



## CITY OF LONDON POLICING PLAN 2022-2025 2024/25 ANNUAL REFRESH

A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

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# FOREWORD

## FROM POLICE AUTHORITY CHAIR AND CITY OF LONDON POLICE COMMISSIONER

### CHAIR'S FOREWORD

Welcome to the final refresh of the 2022-25 Policing Plan, the document that sets out the priorities for keeping the City of London the safest business district in the world and protecting the United Kingdom from fraud, economic and cyber crime.



The vision remains the same: keeping our Square Mile safe for all those that live, work or visit, continuing to lead and develop the policing response to tackling fraud, economic and cyber crime for the nation, and ensuring we put victims of crime at the heart of all we do.

London and the City are also great places to work and live and attract diverse talent. The City is the heart of the UK's financial, professional services and fintech sectors. A leading global centre businesses can operate in and are protected by our strong legal and regulatory systems; and the UK is hostile to fraud and cyber. These are all essential to UK competitiveness and our security and prosperity are essential to each.

As the National Lead Force for Fraud and the National Police Chiefs' Council lead for economic, cyber and business crime, the City Police has continued to collaborate across the law enforcement system. These include the National Economic Crime Centre, hosted by the National Crime Agency, the Serious Fraud Office, the National Cyber Security Centre, regional and local policing, and international law enforcement. So too has the private sector played an essential part in identifying, stopping and blocking these crimes and in helping businesses and the public protect themselves. The City Police's National Policing Strategy for Fraud, Economic and Cyber Crime 2023-2025 was launched last year and underpins all of this.

The City of London Corporation and City Police are uniquely placed to work with financial, industry and regulatory partners to ensure businesses do their part to bring down fraud, economic and cyber crime. The new Online Safety Act and the Economic Crime and Corporate Transparency Act are important new tools and we will

continue to advocate for disclosure reform. Major changes will be delivered in the forthcoming year alongside our partners in the public sector. The Action Fraud reporting service, which managed 2.1 million contacts relating to fraud and economic crime last year, will be replaced by a next generation service this year. The new service will make it easier for individuals and businesses to submit reports as well as improving the identification and pursuit of fraudsters. This will improve the experience of victims of fraud and cyber crime, complementing the City Police's National Economic Crime Victim Care Unit which has now been rolled out to all 43 forces in England and Wales. The unit engages and supports over 100,000 victims a year and provides specialist advice to ensure people don't become repeat victims.

We have taken steps to further improve local policing in the Square Mile, including publishing a joint strategy with local partners on reducing serious violence in the City, focusing on the night-time economy, sexual and domestic violence, and identifying future threats. We have plans to publish a comprehensive victim's strategy, setting out in detail our plans to deliver on our existing commitment to put them at the heart of all we do.

Reflecting the critical importance of public trust and confidence to all policing work, the City Police have set an ambition to become the most inclusive police service in the country, and will be publishing a renewed strategy on Equity, Diversity, and Inclusion setting out how this will be achieved. The City Police continues to be a unique and valuable asset to the Square Mile's businesses, residents and the UK. I remain very grateful to all officers, staff and partners that support City Police in keeping the City the safest business district in the world and protecting the nation from fraud, economic crime and cyber.

**James Thomson**  
Chair of the Police Authority Board

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# FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

I am delighted to present our final year of the 2022–25 City of London Policing Plan. This plan reflects our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to fraud, cyber and economic crime.



It's been another busy year for the City. We have been involved in large events including the King's coronation in May, Lord Mayor's Show in November and New Years' Eve celebrations. We have also seen a number of increased planned and unplanned protests following issues

across the world. We have continued to deploy operations such as Project Servator to protect the City from terrorism and Operation Reframe to protect women from violence in the City's night time economy.

Last year, we developed our National Policing Strategy for Fraud, Economic and Cyber Crime 2023-28, which strengthens national police capabilities for detecting offenders and protecting victims. We have visited forces all across England and Wales to demonstrate how this strategy will benefit them.

We remain committed to restoring trust among our communities. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Ensuring professionalism and integrity by our officers and being able to attract and retain the very best police officers, staff and volunteers remains an important priority. A representative workforce and a culture that is genuinely inclusive will help us to retain talent, benefit from diversity of thought and drive innovation and creativity in our services.

Internally, we have now progressed our Corporate Services restructure and strengthening the enabling capabilities within this new model will be a key area of focus so we ensure we are operating efficiently and effectively.

In 2024, we are replacing the technology for Action Fraud and the National Fraud Intelligence Bureau, to give victims a more accessible and customer friendly service, and to ensure the right crimes are disseminated with expediency across policing.

Tackling crime requires an understanding of the root causes and a whole-system response. We will continue to work collaboratively with partners, including the Corporation, law enforcement and the public and private sectors to prevent and reduce crime and bring offenders to justice, locally, nationally and internationally. In doing so, we will also increase our engagement across our communities.

Last year has continued to be a particularly challenging time for society and for policing, therefore working with our partners to provide the best outcomes for our communities and victims of crime remains a key priority for this plan, including implementation of Right Care Right Person.

I am proud to be leading the City of London Police and look forward to working collectively to deliver a modern engaging and professional service for all our communities.

**Pete O'Doherty**  
**Temporary Commissioner of the City of London Police**

# ANNUAL LOOKBACK

FROM 2023 TO 2024 WE HAVE...



Deployed our **Project Servator** teams **3,856** times to protect the City from the **threat of terrorism**.



**Policed 31 protests** in the City and supported policing of **38** other planned events in the greater London area and **20** ceremonial events across the city.



**Recruited 199 new joiner officers** (22% female), including 109 student officers (18% from a minority ethnic background), and **recruited 40 new police staff** (50% female).



Deployed **Operation Reframe** on 8 occasions, leading to **225** licensed premises checks focusing on **protecting women** in the City at night.



Completed **19 'Walk and Talks'**: to enable officers to engage with women, encourage them to talk about their experiences and concerns and put in place **improvements to make women feel safer** in the City.



Disrupted **1,135** Organised Crime Groups.



In a survey conducted by City of London Corporation in 2022, **88%** of residents and **85%** of workers agreed that the **City is a safe place**.



Through Action Fraud we managed **2.1 million** contacts relating to fraud and cyber crime freeing up 999/101 centre capacity for other crimes.

# POLICING PLAN ON A PAGE

Our Policing Plan has our values at its core. Professionalism, integrity and compassion will underpin everything we do, from how we provide our services to how we interact with our colleagues. The plan has clear operational priorities, namely to protect both our local and national communities and in doing so continuously focus on supporting victims. Our organisational priorities will enable us to deliver our service. We will attract, retain and develop our people and promote a culture of equity and belonging. Our people will have access to the resources they need to serve the public, while at the same time ensuring we act with efficiency and effectiveness.

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER  
POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**

## OPERATIONAL PRIORITIES

- KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE
- PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME
- PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

## VALUES

- PROFESSIONALISM
- INTEGRITY
- COMPASSION

## ORGANISATIONAL PRIORITIES

- OUR PEOPLE
- OUR RESOURCES
- EFFICIENCY AND EFFECTIVENESS





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# SECTION 01

# BACKGROUND TO THE PLAN



# CITY OF LONDON POLICE AT A GLANCE

## OUR AREA



The City of London is one square mile, with around 8,700 residents, and, in a typical year, 587,000 workers per day and over 21 million visitors annually.



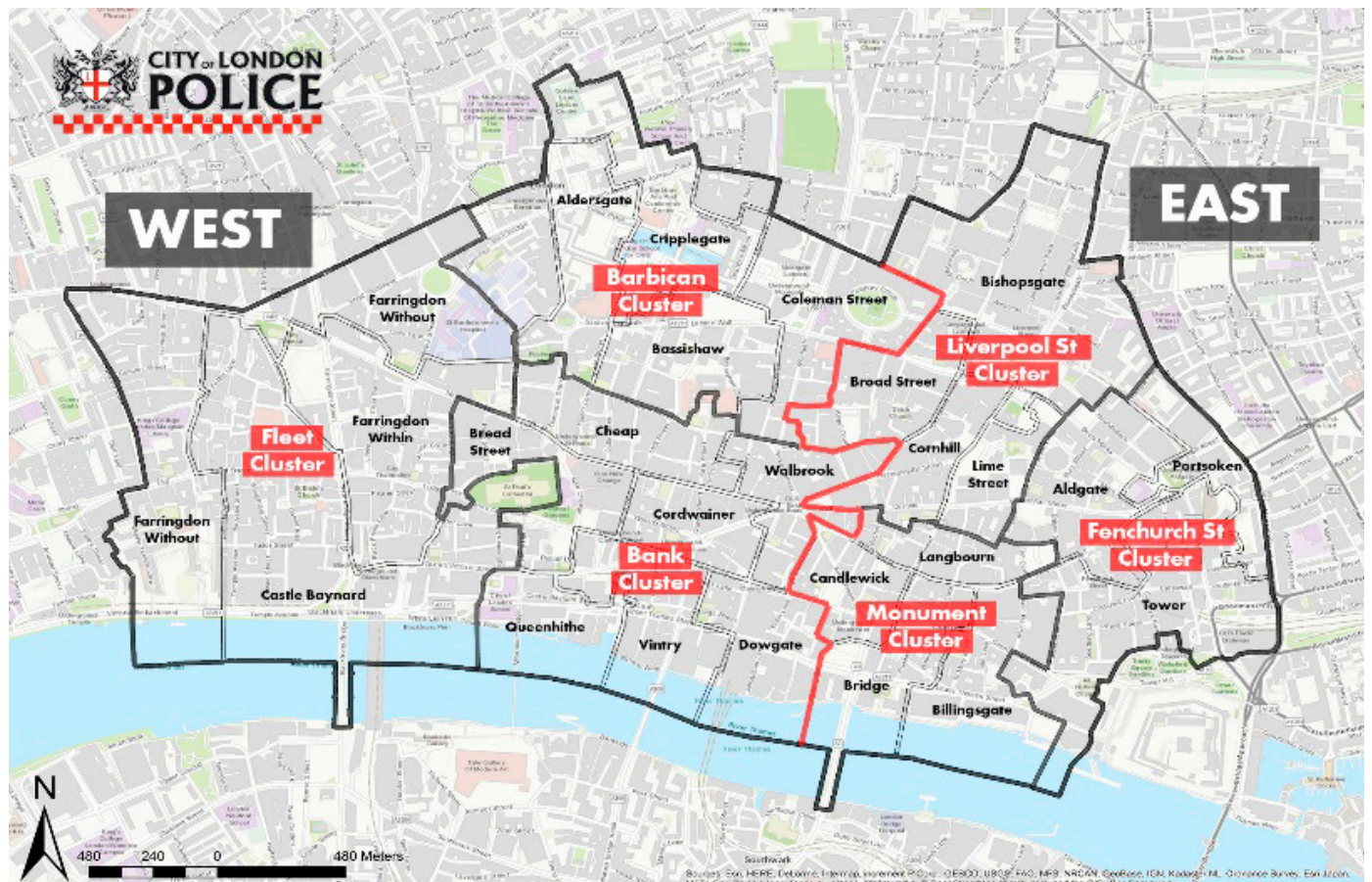
It is home to countless sites of historic, cultural, and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the London Stock Exchange.



The City of London is one of the most important financial centres in the world and the economic heart of the United Kingdom.



As national policing lead for economic and cyber crime, our area extends to the national and international.



## POLICING IN A CHANGING WORLD

The COVID-19 pandemic presented unprecedented challenges for policing. It accelerated the adoption of technology and increased social isolation for some people, contributing to an increased threat from terrorism, fraud and cyber crime. Society is now adapting to a new normal, with the impact of the cost-of-living crisis and inflationary pressures affecting the well-being of our communities, impacting on the service provision of our partners and requiring policing to do more with less financial resource.

In February 2022, the national terrorism threat was lowered to Substantial (meaning an attack is likely). The threat and profile of terrorism is changing. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

The 2023 Crime Survey of England and Wales estimated that there had been a 13% decrease in Fraud and Computer Misuse offences compared to 2022. These crimes affect more people, more often, than any other crime type and cause significant harm to victims.

Fraud continues to be cyber-enabled, using internet and communication platforms. The proliferation of virtual currencies has provided new opportunities for criminals to launder the proceeds of their crimes, as well as the emergence of artificial intelligence being used in fraud and cyber offences. We have a key role in leading the national policing response to these threats and in response, we've launched the National Policing Strategy for Fraud, Economic and Cyber Crime.

As crime becomes increasingly more global, City of London Police is at the forefront of working with international law enforcement agencies to fight criminality. Successful programmes to assist international law enforcement to strengthen economic crime and counter terrorism capabilities have resulted in closer working, and the ability to tackle criminality that affects the UK from abroad more effectively. Combating the international threat will require sharing best practice, increased partnership working and using learning from others to influence how services are delivered in the UK.

Various parts of the UK, including the City of London have been focal points for several protest groups engaging in criminal activity over the past year, which has caused disruption to the daily lives of our residents, business communities and visitors. In addition to our specialist capabilities to respond to the public order threats, our existing protocol arrangements with the Metropolitan Police, British Transport Police and Ministry of Defence (under Operation Benbow) has ensured there has been sufficient resources available to flex our response quickly to any escalation of disorder as well as resourcing

pre-planned large-scale events. The Government's pledge to grant additional police powers will aid police forces across the country to tackle disruptive criminal acts, whilst facilitating lawful protest and keeping the public safe.

The cost of living crisis has brought fresh challenges to policing. The City experienced the impact of this through increases in calls for service linked to vulnerability and as seen nationally, rises in retail theft. Wider national public dissatisfaction is also felt across the City through transport strikes and increased protests which disrupt our residents, and those who visit and work in the City.

As of November 2023, retail and visitor footfall in the City of London area had increased by 7.7% from the previous year and City jobs are at a record high and have grown over 13% since pre-pandemic 2019. The City of London Corporation Destination City strategy aims to meet the challenges of the changing landscape and deliver sustainable investment into the future City economy. It is underpinned by exciting developments in its leisure and hospitality offer, built upon the City's unique heritage and culture.

The City will change and grow through these plans. It will attract crowds, create new wellness and sporting attractions, enhance the night-time economy, have more car-free areas and see an increase in residential population. More events in the City will require a focus on public safety, not only by deterring criminality, but also on the threats from terrorism.

Our policing style will be highly visible, approachable and responsive to the needs of the community. Our local neighbourhoods model focuses on those crime and anti-social behaviour problems that matter most to our communities. In response to our communities' concerns we have established a cycle team to enable us to respond more agilely when dealing with those who commit crime on pedal bikes (for example phone snatches), as well as when enforcing road traffic laws and promoting safe cycling. Strong partnerships with the Metropolitan Police, British Transport Police, Corporation, businesses and licensees will ensure sustained public protection as the leisure economy grows.



In ensuring the City is at the forefront of public safety, we have worked alongside the Corporation on the 'Secure City Programme' to deliver technology upgrades to maximise safety in the Square Mile. This includes state of the art CCTV infrastructure to improve security, detect crime and keep people safe and feeling safe.

City of London Police will continue to benefit from the investment made through the Police Uplift Programme. This additional resource has enhanced our overall visibility and response to crime and is gradually improving the diversity of our workforce.

We will be investing further in our partnership and prevention hub working with our partners from the Safer City partnership to drive down neighbourhood crime and anti-social behaviour. Our problem solving and crime prevention work will also focus with partners on protecting the vulnerable, reducing the impact of mental ill health within the city, the effect of homelessness and begging and drugs on overall feelings of safety and crime in the square mile.

Data and technology remain central to understanding the threat from future criminality and the impact on policing and the public. Innovation is necessary to deliver a response that is shaped by evidence and leverages the latest technology to stay ahead of the threat.

In 2024 we launch the Fraud and Cyber Crime Reporting and Analysis Service. Through intelligence-led interventions, the service will position itself upstream of fraud to aid prevention of crimes occurring, pursue offenders and organised criminals and will do its utmost to protect the public from victimisation.

International and local drivers to improve environmental sustainability are also relevant to policing, from managing the additional demand from climate activists exercising their right to protest, to reducing our carbon footprint and improving the sustainability of our estate's infrastructure. With potentially more car-free areas in the City, we will consider how best our officers patrol and respond to calls for service, using more two-wheeled vehicles where appropriate, in line with the Corporation's Climate Action Strategy.

Our plan sees the safety of communities and their feelings of safety, as a 'golden thread' throughout all we do. This will be key to ensuring the UK is able to reach its full potential, attracting future investment and the confidence of businesses to invest, with people seeing the City as the first-choice destination. Our plan places victims of crime at the heart of everything we do, with a relentless focus on reducing crime, bringing offenders to justice and crime prevention.

## LISTENING TO OUR COMMUNITIES

The policing plan has been informed by numerous national drivers (priorities, strategies and plans), along with engagement from our communities.

### NATIONAL DRIVERS – POLICING PLAN 2022-25



## LISTENING TO COMMUNITIES

In providing a policing service to the City, it is important we listen to our communities and respond to issues the public feel should be a priority for the City of London Police.

Each year we undertake a community survey to capture the views of residents, workers and visitors to the City to identify what they feel are the priority areas for us to focus on. Last year saw the launch of our new Community Feedback Platform, providing a digital pathway to hear from residents, workers and visitors to the City. This is part of our long-term community engagement strategy and is supplemented by the launch of our new Neighbourhood Newsletter and most recent Community Survey.

Over the past three years there have been some consistent themes raised in the community survey. The response and prevention of terrorism; reducing anti-social behaviour; theft of personal items; reducing violence and harassment were highlighted this year in the top four concerns and previously we have seen road safety and drug dealing feature as key concerns. The top four priorities for our community are:



**Terrorism** remains a high priority for the police service, to ensure we protect the people living, working and visiting the City. Recent attacks in the UK and in the City underline the critical work we and our partners do to prevent attacks and ensure we can respond effectively, should an attack occur. This remains an important focus for the provision of our service and forms one of the three pillars of the Policing Plan.

**Personal theft and anti-social behaviour** are addressed in the 'keeping the City safe and feeling safe' pillar of the Policing Plan, as well as putting victims at the heart of everything we do. These form a key part of our success measures of reducing neighbourhood crimes, in partnership with the Corporation.

**Violence and harassment** were the fourth priority identified in our survey. Key to this is our work with the licensing authority and businesses to ensure the night-time economy is a safe place for people to be and implementation of the new serious violence duty through the Safer City Partnership. We have detailed plans to tackle violence against women and girls and reduce crimes linked to the night-time economy.

Our measures for reducing neighbourhood crime directly address this priority, along with support for victims and increased criminal justice outcomes.

While **road safety** was not identified as a top three priority for the public within the survey, we remain focused on this aspect of service, along with the Corporation, to improve the feeling of safety in the use of the roads across the City. We will continue to take part in local, regional, and national days of action to improve road safety and safety awareness.

All of these areas have now been adopted as key priorities for the Safer City Partnership, delivering improvements through dedicated Working Groups.

**Drug dealing and reducing the harm from drugs** remains a priority for the service and is linked to our work in disrupting organised crime, the Government's 10-year drug supply strategy, and bringing to justice those who supply drugs in the City. We are members of the new Combating Drugs Partnership established for City and Hackney.

Worked into the Policing Plan each year are the threats, emerging issues and risks across the priority areas set out in the full strategic assessment of the service. These include fraud, terrorism, serious and organised crime, violent and acquisitive crime and our neighbourhood concerns.

## NATIONAL TO LOCAL

Policing is implementing national action plans on Race and Inclusion and to reduce Violence Against Women and Girls. We continue to deliver locally alongside other activity to drive up standards of behaviour and create a culture of inclusion and belonging.

The National Race Action Plan has been reviewed and interpreted locally via a tactical Action Plan. City of London Police has been selected as an ice breaker force by the national leads in this area. Our work to transfer the learning from our Project Servator public engagement into stop and search approaches, and our sponsorship programme for Black, Asian and Minority Ethnic groups, are recognised as good practice.

## OUR ACTION ON VIOLENCE AGAINST WOMEN AND GIRLS

Our work on Violence Against Women and Girls continues with an array of activity under each of the 3 pillars- 'Rebuilding Trust & Confidence', 'Relentless Perpetrator Pursuit' and 'Creating Safer Spaces'. Much of our work has focused on internal misogyny and culture, with initiatives including listening circles for female colleagues and increasing awareness around unacceptable behaviours through communications and theatre workshops. We continue to roll out 'Domestic Abuse Matters' training to all police officers and staff in relevant roles, with more than 400 colleagues taking part in this training designed to challenge the attitudes, culture and behaviour of colleagues when responding to domestic abuse. Working with partners in our communities, we continue to deliver Operation Reframe, creating safer spaces during our night-time economy for women.

More recently we have introduced our 'Walk & Talk' scheme which provides an opportunity for women visiting, working or living in the City to share their thoughts on safety to bring about positive change. In November 2023 we celebrated our White Ribbon accreditation, cementing our commitment to challenge long-established and harmful attitudes, systems and behaviours around masculinity that perpetuate gender inequality and men's violence against women. All men in our chief officer team have signed up to act as Ambassadors to promote our joint ambitions with this charity.

## OUR POLICE RACE ACTION PLAN

The launch of our local Race Action Plan in November 2023 was an attempt to coordinate all of the work underway in this field. Our local plan reflects all priorities outlined in the National Police Race Action Plan and includes bespoke priorities which matter most to our employees and communities regarding race.

## OUR PLAN

All this work aims to deliver a policing service to the public that is valued, and legitimately responds to our community priorities, while also tackling the other high-harm areas of concern such as economic and cyber crime. Together with our partners, our focus on putting the victim at the heart of everything we do will ensure we provide the very best service and bring more offenders to justice.

Bringing all this together, our Policing Plan has three operational priorities at a local and national level. To deliver these priorities as an organisation, we will be putting our people at the forefront, and leading with innovation and efficient and effective processes. Our priorities support our obligations under the Strategic Policing Requirement, which addresses those threats that transcend force borders and require a coordinated or aggregated response.

These threats have remained the same with the addition of violence against women and girls. We are encouraged that this is now included as a new threat area. Supporting national activity to end gender-based violence and create a safer community for women and girls remains a priority which is complemented by our strategy and action plan.

- Violence Against Women and Girls
- Terrorism
- Serious Organised Crime
- National Cyber Event
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

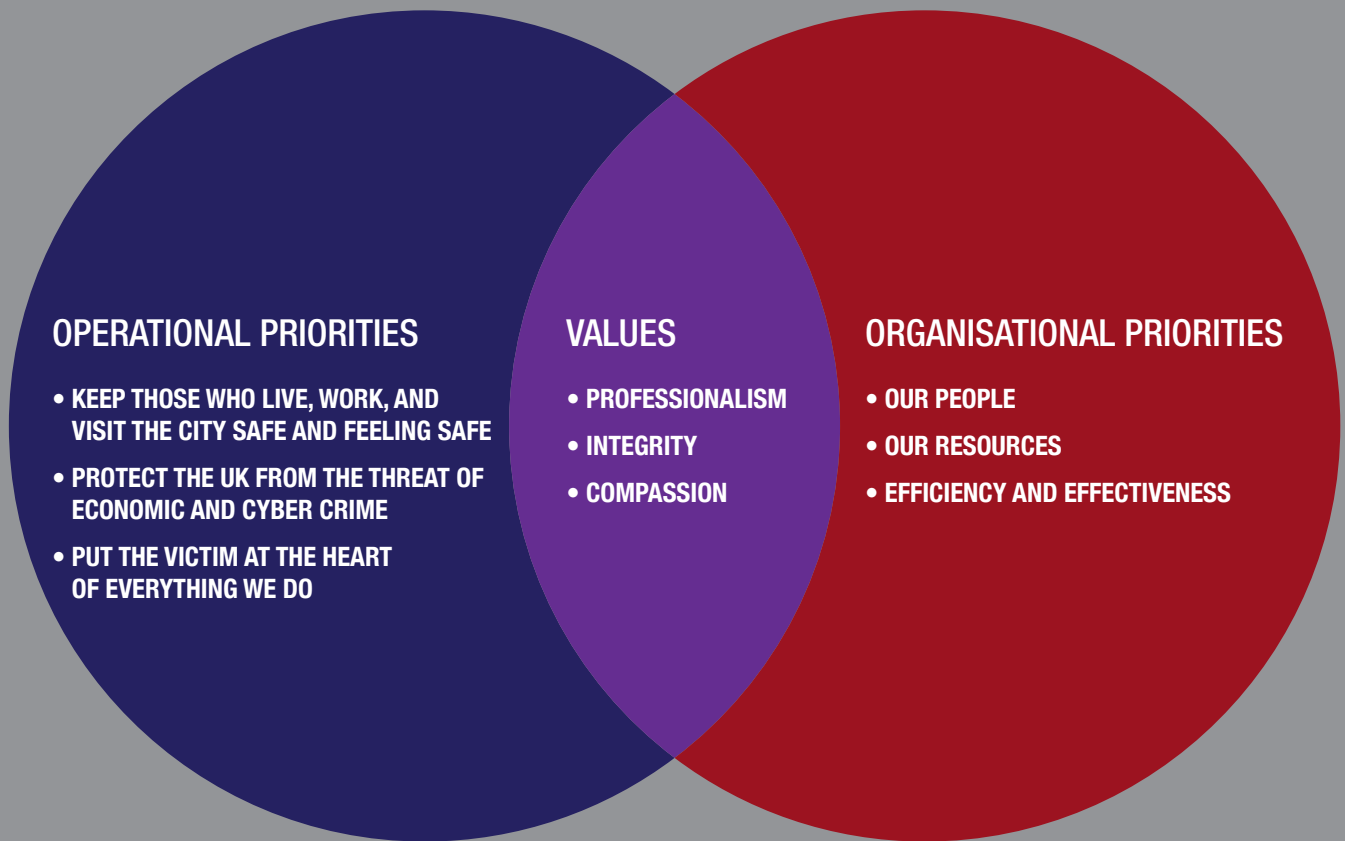
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# SECTION 02

# THE PLAN IN DEPTH

# OVERVIEW

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**





## OPERATIONAL PRIORITIES

### KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

We will prevent and tackle crime, from the most serious offences affecting the most vulnerable, including terrorism and violence against women and girls, through to the lower-level crime we know concerns our communities, such as anti-social behaviour.

### PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME

We will lead the policing response to the threat from economic and cyber crime, delivering against national fraud and cyber strategic ambitions.

### PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will constantly improve the victim experience, from first contact to the end of judicial process, focusing on positive outcomes for victims and bringing more offenders to justice.

For appropriate offences, this will include application of a national framework with the aim to reduce re-offending through diversionary activities.

## VALUES

### PROFESSIONALISM

We will deliver our services professionally and diligently. We will always expect the highest level of professional conduct by our people and commit to their continuous professional development.

### INTEGRITY

We will earn the trust of diverse communities and partners through honesty and always doing the right thing. We will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.

### COMPASSION

We will act with humanity and kindness, ensuring our people and communities are treated with care and respect. We will create a culture of belonging and mutual trust and respect.

## ORGANISATIONAL PRIORITIES

### OUR PEOPLE

We will create a culture of inclusion to attract and retain diverse talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported. We will continue to develop leadership capabilities, embedding a culture of empowerment, continuous learning and improvement in all we do.

### OUR RESOURCES

We will embrace new technologies to fight crime and improve victim experiences. We will enhance our use of data and the digital capabilities in our workforce. We will continue to invest in estates infrastructure to ensure it is fit for modern policing and our fleet is able to meet the changing environment of the City.

### EFFICIENCY AND EFFECTIVENESS

We will ensure efficient and effective use of our funding and resources to provide best value for money. We will work with a range of partners and sectors to maximise efficiencies and ensure the best outcomes for our communities and victims of crime.

# VALUES

## PROFESSIONALISM, INTEGRITY AND COMPASSION

Our Policing Plan has our values at its core. These drive how we interact with each other and the public and how we work together to achieve the ambitions set out in this Policing Plan. We will ensure they are both understood and practised in all we do. We will expect to be held to account against these values, both as individuals and organisationally in all we deliver as a police service.

### PROFESSIONALISM

- Professionalism is a trait that we value highly: it refers to doing things correctly in a timely manner and taking pride in everything we do.
- We will conduct professional and thorough investigations into crimes, doing everything possible to protect those who are most vulnerable.
- We expect our officers and staff to be committed to professional development, both for themselves and for those they supervise and to be able to make sound operational decisions based on discretion and common sense.
- We also want our employees to set an example to others. Our professionalism will ensure that we meet the requirements and demands of our communities by providing them with high- quality, timely, efficient, and effective services.

### INTEGRITY

- Integrity is about being trustworthy, honest and doing the right thing.
- We expect our officers and staff to have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.
- Our behaviour, actions and decisions will always support the public interest and those we work in partnership with.
- We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.
- We will ensure that the public can have confidence in the integrity of the data used and published by us. We will make sure that all crime is recorded ethically and in accordance with all current guidance.

### COMPASSION

- To ensure our communities receive the best possible service, our officers and staff follow our core value, acting with humanity and kindness.
- We believe in mutual trust and respect and in valuing diversity in our role, both as an employer and as a public service provider.
- We will support equality by creating an environment that maximises everyone's talents to meet our own needs and those of the communities we serve.
- We understand that every individual is unique. Compassion is essential to ensure that everyone is treated with care and respect, regardless of their differences.

# OPERATIONAL PRIORITIES

## KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

- Reducing neighbourhood crime and harm
- Protecting the City from terrorism
- Safeguarding and supporting vulnerable people
- Tackling serious and organised crime

### REDUCING NEIGHBOURHOOD CRIME AND HARM

We will respond to community concerns about neighbourhood crime, including acquisitive crime and anti-social behaviour, and encourage safer driving and riding to reduce harm on our roads.

Our people provide a 24/7, 365 day a year service to keep those who live, work, study in and visit the City safe. Our neighbourhoods model concentrates on working at ward level with partners and communities to prevent and reduce crime and embed long-term problem-solving solutions.

This includes expanding our business crime reduction partnership and working with the Business Improvement Districts and as part of the Safer City Partnership.

The Safer City Partnership is a statutory partnership that brings together organisations and other partners with responsibility for keeping people safe. It is responsible for the delivery of the Safer City Strategy. The Safer City Partnership plays a key role in reducing crime and other harms that affect those who live in, work in, and visit the City of London.

The partnership provides a strategic and collaborative platform for different agencies to come together and help make the City a safer place. It is responsible for delivering high quality community safety interventions for the benefit of the City of London and its neighbouring communities.

Focusing on community concerns and issues raised by our local ward panels is a key part of our Policing Plan and response, creating a series of localised commitments. Anti-social behaviour, including street drinking, rough sleeping, begging and anti-social cycling/skateboarding will remain a priority for long-term problem solving with our partners. Encouragingly, we have seen a decline in the reporting of anti-social behaviour over the past year. A growing area of concern remains the spike in retail crime as seen nationally. In response we are continuing to provide prevention advice across our business platforms and increasing the number of high-visibility foot and cycle patrols.

We have launched a new community feedback platform, which will provide a digital pathway to hear the views of victims of crime, residents, workers and visitors to the City. The platform will be used to inform how we adjust our policing service to respond to the needs of our communities, and will help inform our regular community updates and the action we take to address issues raised. Additionally, our Neighbourhood Newsletter is aimed at residents and businesses and provides a detailed update on community engagement initiatives which have taken place and those planned for the next month.

Low overall crime levels in the City make it one of the safest places in the country. We continue to see significant rises in the footfall across our leisure and hospitality offerings, particularly during the night-time economy.

This has coincided with an increase in violence linked to alcohol and acquisitive crime. With the development of Destination City, we will continue to work in partnership with our communities, both business and residential, our Safer City Partnership, and continue collaborating with the licensed trade, to reduce crime and vulnerability, focusing on violence against women and girls and reducing theft in the night-time economy.

We will continue to work in partnership with Transport for London and the Corporation to focus on keeping the City's road network safe, encouraging safer driving and riding, with an aim to reduce harm on our roads. We will work towards Vision Zero, eradicating deaths and serious injuries on our roads.

We will use our stop and search powers ethically, responsibly, and lawfully to recover weapons, stolen items, and target those who sell drugs within the City. The trust and confidence of the community in the use of these powers is key and is scrutinised through the Independent Advisory Scrutiny Group and the Police Authority Board. We will continue to publish and scrutinise ethnicity data to understand any disproportionality and ensure we are using these powers ethically, responsibly, and lawfully.



We have been working with students from the University of East London to build trust and confidence with a diverse range of young adults from different backgrounds and varied experience of police interactions. The meetings provide an additional level of scrutiny for incidents involving stop search and use of force.

The City of London is often a focal point for protests, the majority of which are peaceful. We will continue to work with organisers, in partnership with the Corporation and other stakeholders, minimising disruption to the people who live, work, and visit the City to deliver well planned and safe events. We will continue to work with the Metropolitan Police, British Transport Police and our partners across London, to continually review our response, ensuring that our capabilities develop in line with the changing nature of protests.

Robbery is an offence the City of London Police take very seriously. Every offence is investigated. Our aim is to maintain supportive and consistent contact with every victim and to bring offenders to justice. Patterns of robberies and burglaries are linked and where opportunities arise targeted operations are launched.

Personal thefts are a crime which affect huge numbers of ordinary people and City workers. Whilst investigations are progressed it is not always possible to trace suspects of every theft but victim service is key and the force is working towards improving victim contact and feedback.

## PROTECTING THE CITY FROM TERRORISM

**We will continue to enhance and develop our protective security tactics to protect the City from terrorist attack, testing and exercising with a range of key stakeholders and partners to improve our response.**

The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption. Our priority activities support the national strategy of preventing people turning to terrorism, pursuing those who plot to carry out attacks, strengthening our protection against a terrorist attack and preparing to mitigate the impact of any attack.

We will implement learning arising from public inquiries and reviews into terrorist incidents locally and nationally to ensure continuous improvement in our approach. We are working with counter terrorism policing partners to ensure we embed the learning from the Manchester Arena Inquiry.

Over recent years, we have strengthened engagement with our community and will continue to develop ways to engage and work with partners in a coordinated way. This includes continued training to enhance security awareness through local delivery of national programmes including See, Check and Notify (SCaN) and Action Counters Terrorism (ACT). The City of London Police will continue to lead the counter terrorism policing tactic Project Servator across law enforcement nationally and internationally. This includes working with organisations, venues and events to help them maximise the effect their staff can have on disrupting terrorist activity.

## SAFEGUARDING AND SUPPORTING VULNERABLE PEOPLE

**Working with partners, we will provide the best response and support to people who are vulnerable or find themselves in a vulnerable situation.**

Supporting victims and safeguarding the vulnerable are key themes of this Policing Plan. We will use the national vulnerability assessment framework to ensure the appropriate policing and partnership support is provided.

Our response to domestic abuse, stalking and harassment, child abuse, sexual offending and hate crime is led by our Partnership and Prevention Hub. This is a significant area that spans the whole policing response, requiring not just the pursuit of offenders, but significant work to prevent crimes and increase the protection of the public.

Coordination of this is guided by a vulnerability action plan which seeks continual improvement, from initial response, through the investigative and judicial processes, to improved outcomes.

Ensuring a high-quality service is pivotal to our response to many areas of safeguarding, including violence against women and girls and is achieved through a strong partnership with the Corporation and other agencies.

## MENTAL HEALTH AND SUICIDE PREVENTION

**Mental health and suicide prevention is a thematic focus which is led by the Partnership and Prevention Hub within Neighbourhood Policing.**

The City of London Police works collaboratively with the Mental Health Street Triage (MHST) team. Our officers attend mental health calls with MHST to ensure that patients get the care they need, while also ensuring that officers can quickly be relieved when the help required is medical rather than criminal.

We are working with partners from the NHS, City of London Corporation and other London police services to adopt the 'Right Care Right Person' policy that is being rolled out nationally. The bridge watch scheme run by the Ascension Trust continues with volunteers helping those in mental health crisis who are contemplating suicide, particularly around our bridges.

## OPERATION SOTERIA

**We are working hard to improve outcomes for victims of rape and sexual offences. We have restructured our Public Protection Unit to incorporate a dedicated rape and serious sexual offences team in line with Operation Soteria Bluestone where emphasis will be placed on:**

- Suspect focused investigations
- Disruption of repeat suspects

- A procedural justice approach to engage with victims
- Enhanced learning, development and wellbeing of officers
- Strategic use of police data
- Enhanced digital forensics.

## TACKLING SERIOUS AND ORGANISED CRIME

**We will relentlessly pursue organised crime groups that operate in the City and beyond, particularly in the areas of economic and cyber crime, drug supply, modern slavery and immigration crime.**

Serious and organised crime (SOC) continues to have a significant impact in the UK, with roughly 70,000 nominals involved in serious and organised criminality. The National Crime Agency Strategic Assessment of Serious and Organised Crime states there are between 550,000 and 850,000 UK-based individuals posing varying degrees of threat to children. SOC is therefore both a local and national priority. As the national policing lead for economic and cyber crime these offences continue to represent a majority of SOC addressed by the City of London Police.

The low resident child population accords with the low level of reported child sexual exploitation and abuse. Instances of domestic servitude, labour exploitation, sexual exploitation and organised immigration crime occurring in the City are also low. However, we will continue to actively target these crime types by developing intelligence and actively targeting criminals in these areas.

The supply of drugs and links to gangs, violence and acquisitive crime are set out in the 2021 UK Government 10-year drug plan, to cut crime and save lives. Organised crime groups are known to operate in the City. There are also links to drug use and supply in the night-time economy. Due to the extensive transport hubs and our surrounding boroughs, county lines activity regularly passes through the City policing area. Our activity in this plan fully supports the new national strategy and we are part of the new Combating Drugs Partnership established for City and Hackney.

We will make full use of powers to prevent reoffending. We will proactively disrupt offenders involved in local crime and SOC and tackle repeat offenders who cause most harm through a multi-agency response to manage their behaviour and impact on the community.

Offender management is a proactive commitment to the disruption and face-to-face management of criminals involved in local crime and SOC. We will continue to prioritise the use of serious crime prevention orders and other ancillary orders that monitor and restrict certain behaviours to prevent future or ongoing criminal activity.

# PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME

- Improving national fraud and cyber crime reporting services
- Developing the skills and knowledge to tackle economic and cyber crime
- Leading, coordinating and improving the national police response to economic and cyber crime
- Targeting illicit finance and protecting intellectual property
- Reducing business crime

## IMPROVING NATIONAL FRAUD AND CYBER CRIME REPORTING SERVICES

**We will improve the fraud and cyber reporting service through a programme of continuous improvement and implementation of a new Fraud and Cyber Crime Reporting and Analysis Service.**

The programme sees the services of Action Fraud, National Fraud Intelligence Bureau and National Economic Crime Victim Care Unit presently under transformation through a formal programme of work.

We have implemented a new process to enhance efficiency, prioritisation of resources and focus. This will see us firstly attend to the most vulnerable to ensure safeguarding, and then focus on the solvable cases as a priority. We are improving the service through a new target operating model, resourcing, capability and technology. This will maximise the new processes and technology, increase resourcing and enhance the full range of skill sets needed to optimise our performance.

The transformation ultimately aims to:

- Help protect businesses and the public from deception, and block funds transferring to criminal entities.
- Bring more criminals to justice.
- Disrupt organised crime.

The full new service roll out of the transformation will occur in 2024.

## DEVELOPING THE SKILLS AND KNOWLEDGE TO TACKLE ECONOMIC AND CYBER CRIME

**We will continue to develop and deliver the highest quality training and continuous professional development to satisfy the needs of policing and other law enforcement agencies and government funded international capability building, while generating sufficient income to cover all costs.**

The Economic and Cyber Crime Academy broadened its remit to incorporate cyber crime and successfully integrated hybrid learning as part of a new strategy created in 2021. Implementing this strategy and developing its

cyber offering will form a key part of its priorities over the life of this plan.

We are delivering a National Economic Crime Workforce Strategy with the National Economic Crime Centre that will improve the recruitment, onboarding, upskilling and retention of specialist investigators and staff into the economic crime sphere for policing and wider law enforcement nationally.

## LEADING AND COORDINATING THE POLICE RESPONSE TO ECONOMIC AND CYBER CRIME

**We will strengthen the national strategic approach to policing economic and cyber crime and work closely with partners to deliver a whole system response to these threats.**

City of London Police is the national policing lead for economic and cyber crime, responsible for setting the national strategy and coordinating the operational response. In May 2023, government launched its national Fraud Strategy. Aligned to this, we developed a 5 year National Policing Strategy for Fraud, Economic and Cyber Crime, launched in November. This strategy has identified three key cross cutting objectives across the portfolios which will improve the policing response and provides policing partners with deliverable actions to achieve this. We will continue to strengthen and align these portfolios and develop a joint capability strategy across economic and cyber crime. Together, the City of London Police and Corporation have the unique ability to position the UK as the world- leader in tackling economic and cyber crime.

## IMPROVING THE POLICE RESPONSE TO FRAUD

**We will lead and support implementation of the Home Office National Fraud Strategy objectives, deliver and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.**

The national Fraud Strategy will see increased pursue and protect capabilities across City of London Police and regional organised crime units over the next three years. We continue to coordinate the growth and expansion



of regional and national resources in policing directed towards proactive intelligence led activity in response to fraud and economic crime. City of London Police has been key in the delivery of the new resources under the National Fraud Squad, and jointly lead this new resource with the National Economic Crime Centre.

In addition, we are working with Police and Crime Commissioners (PCCs) to influence greater prioritisation of fraud within their local policing and crime plans and seeking a greater involvement from PCCs in supporting victims. We have held our third National Strategic Economic Crime Briefing to all chief officers and PCCs to increase awareness, prioritisation and accountability and continue to visit police forces to support and share good practice.

We will continue to broaden our investigative caseload to take a more proactive approach to targeting high harm threats and disrupting organised crime groups, working as part of a national network of investigators.

Our units funded by the banking sector, insurance industry and Intellectual Property Office also have an important role in the whole system as their reach extends beyond the capabilities of individual forces.

Recognising the fundamental need for a whole-system response, we will continue to work closely with key partners and stakeholders, in particular industry which has made a substantial investment in our work to tackle fraud, and the National Economic Crime Centre.

## IMPROVING THE POLICE RESPONSE TO CYBER CRIME

**The National Police Chiefs' Council Cyber Crime Programme is led by the City of London Police and delivers the police contribution to the government's National Cyber Strategy. The programme is focused on developing the capacity and capability of policing to tackle Computer Misuse Act offending effectively. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre, Cabinet Office and Home Office.**

The programme oversees and supports cyber crime units in every force and regional organised crime unit in England & Wales and regional dark web operational teams, providing a comprehensive victim focused service meeting agreed minimum capability standards. The programme has over 30 projects building capacity and capability in areas such as training and development, equipment, technology, policy & process. National procurement has led to efficiencies of nearly £9m and the delivery of world leading capabilities for forces and regions. The programme also supports the operational response to major cyber incidents and oversees operational performance nationally.

The programme has built an effective, integrated policing capability at the local, regional and national level able to respond to major cyber incidents and reported cyber crime across pursue, protect, prepare and prevent.

Our focus over the next year is to become more data and intelligence driven. We will achieve this through our collaboration with business. Critical to this will be the further development of our Cyber Resilience Centres and Police CyberAlarm as important offerings to help protect small and medium sized organisations. We need to move into the future exploiting the opportunities that modern technology and big data brings. Through working with business large and small, we can start to gather, analyse and use threat data in real time and at scale. Alerting organisations to attacks to help them protect themselves and deliver a more timely impactful policing response – whether that is pursuing UK based criminals, delivering more relevant protect messaging faster and preventing more young people from engaging in cyber crime.



## TARGETING ILLICIT FINANCE AND PROTECTING INTELLECTUAL PROPERTY

**We will disrupt criminals by targeting the proceeds of crime and support government strategies to strengthen financial investigation, asset denial and money laundering capabilities across policing.**

As the national policing lead for economic crime, the City of London Police has responsibility for the National Police Chiefs' Council portfolios for financial investigation and intellectual property.

The importance and opportunity that financial investigation provides in tackling crime has been recognised by government, leading to significant reform and investment from the Home Office. We are continuing to see the replacement and upgrade of computer systems used across policing, new legislation for asset recovery and the introduction of the Anti Money Laundering and Asset Recovery Programme which will deliver objectives set by a refreshed Economic Crime Plan v2 across 2024/25.

We will lead and deliver the uplifted resources provided under this programme which will see significant increase in regional and central capability to reduce money laundering and increase the value of criminal assets recovered. This year, we have also launched the National Policing Strategy for Fraud, Economic and Cyber Crime and this includes within its national objectives to improve the policing response to money laundering and increase assets denied to criminals. This is also measured by a national performance framework that will allow policing to deliver against objectives and targets set by the Home Office under the Economic Crime Plan v2.

Stripping criminals of their illicit finances disrupts criminal activity, deprives them of their criminal lifestyles, protects communities from the harm caused by criminal gangs and sends a strong message to those who might otherwise

be attracted to criminal lifestyles. Enhanced focus around the illicit finances of serious and organised crime is seeing greater use of legislation in the civil, as well as criminal, sphere of justice. Using intelligence generated from suspicious activity reports and the public/private sectors increased analysis of how organised crime groups are financed is a priority focus for the City's contribution to reducing the harm of serious and organised crime with new investment in capability being made.

## REDUCING BUSINESS CRIME

**We will continue to position the National Business Crime Centre as the national lead and a conduit for information sharing across business and policing. We will work closely with the Corporation to support business crime reduction in the City.**

The business crime portfolio is delivered by City of London Police through the National Business Crime Centre (NBCC) which delivers business engagement across a wide range of disciplines. The depth of knowledge, business insight and breadth of contacts across business, government and policing, has seen the NBCC establish itself as the national business engagement lead.

The breadth of advice and guidance on the NBCC website continues to grow reinforcing its status as the default location for both business and police when tackling business crime.

The NBCC has introduced a number of national initiatives to support businesses including Safer Business Action Days, which is a joint approach by police, business, private security, Business Crime Reduction Partnerships and Business Improvement Districts working in partnership to focus resources into designated location to create a significant impact to reduce crime. The Safer Business Action Day concept has received formal recognition from the sector in the form of two awards. The concept was extended to Safer Business Action Week for the national week of action in October, coordinated by the NBCC which saw activity from police forces across the country to target business crime.

Recognising the Business Improvement Districts within the City, the NBCC has carried out a review of the Business Crime Reduction Partnership national standards and is working with a range of partners to implement the report's recommendations to encourage greater engagement with Business Improvement Districts. The standards provide a nationally recognised accreditation scheme that improves information sharing and business reassurance. The NBCC will continue to work with the City Security Council with support from their Security Industry Authority Seconded to ensure that the City is at the cutting edge to adopt the forthcoming Protect Duty.





## PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will continually improve our response at every stage of the victim journey, ensuring victims receive the very best support. We will continue to seek charges, prosecution, or satisfactory out of court disposals against perpetrators of crime to ensure victims receive the justice they deserve. Our support to victims through their journey will also ensure ease of reporting and access to the right support. Witnesses who come forward to assist police also need the appropriate care to ensure they remain confident in us and the criminal justice process.

### PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO

**Putting the victim at the heart of everything we do is a golden thread that runs throughout this Policing Plan. We will explore new ways victims can report crime and ensure they receive a professional response.**

We will continually review our approach to how we support victims of crime, ensuring they receive the best available service. This will be regularly scrutinised by the Police Authority Board.

The establishment of our Community Feedback Platform is one of our new mechanisms of regular surveying of victims to understand our impact and provide opportunities for learning and service improvement. This tool will also be used to understand victim feedback in real time, enabling us to implement improvements quicker and improve victim experience. We will ensure all officers and staff are trained in and applying the Victim Code of Practice.

We are continuing to work with the City of London Corporation to develop our Victim Strategy which will help coordinate and drive improvements in this important area.

### DELIVERING AN IMPROVED CRIMINAL JUSTICE SERVICE

**We will work with the Crown Prosecution Service to improve the victim experience throughout the criminal justice process and implement digital reforms to support swifter justice.**

Aligned with national ambition, we will ensure our services support the delivery of swift justice that works in the interests of people and protects businesses. We will ensure our staff are well equipped to prepare cases for court and improve in areas such as disclosure, delivering against national action plans locally.

To break the cycle of crime, drug testing of offenders will continue to take place as part of our custody process and the necessary referrals and action taken

with partners to divert offenders into treatment and rehabilitation. The launch of our pilot attention deficit hyperactivity disorder (ADHD) screening in custody also helps to support our goal to address re-offending by signposting detainees to support agencies.

We will scrutinise our local criminal justice performance data with the CPS, ensuring that victims of crime receive a professional and timely service. We will continue to work to the national plan for digital casefile implementation, using platforms shared by criminal justice partners to improve casefile quality and outcomes for victims. We will continue to work with our partner organisations in custody, recognising this provides an opportunity to deter people away from reoffending. We are able to signpost detainees to over 200 organisations and charities and they can access a confidential listening service whilst in custody provided through our partnership with The Samaritans.

In line with national ambitions, we will incorporate improving support to female victims of violence throughout the criminal justice process into our work.

Throughout this Policing Plan there are a range of activities that aim to improve our effectiveness in fighting crime and keeping people safe. Our aim is to ensure that we are as effective as we can be at detecting crimes. The City of London Police has one of the highest positive outcome rates nationally and we wish to maintain that position.

# ORGANISATIONAL PRIORITIES

We will ensure we deliver a policing service where our people are properly equipped with the right skills, knowledge, equipment and culture. Our code of ethics and values underpin how we treat each other, the public and deliver our service.

## PEOPLE

- Support and develop our staff, ensuring legitimacy, transparency and accountability in everything we do.
- Create an environment where diversity of thought and inclusion thrives.
- Ensure the wellbeing of our staff is at the forefront of what we do.
- Ensure our workforce is representative of the communities we serve.
- Attract and retain the best talent, exploiting the opportunities that come with policing an area like the City for London and our national lead roles.
- Ensure open and fair channels for lateral and upward progression.
- Ensuring leadership engagement at all levels.

## RESOURCES

- Ensure our buildings and infrastructure are modern and fit for delivering 21st Century policing.
- Ensure our fleet is able to meet the changing environment of the City of London and can respond to the diverse requirements of policing .
- Invest in our information technology, making sure our officers and staff have the information and systems to do their jobs.
- Be innovative and data-driven in fighting crime, embracing new technologies such as machine learning and artificial intelligence.
- Invest in the skills of officers in digital investigations, forensics, intelligence and insight to improve our performance in reducing crime and bringing offenders to justice.
- Use technology to improve the service and communication with the communities we serve.

## EFFICIENT AND EFFECTIVE SERVICE

- Ensure efficient and effective use of our funding and resources to provide best value for money, through single service provision, removing duplication and constantly challenging ourselves to be the best we can be.
- Ensure our processes and systems are effective and efficient to support the needs of our communities, for example, making it easy to report crime and access information.
- Ensure our response is tailored to the needs of the communities we serve.
- Work collaboratively with our partners in law enforcement and other sectors to ensure the best outcomes for our communities and victims of crime.
- Ensure, through vigorous workforce planning, that our people are allocated in a way that optimises delivery of these Policing Plan priorities.

## OUR PEOPLE

### COMMITMENT TO EQUITY AND BELONGING

**We will develop a truly inclusive culture, where our people feel trusted, well led and well supported by each other.**

#### RECRUITMENT, RETENTION & UPLIFT

Our commitment to creating a service which truly reflects the community it serves is reflected in recent recruitment initiatives under the police uplift programme, but we know we need to do more. We will continue to provide targeted support to people from under-represented groups throughout the recruitment process and probation period.

With support from our Disability Enabling Network, we are changing the way we conduct our promotion processes to ensure reasonable adjustments are applied, using trained officers to assess request and recommend support.

Our working group on retention and exiting continues to explore the future use of retention interviews and learning from best practice of policing and private sector partners.

#### POLICE RACE ACTION PLAN

Our local Race Action Plan was launched in November 2023. Our Positive Action Leadership Scheme supports officers and staff from under-represented groups to develop laterally and through promotion. This has been

complemented by our sponsorship programme for ethnic minority officers and staff, reinforcing our commitment to a more diverse and inclusive leadership team.

We are committed to becoming an anti-racist organisation that black people can trust. Our plan demonstrates our zero-tolerance stance on racism and determination to make further progress in collaboration with all staff networks and associations, especially the Black Police Association.

Together, we will work towards creating an environment that promotes trust and inclusivity, acknowledging that while progress has been made, much more work is needed. Creating a culture of inclusive leadership is a crucial focus for us more generally. We have refreshed our core leadership programme and management development programme for supervisors and first-line managers. This is aligned to our promotion framework and performance development process, where leaders are required to demonstrate their contribution to equity, diversity and inclusion.

Our inclusivity programme was highlighted by the College of Policing as an example of innovative practice. This programme takes a modernised approach to diversity training. All officers and staff are able to choose from a selection of different inputs every 6 months aimed at improving awareness and understanding of topical issues,



encouraging participants to reflect on the significance of creating an inclusive culture. Delivered with blended learning in mind, they ensure that different learning styles are taken into account, as well as considering accessibility for all. We are one of the first police services to deliver active bystander training as part of this programme, equipping officers and staff with tools to identify inappropriate behaviours and the confidence to call them out.

Complementing the inclusivity programme will be a series of proactive audits of team which looks at the conduct and culture. The results of the cultural audit will provide managers with an understanding of underlying issues and tools to address these. They will also give the force an understanding of risk areas or emerging themes needing closer attention and action.

This year we publish a new Equity, Diversity and Inclusion Strategy (2024-2027) which also outlines our aim to be the most inclusive police service in the country.

## INDEPENDENT ADVISORY AND SCRUTINY

The City of London Police has an established Independent Advisory and Scrutiny Group (IASG). The group is made up of a wide range of people from different backgrounds. The group provides an independent view and advice on the strategic development and delivery of our policing services.

Additionally, the group provides independent assessment on the legitimacy of our activity in relation to use of stop and search powers and use of force, and over internal processes such as recruitment and promotion. Over the course of this plan, we will work with the group to develop their membership and the scrutiny work they do across the service. We have recently formed a Youth IASG to afford a valuable insight into the views and experiences of young people regarding policing.

The Police Authority Board plays a vital role in helping the City of London Police to build and maintain public trust. In undertaking this role, the Police Authority continues to:

Ensure equality of opportunity	Eliminate bias	Embed diversity and inclusion	Maintain a zero tolerance to racism
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Embedding diversity and inclusion and eliminating bias requires continuous review, education, training and monitoring, by both policing and the bodies that have oversight of policing. Both the Police Authority Board and its Professional Standards and Integrity Committee ensure complaints with any racial allegations are closely scrutinised, monitors diversity in officer and police staff numbers and ensures that stop and search data is published and monitored. Through this scrutiny, our plans on diversity and inclusion are closely monitored and challenged.

## AN ORGANISATION THAT LEARNS FROM EXPERIENCE AND CONSTANTLY STRIVES TO IMPROVE

Policing is difficult and complex. We will continue to embed a culture of continuous learning and development and a culture where we encourage our staff to seek out lessons from other organisations, experiment and test new ideas and more consistently use feedback from colleagues, partners, public and academia to improve our approach.

We will actively capture learning and embed appropriate reform from policing events and failures, such as recommendations from the Operation Hutton report, Baroness Casey Review and Child Q report.

We also remain focused on recommendations for improvement from HMICFRS, the College of Policing and others to ensure we are continually striving for excellence in all we do.

We will prioritise learning and development for our staff to provide the very best technical skills to do the job, but also developing skills around leadership, performance improvement and diversity and inclusion. We will focus on evidence-based policing and encourage use of academia to deliver better services.

## OUR RESOURCES

**Our Policing Plan is underpinned by investment in future technologies, equipment and estates that enable us to be at the forefront of policing and emerging crime threats.**

Over the life of this plan, we will develop a portfolio of change to ensure the City of London Police remains an effective and efficient police service. Our roadmap of change summarises some of the key programmes within the portfolio, which will enhance capabilities and deliver a better service for the public.

We will consider how technology can encourage greater participation of the public in policing and continue to transform and exploit technology to assist and support how we engage with our communities across the City. This year, as part of the establishment of our new data lab, we will ensure that new data infrastructure and technology is in place to improve our understanding of current and future demand to meet the needs of all our communities.

We will improve data quality, security, accessibility and availability to improve outcomes for the public. We will continue to improve the data literacy of our workforce, and ensure our officers and staff are well trained in digital investigation and forensics to be at the forefront of crime investigation.

We will continue to develop a mobile-first, cloud-first approach to ICT, providing secure and easy access to the data that we need across a range of platforms, delivered at point of need, reducing the reliance on officers returning to the workplace to complete their tasks. This will involve an investment of over £3.5 million over 3 years. We will ensure our data is available to our people to support timely

and informed decision-making, as well as continuing to support the public interest in greater transparency of how we police. We will implement a new command and control system, ensuring our intelligence, custody and prosecutions systems are integrated and interoperable with the Metropolitan Police Service solution.

Progressive work continues with the Corporation of London to modernise our police estate, ensuring officers and staff are accommodated in modern, fit-for-purpose facilities and we reduce our carbon footprint. We will embrace new ways of working to maximise the efficiency of our estate. We will look for opportunities to ethically generate income, through activities such as training and other services.

Our fleet is another important area for development over the next three years with an investment of £1.2 million. With the changing nature of City roads to a more car-free and pedestrianised area, we will assess the most effective way to patrol. Whilst policing will always need traditional vehicles to respond to emergencies and carry equipment and people, we need a different fleet in the future.

In partnership with the Corporation of London, we have a key role in safeguarding and promoting the City's future. We will continue to work together to reduce the impact we have on the environment and at the same time support the changing and future economic plans of the City of London. We will take a balanced approach to sustainable policing, demonstrating budgetary responsibility, promoting economic, social and environmental development, but ensuring increasing the trust and confidence the public have in us as a police service remains our main goal.



# EFFICIENT AND EFFECTIVE SERVICE

## FUNDING

Like all police forces in England and Wales, most of our funding is from the Home Office. This is in the form of a core grant to cover the basic operations of policing, as well as specific grants. These cover areas such as counter terrorism policing and where we take a national lead role in areas such as fraud and cyber crime.

Unlike other PCCs, the Corporation do not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the Corporation applies a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London.

In partnership with the Corporation, we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services, through increased local funding and mitigating the pressures of rising costs.

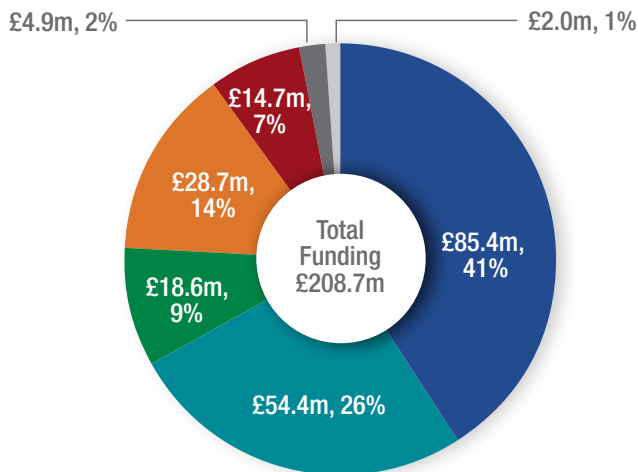
With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.

Around two-thirds of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2024/25 the budget provides for a force establishment of 537 full time equivalent (FTE) police staff, 983 FTE officers and over 200 temporary funded roles.

To make sure our expenditure does not exceed our funding in 2024/25, we will need to sustain some £15m prior year savings and mitigations made since 2020/21 and add £7m new ones in 2024/25. We will continue to look at opportunities to manage our budget challenges through:

- Improved procurement;
- Reviewing supplies and services;
- The use of proceeds from seized assets;
- Improved working patterns to match need;
- Efficient business support;
- Improving supervision ratio;
- Reducing overtime; and
- Improved use of mobile technology and agile working.

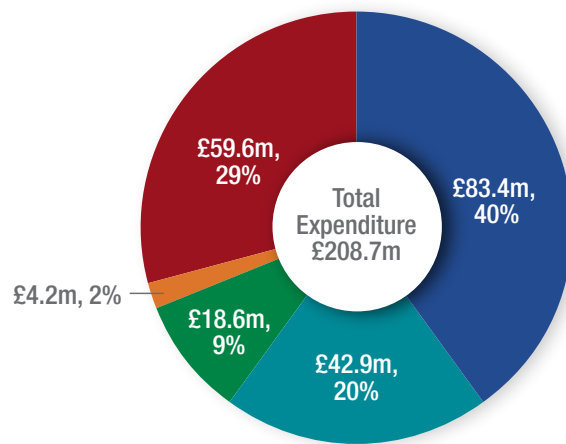
FUNDING 2024/25 – PIE CHART BREAKDOWN



- Home Office Core Grant, £85.4m 41%
  - Govt Grants for Lead Force & CT, £54.4m 26%
  - Pensions Grant, £18.6m 9%
  - COL Funding (net\*), £28.7m 14%
  - Partnership income, £14.7m 7%
  - Fees and charges, £4.9m 2%
  - Use of reserves, £2m 1%
- Total Funding £208.7m**

\*Total CoL Funding in 2024/25 is £29.7m net of £1.0m capital financing costs

EXPENDITURE 2024/25 - PIE CHART BREAKDOWN



- Officer pay, £83.4m 40%
  - Staff pay, £42.9m 20%
  - Pension Fund deficit, £18.6m 9%
  - Other Employee costs, £4.2m 2%
  - Non Pay costs £59.6m 29%
- Total Expenditure £208.7m**



## INSPECTION, AUDIT & IMPROVEMENT

To ensure we continue to deliver policing services at the expected level, we are inspected by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). This is an independent body that inspects all police forces across England and Wales, which, as part of the process, delivers strategic inspection reports that make recommendations and identify areas for improvement.

These inspections include standalone thematic inspections commissioned by government and the Police Efficiency, Effectiveness, and Legitimacy (PEEL) inspection process.

The most recent PEEL inspection from 2021 assessed City of London Police as having five areas of good/adequate practice and five areas that require improvement.

Making these improvements is a priority for City of London Police. We are working closely with HMICFRS on this and have enhanced our internal governance to provide clear leadership and accountability.

We were particularly pleased to receive a good grades for how our people are engaging with and treating the public with fairness and respect, and how we respond to the public. The report also recognised some of our innovative practice including preventative activity to reduce violence against women and girls, prosecutions of domestic violence where victims do not engage, and implementation of the police uplift programme and officer retention.

All of our strategic inspection and audit reports are reported to our Police Authority Board, which retains oversight of the implementation of recommendations and areas for improvement. The result of all these programmes is to continually drive improvement in all aspects of services to ensure we deliver an efficient and effective police service.

## PERFORMANCE MEASURES

POLICING PLAN PRIORITY	MEASURE
Keep those who live, work, and visit the city safe and feeling safe	Reduce neighbourhood crime (neighbourhood crime consists of; burglary residential, robbery personal, vehicle crime and theft from the person offences) <sup>1</sup>
Keep those who live, work, and visit the city safe and feeling safe	Reduce violent crime (violent crime consists of; homicide, violence offences, stalking and harassment and sexual offences)*
Keep those who live, work, and visit the city safe and feeling safe	Reduce anti-social behaviour
Keep those who live, work, and visit the city safe and feeling safe Protect the UK from the threat of economic and cyber crime	City of London Police positive outcome rate is higher than the national average (charge, caution, community resolution)
Protect the UK from the threat of economic and cyber crime	National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)
Protect the UK from the threat of economic and cyber crime	Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation
Put the victim at the heart of everything we do	Action Fraud victim satisfaction levels are improved
Put the victim at the heart of everything we do	City of London Police victim satisfaction levels are improved
Our people	City of London Police is a psychologically and emotionally healthy place to work (bi-annual measure)
Our people	City of London Police workforce engagement levels are increased (annual measure)
Our people	City of London Police recruitment activity is improving how well its workforce reflects the communities it serves
Our resources	Financial outturn is within 1% of forecast (bi-annual measure)
Our resources	Staff agree they are well equipped to do their job (annual measure)
Efficiency and effectiveness	The public feel safe
Efficiency and effectiveness	The public have confidence in City of London Police

1 National Policing Performance Measure





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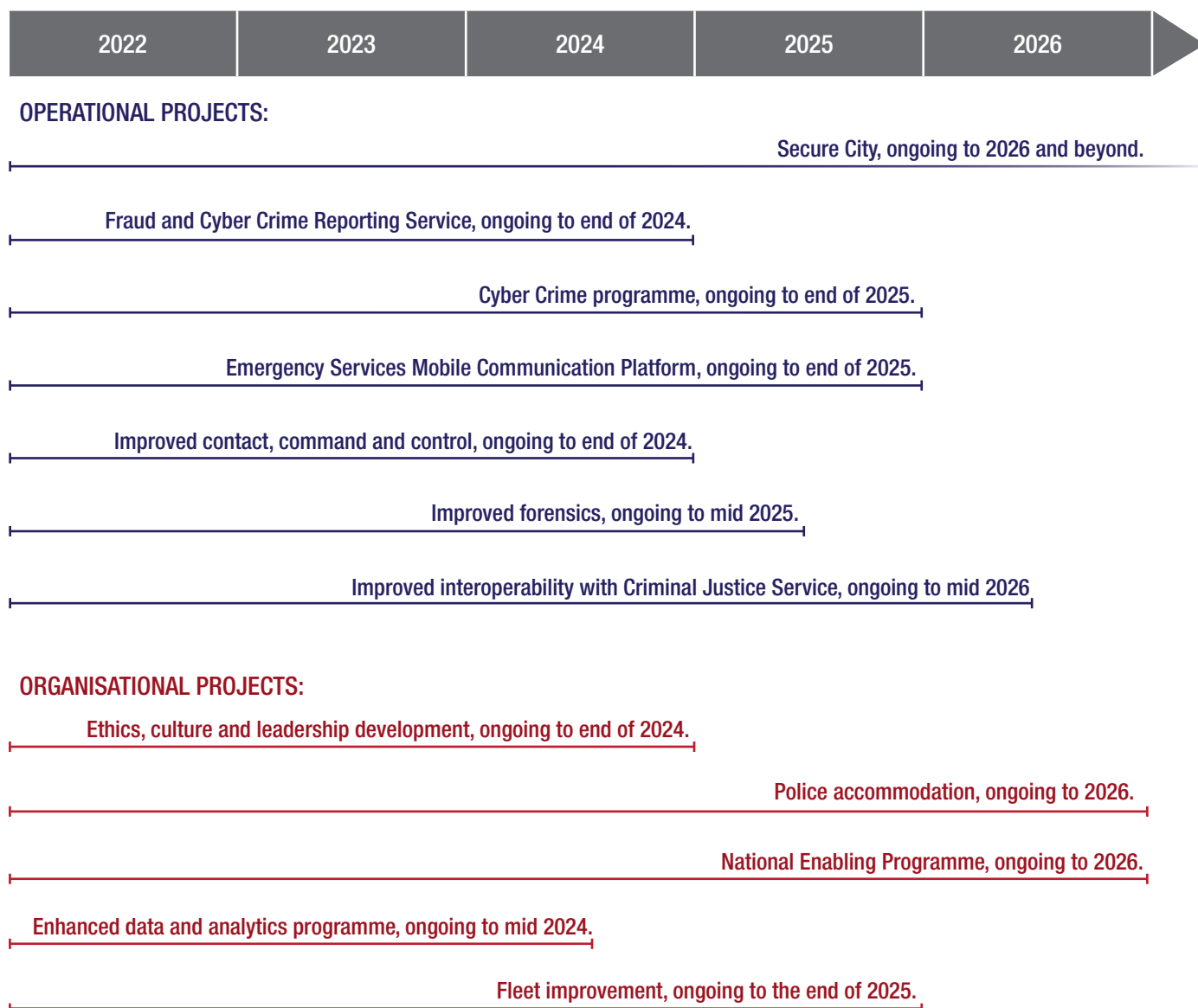
# SECTION 03

# DELIVERING THE PLAN

## PRIORITY CHANGE PROJECTS

The City of London Police is delivering a series of projects across our operational and organisational capabilities to improve the service we deliver to our communities. We will use innovative approaches and technological advances to make our processes more efficient and effective, delivering a better service to the public by releasing officer and staff time to focus on enhanced and increased visibility in our local area.

A high-level representation of current programmes and projects is shown below:



## WORKING COLLABORATIVELY

We recognise we cannot deliver everything in this plan alone. We will work closely alongside a broad range of partners, from local to national and international (including British and other governments) to ensure our service is effective and efficient in protecting victims and communities. Engagement will be further developed with the implementation of the Stakeholder Engagement Plan, which underpins this Policing Plan.

### CITY OF LONDON CORPORATION

Our partnership work with the Corporation of London includes planning for large scale events, the Secure City programme and accommodation programme, tackling antisocial behaviour and safeguarding vulnerable adults and children.

### METROPOLITAN POLICE (MPS) AND BRITISH TRANSPORT POLICE (BTP)

We deliver several services with the MPS and BTP to protect London and provide seamless policing service across the capital. We also work with agencies such as Transport for London, ensuring a consistent and coordinated approach to tackling issues within London. Additionally, we work with a number of other forces across a range of matters, including protective security, fraud, intelligence and threats that extend across force boundaries.

### SAFER CITY PARTNERSHIP (SCP)

Our work with the SCP tackles local crime and antisocial behaviour, ensuring a coordinated, cross-sector approach to these issues. The partnership plays a crucial role in promoting crime prevention in the City of London.

### PRIVATE INDUSTRY ASSOCIATIONS

Our work tackling fraud particularly benefits from close association with UK Finance, Association of British Insurers and CIFAS, amongst others.

### INTERNATIONAL ORGANISATIONS

We have forged alliances with groups such as the Global Cyber Alliance, Homeland Security in the US and numerous police forces and other jurisdictions. This helps us to tackle issues relating to organised crime and protective security, which ultimately benefits the City of London and UK citizens.

### NATIONAL CRIME AGENCY AND NATIONAL ECONOMIC CRIME CENTRE

Our national lead force responsibilities mean we work closely with other national agencies, both strategically and operationally to protect the UK from serious threats.

## ROLES AND RESPONSIBILITIES

The City of London Corporation's Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its sub-committees.

### THE ROLE OF THE POLICE AUTHORITY BOARD IS TO ENSURE:

- The City of London Police runs an effective and efficient service by holding the Commissioner to account.
- Value for money in the way the police is run.
- Policing priorities are set considering the views of the community and in accordance with the wider requirements of the Police Act 1996.

The work of the Police Authority Board is supported by a Police Authority Team, which ensures the Police Authority's obligations are effectively and efficiently discharged.

The Town Clerk and Chief Executive of the Corporation, who is also the Chief Executive of the Police Authority, works closely with the Chair of the Police Authority Board and all Members to ensure that there is an effective and efficient police service in the City.

The Chamberlain of London is the Section 151\* Officer for the City of London Police Authority and performs the functions of the Treasurer to the Authority.

The Comptroller and City Solicitor is the Authority's Monitoring Officer.

Police Authority Board Committee details can be accessed through the below link:

**[Committee details - City of London Police Authority Board - Modern Council](#)**

### THE ROLE OF THE COMMISSIONER OF POLICE

- Keeping the communities of the City of London safe and secure.
- Ensuring our national lead force functions are discharged efficiently and effectively.
- Delivering efficient and effective operational policing which responds to the needs of the public.
- Managing resources and expenditure by the police service.

### THREE EXTERNAL BODIES WORK CLOSELY WITH THE CITY OF LONDON POLICE TO SET STANDARDS AND SCRUTINISE PERFORMANCE:



His Majesty's Inspectorate of Constabulary and Fire and Rescue Services is the inspection body which provides regular annual and thematic inspections

**HMICFRS - Home**

**<https://www.justiceinspectors.gov.uk/hmicfrs/>**



The College of Policing sets the standard for policing and carries out research

**Working together | College of Policing**

**<https://www.college.police.uk>**



The Independent Office for Police Conduct oversees the complaints process nationally

**Independent Office for Police Conduct**

**<https://policeconduct.gov.uk>**

Bishopsgate →  
 Old Spitalfields Market  
 Petticoat Lane Market




Landmark finder

01 Quaker Street	50 110 Bishopsgate
02 St. Helen's Place	51 Princes Place
03 St. Mary Axe	52 St. Mary Axe (The Glass)
04 Sandy's Row	53 Bishopsgate Institute
05 Jewett Street	54 Bishopsgate Library
06 Shoreditch High Street	55 Broadgate Circle
07 Shoreditch High Street	56 Broadgate Tower
08 Shoreditch High Street	57 Exchange Arcade
09 South Place	58 Exchange House
10 Spital Fields	59 Leaden Petropoplian
11 Spital Yard	60




## CONTACT US





 [www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority](http://www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority)

 Provide feedback on this plan via:  
[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)

 **101** Non-emergency police number,  
in an emergency always dial **999**


 Textphone service **18001 101**


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 Like us on Facebook

### PUBLIC ENQUIRIES AND REPORTING CRIME:

 [www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)

 Bishopsgate Police Station  
182 Bishopsgate, London, EC2M 4NP  
Open 24 hours

 Headquarters (not open to the public)  
City of London Police  
Guildhall Yard East, Guildhall Buildings London  
EC2V 5AE

 Anti-terrorist hotline **0800 789 321**

