



City of London Police Authority Board

Date: WEDNESDAY, 16 FEBRUARY 2022

Time: 10.00 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

SUPPLEMENTARY AGENDA

Members: Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chairman)
Caroline Addy
Munsur Ali
Douglas Barrow
Nicholas Bensted-Smith
Deputy Keith Bottomley
Alderman Professor Emma Edhem
Alderman Timothy Hailes
Graham Packham
Dawn Wright
Andrew Lentin (External Member)
Sir Craig Mackey (External Member)
Deborah Oliver (External Member)

Enquiries: **Polly Dunn**
Polly.Dunn@cityoflondon.gov.uk

John Barradell
Town Clerk and Chief Executive

AGENDA

10. **POLICE AUTHORITY BUSINESS PLAN**
Report of the Police Authority Director.

For Information
(Pages 3 - 4)

11. **POLICE AUTHORITY RISK REGISTER**
Report of the Police Authority Director.

For Information
(Pages 5 - 12)

13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

- a) **City of London Policing Plan 2022- 2025**
Report of the Commissioner.

For Decision
(Pages 13 - 52)

23. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

- a) **GW2: National Identity Access Management (NIAM)**
Report of the Chamberlain.

For Decision
(Pages 53 - 64)

- b) **GW2: Forensic Storage**
Report of the Chamberlain.

For Decision
(Pages 65 - 76)

- c) **GW2: Forensic Network**
Report of the Chamberlain.

For Decision
(Pages 77 - 88)

Our purpose:

- To ensure efficiency and effectiveness in how the City of London Police (CoLP) operates, supporting the Police Authority Board and its Committees to provide effective oversight
- To facilitate joint working between CoL and CoLP to help prevent crime, maintain the City as a safe place to do business and protect the UK from the threat of economic and cyber crime
- To oversee, promote and enhance CoLP's role as the national policing lead for economic and cyber crime and an expert in protective security
- To ensure the Policing Plan reflects the views of the residential and business communities in the City
- To ensure the Police Authority fulfils its statutory duties of providing an Independent Custody Visitor (ICV) scheme and complaints appeals process

Our priorities this year will be:

1. To support the CoLP leadership team to (re)build trust and confidence internally and externally, including through creation of a more diverse and inclusive culture
2. To implement a joint strategic communications and engagement plan for CoLP and CoLC to support CoLP's position locally and nationally
3. The continued transformation of Police Authority governance and staffing structures, ensuring they remain in line with Police & Crime Commissioner best practice and public policy
4. To continue to develop a framework of overarching policies for the Police Authority with a particular focus on supporting victims and crime prevention
5. To support CoLP in the re-procurement process for the next generation fraud and cyber crime reporting and analysis service

What's changed since last year...

- Changes to Police Authority Governance, following the Lisvane Review, including a much greater role for the Police Authority in the oversight of Force finances, Police Accommodation, NLF, and the re-procurement of the Action Fraud/NFIB system.
- A refreshed Policing Plan, reflecting the needs of both the residential and business communities in the City, and incorporating greater focus on the Force's specialisms for economic crime and protective security.
- Enhanced support for NLF and the integration of the National Police Chief's Council (NPCC) portfolio for cyber crime into the Force's operations, and cross-working with the Corporation on Action Fraud/NFIB procurement and NLF policy and promotion.
- Increased political engagement with Home Office ministers and officials, as well as the Police & Crime Commissioners, led by the PAB Chairman.
- The introduction of more robust oversight of the Force's finances, through the creation of a Financial Assurance Framework and Reserves Policy, and greater engagement on Transform and Shared Services.
- Resolving the funding gap for the new Action Fraud/NFIB system, in partnership with the Force and Home Office.
- Stronger and more effective working relationships across the Police Authority and City of London Police, enhancing resilience and collaboration on a range of key initiatives.
- ICV scheme continued to be rated as 'silver', with representation on the national Independent Custody Visiting Association (ICVA) Board, shaping custody strategy nationally.

The Corporate Plan outcomes we have a direct impact on are:

- *Outcome 1: People are safe and feel safe.*
- *Outcome 4: Communities are cohesive and have the facilities they need.*
- *Outcome 12: Our spaces are secure, resilient and well-maintained.*

Our strategic commitments

To improve Police Authority assurance over how CoLP:

- keeps the City safe beyond Covid lockdown and Brexit
- delivers effectively and efficiently its NLF responsibilities
- fulfils its resourcing uplift commitments
- operating model provides value for money, including shared services

To achieve sustainable police finances and ensure that:

- funding enables delivery of Policing Plan priorities
- robust savings plans are in place to close gaps and create efficiencies

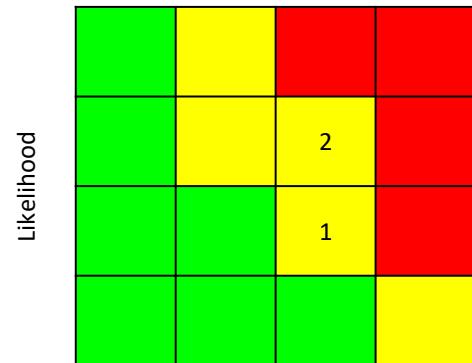
Lead advocate on behalf of CoLP by:

- influencing the national agenda for fraud and cyber crime
- championing CoLP within the Corporation, to City businesses, and across local and national government
- enhancing the strategic partnership that exists between CoLP and City Corporation

To strengthen CoLP's culture by:

- balancing operational independence with strengthened accountability and transparency to the Police Authority
- streamlining Police Authority governance and enhancing its role as a "critical friend"
- supporting the trust and confidence programme

Key Risks



Impact

Risk Title	Score
Police and police authority funding	12 Amber
Changes to Police Authority governance	8 Amber
Transform	12 Amber

Police Authority Budget	£m
Pay Costs (core staffing & ringfenced recharges)	0.7
Non-Pay Costs (incl. consultancy & specialist support)	0.3
Total Costs	1.0

Milestones

Milestones	Progress	Target
Delivery of a new operating model for the PA as part of the TOM	On track	Spring 2022
Achieving a sustainable medium-term financial position for CoLP	Not yet in place	To be agreed by 2022/23 FY
Overseeing the re-procurement of Action Fraud/NFIB system	On track	Spring 2024
Delivery of a joint CoLC-CoLP strategic communications and engagement plan	Not yet in place	Spring 2022
Stakeholder analysis of Police Authority performance and advocacy	Not yet in place	Summer 2022
Developing Police Authority policy approach to victims	Not yet in place	Summer 2022
Developing Police Authority policy approach to crime prevention	Not yet in place	Summer 2022
Developing Police Authority support for City's role as a Cyber Centre	Not yet in place	Summer 2022
Joint PA/CoLP risk register	Not yet in place	Summer 2022

Code	TC PA 01	Title	Police Funding
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Description

Taking account of significant Force mitigations, there remains an aggregate deficit of £33m arising from the Police MTFP. This includes inflation, exceptional pressures arising from Action Fraud and loss of grants. Recognising the need to sustain vital policing services and that local funding of City of London Police is proportionately well below the national average, proposals are being put to Finance Committee and Court for a 0.4p increase in the Business Rate Premium (BRP) in 22/23. If approved this should significantly improve the risk score over the next 12 months and allow the Police risk to be merged with the overall City Fund MTFP risk. Residual risks would then include pay and non-pay inflation being higher than assumed, new pressures arising and failure to deliver and sustain mitigation plans. In addition, the absence of a discrete resource base for the Police Authority (PA) leads to operational pressures.

This risk is registered as a Corporate Risk (CR23). If BRP is increased it should enable CR23 to be closed and residual Police finance risks to be merged with the overall City Fund MTFP risk.

Cause: 1. No increase in local funding, creating major financial and operational risks. 2. Pay and non-pay inflation being higher than assumed 2. New pressures or grant reductions arise 3. Failure to deliver and sustain mitigation plans.

Risk Event: Police finances are not sustainable over the medium term.

Effects: Police deficits causing pressure on City Fund. And / or level of cuts required adversely impact policing services. PA inhibited in its role of securing an efficient and effective police service supported by the necessary funding levels

Category

Risk Level Departmental

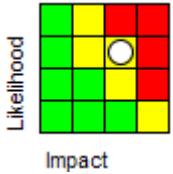
Approach Reduce

Risk Owner Caroline Al-Beyerty; John Barradell; Alistair Cook; Alix Newbold

Department Town Clerk's

Committee Police Authority Board

Current Risk Assessment, Score & Trend Comparison

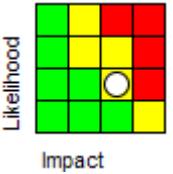
Likelihood		Impact	12	■	Constant
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Likelihood Possible

Impact Major

Risk Score 12

Target Risk Assessment & Score

Likelihood		Impact	8
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Likelihood Unlikely

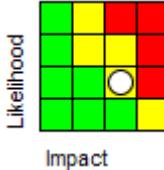
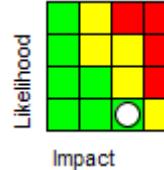
Impact Major

Risk Score 8

Review Date	15-Feb-2022	Target Date	30-Jun-2022
Latest Note	Current and target risk scores both reduced by progress on local funding solution. Socialisation of problem with PAB, Finance Committee and RASC Members. Leading to proposals being put to Feb 2022 Finance Committee and March 2022 Court for a 0.4p increase in the Business Rate Premium (BRP) in 22/23. If approved this should significantly improve the risk score over the next 12 months and allow the Police risk to be merged with the overall City Fund MTFP risk.		

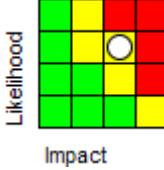
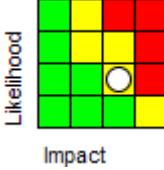
Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC PA 01e	Action Fraud/NFIB Funding post 2021 Spending Review	Clarity from the Home Office on a funding settlement for the next generation Action Fraud/NFIB system post 2021 Spending Review	Alix Newbold	31-Mar-2022	25%	Info provided to Home Office to support its SR bid. Awaiting confirmation from HO on SR outcome in relation to this programme.
TC PA 01f	BRP increase	Follow through on proposal	Caroline Al-Beyerty	31-Mar-2022	50%	Proposals to be made to March 2022 Court via Feb 2022 Finance Committee.
TC PA 01g	CoLP Mitigations	Assurance on detailed plans	Alistair Cook	30-Jun-2022	10%	Further work required on HQ / business support and £1m cuts.
TC PA 01h	Residual risks	MTFP scenario testing of inflation and other risks	Alistair Cook	30-Jun-2022	10%	For next MTFP review.
TC PA 01i	Residual risks	Agree officer baseline reduction (for CT and possibly TfL)	Alistair Cook	30-Jun-2022	30%	To follow up with Home Office.

Code	TC PA 04	Title	Changes to Police Authority Governance
Description	<p>Cause: Corporate Col structures inhibit sound and timely decision making Risk Event: Inability to achieve efficient and effective governance of CoLP Effects: Police Authority not fulfilling its role with delays to critical decisions</p>		
Category		Approach	
Risk Level	Departmental	Risk Owner	Alistair Cook; Alix Newbold
Department	Town Clerk's		
Committee	Police Authority Board		
Current Risk Assessment, Score & Trend Comparison	 Likelihood Impact	8	Constant
Likelihood	Unlikely		
Impact	Major		
Risk Score	8		
Review Date	15-Feb-2022		
Target Risk Assessment & Score	 Likelihood Impact	4	
Likelihood	Rare		
Impact	Major		
Risk Score	4		
Target Date	31-Mar-2022		
Latest Note	<p>Fully implement current plans for refining Police Authority governance.</p> <p>Make case as appropriate for other changes to Police governance recommended by the Lisvane Review, as part of CoLC's overall process of implementing the Lisvane Review's recommendations.</p>		

Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC PA 04a	Capital programme governance	Consider scope to streamline CoLC capital programme governance for CoLP.	Alistair Cook; Alix Newbold	31-Mar-2023	10%	Initial work started on making the case for 'procurement' projects such as fleet replacement.
TC PA 04b	Strengthening PA function operating model	Currently under consultation	Alix Newbold	31-Dec-2022	0%	

Code	TC PA 05	Title	Transform
Description	<p>Cause: Insufficient clarity on the outcomes of the Transform programme for the Police Authority to obtain robust assurance on whether key objectives are deliverable and extent to which the new CoLP TOM is transformational</p> <p>Risk event: Police Authority has an uninformed or erroneous view of efficiency and effectiveness of the operating changes being delivered through Transform and/or progress being made to deliver Transform to agreed timelines.</p> <p>Effects: Leading to an over or under optimistic view of the delivery of the programme. Potential undermining of the Policing Plan, MTFO and working relationships between the Police Authority and CoLP.</p>		
Category		Approach	
Risk Level	Departmental	Risk Owner	Alix Newbold
Department	Town Clerk's		
Committee	Police Authority Board		
Current Risk Assessment, Score & Trend Comparison	 Likelihood Impact	12	Constant
Likelihood	Possible		
Impact	Major		
Risk Score	12		
Review Date	12-Nov-2021		
Target Risk Assessment & Score	 Likelihood Impact	8	
Likelihood	Unlikely		
Impact	Major		
Risk Score	8		
Target Date	31-Mar-2022		
Latest Note	<p>Regular reporting from CoLP into Police Authority Board and relevant sub-committees. More work required on future affordability of new CoLP TOM. Further thinking and work required on designs for HQ and Business Support Services.</p> <p>SIA Member engagement, with appropriate Police Authority officer support, to develop a clearer and more quantified articulation of the Transform programme for Members.</p>		

Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC PA 05a	Transform alignment	Alignment with joint review at TC PA 01a (including STRA, Workforce Plan, MTFP)	Alistair Cook	31-Dec-2021	50%	Initial paper submitted to Sept 2021 RREC & PAB meetings. Further work to be done for December PAB and 2nd Budget Bilateral to align Transform, MTFP mitigations & service choices assessment.
TC PA 05b	PAB assurance	Further assurance to be sought on affordability and designs for HQ and Business Support Services	Alistair Cook; Alix Newbold	31-Dec-2021	10%	Work to be developed during autumn 2021

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Agenda Item 13a

Committee(s): Police Authority Board	Dated: 16 February 2022
Subject: City of London Policing Plan 2022- 2025	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 - People are safe and feel safe.
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 18-22	For Decision
Report author: Chief Superintendent Rob Atkin MBE, HQ Services	

Summary

This report presents the final City of London Policing Plan 2022-25.

This is further to drafts of the Policing Plan submitted to the December 2021 and January 2022 Police Authority Board (PAB).

The Policing Plan informs the community, stakeholders and staff how the City area is to be policed.

The Force and Court of Common Council (in its capacity as a police authority) are required to continue to publish a policing plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a police and crime plan.

Members and Officers took part in an initial workshop on the 13 December 2021 and a fuller briefing to Members of the Court of Common Council took place on the 14 January 2022 and feedback has been incorporated as appropriate. Further feedback from Members at the January Police Authority Board (PAB) has also been incorporated.

Members received an update on the proposed Policing Plan Measures for the FY 2022-23 at the Strategic Planning and Performance Committee on the 7 February 2022. Feedback from Members and the Police Authority Team has been addressed.

The City of London Policing Plan 2022-25 and Measures for the year 2022-23, will be published on 1 April 2022, subject to approval as recommended below.

Recommendation(s):

It is recommended that Members:

- 1) Approve the City of London Policing Plan 2022-25
- 2) Approve the Policing Plan Measures for FY 2022-23.

Main Report

Background

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans¹. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and your Board continues to be governed by the relevant sections of the Police Act 1996 with respect to the publication of policing plans.² However, where possible the Force and Authority has resolved to align the format of its policing plan with the general requirements of policing and crime plans.
2. The responsibility for drafting the policing plan and advising the police authority on its contents remains with the Commissioner of Police. However, guidance and legislation are clear that the police authority must approve, own and issue the published plan.
3. The Police Act 1996³ requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
 - i. the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - ii. its policing objectives for the policing of its area and the discharge by the City of London Police of its national or international functions during that year.
4. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.⁴ Such priorities are currently articulated by the Strategic Policing Requirement; the Force's approach to this appears in the draft document. Additionally, the plan takes account of Government policy statements regarding reducing crime, addressing antisocial behaviour (ASB), and supporting the vulnerable.

Current Position

5. The Commissioner and the Chair of Police Authority Board (PAB) gave a fuller briefing on the Draft Policing Plan to Court of Common Council Members on the 14 January 2022.
6. Additionally, Members were given the opportunity to give further feedback at the PAB on the 27 January 2022 and all feedback has been incorporated where appropriate.

¹ Police Reform and Social Responsibility Act 2011

² S. 6ZB Police Act 1996 (as amended by the Police Reform and Social Responsibility Act 2011)

³ S.6ZB as above

⁴ As determined under s.37A of the 1996 Act

7. The Strategic Planning and Performance Committee on the 7 February 2022 received a report on the proposed Policing Plan measures for the FY 2022-23 and again after further consultation with the Police Authority Team, the measures have been finalised.
8. The new City of London Policing Plan 2022-25 will be published on the 1 April 2022.

Corporate & Strategic Implications

Strategic Implications- The Policing Plan directly supports the City of London Corporation's Corporate Plan for a safe and secure City; the Policing Plan also has regard to the priorities of the Safer City Partnership.

Financial implications- The intention is for the Policing Plan to be linked to the Medium-Term Financial Plan.

Resource implications- The intention is for the Policing Plan to be linked to the Strategic Workforce Plan.

Legal implications- See paras 1-3

Risk implications- N/A

Equalities implications – The new Policing Plan will have Equality and Inclusion at its core as this is a force priority that runs through all planning currently.

Climate implications- N/A

Security implications- N/A

Conclusion

9. Issuing and publishing a Policing Plan remains a statutory obligation on the Force and Court of Common Council in its capacity as police authority. The document is appended to this report.

Appendices:

Appendix A – City of London Policing Plan 2022-25.

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**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

CHAIRMAN'S FOREWORD

The City of London Police Authority Board's vision for the City is to make it the safest business district in the world. Its vision for the City of London Police is for it to continue to be world-leading in its specialisms for protective security and tackling economic crime.

In 2021 the Board appointed Angela McLaren as the first female commissioner in the City of London Police's 182 year history. Her professional credentials, leadership approach and commitment to equality and inclusion were key factors in her selection. She will be joined by a new chief officer team with the diverse skills and experience necessary to lead a modern police service.

The Board's number one priority continues to be dealing with the threat from terrorism. As part of this Policing Plan, City of London Police will continue to invest in and prioritise its operational capability in this area, including Project Servator, armed policing and the Safer City Programme.

Financial and related professional services choose London and the Square Mile for its regulatory regime and approach to tackling economic crime. It is why the City Police's role as National Lead Force for Fraud is so important. The City of London Police's responsibility for commissioning the national fraud and cyber crime reporting and analysis service is a vital part of this work and continues to be critical to protect and pursue activity across policing. The Board will also support City of London Police's work to enhance its police leadership role in cyber, as the City's tech sector continues to drive innovation in online platforms for businesses across the UK.

The new Commissioner has made clear that a key part of her agenda is to rebuild trust in policing, as an effective police service must have the confidence of its communities. It is for this reason the Board has developed a Diversity Statement to enhance scrutiny of City of London Police's work to secure this trust and strengthen the diversity and inclusivity of its operations. This Policing Plan has a strong focus on victims, diversity and inclusion, and reducing violence against women and girls, particularly in the City's growing night-time economy.

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 this policing plan. A plan that reflects our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to economic crime, cybercrime and protective security.

We discharge these responsibilities in a changing world. As we emerge from the pandemic we see the City coming back to life, whilst at the same time, we are all living more of our lives online. These changes impact how we police and we must stay responsive to ensure we keep people safe in both the physical and virtual world. We must also acknowledge this is a very difficult period for policing. Trust, confidence and legitimacy are very much in the spotlight and under the microscope.

This plan intentionally puts victims at its heart and has a strong focus on creating a culture of equity and belonging. Policing is a people business and living our values of professionalism, integrity and treating people with compassion, both inside and outside the organisation, will be 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. We will seek to attract and retain a diverse range of talent, considerate of the skills and behaviours we need now and in the future. We will develop a truly inclusive culture, where our people feel trusted, well-led, and well-supported by one another. An organisation people are proud to be part of.

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.

The last two years have been particularly difficult for society and for policing. 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 must have access to the right resources, whilst 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

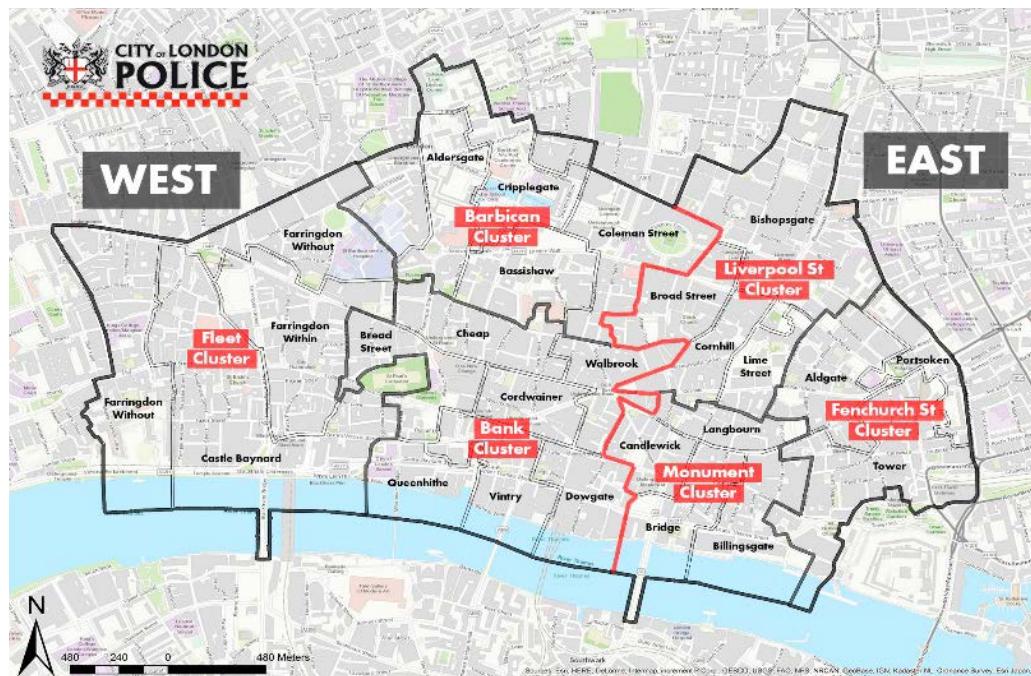
SECTION 01

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, 513,000 workers per day and over 18 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 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.



IN 2021 TO 2022 WE HAVE...

Deployed our Project Servator teams **2424** times to protect our City

Policed **76** protests in the City

Disrupted **41** Organised Crime Groups

Recruited **66** new joiners, **10.6%** BAME

Cadets recruited **56%** female and **66%** from BAME background officers.

Informed banking of **£54,887,229** money at risk and confirmed **£2,227,589** repatriated to victims

Through Action Fraud and the NFIB, we have diverted over **1.87 million** additional contacts to police 999/101 centres per year and recorded circa **639,000** reports

Alerted the financial sector to **35,400** bank accounts and compromised credit cards linked to fraud with a value of almost **£58m**

Recovered over **£29,080,669** in assets compared to £5,931,307 in 2020/21.

Sought our victims **£218,079** in compensation.

POLICING IN A CHANGING WORLD

The COVID-19 pandemic has presented unprecedented challenges for the well-being of our communities. It has accelerated the adoption of technology and increased social isolation for some people, contributing to an increased threat from terrorism, fraud, and cybercrime.

In the autumn of 2021, the national terrorism threat level was increased to severe (meaning an attack is highly 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 2021 Crime Survey of England and Wales estimated that fraud and cyber accounts for over a third of all crime. These crimes affect more people, more often, than any other crime type and cause significant harm to victims. Economic and cyber crime are serious and organised threats. A significant number of people committing fraud are also involved in other forms of serious and organised crime.

Fraud continues to be cyber-enabled, using internet and communication platforms. The proliferation of virtual currencies has also provided new opportunities for criminals to launder the proceeds of their crimes. The City of London Police has a key role to lead the national policing response to these threats.

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.

Since the start of the pandemic, work patterns of people and businesses have changed, and restrictions on travel have impacted tourism. As of November 2021, retail and visitor footfall in the City of London area was still 60 percent of pre-pandemic levels. The City of London Corporation is working on a strategy named 'Destination City', which aims to meet the challenges of the changing economic landscape and deliver sustainable investment into the future City economy. This is underpinned by an exciting future in the leisure sector for the City, built upon its unique heritage and culture. The City will see a refreshed hospitality and retail offering to its residents and visitors. This will be supported by a future ambitious events program.

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 sector model focuses on those crime and anti-social behaviour problems that matter most to our communities. Strong partnerships with the 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 are working alongside the Corporation on the 'Safer City Program', due to conclude in 2023. 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.

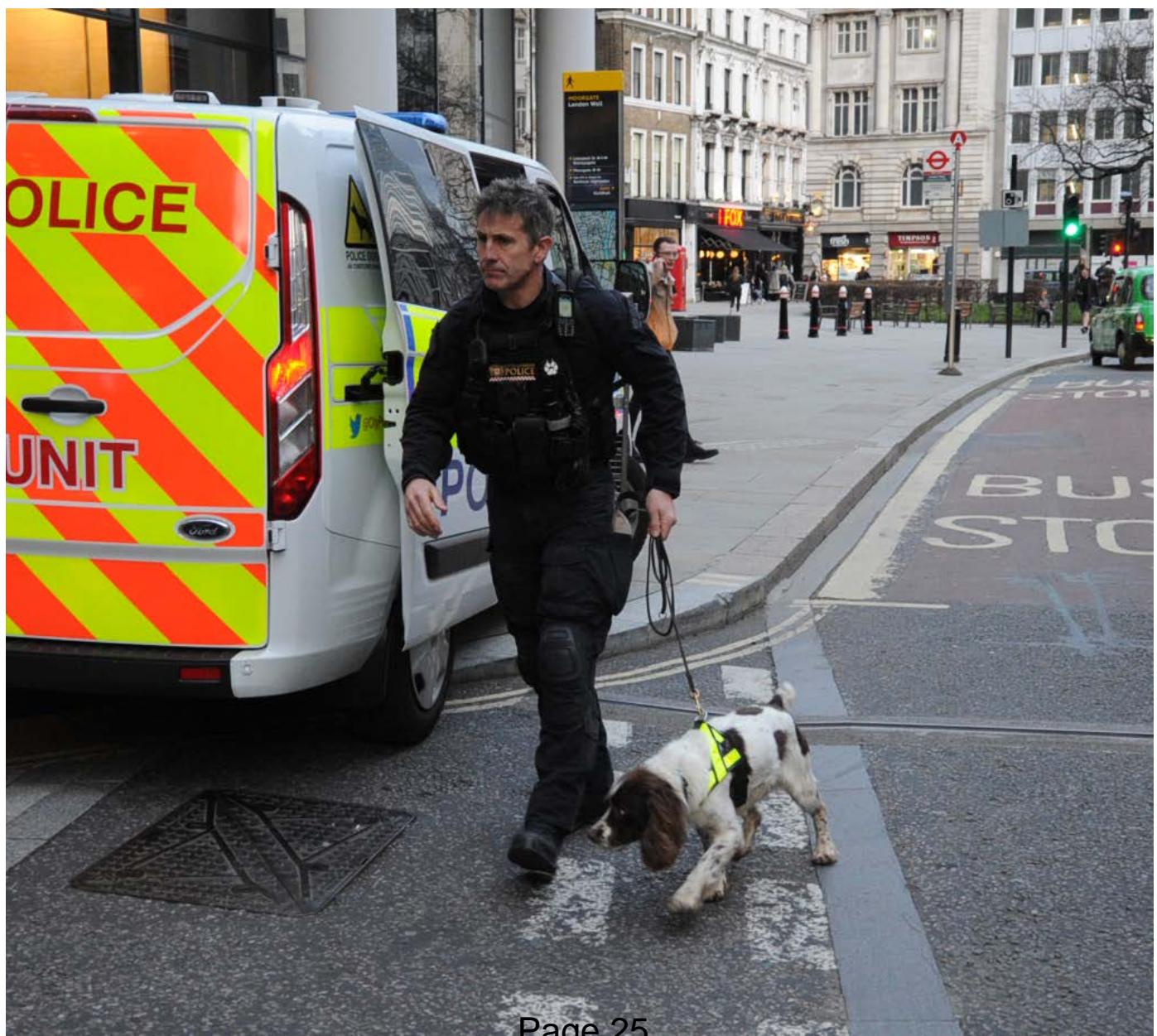
Movements linked to Black Lives Matter and Violence Against Women and Girls have created momentum for social change. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Public confidence has suffered, and City of London Police is committed to restoring trust among its communities. Policing is implementing national action plans for race and inclusion and to reduce violence against women and girls, which will be delivered locally alongside other activity to drive up standards of behaviour and create a culture of inclusion and belonging.

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.

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.

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.

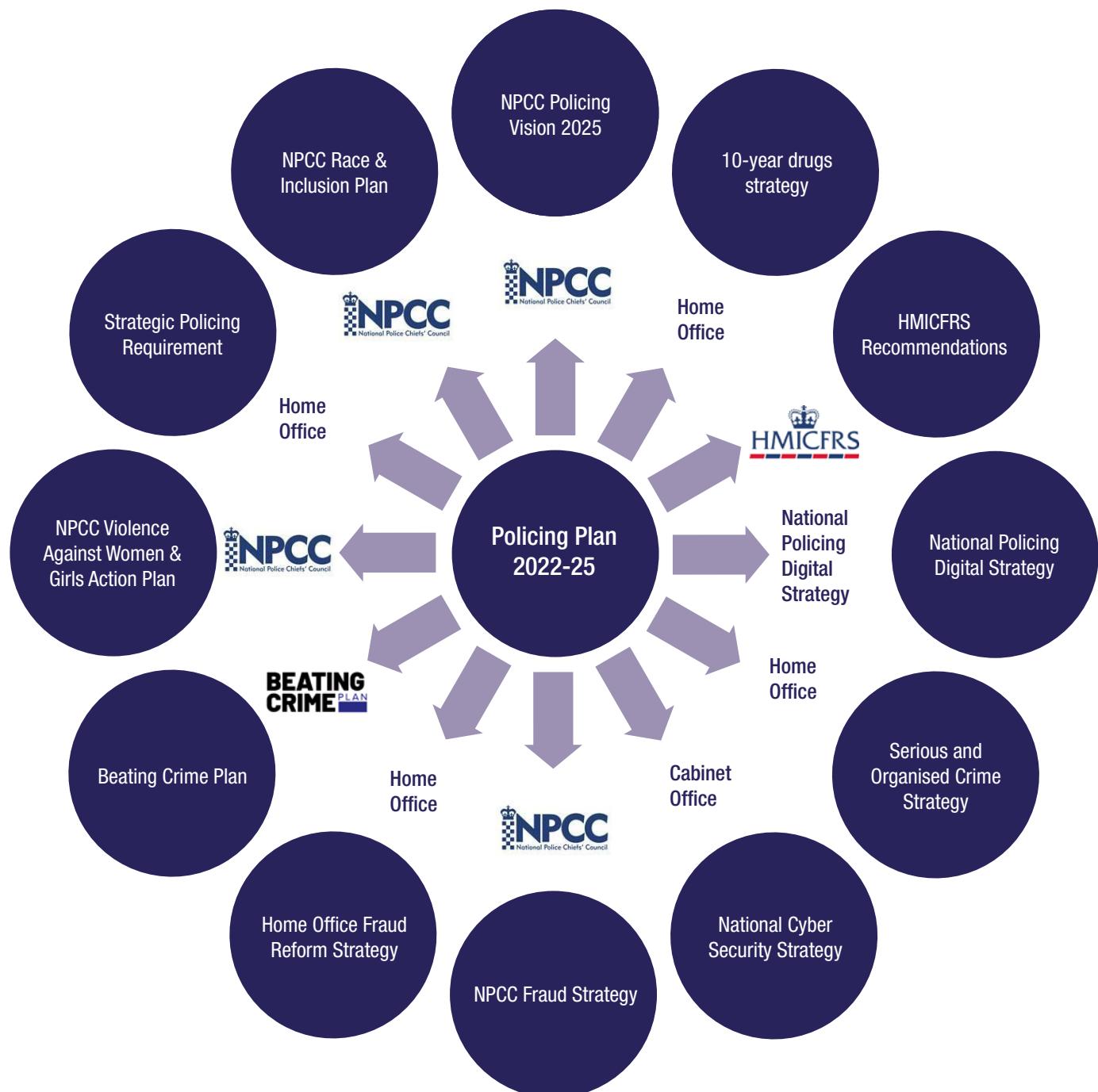
Our plan sees the safety of communities and their feelings of safety, as a 'golden thread' throughout all we do. This will be key to ensuring the UK is able to reach its full potential, attracting future investment and the confidence of businesses to invest, with people seeing the City as the first-choice 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



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 area 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.

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 & harassment; and rough sleeping were highlighted this year in the top five concerns, and previously we have seen road safety and drug dealing feature as key concerns.

The top five 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, anti-social behaviour and rough sleeping 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 City of London Corporation.

Violence and harassment were the fourth priority identified in our survey. Key to this is our work with the licencing authority and businesses to ensure the night-time economy is a safe place for people to be. 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 City of London 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.

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.

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

A national delivery plan for violence against women and girls was published in December 2021 and is a key focus of this policing plan. A detailed delivery plan based around three national objectives to improve trust and confidence in policing, relentlessly pursue perpetrators, and create safer spaces will be developed and scrutinised by the Police Authority. Year one of the plan will focus on key police activity, while years two and three will evolve into a multi-agency partnership plan between the City of London Corporation, statutory agencies, third sector and businesses, delivering a whole-system approach to tackling violence against women and girls.

OUR PLAN

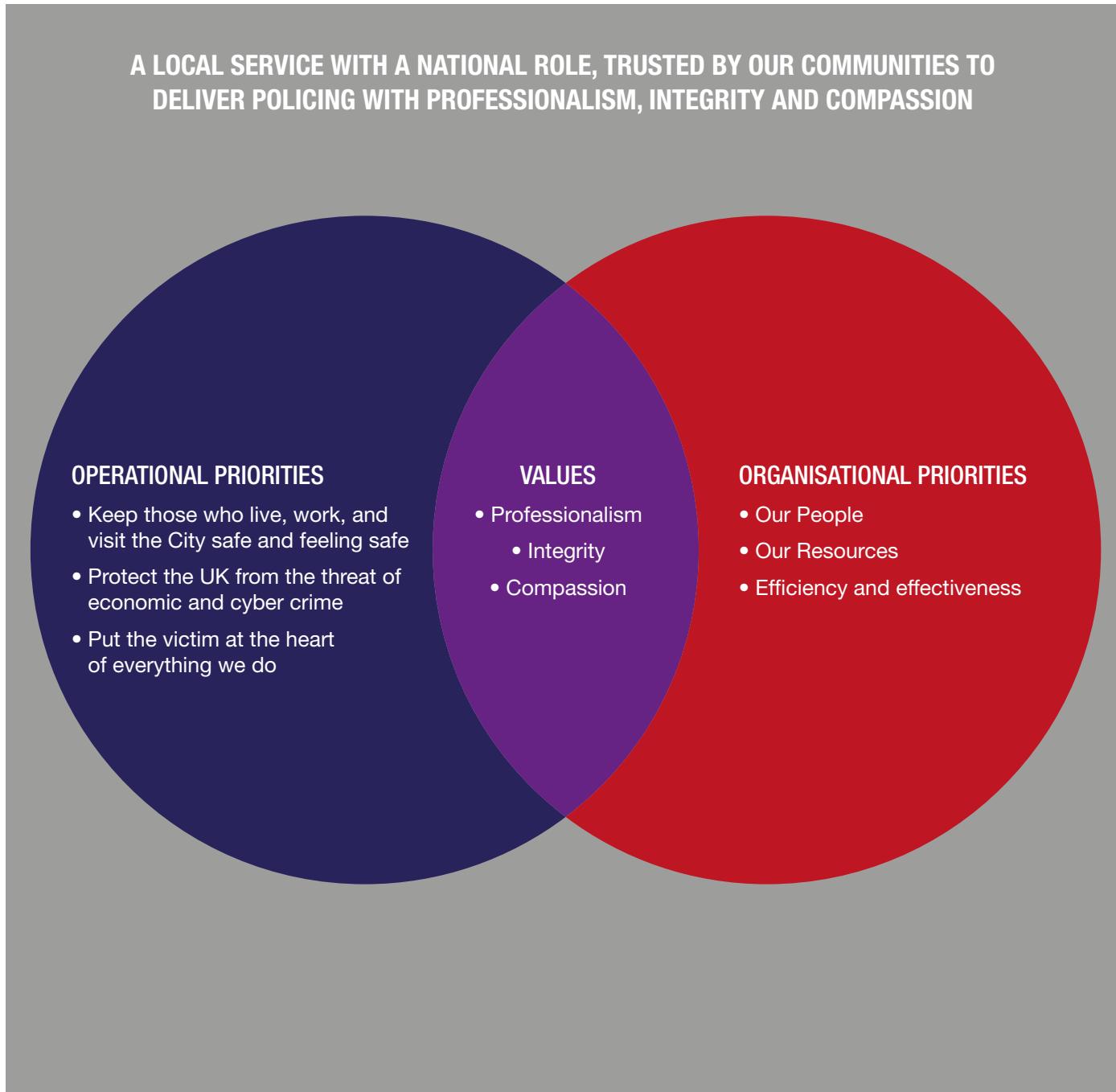
All this work aims to ensure we deliver a policing service to the public that is valued and legitimately responds to our community priorities, while also tackling other high-harm areas of concern such as economic and cyber-crime that form the second pillar of our plan. Together with our partners, our 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. Currently those threats are terrorism, civil emergencies, serious organised crime, public order, a national cyber security incident and child sexual abuse.

SECTION 02

THE PLAN IN DEPTH

OVERVIEW



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.

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, focussing on positive outcomes for victims and bringing more offenders to justice.

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 practiced 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 for 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.

Police officers, staff, special constables, and volunteers provide a 24/7, 365 day a year service to keep those who live, work, study and visit the City safe. Our sector 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 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, work, and visit the City of London.

The Partnership has a track record of success over the years in achieving goals.

- It provides a strategic and collaborative platform for different agencies to come together and help make the City a safer and pleasant place.
- Its responsible for delivering high quality community safety interventions for the benefit of the City of London and its neighbouring communities.
- Its local experience and approach is endorsed by the Home Office's Modern Crime Prevention Strategy which highlights that potential partnerships have to prevent and reduce crime.
- Its ambition is to build upon the existing and strong foundations and oversee further improvements in preventing and responding to crime and anti-social behaviour.

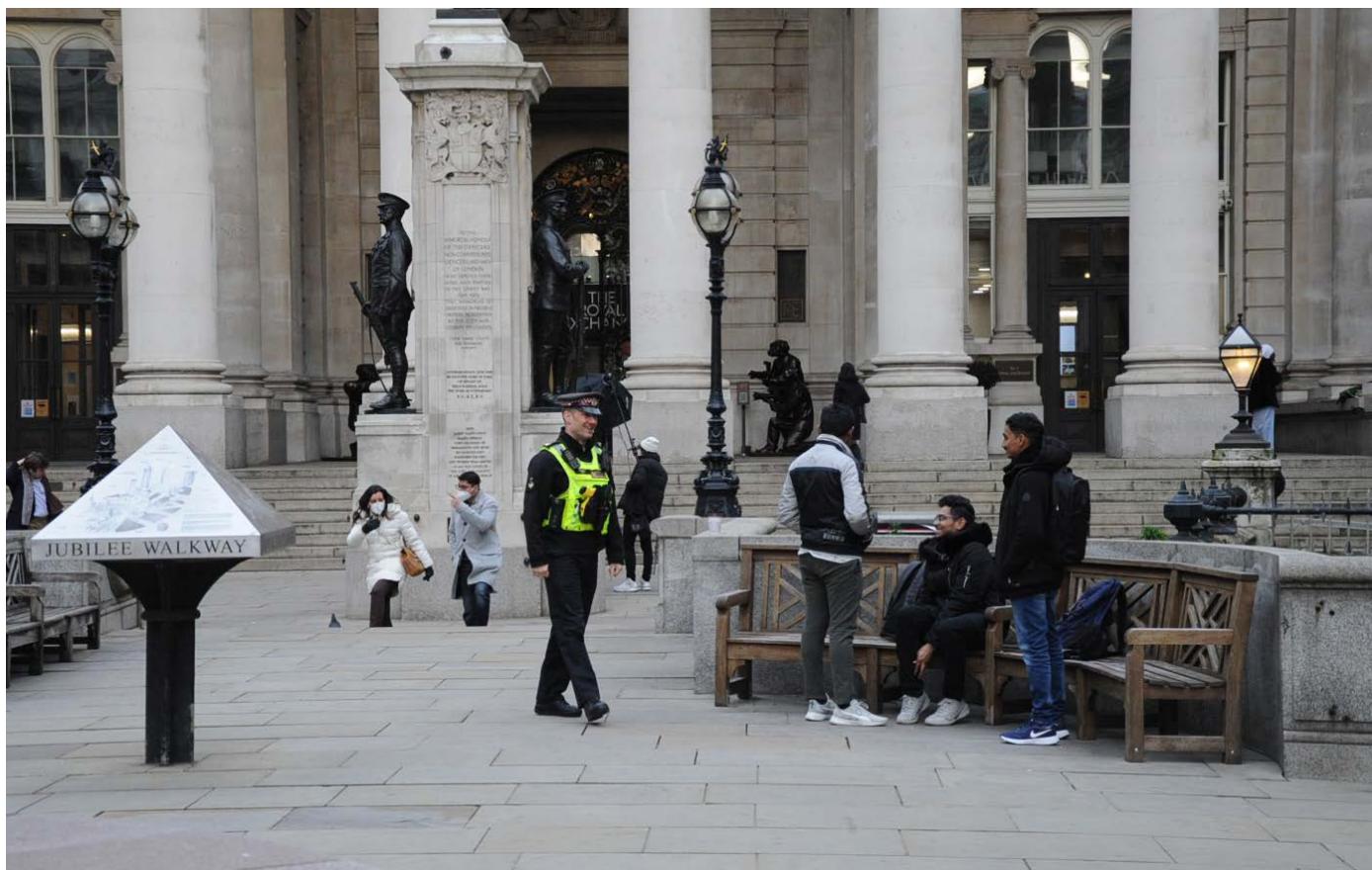
Focusing on community concerns and issues raised by our new local ward panels is a key part of our policing plan and response, creating a series of localised commitments. Anti-social behaviour, including street drinking, rough sleeping, begging and anti-social cycling/skateboarding will remain a priority and activity for long-term problem solving with our partners.

Low overall crime levels in the City make it one of the safest places in the country. However, since the City COVID-19 restrictions have started to ease, there has been a significant increase in footfall in the night-time economy. This has coincided with an increase in violence linked to alcohol and acquisitive crime. With the development of the culture mile, we will continue to work in partnership with our communities, both business and residential, collaborating with the licenced trade, to reduce crime and vulnerability, focussing on violence against women and girls and reducing theft in the night-time economy.

We will continue to focus on policing the City's Road network, 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 will be scrutinised through our Independent Advisory Scrutiny Group and by the Police Authority. We will continue to publish and scrutinise data in terms of ethnicity to ensure that we are transparent and ensure that we are using these powers ethically, responsibly, and lawfully.

The City of London is often a focal point for demonstrations, the majority of which are peaceful. We will continue to work with organisers, in partnership with the City of London Corporation and other stakeholders, minimising disruption to the people who live, work, and visit the City to deliver well planned and safe events.



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.

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 City of London Corporation and other agencies.

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 SOC nominals involved in serious and organised criminality. The National Crime Agency, National Strategic Assessment of Serious and Organised Crime states 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 fraud and cyber crime, economic type offences continue to be the highest form of SOC addressed by 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.

We will also make full use of powers to prevent reoffending.

We will proactively disrupt offenders involved in local and serious and organised crime and will 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 serious and organised crime. We will continue to prioritise the use of serious crime prevention orders (SCPO's) and other ancillary orders that monitor and restrict certain behaviours to prevent future or ongoing criminal activity.

OPERATIONAL SUCCESS MEASURES

- 1.1** Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.
- 1.2** Vigilance against terrorism by 'planning, testing and exercising' and 'preparing and engaging' businesses and communities to ensure the City is prepared to respond to terrorism.
- 1.3** Improve current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications.
- 1.4** Ensure Police make appropriate use of their powers to tackle and deter Anti-Social Behaviour.
- 1.5** Increase the number of positive outcomes from identified repeat offenders.
- 1.6** Reduce Neighbourhood and Violent Crime.
- 1.7** Disrupt drugs supply in the City through pursue activity.

PROTECT THE UK FROM THE THREAT OF FRAUD AND CYBER CRIME

- Leading and coordinating the national police response
- Improving national fraud and cybercrime reporting services
- Developing the skills and knowledge to tackle economic and cyber crime
- Improving the police response to fraud

LEADING AND COORDINATING THE NATIONAL POLICE RESPONSE

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. We will strengthen our approach to tackling economic and cyber crime, at a local regional and national level, aligning these portfolios and developing a joint capability strategy including the creation of a national fraud and cyber coordination centre. The National Fraud Policing Strategy will also be refreshed in 2022.

Together, the City of London Police and City of London Corporation have the unique ability to position the UK as the world-leader in tackling economic and cyber-crime. 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 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 next generation service.

City of London Police is responsible for delivering the National Fraud and Cyber Reporting Service. It is currently developing a next generation service to provide a more accessible service for the public and organisations to report fraud and cyber crime, and improve the flow of crime, information, and intelligence reports through the ecosystem. The procurement process is underway, and the delivery of the next generation service is expected to go live in 2024.

Implementation of the next generation service will be underpinned by a continuous improvement programme over the next three years to increase ease of reporting by individuals and industry (including a new cyber reporting

capability for business), maximise opportunities with financial institutions to stop and recover victim losses, and further roll out the Economic Crime Victim Care Unit. We will continue to raise awareness of the latest threats to help keep the public safe and improve the prioritisation of disseminations to forces to maximise disruption opportunities and prioritise threats with links to organised and violent crime.

DEVELOPING THE SKILLS AND KNOWLEDGE TO TACKLE ECONOMIC ANC CYBER CRIME

We will continue to develop and deliver the highest quality training and continuous professional development to satisfy the needs of UK policing, the wider public sector counter fraud community and government funded international capability building while generating sufficient income to cover all costs.

The Economic Crime and Cyber 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.

IMPROVING THE POLICE RESPONSE TO FRAUD

We will support implementation of the national fraud reform programme, lead 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 a national fraud reform program which will see increased pursue and protect capabilities across City of London Police and Regional Organised Crime Units over the next three years. 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 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. A second Intellectual Property Crime Unit established in the Northwest of England extends our national reach and is a blueprint for our ambition to strengthen economic crime capabilities outside of London. We will work with funders to further extend this model.

IMPROVING THE POLICE RESPONSE TO CYBER CRIME

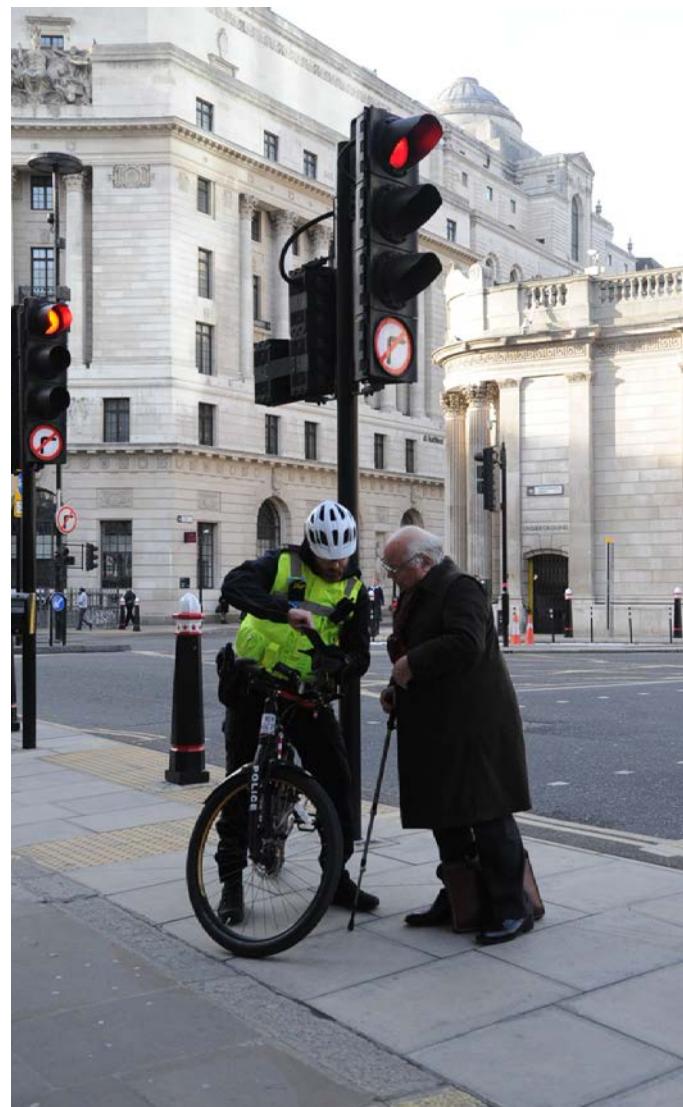
We will continue to develop the UK policing response to cybercrime.

As the national policing lead for cybercrime, City of London Police leads on the delivery of a national cyber programme focused on developing the capacity and capability of policing to combat cybercrime. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre, Home Office and across wider policing. The programme has over 35 projects covering areas such as training and development, equipment, technology, policy, and process.

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 cybercrime. The programme has developed cybercrime units in every force in England and Wales and dark web operational teams in every region, providing a comprehensive victim-focused service.

Recognising prevention is key, the programme has rolled out not for profit Cyber Resilience Centres (CRC) to every region of England and Wales. These public private partnerships provide subsidised or free cyber security guidance and consultancy for hard-to-reach micro and SMEs. A national CRC has also been developed. This will provide an opportunity to strategically coordinate and develop national services.

City of London Police will continue to develop the Cyber Griffin service and seek opportunities to develop this model outside of the city. Following COVID-19 social distancing restrictions, the Cyber Griffin operating



model was changed through investment in new digital infrastructure enabling delivery of a digital service. Cyber Griffin has worked with some of the largest organisations in the country. We will ensure the cyber protect and pursue teams responsible for protecting the City of London are best in class cyber capabilities and share their experience and knowledge.

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, City of London Police has taken responsibility for the National Police Chief Council portfolios for Financial Investigation and Intellectual Property. The importance and opportunity that financial investigation offers 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 utilised across policing within financial investigation, the introduction of new legislation for asset recovery and the introduction of the Economic Crime Levy in 2022.

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 SOC is seeing greater use of legislation in the civil, as well as criminal, sphere of justice. In December 2021, the City of London Police, working with the Crown Prosecution Service and supported by other law enforcement bodies, removed £28.75million from SOC in a civil action. Using intelligence generated from suspicious activity reports and the public/private sectors increased analysis of how SOC groups are financed is a priority focus for the City's contribution to reducing the harm of SOC 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 through the National Business Crime Centre (NBCC), hosted within the City of London Police, which delivers business engagement across a wide range of disciplines. The depth of knowledge, business insight and the breadth of contacts across business, Government and policing saw the NBCC become the national business engagement lead, supporting the policing response to COVID-19. The NBCC website will be further developed to become the default location for business guidance and advice around the threats and risk for business. Using existing and developing new partnerships within the city, the NBCC will enhance its range of crime prevention guides so new crime trends and emerging crime threats are quickly identified and addressed.

Recognising the new Business Improvement Districts (BIDs) being introduced into the city, the NBCC will review the National Business Crime Reduction Partnership standards to encourage greater engagement with BIDs. The standards provide a national recognised accreditation 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 Secondee to ensure that the City is at the cutting edge to adopt the forthcoming Protect Duty.

OPERATIONAL SUCCESS MEASURES

- 2.1 Prepare, engage, and raise awareness across businesses and communities of threats and risks of economic/cyber-crime and measures they can take to protect themselves.**
- 2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country.**
- 2.3 100% of Action Fraud cyber crime referrals will be investigated by the City.**
- 2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with 90% satisfaction rate.**
- 2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.**
- 2.6 Maintain our proactive use of legislation to freeze, restrain and protect proceeds of crime by City Of London Police.**
- 2.7 Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.**

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 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

A new Victim Champion will coordinate our support to victims, assuring compliance with priorities, leading on service improvements, and ensuring we deliver the best available support to victims of crime. We will develop a new victim strategy that will be scrutinised by the Police Authority. We will establish mechanisms of regular surveying of victims and audit to understand our impact and provide opportunities for learning and service improvement. We will ensure all officers and staff are trained the Victim Code of Practice and to support victims with set clear expectations in respect of contact, follow up and standards.

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. 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 measures and 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. City of London Police has one of the highest positive outcome rates nationally and we wish to maintain that position.

OPERATIONAL SUCCESS MEASURES

- 3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).**
- 3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse.**
- 3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention.**
- 3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the investigation.**
- 3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.**

ORGANISATIONAL PRIORITIES

We must 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 of 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.
- Drive our recruitment processes to promptly achieve our officer uplift requirements.
- 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.

This requires a change in culture and dedicated resource to drive improvement. A Professionalism, Trust and Confidence lead has been appointed and a team will be developed to deliver against a comprehensive Diversity and Inclusion plan.

Building and maintaining trust and confidence of the public is key to our success, both locally in the city and with our national responsibilities. Our effectiveness at tackling crime and disorder, the quality of our engagement with the public and the extent to which we treat people with fairness and respect is of upmost importance to the delivery of our plan.

A key to success is attracting and retaining the very best police officers, staff, and volunteers and ensuring our people reflect the community of London in relation to ethnicity, gender, beliefs, sexual orientation, and background. We will continue to build on the recent recruitment campaigns that have increased the visible diversity of our officers, staff, and cadets. Internally, we will foster a culture of equity and belonging. The way our people feel about working at the City of London Police, the service it provides and the people they work with must be seen as a key indicator of success in building trust with the public itself.

Significant work has and is being undertaken in the force, this is divided into the following key areas with our ambitions for success.

WORKSTREAM	OVERVIEW OF ACTIVITY
Community Engagement	Increasing our legitimacy and confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime and scrutiny of police powers such as 'stop and search'.
Recruitment Development and Progression	Building a diverse workforce in tune with London, including people from black and minority communities, women, and people from the LGBT community. Ensuring we develop our workforce to achieve their potential and be the very best for the community. We will strive to improve our representation of underrepresented groups at all levels of the organisation and in specialist roles.
Culture & Leadership	Work to build leadership capability across the force and build a workforce culture that is truly inclusive and embeds our diversity and inclusion ambitions at all levels of the force. A workplace which people are proud of and one where City of London Police is an employer of choice.
Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people and increase productivity
Retention & exiting	Ensuring that the service retains talent, particularly from under-represented groups. Exploit opportunities for entry and re-entry at different levels and specialisms into the service. Understand why staff are exiting the service and use insight and data to improve retention.

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 next three years, we will work with the group to develop their membership and the scrutiny work they do across the service.

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 by external bodies. 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 often difficult and complex. We will 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 from policing events, focus 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 our 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.

ORGANISATIONAL SUCCESS MEASURES

- 4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.**
- 4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.**
- 4.3 Overall engagement score – staff survey – year on year increase over the next 3 years.**
- 4.4 To recruit 40% of visible ethnic minority student officers in each new intake and the total number of new joiners to City of London Police each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service.**

OUR RESOURCES

Our Policing Plan is underpinned by investment in future technologies, equipment and estate that enables us to be at the forefront of policing and emerging crime threats. Over the next three years, 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 further look at 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. Over the next three years we will improve data quality, security, accessibility, and availability to improve outcomes for the public. We will 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 the next 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 approached 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. With the Corporation a substantial investment is being made to deliver a comprehensive new policing estate over the next 4 years.

ORGANISATIONAL SUCCESS MEASURES

- 5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.**
- 5.2 User experience:** We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, to drive the successful utilization of IT/Estate/Fleet assets toward business outcomes. Staff survey question' I am well equipped to do my job'.
- 5.3 Digital Investigation training delivered across the service for all investigators: over the next 12 months.**

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 of London levy 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 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.

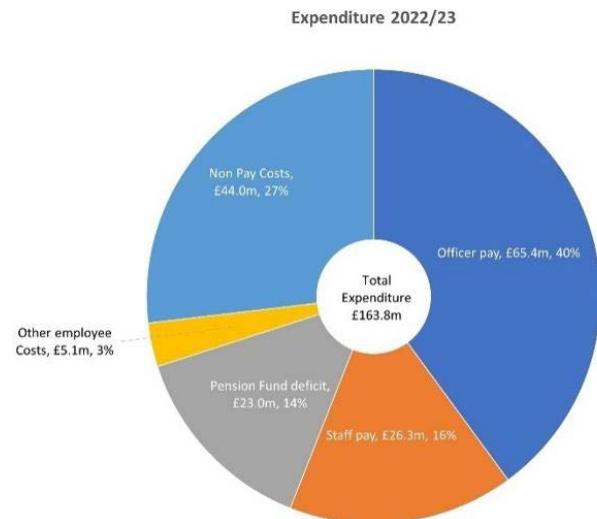
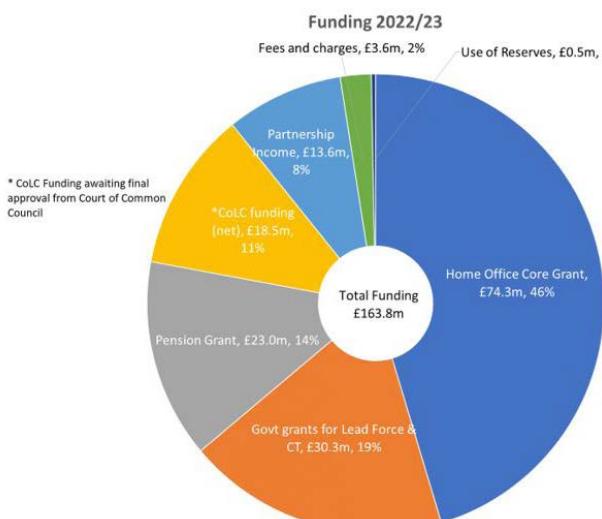
With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.

WHAT WE SPEND

Around three-quarters of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2021/22 the force establishment was 516 police staff and 934 officers, rising to 993 officers in 2022/23 as a result of the Police Uplift Programme.

To make sure our expenditure does not exceed our funding in 2022/23, we in partnership with the Corporation, will mitigate the £6.1 million of budget pressures through additional funding and increased efficiency measures. This is in addition to the £9 million of savings we have made since 2020/21. We will 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
- Improve use of mobile technology and agile working



INSPECTION, AUDIT & IMPROVEMENT

To ensure we continue to deliver policing services at the expected level and are not failing our victims we are regularly engaged and held to account with inspections from Her Majesty's Inspectorate of Constabularies, Fire & Rescue Services (HMICFRS) who make recommendations and identify areas for improvement. Like all Home Office police forces we are subject to the PEEL inspection process as well as contributing to their thematic inspections programme on specific aspects of policing. The inspection process has been impacted by COVID-19, as such, our next PEEL inspection is in October 2022 where we will be fully assessed against all inspection criteria.

HMICFRS grade forces' performance from 'Outstanding' through to 'Good' and 'Requires Improvement' and finally 'Inadequate'. Our last PEEL inspection was undertaken in 2018/19 and graded the Force as follows in the five areas of PEEL:

Efficiency	GOOD
Effectiveness	GOOD
Legitimacy	REQUIRES IMPROVEMENT*
Crime Data Integrity	GOOD
Custody	GOOD

*The Legitimacy 'Requires Improvement' grading related specifically to the lack of community scrutiny regarding stop and search data and IT software for counter corruption purposes. We have fully addressed both issues.

All current and previous inspection reports relating to the City of London Police, except for some reports relating to protective security, can be found on the HMICFRS website.

In addition to the inspection process, we participate in an internal audit programme run by our local authority (Corporation of London). This programme is set in consultation with our Police Authority Board to ensure they can have effective oversight into all aspects of the service we are providing to the City.

Both our inspection and audit reports are reported to our Police Authority who retain oversight on our actions to implement the improvements suggested within these documents. The result of all these programmes is to continually drive improvement in all aspects of services that we deliver to the public.

ORGANISATIONAL SUCCESS MEASURES

- 6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.**
- 6.3 Increase in percentage of people who agree COLP provide an effective service.**
- 6.4 Improve timeliness to deal with public complaints compared to 2019/20 baseline.**
- 6.5 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.**



SECTION 03

DELIVERING THE PLAN

ROAD MAP OF IMPROVEMENT

The City of London Police is delivering a series of projects to improve the service we deliver to our communities. The projects cover all areas of the Force using innovation, new technology and products to make our processes more efficient and effective. To deliver a better service to the public and release officer and staff time to focus on front line visible policing for our communities.

<p>National Identity Access Management</p> <p>Enhanced Cyber business reporting</p> <p>Hybrid Meeting Facility</p> <p>Integrated and automated HR Function</p> <p>In Vehicle recording</p> <p>Enhance Ops Planning through Mapping Technology for enhancing investigation for Public Protection</p> <p>Resolution, dissemination and analytics for fraud</p> <p>Enhance cloud security</p>	2022	<p>National Common Platform for CPS</p> <p>Set-up of 4 national fraud hubs</p> <p>Local call centre for victims of fraud</p> <p>Data Extraction through Power BI City of London Police Operating Model 'Go Live'</p> <p>Replacement of Force Control room technology</p> <p>Improve digital forensic capacity</p> <p>H&S – DSE Compliance</p>
<p>Facial Image Evidential Management</p> <p>Crime reporting through Social Media</p> <p>System for Licensing</p> <p>Management of Digital Evidential Material</p> <p>Digital Case file Transfer with CPS</p> <p>New System for searching International subjects</p>	2023	<p>Out of Court Disposal</p> <p>Pan London Policing Collaboration</p> <p>Technology collaboration for Armed deployment London</p> <p>Complete Delivery of National Enabling Programme Suite of products</p> <p>National Call centre for victims of fraud</p>
<p>Home Office Biometrics</p> <p>Digital Police Boxes and access for public to call for service</p>	2024	<p>Secure City enhance capability 'Go Live'</p> <p>New Action Fraud system</p>
	2025	<p>Data self service- role specific</p> <p>Home Office programme for communication for emergency services</p> <p>Converting to greener modes of transport</p> <p>Digital Case File Transfer to CPS</p>
	2026	<p>Opening of New Police Accommodation</p>

***Note:** Following categories not listed
 Replacement Projects
 Projects in closure
 The above are high level descriptors of our change programme

WORKING COLLABORATIVELY

We recognise that we cannot deliver everything in this plan alone. Working 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.

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 safe guarding 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. Additional, 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 and professional services organisations which include the Association of British Insurers, the British Banking Association 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 (NCA) AND NATIONAL ECONOMIC CRIME CENTRE (NECC)

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 City of London 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 Controller and City Solicitor is the Authority's Monitoring Officer.

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:



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

[HMICFRS - Home \(justiceinspectorates.gov.uk\)](https://justiceinspectorates.gov.uk)



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

[Working together | College of Policing](#)



The Independent Office for Police Conduct oversees the complaints process nationally

[Independent Office for Police Conduct](#)

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 to:
postmaster@cityoflondon.police.uk

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

 Textphone service **18001 101**

 Follow us on twitter **@CityPolice**

 Like us on Facebook

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 5AE

 Anti-terrorist hotline **0800 789 321**



Agenda Item 23a

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Agenda Item 23b

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Agenda Item 23c

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