



CITY OF LONDON POLICING PLAN 2022-2025

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 this year's refresh of the City of London Policing Plan 2022-2025, which sets out the City of London's priorities for ensuring that the Square Mile remains the safest business district in the world as well as its priorities as the national lead for fraud and cyber. For the City of London Police Authority Board, our vision is for the City of London Police to continue to be world-leading in its specialisms of protective security and tackling fraud, economic crime and cyber crime. Ensuring that the UK is hostile to fraud and cyber crime is essential for UK competitiveness.

The City of London is the heart of the UK's financial, professional services, and technology sectors. These businesses choose the City, London and the UK because of our leading position globally which is underpinned by our effective legal system, our strong regulatory regime and our focus in tackling economic crime. The City of London Police's role as the National Lead Force for fraud and National Police Chiefs Council's lead for cyber crime, together with its close relationship with many private sector partners, mean that the City Police play a critical national and international role in this.

The City of London Police Authority Board will continue to prioritise protecting all those that live, work or visit the City and make it such a thriving place to be. We want everyone to be safe and feel safe at all times, which is why we will continue to invest in keeping the City safe from terrorism; ensuring we have a safe night-time economy; tackling violence against women and girls; reducing violent and acquisitive crime; and minimising anti-social behaviour.

Policing in the City of London and nationally will face many challenges in the years to come. Fraud and online crime are expected to remain as the most prevalent crime type, London and the City will continue to need to deal with the challenges of policing protest, and we have a need to improve confidence and public trust in policing. The City of London Policing Plan recognises these challenges and seeks to tackle them head on. The City of London Police Authority Board will continue to encourage collaboration with the private sector to tackle crime and improve community safety, and to make the case for policy and legislative changes which support the City and the UK's security.

The City of London Police is of fundamental importance to the City and its business and residential communities. The Police Authority Board will continue to challenge and support the City of London Police to deliver the priorities set out in this Policing Plan.

James Thomson
Chair of the Police Authority Board



FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

I am delighted to present year 2 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.

Looking back over the last year, we saw the City continuing to come back to life with increased footfall and events: a welcome sight. At the same time, there were opportunities to showcase policing at its best, through the policing of the celebrations for Queen Elizabeth’s Platinum Jubilee, and then sombre events in relation to Her Majesty’s funeral, and successive events across the City for the proclamation of King Charles III.

During this period we have continued to build trust, confidence and legitimacy in our service. Delivering a professional and compassionate police service remains at the heart of this plan. This plan intentionally puts victims at its heart, and remains focused on creating a culture of equity and belonging across our workforce. Part of this has been through the roll-out of the new ‘Our People’ programme, which aims to develop a truly inclusive culture where our people feel trusted, well-led and well-supported by one another – that they belong.

Policing is a people business and living our values of professionalism, integrity and treating people with compassion, both inside and outside the organisation, remains key to how we operate. The way our services are delivered and received by the public and the way our people feel about working in the City of London Police, will be indicators of success.

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 efficiently and effectively with our partners to provide the best outcomes for our communities and victims of crime remains a key priority for this plan.

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.



Angela McLaren

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

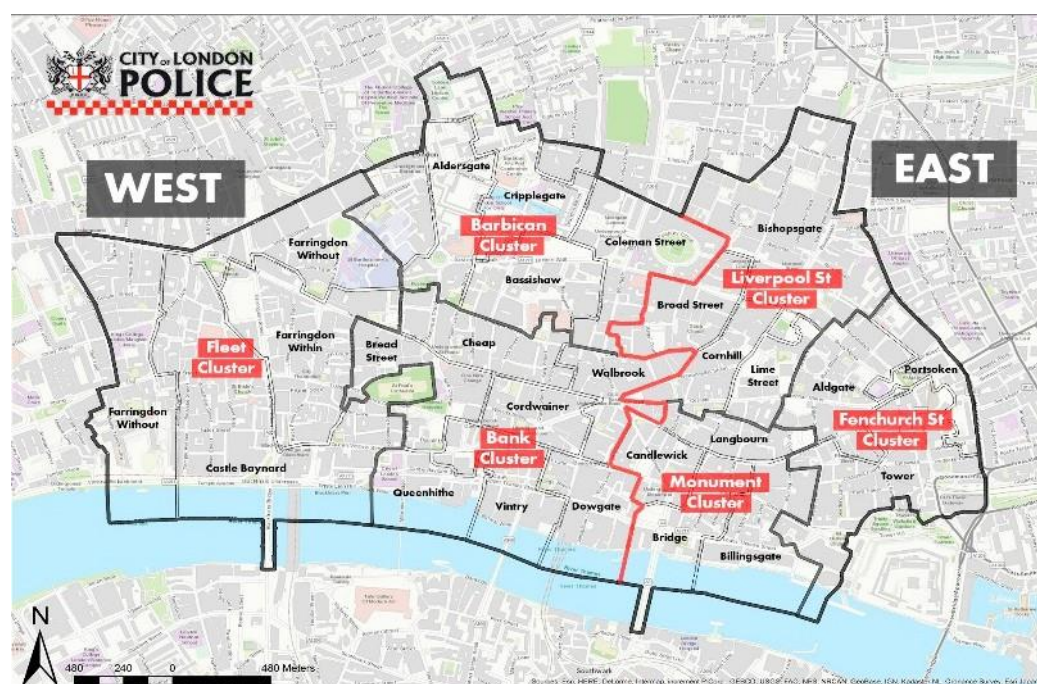
SECTION 01

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.



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 and girls in the City at night.
- Completed XXX '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.
- 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 additional contacts relating to fraud and cyber crime freeing up 999/101 centre capacity for other crimes
- From September 2022 to September 2023, disrupted 1,135 Organised Crime Groups which was a 120% increase from the previous year.

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.

PLACEHOLDER - Following Member's Workshop, this section will comprise of a more focused summary which 'looks back' at the key things we have achieved in the past year and what we still need to deliver on.

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 2022 Crime Survey of England and Wales estimated that there had been a 37% increase in Fraud and Computer Misuse offences compared to 2020. 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 have 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 Defense (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 also brought fresh challenges to policing. The City particularly experiences 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 that visit and work in the City.

A 12-month comparison, shows acquisitive crime has increased by 20%. This is mainly driven by all other theft offences. This is a large crime category and includes offences such as taking bags/laptops from venues (mainly licensed premises and restaurants). The main driver at the beginning of the year was 'theft from the person', mainly 'snatch' offences and pickpocketing. Ongoing intelligence led policing has resulted in a reduction in these types offences.

As of January 2024, retail and visitor footfall in the City of London area had increased by XXX from the previous year and is now XXX% compared to last year. 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 behavior problems that matter most to our communities. In response to our communities concerns we have trialed and established a cycle squad to enable us to respond more agilely across the city and when dealing with anti-social behavior. 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'. This will see the delivery of state-of-the-art 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.

Currently, 54% of all of our reported crimes relate to incidents within the night-time economy, meaning that advancements in our ability to detect crime in this way is both efficient and effective.



Movements linked to Black Lives Matter and Violence Against Women and Girls have created momentum for social change. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Public confidence has suffered, and we're committed to restoring trust among its communities.

Being able to attract and retain the very best police officers, staff and volunteers is increasingly important in a competitive labour market alongside the changing societal expectations of how we live and work. 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.

City of London Police **will continue to benefit** from the significant student officer recruitment Police Uplift Programme to improve public safety and security. This additional resource has enhanced our overall visibility and response to crime and is gradually improving the diversity of our workforce. We are strengthening our commitment in neighbourhood policing and **have now increased our Dedicated Ward Officer numbers to 18.**

We will also 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 will launch the Fraud and Cyber Crime Reporting and Analysis Service which will improve the reporting experience for victims. Through intelligence-led interventions, the service will position itself upstream of fraud to aid prevention of crimes occurring, pursue offenders and organised criminals, protecting the public from victimisation.

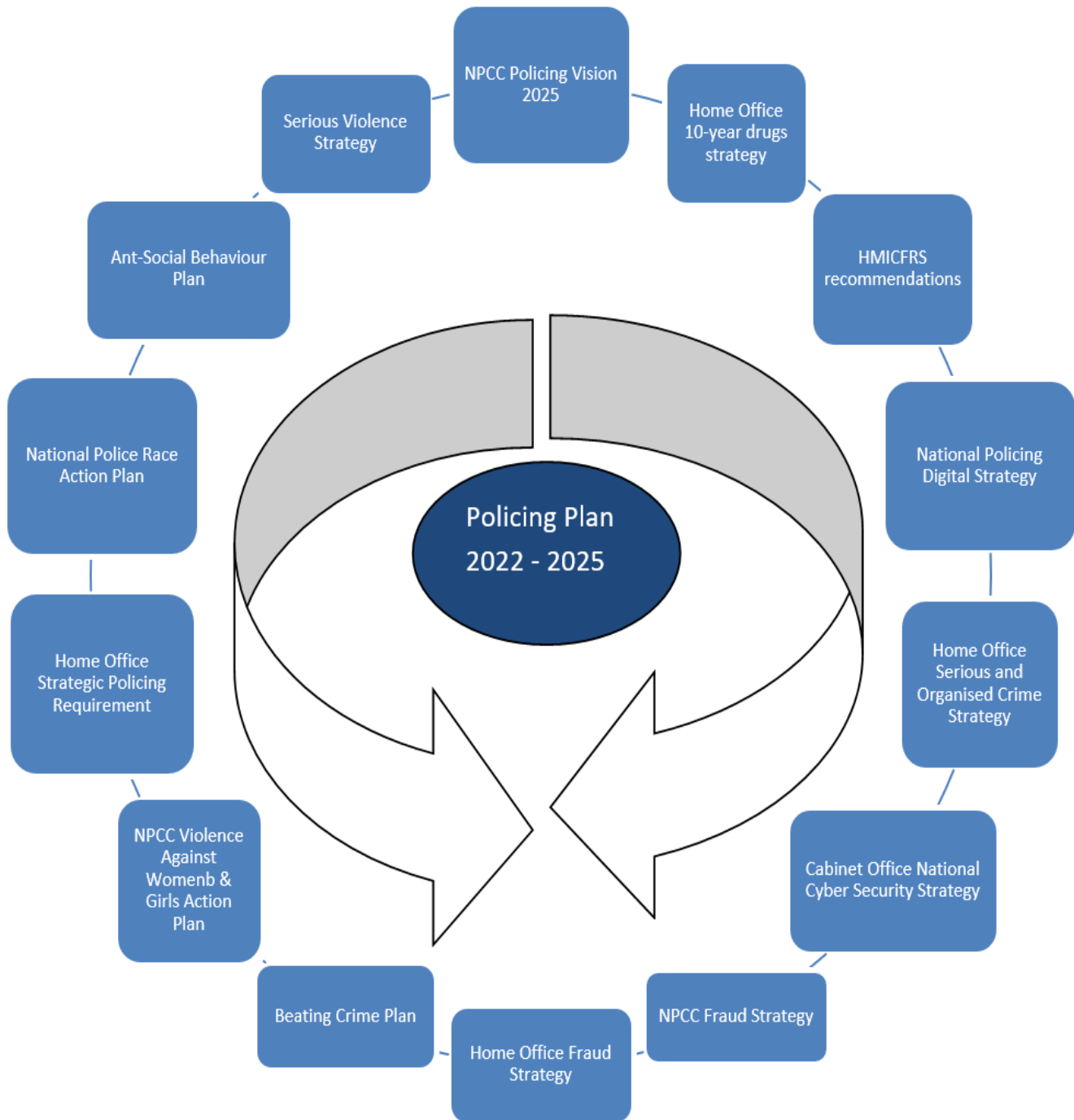
International and local drivers to improve environmental sustainability are also relevant to policing, from managing the additional demand from climate activists exercising their right to protest, to reducing our carbon footprint and improving the sustainability of our estate's infrastructure. With potentially 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 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. Our neighbourhood policing model delivered through our neighbourhood teams now encompasses cluster panel meetings.

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 of London Police area. 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 to focus on Race and Inclusion and to reduce Violence Against Women and Girls. The Violence Against Women and Girls Strategy is now one year on, 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 Strategy has been reviewed and interpreted locally in force with delivery via a tactical Action Plan which aligns to the National Police Race Action Plan. Encouragingly, the 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 Op 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 prioritise tackling incidents of internal misogyny as set out in our Strategic Delivery Plan. 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 and girls.

More recently we have introduced our 'Walk & Talk' scheme which provides an opportunity for women visiting, working or living in the City can 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 already underway in this field. Our local plan reflects all of priorities outlined in the National Police Race Action Plan but also 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 that form the second pillar of our plan. 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 relentlessly 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 to tackle

violence against women and girls in the City.

- Violence Against Women and Girls
- Terrorism
- Serious Organised Crime

- National Cyber Event
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

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
- 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



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's 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 new 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 and activity 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

also increasing the number of high-visibility foot and cycle patrols.

We have now 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 new 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 capacity and capability develops in line with the changing nature of protests.



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 Public Protection Unit. 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 policing forces to adopt the 'Right Care Right Person' policy that is being rolled out nationally. The Bridgwatch 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 via a formal programme of work which in a classic transformation tackles the three main service foundations:

Process - New Process Designs to enhance efficiency, prioritisation of resources and focus on most likely outcomes. We are changing how we triage and prioritise or Crime Review work in line with Vulnerability, Solvability, Viability. This will see us firstly attend to the most vulnerable to ensure safeguarding, and then focus on the solvable cases as a priority, with many cases that are not solvable triages for Protect and Disrupt work.

People - We are improving the service through the following 3 areas:

- A new Target Operating Model - The model being built to ensure we maximise the new processes and technology and have the correct skills, capabilities, and knowledge bases within the service.
- Capacity - We have a resource uplift secured – Increased capacity in Contact Centre, NFIB and service management and integration. This will see us match the demand of this crime type in a far better fashion, Crime review capacity for example will double from existing service levels.
- Capability - Putting in place the right ranges of capabilities at the correct maturity level is a key focus of our work, enhancing the full range of skill sets needed to optimise our performance. This sees a continuous introduction of new and enhanced skills in the areas of data, intelligence, service integration and crime review.

Technology - New Technology underpinning our services being developed – Website, Reporting Tool, NFIB Crime Management, Intel Development, Case Management. These are all currently in development and testing for launch next year but are being designed to maximise Automation of

Business Rules, Triage and prioritisation whilst continually improving the services through machine learning, AI and user led enhancements.

The transformation ultimately aims to via the new service and enhanced technology, intelligence-led, data analysis 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 FCCRAS transformation will occur in Spring 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 Crime and Cyber Crime Academy has broadened its remit to incorporate cyber crime and successfully adapted and 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 make recommendations and put actions in place to improve the recruitment, onboarding, upskilling and retention of specialist investigators and staff into the economic crime sphere for policing 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 to fraud, economic and cyber crime, and provides policing partners with deliverable actions to achieve this. We will continue to strengthen and align these portfolios and developing 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 Fraud Strategy objectives, deliver and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.

City of London Police has been working with the Home Office on the national Fraud Strategy which will see increased pursue and protect capabilities across City of London Police and Regional Organised Crime Units over the next three years.

We will 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 forces Chief Officers and PCC 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 UK 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 a powerful enhancement of 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 portfolio 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. Over the next three years, we will see the replacement and upgrade of computer systems used across policing, the introduction of 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 in 2023. 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.

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.

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 (SaBA) Days, which is a joint approach by police, business, private security, Business Crime Reduction Partnerships (BCRPs) and Business Improvement Districts (BIDs) working in partnership to focus resources into designated location to create a significant impact to reduce crime. The SaBA 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 (BIDs) 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 BIDs. 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.



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.

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 in how we support victims of crime, ensuring that 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.

Placeholder – Following Member's Workshop, it was agreed that greater detail is added around our work on our Victim Strategy.

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 UK 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 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. Increased audience numbers highlights its benefit. 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 (BPA). 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 Nationally 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 published a new Equity, Diversity and Inclusion Strategy (2024-2027) which also outlines our aim to be the most inclusive police service in the country. This Strategy holds the force to account on a number of key EDI thematic areas, including our work to improve our workforce composition of under-represented groups, and improving our community response to hate crime.



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 Hotton report, Baroness Casey Review and Child Q report. This is monitored through our Renewing and Rebuilding Trust and Confidence Board.

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 force. 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 see the launch of Phase 2 of Power BI which will ensure that a new data infrastructure 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 by 2025, 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 the 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

To note: Financial chapter is a placeholder awaiting reconciliation in Feb 2024. Outcome of CSR also to be updated.

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.

FUNDING 2023/24 – PIE CHART BREAKDOWN

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 2023/24 the budget provides for a force establishment of 517 full time equivalent (FTE) police staff and 978 FTE officers.

To make sure our expenditure does not exceed our funding in 2023/24, we will need to sustain some £12m prior year savings and mitigations made since 2020/21 and add £8.6m new ones in 2023/24. 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;
- Review of support services and supervision ratios;
- Improved working patterns to match need;
- Efficient business support;
- Improving supervision ratio;
- Reducing overtime; and
- Improved use of mobile technology and agile working.

EXPENDITURE 2023/24 - PIE CHART BREAKDOWN

CORPORATE SERVICES REVIEW

The Corporate Services Review has been completed and delivered a sustainable cost saving to core grant funding while strengthening capabilities in priority areas including strategic planning, data exploitation and analysis, and counter corruption.

INSPECTION, AUDIT & IMPROVEMENT

Placeholder – further narrative to be added.

To ensure we continue to deliver policing services at the expected level, we are regularly engaged and held to account with inspections from 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, which focus on a specific area or social thematic review derived from a commission from government, and the Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection process which assesses the overall strategic performance of a force.

In consultation and with the Police Authority, we have set out an ambitious programme of improvement which will seek to achieve Good and Outstanding grades in all areas by 2026.

All of our strategic inspection and audit reports are reported to our Police Authority Board, which retains oversight on 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 that we deliver an efficient and effective police service.

TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION

PERFORMANCE MEASURES

MEASURE	POLICING PLAN PRIORITY
Reduce neighbourhood crime (neighbourhood crime consists of; burglary residential, robbery personal, vehicle crime and theft from the person offences) ¹	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
City of London Police positive outcome rate is higher than the national average (charge, caution, community resolution)	Keep those who live, work, and visit the city safe and feeling safe 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	Protect the UK from the threat of economic and cyber crime
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	Put the victim at the heart of everything we do
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 people
Financial outturn is within 1% of forecast (bi-annual measure)	Our resources
Staff agree they are well equipped to do their job (annual measure)	Our resources
The public feel safe	Efficiency and effectiveness
The public have confidence in City of London Police	Efficiency and effectiveness

SECTION 03

DELIVERING THE PLAN

PRIORITY CHANGE PROJECTS

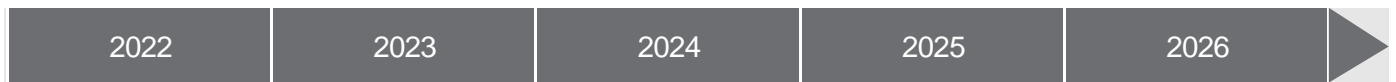
Placeholder – this section is currently under review following Member’s Feedback session.

To meet the ambitions of this plan, we cannot stand still. We will ensure we have the right change programmes to modernise and professionalise our service delivery.

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:



OPERATIONAL PROJECTS:

Secure City, ongoing to 2026 and beyond.

Fraud and Cyber Crime Reporting Service, ongoing to end of 2024.

Cyber Crime programme, ongoing to end of 2025.

Improved contact, command and control, ongoing to end of 2024.

Improved forensics, ongoing to mid 2025.

Improved interoperability with Criminal Justice Service, ongoing to mid 2026

ORGANISATIONAL PROJECTS:

Ethics, culture and leadership development, ongoing to end of 2024.

Police accommodation, ongoing to 2026.

National Enabling Programme, ongoing to 2026.

Enhanced data and analytics programme, ongoing to mid 2024.

Fleet improvement, ongoing to the end of 2025.

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.justiceinspectrates.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>


CONTACT US




 www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority

 Provide feedback on this plan via:
www.cityoflondon.police.uk

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



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PUBLIC ENQUIRIES AND REPORTING CRIME:

 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 5 Anti-terrorist hotline **0800 789 321**

