



City of London Police Authority Board

Date: WEDNESDAY, 14 MAY 2025
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Tijs Broeke	Deputy Benjamin Murphy
Melissa Collett	Deborah Oliver
Alderman Professor Emma Edhem	Deputy James Thomson CBE
Deputy Helen Fentimen OBE JP	Deputy Dawn Wright
Jason Groves	Andrew Lentin (External Member)
Deputy Madush Gupta	Sir Craig Mackey (External Member)
Alderman Timothy Hailes JP	Michael Mitchell (External Member)
	Vacancy (External Member)

Enquiries: Raquel Pinto
Raquel.Pinto@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

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

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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. **ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council appointing the Board, dated 25 April 2025.

For Information
(Pages 7 - 8)

4. **ELECTION OF CHAIR**

To elect a Chair in accordance with Standing Order No. 28.

For Decision

5. **ELECTION OF DEPUTY CHAIR**

To elect a Deputy Chair in accordance with Standing Order No. 29.

For Decision

6. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 12 February 2025.

For Decision
(Pages 9 - 14)

7. **RECENT POLICE AUTHORITY BOARD SUB-COMMITTEE MINUTES**

To receive the public minutes and non-public summary of the following Sub-Committees

For Information

- a) Economic and Cyber Crime Committee 250204 (Pages 15 - 18)
- b) Professional Standards and Integrity Committee 250206 (Pages 19 - 22)

- c) Resource Risk and Estates Committee 250210 (Pages 23 - 28)
- d) Strategic Planning and Performance Committee 250211 (Pages 29 - 32)

8. **CITY OF LONDON POLICE AUTHORITY BOARD'S COMMITTEES AND APPOINTMENTS**

Report of the Town Clerk.

For Decision
(Pages 33 - 62)

9. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 63 - 64)

10. **RECRUITMENT OF EXTERNAL MEMBERS TO THE CITY OF LONDON POLICE AUTHORITY BOARD AND IT'S SUB-COMMITTEES**

Report of the Town Clerk.

For Decision
(Pages 65 - 68)

11. **CHAIR'S PUBLIC UPDATE**

The Chair to be heard.

For Information
(Pages 69 - 70)

12. **COMMISSIONER'S UPDATE**

Commissioner & Chief Officers to be heard.

For Information
(Pages 71 - 74)

13. **DRAFT CITY OF LONDON POLICE ANNUAL REPORT 2024-25**

Report of the Commissioner.

For Information
(Pages 75 - 98)

14. **POLICING PLAN 2025-2028**

Report of the Commissioner.

For Information
(Pages 99 - 144)

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

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

17. **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

18. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on the 12 February 2025.

For Decision
(Pages 145 - 148)

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

The Chair to be heard.

For Information
(Verbal Report)

20. **COMMISSIONER'S NON PUBLIC UPDATE**

The Commissioner to be heard.

For Information
(Verbal Report)

21. **FCCRAS PROGRAMME PROGRESS NOTE**

Report of the Commissioner

For Information
(Pages 149 - 164)

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

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

Part 3 - Confidential Agenda

24. **CONFIDENTIAL ITEM**

Report of the Town Clerk – *To follow and to be circulated seperately.*

For Decision

This page is intentionally left blank

KING, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Friday 25 th April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026.
-------------	---

CITY OF LONDON POLICE AUTHORITY BOARD

1. **Constitution**

A non-ward committee consisting of:

- 11 Members elected by the Court of Common Council including:
 - a minimum of one Member who has fewer than five years' service on the Court at the time of their appointment; and,
 - a minimum of two Members whose primary residence is in the City of London;
- 2 non-voting external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Authority Board Membership Scheme
- 2 non-voting external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Authority Board Membership Scheme, with the disapplication of disqualification criteria 9(b) and 9(c), the requirement to reside or work within the City of London.

The Chairman and Deputy Chairman to be elected from among Court of Common Council Members of the Board.

Effective April 2021, there shall be a maximum continuous service limit of three terms of four years, with immediate past Chairs qualifying for a further four-year term. Service as Chair/Deputy Chair shall not count towards an individual's term limit.

2. **Quorum**

The quorum consists of any five voting Members.

3. **Membership 2025/26**

8	(4)	Emma Edhem, Alderman
8	(4)	Tijs Broeke
11	(3)	James Michael Douglas Thomson CBE, Deputy
4	(3)	Deborah Oliver TD
6	(3)	Dawn Linsey Wright, Deputy
6	(2)	Timothy Russell Hailes JP, Alderman
3	(2)	Jason Groves
2	(2)	Madush Gupta, Deputy
1	(1)	Melissa Collett
10	(1)	Helen Fentimen OBE JP, Deputy
1	(1)	Benjamin Daniel Murphy, Deputy

Together with three Members to be appointed this day and four non-City of London Corporation Members:

Andrew Lentin (*appointed for a four-year term to expire in September 2025*)

Sir Craig Mackey (*appointed for a four-year term to expire in September 2025*)

Michael Mitchell (*appointed for a four-year term to expire in September 2026*)

Vacancy

4. **Terms of Reference**

To be responsible for:-

- (a) securing an efficient and effective police service in both the City of London and, where so designated by the Home Office, nationally, and holding the Commissioner to account for the exercise of his/her functions and those persons under his/her direction and control;
- (b) issuing, each year, Court of Common Council's 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, which shall have regard to the views of local people, the views of the Commissioner and the Strategic Policing Requirement;
- (c) any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, the Police and Criminal Evidence Act 1984, the Police Acts 1996 (as amended) and 1997, the Criminal Justice and Police Act 2001, the Police Reform Act 2002, the Police Reform and Social Responsibility Act 2011 and any other Act or Acts, Statutory Instruments, Orders in Council, Rules or byelaws etc. from time to time in force, save the appointment of the Commissioner of Police which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council;
- (d) making recommendations to the Court of Common Council regarding the appointment of the Commissioner of the City of London Police;

- (e) to set the annual budget and capital programme of the Force;
- (f) monitoring and scrutinising the Force's performance across a range of equality, diversity and inclusion measures, setting strategic objectives for the Force where appropriate;
- (g) the handling of complaints and the maintenance of standards across the Force;
- (h) monitoring and scrutinising of performance against the City of London Policing Plan, including the Force's strategic priorities as National Lead Force for Fraud;
- (i) monitoring and scrutinising of performance of the force in its capacity as National Lead Force for Fraud in partnership with the Home Office;
- (j) monitoring and scrutinising the Force's work to prevent and reduce crime in partnership with relevant agencies in the City of London;
- (k) ensuring local community needs are identified, considered and met as effectively as possible, including through the Policing Plan;
- (l) appointing such committees as are considered necessary for the better performance of its duties; and
- (m) To appoint the Chairman of the Police Pensions Board.

CITY OF LONDON POLICE AUTHORITY BOARD **Wednesday, 12 February 2025**

Minutes of the meeting of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 12 February 2025 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Deputy James Thomson CBE (Deputy Chairman)
Nicholas Bensted-Smith
Jason Groves
Deputy Madush Gupta
Alderman Timothy Hailes JP
Deborah Oliver
Deputy Dawn Wright
Melissa Collett (External Member)
Sir Craig Mackey (External Member)
Michael Mitchell (External Member)

Officers:

Ian Thomas CBE	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Richard Riley CBE	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Josef Shadwell	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department
Caroline Al-Bayerti	- Chamberlain's Department
Thomas Wrench	- Corporate Strategy and Performance
Tabitha Swann	- Corporate Strategy and Performance
Simon Cribbens	- Community & Children's Services
Frank Marchionne	- Comptroller & City Solicitor's
Ian Hughes	- Environment Department

City of London Police:

Pete O'Doherty	- City of London Police
Paul Betts	- City of London Police
Andrew Gould	- City of London Police
Nik Adams	- City of London Police
Alistair Cook	- City of London Police
Nicola Medhji	- City of London Police
Chris Bell	- City of London Police
Kate Lloyd	- City of London Police
Nikki Gander	- City of London Police
Kate MacLeod	- City of London Police
Martin O'Regan	- City of London Police

1. **APOLOGIES**

Apologies were received from Graham Packham and Helen Fentimen.

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 4 December were approved as an accurate record, subject to the inclusion of apologies from Alderman Timothy Hailes.

4. **RECENT POLICE AUTHORITY BOARD SUBCOMMITTEE MINUTES**

- a. **ECONOMIC AND CYBER CRIME COMMITTEE 241119**
- b. **RESOURCE RISK AND ESTATES COMMITTEE 241119**
- c. **PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE 251119**
- d. **STRATEGIC PLANNING AND PERFORMANCE COMMITTEE 241203**

RESOLVED, - that Members noted the recent Police Authority Board Subcommittee minutes.

5. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Members received a report of the Town Clerk which outlined the proposed amendments to the Police Authority Board Terms of Reference.

Members queried the progress of external Member appointments; it was outlined by officers that this work was in motion parallel to the Police Authority Board governance reform.

RESOLVED, - that the proposed amendments be approved.

6. **CHAIR'S PUBLIC UPDATE**

Members received the Chair's public update and noted in particular that assent had been granted by His Majesty the King for the appointment of the Commissioner of the City of London Police.

Members expressed thanks to Alderman Timothy Hailes for his work as Chair of the Resource Risk and Estates Committee, and Deputy James Thomson for his Chairmanship of the Economic and Cyber Crime Committee.

RESOLVED, - that the report be noted.

7. **COMMISSIONER'S UPDATE**

Members received the Commissioners public update and noted in particular the recent appointment of Victoria Garnett to the senior leadership team.

RESOLVED, - that the report be noted.

8. **CITY OF LONDON POLICE AUTHORITY BOARD REVENUE BUDGET 2025/26**

Members received a report of the Commissioner which provided details of the proposed City of London Police Authority Board revenue budget for 2025/26.

Members noted that the Police Authority budget had been separated to ensure transparency. Officers felt the overall total was appropriate. Members welcomed the professionalism of the Police Authority Team and requested further insight into the

Police Authority Team projects, which were felt to be of significant value. The Police Authority Director agreed to provide further visibility for the Board.

RESOLVED, - that Members approved the Committee's proposed revenue budget for 2025/26 for submission to Finance Committee.

9. **REVENUE AND CAPITAL BUDGET 2025/26**

Members received a report of the Commissioner which outlined the revenue and capital budget for 2025/26.

Members noted that the proposed increase in Business Rate Premium had been discussed in consultation with rate payers without any indications of push back, and that general support had been shown for the policing accommodation programme.

Members discussed the impending cessation of TfL funding, and requested that the Chair of Policy and Resources be informed of this decision. Members requested increased visibility about the Business Rate Premium and how this would be spent. The Chair requested that a letter about the TfL issue that was sent to the Deputy London Mayor from the Chair of the Police Authority Board should be circulated to Members.

RESOLVED, - that Members approved the 2025/26 COLP Revenue Budget and the 2025/26 CoLP Capital Programme

10. **DRAFT POLICING PLAN 2025-28**

Members received a report of the Commissioner which provided the draft Policing Plan for 2025 – 28.

RESOLVED, - that Members agreed to delegate authority to the Town Clerk, in consultation with the Chair, Deputy Chair and wider membership of the City of London Police Authority Board, to sign off the final version of the Policing Plan 2025-28 content, ahead of the final presentation to the Court of Common Council on 22 May 2025.

11. **POLICY AND PROTOCOL TO TACKLE THE NEGATIVE IMPACTS OF ROUGH SLEEPING**

Members received a report of the Executive Director of Community and Children's Services which outlined the proposed policy and protocol to tackle the negative impacts of rough sleeping.

The Commissioner confirmed support from the City of London Police for the proposals outlined within the report. Members queried how cross-local authority border rough sleeping was addressed and officers outlined that the City of London Corporation worked closely with neighbouring authorities and the rough sleeping outreach services used a London wide shared database. The Chair noted significant investment into rough sleeping over previous years and suggested that Police Authority Board representatives could sit on the homelessness and rough sleeping subcommittee.

RESOLVED, - that the report be noted.

12. **DRAFT HIGH LEVEL BUSINESS PLAN**

Members received a report of the Town Clerk which sought approval of the draft high level business plan.

The Chair requested a review of the Community Safety work be shared with the Police Authority Board.

RESOLVED, - that Members approved, subject to the incorporation of any changes sought by the relevant Committee, the departmental Business Plan 2025/26.

13. **REVENUE AND CAPITAL MONITORING UPDATE – Q3 2024/25**
Members received a report of the Commissioner which provided an update on revenue and capital monitoring in the third quarter of 2024/25.
RESOLVED, - that the report be noted.
14. **NATIONAL LEAD FORCE PERFORMANCE PACK***
Members received a report of the Commissioner which outlined the National Lead Force performance of the City of London Police.
Members noted that the Policing Plan would reinforce local delivery and would be significant throughout the HMICFRS inspection in September 2025.
RESOLVED, - that the report be noted.
15. **ANTI-TERRORISM TRAFFIC REGULATION ORDER***
Members received a report of the Executive Director of the Environment Department which outlined the Anti-Terrorism Traffic Regulation order.
RESOLVED, - that the report be noted.
16. **EQUITY, DIVERSITY, INCLUSIVITY (EDI) UPDATE***
Members received a report of the Commissioner which provided an update on Equity, Diversity and Inclusivity work in the City of London Police.
The Chair emphasised the importance of a robust implementation plan, and the clarity of the performance framework. Members commended officers for the evident hard work evidenced in the report and the progress made in this area.
RESOLVED, - that the report be noted.
17. **COMMUNITY ENGAGEMENT STRATEGIC PLAN QUARTERLY UPDATE**
Members received a report of the Commissioner which provided a quarterly update on the community engagement strategic plan.
The Chair was pleased to note the enhanced engagement and communication work and emphasised the need to allow time for current arrangements to embed to fully assess their effectiveness. The Commissioner expressed disappointment in the lack of Member participation at Cluster panels and requested further input and commitment with the ongoing community engagement work. The Chair noted that there was excellent work ongoing with high level stakeholder engagement and requested that the key events organised by City of London Police would be mapped out and communicated to residents and businesses in the City.
RESOLVED, - that the report be noted.
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There were no items of urgent business.
20. **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.

21. **NON-PUBLIC MINUTES**
RESOLVED, - that the non-public minutes of the meeting held on 4 December be approved as an accurate record.
22. **NON-PUBLIC OUTSTANDING REFERENCES**
Members received a joint report of the Commissioner and the Town Clerk that outlined the non-public outstanding references.
23. **CHAIR'S NON-PUBLIC UPDATE**
Members received the Chair's non-public update and noted particularly that the London Allowance payments had not been officially announced but had been well received.
24. **COMMISSIONER'S NON-PUBLIC UPDATES**
Members received the Commissioners non-public update.
25. **FUTURE POLICE ESTATE PROGRAMME: CITY OF LONDON POLICE AND CITY OF LONDON FUTURE POLICE ESTATE PROGRAMME RESOURCE REQUIREMENTS**
Members received a report of the Commissioner which outlined the future police estates programme resource requirements.
26. **DRAFT RISK APPETITE STATEMENT**
Members received a report of the Chief Strategy Officer which outlined the proposed draft risk appetite statement.
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.
28. **BANKSY ARTWORK RELOCATION**
Members received a report of the Town Clerk which provided an update on the Banksy Artwork relocation.
29. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - REGULAR PROGRAMME PROGRESS UPDATE ***
Members received a report of the Commissioner which provided a progress update on the Fraud and Cyber Crime Reporting and Analysis Service Procurement programme.
30. **CITY OF LONDON POLICE PROPERTY STORE***
Members received a joint report of the Commissioner and the City Surveyor which provided an update on the City of London Police property store.
31. **FUTURE NETWORK PROGRAMME - ISSUES REPORT***
Members received a report of the Chamberlain which outlined the future network programme issues report.
32. **FUTURE NETWORK PROGRAMME - PROCUREMENT OPTIONS APPRAISAL***

Members received a report of the Chamberlain which outlined the procurement options appraisal for the future network programme.

33. **TACTICAL FIREARM TRAINING FACILITY***

Members received a joint report of the Commissioner and the City Surveyor which provided an update on the tactical firearm training facility.

34. **REVENUE AND CAPITAL BUDGET 2025/26 NON-PUBLIC APPENDICES**

Members received a report of the Commissioner which provide the non-public appendices to the revenue and capital budget for 2025/26. This item was considered in conjunction with item 9.

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

There were no questions.

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

The Chair offered congratulations to the Deputy Chair of the Police Authority Board, Deputy James Thomson for his recent inclusion in his Majesty's New Years Honours List.

37. **CONFIDENTIAL MINUTES**

RESOLVED, - that the confidential minutes of the meeting held on 4 December 2024 were approved as an accurate record.

The meeting ended at 12:52

Chairman

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

**ECONOMIC AND CYBER CRIME COMMITTEE OF THE CITY OF LONDON POLICE
AUTHORITY BOARD
Tuesday, 4 February 2025**

Minutes of the meeting of the Economic and Cyber Crime Committee of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 4 February 2025 at 11.00 am

Present

Members:

Deputy James Thomson CBE (Chair)
Nicholas Bensted-Smith
Jason Groves
Deputy Madush Gupta
Sir Craig Mackey
Deputy Dawn Wright
Naresh Hari Sonpar
James Tumbridge

Officers:

Richard Riley CBE	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department
Josef Shadwell	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Zoe Williams	- Town Clerk's Department
Adam Summerfield	- Innovation & Growth

City of London Police:

Nik Adams	- City of London Police
Andrew Gould	- City of London Police
Lucy Cumming	- City of London Police
Chris Bell	- City of London Police
Charlie Morrison	- City of London Police
Amy Freestone	- City of London Police

1. APOLOGIES

Apologies were received from Tijs Broeke, Graham Packham, Alderman Emma Edhem and Mandeep Thandi.

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

There were no declarations.

3. MINUTES

RESOLVED, - That the public minutes and non-public summary of the meeting held on 19 November 2024 be approved as an accurate record, subject to an amendment noting an apology from James Tumbridge.

4. **NATIONAL LEAD FORCE PERFORMANCE REPORT Q3 OCTOBER - DECEMBER 2024**

Members received a report of the Commissioner which provided an outline of the National Lead Force's performance in the third quarter of 2024.

The Chair requested that a verbal update on the National Lead Force performance would become a standing item on the committee's agenda in the future.

Members requested that future reports should include measurable outcomes alongside the strategic objectives in the executive summary to assist the broader comprehension and more detailed scrutiny of National Lead Force objectives and achievements.

RESOLVED, - That the report be noted.

5. **CYBER GRIFFIN UPDATE**

Members received a report of the Commissioner which provided an update on Cyber Griffin's work.

Members requested that the Cyber Griffin update be included in the update on the National Lead Force in the future.

RESOLVED, - That the report be noted.

6. **INNOVATION & GROWTH - UPDATE OF CYBER & ECONOMIC CRIME RELATED ACTIVITIES**

Members received a report of the Executive Director of Innovation and Growth which provided an update of cyber and economic crime related activities.

Members raised a concern that the report did not adequately outline the real differences and outcomes that have been achieved as a result of the activity outlined in it. Officers noted this concern and agreed that this would be addressed in future reports.

RESOLVED, - that the report be noted.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

9. **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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

10. **NON-PUBLIC MINUTES**

RESOLVED, – That the non-public minutes of the meeting held on 19 November 2024 were approved as an accurate record.

11. **STRATEGIC COMMUNICATIONS AND ENGAGEMENT PLAN FOR ECONOMIC AND CYBER CRIME**

Members received a report of the Commissioner which outlined the strategic communications and engagement plan for economic and cyber crime.

12. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - REGULAR PROGRAMME PROGRESS NOTE**

Members received a report of the Commissioner which outlined the progress of the Fraud and Cyber Crime Reporting and Analysis Service programme.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no other business.

The meeting ended at 12:35

Chairman

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

This page is intentionally left blank

PROFESSIONAL STANDARDS & INTEGRITY (POLICE) COMMITTEE Thursday, 6 February 2025

Minutes of the meeting of the Professional Standards & Integrity (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 6 February 2025 at 11.00 am

Present

Members:

Michael Mitchell (Chair)
Deputy James Thomson CBE
Jason Groves
Deputy Madush Gupta
Jacqui Webster

Officers:

Richard Riley CBE	- Town Clerk's Department
Charles Smart	- Town Clerk's Department
Rachael Waldron	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department

City of London Police:

Paul Betts	- City of London Police
Sanjay Anderson	- City of London Police
Jesse Wynne	- City of London Police
Carly Humphries	- City of London Police
Kate MacLeod	- City of London Police
Olivia Hogman	- City of London Police

1. APOLOGIES

Apologies were received from Tijs Broeke, Nick Bensted-Smith and Naresh Sonpar.

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

There were no declarations.

3. MINUTES

RESOLVED, - that the public minutes and non-public summary of the meeting held on 25 November 2024 were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a joint report of the Town Clerk and the Commissioner which outlined the public outstanding references.

RESOLVED, - that the report be noted.

5. **STOP & SEARCH YEARLY REVIEW FOR 2024**

Members received a report of the Commissioner which provided an annual review of stop and search in 2024.

Members queried the expected outcome of this area in the upcoming HMICFRS PEEL inspection. Officers considered that the City Police was in an improved place compared to the last inspection: outcomes were good; disproportionality figures were heading in the right direction; and external scrutiny was now robust.

RESOLVED, - that the report be noted.

6. **Q3 STOP AND SEARCH AND USE OF FORCE UPDATE**

Members received a report of the Commissioner which provided an update of stop and search and use of force in the third quarter of 2024.

Members queried if City police officers were given performance targets around these powers. Officers clarified that there were no targets set. Each case would be scrutinised, and it was considered that the positive outcome rates for the City Police evidenced the appropriate use of the power.

The Chair felt it would be useful for Members to have more detail around the use of stop and search and force with each report, officers agreed to provide case studies in future reporting.

RESOLVED, - that the report be noted.

7. **EQUITY DIVERSITY AND INCLUSIVITY UPDATE**

Members received a report of the Commissioner which provided an update on Equity Diversity and Inclusivity (EDI) work within City of London Police.

Members noted significant activity in this area of work, which incorporated previous Member comments.

Members queried if this work was adequately resourced, officers assured Members that this team was almost at full strength in terms of staffing.

The Chair requested that future reports on the implementation of the City Police's EDI Strategy should include milestones, baseline data and key measurements, to allow for effective scrutiny progress.

RESOLVED, - that the report be noted.

8. **SUMMARY OF ACTION FRAUD PUBLIC COMPLAINTS DATA- Q3 2024/25**

Members received a report of the Commissioner which provided a summary of Action Fraud complaints data from Q3 2024-2025.

RESOLVED, - that the report be noted.

9. **PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE Q3**

Members received a report of the Commissioner which provided an update of professional standards, conduct, and vetting of the third quarter of 2024.

Members noted the progress achieved in managing the significant backlog in vetting cases to be completed and the reduction in waiting times for cases to be progressed

RESOLVED, - that the report be noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no other business.
12. **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.
13. **NON-PUBLIC MINUTES**
RESOLVED, - that the non-public minutes of the meeting held on 25 November 2024 were approved as an accurate record.
14. **PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE NON-PUBLIC APPENDICES**
Members received a report of the Commissioner which provided the non-public appendices to the professional standards, conduct and vetting update.
15. **UPDATE ON TEAM CULTURAL AUDIT PILOT**
Members received a report of the Commissioner which provided an update on the team cultural audit pilot.
16. **POLICE CONDUCT REVIEWS - RANDOM SAMPLE**
Members received a report of the Commissioner which provided a random sample of police conduct reviews.
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
18. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 12:55

Chairman

Contact Officer: Kezia.Barrass

Kezia.Barrass@cityoflondon.gov.uk

RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 10 February 2025

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at on
Monday, 10 February 2025 at 2.00 pm

Present

Members:

Alderman Timothy Hailes JP (Chair)
Deputy James Thomson CBE (Ex-Officio Member)
Helen Fentimen OBE JP
Deborah Oliver
Deputy Dawn Wright
Deputy Randall Anderson
Jacqui Webster

Officers:

Richard Riley CBE	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Ola Obadara	- City Surveyor's

City of London Police:

Paul Betts	- City of London Police
Alistair Cook	- City of London Police
Kelly Glazebrook	- City of London Police
Mark Paddon	- City of London Police
Amanda Horsburgh	- City of London Police
Martin O'Regan	- City of London Police
Steven Reynolds	- City of London Police
Gilian Le Beau	- City of London Police
Chris Bell	- City of London Police
Susan Penn	- City of London Police
Kate Lloyd	- City of London Police
Helen Isaacs	- City of London Police

1. APOLOGIES

Apologies were received from Mike Landau, Tijs Broeke and Ruby Sayed.

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

There were no declarations.

3. MINUTES

RESOLVED, - that the public minutes and non-public summary of the meeting held on 19 November 2024 were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a joint report of the Town Clerk and the Commissioner which provided an outline of the public outstanding references.

RESOLVED, - that the report be noted.

5. **CFO/COO UPDATE**

Members received a report of the Commissioner which provided an update from the Chief Financial Officer and the Chief Operating Officer.

Members queried if engagement with the Mayor's office and the Metropolitan Police around the spending review was aligned and were assured by officers that the relationship and frequency of engagement was in a strong place and engagement had been constructive.

RESOLVED, - that the report be noted.

6. **REVENUE AND CAPITAL BUDGET 2025/26**

Members received a report of the Commissioner which provided the revenue and capita budget of 2025/26.

The Chair noted and welcomed significant improvement in the level of information and transparency and thanked officers for this.

Members considered the IT replacement programme and noted the need for clarity of the respective roles and responsibilities in the provision of the IT services between the Corporation and the City of London Police.

Members discussed the notice to cease TFL and noted that conversations were ongoing between TFL and the Chair of Policy and Resources. The Police Authority director agreed to monitor these conversations and keep the Chair informed. Officers outlined that work was ongoing to develop a demand and operating model and the direct correlation to funding pressures.

RESOLVED, - that the report be noted, and Members were content to recommend the budget as set out for approval to the Police Authority Board.

7. **REVENUE AND CAPITAL MONITORING UPDATE – Q3 2024/25**

Members received a report of the Commissioner which provided an update on revenue and capital monitoring in the third quarter of 2024/25.

The Chair queried the opportunities available in relation to productivity. Officers outlined that following a productivity review, there was a possibility that future funding settlements would be dependent on a commitment to productivity. A fixed term contract employee had been appointed to assist with this work in the City.

RESOLVED, - that the report be noted.

8. **HR MONITORING REPORT Q3 2024-25**

Members received a report of the Commissioner which provided an outline of HR monitoring in the third quarter of 2024-25.

Members noted the improvements made in the vetting and onboarding process and queried the confidence levels of officers in relation to recruitment to diversity targets. Officers outlined that Police Now was helpful in the attraction of more diverse recruits and expressed confidence in the diversity of the people in the pipeline for vetting and employment.

RESOLVED, - that the report be noted.

9. **FREEDOM OF INFORMATION ACT 2000 (SECTION 52) ENFORCEMENT NOTICE TO CITY OF LONDON POLICE**

Members received, and expressed concern about, a report of the Commissioner which provided an overview of the Freedom of Information Act enforcement notice served on the City of London Police. Members sought assurances that the situation which had given rise to this enforcement notice being served would not be repeated.

Members noted that the number of Freedom of Information requests had increased significantly, but officers provided assurances that this would be addressed through the improved ability to deliver and access data. There had been a marked reduction in the backlog of requests in the first two months, and with additional resources the team were on track to remove the remaining backlog.

RESOLVED, - that the report be noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was one item of business.

The Deputy Chair of the Police Authority Board noted that the Chair of Resource Risk and Estates Committee would step down following the committee and thanked Alderman Timothy Hailes for his admirable Chairmanship.

12. **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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

13. **NON-PUBLIC MINUTES**

RESOLVED, - that the non-public minutes of the meeting held on 19 November 2024 were approved as an accurate record.

14. **STRATEGIC WORKFORCE PLAN 2025 - 28**

Members received a report of the Commissioner which outlined the Strategic Workforce plan for 2025 – 28.

15. **TRANSPORT FOR LONDON (TFL) FUNDING**

Members received a report of the Commissioner which outlined the status of the TFL funding.

16. **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.

At 15:56 the meeting was extended under Standing Order 40.

17. FUTURE POLICE ESTATE INCL. SALISBURY SQUARE DEVELOPMENT PROGRAMME DASHBOARD

Members received a report of the Commissioner which provided the Future Police Estates dashboard. This item was considered in conjunction items 18, 19 and 20.

18. CITY OF LONDON POLICE PROPERTY STORE

Members received a joint report of the Commissioner and the City Surveyor which outlined the progress of the City of London Police Property Store.

This item was considered in conjunction with items 17, 19 and 20.

19. EASTERN BASE PROGRESS REPORT

Members received a joint report of the Commissioner and City Surveyor which provided an update on the Eastern Base progress.

This item was considered in conjunction with items 17, 18 and 20.

20. COLP TACTICAL FIREARM TRAINING FACILITY

Members received a report of the City Surveyor and Commissioner which outlined the progress on the City of London Police tactical firearms facility.

This item was considered in conjunction with items 17, 18 and 19.

21. ASSET RECOVERY INCENTIVISATION SCHEME AND FORECASTING

Members received a report of the Commissioner which outlined asset recovery incentivisation scheme and forecasting.

22. FREEDOM OF INFORMATION ACT 2000 (SECTION 52) ENFORCEMENT NOTICE TO CITY OF LONDON POLICE - NON-PUBLIC APPENDIX

Members received a report of the Commissioner which provided the non-public appendices of the freedom of information act enforcement notice to City of London Police. This item was considered in conjunction with item 9.

RESOLVED, - that the report be noted.

23. REVENUE AND CAPITAL BUDGET 2025/26 NON-PUBLIC APPENDICES

Members received a report of the Commissioner which provided the non-public appendices to the revenue and capital budget of 2025 – 26. This item was considered in conjunction with item 6.

24. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

25. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

26. CONFIDENTIAL MINUTES

RESOLVED, - that the confidential minutes of the meeting held on 19 November 2024 were approved as an accurate record.

The meeting ended at 16:28

Chairman

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

This page is intentionally left blank

STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE

Tuesday, 11 February 2025

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held
at on Tuesday, 11 February 2025 at 11.00 am

Present

Members:

Jason Groves (Chair)
Deputy James Thomson CBE
Melissa Collett
Helen Fentimen OBE JP

Officers:

Richard Riley CBE	- Town Clerk's Department
Josef Shadwell	- Town Clerk's Department
Charles Smart	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department

City of London Police:

Paul Betts	- City of London Police
Amanda Horsburgh	- City of London Police
Brett McKenna	- City of London Police
Kate Lloyd	- City of London Police
Megan Cardy	- City of London Police

1. APOLOGIES

Apologies were received from Tijs Broeke, Deborah Oliver and John Griffiths. Andrew Lentin and Joanna Abeyie were observing online.

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

There were no declarations.

3. MINUTES

RESOLVED, - that the public minutes and non-public summary of the meeting held on 3 December 2024 were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a joint report of the Town Clerk and the Commissioner which outlined the public outstanding references.

Members requested that all outstanding references would include deadlines for completion.

RESOLVED, - that the report be noted.

5. **DRAFT POLICING PLAN**

Members received a report of the Commissioner which outlined the draft Policing Plan.

Members suggested that the plan should include the City of London Police contribution to national cyber resilience, information about the impact of policing in the City on businesses and the new Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) and its benefits. Other suggestions were made about strengthening the language in relation to victims and the link between inclusivity and improvements in the delivery of policing services to the public.

RESOLVED, - that Members agreed to recommend that the Police Authority Board delegate authority to the Town Clerk in consultation with the Chair and Deputy of the Police Authority Board to finalise the Plan, considering the comments of Members.

6. **POLICING PLAN PERFORMANCE REPORT - Q3 2024/25**

Members received a report of the Commissioner which provided a performance report from quarter 3 of 2024 against the Policing Plan.

Members discussed mobile phone theft and queried if there were any actions the wider Corporation could take to assist in addressing this issue. It was outlined that officers had attended a recent summit with the Home Secretary and some large tech firms to discuss ways to make mobile phone theft less attractive.

Members returned to the question of signage in the City, as a means of helping to prevent crime and deterring criminals. Officers confirmed that this was being looked at and a report would be brought back to the Committee in June.

Separately, officers agreed to provide a report on the impact of Operation Tinsel at the next committee.

Members welcomed the format of the report and queried how to publicise its contents widely within the community. Officers agreed to consider how best to make this information public, to coincide with the publication of the new City Policing Plan.

RESOLVED, - that the report be noted.

7. **COMMUNITY ENGAGEMENT STRATEGIC PLAN QUARTERLY UPDATE**

Members received a report of the Commissioner that provided a quarterly update on the community engagement strategic plan.

Members felt that there was good engagement work that had taken place which was not captured within the report. Officers were keen to continue to pursue the approach to engagement through Cluster Panels which had previously been reported to the Committee.

RESOLVED, - that the report be noted.

8. **DRINK SPIKING REVIEW DRAFT**

Members received a report of the Commissioner which provided the final draft of the drink spiking review.

Members welcomed the report and felt it could be used to both promote the City as a safe place to be and to share good 'keeping safe' advice.

RESOLVED, - that the report be noted.

9. **HMICFRS QUARTERLY UPDATE**

Members received a report of the Commissioner which provided a quarterly update on the work to prepare for the upcoming HMICFRS inspection.

RESOLVED, - that the report be noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was no other business.

12. **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.

13. **NON-PUBLIC MINUTES**

RESOLVED, - that the non-public minutes of the meeting held on 3 December 2024 be approved as an accurate record.

14. **VULNERABILITY DEEP DIVE**

Members received a report of the Commissioner which provided a vulnerability deep dive.

Members welcomed the report and queried the work being done on modern slavery, and the prevalence of it in the City.

Members also queried what the deep dive highlighted as the greatest risk areas. An emerging issue related to county lines exploitation activity.

RESOLVED, - that the report be noted.

15. **PROJECT SERVATOR UPDATE (INCL. VIOLENCE AGAINST WOMEN AND GIRLS)**

Members received a report of the Commissioner which provided an update on Project Servator.

Members noted that the British Transport Police had disbanded the central project Servator team and queried the impact on the City of London. Officers outlined that the report focused on the work the team were doing nationally, and assured Members that permanent Servator teams are in place in the City. Officers agreed to provide more City specific data at a future meeting.

RESOLVED, - that the report be noted.

At 12:59 the meeting was extended under Standing Order 40.

16. **POWERBI DASHBOARD DEMONSTRATION**

Members received a presentation on the PowerBI dashboard.

17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was no other business.

The meeting ended at 13:09

Chairman

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

City of London Corporation Committee Report

Committee(s): City of London Police Authority Board – for decision	Dated: 14/05/2025
Subject: City of London Police Authority Boards’ Appointments to Committees	Public report: For Decision
This proposal: <ul style="list-style-type: none"> provides business enabling functions 	
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:	The Town Clerk
Report author:	Raquel Pinto, Governance Officer

Summary

This report seeks the approval of the Police Authority Board for a number of recommendations in relation to its meetings, committees and their composition.

The Board is invited to agree whether the frequency of meetings of the Board and its Committees (**Appendix 1**) is appropriate, and to approve

Second, the Board is asked to consider the appointment of its Committees. The arrangements for appointing Sub-Committee Chairs and Deputy Chairs have been changed as part of the Standing Orders changes approved by the Court in March 2025, with a subsequent impact on the appointment of the Chair and Deputy Chair of the Boar’s various committees.

The Board is therefore being asked to agree the terms of reference, Committee membership the appointment of Chairs (**Appendix 2**), whilst noting that Deputy Chairs of the Sub-Committees will be elected by the Sub-Committee at its first meeting. Proposals also include the confirmation of role descriptions (**Appendix 3**).

The Board is also asked to consider its nomination rights to a number of other Committees and bodies.

Recommendation(s)

The Board is asked to:

- a) Agree on the frequency of meetings of the Board and its Committees as per **Appendix 1**.
- b) Appoint the Board's Committees and their respective Chairs as per paragraphs 6a-e and **Appendix 2**.
- c) Approve the Chair, Deputy Chair, Member, External Member and Committee Member role descriptions at **Appendix 3**.
- d) Consider nominations to other bodies.

Main Report

Background

1. This report asks Members to consider arrangements for the City of London's Police Authority Board's various Sub-Committees for the 2025/26 Civic Year, approve their Compositions and Terms of Reference, and appoint representatives to several other City Corporation positions. It also details the representatives that the Committee is requested to appoint onto other City Corporation Committees or in other positions, or where the Chairman and Deputy Chairman sit on other Committees and can appoint representatives.

Proposals

Frequency of Meetings

2. Currently the Board meets six times a year following the Board's decision at its meeting on the 8 May 2024 to reduce the frequency in which it met. Members are invited to consider whether the current frequency of meetings is appropriate or whether to change this. The current schedule of Police Authority Board and subcommittees is set out in **Appendix 1**.

Appointment of Committees and Co-Opted Members

3. Members are invited to review the various terms of reference of the Board's Committees as set out at **Appendix 2**.
4. Following the recommendations of Lord Lisvane as part of his review of City of London Corporation governance, Members requested that the Town Clerk develop role descriptions and person specifications for Members of the Board and its Committees. These were approved in April 2021 and are provided at **Appendix 3 for Members' views**.
5. Committee Membership from 2024/25 is provided for the Board's information in **Appendix 4**.
6. The recommendations regarding Committees, Working Parties, SIA and other bodies are as follows:
 - a. **Economic & Cyber Crime Committee (ECCC)**

- i. Approve its terms of reference and composition as proposed in **Appendix 2.**
- ii. Appoint up to six Members of the Board (in addition to the Chair and Deputy Chair) to serve on the Committee.
- iii. Note the inclusion of the appointment of the Chair of Policy & Resources Committee or their nominee to the ECCC.
- iv. Note that following the Board meeting, expressions of interest for the two Co-Opted Members of the Court of Common Council will be sought, with appointments to be made at the next meeting of the Board.
- v. Appoint a Chair for 2025/26.

b. Strategic Planning & Performance Committee (SPPC)

- i. Approve the terms of reference for the SPPC as proposed in **Appendix 2.**
- ii. Appoint up to six Members of the Board (in addition to the Chair and Deputy Chair) and two external members.
- iii. Note that following the Board meeting, expressions of interest for the two Co-Opted Members of the Court of Common Council will be sought, with appointments to be made at the next meeting of the Board.
- iv. Appoint a Chair for 2025/26.

c. Resource, Risk & Estates Committee (RREC)

- i. Approve the terms of reference for the RREC as proposed in **Appendix 2.**
- ii. Appoint up to six Members of the Board (in addition to the Chair and Deputy Chair) and two external members.
- iii. Note the responsibility for the Audit & Risk Management Committee to Co-Opt one to the RREC.
- iv. Note that the Chairman of the Finance Committee, or their nominee, will have a place on the RREC.
- v. Note that following the meeting, expressions of interest for the two Co-Opted Members of the Court of Common Council will be sought, with appointments to be made at the next meeting of the Board.
- vi. Appoint a Chair for 2025/26

d. Professional Standards & Integrity Committee

- i. Approve its terms of reference as proposed in **Appendix 2.**
- ii. Appoint up to six Members of the Board (in addition to the Chair and Deputy Chair) and two external members.

- iii. Note that following the Board meeting, expressions of interest for the two Co-Opted Members of the Court of Common Council will be sought, with appointments to be made at the next meeting of the Board.
- iv. Appoint a Chair for 2025/26

e. City of London Police Pensions Board

- i. To appoint the Chair and Deputy Chair.
- ii. Endorse the terms of reference at **Appendix 2**.

Appointments to other Bodies

7. Members are asked to consider the following appointments for 2025/26.
- i. **Streets and Walkways Sub (Planning and Transportation) Committee** – One Member. Previously Graham Packham (*no longer on the Court*)
 - ii. **Digital Services Committee** – The Chairman, or their nominee. One Member. Previously Deputy Dawn Wright.
 - iii. **Homelessness and Rough Sleeping Sub (Community and Children's Services) Committee** – One Member. Previously Helen Fentimen.
 - iv. **Association of Police and Crime Commissioners** – One Member. Currently Tijs Broeke.
 - v. **Projects and Procurement Sub-Committee** – One Member. Previously Alderman Timothy Hailes.
- a. Note the appointment of the Chair and Deputy Chair of the Board, or their nominees to the **Capital Buildings Board**. Previously Deputy James Thomson and Alderman Timothy Hailes
 - b. Note the appointment of the Chair and Deputy Chair of the Board (or their representatives) to the **Crime and Disorder Scrutiny Committee**. Currently Tijs Broeke and Deborah Oliver.
8. **Appointment** of one Member to serve as the Member Lead for Safeguarding and Public Protection (Vulnerability and ICV Scheme). Currently Deborah Oliver.

Conclusion

Members are asked to consider the various appointments made by the City of London Police Authority Board.

Appendices

- **Appendix 1** – 2025 Schedule of City of London Police Authority Board meetings (and its Committees)

- **Appendix 2** – Draft Terms of Reference for the City of London Police Authority Board Committees
- **Appendix 3** – Role Descriptions
- **Appendix 4** – 2024/25 Committee Membership

Raquel Pinto

Governance Officer

Town Clerk's Department

E: Raquel.Pinto@cityoflondon.gov.uk

This page is intentionally left blank

Appendix 1: Schedule of City of London Police Authority Board and Committee Meetings 2024

City of London Police Authority Board meetings 2025 (6)

12 February
12 May
23 July
17 September
8 October
10 December

Economic and Cyber Crime Committee meetings 2025 (4)

4 February
20 May
8 September
4 November

Strategic Planning and Performance Committee meetings 2025 (4)

11 February
2 June
16 September
10 November

Resource Risk and Estates Committee meetings 2025 (4)

10 February
19 May
22 September
12 November

Professional Standards & Integrity Committee meetings 2025 (4)

6 February
3 June
2 October
2 December

This page is intentionally left blank

Economic and Cyber Crime Committee Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board (in addition to the Chair and Deputy Chair of the Board).
- Up to two co-opted Court of Common Council Members to be appointed by the Police Authority Board.
- The Chair of the Policy and Resources Committee, or their nominee.
- Up to two external Members, to be appointed by the Police Authority Board.

Frequency of meetings

The Committee shall meet four times per annum.

Quorum

Three Members (of which at least two must be Common Councillors).

Terms of Reference

To be responsible for:

- a) overseeing the force's national responsibilities for economic, fraud and cyber crime, having regard to the strategic policing requirement and relevant national strategies in this area;
- b) monitoring government, and other external agencies' policies and actions relating to economic and cyber crime;
- c) overseeing the delivery of the City's economic and cyber crime strategies, programmes, projects and other relevant improvement plans including (but not limited to) the National Lead Force Plan, Strategic Communications and Engagement Plan, NPCC Cyber Crime Programme, Cyber Griffin and Fraud and Cyber Reporting & Analysis Service Programme;
- d) overseeing the City of London Police's private sector partnerships with regard to fraud, economic and cyber crime;
- e) identifying and overseeing opportunities to exploit the synergies between the Corporation's Cyber Security agenda and that of the City of London Police;
- f) overseeing the business strategy, service and financial performance of the Economic and Cyber Crime Academy;
- g) making recommendations to the Police Authority Board in any other matters relating to economic and cyber crime.

Professional Standards and Integrity Committee

Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board, in addition to the Chair and Deputy Chair.
- Up to three co-opted Common Council Members to be appointed by the Police Authority Board
- Two external co-opted Members, to be appointed by the Police Authority Board.

Frequency of meetings

The Committee shall meet four times per annum.

Quorum

Three Members (of which at least two must be Common Councillors).

Terms of Reference

To be responsible for:

- a) overseeing implementation of City of London Police's Professionalism and Trust strategy and related action plans including tackling violence against women and girls, improving professional conduct and measures to rebuild community confidence in policing;
- b) overseeing implementation of City of London Police's Equality and Inclusion Strategy and action plan and monitoring of workforce diversity data and measures to promote equality, diversity and inclusion;
- c) overseeing the handling of complaints and the maintenance of professional standards across the force including acceptance of gifts and hospitality, and where necessary recommending changes in procedures and performance to the Police Authority Board;
- d) scrutinising use of stop and search and use of force to ensure powers are being used proportionately and correct procedures are followed;
- e) monitoring the City of London Police's handling of misconduct cases and related organisational learning;
- f) monitoring government, police authorities and other external agencies' policies and actions relating to good practice in professional standards and advising the Police Authority Board or Commissioner as appropriate;
- g) overseeing the work of the City of London Police Integrity Standards Board, whose purpose is to direct and coordinate the auditing of the key indicators in relation to the City of London Police Integrity Dashboard, delivery of associated action plans and promoting the understanding of the Police Code of Ethics;

- h) the determination of reviews of police complaints submitted to the City of London Police Authority, with a Review Panel composed of at least three Members of the Committee.

Resource, Risk and Estates Committee

Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board, in addition to the Chair and Deputy Chair;
- One co-opted Member to be appointed by the Audit and Risk Management Committee; and
- Up to two co-opted Members of the Court of Common Council to be appointed by the Police Authority Board.
- The Chair of Finance Committee or their nominee.
- Up to two external independent members, to be appointed by the Police Authority Board.

Frequency of meetings

- The Committee shall meet four times per annum.

Quorum

Three Members (of which at least two must be Common Councillors).

Terms of Reference

To be responsible for:

- a) monitoring and challenging City of London Police's use of resources to deliver its strategic priorities efficiently and effectively
- b) overseeing City of London Police's financial management including monitoring in-year financial performance against revenue and capital budgets, scrutiny of proposed revenue and capital budgets and the Medium Term Financial Plan;
- c) overseeing the City of London Police's human resource management including strategic workforce planning and establishment strength;
- d) overseeing commercial projects and major change programmes and scrutinising capital spend and other investment to ensure value for money;
- e) monitoring the corporate risks and mitigations of the City of London Police and Police Authority;
- f) scrutinising internal audit reporting and implementation of recommendations; and
- g) scrutinising police estates strategy requirements to ensure effective delivery of services that meet community needs.

Strategic Planning and Performance Committee

Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board, in addition to the Chairman and Deputy Chairman;
- Up to two co-opted Court of Common Council Members to be appointed by the Police Authority Board.
- Up to two external independent members, to be appointed by the Police Authority Board.

Frequency of meetings

The Committee shall meet four times per annum.

Quorum

Any three members (at least two of which must be Common Councillors).

Terms of Reference

To be responsible for:

Policing Plan and Performance

- a) overseeing delivery of the City of London Policing Plan aims and objectives including how the vision, values, priorities and cultural principles are being engrained;
- b) monitoring and scrutinising performance against the Policing Plan priorities, taking into account the Strategic Policing Requirement, acknowledging success and challenging areas of concern;
- c) receiving reports and presentations on strategic priorities and areas of particular interest and/or concern to the police authority and local communities;
- d) reviewing and challenging the effectiveness of City of London Police's community engagement and partnership working arrangements to address the root causes of crime and policing demand (including the Safer City Partnership)
- e) monitoring government, policing bodies and other external agencies' policies, actions and good practice relating to police performance and advising the Police Authority Board or Commissioner as appropriate; and
- f) monitoring of HMICFRS inspections, reporting and implementation of recommendations ensuring any areas for improvement are addressed;

City of London Police Pensions Board

Composition

- A Chair and Deputy Chair appointed by the Scheme Manager¹
- The Chair and Deputy Chair shall not both be Employer representatives² or Member representatives³
- At least four, and no more than twelve, voting Members appointed by the Chair with Scheme Manager approval
- An equal number of Employer representatives and Member representatives shall be appointed to the Board
- The Chair may appoint, with Scheme Manager approval, up to four independent⁴, non-voting Members to the Board

Terms of Reference

In line with the requirements of the Public Services Pensions Act 2013 and the Police Pensions Regulations 2015 for the management of the City of London Police's Pension Scheme, to be responsible for assisting the Scheme Manager (the City of London Police) in the following matters:

- a) Securing compliance with the scheme regulations and other legislation relating to the governance and administration of the scheme and any statutory pension scheme that it is connected to with
- b) Securing compliance with requirements imposed in relation to the scheme and any connected scheme by the Pensions Regulator in relation to the Scheme, or any statutory pension scheme that is connected with it; and
- c) The performance of the scheme manager's functions under the Police Pensions Regulations 2015

¹ The Scheme Manager for the City of London Police Force (except the Commissioner) is the Commissioner of the City of London Police (Regulation 7 of Police Pension Regulations). The Scheme Manager for the Commissioner of Police is the Court of Common Council. The functions in relation to both to be delegated to the Police Authority Board (Regulation 11(2) of the Police Pension Regulations).

² An Employer representative is a person appointed to the Board for the purpose of representing employer for the scheme.

³ A Scheme Member representative is a person appointed to the Board for the purpose of representing members of the scheme.

⁴ An Independent Member is a person who is neither an employer representative nor a member representative.

- d) Other such matters as the scheme regulations may specify.

Quorum

- Three Members, with at least one Employer Representative and one Scheme Member representative present.

Frequency of Meetings

- Three times per year

Terms

- Board Members are appointed to three 4-year terms (total 12 years).

This page is intentionally left blank

Chair of the City of London Police Authority Board – Role Profile

Appointment	Elected annually by the Members of the Police Authority Board for a term up to a maximum of four years.
Overall Responsibilities	<ul style="list-style-type: none">• To provide day-to-day leadership on behalf of the Police Authority Board in its work with the City of London Police.• To be the key spokesperson for the Police Authority on matters relating to policing and crime.• To chair the Police Authority Board.
Time Commitment	<ul style="list-style-type: none">• Chairing up to 12 Police Authority Boards per year.• Attending Police Authority Board Committees as appropriate.• Ex-officio Member of Policy & Resources Committee.• Regular meetings with Commissioner and Police Authority Chief Executive.• Undertaking a regular engagement programme with the Force and key stakeholders on behalf of the Police Authority Board.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key Responsibilities

On behalf of the Police Authority Board, the Chair has the following responsibilities:

- to provide political leadership to the Force on behalf of the Police Authority, including day-to-day oversight of the Force's strategic priorities as set out in the Policing Plan;
- to be responsible for the totality of policing in the City of London;
- to hold the Police Commissioner to account, ensuring the Force is accountable to the communities they serve;

- to ensure the Police Authority Board discharges its responsibilities for monitoring and challenging crime performance, the efficiency and effectiveness of the Force, and the provision of value for money;
- to ensure that our local communities needs are identified, considered and met as effectively as possible by facilitating and enhancing relationships between the Force and its local stakeholders;
- to work in partnership with a range of agencies at a local and national level, ensuring there is a unified approach to preventing and reducing crime in the City of London;
- to bring together community safety and criminal justice partners to make sure local priorities are coordinated to support the Force;
- to act as the key spokesperson for the City of London Corporation in its capacity as the Police Authority for the City of London, helping to raise the profile of the City's contribution in preventing and tackling crime;
- to act as the Police Authority's principal point of contact at a local, regional and national level in matters relating to policing and crime, particularly the Home Office, HMICFRS, Association of Police and Crime Commissioners (APCC);
- to represent the Police Authority Board at APCC meetings and, subject to nomination, to act as a portfolio holder or as a member of the APCC Board;
- to chair the appointment panel for the post of Commissioner on behalf of the Court of Common Council;
- to contribute to the annual performance development review of the Police Commissioner;
- to uphold and promulgate the Police Authority Board's policy statements, including on financial assurance and diversity and inclusion.
- to lead otherwise the work of the Police Authority Board and make sure it carries out its business according to its terms of reference.

Deputy Chair of the City of London Police Authority Board – Role Profile

Appointment	Elected annually by the Members of the Police Authority Board for a term up to a maximum of four years (typically including a year if stepping down as Chair).
Overall Responsibilities	<ul style="list-style-type: none">• To assist and work with the Chair of the Police Authority Board to provide day-to-day leadership on behalf of the Police Authority Board in its work with the City of London Police.• To deputise for the Chair where appropriate.
Time Commitment	<ul style="list-style-type: none">• Attending 12 Police Authority Boards per year.• Attending Police Authority Board Committees as appropriate.• Monthly meetings with the Commissioner and Police Authority Chief Executive.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key Responsibilities

On behalf of the Police Authority Board, the Deputy Chair has the following responsibilities:

- to assist the Chair of the Police Authority Board in providing political leadership to the Force on behalf of the Police Authority, including day-to-day oversight of the Force's strategic priorities as set out in the Policing Plan;
- to assist the Chair of the Police Authority Board with their key responsibilities, including:
 - to hold the Police Commissioner to account on a day-to-day basis, ensuring the Force is accountable to the communities they serve;
 - to ensure the Police Authority Board discharges its responsibilities for monitoring and challenging crime performance, the efficiency and effectiveness of the Force, and the provision of value for money;

- to ensure that our local communities needs are identified, considered and met as effectively as possible by facilitating and enhancing relationships between the Force and its local stakeholders;
- to develop a particular interest in key areas of the Force's activities, including neighbourhood policing and road safety (and casualty reduction), working closely with relevant officers in the Force, Police Authority and City Corporation to identify opportunities for collaboration and partnership working;
- to deputise for the Chair in their absence from Police Authority Board meetings and, where necessary, to carry out the requirements of their role profile during a period of sustained absence;
- to carry out any other duties considered necessary to support the work of the Police Authority Board in accordance with its terms of reference.

Chair of a City of London Police Authority Board (sub) Committee – Role Profile

Appointment	Elected annually by the Members of the Police Authority Board for a term up to a maximum of four years.
Overall Responsibilities	<ul style="list-style-type: none">• To provide political leadership to the Force on behalf of the Police Authority Board in the areas covered by the given Committee's terms of reference;• To act as a point of contact on behalf of the Police Authority with partner organisations in matters relating to the Committee's terms of reference;• To chair the Committee, reporting back to the Police Authority Board on its work.
Time Commitment	<ul style="list-style-type: none">• Chairing 4 Committee meetings per year.• Attending Police Authority Board as appropriate.• Discharging Special Interest Area responsibilities as appropriate.• Regular meetings with Force Chief Officers responsible for the areas covered by the given Committee's terms of reference.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board and its Committees must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key responsibilities

On behalf of the Police Authority Board, the Chair of one of its Committees has the following responsibilities:

- to provide political leadership to the Force on behalf of the Police Authority Board in the areas covered by the given Committee's terms of reference;
- to act as a spokesperson for the City of London Corporation in its capacity as the Police Authority for the City of London in the areas covered by the given Committee's terms of reference;

- to develop a particular interest in the policies that underpin the areas covered by the given Committee's terms of reference, working closely with officers in the Force, Police Authority and City Corporation to identify opportunities for collaboration and partnership working (building on the Police Authority's Special Interest Area (SIA) Scheme);
- to act as a point of contact on behalf of the Police Authority with partner organisations in matters relating to the Committee's terms of reference;
- to support the Force's engagement with agencies at local and national level in matters relating to the Committee's terms of reference, ensuring there is a unified approach to preventing and reducing crime;
- to report back to the Police Authority Board on the work of the Committee;
- to lead otherwise the work of the committee and make sure it carries out its business effectively and efficiently within its terms of reference.

Member of the City of London Police Authority Board – Role Profile

Appointment	Appointed by the Court of Common Council for a term up to a maximum of four years. There is a maximum continuous service limit of three terms of four years.
Overall Responsibilities	<ul style="list-style-type: none">• As a Member of the Police Authority Board to:<ul style="list-style-type: none">○ To hold the Police Commissioner and the Force to account, ensuring the Force is accountable to the communities they serve.○ To contribute proactively to the oversight and scrutiny of the Force's strategic priorities as set out in the Policing Plan.○ To monitor and challenge crime performance, the efficiency and effectiveness of the Force, and the provision of value for money.
Time Commitment	<ul style="list-style-type: none">• Attending 12 Police Authority Boards per year.• Attending Police Authority Board (sub) Committees as appropriate.• Undertaking Special Interest Area responsibilities as appropriate.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board and its Committees must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key Responsibilities

The roles and responsibilities of a Police Authority Board Member through membership of, and participation at, meetings of the City of London Police Authority Board or its committees are as follows:

- to hold the Police Commissioner and the Force to account, ensuring the Force is accountable to the communities they serve;
- to contribute proactively to the oversight and scrutiny of the Force's strategic priorities as set out in the Policing Plan;
- to monitor and challenge crime performance, the efficiency and effectiveness of the Force, and the provision of value for money;

- to be committed to the delivery of a fair and equitable policing service to all of our communities;
- to contribute proactively to the oversight and scrutiny of the Force's policies, strategies and service delivery;
- to make sure that the principles of equality and fairness are integral to all actions and policies of the Force;
- to participate in any committee, panel, or special interest area to which they are appointed on behalf of the Police Authority Board;
- to develop and maintain a working knowledge of the Force's and the City Corporation's services, management arrangements, powers, duties and resource constraints;
- to develop and maintain a good knowledge of the Policing Plan and the corporate policies of the City Corporation;
- to promote effective and efficient policing and establish constructive partnerships with the City of London Police and other relevant bodies;
- to adhere to the City Corporation's code of conduct and Seven Principles of Public Life.

**Guildhall,
April 2021**

External Member of the Police Authority Board – Role Profile

Appointment	Appointed by the Court of Common Council for a term up to a maximum of four years. There is a maximum continuous service limit of three terms of four years.
Overall Responsibilities	<ul style="list-style-type: none">• As a member of the Police Authority Board to:<ul style="list-style-type: none">○ To hold the Police Commissioner and the Force to account, ensuring the Force is accountable to the communities they serve.○ To contribute proactively to the oversight and scrutiny of the Force's strategic priorities as set out in the Policing Plan.○ To monitor and challenge crime performance, the efficiency and effectiveness of the Force, and the provision of value for money.
Time Commitment	<ul style="list-style-type: none">• Attending 12 Police Authority Board meetings per year.• Attending Police Authority Board Committees as appropriate.• Undertaking Special Interest Area responsibilities as appropriate.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board and its Committees must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key Responsibilities

The roles and responsibilities of a Police Authority Board External Member through membership of, and participation at, meetings of the City of London Police Authority Board or its committees are as follows:

- to hold the Police Commissioner and the Force to account, ensuring the Force is accountable to the communities they serve;
- to contribute proactively to the oversight and scrutiny of the Force's strategic priorities as set out in the Policing Plan;
- to monitor and challenge crime performance, the efficiency and effectiveness of the Force, and the provision of value for money;

- to be committed to the delivery of a fair and equitable policing service to all of our communities;
- to contribute proactively to the oversight and scrutiny of the Force's policies, strategies and service delivery;
- to make sure that the principles of equality and fairness are integral to all actions and policies of the Force;
- to participate in any committee, panel, or special interest area to which they are appointed on behalf of the Police Authority Board;
- to develop and maintain a working knowledge of the Force's and the City Corporation's services, management arrangements, powers, duties and resource constraints;
- to develop and maintain a good knowledge of the Policing Plan and the corporate policies of the City Corporation;
- to promote effective and efficient policing and establish constructive partnerships with the City of London Police and other relevant bodies;
- to undertake any training and development deemed necessary by the City Corporation and Police Authority, providing feedback to the Police Authority Board where appropriate;
- to adhere to the City Corporation's code of conduct and Seven Principles of Public Life.

**Guildhall,
April 2021**

Appendix 4: City of London Police Authority Board – Committee Memberships 2024-2025

Members in italics no longer sit on the City of London Police Authority Board.

Economic and Cyber Crime Committee

Chair: Deputy James Thomson

Deputy Chair: Tijs Broeke

Serial	Role	Member
1	Chair of PAB	Tijs Broeke
2	Deputy Chair of PAB	Deputy James Thomson
3	Board Member #1	<i>Nicholas Bensted-Smith (no longer on the Board)</i>
4	Board Member #2	Alderman Emma Edhem
5	Board Member #3	Jason Groves
6	Board Member #4	Deputy Madush Gupta
7	Board Member #5	Deputy Dawn Wright
8	Board Member #6	<i>Graham Packham (no longer on the Court)</i>
8	Board Member #7	Sir Craig Mackey
9	Co-Opted Member #1	Mandeep Thandi
10	Co-Opted Member #2	Naresh Sonpar
11	Policy & Resources	Deputy Christopher Hayward
12	Policy & Resources	James Tumbridge
13	External Member #1	Michael Landau
14	External Member #2	Vacancy

Strategic Planning and Performance Committee

Chair: Jason Groves

Deputy Chair: Tijs Broeke

Serial	Role	Member
1	Chair of PAB	Tijs Broeke
2	Deputy Chair of PAB	Deputy James Thomson
3	Board Member #1	Melissa Collett
4	Board Member #2	Deputy Helen Fentimen
5	Board Member #3	Andrew Lentin
6	Board Member #4	Michael Mitchell
7	Board Member #5	Deborah Oliver
8	Board Member	Vacancy
9	Co-Opted Member #1	<i>John Griffiths (no longer on the Court)</i>
10	Co-Opted Member #2	Dr Joanna Abeyie
11	External Member #1	Vacancy
12	External Member #2	Vacancy

Resource Risk and Estates Committee

Chair: Alderman Timothy Hailes

Deputy Chair: Tijs Broeke

Serial	Role	Member
1	Chair of PAB	Tijs Broeke
2	Deputy Chairman of PAB	Deputy James Thomson
3	Board Member #1	Alderman Timothy Hailes
4	Board Member #2	Andrew Lentin
5	Board Member #3	Deputy Helen Fentimen
6	Board Member #4	Deborah Oliver
7	Board Member #5	Deputy Dawn Wright
8	Board Member #6	Vacancy
9	Co-Opted Member #1	Jacqui Webster
10	Co-Opted Member #2	Vacancy
11	Audit & Risk Management	Ruby Sayed
12	Finance Committee	<i>Randall Anderson (no longer on the Court)</i>
13	External Member #1	Michael Landau
14	External Member #2	Vacancy

Professional Standards and Integrity Committee

Chair: Michael Mitchell

Deputy Chair: Tijs Broeke

Serial	Role	Member
1	Chair of PAB	Tijs Broeke
2	Deputy Chairman of PAB	Deputy James Thomson
3	Board Member #1	<i>Nick Bensted-Smith (no longer on the Board)</i>
4	Board Member #2	Jason Groves
5	Board Member #3	Michael Mitchell
6	Board Member #4	Deputy Madush Gupta
7	Board Member #5	Vacancy
8	Board Member #6	Vacancy
9	Co-Opted Member #1	Jacqui Webster
10	Co-Opted Member #2	Dr Joanna Abeyie
11	Co-Opted Member #3	Naresh Sonpar
12	External Member #1	Vacancy
13	External Member #2	Vacancy

City of London Police Pensions Board

Serial	Role	Member
1	Chairman	Ray Eaglesmith
2	Deputy Chairman	Deputy Henry Colthurst

Streets and Walkways Sub (Planning and Transportation) Committee

Serial	Member
1	<i>Graham Packham (no longer on the Court)</i>

Digital Services Committee

Serial	Member
1	Deputy Dawn Wright

Homelessness and Rough Sleeping Sub (Community and Children's Services) Committee

Serial	Member
1	Deputy Helen Fentimen

Association of Police and Crime Commissioners

Serial	Member
1	Tijs Broeke

This page is intentionally left blank

City of London Police Authority Board – Public Outstanding References

	4 September – item 6 – Commissioners Update	Deputy Chair enquired about cycle awareness courses that could be offered and potentially commissioned by a third party.	Commissioner	In Progress – the City of London Police are discussing with other police forces to ascertain which third party supplier they use to provide cycling safety courses. An update will be provided to the Police Authority Board on 4 December 2024
	12 February – item 8 – PAB Revenue budget	Members requested further insight into Police Authority projects	PA Director	A paper outlining the priority work for the Police Authority Team in 2025/26 will be circulated ahead of the July Police Authority Board (PAB) meeting, following the election of the PAB Chair.
	12 February – item 17 – Community Engagement strategic plan	Chair requested that the key events organised by City of London Police would be mapped out and communicated to residents and businesses in the City	PA Director	An update will be included in the community engagement report being submitted to the Strategic Planning and Performance Committee on 2 June 2025.
	12 February – item 30 – COLP Property Store	Chair requested further clarity on comms and engagement process, to identify ownership.	PA Director	The City Surveyor's team are leading on this project, including in terms of comms and engagement.

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): City of London Police Authority Board – For Decision	Dated: 14 May 2025
Subject: Recruitment of External Members to the City of London Police Authority Board and it's Sub-Committees	Public report: For Decision
This proposal: a) provides statutory duties b) provides business enabling functions	
Does this proposal require extra revenue and/or capital spending?	No
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:	Ian Thomas, Town Clerk
Report author:	Raquel Pinto, Governance Officer

Summary

This report outlines the process and recommendations for the recruitment to the various external member vacancies to the City of London Police Authority Board and its Sub-Committees.

Following the Court of Common Council elections on the 20 March 2025, a vacancy for an external member has since been made available. Andrew Lentin who was appointed to the City of London Police Authority Board for a four-year term concluding in September 2025, is not eligible to stand for another term, and therefore this will result in an additional external member vacancy.

Members will note that the Sub-Committees have been carrying vacancies for external members for a long period of time, therefore the report requests that the City of London Police Authority Board authorise a joint recruitment advert for both the Police Authority Board vacancies and its Sub-Committees.

Recommendation(s)

Members are asked to:

- a) Authorise the Town Clerk to finalise a role profile and application form for:
 - Two External Members for the City of London Police Authority Board for a four-year term ending in September 2029.
 - One external member on the Economic and Cyber Crime Committee (ECCC) for a four-year term ending in July 2029.
 - Two external members on Strategic Planning & Performance Committee (SPPC) for a four-year term ending in July 2029.
 - One external member on Resource Risk and Estates Committee (RREC) for a four-year term ending in July 2029.
 - Two external members on Professional Standards and Integrity Committee (PSIC) for a four-year term ending in July 2029.
- b) Endorse a panel consisting of the Chairman, Deputy Chairman(s) of Police Authority Board, the relevant Chairs of the Sub-Committees and an appropriate officer of the Corporation to conduct interviews for potential candidates.
- c) Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman(s), to recommend a candidate to the Court of Common Council meeting in September 2025 following interviews for shortlisted candidates for the Police Authority Board.
- d) Note that for the appointments to the various sub-committees, the final appointments will be brought back to the Board for approval in due course.

Main Report

Background

1. Since the City of London Corporation Elections on the 20 March 2025, Melissa Colett, previously an External Member on this Board, has since become a Common Councillor, and has successfully been re-appointed to the Police Authority Board on the 25th April 2025. This has resulted in a vacancy for an External Member to the Board. There are also long-standing sub-committee vacancies which need to be filled.

Current Position

2. The current Position with our External Members following this vacancy is as follows:
 - a) Andrew Lentin was first appointed in September 2017 and subsequently re-appointed in September 2021. As per the Membership Scheme 13 (a) (Appendix 2), external members “shall not— (a) be appointed to serve more than two terms of office”. Therefore, making Mr Lentin not eligible to seek tenure for another term as of September 2025. It is therefore recommended to include this vacancy in the recruitment round.
 - b) Sir Craig Mackey’s term is due to expire in September 2025. Sir Craig Mackey is eligible to be re-appointed for another term, He has expressed an interest to

serve on the Board for a further four years. Members are therefore invited to consider whether it wishes to support the re-appointment of Sir Craig Mackey for a term ending September 2029. The alternative would be to include this vacancy amongst the proposed recruitment campaign and seek alternative candidates. If the proposal for re-appointment is supported, it will be referred for decision to the Court of Common Council alongside the other chosen candidate.

- c) Michael Mitchell was first appointed to the Police Authority Board in September 2022 and whose terms do not lapse until September 2026.
3. The following are the longstanding vacancies for the Board's Sub-committees, all with terms expiring in July 2029:
- One external member on the ECCC
 - Two external members on SPPC
 - One external member on RREC
 - Two external members on PSIC
4. Given the various vacancies, Members are asked to endorse a joint recruitment campaign to fill these vacancies, and authorise the Town Clerk to finalise a role profile and application form.
5. The following recruitment timetable is also proposed should the Board provide its approval to commence the recruitment exercise:
- a) Advert to be published on the City of London Corporation website w/c 19th May 2025. (Members and Officers are invited to share this across their networks to encourage individuals to apply).
 - b) The deadlines for applications will be 15th June 2025.
 - c) Sifting will commence w/c 16th June 2025.
 - d) Interviews to take place in July between 23rd June- 2nd July.
 - e) Final recommendations on candidates to be brought to the Police Authority Board meeting on the 23rd July 2025. For the external Member appointments, approval will for a delegated decision is being proposed for onward approval by the Court of Common Council, as this is required (11th September).

Options

6. **Option 1** – Agree the recommendations to facilitate filling of the various Committee vacancies and to allow for an adequate recruitment campaign to be carried out, to allow for a full Membership to exist from September 2025. **(This is recommended).**
7. **Option 2** – Delay the recommended approach to September. This will allow Members to consider upcoming proposals for a Governance Reform, which will be an item at the next meeting of the Board in July. Members may wish to consider the number of external members in each committee and see if this is appropriate or amend as necessary. This will, however, impact the recruitment timescales as suggested above, which will leave vacancies on the various committees for a longer period of time.

Proposals

8. Members are asked to endorse Option 1 as proposed in the recommendations of the report. This will ensure the board and its sub-committees can effectively carry out its responsibilities and governance. External members bring valuable independent perspectives, enhancing the Board's objectivity and decision-making. Agreeing to the recommendations will maintain high standards of governance within the organisation.

Corporate & Strategic Implications –

Strategic implications – The recommended approach aligns with the corporate plan by ensuring timely recruitment of an external member, maintaining high standards of governance, and enhancing decision-making with independent perspectives.

Financial implications – None.

Resource implications – There are potential resource implications concerning the onboarding and training of a new member.

Legal implications – None.

Risk implications – None.

Equalities implications – The advertisement will be open to all eligible candidates. A panel consisting of the Chairman, Deputy Chairman(s), the Chair(s) of the relevant Committees and an appropriate officer will conduct interviews, ensuring a fair and balanced selection process.

Climate implications – None.

Security implications – None.

Conclusion

9. It is recommended that the Board approves the recommendation(s) as outlined in the report in order to facilitate filling the numerous vacancies in time for September 2025. This will ensure that the Board and its Committees can continue to function effectively and maintain its full complement of members, thereby supporting its ability to fulfil its responsibilities and make informed decisions.

Raquel Pinto

Governance Officer, Town Clerk's Department

E: Raquel.Pinto@cityoflondon.gov.uk

Committee(s): Police Authority Board	Dated: May 2025
Subject: Chair's Update	Public
Report of: Tijs Broeke	For Information

New City of London Policing Plan 2025-28

The Court of Common Council's new Policing Plan for the City was published on 2 April 2025. It sets out the priorities for the City Police for the next three years, reflecting its local and national responsibilities. The overall vision is for the City of London Police to be a trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime.

The Plan is one of continuity and change. The operational priorities of the City Police remain unchanged: keeping people in the City safe and feeling safe; putting victims at the heart of everything the police does; and improving the national response to fraud, economic and cyber crime. But the Plan sets out ambitious objectives for the City Police itself – to become one of the most inclusive and trusted police services in the country; to be an employer of choice; and to become more productive.

The City having its own dedicated police service remains a real USP for the Square Mile. The City Police plays a key role in achieving the City of London Corporation's Corporate Plan outcomes of Diverse Engaged Communities, Dynamic Economic Growth and ensuring the Square Mile is a Vibrant and Thriving Destination. The new Policing Plan will be central to the Police Authority Board's support and scrutiny role – to ensure that the City, and the nation, receive the best possible service from the City Police.

I am grateful to Members who contributed thoughts, and to the constructive engagement which took place with the City Police on the development of the new Plan.

External engagement

The Policy Authority has continued with its programme of engagement supporting the City of London Police's (COLP) national responsibilities. In February, the Deputy Chair joined the Deputy Commissioner in welcoming the Solicitor General, Lucy Rigby KC MP, to COLP to learn about its key roles tackling fraud and economic crime. Her office produced a [summary video](#) highlighting her visit and the critical work undertaken by COLP.

In March, at the request of the Home Office, the Police Authority Team organised a Retail Fraud Roundtable with representatives from across the industry and law enforcement to feed into the development of the Government's next Fraud Strategy. Later that month I also opened the launch of the Financial Action Taskforce's report on Illicit Finance and tackling Child Sexual Exploitation (CSE), which summarised

the pioneering work undertaken between Australia and UK to use intelligence on illicit finance flows to pursue criminal networks at the heart of established CSE rings. Emma Reynolds MP, Economic Secretary to the Treasury, was the keynote speaker for the event.

In April, the Commissioner and I hosted the Home Office Security Minister, Dan Jarvis MP, as he was briefed on the latest developments on crypto seizures, progress on the replacement for Action Fraud and protective security in the City. The City also hosted Baroness Hodge, the Prime Minister's Anti-Corruption Champion, at the end of April to learn more about the Domestic Corruption Pilot that the COLP is running to improve the intelligence picture of bribery and corruption in the UK and explore what an improved policing response should look like.

Public launch of City Victims Strategy

The City's first victims strategy, produced jointly by the City Police and Police Authority team, was publicly released on 14 February (available [here](#)). The strategy was launched internally in December 2024 and delivery is well underway, regular reporting on progress will commence from the September committee round onward. Delivering this strategy is now one of the key components of the 2025-28 Policing Plan priority to "*put victims at the heart of all we do*".

Annual re-fresh of Serious Violence Duty strategy

The Police Authority will shortly be publishing an 'annual refresh' of the City's 2024 Serious Violence Duty strategy, as required by legislation. This updates the analysis on serious violence in the City and sets out additional 'partnership' measures to address it - the strategy is owned by the Safer City Partnership, with the Policing Plan containing separate 'policing only' measures on serious violence. As for the initial strategy, the Crime and Disorder Scrutiny Committee will scrutinise implementation and will receive a report on the new strategy at its next meeting on 29 May.

Please contact Charles.smart@cityoflondon.gov.uk if you wish to receive a link to the strategy when published.

Hotspot response grant funding in 2025/26

As in 2024/25, the City of London will receive £1 million additional grant funding this year from the Home Office to deliver hotspot policing initiatives targeting serious violence and anti-social behaviour. The City has proposed to move to a 'problem-oriented' approach targeting violence in the night-time economy, sexual offending, rough-sleeping-and-begging-related ASB, robbery of personal property, and retail-related ASB and robbery. Initiatives will focus on top violence and ASB hotspots in wards of Bishopsgate, Tower, Castle Baynard, Farringdon Within, Portsoken, Bread, and Cheap. If agreed by the Home Office, this new approach will commence from July. Progress updates will form part of local policing reporting to SPPC.

Committee(s): Police Authority Board	Dated: 14 May 2025
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: Peter O'Doherty, T/Commissioner	

Summary

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

Recommendation(s)

Members are asked to note the report.

Police Authority Board – Commissioner’s Update –

Local Operations and Security

CoLP New Policing Plan 2025- 2028 – Going the extra mile

CoLP are pleased to introduce our new policing plan for the next three years, which has evolved and was developed by listening to our staff, our communities and our partners. The Commissioner Pete O’Doherty has stated the plan will guide our work across the entire organisation over the next three years and help us achieve our new vision, which is to be *‘a trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime’*.

CoLP launches new initiatives to tackle phone snatching as part of new policing plan

The new CoLP three-year policing plan details our determination and commitment to protecting the public from theft, by pursuing and disrupting Organised Crime Groups who are involved in phone snatching in the city which remains a priority. An innovative approach to tackle theft, has seen CoLP working in partnership with the City of London Corporation to introduce an iconic blue circular paint design on pavements across the Square Mile where phones have been snatched by criminals. This is to raise awareness and prevention by encouraging the public to look up and look out for phone snatchers.

Change to Home Office Counting Rules (HOCR) for Theft and Robbery

As of 1st April 2025, there is a change in the way that retail thefts involving violence are recorded. All crimes where an offender has stolen from a shop and used or threatened violence against a shop worker, security guard, or any other person in order to escape the premises with the property will be routinely recorded as Robbery. Although it’s acknowledged that with this change to the HO Counting rules we may see an increase in recorded Robberies, it is hoped this will lead to a more consistent recording process and improved identification of violence in retail crime.

Supreme Court Ruling on Gender

This judgement was a landmark ruling and will affect domestic legislation. Following this ruling NPCC Diversity, Equality & Inclusion Coordination Committee initial guidance has been received and discussed, (we await the full guidance). The Network Chairs, Professionalism and Trust, along with Corporate Communications have met and discussed the impact on our staff and the public and identified urgent actions arising both internally and externally. This will be an agenda item at the next ED&I board to reaffirm our EDI commitment to making CoLP one of the most inclusive and diverse force in the country

National Business Crime Centre (NBCC) wins the UK Police Service of the Year at an event in London hosted by the Public Sector Transformation Awards.

CoLP are committed to working with business and our partners to keep those who live, visit and work in the city safe. Through innovation and influence the National Business Crime Centre (NBCC) has worked with business in the city, other police forces and retailers throughout the country to tackle retail crime through the coordination of national campaigns of action. Through the month of action in March 2024, and the National Week of Action in October, there were 1100 Safer Business Action Days across England, Wales and Northern Ireland involving over 6350 police officers and staff who effected over 1200 arrests. Safer Business Action Days are a partnership initiative that deliver a targeted response to tackle retail crime and ASB in our town and high streets.

Prolific shoplifter jailed and given five-year ban

Excellent work from the Proactive Acquisitive Crime Team (PACT) has resulted in a prolific shoplifter targeting the City of London, being sentenced to 10 weeks imprisonment for 5 counts of theft and receiving a Criminal Behaviour Order (CBO) banning him from entering the Square Mile for five years.

Organised Crime Group (OCG) ringleader sentenced to 15 years imprisonment

The Serious Organised Crime Team (SOCT) are dedicated to bringing criminals to justice and keeping people in the city safe. Their brilliant work targeting members of an OCG supplying Class A drugs in the city, has resulted in the ringleader being convicted of conspiracy to supply drugs and possession of a prohibited firearm without a license. He was sentenced to 15 years imprisonment and received a Serious Crime Prevention Order, which places conditions on him after his release. The members of the OCG were sentenced to a total of 33 years imprisonment

with a further two suspects due to be sentenced at a later date. The positive actions of SOCT have led to the Organised Crime Group being dismantled with firearms and drugs worth more than £45,000 seized.

Cycle Team

The Cycle team continue to support the forces response to cycle theft (Op Kirk) and phone snatching (Op Niven). They play a fundamental role in tackling Anti-Social Behaviour and promoting road safety in the city through Op Lewis concentrating on protecting vulnerable road users and seizing illegal e-bikes as part of their 3 E (Engage, Educate and Enforce) approach. The team were recently joined on patrol by the BBC and ITV who both provided coverage of their excellent work, their statistics for March to 7th April include;

15 arrests

252 Traffic offence reports

15 E-bikes seized.

Mounted Branch and Dog Section Pass Out and Naming Ceremony

CoLP recently hosted a pass out and naming ceremony at Wellington Barracks celebrating the success of the Dog Section officers who passed their drugs, cash and explosive detection courses, along with two Mounted Branch reserve officers successfully completing their training. The event attended by Deputy Commissioner Paul Betts, James Thompson CBE (Deputy PAB Chair), Master Loriner Nick Bensted-Smith and Deputy Henry Pollard, also witnessed the naming of Police Horse Negus in memory of former CoLP officer Kim Negus who sadly passed away last year.

Peter O'Doherty
Commissioner
City of London Police

This page is intentionally left blank

Committee(s): Police Authority Board – For information and discussion	Dated: 14 May 2025
Subject: Draft City of London Police Annual Report 2024-25	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Corporate Plan outcomes: Diverse engaged communities, Dynamic economic growth, Vibrant thriving destination and Flourishing public spaces. Statutory duties: The Police Act 1996 requires for an Annual Report to be produced to review performance of the Policing Plan.
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 the City of London Police	For information and discussion
Report author: Erica Doran, Head of Strategy & Planning	

Summary

The draft Annual Report, representing the achievement of the City of London Police for the past financial year, is submitted to the Board for information and discussion. The report contains information on crime, financial and staff statistics, as well as a summary of performance and highlights within the year.

It is requested that any comments from Members on the draft report be sent via the Police Authority Team, to the Head of Strategy & Planning erica.doran@cityoflondon.police.uk by Wednesday 28th May 2025.

The Medium-Term Financial Plan and the performance outturns for 2024/25 will be included within the annual report in the final version.

Recommendations

Members are asked to:

- Review the draft Annual Report 2024-25 and provide any comments to the Head of Strategy & Planning, via the Police Authority Team by the 28th May 2025.
- Note that a final version of this report will be submitted to the Police Authority Board on 23rd July 2025 for approval before its onward submission to the Court of Common Council in September.

Main Report

Background

1. The Annual Report serves as the vehicle for the Commissioner of Police to reflect upon what has been achieved in the past financial year and to report on crime, resources and financial statistics. It will be officially published after it has been finalised and presented to the Court of Common Council in September 2025.

Current Position

2. It should be noted that the Annual Report measures against the last Policing Plan 2022-25.
3. As you will see, the Annual Report is in-keeping with the approach adopted in recent years and is a short, compact document. The report takes a high-level overview of what was achieved against the previous year's priorities and in doing so, it is hoped the report replicates how the force is dedicating resource towards the force priorities. This slimmed down and high-level approach is also in keeping with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) request that our communications illustrate 'you said – we did'.
4. Members may also recall that 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's website. This has meant that this year's report has again been produced in-house at no additional cost.
5. Strategy and Planning are working through comments received on this draft already from the CoLP Chief Officer Team.
6. The Medium-Term Financial Plan is still being worked on and will be included in the final version of the plan.
7. Performance data is still being validated and analysed and will also be included in the final version of the plan, along with national crime statistics to provide comparison.
8. Following an initial discussion on the Annual Report and any specific feedback submitted to the Head of Strategy and Planning via the Police Authority Team outside of the meeting, the Police Authority Board will be asked to approve the final version of this Annual Report at its meeting on 23rd July 2025 before its onward submission to the Court of Common Council in September.

Corporate & Strategic Implications

9. Strategic implications – The Annual Report details performance and highlights against the Policing Plan 2022-25 for the year 2024-25.

10. Financial implications – The Medium-Term Financial Plan will be included in the final version of the Annual Report.
11. Resource implications – The Annual Report shows the high level break down of resources of staff and officers within each section.
12. Legal implications – none.
13. Risk implications – none.
14. Equalities implications – none.
15. Climate implications – The decision to not print copies of the annual report has a positive environmental impact.
16. Security implications – None.

Conclusion

17. The Annual Report is a corporate document which provides a high-level record of the Force's achievements in the preceding financial year in an easily accessible and engaging format.

Appendices

- Appendix 1 –Draft Annual Report 2024-25

Erica Doran

Head of Strategy & Planning

E: erica.doran@cityoflondon.police.uk

This page is intentionally left blank

City of London Police

Policing Plan

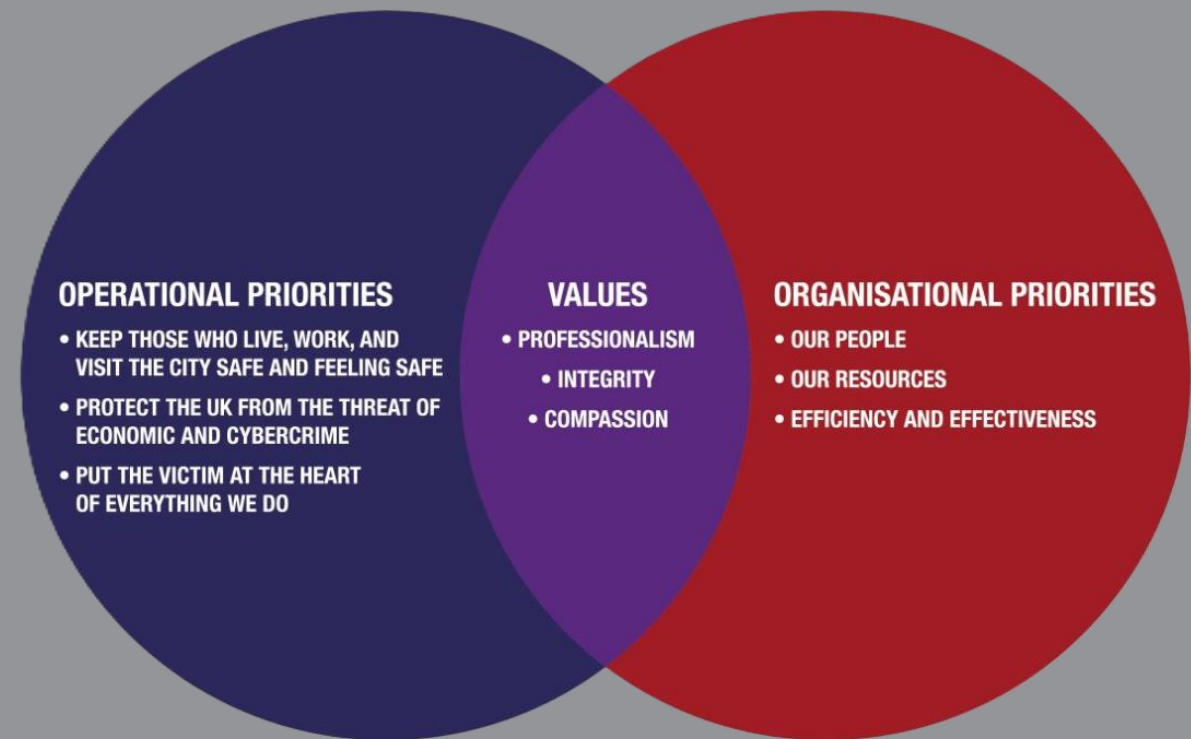
Annual Report 2024-25

Page 79

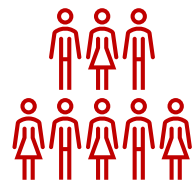
Contents

Our Policing Plan	3
Headline achievements - Policing Plan 2022-25	4
Commissioner’s Foreword	6
Chair’s Foreword	8
Operational Priorities	10
Organisational Priorities	18
Strategic Policing Requirement	24
Crime Statistics	26
Policing Plan Performance Overview	30
Our Resources	35
Our Finances	36
Chief Officer Team	38
Police Authority Board	39

Our Policing Plan 2022-25

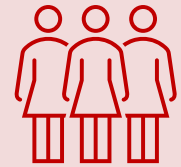


Headline achievements - Policing Plan 2022-25



We hit our uplift target for 2024/25 with **1000** police officers at 31/03/2025.

We launched a local **violence against women and girls’ plan** to ensure we are making our spaces safer and relentlessly pursuing offenders.



We published a Victims Strategy in collaboration with the City of London Corporation to further embed our work to put victims at the heart of everything we do.



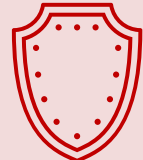
We **launched our cycle team** within the City of London in response to public feedback. The team provides high-visibility engagement, education, and enforcement across the City of London's road network



We introduced **routine screening of detainees for ADHD** when in custody to provide support and early intervention to prevent reoffending.



We have achieved **Silver standard** with Inclusive Employers: the highest award achieved by any police force in the country (Sept 2024).



Action Fraud launched a national campaign to raise awareness of fraud and to provide preventive advice. The **12 types of fraud** featured in this year’s Christmas campaign resulted in victims losing a combined total of £224 million during the 2023 festive period.

The City of London Police are amongst the best police forces in the country for positive outcomes. For crimes reported between April 2023 and March 2024 the current outcome proportions are 18.5%.



Launched a new private sector partnership to identify cryptocurrency-related threats. Analysis over a three-month period as identified cryptoasset seizure opportunities with a value in-excess of £50 million.



Commissioner's Foreword



It is with great pleasure to present this annual report which sets out our progress against our Policing Plan 2024/25 annual refresh.

Since our last update, we have remained committed to upholding the safety of our communities and putting the victim at the heart of all we do. Alongside the City of London Corporation, we published our first joint Victims' Strategy, to improve services and outcomes for victims of crime in the Square Mile. This strategy will continue to underpin our priority to put the victim at the heart of our work in the City, and beyond with our national role. Our National Economic Crime Victim Care Unit (NECVCU) has worked tirelessly to provide victims of fraud and cyber-crime a national standard of care and support. As of October 2024, the team have supported over half a million victims across the UK.

We have the highest outcome rates in the country at 21.7% compared to a national average of 11% and consistently deliver some of the quickest incident response times in the UK to our public.

Our teams have been hard at work to keep those who live, work and visit the City safe and feeling safe. With cycling issues being prevalent within our communities. In 2024 we released our new Neighbourhood Policing Strategy with aims to prevent, protect, provide a flow of community intelligence, and promote a culture of trust and confidence. Alongside this strategy, we have kickstarted our engagement plan, through recurring crime webinars and community cluster panels with residents and workers. Our Cycle Team have been patrolling the Square Mile throughout the last year, with; 3211 hours of deployment, 98 arrests being made, 1976 traffic offence reports, and 310 e-bike seizures being just a few figures that display our commitment to road and cycle safety. As part of our engagement plan, we have successfully hosted bicycle and phone marking events, to prevent theft. April 2025 saw the launch of our new and innovative Phone Snatching initiative, which has received significant media interest, with City of London streets marked with blue plaques, raising the public awareness around this issue. Various operations such as Operation

Reframe and Tinsel have also been in effect over the past year. Reframe aimed at educating the public and licensed premises about the offences of sexual touching to crack down on Violence Against Women and Girls, and Tinsel focusing on prevention and response to crime including theft and violence during the Christmas period.

As we continue to lead the way responding to and preventing fraud, economic, and cyber crimes, we have undertaken a range of initiatives to protect the UK from these emerging threats. Operation Henhouse III, in partnership with the National Crime Agency (NCA) was called into play to intensify our investigation into fraud. Henhouse III resulted in 440 arrests, and seizures worth £19 million, now entering its fourth year, we have seen a 52% increase in arrests compared to the previous year. The City of London Police is proud to be leading the Domestic Corruption Unit pilot for England and Wales in partnership with the Joint Anti-Corruption Unit. This pilot has been to identify the challenges the UK faces from corruption and design a whole system approach to address them. 2024 saw the national roll out of a new Fraud and Economic Crime App. The App aims to upskill police personnel and respond to fraud-related offences, ultimately providing victims with a consistent and competent response, no matter where they are in the UK. The replacement system for Action Fraud (FCCRAS) progressed rapidly during 2024 with implementation of parts of the new system. The new system will deliver a more streamlined journey for victims, and a significantly increase capability to identify and pursue offenders.

The proactive economic crime teams (PECT's) have now been fully embedded in all regions delivering the consistent and coordinated response to fraud and economic crime. This year saw significant national operations targeting cross border criminal involved across a whole spectrum of fraud and cyber enabled offences. Just recently, we hosted the Serious Organised Crime Economic Exchange (SOCEX), the largest law enforcement conference focusing on financial crime. Our work has been supported by the new Labour Government, who we are now in collaboration with to crack down on illicit finance and organised immigration crime, a partnership marked by Sir Keir Starmer's visit to our HQ earlier in the year.

I am proud to lead the fantastic team here at the City of London Police and look forward to continuously working with our growing communities to deliver policing that is modern, engaging, and professional.

Pete O'Doherty
Commissioner, City of London Police

Chair's Foreword



Last year – my first as Chair of the City of London Police Authority Board – has highlighted the unique challenges of policing the Square Mile and the breadth of the City of London Police’s national work and contributions beyond the City.

Locally, the City Police has successfully handled major events including the annual Lord Mayor’s Show, an increase in high-profile protests, and the ongoing growth in worker and visitor numbers in the Square Mile. It has expanded its visible presence on the City’s streets, including through new hotspot policing initiatives targeting violence and anti-social behaviour, while continuing to deliver

community-oriented neighbourhood policing and specialist counter-terror work.

In addition, recorded anti-social behaviour has continued to fall, the City has maintained the lowest rates of serious violence in the capital, and delivered positive outcome rates well above the national average. This underlines the vital contribution the City Police makes to ensuring the Square Mile is a safe, secure, and dynamic location.

In its national policing roles, the City Police has – among many other successes – expanded the National Fraud Squad, continued the development of its next-generation fraud and cyber crime reporting service to replace Action Fraud, begun piloting a new Domestic Corruption Unit, and widened the reach and engagement of the Cyber Griffin programme protecting businesses from cyber-crime.

At a time when national government is highlighting the growing importance of economic security, the City Police is demonstrating the importance of an effective response on fraud, economic and cyber-crime to national economic security and growth.

Last year saw the publication of two important strategies on victims and on equity, diversity, and inclusion (EDI). Their respective ambitions – to improve victims services and outcomes and to become one of the most inclusive and trusted police services in the country – are mutually-reinforcing and their successful delivery will be key priorities for myself and colleagues on the Police Authority Board.

The City Police also grew last year, with a bigger budget and more officers and staff. As we now look ahead to implementation of the new Policing Plan over the next three years, the Board and I will also be focussing on the use of these new resources – making sure they are being used efficiently and effectively to deliver Policing Plan priorities.

Lastly, I am extremely pleased that Pete O’Doherty has been confirmed as Commissioner of the City of London Police. I look forward to working closely with him and his chief officer team to build on the successes of 2024/25, ensuring that the Square Mile remains one of the safest business district in the world and protecting our nation’s economic security.

Tijs Broeke
Chair, City of London Police Authority Board

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			
 Reducing neighbourhood crime and harm	 Protecting the City from terrorism	 Tackling anti-social behaviour and reducing violent crime	 Tackling serious and organised crime
Protect the UK from the threat of economic and cyber crime			
<div>Page 84</div>  Working with businesses and communities to protect themselves from economic and	 Improving the police response to economic and cyber crime	 Targeting fraud offenders and bringing them to justice	 Disrupting criminal money flows and seizing proceeds of crime
Put the victim at the heart of everything we do			
 Delivering an improved criminal justice service	 Helping victims who report to Action Fraud recover their money	 Safeguarding and supporting vulnerable people	 Improving national fraud & cyber crime reporting services

Keep those who live, work and visit the City safe and feeling safe			
We have seen a 50% increase in the number of dedicated ward officers.	Deployed Project Servator teams 1075 times to protect the City from the threat of terrorism.	Deployed Operation Reframe on 9 occasions, leading to 1058 licensed premises checks focusing on protecting women and girls in the City at night.	We have seen a 24% increase in disruptions of Organised Crime Group activity across 2024/25 compared to 2023/24.
Protect the UK from the threat of economic and cyber crime			
Within the last financial year, we held 82 academy courses for 998 delegates.	Visited all 9 police regions to support and share good practice with fraud and economic crime teams, and launched a new National Performance Framework.	Co-ordinated the delivery of operational National Fraud Squad resources nationally and in every region in the UK.	The National Strategic Economic Crime Briefing was hosted by CoLP in October at the Barbican, with around 190 attendees from police forces, regional crime units, NCA, NPCC, CPS and NECC.
Put the victim at the heart of everything we do			
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.	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	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 financial year 2025/26.	National Economic Crime Victim Care Unit has engaged with and supported 66,509 victims of fraud and cyber crime in the past 12 months.

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

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

CYCLE TEAM

Prior to Covid we were seeing a rise in those cycling to work, especially on the hire cycles and a rise in EAPC's (Electronically Assisted Pedal Cycles).

Op Lewis was created due to cycling anti-social behaviour being the biggest complaint from our community. When members of the public see the team deploying by busy crossings or junctions we are always thanked for our efforts, which shows it is something that is important to them. Since their set up (up to February 2025) they have a total of 321 hours deployment, with 98 arrests, 1976 traffic offence reports and 310 e-bike seizures.

OPERATION REFRAME

'Don't cross the line campaign' focused on educating the public and licensed premises about the offences of sexual touching. 44 licensed premises were visited promoting 'don't cross the line' and the risk of drink spiking. A number were tested on the 'Ask for Angela' response which was positive and reinforced CoLP's commitment, alongside licensed premises, to make the City a safe place to work, socialise and visit. Nine operations have been carried out of the last

12 year.

EVERY CRIME REVIEWED

City of London Police review every crime no matter it's reporting method which increases the chances of a successful outcome. There has been continued investment in our core criminal investigation and public protection teams, to continue to improve our investigative response and providing the very best service to victims of crime. This level of investment has been matched within our Volume Crime Unit.

PROJECT SERVATOR

2024 marked 10 years since the launch of the revolutionary Project Servator in the City. This aims to disrupt a range of criminality, including terrorism, whilst providing a reassuring presence for our communities. Developed in partnership with the National Protective Security Authority, the City of London Police was the first UK police force to implement this style of police deployments in 2014.

To celebrate this milestone, our National Disruptive Effects Unit (NDEU) hosted an event at the ExCeL London supported by Commissioner Pete O'Doherty, Deputy Head of Counter Terrorism Policing Jon Savell, and the Deputy Director General of MI5.

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

Attended by representatives from 27 police forces and government partners, it showcased the growth of Project Servator and recognised the efforts of officers who have contributed to its success over the last decade.

COUNTY LINES INTENSIFICATION WEEK

The City of London Police continues the proactive disruption, dismantling and pursuit of Serious and Organised crime and those involved in Class A drug supply within the city. December saw the County Lines Intensification week in a bid to remove drugs from our streets and to support children and vulnerable adults at risk of exploitation.

INCREASED CAPACITY IN NEIGHBOURHOOD POLICING

With the 23% increase in Police Officer roles over the last three years, we have used these to invest in our neighbourhood policing capacity. There has been the creation of a cycle team and 14 additional posts resulting in a 50% increase in Dedicated Wards Officer constable roles. These roles are targeted at high visibility policing engaging directly with our communities and visitors to the City, with a key role in crime prevention.

CLUSTER MEETINGS

We continue to deliver Community Engagement Meetings (Cluster Panels) bi-annually. These meetings, attended by Dedicated Ward Officers (DWOs) are an opportunity for our communities to sit down and have a conversation with officers.

HOTSPOT POLICING

Over the last year hotspot policing has been trailed across the City of London. The initiative primary aim is crime prevention. Hotspots have been identified through data analysis and intelligence gathering with the goal is to deter crime by increasing police presence, improving problem-solving, and addressing the underlying factors contributing to crime in these areas.

In total the City Police with partners have delivered 11,854 hours of policing activity for 24/25, with January - March the highest recorded months since the programme began. A full evaluation of the impact of hotspot policing is currently underway ensuring the City of London Police are using an evidence led approach and 'what works' in prevention activity and resource allocation.

Protect the UK from the threat of economic and cyber crime

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

Throughout 2024, The City of London Police continued to lead and co-ordinate the policing response to fraud, economic and cyber crime.

As the national policing lead, we proactively engage with decision makers at the highest levels. This year the formation of a new Labour Government has provided us with the opportunity to engage with a new ministerial team who are committed to fighting fraud, economic and cyber crime. We were very proud to **welcome the Prime Minister** in the first week of 2025 and tell him about all the amazing work being undertaken by teams across the country.



CITY OF LONDON POLICE HOSTS SERIOUS AND ORGANISED CRIME EXCHANGE

The Serious and Organised Crime Exchange (SOCEX) conference, which is held to enhance the UK's response to fraud, economic and cyber-crime, took place in November and was opened by the City of London Police's Deputy Commissioner Nik Adams. SOCEX brings together over 400 operational law enforcement professionals and government and industry representatives.

Attendees heard from influential speakers and attended workshops on key issues and emerging trends in the world of economic crime including fraud, money laundering and asset recovery. This will help them to better support victims, proactively pursue offenders, protect people and businesses and improve joint working across agencies.

SOCEX took place during International Fraud Awareness Week, highlighting the importance of the role of law enforcement agencies and the private sector sharing expertise and resources to tackle the threat posed by fraud.

CELEBRATING OUR NATIONAL LEAD FORCE THIS INTERNATIONAL FRAUD AWARENESS WEEK

International Fraud Awareness Week took place between 17 and 23 November, where we celebrated the hard work that our National Lead Force (NLF) do to tackle fraud nationally and globally. As well as our national achievements; this year our NLF team have also provided a global response to fraud by working with global partners. **Examples of our international work include:**

- Joint working with German Law Enforcement into a courier fraud investigation.
- Providing assistance to the Polish embassy following a report of payment diversion fraud.
- Supporting the USA Manhattan District Attorney's Office with investigations.
- Joining a panel discussion at Interpol's International Law Enforcement Intellectual Property Crime Conference.

Protect the UK from the threat of economic and cyber crime

OPERATION HENHOUSE III

In 2024, The City of London Police and the National Crime Agency (NCA) led a nationwide intensification police operation, Operation Henhouse III, to investigate fraud which resulted in 440 arrests, 211 interviews and assets and seizures worth £19 million.

Op Henhouse, now in its fourth year, has demonstrated remarkable progress, marking a 52 per cent increase in arrests compared to the previous year.

City of London Police officers executed 9 warrants, made 39 arrests, and conducted 18 voluntary interviews. Notably, a significant operation led by the Fraud Operations team targeted investment fraud, resulting in multiple warrants executed across London and Kent.

DEDICATED CARD AND PAYMENT CRIME UNIT (DCPCU)

The DCPCU is a joint unit between UK Finance, City of London Police and the Metropolitan Police Service. The team remains highly active in pursuing the most harmful fraudsters impacting financial institutions and associated partners.

In 2024 the unit has had an increase of 41% in the number of people that have been charged with offences and a 17% increase in the number of convictions obtained compared to 2023.

Using powers under the Proceeds of Crime Act 2002 the unit has confiscated/forfeited over £2.3m which strips the fraudsters of the benefits of their criminality. Most of this money has been paid back as compensation



PRIVATE SECTOR PARTNERSHIP TO IDENTIFY CRYPTOCURRENCY-RELATED THREATS:

The NPCC has developed a private sector collaboration model, where blockchain analytics companies provide dedicated support to identify subjects who use cryptocurrency to enable their offending. The cost of developing this extensive capability across UK Policing was enabled via successful bids made to the Home Office ARIS team. Results achieved via this approach over an initial 3-month period include the identification of multiple subjects across various SOC threat areas, and cryptoasset seizure opportunities with a value in-excess of £50 million.

The approach taken by the NPCC represents a transformative approach to the utilisation of technology to identify high-risk SOC subjects across UK Policing.

Put the victim at the heart of everything we do

We will constantly improve the victim experience, from first contact to the end of judicial process, focusing on positive outcomes for victims and bringing more offenders to justice. For appropriate offences, this will include application of a national framework with the aim to reduce re-offending through diversionary activities.

VICTIMS STRATEGY

We have developed our first joint three-year Victims Strategy with City of London Corporation. It sets out how together we will care for people who fall victim to crime in the City of London and beyond, in our role as National Lead Force.

Our joint Victims Strategy was agreed by the Police Authority Board in September 2024.

Our Victims Strategy is aligned to:

- Our Policing Plan priority to ‘put the victim at the heart of everything we do’;
- Requirements under the new Victims and Prisoners Act 2024; and
- The need to improve public confidence and trust in policing.

REDUCING VIOLENCE AGAINST WOMEN AND GIRLS (VAWG)

Targeted operations are ongoing to tackle Violence Against Women and Girls offences, and these involve multi-agency working with partners.

Op Reframe has also continued providing a reassuring high visibility presence amongst the nighttime economy aligned to licensing and partnership activity. Officers ran safety and crime prevention initiatives into the New Year, including

16Ask for Angela’

testing at licenced premises, drink spiking workshops and sampling, and initiatives aimed at getting people home safely.

Safe havens were available across the City as part of the response, particularly to support women during night-time economy hours.

Op Makesafe continues to be delivered across the square mile. This is to assist in addressing the issue of child sexual exploitation and working across the partnership to reduce opportunities for offending and supporting partners in identifying the signs of CSE. Q4 will also explore similar opportunities within the hotel industry across other areas of vulnerability linked to VAWG such as domestic abuse and other sexual offending.

Q4 saw a focus on Right to Ask and Right to Know and driving awareness across both the opportunities within CoLP and across relevant partnerships. This will ensure that victims are well supported and informed to enhance greater opportunities for safeguarding and reduce repeat offending.



Put the victim at the heart of everything we do

THE NATIONAL ECONOMIC CRIME VICTIM CARE UNIT (NECVCU)

The National Economic Crime Victim Care Unit (NECVCU) is a focussed and targeted service providing victims of fraud and cyber-crime, a national standard of care and support, by working with forces at a local level to deliver a better service to victims. The aim of NECVCU is for victims to feel safer and more confident following contact, whilst assisting them to cope and recover from the crime and to significantly reduce the likelihood of repeat victimisation.

As of October 2024, we have supported a total of 555,841 victims. From January to November 2024, we have supported 300 victims recover £4,937,442.58. . The NECVCU provides this service through trained and experienced advocates who contact victims and provide them with advice, guidance and support as well as signposting them to relevant local agencies.

HEFORSHE ARTICLE PUBLISHED BY UNITED NATIONS – VIOLENCE AGAINST WOMAN AND GIRLS (VAWG)

A priority focus remains the concerted efforts to maintain public trust and confidence in minimising violence against women and girls in the City, driven through the “Op Reframe” initiative. The City of London Police recently presented the Op Reframe initiative at the National HeforShe conference as part of our commitment to challenging and transforming discriminatory attitudes and behaviours to promote gender equality.

Their excellent work was also recognised by the United Nations who published details of the Op Reframe operation in the annual “HeforShe Impact Report.”



OPERATION SOTERIA

Operation Soteria is the national programme to transform how all of us in policing respond to rape and other serious sexual offences (RASSO). Op Soteria has already delivered training opportunities, updated processes, and policy alterations to improve our response to victims of RASSO. The six focal pillars of Soteria for creating and landing the NOM are:

- suspect-focused investigations.
- targeting and disrupting repeat suspects.
- supporting victims by using a procedural justice approach;
- improving investigators’ knowledge, learning and well-being;
- using data and analysis effectively; and
- Improving investigations through effective use of digital forensics.

As a result of the City’s commitment to this work we already have some of the best outcome rates in the country.

Organisational Priorities

Our People			
<div>Commitment to equity and belonging</div> <div></div>	<div>Independent Advisory and Scrutiny</div> <div></div>	<div>An organisation that learns from experience and constantly strives to improve</div> <div></div>	<div>An engaged, agile and flexible workforce</div> <div></div>
Our Resources			
<div>Investment in technology and equipment</div> <div></div>	<div>Use of data to inform decision making</div> <div></div>	<div>Investment in Estates</div> <div></div>	<div>Victim care at the heart of everything we do</div> <div></div>
Efficiency and Effectiveness			
<div>Funding</div> <div></div>	<div>Inspection, audit and continuous improvement</div> <div></div>	<div>Productivity</div> <div></div>	<div>Value for Money</div> <div></div>

Page 88

Our People

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

LONG SERVICE AND COMMENDATION CEREMONY/FORCE AWARDS GALA

As our continued commitment to recognising exceptional performance of our staff and officers, the City of London Police held a number of events this year to recognise exemplary performance including long service awards, colleagues who have performed beyond their role and experience, acts of bravery and lifesaving efforts.

IMPROVED WORKFORCE REPRESENTATION

Police Officer representation has improved overall with an increase in female representation from 24.3% in March 2021 to 26% in March 2025. Police Officer ethnic minority representation has increased from 7.8% in March 2021 to 10.3% in March 2024.



LAUNCH OF OUR NEW EQUITY, DIVERSITY AND INCLUSIVITY (EDI) STRATEGY

We are committed to our ambition to become one of the most inclusive and trusted police services in the UK, the launch of our new EDI Strategy cemented this message to over 100 guests at our event in July last year. Our Professionalism and Trust Team have since created an ambitious programme of activity across the '4P' areas spread across the next 3 years:-

- **Our People**
- **Our Policies and Processes**
- **Our Public**
- **Our Partners**

Our Year 1 focus on our Evaluation and Engagement Strategies will enable us to better measure the impact of our activities across these areas.

COLP AWARDED "SILVER" BY INCLUSIVE EMPLOYERS

The City of London Police pride ourselves in being an Inclusive employer. This excellent work has seen COLP being awarded Silver on the Inclusive Employers Standard (IES) which is an evidence-based accreditation used by over 450 organisations in the UK to help facilitate excellence in this area.

Our People

To gain this accreditation required a detailed overview of all activities in line with six pillars (Engage, Equip, Empower, Embed, Evaluate, Evolve) of the inclusion framework.

This achievement highlights to our people and our partners that inclusion is integral to our organisation and that we fully understand the business case for EDI.

JUNIOR CADETS LAUNCHED

The City of London police are dedicated to engaging with young people and identifying and training our police recruits for the future. September saw the launch of the Junior Police Cadets for 15 young students aged 13-15 yrs old at St Pauls Cathedral school who were randomly selected by the school from over 100 applications. They will undertake a 4-grade programme, aimed at promoting new skills, good citizenship and activities based around policing as well as other standard training such as basic first aid.



GOLDEN RECOGNITION FOR THE CITY OF LONDON POLICE FROM THE MINISTRY OF DEFENCE (MOD)

The City of London Police continues to work closely with strategic partners, other law enforcement bodies and the Armed Forces to support their communities. We have been awarded the Gold Employer Recognition Scheme by the Ministry of Defence (MoD) for our support and commitment to the Armed Forces community.

STRATEGIC WORKFORCE PLAN

A new three-year Strategic Workforce Plan for the City of London Police was approved in January 2025. This strategic plan was developed in line with the business planning process and used the information and data highlighted by the Force Management Statement for the future demand profile to ensure the organisation has the right people with the right skills at the right time to meet future demand and achieve the strategic priorities and goals set out in the Policing Plan. The plan sets out a clear approach on how we will ensure we attract, develop, and retain the skills and talent over the medium and long term, along with improving employee skills and performance. The plan is aligned to the force Equality, Diversity and Inclusion Strategy, and the National Talent Delivery Strategy and the NPCC Race Equality Plan.

Our Resources

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

NEW DEVICE ROLLOUT

CoLP IT is replacing Microsoft Surface devices with the latest HP EliteBook laptops. The rollout started in February 2025 and is being phased through directorates from February to June. The refresh represents a significant investment in our workforce and the quality of equipment we have.

The new HP laptops are significantly more powerful and robust devices. Upgrading to Windows 11, they will enable reliable access to all our core Microsoft and force applications. Our new laptops are fit for current and future needs.



AUTO REDACTION SOFTWARE ROLL OUT

In July 2024, the pilot rollout of auto redaction software began in force within our National Lead Force, testing its effectiveness and success with some of the most complex case files required for submission to the Crown Prosecution Service.

Following its success, a further iterative rollout across the Force began, enabling our officers and staff to quickly and accurately redact documents in the course of their work. Between August 24 and January 2025, the software has saved our staff up to 488 days (3904 hours) and has saved the force up to £116,021 (non-cashable).

This type of technological advance, and CoLP's positive approach to adoption, continues to drive organisational development, improve our service delivery and realise efficiencies benefitting both performance and capability.

NEW DATA STRATEGY

We published our new Data Strategy in January 2025. The strategy sets out how we intend to achieve our ambition of being a data-driven police force over the next five years. The Strategy has four objectives, to:

- 1) provide safe and secure data infrastructure (our platforms);
- 2) produce high quality and accessible data (our processes);
- 3) improve data culture and skills (our people); and
- 4) prepare to harness emerging data and data-driven technology (our potential).

Efficiency and Effectiveness

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

CHANGE PORTFOLIO OFFICE

The City of London Police is on a journey to develop its capabilities and is focussed on the delivery of the new Policing Plan objectives, supported by several initiatives ongoing. These include best utilisation of available technical solutions, developing our own in-house solutions and making best use of our resources to better support our victims and pursue offenders.

The Data Improvement Programme, utilises both technological advances and the upskilling of staff, to simultaneously enhance the data available and increasing the capability of both officers and staff to inform decision-making and areas of focus. The project has already delivered information dashboards to assist in crime prevention and response and will bring further benefits to make the City of London even safer in coming years.

The Continuous Improvement Programme seeks to identify efficiencies across the organisation, from HR processes to Vetting, using process mapping and tools of automation to streamline tasks that are required to manage organisational requirements, saving time for staff and improving performance. The vetting backlog has been cleared in 2024/25.

PRODUCTIVITY PLAN

Over the last 12 months a productivity plan has been developed aimed at driving efficiencies and ensuring we are working as effectively as possible maximising outcomes. The central aims of the plan are to:

- Enable our workforce to do an even better job
- Improve victim outcomes, public confidence and feelings of safety
- Create organisational capacity
- Demonstrate innovation, leadership and impact

The Productivity Plan supports the delivery of the new Policing Plan. It sets out prioritised areas where we have identified the potential to deliver things better and to allocate our resources (workforce or technology) where it is going to have the biggest impact:

- Maintaining or improving our current service levels in the context of constrained resources, identifying barriers to productivity and where there is potential to improve
- Making it easier for officers and staff to deliver their best by reducing bureaucracy, supporting them with the skills and technology that helps them achieve better results
- Strengthening corporate insight – so that we use our resources effectively.

Strategic Policing Requirement

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, a 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.

A revised version of the SPR was published in February 2023, which strengthened the detail around the action required from policing at the local and regional level to the critical national threats. The threats are: 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. The SPR is reflected in the City of London Policing Plan and is regularly reported on to the City of London Police Authority Board and the supporting committees.

VIOLENCE AGAINST WOMEN AND GIRLS

Tackling violence against women and girls is a priority for the City of London . In line with our Violence Against Women and Girls Action Plan we have focused on 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 2024/25 outstripping previous years by 24%. 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.

Strategic Policing Requirement

NATIONAL CYBER EVENT

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

The Force has a designated Public Order Public Safety (POPS) Lead supported with designated practitioner leads in POPS and police mobilisation, in line with guidance by the National Police Chiefs’ Council. Throughout the year no-notice exercises take place to test the City of London’s capability to respond and draw upon specialist Police Support Unit resources, particularly working with the Metropolitan Police Service. Additionally, and as potential threats have changed over the last few years these no-notice exercises have included the mobilisation of specialist resources such as PRT (Protester Removal Team) and Chemical, Biological, Radiological, and Nuclear Responses (CBRN).

CIVIL EMERGENCIES

The wider London Resilience Forum coordinates the actions and arrangements between responding services to prepare for and respond to civil emergencies when they occur. We also help people and communities recover after adverse events. The partners of London Resilience Forum meet to ensure that agencies across Greater London are prepared for major emergencies and co-ordinated in their planning, training and exercising. The partners work collaboratively for the benefit of the communities they serve. London Resilience Forum also undertakes risk assessments and produces a Risk Register to outline the types of risks that may occur locally and gives advice on how to be better prepared for such events. Membership of the forum has been updated and includes City of London Police and the City of London Corporation.

Crime Statistics

To be updated with 2024/25 outturn – awaiting data validation/national comparisons. Information to be updated in the final version (July 2025).

LOCAL DATA

We monitor criminality within the City, so we can react to emerging trends and patterns to keep residents, workers and visitors safe.

	2022/23	2023/24	2024/25
THEFT OFFENCES			
VIOLENCE AGAINST THE PERSON			
PUBLIC DISORDER			
DRUG OFFENCES			
CRIMINAL DAMAGE & ARSON			
MISCELLANEOUS CRIMES AGAINST SOCIETY			
SEXUAL OFFENCES			
ROBBERY			
POSSESSION OF WEAPONS OFFENCES			
Total			

1 yr % Change	1 yr Change

3 yr % Change	3 yr Change

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.

Crime Themes	2022/23	2023/24	2024/25
Domestic Abuse			
Domestic Abuse % of all Crime			
Violence against Women and Girls			
Violence against Women and Girls % of all crime			
NTE			
NTE % of all crime			
Licensed Premises			
Licensed Premises % of all crime			
CSE			
CSE % of all crime			
CSA			
CSA % of all crime			
Hate Crime			
Hate Crime % of all Crime			
Knife Crime			
Knife crime % of all Crime			
MSHT			
MSHT % of all crime			

*CSE - Child Sexual Exploitation
*CSA - Child Sexual Abuse

1yr Change	1yr % Change	3yr Change	3yr % Change

Policing Plan performance overview

To be updated with 2024/25 outturn – awaiting data validation/national comparisons. Information to be updated in the final version (July 2025).

1) Reduce Neighbourhood Crime

2022/23	2023/24	2024/25		1yr Change	3yr Change

2) Reduce Violent Crime

2022/23	2023/24	2024/25		1yr Change	3yr Change

5) National Positive Outcomes for economic and cyber crime are increased

2022/23	2023/24	2024/25		1yr Change	3yr Change

6) Economic and Cyber crime training and accreditation

2021/22	2023/24	2024/25		1yr Change	3yr Change

7) Action Fraud Victim Satisfaction levels are improved

2022/23	2023/24	2024/25		1yr Change	3yr Change

3) Reduce Antisocial behaviour

2022/23	2023/24	2024/25		1yr Change	3yr Change

4) Police Outcome Rate is higher than the National Average

	2022/23	2023/24	2024/25	
COLP				
National				

Policing Plan performance overview

To be updated with 2024/25 outturn – awaiting data validation/national comparisons. Information to be updated in the final version (July 2025).

6) COLP is a psychologically and emotionally healthy place to work

October 2022	June 2023	September 2024		1yr Change	3yr Change

9) Financial Outturn is within 1% of forecast

10) Staff agree they are well equipped to do their job

October 2022	June 2023	September 2024		1yr Change	3yr Change

7) CoLP’s workforce engagement levels are increased

October 2022	June 2023	September 2024		1yr Change	3yr Change

11) The public feel safe

12) The public have confidence in the City of London Police

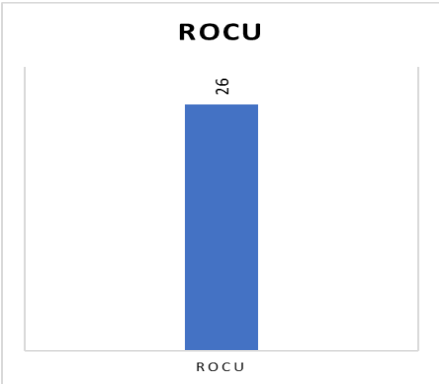
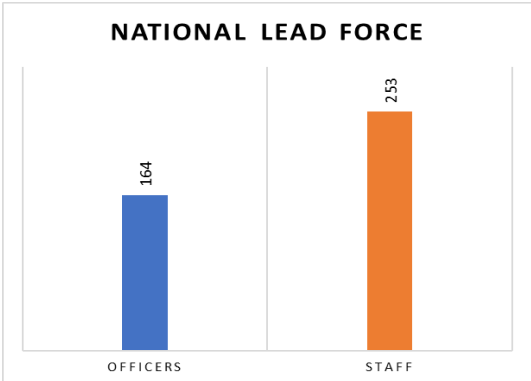
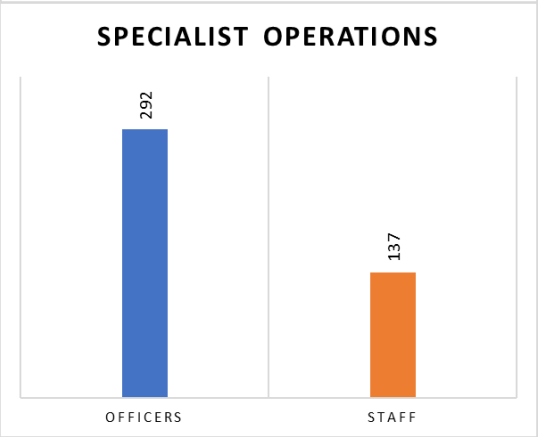
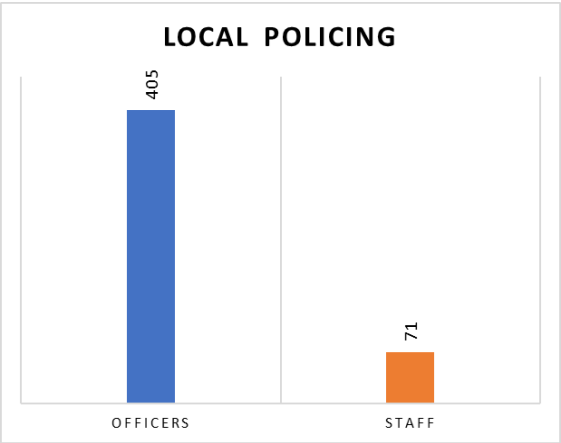
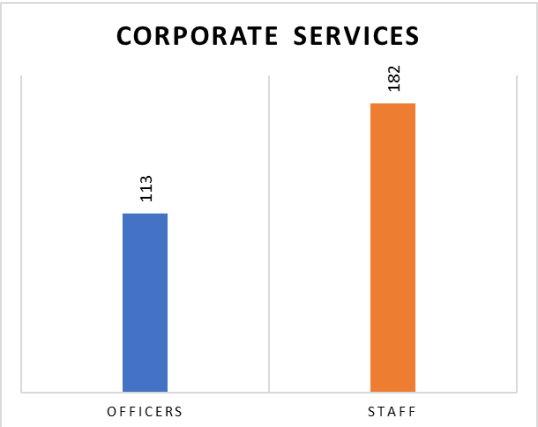
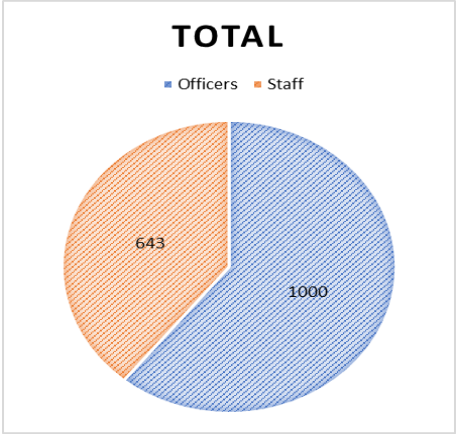
8) COLP recruitment activity is improving how well its workforce reflects the communities it serves;

	2021/22	2023/24	2024/25		1yr Change	3yr Change
% workforce from ethnic minorities/identify as from an ethnic minority background						
% female						



Our resources

The following charts outlines the City of London workforce as of 31/03/2025 across the different areas of work by Police Officer and Police Staff numbers.



Our finances

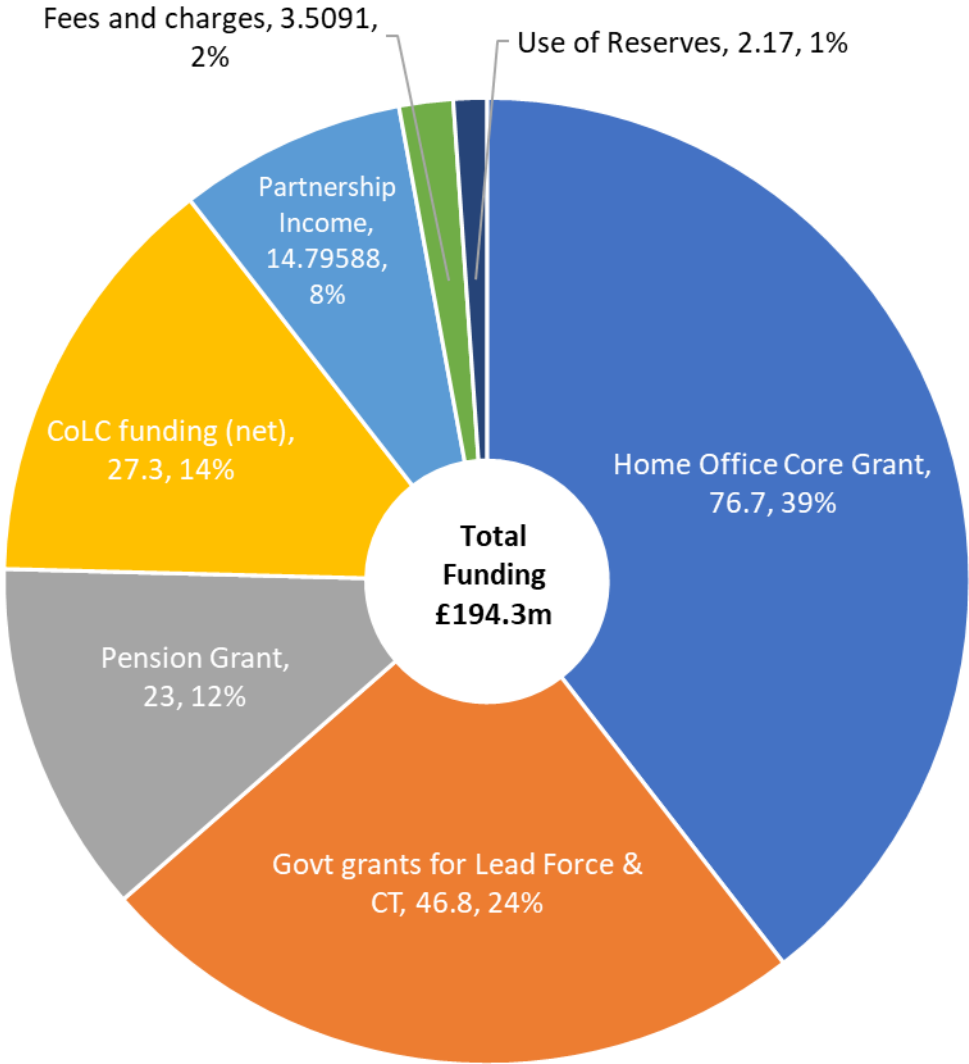
To be updated with 2024/25 outturn – awaiting information from Finance will not be finalised until the end of May 2025

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

Page 98



Pete O'Doherty
Commissioner



Paul Betts
Deputy Commissioner Local
Operations and Security



Nik Adams
Deputy Commissioner National
Economic and Cyber Crime



Alix Newbold
Chief Operating Officer



Alistair Cook
Chief Financial Officer



Umer Khan
Commander Local Operations and
Security



Chris Bell
Service Delivery Director



Andy Gould
T/Commander National Economic
and Cyber Crime

Our Police Authority 2024-25

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 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

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

Strategic Planning & Performance Committee

Jason (Chair)
Tijs Broeke (Deputy Chairman)
Deputy James Thomson
Melissa Collett
Helen Fentimen
Andrew Lentin
Michael Mitchell
Deborah Oliver
Joanna Abeyie

Resource Risk & Estates Committee

Alderman Timothy Hailes (Chair)
Tijs Broeke (Deputy Chair)
Deputy James Thomson
Helen Fentiman
Jacqueline Roberts Webster
Ruby Sayed
Deputy James Thomson
Dawn Wright
Andrew Lentin (External Member)
Michael Landau (External Member)

Professional Standards & Integrity Committee

Michael Mitchell (Chair)
Tijs Broeke (Deputy Chair)
Joanna Abeyie
Nicholas Bensted-Smith
Helen Fentiman
Jason Groves
Deputy Madush Gupta
Florence Keelson-Anfu
Deborah Oliver
Jacqueline Roberts Webster
Naresh Hari Sonpar
Deputy James Thomson

Economic & Cyber Crime Committee

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chair)
Nick Bensted-Smith
Alderman Professor Emma Edhem
Jason Groves
Deputy Madush Gupta
Alderman Timothy Hailes
Deputy Christopher Hayward
Deputy Graham Packham
Naresh Hari Sonpar
Mandeep Thandi
James Tumbridge
Dawn Wright
Sir Craig Mackey (External Member)
Michael Landau (External Member)

Police Pensions Board

Ray Eaglesmith (Chair)
Deputy Henry Colthurst (Deputy Chair)
Deputy Madush Gupta
Helen Isaac
John Todd
Alan Yau

City of London Corporation Committee Report

Committee(s): Police Authority Board	Dated: 14 May 2025
Subject: Policing Plan 2025 - 2028	Public report For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Corporate Plan outcomes: Diverse engaged communities, Dynamic economic growth, Vibrant thriving destination and Flourishing public spaces. Statutory duties: The Police Act 1996 requires for the Court of Common Council to issue a policing plan (prepared by the Commissioner but owned and approved by the Court).
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 the City of London Police
Report authors:	Kate Lloyd, Director of Strategy, City of London Police

Summary

The purpose of the report is to present the City of London Policing Plan for 2025 to 2028, which was published on 2 April 2025 and will be presented to the Court of Common Council on 22 May 2025. The report provides background on the legislative basis for – and development of - the Plan before setting out details of its publication and how it will be used by the Police Authority Board (PAB) and its Committees as the basis for holding the City of London Police (CoLP) to account.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The Police Act 1996 (s.6ZB) requires the Common Council to issue, before the beginning of each financial year, a policing plan (prepared by the Commissioner but owned and approved by the Court of Common Council) 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. The Policing Plan was developed in line with design principles including engagement and consultation with the public and our own people, taking an evidence-based and data driven approach, and collaborative working between the City of London Police and Police Authority team.
3. Previous reports provided details of phased consultation activity across a range of mediums including an online platform, a range of events across the City and engagement with Members during and outside of formal PAB and Committee meetings (including SPPC in November 2024 and February 2025, PAB in December 2024 and February 2025, and sessions with PAB Committee Chairs on 20 January 2025 and with the Court on 28 January 2025).
4. The Police Authority team commissioned professional designers to produce the Plan and associated materials, which echo the design of the Corporate Plan.

Current position

5. At the Police Authority Board meeting on 12 February 2025 the Board gave delegated authority to the Town Clerk, in consultation with the Chair, Deputy Chair and wider membership of the City of London Police Authority Board, to sign off the final version of the Policing Plan 2025-28 content, ahead of presenting the final version to the Court of Common Council on 22 May 2025.

6. The [Policing Plan 2025 – 2028](#) was published on the CoLP website on 2 April 2025 and included a new vision to be “*a trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime*” and a new strapline “*going the extra mile*”.¹
7. Communications focussed on how the Plan was being operationalised in practice; the media story leading with the initiative to mark the streets with 20 ‘blue plaques’ of where crime has happened to prevent phone snatching and the harm it can cause related to fraud and cybercrime, reflecting the local and national role elements of the Plan. The story was covered [by Good Morning Britain](#), which also ran as a special feature with the [Bank of Dave](#) talking about how the public should protect their phones. CoLP officers were interviewed by LBC and BBC London Radio (on fraud), BBC London TV, the [Evening Standard](#) and [Secret Streets](#), an influential multi-platform channel with a following of more than 4 million, also covered the story. The Commissioner joined the Chair at a phone marking event outside Liverpool Street station. The Plan was launched internally by the Commissioner via an article on the force intranet, Citynet.
8. CoLP and the police authority team have worked closely to develop a set of performance metrics for Police Authority Board committees to use for measuring progress against each of the objectives set out in the current Policing Plan. These metrics will be available on the CoLP website and developed into quarterly updates on force performance, including details of force activity.

Next steps

9. The Plan will be presented to the Court of Common Council on 22 May. Further internal and external communications will follow including application of the ‘Going the extra mile’ strapline and publication of the performance update.
10. The Police Authority Board’s committees will use the Policing Plan’s performance framework as the basis for holding the City of London Police to account for delivering on the objectives set out in the Plan.
11. The Policing Plan will be reviewed and refreshed (if required) annually.

Key data

12. The performance framework containing high level metrics will be used to measure progress against the objectives set out in the Policing Plan.

¹ <https://www.cityoflondon.police.uk/news/city-of-london/news/2025/april/city-of-london-police-launch-new-initiatives-to-tackle-phone-snatching-as-new-three-year-policing-plan-published/>

Corporate & strategic implications

Strategic implications

13. The Policing Plan 2025 – 2028 will support the delivery of the following outcomes in the Corporate Plan 2024-2029:
- a. **Diverse and engaged communities:** City of London Police is committed to working with communities on all aspects of neighbourhood policing and ensuring people feel safe in the Square Mile through initiatives such as Street Safe and Ask for Angela
 - b. **Dynamic economic growth:** The City of London Police is the National Lead Force for fraud and the National Police Chief's Council lead for economic and cyber crime, providing a single point of contact into policing for all the partners involved in the fraud response - from banking to the Home Office
 - c. **Vibrant thriving destination:** The City of London Police work hard to ensure the Square Mile is a safe and welcoming place for everyone, which is crucial to a vibrant thriving and prosperous environment that works for residents, visitors, business and leisure
 - d. **Flourishing public spaces:** We are creating a new civic hub at Salisbury Square in the heart of London's legal centre to be the headquarters for the City of London Police and a flagship combined court for His Majesty's Courts and Tribunal's Service
14. The Policing Plan supports delivery of the Strategic Policing Requirement set by the Home Secretary as well as several other local and national strategies.

Financial implications

15. The City of London Police's medium term financial plan (MTFP) provides the financial framework for achieving the Force's strategic objective and priorities. The current MTFP covers the period 24/25 to 28/29, is reviewed annually and informed by the business planning process. This is to ensure effective resource allocation, adjustment and (re)prioritisation to deliver against CoLP's Policing Plan objectives whilst maintaining within the limits of the available financial envelope. The allocation of resources for 25/26 is shown on pages 31 to 34 of the Plan.

Resource implications

16. This plan has been informed by the business planning process to ensure resource implications can be absorbed within existing resource allocation.

Legal implications

17. The Policing Plan has been published in line with the legislative requirement set out in the Police Act 1996.

Risk implications

18. Any risk implications will be picked up through existing risk management governance and the business planning process.

Equalities implications

19. The Policing Plan has paid due regard to the Equality Act. It prioritises equity, diversity and inclusion including City of London Police's commitment to be one of the most inclusive and trusted police services in the UK, in line with CoLP's current Equity, Diversity and Inclusion Strategy. The accessibility of the document has been an important consideration when drafting the Plan and procuring designers for this product.

Climate implications

20. None

Security implications

21. The Policing Plan 2025-28 sets out strategic objectives for how the City of London Police will maintain security within the Square Mile and beyond.

Conclusion

22. The Policing Plan 2025-28, published on 2 April 2025 and informed by extensive consultation and a range of local and national strategies, plans, and priorities represents fulfilment of the Court's legal duty and our shared commitment to improving the safety, security and confidence of communities, both locally and nationally. The Plan – and its associated performance framework – will form the basis for the Police Authority Board's oversight of the City of London Police over the next three years.

Appendices

Appendix 1 – Policing Plan 2025 – 2028 *[attached separately and available here: <https://www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/policing-plan/>]*

Kate Lloyd

Director of Strategy, City of London Police

E: kate.lloyd@cityoflondon.police.uk

This page is intentionally left blank



Our Policing Plan 2025-28

Going the extra mile







Contents

Chair's foreword	2
Commissioner's foreword	4
Policing Plan on a page	6
Part 1: Background to our plan	8
Policing in the City of London	9
About this plan	11
Part 2: Our plan	12
Our Vision	13
Our operational priorities	13
Our organisational priorities	20
Our Values	28
Part 3: Delivering the plan	30
Funding	31
Working with others	34
Governance, scrutiny and accountability	35
Contact us	36

Chair's foreword



Welcome to the 2025 to 2028 Policing Plan, which sets out the City of London Police's priorities for the next three years.

This document will be central to the Police Authority Board's support and scrutiny role. My abiding priority as Board Chair for the next three years will be holding the City of London Police to account for implementing its actions, meeting its performance goals and achieving its ambitions.

This is a plan of continuity and change. Its priority to keep the Square Mile safe and feeling safe has remained central to the City of London Police's work since its

establishment in 1839, and its success in doing so has safeguarded and enhanced the City's status as one of the world's great financial districts. In the next three years it will be vital to achieving the City of London Corporation's Corporate Plan outcomes of Diverse Engaged Communities, Dynamic Economic Growth and ensuring the Square Mile is a Vibrant and Thriving Destination.¹

The plan retains a commitment to putting victims at the heart of all the City of London Police does, evidenced in its consistently high positive outcome rates and now bolstered by a comprehensive Victims Strategy. Through that strategy, the Police Authority will now play an important role in promoting victims' interests in the Corporation's wider work and with City businesses and employers, improving protections for our 8,600 residents and 678,000 daily workers.

The plan's third priority – improving the national policing response to fraud, economic and cyber crime – continues to reflect the City of London Police's extensive national roles. By transforming the national reporting service for fraud and cyber crime, expanding the National Economic Crime Victim Care Unit, and through its own investigations, the City of London Police plays a unique role in supporting victims and pursuing those who commit the most prevalent crime in the UK.

¹ City of London, 'Our Corporate Plan 2024-29', available at: www.cityoflondon.gov.uk/about-us/plans-policies/our-corporate-plan



In turn, it is uniquely situated to help shape the UK's broader response to these offences and over the next three years the Police Authority Board and I will challenge and support the City of London Police to articulate that vision to, and with, government and public and private sector partners.

While this plan doesn't alter the City of London Police's operational priorities, it sets out significant change for the organisation itself. First, it embeds its commitment to become one of the most inclusive and trusted police services in the country. Implementing the Equity, Diversity and Inclusion Strategy will be central to that, supporting all City of London Police employees to thrive and deliver better outcomes for our communities.

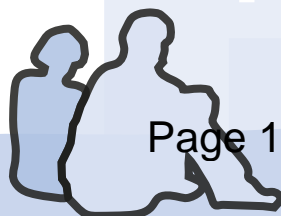
This plan now prioritises the City of London Police being an employer of choice. The City of London Police is its people, and its performance depends on their talents, skills and welfare. Its officers, staff, special constables and volunteers work every day to keep the Square Mile safe and help protect the nation from fraud, economic and cyber crime. I fully endorse this plan's commitment to supporting, equipping and valuing them in that essential work.

Lastly, this plan prioritises improving the City of London Police's productivity. This is no narrow, technical endeavour. Rather, it is about making sure they are fighting crime and supporting victims, locally and nationally, to the best of their abilities and resources.

I am confident that delivery of this plan will ensure the City of London Police is a more innovative, effective, inclusive and trusted organisation. It is an ambitious plan for a unique police service, an integral part of the City of London.

Tijs Broeke

Chair of the Police Authority Board



Commissioner's foreword



My first Policing Plan as Commissioner sets out how we will protect the City of London and meet our national lead force responsibilities. It is underpinned by a new vision to be “a trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime” and will be brought to life with a force wide call to action of “Going the extra mile”.

The plan, which is owned by the Court of Common Council here in the City and co-produced with the City of London Police Authority, has been created following extensive consultation with people who live in, work in and visit the City and

complements the ambitions set out in the City of London Corporation’s Corporate Plan. It reflects the changing nature of crime – both in the City and nationally – and explains how we will be “going the extra mile” to meet demand. I am extremely grateful to everyone who has taken the time to contribute to this process.

The plan sets out our operational priorities to keep the iconic City of London safe, put victims at the heart of everything we do and to improve the national policing response to fraud, economic and cyber crime. These priorities reflect continuity of the good service we have been providing and our commitment to continually improve. We will build on successes such as the introduction of a National Fraud Squad, the new operating model for cyber crime and the work of our cycle team. We will also seek to do things differently; innovating with new technologies, functions and capabilities and actively contributing to the government’s police reform agenda.

Achieving the objectives set out in this plan will contribute to ensuring that the Square Mile remains one of the safest business districts in the world and that we achieve safer ‘online streets’ across the UK. In doing so, the City of London Police will contribute to promoting the economic security and prosperity that will enable the UK to meet its full potential.



To achieve these operational priorities our people must feel valued, supported and well-equipped to provide the best possible service to the public, locally and nationally. Our organisational priorities, including our ambition to become one of the most trusted and inclusive police services in the country, and an employer of choice, will help us to achieve this. As will improving our productivity and driving efficiencies through greater use of data and technology.

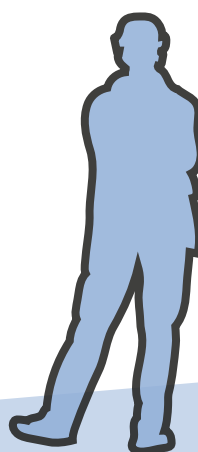
As well as setting out what City of London Police will do to keep people safe over the next three years, our plan sets out how we will continue to use our values of professionalism, integrity and compassion. By applying these values in all that we do, we will lead by example and police in a way that earns the trust and confidence of all our communities, in the City and across the UK.

Successful implementation of this plan depends on leadership at every level, setting clear direction and taking responsibility for translating our objectives into meaningful activity and positive outcomes for the public. Through collective effort and a shared sense of purpose we will deliver an effective police service for today and build a strong foundation for the future; building on our reputation as pioneers of creativity and innovation through programmes such as Project Servator and Cyber Griffin.

I am immensely privileged to have been made Commissioner and to be leading the City of London Police. I look forward to working closely with our partners and communities to keep our streets safe – in the City and online across the UK.

Pete O'Doherty

Commissioner of the City of London Police



Policing Plan on a page

Our Vision

A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime



Our operational priorities



Keep people in the City safe and feeling safe

- Reduce and respond effectively to theft
- Reduce and respond effectively to violence
- Protect the City from terrorism

Put victims at the heart of everything we do

- Implement our Victims Strategy for the City
- Implement victim-focussed commitments from our fraud, economic and cyber crime strategy
- Secure positive outcomes for victims of crime in the City

Improve the national policing response to fraud, economic and cyber crime

- Protect people and businesses from fraud, economic and cyber crime
- Transform the national policing response to fraud, economic and cyber crime
- Proactively pursue fraud, economic and cyber crime offenders

Our organisational priorities



Be one of the most inclusive and trusted police services in the country

- Implement our Equity, Diversity and Inclusion Strategy
- Enhance our approach to engaging with communities and responding to their needs
- Hold high ethical and professional standards

Be an employer of choice

- Attract, recruit and retain the best talent
- Equip our people with the tools and skills they need to succeed
- Support the health and wellbeing of our people

Improve our productivity

- Use data effectively to inform our decision-making
- Make the best use of our resources
- Make processes simpler, more effective and more efficient

Our values



Professionalism



Professionalism is applying the right knowledge, skills and standards to provide a quality service to the public.

Integrity



Integrity is being trustworthy, honest and doing the right thing.

Compassion



Compassion is caring for other people and wanting to help them.



Part 1:

Background to our plan





Policing in the City of London

More than 180 years since the establishment of the City of London Police, the City remains a unique policing environment. As a local service with national responsibilities for business, cyber and economic crime (including fraud), the City of London Police both influences and is influenced by a range of local, national and global factors. The priorities and objectives in this plan are shaped by these unique circumstances and by the wider national and global contexts in which policing operates, including the changing nature of police demand.

The 'Square Mile' is the UK's smallest territorial policing area, with around 8,600 permanent residents. However, its weekday population swells to 678,000 workers and millions of domestic and international visitors, making it the most densely-populated area of the country. As the historic heart of the capital, it is home to countless sites of historic, cultural and economic interest including St Paul's Cathedral, the Barbican and the Bank of England.

It is one of the world's most important financial centres, home to over 6,000 businesses generating over £97 billion in economic output annually and is increasingly a retail and leisure destination.

Crime in the City increased by 7.8% in 2024, which correlates with increased footfall over time and reflects national trends.² The most prevalent types of crime in the City remain theft, violence and public order offences, with one of the most harmful offences remaining violence with injury. The majority of crime continues to be associated with 'night-time economy' hours and while violence against women and girls, domestic abuse and hate crimes remain low, they still cause significant harm.

While we have not seen a recent attack, the national terrorism threat remains at Substantial (meaning one is likely). The City of London's historical, cultural and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

2 Office for National Statistics, 'Crime in England and Wales: year ending September 2024', January 2025, available at: www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingseptember2024

The threat from – and profile of – terrorism is increasingly complex, with an increasing range of beliefs and ideologies alongside conspiracy theories and disinformation.

As the City of London Corporation delivers the Destination City programme – its growth strategy for the Square Mile – we expect further growth in the numbers of workers and visitors and in the size of the leisure sector. This will likely alter the volume and nature of offending in the City. The wider global context is also relevant, as seen in increased protests in the City related to climate change and international conflicts.

Alongside policing the Square Mile, the City of London Police is the National Lead Force for Fraud (supported by central government funding) and the National Police Chiefs' Council's lead for economic crime, cyber crime and business crime.^{3,4} The increasing globalisation of goods, people and services, and the evolution of technology and changes to social norms, are all changing the threats posed by these offences. Cyber and economic crime (including fraud) together affect more people and more often than any other crime type. This amounts to over half of all crime across England and Wales and causes significant harm to victims. Other areas of economic crime, such as corruption and bribery, are also receiving higher levels of public scrutiny.

The decline in public trust and confidence in the police and wider criminal justice system continues to have implications for police effectiveness and legitimacy. This underscores the importance of engaging and collaborating with our communities and continuing to deliver high-quality services to the public. In a challenging fiscal climate, we must also improve productivity, use data and technology more effectively, and enhance environmental sustainability within our policing infrastructure.

The City of London's policing model and ethos focuses on:

- swift responses to incidents
- high-quality investigations
- pursuing perpetrators
- supporting victims
- protecting vulnerable people
- working with partners to prevent crime and disorder.

3 City of London, 'National Lead Force', available at: www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/national-lead-force/

4 National Police Chiefs' Council, available at: www.npcc.police.uk/

About this plan

This plan is aligned with The Police Act 1996, which requires the Court of Common Council – the City’s governing body – to set policing objectives for the City of London Police each year. It details our six operational and organisational priorities for the next three years, and how they will be delivered – including through our values – and will be refreshed annually. Our operational priorities focus on the service we provide to the public and our organisational priorities are the most important enablers of those services.

This plan has been produced jointly by the City of London Corporation and City of London Police. It has been informed by extensive consultation, relevant local and national strategies and the national Strategic Policing Requirement (SPR)⁵. Several of the threats set out in the SPR are reflected in the objectives of this plan, and we maintain the capability to fulfil its national responsibilities in response to all the threats outlined, including tackling serious organised crime, child sexual abuse, public disorder, civil emergencies and cross cutting capabilities.

⁵ <https://www.gov.uk/government/publications/strategic-policing-requirement-2023>





Part 2:

Our plan



Our Vision

A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime.

Our operational priorities



Priority 1: Keep people in the City safe and feeling safe

The City of London continues to be one of the safest areas in the country. It has the lowest rates of serious violent crime in London and very low volumes of the most serious offences such as homicide, rape and serious sexual assault, as well as knife-and firearm-related violence.

Keeping the Square Mile safe, and feeling safe, is central to our role as the dedicated police service for the City of London. This is vital not only for those who live, work, and visit the City but also for maintaining its status as a leading global business district and a thriving economic hub.

The objectives under this priority focus on tackling the highest-volume crimes, those that cause the greatest harm and can affect the most vulnerable, and those that were the highest priority for our communities.

Alongside these efforts, we will continue successful initiatives from our previous (2022-25) plan, including:

- **a Cycle team** tackling theft and dangerous and anti-social cycling to improve road safety
- **Operation Reframe**, a multi-agency initiative promoting women's safety in the night-time economy
- **the Dedicated Ward Officer model**, providing responsive, community-oriented neighbourhood policing
- **effective public order policing**, ensuring we can respond to increased protest activity in the Square Mile while balancing public safety and the right to lawful demonstration

Objective A: Reduce and respond effectively to theft

Theft makes up more than half of the crime in the City of London. Most thefts are linked to our high daily footfall and night-time economy, though increased phone and shop thefts also reflect national trends. City of London Police will take an increasingly preventative approach to tackling theft and continue to respond to it effectively.

To achieve this objective, City of London Police will:

- **enhance our provision of crime prevention advice** by working with partners – including the Safer City Partnership, retailers, licensed premises and our residential and worker communities – to improve its effectiveness and impact
- **reduce theft from shops** by deepening our work with local businesses (including licenced premises and gyms), Business Improvement Districts and the National Business Crime Centre to apply partnership problem-solving approaches
- **increase the use of data-led tasking and technology to forecast, disrupt and prevent theft** by identifying theft hotspots and tasking proactive crime teams using CCTV and new geospatial tracking technology

Objective B: Reduce and respond effectively to violence

The City of London Police continues to improve the prevention, detection and investigation of violence in all its forms. While levels of violence in the City remain low, tackling violence linked to our night-time economy is essential. This includes making the Square Mile safer for women and girls and hostile to perpetrators of violence. Ensuring that all communities feel safe is vital to maintaining the City as a vibrant, thriving and inclusive destination for everyone.

Violence against women and girls is also designated as a national threat by the Home Secretary and was a priority emerging from our public consultation.

To achieve this objective, City of London Police will:

- **refresh our Violence Against Women and Girls (VAWG) Delivery Plan**, ensuring it reflects the latest local and national evidence of what works to tackle this type of offending
- **improve the identification of and response to potentially predatory behaviours** by piloting and evaluating the use of specially trained officers in the night-time economy
- **reduce violence in night-time economy hotspots** by using data-led tasking and patrolling via new geospatial tracking technology, CCTV and enhanced training to deliver more effective and problem-oriented hotspot policing

Objective C: Protect the City from terrorism

The City of London's historical, cultural and economic importance makes it an attractive target for those intent on causing high-profile disruption. The City of London Police, alongside our local and national partners, carry out critical work to prevent attacks and ensure we can respond effectively, should one occur. Given this context and the high priority placed on counter terrorism during our public consultation, tackling this threat remains a top priority.

The commitments set out in this plan support the four pillars of the national counter-terrorism strategy (CONTEST), which aim to prevent people turning to terrorism, pursue those who plot to carry out attacks, strengthen our protection against a terrorist attack and prepare to mitigate the impact of any attack.

To achieve this objective, City of London Police will:

- **enhance security in venues and public spaces** by providing protective security advice and training to partners and stakeholders
- **disrupt and detect terrorism and serious criminality** by deploying the Counter Terrorism Policing tactic – Project Servator – in collaboration with security partners across the City⁶
- **maintain a high-quality counter terrorism capability across London** by collaborating with the Met Police, including joint training and exercising and maintaining the London-wide firearms commitment, and ensuring plans are in place to respond effectively in the event of an incident
- **ensure our tactics evolve to meet the changing threat picture** – including critical civil contingency risks – by continually improving our approach based on learning and evidence with a testing and exercising programme for critical functions



6 City of London Police, 'Project Servator', available at: www.cityoflondon.police.uk/advice/advice-and-information/wsi/watch-schemes-initiatives/ps/project-servator/

Priority 2: Put victims at the heart of everything we do

The City of London Police continues to put victims at the centre of our work. In February 2025, we published our first comprehensive Victims Strategy, in partnership with the City Corporation, setting out how we will improve services and outcomes for victims in the Square Mile.⁷ This strategy summarises how, through the 2023 National Policing Strategy for Fraud, Economic and Cyber Crime, the City of London Police is improving victims' services from initial reporting to investigation and securing positive outcomes.

While we already achieve high positive outcome rates, we are determined to maintain and, where possible, improve this to ensure that more victims get the justice they deserve.⁸ As such, this Policing Plan commits to additional measures on securing positive outcomes for victims of crime in the City.

Objective A: Implement our Victims Strategy for the City

Our Victims Strategy sets out how we will improve services and outcomes for victims in the Square Mile by improving information and communication, supporting procedural justice throughout their cases, improving multi-agency working and professionalising victims services. The strategy also includes commitments to better represent and promote victims' interests within local government and City businesses.

To achieve this objective, City of London Police will:

- **implement measures to improve information and communication for victims** in line with Priority 1 of our strategy
- **implement measures to improve procedural justice for victims** in line with Priority 2 of our strategy
- **implement measures to improve multi-agency working** in line with Priority 3 of our strategy
- **implement measures to professionalise victim services** in line with Priority 4 of our strategy

⁷ City of London Police, 'Victims Strategy', available at:

www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/victims_strategy.pdf

⁸ Positive outcomes are the range of resolutions or disposals available to deal with offenders and secure effective justice consequences on behalf of victims.

Objective B: Implement victim-focused commitments from our Fraud, Economic and Cyber Crime Strategy

City of London Police published the five-year National Policing Strategy for Fraud, Economic and Cyber Crime in 2023, with improving outcomes for victims as one of its three strategic objectives.

To achieve this objective (in line with that strategy), City of London Police will:

- **make reporting fraud easier and faster** by launching the new Fraud and Cyber Crime Reporting and Analysis Service, providing victims with improved information and advice
- **provide nationwide access to emotional support and practical advice to victims of fraud and cyber crime** through the specialist advocates in the National Economic Crime Victim Care Unit, which now covers all 43 police forces in England and Wales
- **increase engagement with England and Wales's 43 police forces and regional units** to ensure they have the capabilities they need to deal with fraud and cyber crime, as set out in the most recent Strategic Policing Requirement and our own National Lead Force Improvement Plan

Objective C: Secure positive outcomes for victims of crime in the City

The City of London Police is proud of having the highest rate of positive outcomes nationally, including high conviction rates for domestic abuse. However, we want to continue to improve our positive outcome rates for victims of crime in the City. Our goal is to enhance our positive outcome rates across all crime types – including fraud, economic, and cyber crime – by bringing more offenders to justice.

To achieve this objective, City of London Police will:

- **improve the pace and quality of crime investigations and case files** by embedding the work of our Volume Crime Unit and improving the supervision of investigators
- **improve the investigation of rape and serious sexual assaults** through local implementation of the national Operation Soteria model, providing specialist training to investigators and upskilling the wider workforce⁹
- **work with partners to pursue and disrupt the serious and organised criminals** associated with the global trade in stolen phones that is driving phone theft in the City and beyond
- **improve positive outcomes for victims and reduce re-offending** by seeking charges, prosecution, or out of court disposals against perpetrators of crime in the City (including perpetrators of fraud, economic and cyber crime)

9 College of Policing, 'National operating model for the investigation of rape and serious sexual offences', available at: www.college.police.uk/national-operating-model-rasso

Priority 3: Improve the national policing response to fraud, economic and cyber crime

Today, with increasing online activity, cyber crime and fraud have become major threats. Fraud is now the most commonly experienced crime in the UK, and the complexity of these globalised crimes presents significant challenges. The City of London Police remains at the forefront of leading the national policing response to these challenges. The National Policing Strategy for Fraud, Economic and Cyber Crime 2023 to 2028 sets out our plans to address these threats, including developing

the capacity and capability of the workforce, as well as leveraging data and innovative technologies to continually improve our ability to identify, pursue, investigate, and bring offenders to justice.¹⁰ We continue to work closely with government, public and private sector partners to support system reforms that will reduce fraud and its impacts to enhance the economic security and prosperity of the UK. The objectives below support those set out in the national strategy.

Objective A: Protect people and businesses from fraud, economic and cyber crime

City of London Police will continue to work with local and national partners to provide UK citizens and businesses with the knowledge and tools they need to protect themselves from economic and cyber crime.

To achieve this objective, City of London Police will:

- **empower people and businesses to reduce the likelihood of them being successfully targeted by criminals online** by co-ordinating consistent messaging and campaigns and pointing them to other services as needed

- **tackle cyber crime** by working with forces, regional units and member organisations to promote and use the Police CyberAlarm system to help prevent cyber attacks
- **strengthen cyber resilience** across the nation's small and medium-sized enterprise (SME) community by developing our Cyber Resilience Centres across the country and working with the National Business Crime Centre to protect business interests and strengthen economic growth
- **prevent online offending** by working with industry and financial institutions to provide real-time information to disrupt offenders from being able to target people and businesses
- **deliver measures set out in the Online Safety Act** by working with Ofcom and industry to ensure they are successfully implemented and complied with

¹⁰ City of London Police, 'National Policing Strategy for Fraud, Economic and Cyber Crime', 2023, available at: www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/colp_national-policing-strategy-document.pdf



Objective B: Transform the national response to fraud, economic and cyber crime

City of London Police will continue to lead the national policing response to fraud, economic and cyber crime. This includes working with local, national and international law enforcement and industry partners to build capability and promote innovation.

To achieve this objective, City of London Police will:

- **ensure policing is equipped to deal with the changing nature of fraud, economic and cyber crime** by providing teams with the specialist knowledge and skills required to tackle complex investigations and criminal networks, locally, regionally and nationally, through the work of the Economic and Cyber Crime Academy
- **work with businesses to promote innovation** – including through use of technology, automation and intelligence sharing – to predict and prevent opportunistic criminality
- **pilot a new Domestic Corruption Unit** which will play a central role in investigating cases of corruption and provide valuable insights into the corruption threat landscape

Objective C: Proactively pursue fraud, economic and cyber crime offenders

City of London Police will support police forces and national and international agencies to proactively pursue offenders and serious organised criminal networks associated with fraud, economic and cyber crime, while developing the intelligence necessary to secure prosecutions.

To achieve this objective, City of London Police will:

- **target and pursue high harm offenders** through proactive and intelligence-led investigations, and co-ordinating the work of regional Proactive Economic Crime teams
- **improve the speed and quality of information provided to law enforcement agencies** – by exploiting new technology and data analytics so they can pursue offenders and organised criminals and successfully bring them to justice
- **increase criminal justice outcomes for fraud, economic and cyber crime**, including bringing money laundering offenders to justice and seizing more criminal assets

Our organisational priorities



Priority 4: Be one of the most inclusive and trusted police services in the country

The City of London Police's Equity, Diversity and Inclusion Strategy 2024 to 2027 announced our ambition to become one of the most inclusive and trusted police services in the country.¹¹ We know that widely publicised failings have damaged the public's confidence in the police, and that improving our organisation's equity, diversity and inclusion is essential to rebuilding that confidence.

By enabling people of all backgrounds and experiences to thrive in the City of London Police, we will also improve our operational performance and the services we provide to the public. As set out below, that work will be supported by new measures in this plan to enhance how we engage with the City's communities, ensuring we maintain high ethical and professional standards.



¹¹ City of London Police, 'Equity, Diversity and Inclusion Strategy 2024-2027', available at: www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/equality-and-diversity/equity-diversity-and-inclusion-strategy-2024-2027.pdf

Objective A: Implement our Equity, Diversity and Inclusion (EDI) Strategy

Our EDI strategy sets out that we will achieve our ambition to become one of the most inclusive and trusted police services in the country by prioritising our people, strengthening our policies and processes, collaborating with our public and working with our partners.

To achieve this objective, City of London Police will:

- **increase the diversity of our workforce and create an equitable working culture** by implementing the 'People' strand of our EDI Strategy
- **make our policies and processes equitable, accessible and inclusive** by implementing the 'Policies and Processes' strand of our EDI Strategy
- **improve public confidence in our policing** by implementing the 'Public' strand of our EDI strategy
- **provide enhanced services for our communities** of by implementing the 'Partners' strand of our EDI Strategy

Objective B: Enhance our approach to engaging with communities and responding to their needs

We believe that understanding our communities better, and responding to their needs, will lead to higher levels of trust and confidence and less crime in the Square Mile. We are committed to open engagement and collaboration with our communities and transparency in our decision-making, including our use of powers. Whether you

are a resident, worker, visitor, business or member of a local voluntary, community or faith group, we will continue to provide engagement opportunities on the issues that matter most to you and invite scrutiny of our use of powers through our Independent Advisory and Scrutiny Groups and by publishing data.

To achieve this objective, City of London Police will:

- **solve local crime and anti-social behaviour problems** by involving communities and partners in identifying, understanding and responding to the issues that matter to them as part of neighbourhood problem solving approaches
- **grow our Special Constabulary** of warranted, uniformed volunteer police officers to supplement the regular service and help to build links between policing and communities
- **professionalise our approach to engaging with our communities** by providing training for our officers, drawing on learning and good practice and collaborating with our partners, including the City Corporation
- **protect people who are vulnerable** by working closely with our health, social care and security partners across the City – including the mental health and rough sleeping teams – to ensure they receive the care and support they need
- **support police forces and regions across the country** to understand and meet the needs of communities affected by fraud, economic and cyber crime by providing high quality crime prevention messaging and resources

Objective C: Hold high ethical and professional standards

City of London Police will build public trust and confidence by continuing to maintain the highest ethical and professional standards in everything we do.

To achieve this objective, City of London Police will:

- **embed the new Code of Ethics** by supporting colleagues to deliver the highest ethical and professional standards in their service to the public
- **continually improve workforce culture and standards of professional behaviour** by implementing learning from inspections, investigations and reviews like the Casey Review¹², the Angiolini Inquiry¹³, safeguarding reviews (e.g. Child Q case)¹⁴ and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services¹⁵
- **ensure our complaints, conduct and vetting processes are fair and proportionate** by complying with national standards and encouraging internal and external scrutiny to identify and address any disproportionality



12 Metropolitan Police, 'The Baroness Casey Review', 2023, available at: www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/bcr/baroness-casey-review/

13 The Angiolini Inquiry, available at: www.angiolini.independent-inquiry.uk/

14 The City & Hackney Safeguarding Children Partnership, 'Local Child Safeguarding Practice Review – Child Q', available at: <https://chscp.org.uk/portfolio/local-child-safeguarding-practice-review-child-q/>

15 His Majesty's Inspectorate of Constabulary and Fire & Rescue Services, available at: <https://hmicfrs.justiceinspectorates.gov.uk/>

Priority 5: Be an employer of choice

Our people are our most valuable asset. City of London Police want to attract the very best people into our organisation, so we have the right mix of resources, skills and capabilities to deliver effective policing services now and in the future. Once they join, we want our people to thrive and progress.

To achieve this, we need effective attraction, recruitment and retention processes, and we must ensure that once people are here, they feel well equipped (physically, psychologically and professionally), supported and developed within an inclusive environment that values diverse perspectives and experiences.

Objective A: We will attract, recruit and retain the best talent

City of London Police will continue to improve its approach to attraction, recruitment and retention to ensure we build a diverse workforce with the right calibre and mix of staff at all levels of the organisation.

To achieve this objective, City of London Police will:

- **attract new talent** including specialist capabilities in line with the priorities of our Strategic Workforce Plan, including tactical firearms, forensics, custody, analysis and investigations (including fraud)
- **reduce the attrition of candidates** by improving the candidate experience of the recruitment and onboarding process
- **retain existing talent** through engagement, recognition, competitive compensation, career development and progression opportunities, and creating a positive organisational culture

Objective B: Equip our people with the tools and skills they need to succeed

City of London Police continues to invest in its workforce to ensure our people are equipped with the tools and skills they need to excel in their roles and deliver an outstanding service to the public.

To achieve this objective, City of London Police will:

- **provide the technology our people need to perform their role effectively and efficiently** including new laptops for all officers and staff and implementing technology projects which drive innovation and continuous improvement
- **complete a training needs analysis** to assess skills, and address gaps and future training needs, to enhance workforce capability in line with strategic objectives

- **develop a professional learning and development offer** in line with our Strategic Workforce Plan priorities, including rolling out the Police Leadership Programme for first and mid-line managers and providing training for key professions (e.g. forensics and investigations) including through our Economic and Cyber Crime Academy
- **improve operational effectiveness** by working with the City Corporation to provide a new and modern operating environment across multiple sites from 2027, including a new, purpose-built City of London Police operating base at Salisbury Square with specialist facilities

Objective C: Support the health and wellbeing of our people

City of London Police is committed to supporting the physical, psychological and social wellbeing of our officers and staff. This includes providing a healthy and safe working environment and offering a range of services providing mental health and wider wellbeing support. Our wellbeing priorities are mental health, sleep and fatigue recovery, and preventative action.

To achieve this objective, City of London Police will:

- **use our Strategic Wellbeing Board**, chaired by a Deputy Commissioner, to oversee and drive initiatives in support of our wellbeing priorities and in line with the Blue Light Wellbeing Framework
- **use our wellbeing ambassadors** across the organisation to support directorate level wellbeing initiatives and practitioner wellbeing groups
- **support officers and staff who have been assaulted** in the course of their duties in line with national guidance¹⁶



¹⁶ Oscar Kilo, 'Operation Hampshire', available at: www.oscarkilo.org.uk/services/operation-hampshire

Priority 6: Improve our productivity

City of London Police faces a growing volume and complexity of policing demands in a challenging financial context. We must improve our productivity to meet these demands and the expectations of the communities we serve, while ensuring that the workloads of our people are manageable and focused on activities that deliver value to the public.

The objectives below set out the ways in which we will improve our productivity over the life of this plan, from enhancing our use of data to making sure we are making the best use of our resources and improving our processes to make us more efficient and effective.

Objective A: Use data effectively to inform our decision-making

City of London Police recognises data as a vital strategic asset to policing. Its effective use drives organisational effectiveness and efficiency by informing operational, tactical and strategic decision-making, ensuring resources are directed to where they are most needed and where they have most impact. The responsible use of data also enhances our legitimacy by providing a better understanding of how crime and policing affect different groups, helping us address inequalities and disparities, and demonstrating how we are responding to community concerns.

To achieve this objective, City of London Police will:

- **provide safe and secure data systems** that protect sensitive information while enabling timely access to authorised personnel
- **produce high quality and accessible data** that enables confident data-led decisions and efficient use of resources
- **improve data culture and skills** so everyone takes responsibility for responsible data recording and feels empowered to make confident data-driven decisions
- **prepare to harness emerging data and data-driven technology** to unlock new capabilities and optimise resources in line with our strategic priorities

Objective B: Make the best use of our resources

City of London Police will continue to ensure efficient and effective use of our funding and resources. This includes using our business planning process to allocate resources where they have the biggest impact, deliver value for money and maintain a high quality service to the public now and in the future.

To achieve this objective, City of London Police will:

- **improve our commercial proficiency** including reviewing supplies and services and making sure we get the best outcomes from our procurement exercises, delivering value for money in all spending decisions
- **improve our understanding and forecasting of demand** through horizon scanning, data analysis and risk assessment as part of a comprehensive business planning process
- **update our performance framework** to provide officers and staff with greater clarity on how their work contributes to delivering the Policing Plan, helps supervisors and business leads to continually drive performance across all areas and ensures chief officers can target resources toward strategic objectives
- **ensure we have the right mix of roles and skills in the right places** to deliver on our strategic priorities by continuing to develop our approach to workforce planning

Objective C: Make processes simpler, more effective and more efficient

City of London Police will work with our partners to review and improve our ways of working, embrace technology to make our processes more efficient and achieve the best outcomes for our communities and our people.

To achieve this objective, City of London Police will:

- **review and streamline processes** with an initial focus on operational (administration of justice) and corporate (HR, finance, vetting) support functions
- **make use of innovative technology** – and ensure we are using existing technology to its full potential – to improve our service to the public, including identifying opportunities for using robotics and AI to free-up officer and staff time
- **drive greater effectiveness in our partnerships** to deliver better community safety outcomes, including preventing crime, disorder and anti-social behaviour, by building more collaborative and data-led approaches to learning and problem-solving



Our Values

Our Policing Plan is built on our values of professionalism, integrity and compassion. These values closely align with the ethical policing principles set out in the police Code of Ethics. Our values underpin how we interact with the public and how we treat each other, and are central to achieving our vision. We expect to be held to account for upholding these values in all we deliver as a police service, including how we deliver on the priorities set out in this plan.

City of London Police Values



Professionalism

Professionalism is applying the right knowledge, skills and standards to provide a quality service to the public.

- We will take pride in providing an excellent service to the public.
- We will demonstrate continuous professional development.
- We will use evidence and professional judgement to inform our decisions.
- We will set an example to others by demonstrating the highest levels of professional conduct.

Ethical Policing Principles¹⁷



Public Service

Working in the public interest, fostering public trust and confidence and taking pride in providing an excellent service to the public.

¹⁷ <https://www.college.police.uk/ethics/code-of-ethics/principles>



Integrity



Integrity is being trustworthy, honest and doing the right thing.

- We will be honest and open to scrutiny.
- We will be transparent in our actions and accountable for our decisions.
- We will record and use data ethically and responsibly.
- We will challenge behaviour that falls below expected standards.
- We will respond to criticism with a willingness to learn and change.

Compassion



Compassion is caring for other people and wanting to help them.

- We will act with humanity and kindness and treat people with care and respect in all our interactions.
- We will value diversity both as an employer and as a public service provider.
- We will create a culture of belonging that maximises everyone's talents.
- We will take time to listen to the views and experiences of others.
- We will protect and support those who are vulnerable.

Courage



Making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute.

Respect and empathy



Encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face.

Part 3:

Delivering the plan



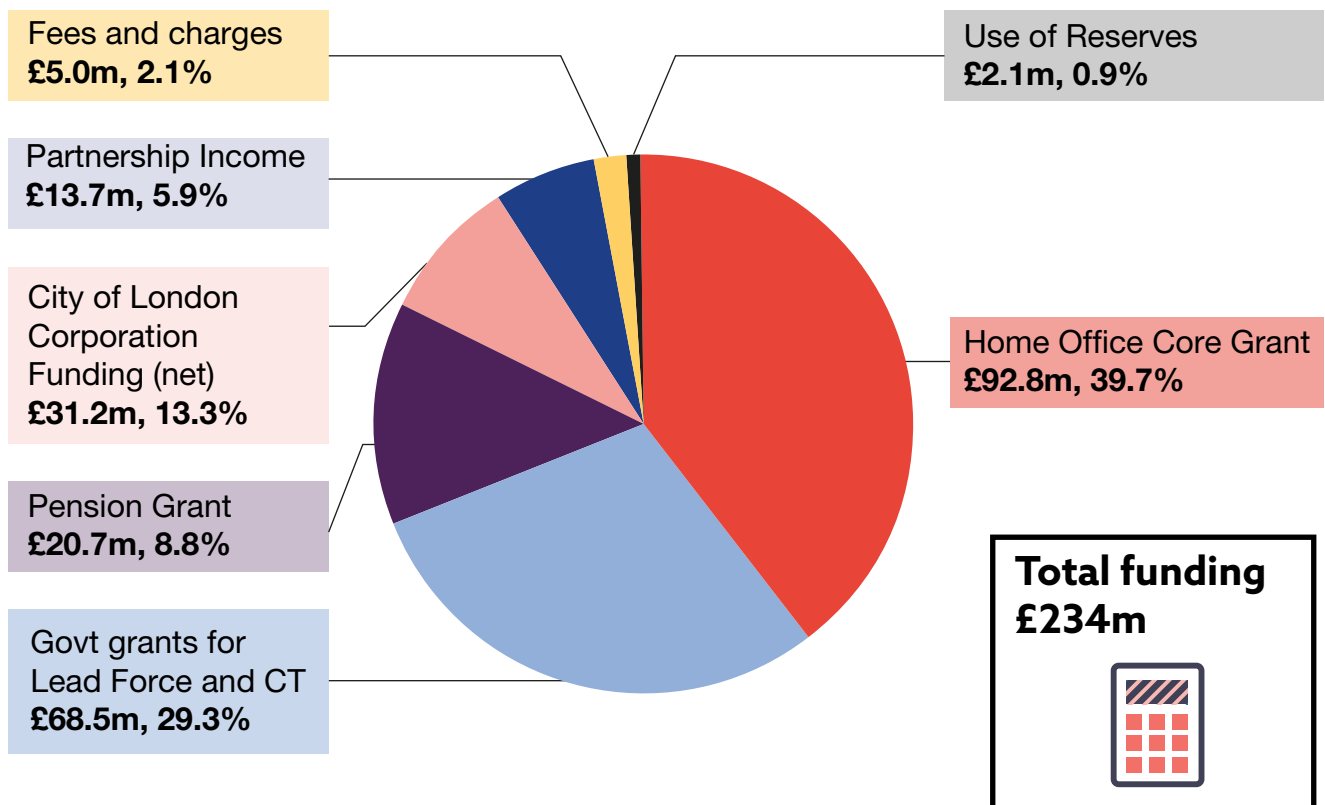
Funding

City of London Police has the funding arrangements in place to deliver on the commitments contained in this plan.

Like all police forces in England and Wales, most of our funding comes from the Home Office. This is in the form of a core grant for basic operations of policing, as well as specific grants which cover areas such as counter terrorism policing and our national roles tackling fraud, economic crime and cyber crime. Unlike other Police and Crime Commissioners, the City Corporation

does not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the City Corporation applies a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London. The breakdown of funding sources is shown in Figure A below.

Figure A: City of London Police funding sources 2025-26



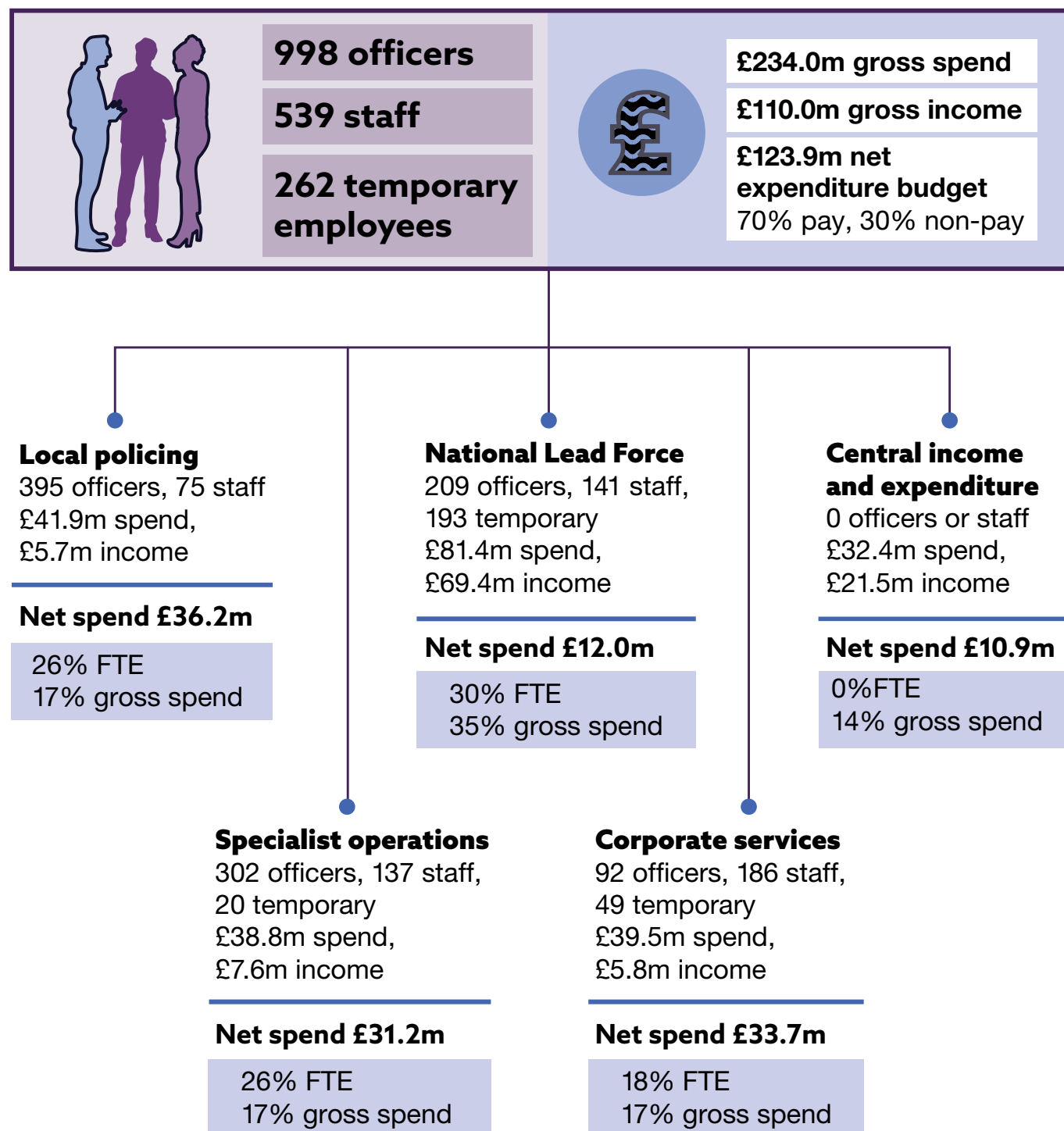
In partnership with the City Corporation, we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services through a combination of increased funding, stronger prioritisation and productivity improvements. With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.

Around two-thirds of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2025 to 2026, the budget provides for a force establishment of 539 full time equivalent (FTE) police staff, 998 FTE officers and 262 temporary funded roles. To make sure our expenditure does not exceed our funding in 2025 to 2026 we will need to ensure savings from previous years are sustained and achieve £2.4 million additional savings in 2025 to 2026.

As shown at Figure B, territorial policing (Local Policing and Specialist Operations) accounts for 52% of the core funded full time equivalent (FTE) staffing numbers and 34% of the gross spend budget. Corporate Services and Central Income and Expenditure consists of 18% of the workforce and 31% of the gross expenditure budget. The remaining 30% of the workforce are employed in National Lead Force (NLF) and the funded nature of its activities means that whilst it accounts for 35% of the Force's annual gross expenditure, proportionally it is allocated less core budget as £69.4 million of its activities are financed outside of the core Home Office and local Business Rate Premium funding.



Figure B: Allocation of people and money across business areas for 2025-26



We continue to look at opportunities to manage our budget challenges by:

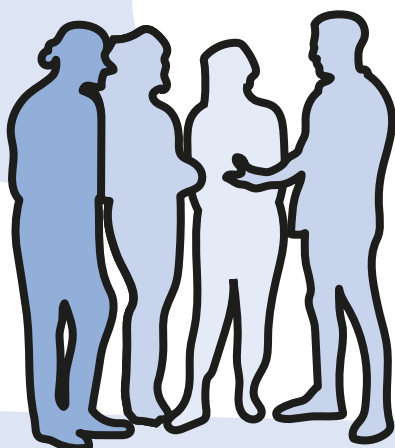
- driving productivity improvements
- maximising cost recovery for funded work
- improving procurement
- reviewing supplies and services
- using proceeds from seized assets
- improving working patterns to match need
- efficient business support (including dedicated resource to improve our contract and commercial management and grant applications)
- improving supervision ratios
- reducing overtime
- improving use of mobile technology and agile working

We are also investing £13.6 million into our capital programmes in 2025 to 2026, including £7.5 million for the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) programme, £3.6 million for other change priorities, and funding for cyclical replacements and continuous improvement activities.

Working with others

The City of London Police cannot implement this plan alone. Effective partnerships with local and national agencies, as well as the communities we serve, will be central to delivering on our commitments. We work closely with a wide range of organisations – public and private, local, national and international – all of which play a vital role in keeping people safe in the City and online.

Partnership working is woven through the objectives and commitments in this plan. This includes close collaboration with the City Corporation (including the Safer City Partnership), the Metropolitan Police Service and British Transport Police, local criminal justice services, community, voluntary and faith groups, businesses and industry associations and our diverse communities of residents, businesses, workers and visitors.



Governance, scrutiny and accountability

City of London Police has a range of strategies, plans, programmes and projects to help turn the commitments in this plan into tangible actions. We have robust internal governance arrangements, from operational and tactical meetings to strategic governance boards, to monitor and drive progress against our strategic priorities and objectives.

We encourage external advice and scrutiny through our Independent Advisory and Scrutiny Group (IASG) which is made up of a diverse mix of individuals from residential and business communities across the City.¹⁸ The IASG advises us on the handling of critical incidents and policing policies and tactics including the use of stop and search powers. Independent Custody Visitors (ICVs) – trained volunteers that visit police stations unannounced to check on the treatment and welfare of people held in police custody – are also vital in helping us to continually improve our custody provision.¹⁹

City of London Police is held to account for delivering on the commitments set out in this Policing Plan – and the commissioner’s wider responsibilities for delivering efficient and

effective policing that responds to the needs of the public – by the City of London’s Court of Common Council, the police authority for the City of London.²⁰ Police Authority meetings are held in public and agendas, papers and details of how to watch online can be viewed on the Police Authority webpages.²¹

Several national agencies support and oversee the work of City of London Police. The Home Office oversees our performance in relation to our national fraud, economic and cyber crime responsibilities. His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services independently assesses the effectiveness and efficiency of police forces and fire and rescue services – in the public interest.²²

The Independent Office of Police Conduct – the police complaints watchdog for England and Wales – oversees the police complaints system, investigates the most serious complaints and conduct matters involving the police, and sets the standards by which the police should handle complaints.²³ The College of Policing is a professional body working across policing including setting standards, identifying ‘what works’ and developing policing skills and capabilities.²⁴

- 18 City of London Police, ‘Independent Advisory and Scrutiny Group’, available at: www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/equality-and-diversity2/independent-advisory-scrutiny-group/
- 19 City of London Police, ‘Independent Custody Visiting’, available at: www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority/about-police-authority/independent-custody-visiting
- 20 City of London Police Authority, available at: www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority
- 21 City of London Police, ‘City of London Police Authority Board: Committee details’, available at: <https://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=142>
- 22 His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services, available at: <https://hmicfrs.justiceinspectorates.gov.uk/about-us/what-we-do/>
- 23 Independent Office for Police Conduct, available at: www.policeconduct.gov.uk/about-us
- 24 College of Policing, available at: www.college.police.uk/

Contact us

Public enquiries and reporting crime

www.cityoflondon.police.uk

Non-emergency number: **101**

In an emergency always dial **999**

Textphone service: **18001 101**

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



Bishopsgate Police Station (open 24 hours)

182 Bishopsgate, London, EC2M 4NP

Headquarters (not open to the public)

City of London Police

Guildhall Yard East, Guildhall Buildings

London EC2V 5AE

[City of London Police | LinkedIn](#)

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

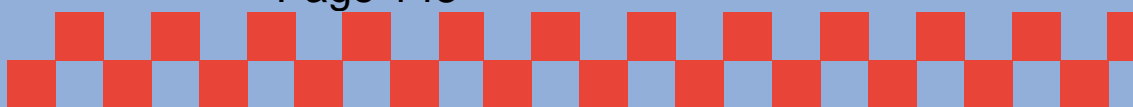
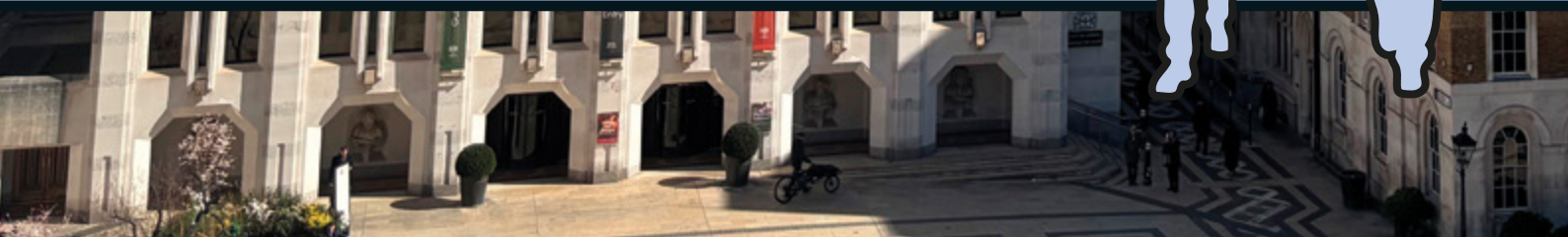
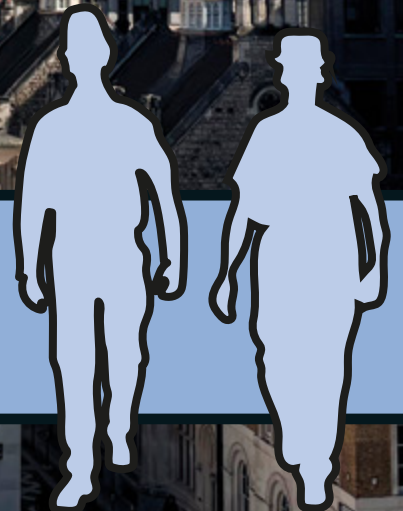
Provide feedback on our service: www.cityoflondon.police.uk/feedback

City of London Police Authority:

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



Going the extra mile
www.cityoflondon.police.uk



This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank