)	86% (91/106)	
Overall satisfaction with service from ECD officers. (Valid responses)	54.71% (29/53)	80% (20/25)	78% (80/102)	
Overall satisfaction taking the whole experience into account. (Valid responses)	39.62% (21/53)	72% (18/25)	76% (80/105)	
Level of satisfaction in outcome of investigation. (Valid responses)	13.63% (3/22)	68.75% (11/16)	76% (58/77)	
Cumulative overall satisfaction taking the whole experience into account.	39.62% (21/53)	50% (39/78)	65% (119/183)	
Traffic light	RED	RED	RED	

The Quarter 1 survey results were 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 for quarter 1 was very 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. Satisfaction levels have steadily improved through quarters 2 and 3.

Despite the improvement in results, both in the survey sample size and in the level of satisfaction, the results for the first 3 quarters are such that it will not be possible to achieve this target by year end.

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	"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. "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. "Positive action disruption/prevention is defined as follows: 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. "Disruption" is defined by the confirmed disabling of a technological fraud enabler or confirmation that action has been taken against a financial enabler. "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.
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	8	5	8			
Cumulative position of City Fraud Crimes reaching Point of outcome.	5	7	11	2	4	23	31	36	44			
Number of City Fraud Crimes reaching Point of outcome with offender disposal.	5	2	3	0	1	2	6	2	6			
Cumulative position of City Fraud Crimes reaching point of outcome with offender disposal.	5	7	10	1	0	2	1	2	2			
Number of City Fraud Crimes reaching point of outcome where Fraud enabler disrupted	0	0	1	14	19	0	1	1	0			
Number of City Fraud Crimes reaching point of outcome contributing to an ECD Fraud awareness/prevention product	0	0	0	14	19	23	31	36	44			
Number of City Fraud Crimes reaching point of outcome where positive action awaited (See profile update narrative)	0	0	0	3	5	4	8	5	8			
Traffic Light												

During the data collection period, the ECD Operational teams closed 72 Unifi crime records of which 8 constituted a City Fraud Crime. The remaining 64 Unifi crime records were excluded for the following reasons:

45	Investigations were "within the Jurisdiction of the CCC" locus i.e. outside the City of London.
3	Investigations linked to NLF funding stream grouping.
14	Investigations were LOR's and NFD assessments which are excluded from this measurement.
2	Investigation was a City Fraud Crime but subsequently "No crimed".

The two City Fraud Crimes where there was no offender disposal benefitted from the following positive actions: (1) resulted in a large amount of mobiles being forfeited at court and (2) was a cash forfeiture order following a cash seizure originating from a City Fraud Crime.

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	**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
Number of attendees attending courses 2014/15	63	104	86	62	15	112	157	108	63			
Comparable month in 2013/14	*31*	*52*	*0*	*179*	*23*	*81*	*54*	*43*	*12*			
Cumulative progress towards target (898)	63	167	253	315	330	442	599	707	770			
Traffic light	GREEN	GREEN	GREEN	AMBER	AMBER	AMBER	GREEN	GREEN	GREEN			

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 impactive 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	Identification = The number of OCGs mapped on the national tracker and accepted as a priority/high priority OCG by OCCC through the MSOC process Managed = owned by, each OCG must have one named owner. Disrupted = Based upon the owner's OCGs disruption process which results in a decrease of the capability to commit serious, organised or complex crime 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'.
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	**GREEN**
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)	642 (as at November)	
Total number of priority/high priority OCGs at (A) using Fraud and Economic Crime (B)	298	318 (As at August)	291 (as at November)	
Number of OCGs at (B) where ECD have provided enhanced intelligence and information to assist disruption (C)	1	4	8	
Cumulative number of OCGs at (C) where ECD have provided enhanced intelligence and information to assist disruption.	1	5	13	
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	0	
Traffic Light	**WHITE**	**WHITE**	**GREEN**	

In line with the direction of the PMG Board, this measure was 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 on which to improve 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 31st 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	36,485,338	20,796,164	37,590,846			
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	33,450,994	11,461,984	32,557,250			
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	151,838,368	173,529,564	195,220,760			
Benchmark to achieve target	21,691,195	43,382,391	65,073,586	86,764,781	108,455,977	130,147,173	219,750,364	240,546,528	278,137,374			
Traffic light	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**	**GREEN**			

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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%**	**92.53%**	**92.39%**	**92.79%**			
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%**	**92.09%**	**92.07%**	**92.35%**			
Traffic light	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN			

*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, however, service levels have been consistently high over the course of the year, therefore this is not considered problematic.

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	PIU (I&I)
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	

Q3: 86.2% (169 out of 196) of respondents satisfied with Whole Experience.

FYTD (Q1+Q2+Q3)
Ease of contact: 95.2% (437/459)
Actions taken: 76.5% (423/553)
Follow up: 82.1% (454/553)
Treatment: 93.4% (521/558)
Whole Experience: 83.4% (463/555)

The 2014/15 target will not be achieved.

Comparative results shown below for HO categories only (Burglary, Vehicle Crime and Assault). The Force voluntarily includes victims of thefts in its surveys, without which the sample numbers would be very low.

	COLP	National Avg	Rank	Rank compared to previous quarter
Ease of contact	96.4%	96.6%	17th	Up from 24th
Actions taken	86.1%	83.3%	15th	Up from 25th
Follow up	88.2%	77.7%	2nd	Down from 1st
Treatment	95.8%	94.3%	8th	Down from 5th
Whole experience	87.0%	85.6%	14th	Down from 2nd

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 (I&I)
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	

Proportion who thought the CoLP were doing a good or excellent Job?

Q3: **89.5%** (153/171) of respondents thought the police were doing a good or excellent job, an improvement on the previous two quarters.

- Excellent: 50
- Good: 103
- Fair: 18
- Poor: 0
- Very Poor: 0

FYTD: **87.6%** (444/507) of respondents thought the police were doing a good or excellent job. This target is unlikely to be achieved. A good/excellent rating of around 97.6% in Q4 would be required to reach the 90%.