



City of London Police Authority Board

Date: WEDNESDAY, 3 JULY 2024
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Tijs Broeke (Chair)	Graham Packham
Deputy James Thomson (Deputy Chair)	Deborah Oliver
Nicholas Bensted-Smith	Deputy Dawn Wright
Alderman Professor Emma Edhem	Melissa Collett (External Member)
Helen Fentimen OBE	Andrew Lentin (External Member)
Jason Groves	Sir Craig Mackey (External Member)
Deputy Madush Gupta	Michael Mitchell (External Member)
Alderman Timothy Hailes	

Enquiries: Kezia Barrass
Kezia.Barrass@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA
Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 5 June 2024.

For Decision
(Pages 7 - 14)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 15 - 16)

5. **CHAIR'S PUBLIC UPDATE**

The Chair to be heard.

For Information
(Pages 17 - 18)

6. **COMMISSIONER'S UPDATE**

Report of the Commissioner.

For Information
(Pages 19 - 22)

7. **CITY OF LONDON POLICE ANNUAL REPORT 2023-24**

Report of the Commissioner.

For Decision
(Pages 23 - 40)

8. **POLICING PLAN 2025-28 PLAN OF ACTION**

Report of the Commissioner.

For Information
(Pages 41 - 50)

9. **EQUITY, DIVERSITY & INCLUSION STRATEGY 2023-2027**

Report of the Commissioner.

For Information
(Pages 51 - 76)

10. **POLICE AUTHORITY BOARD SUBCOMMITTEE APPOINTMENTS**

Town clerk to be heard.

For Decision
(To Follow)

- a) City of London Police Pensions Board - appointment of Chair (To Follow)
- b) Co-opted appointment to Economic and Cyber Crime Committee
To consider the expressions of interest received from Members of the Court of Common Council.
- c) Co-opted appointment to Strategic Planning and Performance Committee
To consider the expressions of interest received from Members of the Court of Common Council.
- d) Co-opted appointment to Resource Risk and Estates Committee
To consider the expressions of interest received from Members of the Court of Common Council.
- e) Co-opted appointment to Professional Standards and Integrity Committee
To consider the expressions of interest received from Members of the Court of Common Council.

11. **FCCRAS PUBLIC UPDATE**

Chief officer to be heard.

For Information
(Verbal Report)

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

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

14. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 5 June 2024.

For Decision
(Pages 77 - 80)

16. **CHAIR'S NON-PUBLIC UPDATE**

The Chair to be heard.

For Information
(Verbal Report)

17. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

18. **NON PUBLIC FCCRAS UPDATE**

Report of the Commissioner

For Discussion
(Verbal Report)

19. **ENHANCED SUICIDE PREVENTION INITIATIVE ***

Report of the Interim Executive Director of Environment.

For Information
(Pages 81 - 122)

20. **HEALTH, SAFETY AND WELLBEING ANNUAL PERFORMANCE UPDATE**

Report of the Commissioner.

For Information
(Pages 123 - 138)

21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

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

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CITY OF LONDON POLICE AUTHORITY BOARD Wednesday, 5 June 2024

Minutes of the meeting of the City of London Police Authority Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 5 June 2024 at
11.00 am

Present

Members:

Tijs Broeke (Chair)
Deputy James Thomson (Deputy Chair)
Nicholas Bensted-Smith
Alderman Professor Emma Edhem
Helen Fentimen OBE JP
Jason Groves
Deputy Madush Gupta
Alderman Timothy Hailes
Graham Packham
Melissa Collett (External Member)
Andrew Lentin (External Member)
Sir Craig Mackey (External Member)
Michael Mitchell (External Member)

Officers:

Ian Thomas CBE	- Town Clerk's Department
Richard Riley CBE	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain's Department
Charles Smart	- Town Clerk's Department
Josef Shadwell	- Town Clerk's Department
Rachael Waldron	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Jennifer Phillips	- Comptroller and City Solicitors Department

City of London Police

Pete O'Doherty	- City of London Police
Paul Betts	- City of London Police
Umer Khan	- City of London Police
Ollie Shaw	- City of London Police
Chris Bell	- City of London Police
Alistair Cook	- City of London Police
Alix Newbold	- City of London Police
Emma Cunningham,	- City of London Police

1. APOLOGIES

Apologies were received from Deputy Dawn Wright and Deborah Oliver.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

3. **MINUTES**

RESOLVED – That the minutes of the meeting held on 8 May 2024 were approved as an accurate record.

4. **OUTSTANDING REFERENCES**

The Board considered a joint report of the Commissioner and the Town Clerk which set out Outstanding References from previous meetings of the Committee.

RESOLVED – That the Committee noted the report.

5. **CHAIR'S PUBLIC UPDATE**

Members received the Chair's public update and the Chair particularly endorsed the City Cadets attendance at the City-wide Question Time meeting.

Members noted that there would be structured thematic Member briefings in the ensuing year.

RESOLVED, - that the report be noted.

6. **COMMISSIONER'S UPDATE**

Members received the Commissioner's public update.

A Member asked about Operation Reframe, and the risk of drink spiking, specifically whether fentanyl was being used. Officers agreed to share a briefing by the Police Authority Team with Members on drink spiking.

RESOLVED, - that the report be noted.

7. **FCCRAS UPDATE**

Members received a verbal update on the progress of the Fraud and Cyber Crime Reporting and Analysis Service.

The Commissioner outlined the programme was in the final phase of technical development and would move to testing upon completion. The branding work for the programme had been paused due to the announcement of a general election and dissolution of parliament.

RESOLVED, - that the update be noted.

8. **ANNUAL REVIEW OF POLICE COMPLAINTS ACTIVITY - 2022/23 ***

Members received a report of the Commissioner which provided an annual review of police complaints activity from 2022 – 2023.

The Chair outlined that this report was a statutory requirement which included data from 2022 – 2023 and more current data had been shared at the

Professional Standards and Integrity (PSI) Committee on 4 June 2024. The report itself had been considered by the PSI Committee at its 4 June meeting.

Members noted the increasing trends particularly in allegations of sexual misconduct.

Members were assured by Officers that the template letters referenced in the report would be improved upon by the new Fraud and Cyber Crime Reporting and Analysis Service to ensure these would be used appropriately and would be relevant and personal to the complaint and allegation type.

RESOLVED, - that the report be noted.

9. **2023/24 REVENUE AND CAPITAL BUDGET OUTTURN- FINAL**

Members received a report of the Commissioner which outlined the final 2023 – 2024 revenue and capital budget outturn.

During the discussion the following points were noted:

- Members encouraged more disciplined individual budget monitoring and raised concerns about the sustainability of the existing pay model. The Chair requested that Officers make the wider Court aware of the improvements made in budget reporting.
- There were duplications in the report which Members requested would be streamlined by officers.
- The Capital Grant Funding was queried due to the greater demands in London in 2023 – 2024. The Commissioner agreed to discuss this further with the Chamberlain and assess available options to request an increase.

RESOLVED, - that the report be noted.

10. **ANGIOLINI INQUIRY- PART 1- CITY OF LONDON POLICE UPDATE ***

Members received a report of the Commissioner which provided an update on the City of London Police response to Part 1 of the Angiolini Inquiry.

Members noted that this was a very important topic for policing in the City of London and nationally. Officers explained that the report provided assurance on the level of seriousness the City of London Police were considering each recommendation of the Angiolini Inquiry.

The Chair of the Professional Standards and Integrity Committee outlined that at the Committee's meeting on 4 June, the City of London Police had provided assurances around the management of the 16 recommendations made in the report. It was agreed that proactive work was required to prevent certain behaviours in serving officers before they could occur and escalate to serious misconduct.

Members requested that RAG rating would be included against each recommendation for monitoring purposes.

The Deputy Chair welcomed the momentum behind this work and reiterated the Force ambition to be the most inclusive police service in the country. It was suggested that further funding could be sought to progress this ambition.

RESOVLED, - that the report be noted.

11. **EQUITY, DIVERSITY, INCLUSIVITY (EDI) UPDATE ***

Members received a report of the Commissioner which provided an update on Equity, Diversity and Inclusivity in the City of London Police.

During the discussion the following points were noted:

- There was some work to be done to address the current composition of the Professional Standards and Integrity Committee, this was an opportunity to address the diversity among the Committee.
- The Chair requested that Members send any specific observations on the report to the Chair of the Professional Standards and Integrity Committee, either directly or through the Clerk.
- The Commissioner outlined the great importance of this work and assured Members that he had recently made several speeches at internal events explaining that any officer or staff member who did not actively participate in and commit to improving equity, diversity and inclusion would not progress within the organisation.

RESOLVED, - that the report be noted.

12. **BUSINESS RATE PREMIUM ***

Members received a joint report of the Chamberlain and the Commissioner which outlined the Business Rate Premium.

Members welcomed the transparency of the report and felt it was important that rate payers were sighted on how this money would be spent.

RESOLVED, - that the report be noted.

13. **RESPONSIBLE PROCUREMENT IMPACT REPORT FY23-24 ***

Members received a report of the Chamberlain which provided an outline of responsible procurement impact for year 2023 – 2024.

RESOLVED, - that the report be noted.

14. **CITY OF LONDON INDEPENDENT CUSTODY VISITING SCHEME ***

Members received a report of the Town Clerk which outlined the status of the City of London Independent Custody visiting scheme.

Members noted the decrease in the number of volunteers on the Scheme and were assured that a recruitment exercise was in progress. The Independent Custody Visitors cohort had been consulted on the design of the future custody suites. A further meeting would take place on this.

RESOLVED, - that the report be noted.

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions.

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

There were no items of urgent business.

17. **EXCLUSION OF THE PUBLIC**

RESOLVED, – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

18. **NON-PUBLIC MINUTES**

RESOLVED, - that the non-public minutes of the Police Authority Board meeting held on the 8 May 2024 be approved as an accurate record.

19. **NON-PUBLIC OUTSTANDING REFERENCES**

The Board considered a joint report of the Commissioner and the Town Clerk which set out Outstanding References from previous meetings of the Committee.

RESOLVED – That the report be noted.

20. **CHAIR'S NON-PUBLIC UPDATE**

There was no update.

21. **COMMISSIONER'S UPDATES**

There was no update.

22. **FCCRAS REVISED BRANDING UPDATE**

Members received a report of the Commissioner which provided a branding update on the Fraud and Cyber Crime Reporting and Analysis Service.

RESOLVED, - that the report be noted.

23. **FCCRAS BUSINESS CASE**

Members received a report of the Commissioner which outlined the FCCRAS business case.

RESOLVED, - that the report be noted.

24. **EASTERN BASE PROGRESS REPORT**

Members received a report of the City Surveyor which provided an update on the progress of the Eastern Base and other City of London Police estates projects.

RESOLVED, - that the report be noted.

The meeting was extended at 12:57pm under Standing Order 40.

25. **CITY OF LONDON POLICE CYBER SECURITY POSTURE ***

Members received a report of the Commissioner which outlined the City of London Police Cyber Security posture relating to the recommendations from an enquiry into a data breach at the Police Service of Northern Ireland (PSNI).

RESOLVED, - that the report be noted.

26. **CITY OF LONDON POLICE PROJECT CLOSURES**

Members received a report of the Commissioner which outlined City of London Police project closures.

RESOLVED, - that the report be noted.

27. **CITY OF LONDON POLICE RISK REGISTER UPDATE ***

Members received a report of the Commissioner which provided an update on the City of London Police Risk Register.

RESOLVED, - that the report be noted.

28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There was one non public question.

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

There were no items of urgent business.

30. **CONFIDENTIAL ITEM – COMMISSIONER OF THE CITY OF LONDON POLICE UPDATE**

Members received a verbal update on the Commissioner of the City of London Police.

RESOLVED, - that Members noted the update.

The meeting ended at 13:18pm

Chairman

Contact Officer: Kezia Barrass
Kezia.Barrass@cityoflondon.gov.uk

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City of London Police Authority Board – Public Outstanding References

4/2023/P	Item 16 Protect Duty (Martyn's Law) Update	It was confirmed that a once full details of the Force and Corporation's responsibilities under Protect Duty were confirmed a detailed plan would be provided on how best to resource and delivery these responsibilities.	Commissioner/ Director of Police Authority	In Progress- At 24 th May 2023 PAB the PA Director assured the Board that preparatory work is in progress and an update will follow later in the year. On Tuesday 2 May 2023, the Government published the draft Terrorism (Protection of Premises) Bill , also known as Martyn's Law, for pre-legislative scrutiny by the Home Affairs Select Committee. During the remainder of 2024 and into 2025, further developments are expected and the revised Bill will be heard when parliamentary time allows.
14/2023/P	25 October - Item 11 NHP Strategy	The Chair asked for a report in respect of re-invigorating the cluster meetings and the communications supporting them.	PA Director/ Commissioner	In Progress- The final update on this OR was due at the June PAB meeting, however, further negotiations were required with the wider CoL Senior Leadership Team and the Town Clerk is now taking this forward within CoL in consultation with the PA Director. The ambition is to bring an update back to 26 September SPPC and 2 October PAB.
2/2024/P	06 March- Item 5 Chairs Update-Angiolini Inquiry	The Chair asked the Commissioner and senior officers to provide a detailed report on the CoLP response to	Commissioner	Complete- This was submitted for the 4 June PSIC and was an item on the PAB agenda in June 2024.

		the Angiolini Inquiry Part 1 recommendations to the Police Authority Board in May.		
3/2024/P	08 May- Item 13- Staff Survey	Chair asked for a further update on Staff Survey back to this Board or appropriate Sub Committee later in the year to monitor progress on key themes and areas for improvement	Commissioner	In Progress- proposed timescale is 25 November SPPC and 4 December PAB for an update on Staff Survey. This will enable the Force time to demonstrate progress on the AFIs

Committee(s): Police Authority Board	Dated: July 2024
Subject: Chair's Update	Public
Report of: Tijs Broeke	For Information

General Election - review of Party Manifestos

The Police Authority Team has been working closely with colleagues in the Corporate Affairs Team to review the content of the published Manifesto commitments, with a particular emphasis on the implications for crime and policing – both at the local and national level. This work continues to develop opportunities for supporting a future Government's work in areas of interest, particularly around the City Police's national roles on economic and cyber crime. I have asked that we spend some time at the September Board meeting looking at the policing landscape which is emerging following the General Election.

Engagement with Police and Crime Commissioners

Work continues to develop a suite of useful documentation and briefings to engage new and re-elected Police and Crime Commissioners (PCCs) in the fraud agenda. This is of particular importance given the greater prominence given to fraud in the revised Strategic Policing Requirement that PCCs must demonstrate they have had regard to in their local police and crime plans. As part of this engagement, Police and Crime Commissioners are being invited to join the Economic Crime Briefing hosted by the City Police on 10th October. This brings together senior policing leads on economic crime from every force area and region to share updates on policy and significant operational developments.

The Deputy Chair and I will be attending the Association of Police and Crime Commissioners (APCC) Annual General Meeting on 11/12 July, and the APCC and National Police Chiefs' Council Partnership Summit on 19/20 November. At officer level, the Police Authority Director is attending the Association of Police and Crime Chief Executives (APACE) Annual General Meeting on 1 July. It is being hosted at the Guildhall. It remains vital that the City is, and is seen to be, an engaged partner amongst the wider PCC community.

£1m Home Office 'hotspot policing' funding update

This funding, which commenced in April, is funding increased patrols by several City Police teams to tackle violence and ASB, and an additional analyst and more CCTV monitoring staff. While initiatives are still being mobilised, to date City Police have delivered over 900 additional hours of visible patrols resulting in 56 additional arrests. Operation Vigilant – expanded patrols of specially-trained officers targeting violence against women and girls in the night-time economy – is a major part of the plans and will commence soon.

Local policing successes reported in media

Members should note City Police received widespread positive media coverage in June for two actions: the arrest of three men for criminal damage at Barclays bank branch on Moorgate (one of 20 such incidents conducted by pro-Palestinian activists, and the only one to result in an immediate arrest - [link](#)), and the successful prosecution of a man who used an electric bike to snatch 24 phones in an hour in central London (where City Police used the local CCTV network to catch the offender - [link](#)).

Victims strategy update

The Police Authority and City Police are finalising a draft of their joint Victims Strategy – the City’s first – to be shared with external partners for consultation over the summer. It is scheduled to come to PAB in September - Members who wish to see a draft sooner, or want a background briefing, should contact Charles.smart@cityoflondon.gov.uk

Crime and Disorder Scrutiny Committee

I chaired the latest meeting of the Crime and Disorder Scrutiny Committee (CDSC) on 11 June, which reviewed progress being made by the City’s Safer City Partnership (SCP) against its strategy and stated priorities (serious violence; anti-social behaviour; reducing reoffending). There are examples of good partnership working happening across these areas. But more can, and should, be done. I have asked for a report on how best to strengthen the SCP, to be produced in time to inform discussions at the next CDSC meeting in October. I am pleased to report Deborah Oliver was elected as the new Chair to take this important work with the SCP and coordination between City of London Police, City Corporation and partners forward.

Agenda Item 6

Committee(s): Police Authority Board	Dated: 3 July 2024
Subject: Commissioner's Update	Public
Which outcomes in the <i>City Corporation's Corporate Plan</i> does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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	For Information
Report author: Pete O'Doherty, T/Commissioner	

Summary

The *public* updates for Operations and Security and Economic and Cyber Crime are attached.

Recommendation(s)

Members are asked to note the report.

CoLP commemorates the 80th anniversary of D-Day on 6th June 2024.

Staff across the City observed a 2-minute silence to mark the 80th anniversary of the Normandy Landings that took place 6th June 1944 with a number paying respects outside Bishopsgate Police Station to mark the anniversary.

Theft conviction

Proactive Acquisitive Crime Team officers caught a suspect who was visiting licensed premises intent on stealing personal property of those enjoying the night-time economy. Their quick thinking and intervention apprehended the suspect and prevented anyone else being a victim of their crime. He was charged, remanded and convicted where he was sentenced to 21 weeks in prison having pleaded guilty due to the hard work and diligent investigation by the team.

Cycle team

The cycle team have been focusing on illegal e-bikes, a key community concern. Not only a danger to other road users and pedestrians but also a fire risk with DIY conversion kits used to charge batteries which has caused several house fires. During May, the team seized 54 illegal e-bikes/scooters, including an individual who was using an illegal e-bike to commit phone snatches who was detained and found in possession of a machete.

A road safety show took place in partnership with the Fleet Street Quarter on Farringdon Street where the team security marked 54 cycles and engaged with 200 cyclists concentrating on the engagement and education around contravening red lights and cycle safety. The team continues to focus on engagement and education but also taking swift action for those that contravene the laws and cause harm on the road.

Serious and Organised Crime Team

Focus continues on CoLP’s drive to combat organised crime, through Operation Giant, an Automatic Number Plate Recognition (ANPR) operation supported by multiple teams from Project Servator, Road Policing Unit, plain clothes officers and technology to target those looking to exploit and cause harm to the vulnerable. A recent proactive operation seized £30,000 in cash, £80,00 worth of vehicles, large quantity of drugs and around £300,000 in assets from criminal enterprise. Working together with internal and external stakeholders, making the City a hostile environment for criminals and organised crime groups.

Fraud Conviction

A victim has praised the Criminal Investigations Department's (CID) investigation into a healthcare assistant who fraudulently used her bank cards while she was fighting for her life in hospital. Officers described as ‘amazing’ ensured the victim remained at the heart of the investigation acting swiftly to apprehend the suspect and end her criminality. Following a thorough and diligent investigation, the defendant was jailed for a total of 15 months after admitting five counts of fraud, three counts of possession of articles for use in fraud and one count of money laundering. The meticulous, victim focused investigation ensured the defendant was held accountable for her crimes but also put an end to her criminality safeguarding any further victims.

Domestic Assault conviction

A woman was enjoying the night-time economy with a friend when her ex-partner turned up and began to harass her, taking photos and videos of her dancing without her permission or knowledge. He then proceeded to pull her hair and slap her, with security staff intervening and calling police. Through the support and care provided by specialist CoLP officers to the victim, the defendant was convicted and sentenced receiving a Community Order for 12 months, fine of £775 and a 10-year Restraining Order preventing him from contacting the victim or posting content about her online. Ensuring her wellbeing and safety from any further physical, emotional and online trauma.

Strategic Leadership and Engagement

On the 29th May, AC Nik Adams was interviewed by the CEO of Lloyds bank. The purpose was to highlight the important work that is undertaken by the City of London Police as the National lead force for fraud and cybercrime and how they work with the financial sector. The interview covered a wide variety of topics including, the main types of fraud, crime prevention advice, future threats and the longstanding partnership between the financial sector and law enforcement.

Operational activity highlights

An insurance broker who operated a business that insured companies in the entertainment sector has been convicted and sentenced to two years imprisonment after pleading guilty. The fraudster dishonestly altered genuine contracts from insurance companies increasing the premiums. The customers then paid the broker directly who retained the difference and passed the actual amount onto the insurance companies.

A man who sold counterfeit designer sportswear, trainers, jewellery and perfume to the public from a shop in Manchester has been sentenced. Officers from the Police Intellectual Property Crime Unit (PIPCU) at City of London Police raided a business August 2021 and seized a total of £116,200 worth of counterfeit products purporting to be from approximately 40 different brands. The defendant pleaded guilty at Manchester Crown Court on 28 March 2024 to 38 counts of distributing articles infringing trademarks. He was sentenced to a 12 month community order at the same court on 10 May 2024 and must also complete 100 hours of unpaid work.

National Support & Co-ordination

At the start of May, City of London Police’s Lead Force Operations Room (LFOR) led the coordination of a two-week intensification period on courier fraud. Across the two weeks, there were over 100 referrals from 26 forces across England and Wales. LFOR then acted as a temporary “command centre” to help support forces with the dissemination of referrals whilst also providing tactical support. This operation had excellent support from colleagues across forces and regions and was a genuine team effort. The operational activity resulted in the arrest of five members of an organised crime group (OCG) with enquiries ongoing. The majority of offences (70%) involved criminals pretending to be the police and in 22% of cases they pretended to be from their bank.

A new fraud and economic crime application giving practical guidance and advice to national law enforcement is now available for all police officers and staff. The ‘Fraud and Economic Crime App’ was designed and developed by the City of London Police Fraud Operations Team and the Economic and Cyber Crime Academy. The app will provide assistance to all frontline police officers and staff not ordinarily exposed to fraud and economic crime, ensuring they can give the very best response when serving the public and preventing repeat victimisation.

The Economic and Cyber Crime Academy (ECCA) delivered the Economic Crime Specialist Investigator Course (ESCIP) to 12 delegates from around the UK. Delegates studied the application of the fraud investigation model in economic crime investigations, where they worked on case studies to apply their learning. The course was delivered to detectives from Cambridgeshire Constabulary, City of London Police, Gwent Police, Isle of Mann Constabulary, Thames Valley Police, South Wales Police, Staffordshire Police, and Surrey Police.

Media

A coordinated media campaign was launched to coincide with the courier fraud campaign. The campaign published statistics (£28.7 million lost to courier fraud in the last year) as well promoting crime prevention advice. There was good coverage in local and national news reporting on the campaign.

T/Commissioner Pete O’Doherty

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Agenda Item 7

Committee(s): Police Authority Board – For decision	Dated: 3 July 2024
Court of Common Council – For information	25 July 2024
Subject: City of London Police Annual Report 2023-24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1-
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 xx-24	For decision
Report author: Emma Cunnington Head of Strategy and Planning	

Summary

The Annual Report sets out City of London Police’s achievements against the Policing Plan for 2023-24. It contains information on crime, financial and staff statistics, as well as a summary of performance and highlights throughout the year.

It will be officially published after it has been presented to the Court of Common Council.

Due to the cost of production, a decision was made in 2017 for the Annual Report to be viewed online only and accessible via the City of London Police website. This year’s report has again been produced in-house at no cost. The Annual Report is in keeping with the approach adopted in recent years and is a short, compact document.

Recommendation

Members are asked to:

- Approve the City of London Police Annual Report 2023-24 for onward submission to the Court of Common Council where it is presented by the PAB Chair for information.

Appendices

- Appendix 1 – 2023-24 Annual Report

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City of London Police

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Annual Report 2023-24

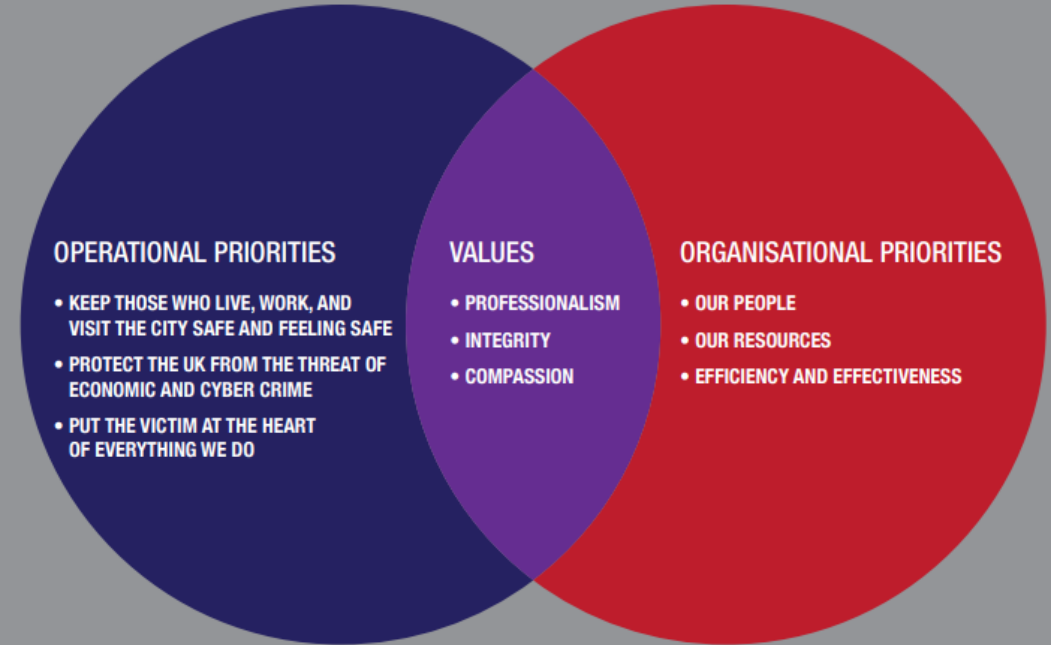


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Our Policing Plan

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



Commissioner's Foreword



I am delighted to present this annual report which sets out progress against our Policing Plan 2023/24.

It's been another busy year for the City. We have been involved in large events including the King's coronation in May, Lord Mayor's Show in November and New Years' Eve celebrations. We have also seen a number of increased planned and unplanned protests following issues across the world. We have continued to deploy operations such as Project Servator to protect the City from terrorism and Operation Reframe to protect women and girls from violence in the City.

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

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

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

Tackling crime requires an understanding of the root causes and a whole-system response. We will continue to work collaboratively with partners, including the Corporation, law enforcement and the public and private sectors to prevent and reduce crime and bring offenders to justice, locally nationally and internationally. In doing so, we will also increase our engagement across our communities. Last year has continued to be a particularly challenging time for society and for policing, therefore working with our partners to provide the best outcomes for our communities and victims of crime remains a key priority for this plan, including implementation of Right Care Right Person.

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

Pete O'Doherty

T/Commissioner, City of London Police

Chair's Foreword



At a time when trust and confidence in policing is challenged, the City of London Police has continued to protect the Square Mile and the nation. It has done so by putting victims and communities at the heart of everything we do.

The ambition of the City of London Police, supported by the City of London Police Authority Board, is to be the most inclusive police service in the country. We have a clear strategy to deliver this goal by having a culture of inclusivity, equity, and fairness within the City Police itself and in its service delivery.

The results are clear – particularly the national recognition of the City's initiatives on preventing violence against women and girls. Revitalising our Safer City Partnership has played a big part in this, as has the focus on tackling violent and acquisitive crime. Protective security and counter terrorism remain paramount. We want to ensure that the City remains the safest business district in the world – no matter the crime type. All of this has been supported by increased funding and record number of police officers in recent years.

Economic security is critical to the competitiveness of the UK, London and the City, and I have been pleased with the achievements of the City Police, working with partners in law enforcement and the private sector, to reduce fraud, economic and cyber crime nationally.

Notably, we're building the new national reporting service to replace Action Fraud, due to launch this year, to provide a significantly better service to report, analyse and tackle fraud. And we have fully supported Government's prioritisation of stopping fraud through the roll-out of the National Fraud Squad, the National Economic Crime Victims Care Unit and the National Policing Strategy for Fraud, Economic and Cyber Crime 2023–2028.

Our City Police Estate's Programme has made big strides. Construction is well underway of the new Headquarters at Salisbury Square alongside the new Economic and Cyber Crime Courts at Fleet Street. Planning permission for new police accommodation at Middlesex Street has been secured, facilities for firearms training are well advanced, and plans for new stables for our Mounted Branch are gathering pace.

Having completed my term as Chair of the City of London Police Authority Board, I would like to extend my very sincere gratitude to all the City of London police officers, special constables, staff, volunteers and cadets as well as all members of the Police Authority Board and its Committees, and the Police Authority Team, for their dedication and hard work.

Together, we continue to deliver on our policing priorities: ensuring that the Square Mile remains the safest business district in the world; and protecting our nation's economic security.

James Thomson

Chair, City of London Police Authority Board

Policing Plan Operational Priorities

We set performance measures against our Policing Plan priorities which are monitored by the Police Authority. This year the performance measures related to:

Keep those who live, work and visit the City safe and feeling safe

 <p>Reducing neighbourhood crime and harm</p>	 <p>Protecting the City from terrorism</p>	 <p>Tackling anti-social behaviour and reducing violent crime</p>	 <p>Tackling serious and organised crime</p>
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Protect the UK from the threat of economic and cyber crime

<p>Page 28</p>  <p>Working with businesses and communities to protect themselves from economic and cyber crime</p>	 <p>Improving the police response to economic and cyber crime</p>	 <p>Targeting fraud offenders and bringing them to justice</p>	 <p>Disrupting criminal money flows and seizing proceeds of crime</p>
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Put the victim at the heart of everything we do

 <p>Delivering an improved criminal justice service</p>	 <p>Helping victims who report to Action Fraud recover their money</p>	 <p>Safeguarding and supporting vulnerable people</p>	 <p>Improving national fraud & cyber crime reporting services</p>
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Keep those who live, work and visit the City safe and feeling safe

<p>In our 2023 Community Survey, 86% of respondents agreed that the City is a safe place and 78% have confidence in the City of London Police.</p>	<p>Deployed Project Servator teams 1930 times to protect the City from the threat of terrorism.</p>	<p>Deployed Operation Reframe on 11 occasions, leading to 397 licensed premises checks focusing on protecting women and girls in the City at night.</p>	<p>We have seen a 106% increase in disruptions of Organised Crime Group activity across 2023.</p>
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Protect the UK from the threat of economic and cyber crime

<p>Within the last financial year, we held 89 academy courses for 1064 delegates.</p>	<p>Visited all 43 police forces nationally to support and share good practice with fraud and economic crime teams.</p>	<p>Co-ordinated the delivery of operational National Fraud Squad resources nationally and in every region in the UK.</p>	<p>Delivered the National Policing Strategy for Fraud, Economic and Cyber Crime 2023-2028</p>
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Put the victim at the heart of everything we do

<p>The new Victims Strategy written this year will include 12 performance measures to ensure we put the victim at the heart of everything we do.</p>	<p>Service take-up is higher for City victims of higher-harm crime: 19% for Enhanced Priority Referrals, 43% for victims of domestic abuse, and 34% for repeat victims</p>	<p>Huge amounts of work has been undertaken to get ready for the replacement of Action Fraud/NFIB system with the next generation Fraud and Cyber Crime Reporting Analysis Service ready for 2024.</p>	<p>National Economic Crime Victim Care Unit has engaged with and supported 66,509 victims of fraud and cyber crime in the past 12 months.</p>
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Keep those who live, work and visit the City safe and feeling safe

We have undertaken a range of activities to keep the City safe and our communities feeling safe. Some highlights are set out below.

NEIGHBOURHOOD POLICING AND ENGAGEMENT STRATEGY

We launched our new Neighbourhood Policing and Engagement Strategy to provide strategic direction to Neighbourhood Policing officers that will help keep those who live, work and visit the City safe and feeling safe. The strategy sets out CoLP's aims to work closely with our partners and communities to:

- Prevent crime, disorder and anti-social behaviour
- Protect the vulnerable and reduce repeat victimization
- Provide a flow of community intelligence on a range of issues, and
- Promote a culture of trust and confidence.

The launch of the strategy coincided with the 2024 Neighbourhood Policing Week of Action, which highlighted the vital work that neighbourhood officers, police community and support officers (PCSOs) and volunteers do to protect the public.

The strategy will see Neighbourhood Policing officers engage in regular initiatives, establish meaningful connections with residents and forge partnerships with local organisations, businesses and community leaders. It is anticipated that this collaborative and proactive approach will cultivate trust, enhance communications and empower our communities.

REDUCING ANTI-SOCIAL BEHAVIOUR

The Anti-Social Behaviour (ASB) investigative process has been streamlined to improve victim contact and care; allow more accurate data integrity and to record and reduce the number of closure failures that result from ASB reports being incorrectly updated.

The ASB Action Plan commits to tackling ASB across five key themes:

- Stronger punishment
- Making communities safer
- Building local pride, prevention and early intervention
- Improving data, reporting and accountability for action.

OPERATION TINSEL

Our Christmas campaign "Operation Tinsel" ran through our busiest periods of footfall and used statistical analysis of current crime trends to focus resources. The tactic deployed was hotspot-based, and areas were identified through data analysis. Resources remained at these locations and were briefed to deliver engagement messages based on Servator tactics with the aim of increasing the feeling of safety and policing presence to members of the public. This operation focused heavily on partnership work and a welfare hub with medics were deployed throughout the campaign. This reduced the hours officers were held at A&E but also reduced the need for London Ambulance Service to send crews.

Keep those who live, work and visit the City safe and feeling safe

VIOLENCE AGAINST WOMEN AND GIRLS

In line with the Violence Against Women and Girls Action Plan (VAWG), the monthly partnership Operation Reframe aims to build trust and confidence, relentless perpetrator pursuit, and creating safer spaces, by 'reframing the night'. To assist in evaluating the impact of Operation Reframe, a trust and confidence survey was completed with members of the public:

- 79% said they agree that seeing a police officer in uniform made them feel safer
- 86% said that they agreed that they would be confident to approach and speak to a uniformed officer
- 86% said they agreed that they would be confident in approaching a guardian volunteer.

SERIOUS VIOLENCE DUTY STRATEGY

Our new Serious Violence Duty strategy is defined by three priority areas: the night time economy, sexual and domestic violence, and threats from a changing City. A fourth group of measures on data sharing, analysis, and information-gathering act as enablers of progress across all three priorities.

Our approach does not entail a significant shift in the core operational response of the City Police or the activity of the City Corporation and its statutory public sector partners. Instead, it aims to make incremental improvements by reducing threats of serious violence – through measures that target perpetrators, and vulnerabilities to serious violence – through measures that target potential victims and potential locations of these offences.

CYCLE TEAM

This year, we saw the reintroduction of the Cycle Team to help combat phone snatching, as well as other offences like drug and road crimes. Having officers out on bikes aims to act as a deterrent in hot spot areas and increase our response and interception capability. With the City becoming more pedestrianised and decreasing access for vehicles, taking into account the obvious health and environmental factors, cycling as a policing tactic is definitely one of the best options. We are continuing to work with colleagues in the Metropolitan Police Service's Public Order Team progressing public order tactics some of which are being used for recent demonstrations.



SERIOUS ORGANISED CRIME & INVESTIGATIVE SERVICES

We continue to grow and develop our serious and organised crime capability and have taken a whole system approach across prevention, protection, pursue and prepare. The improvement in performance of SOC disruptions is significant with figures for 2023/24 outstripping previous years by some significant degree. We continue to focus on improving our understanding of threat and harm with a particular focus on drug markets, modern slavery and human trafficking.

Protect the UK from the threat of economic and cyber crime

We have undertaken a range of activities to protect the UK from economic and cyber crime. Some highlights are set out below.

DEVELOPING ECONOMIC AND CYBER CRIME CAPABILITIES

Our Economic and Cyber Crime Academy (ECCA) continues to deliver a range of training courses to police, other law enforcement agencies and international partners, in partnership with the Foreign Commonwealth, Development Office and the National Crime Agency. Over the last financial year, we delivered 89 training courses for 1064 delegates. In addition, we delivered 2 CPD events.

We have made excellent progress in realigning our professional training pathway for fraud and economic crime investigators, and have imbedded over half of our enhanced training course materials within our core courses. Our professional pathway of courses has been devised in consultation with the College of Policing, police forces, regional organised crime units, the Crown Prosecution Service, and other key stakeholders.

NATIONAL LEAD FORCE OPERATIONS

Our Fraud Operations Team are responsible for targeting the complex serious and organised crime groups behind fraud offending, working nationally and internationally. In 23-24 they successfully convicted a multitude of offenders including Operation Vanbrugh, a complex ponzi investment fraud with over 300 victims where the offender was sentenced to 14 years custody; Operation

Curry, an investigation into the sales of a fictitious cryptocurrency where the offenders both received over 6 years custody; Operation Sanguine, an investigation into utilising fake invoices to commit over £1m worth of fraud where the offender was jailed for six years, and Operation Downburst, and investment fraud with over £12m of losses where the main offender was sentenced to just under 6 years in custody.

PROTECTING BUSINESS FROM CYBER CRIME

The City established the National Cyber Resilience Centre group as a vehicle for strategic collaboration between the police, government, industry and academia to strengthen cyber resilience across small and medium sized businesses, the network now comprises of 9 established regional centres across England and Wales. SME membership continues to grow at pace with 11,800 free core members, 75% of which enquire about a technical service during their first year in comparison with Industry average of 22%.

The National Ambassador programme (harnessing the support and expertise of some of our nation's most successful private sector organisations) continues to grow with various stakeholders now supporting this. The globally unique workplace ready talent pipeline, CyberPATH continues to produce the next generation of cyber security experts to reduce the global skills gap - many graduates immediately secured roles within the Cyber Security industry, one of whom won Cyber Student of the year at the National Cyber Awards 2023. Together the centres have delivered guidance and support to thousands of small and medium-sized enterprises across all sectors, helping them to better protect their day-to-day operations from cyber criminals.

Protect the UK from the threat of economic and cyber crime

POLICE CYBERALARM

The Police CyberAlarm member base continues to grow with over 8,600 members. In addition to the monthly threat and vulnerability reports, members and the police network receive regular newsletters and updates. An additional National Coordinator and Intelligence Analyst have been recruited to join the Police CyberAlarm team and will be in post later in 2024. This will increase resources available to continue to increase the PCA member base in addition to identifying patterns and trends within the vast amount of data being shared with law enforcement.

During the past 12 months we have identified:

- ✓ over 3 billion suspicious incidents.
- ✓ over 60,000 vulnerability scans of member websites and public facing IP addresses.
- ✓ 4,133 high-risk, 19,925 medium-risk and 3,115 low-risk vulnerabilities on external networks.

TACKLING FRAUD THROUGH INNOVATIVE PUBLIC PRIVATE PARTNERSHIPS –

We are now into the 12th year of the Insurance Fraud Enforcement Department (IFED), our successful partnership with the Association of British Insurers. The unit was created through integration with the insurance industry to tackle the scourge of Insurance Fraud and Economic Crime. Since inception the unit has investigated over £360 million of fraud, arrested and interviewed over 3210 suspects, securing 648 court convictions and over 324 years of prison time for fraudsters.

The DCPCU have partnered with Lloyds Banking Group as part of a pilot scheme using 'frozen

funds' to fund a new specialist team. The team investigates emerging cyber threats and in their first year, they arrested 26 nominals, seized £0.88m and saved the industry an estimated £35.3m

OPERATION HENHOUSE

February 2024 saw the third iteration of Operation Henhouse, a system wide fraud pursue intensification. Funded by the National Economic Crime Centre and coordinated through the City of London Police this year's was the most successful yet drawing in activity across every police force and region in England and Wales as well as Police Scotland, with 364 arrests and 191 voluntary interviews completed, with 243 Cease & Desist notices issued. As part of our commitment to the fraud reform programme, we have established and lead a network of proactive economic crime teams in every region in England & Wales. As of March 2023, the teams were investigating over 400 fraud intelligence packages against some of the most serious fraud offenders.



CRYPTOCURRENCIES

The NPCC Cryptocurrency Programme Team has continued to build and develop capacity across UK policing, to ensure that the network is enabled to meet the continued criminal adoption of cryptocurrency across all SOC types. This includes the delivery of a £1.5 million contract with Chainalysis to provide Forces and ROCUs with cryptocurrency investigative tools that enable the blockchain to be interrogated.

Put the victim at the heart of everything we do

We have undertaken a range of activities to support victims. Some highlights are set out below.

A NEW VICTIMS STRATEGY

This year, working with the City of London Corporation, CoLP has developed a new Victim Strategy. The key objectives of this strategy are:

- To make sure the City is ready to deliver both the specific aims of the Victims Bill and embody its wider goal to put victims firmly at the heart of the criminal justice system
- To detail how we will deliver our local commitment to put victims at the heart of all we do, both in the City Police and with action from the Police Authority and wider Corporation
- To increase trust and confidence in the police by improving services and outcomes for victims.

IMPROVING NATIONAL FRAUD AND CYBER CRIME REPORTING SERVICES

The Fraud and Cyber Crime Reporting and Analysis project replaces Action Fraud in 2024 and has completed some major milestones this year. This enhanced website and reporting service will make it easier for the public and business to report crimes and know what has happened to their report. The replacement service will enable us to stop and block more criminals from victimising people and businesses. A new analytics system will also increase successful identification and pursuit of fraudsters.

PROTECTING VICTIMS OF DOMESTIC ABUSE

We are achieving positive results for victims of domestic abuse. Domestic abuse offences have reduced slightly in 2023 compared with 2022. This is driven by a reduction in violent offences but offset with an increase in stalking offences.

Working with the City of London Corporation we are aiming to be a 'Beacon' member of the Employers Initiative on Domestic Abuse, ensuring that we are a prominent advocate for the programme, leading culture change among UK employers by influencing and inspiring other employers to make a difference to people's lives by raising awareness of domestic abuse and supporting their employees who are impacted by it.

SUPPORTING VICTIMS OF FRAUD AND CYBER CRIME AND PREVENTING REPEAT VICTIMISATION

Our National Economic Crime Victim Care Unit provides victims who report to Action Fraud with bespoke specialist advice to signpost to support services and help them to protect themselves from falling victim again in the future. Between May to October 2023, the NECVCU supported £60,056 Level 1 (non-vulnerable) victims and 6,453 Level 2 (vulnerable) victims. Prior to NECVCU expansion, many of these individuals would have likely received a 28-day letter, informing them that their crime was not being progressed with little additional contact from Police, unless a significant vulnerability had been identified via other means.



Policing Plan Organisational Priorities



Improving workforce representation to better reflect our communities



Ensuring our people have the skills and equipment they need

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Ensuring well-being & engagement of our people



Reducing our environmental impact



Our People, Our Resources Efficiency and Effectiveness

Our organisational priorities focus on building the organisational capabilities that enable us to deliver an efficient and effective service to our communities. Some highlights of this work are set out below.

CORPORATE SERVICES REVIEW

Over the last year, we have completed a Corporate Services Review which aimed to create a unified Corporate Services directorate that enables the delivery of Policing Plan priorities. The restructure will result in improvements to key capabilities including strategic planning, change management, data analysis and digital exploitation.



100th BIRTHDAY CELEBRATIONS

Ch Supt Rob Atkin MBE and PC Rob Bray recently paid a surprise visit to retired City of London Police Officer Cyril 'John' Breeze on his 100th birthday.

The pair joined celebrations with John's family, friends and neighbours at his home in Norfolk and shared a video message from T/Commissioner Pete O'Doherty wishing him a happy birthday, which John was overwhelmed by!

REDUCING OUR ENVIRONMENTAL IMPACT

Our vehicle fleet is now fully ULEZ compliant (excluding horsebox) with over 70 vehicles replaced over 3 years. We have raised awareness of how officers and staff can contribute to environmental targets including reducing energy use, printing and use of disposable cups. Recycling facilities have been introduced across the estate. This has seen a reduction in costs and waste. New LED lighting on sensors installed throughout Bishopsgate which switch off when the area is unoccupied has seen a great reduction in power consumption. All products sold through our catering contract use recyclable plastics only and we are moving towards being single use plastics free. All chemicals used by our cleaning contractor are biodegradable only, ensuring minimal impact on the environment.

RETAINING AND SUPPORTING NEW OFFICERS

We have continued our 'buddy scheme' this year which involves a new member of staff being given a more experienced officer as a point of contact to help them settle in throughout their probationary period. We also introduced a 'friendly ear' programme. This is a confidential contact system, where new recruits can discuss things that are causing them anxiety, stress or frustration. Recruits are then signposted to relevant support. By understanding the factors that influence retention, we have introduced programmes that are encouraging new staff to stay.



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Our People, Our Resources Efficiency and Effectiveness

WORKFORCE DIVERSITY

We have been improving the diversity of our workforce through targeted recruitment of women for officers and staff. As of 31 December 2023, 24.3% of the officer workforce were female, a 0.7% increase from 2022. Staff female representation was 60.1%, an increase of 0.7% from 2022.

Our aim is to further increase the diversity of our workforce and our recruitment and attraction strategies are designed to support this. In 2023, 15.2% of officers, staff and specials were recorded as ethnic minorities, a 1.2% increase (+8.6% change) since 2022.

OUR PEOPLE INCLUSIVITY PROGRAMME

We continue to build a positive internal culture and standards by promoting inclusivity, equity and belonging for all employees through the launch of the 'Our People Inclusivity Programme'. This year more than 650 of our people attended an in-person event within six months. Following the success of the event, we introduced a range of inclusivity sessions which allow colleagues to choose from a menu of programmes depending on learning style and knowledge gap. These programmes include sessions which raise awareness of current and historic issues faced by underrepresented groups and relationships with policing, training on how to be an active bystander and effectively challenge microaggressions and other behaviours that are not in line with our values, and a range of other topics which will be rolled out over the course of the year.

POLICE CADET PROGRAMME

Our police cadets volunteered their time over Easter to paint two walls in the custody exercise yard. Around 30% of detainees who come into custody have a mental health condition and many are vulnerable, so the custody cadre has been working with the cadets to make the exercise yard brighter.



POSITIVE ACTION LEADERSHIP SCHEME

In 2021 we implemented a professional development programme specially designed to give our officers and staff who come from an ethnic minority group tools to progress in their careers, whether for promotion or lateral development. The scheme comprises six modules delivered over a nine-month period, with guest speakers joining each session. The modules focus on presentation skills, networking, building confidence, career planning, mentoring, self-awareness, strategic awareness and project management. In 2023 there was an increase in participation in the scheme and this will be delivered again in 2024.

Introduction

The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The seven threats are Violence Against Women and Girls, Terrorism, Serious and Organised Crime, National Cyber Incident, Child Sexual Abuse, Public Disorder and Civil Emergencies.

The Commissioner is responsible for having due regard to both the Policing Plan and the Strategic Policing Requirement when exercising their functions, and the Police Authority holds the Commissioner accountable for doing so through the governance framework. The City of London Police is complying with the Strategic Policing Requirement.

A revised version of the SPR was published nationally in February 2023, which provided strengthened detail around the action required from policing at the local and regional levels to critical national threats. The identified threats were Serious and Organised Crime (SOC), Terrorism, Cyber, Child Sexual Abuse, Public Disorder and Civil Emergencies. These remain from the 2015 version, with the addition in 2023 of Violence Against Women and Girls (VAWG), reflecting the threat it presents to public safety and confidence. Following publication of the revised Strategic Policing Requirement for 2023, the Police Authority sought assurance that the Force had sufficient capacity and capability to meet the responsibilities outlined in relation to national threats.

The City of London Police has undertaken a multi-stage approach to confirm that we are meeting the capabilities set out in the SPR. The approach includes desktop review, alignment to HMICFRS recommendations, reality testing, linking in with the Force Management Statement, and threat area status rating.

Violence Against Women and Girls

The addition of VAWG was a welcome addition, and is a priority for the City of London Police as set out in other areas of this Annual Report. In line with our Violence Against Women and Girls Action Plan (VAWG), we have focused on key initiatives such as the monthly partnership Operation Reframe aims to build trust and confidence, relentless perpetrator pursuit, and creating safer spaces, by 'reframing the night'.

Terrorism

We have continued to deploy operations such as Project Servator to protect the City from terrorism. We are preparing for a potential increase in demand, the most likely cause of which will be the increase in threat level. We are satisfied that current investigative structures, including the current regional collaboration could meet demand from an increase in threat level and/or demand from terror suspects within the City.

Serious and Organised Crime

We continue to grow and develop our serious and organised crime capability and have taken a whole system approach across prevention, protection, pursue and prepare. The improvement in performance of SOC disruptions is significant with figures for 2023/24 outstripping previous years by some significant degree. We continue to focus on improving our understanding of threat and harm with a particular focus on drug markets, modern slavery and human trafficking, as well as fraud.

National Cyber Incident

Our Economic and Cyber Crime Academy (ECCA) continues to deliver a range of training courses to police, other law enforcement agencies and international partners, in partnership with the Foreign Commonwealth, Development Office and the National Crime Agency. We have made excellent progress in realigning our professional training pathway for fraud and economic crime investigators, and have embedded over half of our enhanced training course materials within our core courses. Our professional pathway of courses has been devised in consultation with the College of Policing, police forces, regional organised crime units, the Crown Prosecution Service, and other key stakeholders.

Child Sexual Abuse

The creation of the vulnerability and child protection team under the new operating model in Public Protection Unit has given clear ownership of high harm investigations such as child sexual exploitation, alongside safeguarding coordination functions.

Public Disorder

Our new Neighbourhood Policing Strategy aims to prevent crime, disorder and anti-social behaviour, and highlights key initiatives and operations within that to ensure we are meeting the threat.

Civil Emergencies

The response to civil emergencies is regularly tested in partnership with City of London Corporation and the wider London Resilience Forum. The greatest threats have not significantly changed: the City Police is not currently responding to any civil emergencies and therefore the demand remains the same:

- Understanding emerging threats and risks
- Testing and exercising to develop plans to respond to civil emergencies and ensure we are suitably prepared for possible incidents.

Crime Statistics

Local data

We monitor criminality within the City, so we can react to emerging trends and patterns to keep residents, workers and visitors safe. The impact of COVID-19 lockdown saw crime reduce in 2020/21. Since then footfall in the City has been gradually returning and is currently around 75% of pre-pandemic levels. This resulted in a 5% rise in criminality in 2023/24 compared with the previous year but is still below pre-pandemic levels of 2019/20 by 7%.

Row Labels	2019/20	2020/21	2021/22	2022/23	2023/24
THEFT OFFENCES	5465	1926	3229	4571	4915
VIOLENCE AGAINST THE PERSON	1190	491	1115	1166	1211
PUBLIC DISORDER	470	260	528	518	545
DRUG OFFENCES	733	614	670	618	536
CRIMINAL DAMAGE & ARSON	273	179	279	272	310
MISCELLANEOUS CRIMES AGAINST SOCIETY	261	227	206	207	181
SEXUAL OFFENCES	94	41	119	132	165
ROBBERY	158	77	111	125	138
POSSESSION OF WEAPONS OFFENCES	78	48	54	57	84
Total	8722	3863	6311	7666	8085

1 year % change	1 year change	5 year % change	5 year change
8%	344	-10%	-550
4%	45	2%	21
5%	27	16%	75
-13%	-82	-27%	-197
14%	38	14%	37
-13%	-26	-31%	-80
25%	33	76%	71
10%	13	-13%	-20
47%	27	8%	6
5%	419	-7%	-637

Theft remains the most prevalent crime type and has seen an 8% increase in the last year, however remains lower than pre-pandemic levels in 2019 by 10%. The largest increase of offences within theft has been within the "other theft" category this usually includes thefts from gyms or licensed premises. There has been a reduction in the slightly higher harm offence of theft from the person which is positive. Violence offences remain the second most prevalent crime type and saw a 4% increase on last year. These violence offences, however, are less harmful with a greater proportion of violence offences resulting in no injury than those with injury. Drug Offences have continued to reduce with a 13% decrease in the last year and 27% decrease compared with 2019/20.

CoLP is monitoring the increases in high harm offences such as sexual offences and robbery to ensure it takes a proactive approach to prevention and investigation however the increase in these crime types is a national trend.

National data

The City has a very different profile of crime compared to the national position, which is not unexpected given its unique demographic and low residential population. It has significantly higher levels of theft offences, at 61% in 2023/24, compared to the national picture at 26%. The national picture has been changing over the last five years, with a 6% reduction in theft offences, whereas the City's proportion of theft offences has remained broadly stable around 60%.

The national picture is also showing a changing picture around violence offences, increasing in proportion by 3% since 2019/20. Again, the City has a very different trend, with broadly similar levels at a much lower proportion of crime (15% City of London Police v 31% National).

Positive Outcome Rate

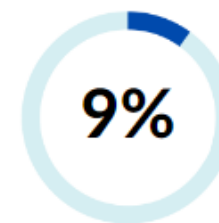
Positive outcomes arise following identification and apprehension of criminals operating in the City. They cover outcomes such as charges, cautions and community resolutions against all crime reports.

Row Labels	2019/20	2020/21	2021/22	2022/23	2023/24	1 year change	5 year change
CRIMINAL DAMAGE & ARSON	19%	28%	13%	17%	15%	-2%	-4%
DRUG OFFENCES	85%	89%	80%	76%	95%	19%	10%
MISCELLANEOUS CRIMES AGAINST SOCIETY	46%	27%	36%	23%	28%	5%	-18%
POSSESSION OF WEAPONS OFFENCES	51%	52%	63%	39%	51%	13%	0%
PUBLIC DISORDER	23%	30%	23%	18%	21%	3%	-2%
ROBBERY	15%	10%	3%	8%	9%	1%	-5%
SEXUAL OFFENCES	18%	24%	4%	11%	16%	6%	-2%
THEFT OFFENCES	11%	17%	11%	8%	11%	2%	0%
VIOLENCE AGAINST THE PERSON	19%	31%	14%	18%	21%	3%	1%
Total	21%	33%	21%	17%	20%	3%	-1%

CoLP positive outcome rate



National positive outcome rate



The positive outcome rate is showing stability for City of London Police, and has increased to previous levels seen in 2019/20 this is in contrast to national levels that have reduced over the same time period. In particular CoLP has seen improvements in achieving positive outcomes for high harm offences such as sexual and violent crimes.

The City's positive outcome rate continues to be significantly higher than the national average in all crime areas as highlighted below.

	CoLP Outcome Rate 2023/24	National Outcome Rate 2023/2024	Difference between national and CoLP outcome rates 2023/24
CRIMINAL DAMAGE & ARSON	15%	7%	8%
DRUG OFFENCES	95%	57%	38%
MISCELLANEOUS CRIMES AGAINST SOCIETY	28%	12%	16%
POSSESSION OF WEAPONS OFFENCES	51%	35%	16%
PUBLIC DISORDER	21%	9%	12%
ROBBERY	9%	7%	2%
SEXUAL OFFENCES	16%	4%	12%
THEFT OFFENCES	11%	6%	5%
VIOLENCE AGAINST THE PERSON	21%	8%	13%

Crime Statistics continued

We collate crimes into themes to help us to understand the key drivers of demand, develop crime prevention strategies and identify and support vulnerability. The table below provides a thematic overview of reported crimes. The only significant change in theme for 2023/24 is the notable decrease in neighbourhood crimes. This is linked to the reduction in theft from person offences, due to the City's proactivity in this area.

There are some high % changes in the 5year for specific themes, these are due to the very low levels of these crimes where small changes in demand can have significant impact on % changes e.g. with Child Sexual Exploitation.

Crime Themes	2019/20	2020/21	2021/22	2022/23	2023/24
Neighbourhood	1146	452	1017	1626	1352
Neighbourhood % of all Crime	13%	12%	16%	21%	17%
Domestic Abuse	125	80	184	195	174
Domestic Abuse % of all Crime	1%	2%	3%	3%	2%
Violence against Women and Girls	400	202	493	496	535
Violence against Women and Girls % of all crime	5%	5%	8%	6%	7%
NTE	5492	2301	4215	5173	5294
NTE % of all crime	63%	60%	67%	67%	65%
Licensed Premises	1917	241	1216	1689	1700
Licensed Premises % of all crime	22%	6%	19%	22%	21%
CSE	0	0	0	3	12
CSE % of all crime	0%	0%	0%	0%	0%
CSA	3	7	4	6	21
CSA % of all crime	0%	0%	0%	0%	0%
Hate Crime	188	84	181	195	259
Hate Crime % of all Crime	2%	2%	3%	3%	3%
Knife Crime	52	29	18	35	62
Knife crime % of all Crime	1%	1%	0%	0%	1%
MSHT	15	8	9	4	4
MSHT % of all crime	0%	0%	0%	0%	0%

*CSE - Child Sexual Exploitation

*CSA - Child Sexual Abuse

1yr Change	1yr % change	5yr Change	5yr % change
-274	-17%	206	18%
-21	-11%	49	39%
39	8%	135	34%
121	2%	-198	-4%
11	1%	-217	-11%
9	300%	12	1200%
15	250%	18	600%
64	33%	71	38%
27	77%	10	19%
0	0%	-11	-73%



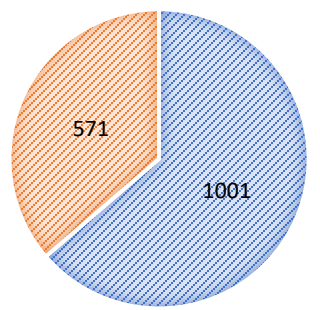
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Our Resources

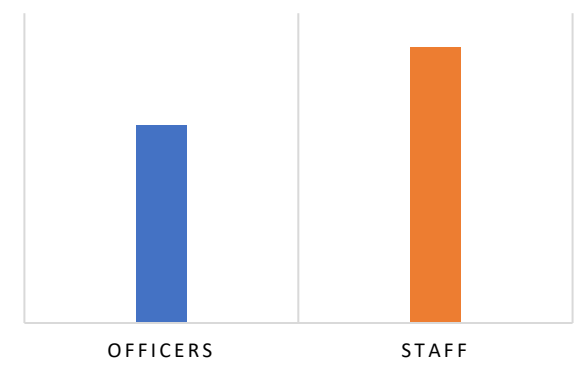
*as at 31.03.24

TOTAL

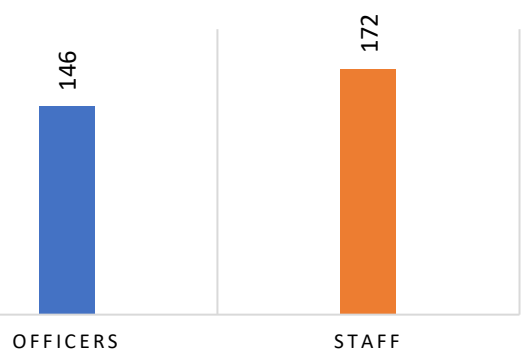
■ Officers ■ Staff



CORPORATE SERVICES



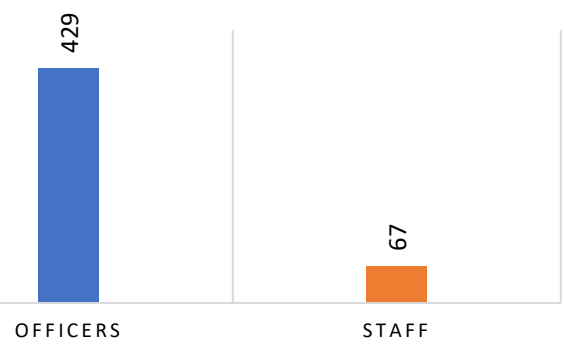
NATIONAL LEAD FORCE



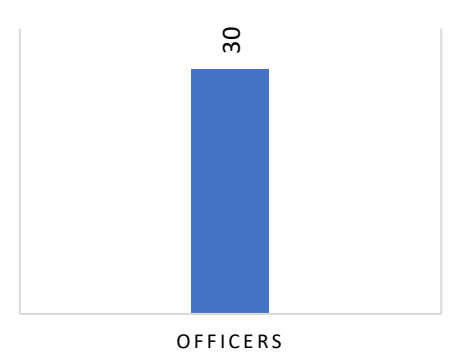
SPECIALIST OPERATIONS



LOCAL POLICING



ROCU



Our Finances

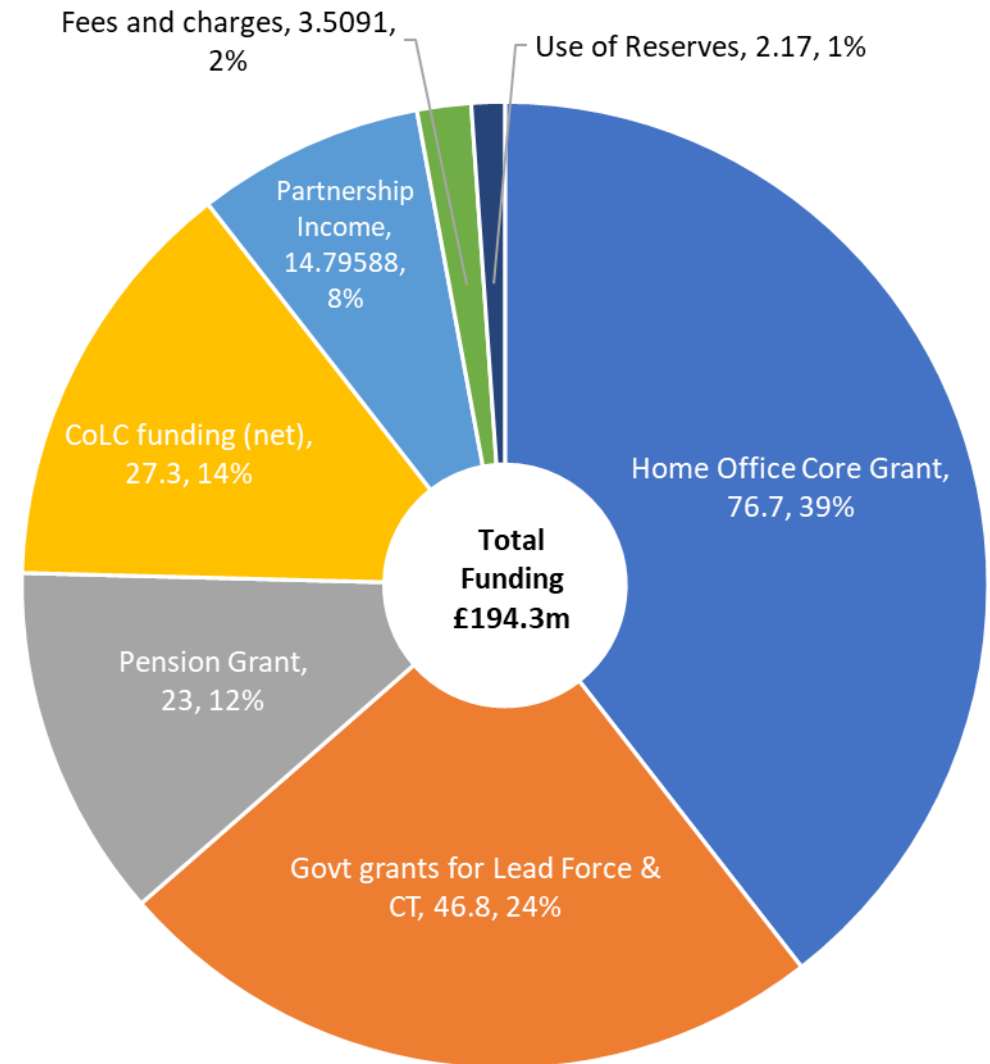
Income & Expenditure		2023/24		2022/23		
Revenue	Latest Approved Budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
EXPENDITURE						
Employee-Related Expenses	131.1	67	129.6	56	120.3	62
Other Expenditure						
Premises Costs	7.3	4	8.0	3	6.1	3
Transport Costs	2.7	1	2.7	1	2.7	1
Supplies & Services / Other	53.3	27	91.2	39	64.0	33
Total Expenditure	194.3	100	231.5	100	193.1	100
Total Income	-194.3		-231.5		-193.1	
(Under) / Over Spend	0.0	100	0.0	100	0.0	100

23/24 outturn includes higher income and expenditure than budget for National Lead Force grants

Breakdown of funding:

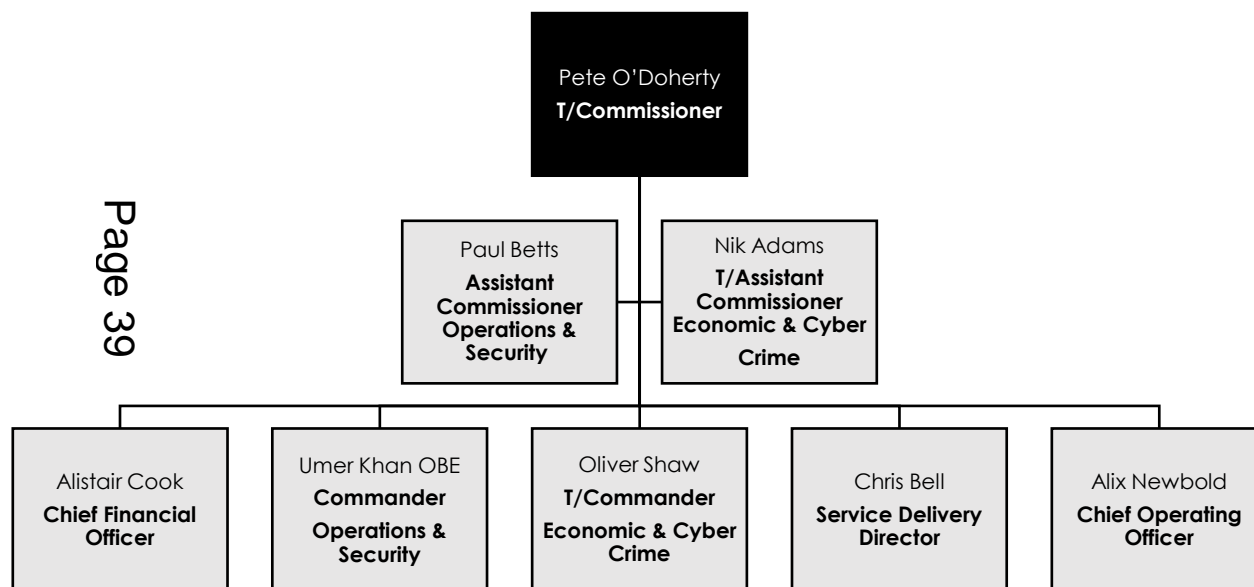
Core Home Office funding	£76.7m
Business Rates Premium	£31.2m
Pensions Deficit Grant	£23m
National Lead Force for Fraud	£38.7m
CT/Servator	£8.1m
Commercial Partnerships	£14.8m
Fees & Charges	£3.5m
Use of Reserves / Other	£2.2m
Capital Financing	£-3.8m *NB Capital Financing including (Action Fraud loan repayment) is treated as negative funding in City Fund budgeting terms
Total Funding	£194.3m

Funding 2023/24 Budget



Our Chief Officer Team

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Our Police Authority 2023-24

The Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. Under Section 56 of the Act, the Common Council delegated to the Police Board all of its police authority functions (with the exception of the appointment of the Commissioner). The Board's role is to make sure the City of London Police run an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run, and to set policing priorities considering the views of the community.

Police Authority Board

Deputy James Thomson (Chair)
 Tijs Broeke (Deputy Chair)
 Munsur Ali
 Nicholas Bensted-Smith
 Alderman Professor Emma Edhem
 Helen Fentimen
 Jason Groves
 Alderman Timothy Hailes
 Deborah Oliver
 Deputy Graham Packham
 Dawn Wright
 Melissa Collett (External Member)
 Andrew Lentin (External Member)
 Sir Craig Mackey (External Member)
 Michael Mitchell (External Member)

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 Helen Fentiman
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 Dawn Wright
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 John Griffiths
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 Alderman Timothy Hailes
 Deborah Oliver
 Deputy James Thomson
 Melissa Collett (External Member)
 Adrian Hanstock (External Member)

Police Pensions Board

Alderman
 Alexander Barr (Chair)
 John Todd (Deputy Chair)
 Deputy Henry Colthurst
 Helen Isaac
 Vacancy
 Ray Eaglesmith

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Agenda Item 8

Committee(s): Police Authority Board	Dated: 3 July 2024
Subject: Policing Plan 2025-28 Plan of Action	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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	For Information
Report author: Emma Cunnington, Head of Strategy & Planning	

Summary

The attached slide deck provides an overview of the approach that the City of London Corporation, as the Police Authority, and the City of London Police will take to design the new Policing Plan 2025-28.

The plan of action explains the context of the statutory obligations under the Police Act 1996 and the Police Reform and Social Responsibility Act 2011, in that the “draft of a policing plan is required to be issued by the Common Council” but is first “prepared by the Commissioner of Police for the City of London and submitted by him to the Common Council for it to consider. The Common Council shall consult the Commissioner of Police before issuing a policing plan which differs from the draft submitted by him under this subsection.”

The slide deck covers the key principles in the approach:

1. Engagement and consultation
2. Evidence-based/data-driven approach
3. Working together – CoLP & Police Authority

It also covers timeline for engagement, governance and promotion of the plan once agreed.

In order to ensure views of Members are taking into account, it is proposed that they are consulted using the same engagement tool (Commonplace) with the ability for analysis to drill down to type of responder (e.g. PAB Member, Court of Common Council Member, as well as resident, worker, visitor, etc).

Recommendation

It is recommended that Members:

- Note the report.

Appendices

- Appendix 1: Policing Plan 2025-28: A plan of action

Emma Cunnington

Head of Strategy & Planning, Corporate Services, City of London Police

E: emma.cunnington@cityoflondon.police.uk

Policing Plan 2025-28

A Plan of Action

Emma Cunnington, Head of Strategy & Planning

June 2024

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

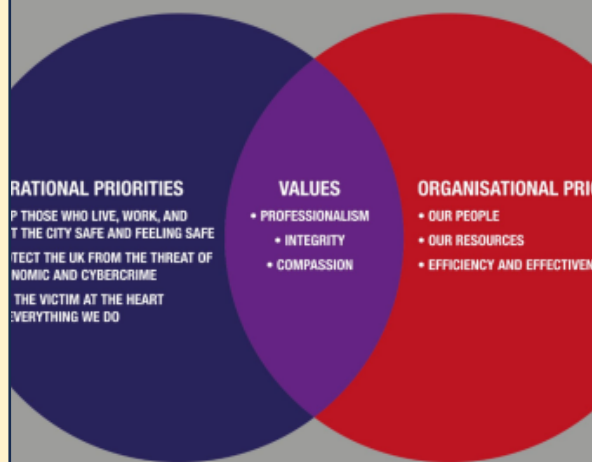
Context: our statutory obligations

Police Act 1996



- 1) Before the beginning of each financial year the Common Council shall issue a plan (a “policing plan”) setting out—
 - a. the Common Council's objectives (“policing objectives”) for the policing of the City of London police area, and for the discharge by the City of London Police of its national or international functions during that year; and
 - b. the proposed arrangements for the policing of that area for the period of three years beginning with that year.
- 2) In issuing a policing plan, the Common Council must have regard to the strategic policing requirement issued under section 37A.
- 3) Before determining policing objectives, the Common Council shall—
 - a. consult the Commissioner of Police for the City of London, and
 - b. consider any views obtained by the Common Council in accordance with arrangements made under section 96.
 - c. A draft of a policing plan required to be issued by the Common Council under this section shall be prepared by the Commissioner of Police for the City of London and submitted by him to the Common Council for it to consider.
 - d. The Common Council shall consult the Commissioner of Police for the City of London before issuing a policing plan which differs from the draft submitted by him under this subsection.

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



Current Policing Plan 2022-2025

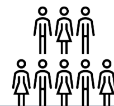
Police Reform and Social Responsibility Act 2011



1. A police and crime plan is a plan which sets out, in relation to the planning period, the following matters—
 - (a) the elected local policing body's police and crime objectives;
 - (b) the policing of the police area which the chief officer of police is to provide;
 - (c) the financial and other resources which the elected local policing body is to provide to the chief officer of police for the chief officer to exercise the functions of chief officer;
 - (d) the means by which the chief officer of police will report to the elected local policing body on the chief officer's provision of policing;
 - (e) the means by which the chief officer of police's performance in providing policing will be measured;
 - (f) the crime and disorder reduction grants which the elected local policing body is to make, and the conditions (if any) to which such grants are to be made.
2. The elected local policing body's police and crime objectives are the body's objectives for—
 - (a) the policing of the body's area,
 - (b) crime and disorder reduction in that area, and
 - (c) the discharge by the relevant police force of its national or international functions.
3. A police and crime plan has effect from the start of the planning period until—
 - (a) the end of that planning period, or
 - (b) if another police and crime plan is issued in relation to the elected local policing body's area before the end of that planning period, the day when that other plan first has effect.
4. The Secretary of State may give guidance to elected local policing bodies about the matters to be dealt with in police and crime plans.
5. An elected local policing body must have regard to such guidance.
6. Before giving guidance under subsection (4) the Secretary of State must consult—
 - (a) such persons as appear to the Secretary of State to represent the views of police and crime commissioners,
 - (b) the Mayor's Office for Policing and Crime,
 - (c) such persons as appear to the Secretary of State to represent the views of chief officers of police, and
 - (d) such other persons as the Secretary of State thinks fit.

Key principles

As we develop the new Policing Plan 2025-28, we want to consider key principles in how we design and decide upon the of London Police's strategic priorities, improving on previous processes.



Principle 1: Engagement & Consultation

We want to be much better at understanding our communities and stakeholders and reflect their priorities and expectations of City of London Police in the new plan. Comprehensive engagement will take place with (a) our own people, (b) Members, (c) residents, (d) businesses and workers, (e) visitors, (f) students, (g) community/faith groups and (h) political stakeholders (see slide 8)

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Principle 2: Evidence-based / data-driven approach

Using key findings from our Force Management Statement and other similar work, we must design this Plan based on what our demand data analysis is telling us, ensuring our priorities are based on evidence. Measures in the plan must be actually measurable.



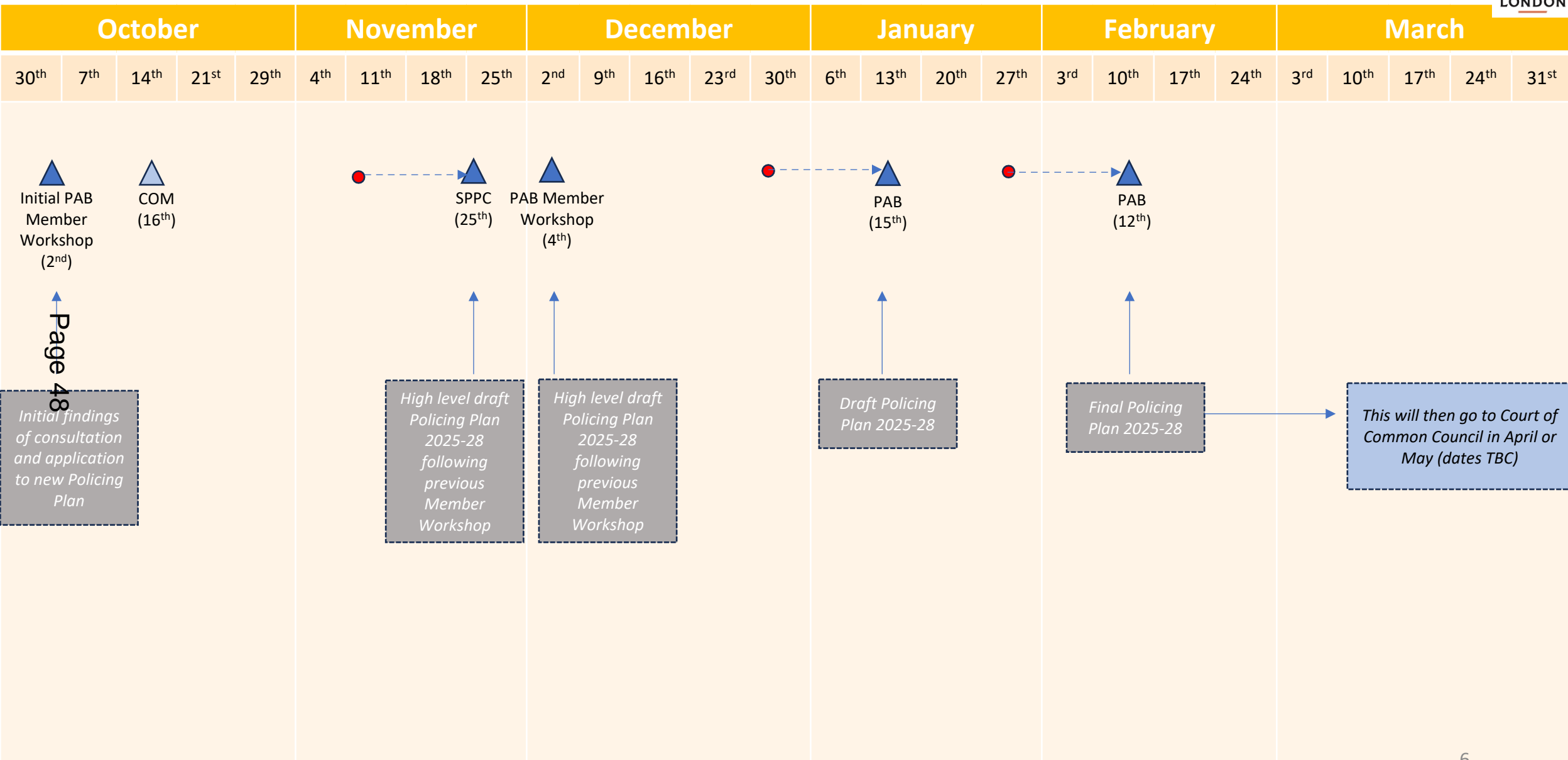
Principle 3: Working together – CoLP & Police Authority

Whilst CoLP will hold the pen initially on the drafting, we will work closely with Police Authority team. In addition, the Community Safety team will join with us in engagement and public surveying (via Commonplace) to gather feedback on feelings of safety etc for the Safer City Partnership strategy.

Policing Plan 2025-28 Engagement

June				July					August				September					October			
3 rd	10 th	17 th	24 th	1 st	8 th	15 th	22 nd	29 th	5 th	12 th	19 th	26 th	2 nd	9 th	16 th	23 rd	30 th	7 th	14 th	21 st	28 th
<div style="border: 1px solid black; padding: 5px; background-color: #cccccc;"> <i>Prepare survey questions</i> </div>				<div style="border: 2px solid black; padding: 5px; background-color: #e0e0e0;"> Have your say survey (Commonplace): Current Policing Plan (2022-25) </div>					<div style="border: 1px dashed black; padding: 5px; background-color: #cccccc;"> <i>Analyse & report results</i> </div>				<div style="border: 2px solid black; padding: 5px; background-color: #e0e0e0;"> Have your say survey (Commonplace): Next Policing Plan (2025-28) </div>					<div style="border: 1px dashed black; padding: 5px; background-color: #cccccc;"> <i>Analyse & report results</i> </div>			
<div style="border: 1px dashed black; padding: 5px; background-color: #cccccc;"> <i>Stakeholder mapping exercise: local and national</i> </div>									<div style="border: 2px solid black; padding: 5px; background-color: #e0e0e0;"> Stakeholder Engagement Workshops </div>				<div style="border: 1px dashed black; padding: 5px; background-color: #cccccc;"> <i>Analyse & report results</i> </div>					<div style="border: 2px solid black; padding: 5px; background-color: #e0e0e0;"> Stakeholder Engagement Follow Up </div>			
				<div style="border: 1px dashed black; padding: 5px; background-color: #cccccc;"> <i>Digital Communications Campaign</i> </div>									<div style="border: 1px dashed black; padding: 5px; background-color: #cccccc;"> <i>Digital Communications Campaign</i> </div>								

Committee Approvals



Sharing our Policing Plan 2025-28

January				February				March					April				May				June						
6 th	13 th	20 th	27 th	3 rd	10 th	17 th	24 th	3 rd	10 th	17 th	24 th	31 st	7 th	14 th	21 st	28 th	5 th	12 th	19 th	26 th	2 nd	9 th	16 th	23 rd			
<p>▲ PAB</p>				<p>▲ PAB</p>				<p>CoCo TBC?</p>																			
<p><i>Draft Policing Plan 2025-28 shared with stakeholder groups with caveat of future governance</i></p>													<p><i>Final Policing Plan published on website, sent out to partners</i></p>														
<p><i>Internal comms campaign</i></p>																											

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Stakeholder Map

We will be working closely with the Communications Team at the Corporation to map the key stakeholders to consult for this plan. A list of our existing key stakeholder groups are below for information.

Law enforcement partners

Community Safety Team

CoLP Staff and Staff Networks

Corporation employees

Corporation Members

Political stakeholders

Media

HMICFRS

Big Business

NHS & Blue Light partners

MOPAC

Retail

Communities who live outside the City

Residents

*Workers – break down further – facilities managers, security staff,
HR/diversity networks*

Tourists

Religious communities

Schools

IASG

Charities

Committee(s): Police Authority Board	Dated: 3 July 2024
Subject: Equity, Diversity & Inclusion Strategy 2023-2027	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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 xx-xx	For Information
Report author: Chief Supt Sanjay Andersen, Professionalism & Trust	

Summary

The attached Equity, Diversity and Inclusion Strategy 2023-27 is presented to Members of the Police Authority Board for information. The Strategy sets out the City of London Police’s aim to be “one of the most inclusive and trusted police services in the country”. It sets out an acknowledgment on the notable policing challenges and failings that continue to jeopardise the public’s confidence, and then key priorities focused around:

- Our People
- Our Policies & Processes
- Our Public
- Our Partners

Recommendation

It is recommended that Members:

- Note the attached Equity, Diversity and Inclusion Strategy 2023-27.

Appendices

- Appendix 1: Equity, Diversity and Inclusion Strategy 2023-27 Plan on a Page
- Appendix 2: Equity, Diversity and Inclusion Strategy 2023-27

Chief Superintendent Sanjay Andersen
Professionalism & Trust Department
E: sanjay.andersen@cityoflondon.police.uk

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Cover Photo required

CITY OF LONDON POLICE
EQUITY, DIVERSITY AND INCLUSION STRATEGY
2023-2027

CONTENTS

COMMISSIONER FOREWORD	1
OUR ACKNOWLEDGEMENT	3
WHERE WOULD WE LIKE TO BE IN 2027?	6
THE DETAIL	8
HOW CAN YOU TRUST US TO DELIVER ON THESE PLANS, AND HOW CAN YOU HOLD US TO ACCOUNT?	22

CITY OF LONDON POLICE EQUITY, DIVERSITY AND INCLUSION STRATEGY 2023-2027



“The City of London Police will be one of the most inclusive and trusted Police Services in the country”

The City of London Police Service has a unique position, in that we are a local service, keeping those who live and work in the square mile safe, with a national role, to protect the United Kingdom from Fraud, Economic and Cybercrime.

COMMISSIONER FOREWORD:



“We are passionate about our duty to keep everyone safe. We know equity, diversity and inclusion are essential for us to do that. Ensuring our people, our public and our partners know how much we value them; and that our policies and processes are equitable and accessible will lead to us delivering the most inclusive police service possible.

Embedding this strategy at the core of all we do will mean that we truly serve to the highest standards of professionalism, compassion and integrity.

T/Commissioner of the City of London Police
Pete O'Doherty



Photo/Plan required

OUR ACKNOWLEDGEMENT

There have been widely-publicised policing challenges and failings that have jeopardised the public’s confidence in our police service and continue to erode it.

We have been shocked and horrified by the wholly unacceptable incidences that have occurred across policing, nationally and locally, and recognise there has been insufficient progress to meet the size of the challenge and address these failings.

Our police officers and staff embrace the task ahead and remain committed to providing a service with integrity and a service that can be trusted to behave appropriately. We are determined to lead by example and deliver policing with legitimacy and trust.

Specifically, we will tackle local challenges head-on, including any disproportionate use of force and stop and search, improving our victim experience and continuing to create a psychologically safe, equitable and inclusive working environment for all who work with us. We will proactively continue to increase the diversity of those working with us at all levels and focus efforts to retain and promote those from underrepresented backgrounds, so that our colleagues reflect the diversity of the communities we serve.



“We value the expertise of our external and independent partners, and will ensure that we work effectively with them to address and confront issues that compromise our service’s ability to deliver value-driven policing and in doing so, become one of the most inclusive and trusted police services in the country.”

OUR ALIGNMENT AND COLLABORATION WITH NATIONAL POLICE RESPONSES:

The City of London Police is proud to be driving behaviours and processes that deliver on the recommendations required of all police forces nationally, with particular focus on those detailed below:

- Baroness Louise Casey’s Review, Part 1 of Lady Angiolini’s Inquiry, and Operation Hotton have highlighted the need for all forces to improve upon their internal culture, professionalism, handling of complaints and misconduct cases, vetting procedures, support to victims and community relationships.
- The new Code of Ethics focuses on police services ‘doing the right things, in the right way, for the right reasons’. This includes the Duty of Candour, requiring policing to openly acknowledge when mistakes have been made and to act in the interests of the public.
- The National Police Chiefs’ Council (NPCC) and the College of Policing will implement a new Culture and Inclusion Strategy, to which we will ensure alignment of our own EDI strategic plans.
- We are also committed to the National Police Race Action Plan, Violence Against Women and Girls Plan and upholding the Equality Act 2010.

WHAT DO WE WANT OUR STRATEGY FOR EQUITY, DIVERSITY, AND INCLUSION TO ACHIEVE FOR OUR POLICE SERVICE?

Specifically, equity, diversity, and inclusion will be significant in our ability to:

- put the victim at the heart of our policing;
- ensure our people have the resources to do their jobs effectively and efficiently;
- enable us to operate with integrity, compassion, and professionalism;
- earn the trust of diverse communities and partners through honesty and legitimacy;
- cultivate a culture of inclusion to ensure our diverse police service can do its best work and attract and retain all talent, to build and maintain strong, engaging relationships with all communities; and
- effectively embrace new technologies, where relevant, to fight crime robustly and engage with our communities.

WHAT IS DIFFERENT IN OUR 2024-2027 STRATEGIC PLAN?

- We will improve transparency, sharing failings, learnings and improvements to be proactive in building trust.
- We will provide yearly objectives and report on their progress.
- We will be collaborative: our people and public will consistently be part of our policing response.
- We will be accountable, measured, and open: our quantitative and qualitative data will tell the story.
- We will responsibly partner with industry-wide organisations to ensure effective and measurable outcomes for our service, public and communities.

WHAT YOU SHOULD KNOW ABOUT OUR QUALITATIVE AND QUANTITATIVE DATA:

Over the past three years, we have used metrics to measure the impact our actions have had on our public, policies and processes, partners and people.

However, we recognise that we need to build on and improve how we measure the impact of some of the action and progress we have made. In some instances, we need more time to be able to properly evaluate, others need a meaningful indicator of progress or regression, or to put in place a measuring tool and metric.

While we do have some indicative data, both qualitative and quantitative, that provides insight into the police service we are today, we still need to build on our ability to capture relevant data and baselines and will do this as this strategy evolves.

We have included this in our yearly priorities, and will provide updates to our public, partners, and people as we implement the commitments in this plan.



Photo/Plan required

WHERE WOULD WE LIKE TO BE IN 2027?

We want our service to be ranked, at a minimum, ‘integrated’ on our Inclusive Employers Maturity Index, which would define the City of London Police as being, ‘inclusive leaders and role models in our approach to business, our behaviour and our policies.’

Equally, we want to increase trust and confidence among the public we serve, and will use our Victim Satisfaction Surveys, Independent Advisory and Scrutiny Groups, Use of Force and Stop and Search data, and partner feedback to measure our relationship with our public and partners.

Our ambitions will be achieved through our people, partners, public and policies (our four Ps). The detail provided under each ‘P’ will be the focus of our efforts between 2024 and 2027.



THROUGH PRIORITISING OUR PEOPLE, WE WILL:

increase diverse representation, improve our standards and ethics, drive inclusive leadership and individual accountability, create an equitable working culture and deliver zero tolerance of behaviours that compromise this.



THROUGH STRENGTHENING OUR POLICIES AND PROCESSES, WE WILL:

ensure our policies and processes are equitable, accessible, inclusive and informed by the diverse representation of our police service and independent scrutiny and key decision-making bodies. Our policies and processes will enable inclusive leadership, accountability, and deliver commitment to continuous learning and fairness for our people, public and partners.



BY COLLABORATING WITH OUR PUBLIC, WE WILL:

build and sustain authentic engagement and relationships with all communities, to ensure their confidence in our policing and increase our standards in response to crime, by placing victims at the heart of our policing.



THROUGH WORKING WITH OUR PARTNERS, WE WILL:

lead by example by building inclusive relationships with professionals to provide enhanced services for our communities, foster innovative collaboration and establish partnerships that empower our service to deliver our EDI commitments.

To ensure accountability and independent scrutiny of our commitment to become one of the most inclusive police services in the country, we are externally audited by Inclusive Employers. Our 2020 Inclusive Employers benchmark placed us at the ‘compliant’ stage within the Inclusion Maturity Model. This defined our approach to diversity and inclusion, as; ‘we pay lip service to diversity and inclusion, doing the minimum to be legally compliant’. We are disappointed by this scoring and over the last three years we feel we have made significant efforts in progressing into the police service we aspire to be.



Photo/Plan required

THE DETAIL:

OUR PEOPLE



Through our **PEOPLE** we will increase representation, improve our standards, drive inclusive leadership and individual accountability, and create an equitable working culture for our diverse police service, through zero tolerance to behaviours that compromise these obligations.

Our people will reflect the diversity of the City of London, will be well resourced to work effectively and efficiently in a healthy working environment, enabling them to work inclusively with colleagues, partners and our public.

WHERE ARE WE TODAY?

We are proud to have a police service populated with a diverse range of skilled and talented people, including that, as a force, we employ the fifth largest percentage of Ethnic Minority police officers, 10 percent and the third highest percentage of Ethnic Minority police staff, 24 percent, nationally. Additionally, 60 percent of our police staff are female, disappointingly however, we have one of the lowest representations of female police officers nationally, 24 percent.

Of our employees, 3.1 percent disclosed that they have a disability and 3.9 percent disclosed that they were LGBTQ+. We recognise our data does not reflect all identities, and excludes those protected characteristics within the Equality Act, care leavers, or those from socio-economically diverse backgrounds. Furthermore, it doesn't provide insight into the intersectionality of our police officers and police staff. We want to report accurately on the entirety of our employee population, so we can ensure an equitable and inclusive working culture and service.

This data only includes the detail of those comfortable with sharing their personal information. We must address how we can improve and increase confidence in sharing these details with us. Our outreach team focused efforts on increasing interest in our service, through proactive engagement with schools and education centres with high proportions of ethnic minorities, socio-economically diverse people and those of varying religions and faith.

While having a diverse workforce is valuable, we recognise that accessibility and equity - everyone having what they need to be successful and feeling included - is what will drive effective and efficient policing. To measure this, we ask our staff, through our people survey, to share how true this feels for them. In February 2024, 57 percent of our workforce shared their views and 87 percent of those believed their manager treats them with respect, 86 percent confirmed they felt accepted and respected within their team, and 70 percent agreed that poor behaviour is always addressed quickly. Our latest EDI score was disappointing, with 64 percent of respondents disagreeing with the comment, 'COLP delivers on its commitment to promoting diversity, equity, and inclusion'.

REPRESENTATION

Our approach to inclusive and equitable recruitment processes will continue to ensure we hire the best people from all backgrounds and, where necessary, respond to trends in underrepresentation with equitable hiring processes. Efforts to challenge inequity in recruitment processes, is already in train, including collaboration with our Staff Networks, and our Leadership Accelerator, both of which have seen us attract and engage with an

increasing number of Ethnic Minority and deaf, disabled, and neurodivergent talent. We know this is just the beginning and remain enthusiastic about building careers for talent from all backgrounds. Hiring inclusively is the first step, however, to ensure our people feel psychologically safe, valued, and respected, our workforce will continue to benefit from consistent education through our inclusivity programme and engagement with the varying lived experiences of our partners and people continues.

LEADING BY EXAMPLE AND LEADERSHIP ACCOUNTABILITY

Our Active Bystander education has begun to equip our leaders with the knowledge to lead by example, learn from effective practices within other forces, tackle inappropriate behaviour and ensure our police service prioritises the wellbeing of those working with us with professionalism, integrity, and compassion. Programmes such as 'Leading with Impact' for female employees, and the Positive Action Leadership Scheme (PALS) for Black, Asian and Ethnic Minority constables, sergeants, and police staff enable accountability among our senior leaders, to remain proactive in levelling the playing field for underrepresented talent at every level. Additionally, the addition of inclusivity objectives within personal development reviews will ensure our workforce prioritises its commitment to equity.

STANDARDS AND ETHICS

It is vital that those who work in policing have trust and confidence in the police as their employer and feel empowered to uphold the high standards the public expect. We have invested in our Professional Standards Department to ensure that we effectively uphold our commitment to 'police with professionalism, integrity, and compassion'. For example, our Domestic Abuse Matters training for all officers has already seen 800 officers successfully trained, including 80 percent of frontline staff. We are now in the top two of forces in England and Wales for successful evidence-led prosecutions for Domestic Abuse.

CULTURE

We have invested in proactive cultural review audits which examine internal conduct and the culture of teams, uncovering elements of hidden culture which impact on how people feel at work, including low level unacceptable behaviours not reaching the threshold for misconduct. While in the pilot stage, these reviews have and will continue to inform how we consider and value intersectionality, ensure access needs are met, tackle microaggression, and live anti-behaviours to ensure an authentic sense of inclusion. Our Wellbeing activities are shaped by our people, enabled and supported by our leaders and assessed against the HMICFRS PEEL Inspection regime. We continuously spotlight wellbeing, participate in national activities and events and offer a large variety of services to provide mental health and wellbeing support to our staff and officers.

ZERO TOLERANCE

Our zero tolerance for all behaviours that compromise the values of our Policing Plan or the public's trust in our ability to serve them, is expected as business as usual. Our listening groups providing our people space to safely share concerns, have been described as 'effective practice' by the College of Policing and have since been implemented by several forces. Our Violence Against Women and Girls, and Police Race Action Plans, are both leading our work to be actively anti-racist and strengthen our response to crimes directed at women and girls. This in turn, in collaboration with our evolving inclusivity programme, will drive our continuous improvement in this area.

OUR CONTINUED COMMITMENT:

- We will introduce pledges from police leaders, staff and officers that they will be held accountable for delivering.
- We will increase the diversity of underrepresented talent from all backgrounds within student officer intakes and at all levels across our service.
- We recognise that the demographic of our employees does not reflect the diversity of the UK population and so we will focus efforts to specifically enable the attraction, retention, and development of people from a broad range of backgrounds, including socio-economically diverse backgrounds, deaf, disabled, and neurodivergent people.
- We will consistently deliver regular mandatory education on a variety of subjects pertinent to the cultures and lived experiences of our people, partners and public.
- We will ensure that all leaders working for us complete mandatory and regular inclusive leadership training. We will regularly review the effectiveness of this education through relevant metrics, including our staff survey.
- We will introduce inclusivity objectives into Professional Development Reviews to drive individual accountability.
- We will leverage the value of our independent Professional Standards Department to keep a close eye on the complaints and feedback we receive for our service and use our new investment in technology to record and address these in a timely manner and with empathy. We are implementing the new National Code of Ethics locally, which has a focus on ethical leadership. This aligns with our ethical dilemmas training which equips our inspectors and supervisors with the confidence and knowledge to have challenging conversations with colleagues around ethical policing.
- We will complete audits every quarter and use the results of these to inform changes in culture, the content of our inclusivity programme and professional standards work.
- We will embed recommendations from all National Policing Plans and working together with Professional Standards, Victim Satisfaction, and Use of Force monitoring teams ensure expected high standards are met.

WHERE DO WE WANT TO BE?

In 2027, we hope to be reflecting the Greater London area and beyond more closely and improving representation levels year-on-year, particularly as the Greater London population is a part of our commuter and leisure communities and our own workforce.

We will continually review our internal data collection to ensure that it accurately reflects changing social interpretations of protected characteristics, such as gender identification and relationships.

We will have seen an increase in people self-declaring protected characteristics at all levels across our service, with all feeling included and valued.

Our staff survey will have seen an improved completion rate, indicating that people see the value in sharing their feedback and this would provide us a more representative picture of how all our people feel working within our service.

We want those who work for our service to feel a sense of pride in working for City of London police, to feel valued and respected as individuals. Additionally, we would like our staff to understand the meaning of the work they are doing, and that inclusion and equity become institutionalised.

HOW WILL WE MEASURE THIS?

- recruitment and retention figures of all people, with special focus on those from minority backgrounds;
- a decrease in the number of complaints due to ethical standards;
- promotion of all people, with specific focus on monitoring the progress of under-represented talent to bridge promotion gaps;
- year-on-year progress of our people declaring their differences;
- outcomes and impact of our ethical dilemmas training;
- the number of cases of discrimination, bullying or otherwise, being reported and consequences of this reporting;
- improved assessment results of our culture, both qualitatively and quantitatively; and
- our staff engagement score and staff survey will provide insight into the impact of interventions and solutions ascribed because of our cultural audits.

OUR POLICIES



Through our **POLICIES** we will ensure public, internal, and external scrutiny and accountability, a commitment to continuous learning, and enhance equity for our people, public and partners.

We create policies and processes that are informed by lived experiences and the expectations of our people, public and partners, including the diverse representation of our independent scrutiny and decision-making bodies.

INDEPENDENT, PUBLIC, INTERNAL, AND EXTERNAL ACCOUNTABILITY

Our Independent Advisory and Scrutiny Group (IASG), provides feedback and challenge on matters relating to stop and search, use of force, equality and inclusion and professional standards. We recognise the need to ensure these groups are made up of a diverse range of people, who have relevant lived experience or are directly impacted by the issues we are seeking to learn from, tackle or address. The group is also invited to provide appropriate independent input on Critical Incident Gold Groups, capturing community concerns and providing scrutiny of performance and service delivery, particularly following reports of significance such as the Child Q review. This relationship is successful in influencing our policies and has expanded to form an Independent Youth Advisory Group, who were actively involved in our Stephen Lawrence Day Foundation event. Our partnership with Mentivity, who educate and provide insight into young Black people's experiences of interacting with the police, has already seen an improved relationship with the Black community. While we are pleased with this progress, we remain committed to evolving the way we police with the support of these independent groups.

CONTINUOUS LEARNING

We engage regularly with staff networks and associations and external communities in reviewing our work, through listening groups and internal and external events, ensuring policies and practices translate into behaviours that ensure we proactively treat all community members and our people, with fairness. Our Professionalism and Trust team, combined with senior diversity champions across our organisation, will continue to cultivate a learning mindset in this area to ensure that policies are inclusive of considerations relevant to all.

ENHANCING EQUITY FOR OUR PEOPLE

We are committed to ensuring that we support investment in the recruitment, retention and progression of all people and, where relevant, focusing efforts on those from a broad diversity of backgrounds, including Disabled, SED, and Black, Asian, and Minority Ethnic officers and staff, to improve the low levels of representation in senior roles. We support promotion by delivering a variety of programmes developed to provide support for all our employees, with tailored focus on under-represented groups. This initiative will form part of our commitment to develop our future leaders and ensure equitable career progression for all.

OUR CONTINUED COMMITMENT:

- We will establish partnership standards to ensure we can receive and review feedback from the public and partners and share this with internal stakeholders to create new ways of working.
- We will monitor the effectiveness and impact of our IASG and YIAG, through our internal and public reporting metrics.
- We will use our Staff Networks and Associations as key partners in delivering inclusive and relevant policies and review these quarterly to ensure their effectiveness.
- We will track the progression of talent through robust and impartial development platforms and processes.

HOW WILL WE MEASURE THIS?

- Monitoring and scrutinising data through qualitative insights into effectiveness of relationships with key community groups and the impact this has had on policing, including new policies, processes, or codes of behaviour.
- Equitable processes will be measured in respect of their purpose, data will be collected on the value they add and/or the problem they solve.
- Our gender and ethnicity pay gap reporting will provide insights into progress made on equitable pay structures.
- Our Staff Networks and Associations' ability to inform, contribute and shape policies that impact our people.
- Staff survey and staff engagement scores will allow us to measure the effectiveness of equitable hiring activities and policies.
- Exit interviews and the national leavers framework will provide insights and inspire on-going activity to ensure we retain our skilled and talented people.

WHERE DO WE WANT TO BE?

City of London Policing policies are intrinsic to tackling systemic challenges that compromise our ability to be an inclusive, accessible and equitable police service.

We will be a police service that has inclusion and equity, organically, at the forefront of policy design, creation, and implementation. Policymakers will lead with empathy, emotional intelligence and understanding of the impact such policies have on those working within our service, and those we serve.

Additionally, any updates to policies will incorporate equity, accessibility and inclusion in real time for those working within the police service.

Our measuring mechanisms will inform progress on this goal across the three-year cycle.

OUR PUBLIC



By collaborating with our **PUBLIC**, we will build and sustain authentic engagement, increase standards in our response to crime and place victims at the heart of our policing.

We will proactively and enthusiastically engage with the public and communities by actively listening to their experiences. We will partner with key community stakeholders and those living and working within the City of London, to solve and tackle crime, create new ways of working together, and opportunities to build on the positive work of the City of London Police.

WHERE ARE WE TODAY?

Our current Victim Satisfaction Surveying process looks at responses from victims of crime who have answered questions relating to: their treatment; how well they were kept informed; and their satisfaction with the overall service. The response rate for July-December 2023 survey was just three percent with 51 responses from a possible 1031.

The data told us:

- how they were treated had the highest Victim Satisfaction levels and showed the largest increase at 27 percent;
- 'kept informed' levels experienced a 16 percent increase in satisfaction;
- satisfaction with the overall service had a 12 percent increase;
- satisfaction with the service provided by the contact centre voice channel remains above the 95 percent target and stable over the long-term;
- satisfaction rates concerning the online reporting tool have seen slight increases over the last three quarters, although in the main they remain under the 85 percent target;
- positive anecdotal feedback included: 'we were treated very well', 'supportive', 'professional', 'respectful'; and
- negative anecdotal feedback included: 'ignored', 'long delays between updates and progress' and 'disappointment' with case investigations and outcomes.

Disproportionate use of stop and search and force has remained consistent in the previous two years, although figures within City of London Police are observably better than the National average.

EDUCATION

Our Inclusivity Programme will continue to upskill our officers on experiences from a broad range of backgrounds. Police officers and staff must feel confident communicating, understanding, and appreciating the intersectionality of all members of the public and their colleagues, to ensure we effectively and efficiently tackle crime. Our Custody ADHD screening has increased awareness and education of neurodiversity, adjustments, and assessment. We will continue to extend this education to ensure inclusive policing for non-neuro-typical people. As well, our Sign Video App has ensured that our service is accessible to deaf BSL users, offering communication via video calls. We recognise this is just the beginning and are committed to being a fully accessible service to all who rely on us and will continue to build on these efforts.

Since 2016, the City of London Police have partnered with the Prince's Trust, supporting the Mosaic Primary and Secondary School Mentoring Programmes. Mosaic's secondary

school mentoring programme creates opportunities for young people growing up in our most deprived communities. We have also supported our people to complete a 12 Week Placement on the Team Programme, where officers and police staff undertake a short attachment to co-deliver the Teams programme with a delivery partner organisation, for example, higher education providers and the YMCA.

Our Police Cadets promote a sense of citizenship and life skills amongst our cadets, this is achieved by having a structured policing development program which the cadets attend each week. Cadets compete in competitions such as first aid and policing skills, undertake Duke of Edinburgh training at all three levels, take part in policing operations which are suitable for their age, amongst other initiatives.

HIGH STANDARDS IN RESPONSE TO CRIME

We will remain visible and accessible to all, especially those communities who have lost faith and trust in policing. Our commitment to delivering recommendations across national plans will help to renew community relationships including, but not limited to, the National Police Race Action Plan, National Hate Crime guidance and the Violence Against Women and Girls Action Plan. Our Independent Custody Visitor Scheme will hold our officers and staff accountable for ensuring inclusive and equitable experiences for all individuals while in custody.

INFLUENCE

Our public will continue to have the agency to influence the depth and breadth of our work. We will respond promptly and professionally to their contributions through consistent consultation with a diverse range of voices, to ensure that our public are active contributors to the success of our policing. Our publication of forthcoming misconduct hearings on our public website will hold us accountable to our commitment to our policing values and build trust with disengaged community members.

TACKLING DISPROPORTIONALITY

Our use of force and stop and search figures relating to disproportionality, while less than the national average, still need to be reduced. By improving our measuring and data set collation, we will become more effective at interpreting and analysing effectively what the data reveals. Improving this process can address any issues raised through targeted training and increased understanding of the impact on adversely affected communities and seek continual improvement through peer and academic review.

OUR CONTINUED COMMITMENT:

- We will continue to engage positively with young people throughout London, while also offering our unique skills and training opportunities to all Police Cadets across the UK, so that our young people meet and take part in peer-to-peer teaching and learning with diverse range of cadets.
- We will implement regular victim satisfaction surveys to assess and measure the effectiveness and professionalism of our services delivered.
- We will ensure the national plans that promote trust and confidence are embedded into our policing activities and provide metrics to measure the success of these.
- We will continue to engage in accessible ways with all our communities.
- We will review our complaints processes to ensure they are robust and offer a prompt way for us to efficiently respond to the views and needs of our people, public and partners.

HOW WILL WE MEASURE THIS?

- publishing and monitoring data on disproportionality and use of police powers, especially stop and search and use of force;
- auditing consultations, the number of consultations taken place with our communities, their visibility and reach and tracking our response;
- narrative and quantitative reporting on our promises, commitments, and the success of our plans; and
- monitoring the levels of reporting of hate crime and demonstrating how we have responded.

WHERE DO WE WANT TO BE?

Our victims will be at the heart of all we do and this will be evident in our data. Our investment in a new survey system that improves our ability to tackle individuals' dissatisfaction in real time, while increasing the ability for managers to hold their teams accountable, will show our victims they are a priority for all who work for us.

We are a police service that has seen a significant reduction in disproportionate use of stop and search and use of force, thus increasing confidence within our communities that our service is a fair and impartial one. Additionally, we will have established an effective way to tackle this disproportionality head on. Our metrics provide a richer picture of this data, so that we can continue to identify why disproportionality exists and provide valuable insight to reduce it.

Our Professional Standards Department will have cemented our robust approach to providing a professional service, led with integrity, delivered compassionately and supported by effective reporting mechanisms which will allow for those internally and externally to raise concerns. Additionally, the department will be holding our service accountable via an established, dedicated review panel for all decisions that involve a discriminatory allegation, including for vetting appeals. Furthermore, we will remain responsible for delivering the Police Race Action Plan, particularly around disproportionate use of police powers, and our commitment to supporting Black victims of crime, embedding organisational learning and high standards.

The community we serve will be working in partnership with us and our existing Independent Advisory Scrutiny Groups to help us understand the impact of adverse interactions with the police, to ensure that we continue to be a service that understands the intersectional, and cultural nuances of our communities.

OUR PARTNERS



By working with our **PARTNERS**: leading by example, we will continue to build inclusive relationships which provide enhanced services for our communities, foster innovative collaboration and establish recognition for our partners that exemplify our values.

We will achieve this by adopting a learning mindset in which both partners and the police learn from one another to increase trust and build mutually strong relationships. In turn, we will generate an inclusive and representative supply chain.

WHERE ARE WE TODAY?

Today we have positive relationships with our partners, and value the honest dialogue and knowledge sharing we have in place, including the scrutiny and feedback we receive and the value this provides.



“Working with the City of London Police has been refreshing, to say the least. Having delivered police training for the last four years with another police force, I’ve noticed a stark difference between the two forces in terms of environment and inclusivity during my sessions. Although I haven’t been embedded within the service, the inclusivity in the sessions I’ve run for student officers has been evident.

Those who participated in the inclusivity program sessions were very progressive, asked lots of questions, and showed a strong willingness to learn. The environment within the City of London Police is positive from my perspective, and there’s a genuine desire among senior leadership and others to understand and address issues, many of which stem from other forces. While the City of London Police can still improve, their unique demographic challenges mean their approach to policing is necessarily different. The communication and willingness to learn have been outstanding. Remarkably, the sessions have not been mandatory, yet attendance has been high. This demonstrates a commitment to understanding different perspectives, such as those related to colonialism, imperialism, racism, and their ongoing impacts on communities. Understanding oppression and implementing anti-discriminatory practices are crucial for finding progressive, collaborative solutions to problems often not created by those trying to solve them.

I believe we can improve further by enhancing the sessions and exploring these issues in greater depth. This would help us improve job performance and support those who want to understand more and incorporate inclusive practices into their daily work. There is significant scope to investigate how we can do this more effectively and collaboratively, building on what we’ve achieved over the past three years.

We are at a critical juncture in policing, with various action plans and reviews like the Race Action Plan and the Casey Review. It’s important to review the training objectives and delve deeper into

these topics to create a greater understanding for interested officers and, more broadly, for those needing to explore these concepts from their perspective. There is an opportunity for growth in implementing the recommendations from these reviews into our day-to-day work. Although it's challenging to address these issues from an institutional rather than a community or social perspective, this partnership can be ground-breaking. It can demonstrate that this collaborative model is the way forward for many police forces across the UK."

Mentivity



"Interacting with the City of London Police Team is always an easy and pleasant experience, not only because they are determined and professional; they are also genuinely committed to including and supporting diverse talent."

The College of Policing



"Very positive and encouraging. The inclusion team have phenomenal leadership skills – open, human, keen to learn and improve. It is obvious they are passionate and have a gift for the work they are doing. They have shared, freely, resources covering the work they are doing and have an approach which understands that this cannot be a tick box, that it takes a systems approach looking at all aspects of the organisational eco-system. They are thoughtful and careful in their decision making – even on the most complex and challenging topics."

Inclusive Employers

INNOVATIVE COLLABORATION

We will work to improve the services designed for under-served groups through creative partnerships such as Operation Reframe, which includes our teams working with licensed premises, security staff and promoting 'Ask for Angela', in addition to our Ride Along Scheme that we plan to enhance through partnerships with communities. Both activities provide the public with insight into our policing and the chance to speak to officers on a one-to-one basis. This is just one of the ways for us to build relationships with and learn from hard-to-reach communities and provide them with greater knowledge on our policing values.

ACCOUNTABILITY

Our partners will contribute to our solutions and responses in addressing equity, diversity, inclusion and accessibility challenges within our people, teams, and with our public. Our commissioner's apology letter to the LGBTQ+ community recognised historical discriminatory application of legislation in place at that time towards that community. The 'Be Lads' safety campaign provided practical advice to men on how to assist women in feeling safe when they are walking alone. These are just two examples of how we proactively and practically continue to hold ourselves accountable, working with suppliers who can assist us in our aim to be the most inclusive police force.

INCLUSIVE PROCUREMENT

We will ensure that our procurement process is equitable for existing and new suppliers, to ensure a fair process for those seeking to work with the City of London Police. We will continue to deliver our commitment for diverse independent companies across our supply chain. Supporting diversity in external companies and suppliers, is a key priority for the City of London Police.

COMMUNITY-BASED ENGAGEMENT AND RECOGNITION

We have already made progress on establishing partnerships with organisations that can further educate us on cultural differences among our public and commit to building on this. Our educational discussion 'Focus On', which informed officers of the history and experiences of Gypsy Roma Travellers, was impactful in driving cultural understanding and respect for this community's lived experience and saw over 140 officers' attend. Moreover, our Network of Women, which introduced young women to careers within the force, has also allowed us to expand our talent pools. We plan to continue creating new and building on partnerships like these to maximise our ability to keep people safe.

OUR CONTINUED COMMITMENT:

- We will ensure we can measure the impact of this work, review its progress, and build on outcomes.
- We will work in partnership with our Corporation Procurement Team to proactively identify and introduce partners from a diverse range of backgrounds to our supply chain, including through the corporation's relationship with MSD.
- We will facilitate opportunities to proactively bring diverse suppliers on board, through engagement exercises, including our responsible procurement toolkit.
- We will build on these efforts and create additional plans in the areas where we still require growth and improvement, within the diversity of our hiring and partnering.

WHERE DO WE WANT TO BE?

We would like our partners to feel respected, valued, and enthusiastic about working with us to ensure that partnerships enhance the services we deliver for our victims, communities, and the public. We would achieve this by our partners actively seeking working relationships with us, because they see City of London Police as the service of choice.

Our partnerships extending beyond the relationships we currently have, to include other services, not limited to, but also capturing other police and emergency services, academia, social services, other sectors, and relevant, associated networks. This would help us to shape and improve the service we deliver to the public.

HOW WILL WE MEASURE THIS?

- establish effective practice by learning from partners who have been successful at working with a diverse range of partner groups and suppliers;
- monitor procurement bids from those non-traditional suppliers;
- the number and quality of partnerships formed across all areas of our service delivery, demonstrating how we have formed partnership activities, both qualitatively and quantitatively; and
- surveys with partners, capturing their view on success and learnings.

HOW CAN YOU TRUST US TO DELIVER ON THESE PLANS, AND HOW CAN YOU HOLD US TO ACCOUNT?

Performance against this plan will be reported in our quarterly EDI progress report and assessed through internal and external scrutiny and governance, including the EDI Strategic Board, Professional Standards and Integrity Committee, Police Authority Board and Independent Advisory and Scrutiny Group.

- **Measurement:** we will update our public and people every quarter on the progress we have made against this plan, including through relevant and transparent data.
- **Impartiality:** we will work with external, independent stakeholders to ensure that we are being independently reviewed on our progress.
- **Transparency:** this strategy will include public and people consultation. We will have pre-planned quarterly meetings with our public and community-based partners to discuss live issues, hear their voices on matters affecting them and to build relationships with all those communities that live and work within the square mile.
- **Accountability:** we will report our progress through internal and external governance chains to ensure we are accountable on progress against each of the Ps, and to reassure our people on our commitment and progress.
- **Consultation:** our public and people remain central to the success of our plan and we will create regular opportunities for engagement with both, to ensure we fulfil the commitment of 'nothing about us without us.'
- **Understanding our impact:** using our Insights Team, we will monitor the impact of our efforts on our people, partners, public and policies. We will grow the number of teams involved in monitoring to ensure our collective effort is evidenced and measured for impact and effectiveness. We will expand our monitoring, where relevant, to track representation of disabled people, women, and ethnic minorities.

OUR PERFORMANCE FRAMEWORK REVIEW:

- We have set annual objectives for each of each 'P' outlined above.
- We will have quarterly progress reviews, including sharing public update to redress areas of focus (to ensure agility to achieving annual goals).
- We will report our progress to independent scrutiny groups, and the Police Authority Board, to ensure we are accountable on progress.
- Our Equity, Diversity and Inclusion strategic board will regularly review and monitor the progress we have made with this strategy.

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