



City of London Police Authority Board

Date: WEDNESDAY, 23 JULY 2025
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 14 May 2025.

For Decision
(Pages 7 - 16)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 17 - 18)

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

To receive the public minutes and non-public summary of the following subcommittees

For Information

- a) Resource, Risk and Estates Committee 190525 (Pages 19 - 24)
- b) Economic and Cyber Crime Committee 200525 (Pages 25 - 30)
- c) Strategic Planning and Performance Committee 020625 (Pages 31 - 36)
- d) Professional Standards and Integrity Committee 030625 (Pages 37 - 42)

6. **CHAIR'S PUBLIC UPDATE**

The Chair to be heard.

For Information
(Pages 43 - 46)

7. **COMMISSIONER'S UPDATE**

Commissioner & Chief Officers to be heard.

For Information
(Pages 47 - 50)

8. **APPOINTMENTS**

The Town Clerk to be heard.

For Decision

9. **REFORM TO POLICE AUTHORITY BOARD GOVERNANCE**

Report of the Town Clerk.

For Decision
(Pages 51 - 70)

10. **2024/25 FINAL REVENUE AND CAPITAL BUDGET OUTTURN**

Report of the Commissioner.

For Decision
(Pages 71 - 106)

11. **CITY OF LONDON POLICE ANNUAL REPORT 2024-25**

Report of the Commissioner.

For Decision
(Pages 107 - 128)

12. **THE CITY OF LONDON POLICE PENSION BOARD - REVIEW OF ACTIVITIES
FOR THE PERIOD 1 APRIL 2024 TO 31 MARCH 2025**

Report of the Chamberlain.

For Information
(Pages 129 - 138)

13. ***ANNUAL REVIEW OF POLICE COMPLAINTS ACTIVITY - 2023/24**

Report of the Town Clerk.

For Information
(Pages 139 - 158)

14. ***CITY OF LONDON POLICE PRODUCTIVITY ACTION PLAN**

Report of the Commissioner.

For Information

(Pages 159 - 202)

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

Report of the Commissioner.

For Information
(Pages 203 - 212)

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

Report of the Commissioner.

For Information
(Pages 213 - 258)

17. ***POLICING PLAN PERFORMANCE REPORT - Q4 2024/25**

Report of the Commissioner.

For Information
(Pages 259 - 278)

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

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

20. **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

21. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 14 May 2025.

For Decision
(Pages 279 - 280)

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

The Chair to be heard.

For Information
(Verbal Report)

23. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

24. **UPDATE ON CITY OF LONDON POLICE SERVICE RECOVERY ACTIVITY IN RESPONSE TO VICTIM REFERRALS FAULT**

Report of the Commissioner.

For Information
(Pages 281 - 284)

25. **COLP PROPERTY STORE**

Report of the City Surveyor.

For Information
(Pages 285 - 308)

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

Report of the Commissioner.

For Information
(Pages 309 - 324)

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

Report of the Commissioner

For Discussion
(Pages 325 - 360)

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

Report of the Commissioner.

For Information
(Pages 361 - 416)

29. ***CITY OF LONDON POLICE 2025 FULL STAFF SURVEY RESULTS**

Report of the Commissioner.

For Information
(Pages 417 - 448)

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

31. **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

32. **CONFIDENTIAL MINUTES**

To approve confidential minutes of the meeting held on 14 May 2025.

For Decision

City of London Police Authority Board Wednesday, 14 May 2025

Minutes of the meeting of the City of London Police Authority Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 14 May
2025 at 11.00 am

Present

Tijs Broeke (Chair)
Jason Groves (Deputy Chair)
Melissa Collett
Deputy Helen Fentimen OBE JP
Deputy Madush Gupta
Alderman Timothy Hailes JP
Deputy Benjamin Murphy
Deborah Oliver
Deputy James Thomson CBE
Deputy Dawn Wright
Andrew Lentin (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
Raquel Pinto	- Town Clerk's Department
Caroline Al-Bayerti	- Chamberlain's Department
Zakki Ghauri	- Chamberlain's Department
Katie Foster	- Remembrancer's Department
Jennifer Phillips	- Comptroller & City Solicitor's

City of London Police:

Pete O'Doherty	- City of London Police
Nik Adams	- City of London Police
Paul Betts	- City of London Police
Tor Garnet	- City of London Police
Alix Newbold	- City of London Police
Alistair Cook	- City of London Police
Chris Bell	- City of London Police
Nichola Meghji	- City of London Police
Kate Lloyd	- City of London Police
Erica Doran	- City of London Police
Luca Filippi	- City of London Police
Yagmur Koz	- City of London Police

In attendance:

Deputy Henry Pollard – The Chief Commoner
Marc Holland – Deputy Governor Gibraltar
Peter Montegriffo KC – Chair of the Gibraltar Police Authority
David Gardham – Foreign Office

With Alderman Timothy Hailes JP in the Chair until item 4.

1. **APOLOGIES**

Apologies were received from Alderman Emma Edhem and Sir Craig Mackey.

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

There were no declarations.

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

The Committee received an Order of the Court of Common Council dated 25th April 2025 appointing the Committee and setting its terms of reference for the ensuing year.

RECEIVED

4. **ELECTION OF CHAIR**

The Committee proceeded to elect a Chair in accordance with Standing Order No 28.

Tijs Broeke being the only Member expressing their willingness to serve, was duly elected Chairman for the ensuing year.

The Chair welcomed the Chief Commoner who was in attendance and thanked outgoing members Nick Bensted-Smith and Graham Packham for their service. New members Deputy Benjamin Murphy and Melissa Collett were welcomed, with recognition of their prior contributions to the Board and its sub-Committees

A warm welcome was extended to Commander Tor Garnett, leading on fraud and cybercrime in the City of London Police, and to the new Police Authority Board clerk, Raquel Pinto. Finally, observers Marc Holland, Peter Montegriffo, and David Gardham who were observing were also welcomed to the meeting.

The Chair thanked Members and partners for their continued support and outlined progress on the priorities he set in May 2024: on the delivery of the replacement service for Action Fraud, victim support, and on equity, diversity and inclusion. The Chair indicated that the main focus for 2025–26 was delivering the new Policing Plan, especially the Action Fraud replacement, and strengthening governance, trust, and national leadership against economic and cybercrime.

RESOLVED- That Tijs Broeke be elected as Chair of the Police Authority Board for the year ensuing.

5. **ELECTION OF DEPUTY CHAIR**

The Committee proceeded to elect a Chair in accordance with Standing Order No 29.

Two expressions of interest were received from Jason Groves and Deputy Dawn Wright.

A ballot was therefore carried out, and the following results were announced:

- Jason Groves – 6 Votes
- Deputy Dawn Wright – 4 Votes

Jason Groves having received the majority of votes, was duly elected as Deputy Chair.

RESOLVED- That Jason Groves be elected as Chair of the Police Authority Board for the year ensuing.

6. **MINUTES**

RESOLVED – That the minutes of the meeting held on 12 February are approved as an accurate record.

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

RESOLVED - that Members received and noted the minutes from recent subcommittees as follows

- Economic and Cyber Crime Committee
- Resource Risk and Estates Committee
- Professional Standards and Integrity Committee
- Strategic Planning and Performance Committee

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

The Board considered a report of the Town Clerk relating to its Committees and Appointments.

The Board approved the frequency of Board and Committee meetings as set out in Appendix 1, as well as the Chair, Deputy Chair, Member, External Member and Committee Member role descriptions at Appendix 3.

The Board then considered the appointment of each of the Committees, noting the changes to the Standing Orders whereby, the Chairs of the Sub-committees would be appointed by the Board, and the Deputy Chairs would be appointed at the first meeting of the Committee.

RESOLVED - That for the:

1) Economic & Cyber Crime Committee (ECCC)

- a) Members approved the terms of reference and composition as proposed in Appendix 2;
- b) Members agreed that, in addition to the Police Authority Board's Chair and Deputy Chair, Deputy James Thomson, Alderman Emma Edhem, Deputy Madush Gupta, Melissa Collett, Deputy Dawn Wright and Andrew Lentin be appointed for 2025/26.
- c) Members noted that the co-opted Court of Common Council places on the Committee were to be advertised after the meeting and appointed at the next meeting of the Board.

- d) Tijs Broeke being the only Member expressing their willingness to serve, was duly elected Chair of the Economic and Cyber Crime Committee for the ensuing year.

2) Strategic Planning & Performance Committee (SPPC)

- a) Members approved the terms of reference as proposed in Appendix 2.
- b) Members agreed that, in addition to the Police Authority Board's Deputy Chair (the Chairman did not wish to take up his position on the Committee on this occasion), Deputy Benjamin Murphy, Deborah Oliver, Deputy Helen Fentimen, Melissa Collett, Deputy Madush Gupta and Michael Mitchell be appointed for 2025/26;
- c) Members noted that the co-opted Court of Common Council places on the Committee were to be advertised after the meeting and appointed the next meeting of the Board.
- d) Jason Groves being the only Member expressing their willingness to serve, was duly elected Chair of the Strategic Planning & Performance Committee for the ensuing year.

3) Resource, Risk & Estates Committee (RREC)

- a) Members approved the terms of reference as proposed in Appendix 2
- b) Members agreed that, in addition to the Police Authority Board's Chair and Deputy Chair, Deputy James Thomson, Deputy Helen Fentimen, Alderman Timothy Hailes, Deputy Madush Gupta, Andrew Lentin and Deputy Dawn Wright be appointed for 2025/26;
- c) Members noted that the co-opted Court of Common Council places on the Committee were to be advertised after the meeting and appointed at the next meeting of the Board.
- d) Deputy Helen Fentimen being the only Member expressing their willingness to serve, was duly elected Chair of the Resource, Risk & Estates Committee for the ensuing year.

4) Professional Standards & Integrity Committee (PSIC)

- a) Members approved the terms of reference as proposed in Appendix 2.
- b) Members agreed that, in addition to the Police Authority Board's Chair and Deputy Chair, Michael Mitchell, Deborah Oliver, Melissa Collett and Alderman Emma Edhem be appointed for 2024/25, with two remaining vacancies
- c) Members noted that the co-opted Court of Common Council places on the Committee were to be advertised after the meeting and appointed at the next meeting of the Board.
- d) Michael Mitchell being the only Member expressing their willingness to serve, was duly elected Chair of the Professional Standards & Integrity Committee for the ensuing year.

5) City of London Police Pensions Board

The Board appointed Deputy Henry Colthurst as the as Chair and Ray Eaglesmith as Deputy Chair of the City of London Police Pensions Board.

6) Streets & Walkways Sub (Planning & Transportation) Committee

Members agreed that Deborah Oliver be appointed.

7) Digital Services Committee

Members agreed that Deputy Dawn Wright be appointed.

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

Members agreed that Deputy Helen Fentimen and Deborah Oliver and be appointed.

9) Association of Police and Crime Commissioners

Members endorsed that Tijs Broeke represent the Police Authority Board.

10)Capital Buildings Board

Members noted the appointment of the Tijs Broeke and Jason Groves to the Capital Buildings Board.

11)Crime and Disorder Scrutiny Committee

Members agreed the appointment of Deborah Oliver and Tijs Broeke to the Crime and Disorder Scrutiny Committee.

12)Projects and Procurement Subcommittee

Members agreed to appoint Alderman Timothy Hailes to the Projects and Procurement Subcommittee.

13)Member Lead for Safeguarding and Public Protection (Vulnerability and ICV Scheme)

Members approved the appointment Deborah Oliver to serve as the Member Lead for Safeguarding and Public Protection (Vulnerability and ICV Scheme).

9. OUTSTANDING REFERENCES

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

Members agreed that the first outstanding reference relating to cycle awareness courses could now be closed.

RESOLVED – That the Committee notes the report.

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

The Committee considered a report of the Town Clerk which set out 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.

Members suggested consideration be given to staggering the terms so that multiple vacancies would not need to be recruited to at the same time. Members agreed to delegate authority to the Town Clerk to consider this request, to look at length of terms and where appropriate consider staggering these.

Members also suggested that these be advertised to cluster panels and to encourage applicants to express an interest in more than one role to ensure flexibility and to capture candidates' talent where it may suit more than one position.

Members also noted that for at least one of the vacancies, the requirement of a candidate being a resident or working in the Square Mile needed to be fulfilled.

RESOLVED – That Members:

- 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) Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman to consider any changes to the length of the term advertised, and make any changes if this is deemed appropriate;
- e) 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.

11. CHAIR'S PUBLIC UPDATE

The Board received the Chair's public update.

RESOLVED – that the report be noted.

12. COMMISSIONER'S UPDATE

Members received the Commissioners public update and noted that the Chief Officer Team was now fully staffed, having welcomed Commander Tor Garnett, and was ready to deliver the Policing Plan. Members also noted the expansion

of the cycle team, national recognition for cycling enforcement, and success in tackling phone theft and dismantling a major organised crime group. Given the recent Supreme Court ruling on gender, which was prompting a national review of police policies, the Force was looking at its own policies to ensure compliance while supporting the trans community.

During the discussion, issues of community safety concerns following a robbery on the Barbican Estate were raised. Members were assured that there were ongoing investigations into this incident and that overall, there were falling crime rates in the area as well as increased neighbourhood policing. Members also raised strong concerns about dangerous cycling and e-bike misuse, calling for more enforcement, better legislation, and collaboration with operators like Lime. Retail crime, particularly shoplifting, was discussed, with the City Police reporting improved response times and outcomes. Members also highlighted the importance of public messaging, digital media, data transparency, and commended the Force on the campaign around signage on phone snatching which had been an incredible success, which Members hoped to see this return.

The Chair noted the wide-ranging discussion and asked Officers to look at including potential papers on cycling and legislative engagement at the meeting of the Board.

RESOLVED – that the report be noted.

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

The Board received the draft Annual Report, representing the achievement of the City of London Police for the past financial year, and contained information on crime, financial and staff statistics, as well as a summary of performance and highlights within the year.

Members enquired about cluster meetings and community engagement. It was noted that attendance at recent cluster meetings remained low, though representation from elected members and Corporation staff had improved. The Deputy Commissioner explained that the current format was considered the best model. The Police were open to feedback on how to improve this however, they were not looking to undergo full redesign until a full year of cluster panel meetings had happened in order to review and evaluate the impact. It was suggested that this cluster meeting engagement is looked at by the Strategic, Planning and Performance Committee.

On communications, the City of London Police committed to quarterly public updates aligned with performance committees, using storytelling and visual campaigns—like the blue plaque initiative—to bring the policing plan to life.

A joint session between police, Corporation communications, and the City Belonging project was proposed to better coordinate messaging and outreach.

RESOLVED – that the report be noted

14. POLICING PLAN 2025-2028

The Board received a report of the Commissioner presenting the City of London Policing Plan for 2025 to 2028, which was published on 2 April 2025 and would be presented to the Court of Common Council on 22 May 2025.

It was noted that the performance framework would be circulated to Members after the meeting and would be discussed at the next meeting of the Board in July.

RESOLVED – that the report be noted

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

One question was raised regarding concerns about grooming gangs in the City of London ahead of an upcoming report by Baroness Casey. The Deputy Commissioner confirmed there were no current or past cases, however emphasised that there was ongoing vigilance through intelligence monitoring, safeguarding partnerships, and proactive operations like Makesafe. Members also noted a recent deep dive and national self-assessment which found low risk in the City, but efforts continue to address intelligence gaps and to ensure staff were trained. The Town Clerk suggested reviewing past recommendations from the Independent Inquiry into Child Sexual Abuse to ensure best practice. A short note summarising the City's position in relation to the recommendations made by the Independent Inquiry into Child Sexual Abuse (IICSA) was suggested, as well as taking a deep dive to the Strategic Planning and Performance Committee.

16. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT

There were no items of urgent business.

17. EXCLUSION OF THE PUBLIC

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

18. NON-PUBLIC MINUTES

RESOLVED, - that the non-public minutes of the meeting held on 12 February be approved as an accurate record.

19. CHAIR'S NON-PUBLIC UPDATE

Members received the Chair's non-public update.

20. COMMISSIONER'S NON-PUBLIC UPDATE

Members received the Commissioners non-public update.

21. FCCRAS PROGRAMME PROGRESS NOTE

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

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

There were no questions.

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

There were no items of urgent business.

24. **CONFIDENTIAL ITEM**

Members considered a report of the Town Clerk

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

One item of urgent business was raised.

The meeting ended at 13:26.

Chairman

**Contact Officer: Raquel Pinto
Raquel.Pinto@cityoflondon.gov.uk**

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City of London Police Authority Board – Public Outstanding References

	12 February – item 8 – PAB Revenue budget	Members requested further insight into Police Authority projects	PA Director	Complete – a note outlining priority areas of work of the Police Authority Team for 2025/26 has been circulated to PAB Members.
	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	Complete – SPPC considered a community engagement strategic plan update report at its meeting on 2 June 2025.
	14 May – item 12 – Commissioner’s Update	PA Director to come back with advice on the issues raised about anti-social cycling in liaison with other corporation colleagues. SPPC to investigate the concerns raised on signage across the City	PA Director	In progress – work is ongoing between CoLC and CoLP officers on the issues of tackling anti-social cycling and on signage. The intention is to submit reports on both issues to SPPC for its meeting on 16 September.
	14 May – item 14 – Policing Plan	The Chair requested that the Performance Framework be shared amongst Members.	PA Director	Complete – The Performance Framework for the City of London Policing Plan 2025 – 2028 was circulated to Members on 15 May 2025.

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RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 19 May 2025

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at
on Monday, 19 May 2025 at 3.00 pm

Present

Deputy Helen Fentimen OBE JP (Chair)
Deputy Madush Gupta
Andrew Lentin
Jacqui Webster
Alderwoman Elizabeth Anne King, BEM JP
Deputy Bethany Coombs

Officers:

Richard Riley	- Town Clerk's Department
Raquel Pinto	- Town Clerk's Department

Officers:

Paul Betts	- City of London Police
Alistair Cook	- City of London Police
Chris Bell	- City of London Police
Alix Newbold	- City of London Police
Luca Filippi	- City of London Police
Kelly Glazebrook	- City of London Police
Mark Paddon	- City of London Police
Steve Reynolds	- City of London Police
Neil Jenkins	- City of London Police
Gary Brailsford-Hart	- City of London Police
Gillian Le Beau	- City of London Police
Pierre Coinde	- City of London Police

1. APOLOGIES

Apologies were received from Tijs Broeke, Jason Groves, Alderman Tim Hailes, Deputy James Thomson, Deputy Dawn Wright and Michael Landau. Members noted that Deputy James Thomson and Deputy Dawn Wright 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 10 February 2025 were approved as an accurate record.

4. ELECTION OF DEPUTY CHAIR

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order 26(6).

RESOLVED, - That, Tijs Broeke, being the only Member having indicated their willingness to serve, was duly elected Deputy Chair for the ensuing year.

5. **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.

6. **CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE**

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

Members noted that the current year's budget was stable, though future risks were anticipated due to the upcoming Spending Review, with updates expected in the coming weeks. Members would receive a further update in September.

Members noted a breach involving missed deadlines for issuing remedial service statements under the McCloud remedy, which was reported to the Pensions Regulator. Despite this, 97% of statements were completed—an achievement praised as outperforming other forces and others in the public sector. Some delays were due to external data and system issues. The Committee acknowledged the Pensions Office's efforts.

RESOLVED – That the report be noted.

7. **2024/25 PROVISIONAL REVENUE AND CAPITAL BUDGET OUTTURN**

The Committee received a report of the Commissioner detailing the City of London Police's provisional revenue and capital outturn for 2024/25.

The capital programme underspent by £0.8 million, with no loan drawdowns required—marking a positive shift away from previous reliance on internal loans. Members noted improved project management and strong interdepartmental collaboration, with the force now seen as best practice by others.

On staffing, it was confirmed vacancies were not held to balance budgets. Members raised concerns about ill-health retirements and overtime, with calls for stronger wellbeing support and better cross-referencing between reports to identify recurring savings.

Members discussed the command-and-control system shared with the MET. While operationally beneficial, members stressed the need for ongoing performance monitoring and financial scrutiny, keeping the option of an in-house system under review.

Members also welcomed the idea of a police finance session for new and existing members.

RESOLVED – That the report be noted.

8. **Q4 WORKFORCE MONITORING REPORT- 2024-25**

The Committee received a report of the Commissioner which detailed the City of London Police Human Resources Monitoring Data for Q4 2024/25 between 1 January 2025 – 31 March 2025

Members asked whether exit interviews provided enough insight into why staff leave and if they follow a national framework. It was noted that uptake was low, but serious issues raised were followed up, and a “stay interview” model from Greater Manchester Police had been adopted to retain staff. While attrition was currently low, the stay pathway was being re-promoted.

Members also requested clearer reporting on staffing figures, particularly the difference between established, actual strength in response and BCU units. It was explained that response was an area which was currently over strength due to the uplift programme and the influx of probationary officers. A significant number who have passed their probation period were now being posted into other roles, with more to follow.

Members asked for future reports to include clearer narrative alongside tables to better understand staffing allocations and ensure resources were being used effectively. Overall, the Committee acknowledged the strong progress in workforce planning and requested more detailed updates in future meetings.

RESOLVED – That the report be noted.

9. **CITY OF LONDON POLICE PRODUCTIVITY ACTION PLAN**

The Committee received a report of the Commissioner which looked at the City of London Police Productivity Action Plan. This supported the delivery of the new Policing Plan, which was looking to deliver productivity gains across its strategic priorities to maximise impact.

Members raised concerns about the effectiveness of newsletters and the importance of a clear communications strategy. Officers confirmed a force-wide comms strategy was in place and emphasised the need to connect it with other plans.

On innovation, Members enquired how the force could leverage its small size to pilot new technologies. There was ongoing work with an AI working group, developing a tech roadmap, and engagement with the College of Policing and Home Office. While general AI training was not yet feasible due to training constraints, tools like auto-redaction were being adopted.

Members welcomed the plan but stressed the importance of measurable outcomes.

Other concerns were raised about tracking and evidencing savings. It was confirmed that a benefits management strategy and framework were being implemented to ensure consistent baselining and reporting across projects.

A question was raised on how rising demand was factored into resource planning and whether any activities could be scaled back, whilst flagging that a potential risk in crime-per-officer ratios, could affect future funding. Officers explained that business planning considers current and future capacity, though resource reallocation remains challenging.

Members agreed the plan was strong and should be reported quarterly to this Committee and not duplicated elsewhere. Officers confirmed governance reforms were underway to streamline reporting and ensure alignment with strategic priorities.

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 urgent 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 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 10 February 2025 were approved as an accurate record.

14. **CITY OF LONDON POLICE RISK REGISTER UPDATE**
The Committee received a report of the Commissioner which provided an overview of the current strategic risk position of the City of London Police.

15. **FUTURE POLICE ESTATE INCL. SALISBURY SQUARE DEVELOPMENT PROGRAMME DASHBOARD**
The Committee received a report of the Commissioner on the monthly status of the Future Police Estate Portfolio (incl. Salisbury Square Development Programme) Dashboard.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business.

The meeting ended at 16:45.

Chairman

Contact Officer: Raquel Pinto
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**ECONOMIC AND CYBER CRIME COMMITTEE OF THE CITY OF LONDON
POLICE AUTHORITY BOARD
Tuesday, 20 May 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, 20 May 2025 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Deputy Madush Gupta (Deputy Chair)
Jason Groves
Naresh Sonpar
Deputy James Thomson
Deputy Dawn Wright
Alderman Emma Edhem

Officers:

Richard Riley	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department
Raquel Pinto	- Town Clerk's Department
Adam Summerfield	- Innovation & Growth

City of London Police:

Nik Adams	- City of London Police
Tor Garnett	- City of London Police
Chris Bell	- City of London Police
Lucy Cumming	- City of London Police
Titilope Osuntuyi	- City of London Police
Eleanor Summers	- City of London Police

1. APOLOGIES

Apologies were received from Deputy Christopher Hayward, James Tumbridge and Andrew Lentin.

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 on the 4 February be approved as an accurate record.

4. ELECTION OF DEPUTY CHAIR

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order 26(6).

RESOLVED, - That, Deputy Madush Gupta, being the only Member having indicated their willingness to serve, was duly elected Deputy Chair for the ensuing year.

5. **ECCC CHIEF OFFICER UPDATE**

The Committee received a report of the Commissioner detailing the main points of strategic significance over the previous quarter.

The Chair welcomed Commander Tor Garnett to the ECCC.

Members noted that the force was contributing to the development of the government's new counter fraud strategy. It was also noted that the development of the Online Crime Control Centre was in progress. Finally, Members noted that in support of national police reform, a temporary commander role was being created which would help integrate learning from fraud, economic and cybercrime into national coordination, streamlining administrative processes, and strengthen public-private partnerships.

Members agreed to have an action on having a deep dive into the Domestic Corruption Unit (DCU) pilot.

A Member highlighted the DCU's early traction and raised the importance of evaluating its impact and potential with additional funding, whilst emphasising the need to consider return on investment in future police reform decisions. Officers explained that the DCU was initiated by the previous government to demonstrate early impact. The programme was mapping investment needs across sectors, including potential industry contributions and use of recovered assets.

A Member asked about the development of business partnerships, and officers noted that the team was working with major businesses across sectors, aligning efforts with the national threat assessment and expanding investigative units. The Business Crime Unit is being integrated with cyber resilience efforts, and a strategic roadmap was being developed to address retail crime, refund fraud, and gift card fraud, supported by additional Home Office funding.

Another Member enquired on the direction and status of the Cyber Resilience Centres (CRCs). Officers explained that the programme was transitioning from private to police control, with full integration expected by year-end. A national oversight board was established, and a private sector CEO was being recruited to lead the national CRC company. The Chair asked for CRC's to be reported in the main performance pack, as currently this was reported on separately.

A Member inquired about the CDSV scheme. The response clarified that it targets volunteers with operational and technical skills not typically found in policing. An app will match skills to needs across the UK, and the scheme complements the associates programme for flexible project support, without requiring full police training.

RESOLVED, - That the report be noted.

6. **QUARTER 4 - NATIONAL LEAD FORCE CITY OF LONDON POLICE PERFORMANCE REPORT**

The committee received a report of the Commissioner with an assessment of City of London Police performance against the objectives set out in the National Policing Strategy for Fraud, Economic and Cyber Crime 2023-28 for quarter 4 2024/25 (1 January 2025 - 31 March 2025).

A Member raised concerns about how NECPCU impact was reported, and it was asked if the team was clear on what “outstanding” looked like for the upcoming PEEL 25 inspection. The Chair supported bringing this to the committee for review. Officers confirmed that a superintendent was embedded in the PEEL team to define “outstanding” and that national coordinator offices are supporting forces to meet those standards.

A Member asked that with regards to the performance data, that more up-to-date figures are given in future reports. Officers in both teams would look into this matter.

The Chair asked about the decline in Protect events, low victim satisfaction response rates, and reduced academy course attendance.

Officers explained that the integration of Action Fraud, NECVCU, and NFIB would come under the new “Report Fraud” model. Members noted on the improved victim engagement stats, which included a 13% national increase and a 99% referral rate for vulnerable victims, and that the national onboarding and training plan for 850 personnel, aiming for completion by November. On customer satisfaction, metrics were currently based on initial contact feedback but would expand to include post-outcome and victim care service feedback under the new model.

A Member raised concerns about the 41% drop in POCA values despite increased activity. Officers explained numbers were skewed by national figures. Judicial outcomes were up due to a strong pipeline of large cases and improved regional policing.

The Chair requested a deep dive into the victim journey and national fraud strategy to be scheduled before the next Committee meeting. Officers confirmed that the decline in Protect events would be investigated further and reported back at the next committee.

RESOLVED, - That the report be noted.

7. **QUARTER 4 - NATIONAL LEAD FORCE NATIONAL DELIVERY PLAN PERFORMANCE REPORT**

The Committee received a report of the Commissioner on the recent National Lead Force (NLF) National Delivery Plan Performance Pack. This provided Members with an assessment of national policing performance against the objectives set out in the National Policing Strategy for Fraud, Economic and Cyber Crime 2023-28 for quarter 4 2024/25 (1 January 2025 - 31 March 2025).

A deep dive session was proposed to help new members understand the performance pack.

Concerns were raised about crypto training and secure storage, which officers would address in the non-public session due to commercial sensitivity,

Questions were also raised about the impact of the new Report Fraud system on local force capacity, the rise in “no further action” outcomes, and regional performance differences. Officers agreed to report back on the rise of no further actions. Members noted that the new system would improve case quality and speed, with safeguards to avoid overwhelming forces. Judicial outcomes are up due to a strong pipeline of large cases, and asset recovery efforts were improving.

RESOLVED, - That the report be noted.

8. INNOVATION & GROWTH – UPDATE OF CYBER & ECONOMIC CRIME RELATED ACTIVITIES

The Committee received a report of the Executive Director, Innovation and Growth, providing members with an update on IG’s work on digital verification, cybersecurity talent and anti-money laundering.

Members raised questions about aligning cyber talent initiatives, outcomes for youth engagement, and integration with education strategy. There was also discussion on the need for clearer coordination and measurable outcomes.

On digital verification, members emphasised the importance of government traction and the need for faster progress. Officers confirmed alignment with police workforce strategies and highlighted ongoing efforts to develop cyber talent through internships, placements, and specialist roles.

The Chair supported further promotion of the digital verification model and proposed follow-up discussions to strengthen collaboration and visibility across the Corporation and with Government.

RESOLVED, - That the report be noted.

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

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

11. 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.

12. **NON-PUBLIC MINUTES**

RESOLVED, – That the non-public minutes of the meeting held on 4 February 2025 were approved as an accurate record.

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

The Committee received a joint report of the Town Clerk and The Commissioner on the Strategic Communications and Engagement Plan for Economic and Cyber Crime.

14. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE – REGULAR PROGRAMME PROGRESS NOTE**

The Committee received a report of the Commissioner with a summary update on the progress of the programme of transformation of the Next Generation Service of the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) has occurred since the February 2025.

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

One question was asked.

16. **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

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STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE **Monday, 2 June 2025**

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee
held at on Monday, 2 June 2025 at 11.00 am

Present

Members:

Jason Groves (Chair)
Melissa Colett (Deputy Chair)
Michael Mitchell
Deputy Helen Fentimen
Deputy Madush Gupta

In attendance:

Deputy Benjamin Murphy

Officers:

Paul Betts	- City of London Police
Alix Newbold	- City of London Police
Umer Khan	- City of London Police
Mandy Horsburgh	- City of London Police
Kate Lloyd	- City of London Police
Erica Doran	- City of London Police
Insp Megan Cardy	- City of London Police
Brett McKenna	- City of London Police
Tor Garnett	- City of London Police

1. APOLOGIES

Apologies were received from Deborah Oliver and Deputy Benjamin Murphy. Members however noted Deputy Benjamin Murphy was in attendance online.

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

There were no declarations.

3. ELECTION OF DEPUTY CHAIR

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order 26(6).

RESOLVED, - That, Melissa Collett, being the only Member having indicated their willingness to serve, was duly elected Deputy Chair for the ensuing year.

4. MINUTES

RESOLVED, - That the public minutes and non-public summary of the meeting on 11 February 2025, be approved as accurate record.

5. PUBLIC OUTSTANDING REFERENCES

Members received a report of the Town Clerk with the Committees Public Outstanding references.

Members noted that signage was being explored as part of a broader crime prevention strategy, aiming to deter offenders and raise public awareness. Discussions on whether signage should be temporary or permanent, its role in reinforcing police presence, and its integration with wider initiatives like CCTV and facial recognition were had. Recent investments in 4K cameras and estate surveillance were also noted as part of this approach, with Officers agreeing to look into the issue of facial recognition more broadly and reporting back at a future meeting.

Members agreed to close the action relating to the HMICFRS update.

Members noted that a paper on Operation Tinsel would be submitted to the next meeting of the Committee.

Finally with regards to the action relating to the Policing Plan, Members noted that a comms pack would be prepared for the next meeting, as well as a similar pack to inform the public about crime trends and prevention.

6. QUARTERLY HMICFRS INSPECTIONS UPDATE

The Committee received a report of the Commissioner which provided an overview of His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) related activity over the last quarter.

Members noted that 15 of 16 PEEL recommendations were signed off, with the remaining one concerning improvement in how problem-solving plans were closed. A Member requested clarity on this, and Officers confirmed this would address in the next update. The Chair confirmed that timelines for publication were in place and that the police comms team would coordinate with Corporation Comms to ensure transparent and balanced messaging.

Members heard that next PEEL inspection would include fraud and custody. The new police headquarters, expected by 2027, will feature a purpose-built custody centre aligned with national standards. Fraud remains a key focus, with efforts underway to align local and national responsibilities.

There was no PEEL review for national lead functions, which the Committee thought was a missed opportunity. Officers outlined plans to better showcase national contributions through a "PEEL accelerator" initiative, aimed at supporting other forces and highlighting the City's leadership and impact across the country.

In response to a question on how PEEL was used to inform policing practice, Members noted that PEEL assessments have driven tangible improvements in policing—particularly in victim services, investigations, and response standards—by providing tactical guidance that informs operational changes and enhances public service delivery.

RESOLVED – that the report be noted.

7. POLICING PLAN PERFORMANCE REPORT - Q4 2024/25

The Committee received a report of the Commissioner which summarised the Policing Plan Performance for Q4 in 2024/25.

During the discussion the following points were raised:

- Members asked how the force was encouraging crime reporting and how this was being measured. Officers highlighted that this was done in various ways which included public surveys, visible policing, and partnerships with venues to build trust and ensure incidents were reported.
- The Chair and Deputy Chair asked about comparing crime data with pre-COVID levels as well as seasonal trends. Officers explained that year-on-year comparisons were more useful than pre-COVID data, which can distort trends due to broader tolerance bands. Officers were happy to take the feedback on as this was the last iteration of this current report and use COVID numbers as part of the narrative going forward, rather than the data.
- Members noted that the Police forecast crime trends annually, with theft and low-level violence remaining the most consistent issues. Members asked for consistency across the trends.
- Members enquired about specific areas of crime which were not achieving positive outcomes and what was being done to address this. Officers noted that theft was a challenge, however, things like Operation Swipe were aiming to improve results. It was suggested that shoplifting should be tracked separately, which Officers noted.
- Concerns were raised about rising hate crime figures. Officers explained that incidents were small in number, often linked to public disorder, and were closely monitored with added engagement and operations in place.
- In response to questions related to the wellbeing scores and female recruitment, Officers explained that CoLP compare scores with other forces and confirmed women were recruited at all levels, with strong senior representation.
- Members asked if PEEL inspections would boost fraud training and if delivery could be more flexible. CoLP were exploring blended and regional options, noting funding and staffing challenges, however this presented them with the opportunity to really advertise their training offer.

RESOLVED – that the report be noted.

8. COMMUNITY ENGAGEMENT STRATEGIC PLAN QUARTERLY UPDATE

The Committee received a report of the Commissioner outlining the progress and developments in the City of London Police and City of London Corporation's joint strategic community engagement plan.

Members heard that recent cluster panel meetings addressed local concerns like ASB, rough sleeping, shoplifting, and protest activity. A structured debrief was underway to improve future panels, with a full evaluation due in December. Officers also highlighted that the community WhatsApp channel had grown to 105 members. There have been 94 business engagements and 129 self-initiated

contacts by ward officers. The team was working with the City Belonging Project to expand engagement, especially with underrepresented groups.

Members emphasised the need for broader engagement, especially through the City Belonging Project and with the resident engagement lead. Officers acknowledged the need for joined-up messaging and consistent officer briefings, especially after incidents like the one discussed at the Barbican panel.

A Member raised concerns about inconsistent panel scheduling and suggested an all-member briefing before the December review. It was stressed aligning engagement with communication strategy and audience needs. Officers confirmed their openness to feedback but cautioned against frequent changes to the model. Officers also agreed to include City Belonging updates in future reports, provide more detail on event popularity, and consider PEEL report findings in the December review. An all-member session would be arranged to gather input before finalising changes.

In response to a question relating to anti-social behaviour in Tower Ward, it was clarified that this was low level, mostly linked to bus line issues.

RESOLVED – that the report be noted.

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no urgent business.

11. **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.

12. **NON-PUBLIC MINUTES**
RESOLVED, - That the non-public minutes of the meeting on 11 February 2025, be approved as accurate record.

13. **NON-PUBLIC OUTSTANDING REFERENCES**
Members received a report of the Town Clerk with the Committees Non-Public Outstanding References.

14. **OPERATION SWIPE - CITY OF LONDON RESPONSE OF THEFT OF MOBILE PHONES**
The Committee received a report of the Commissioner on the activity across the City of London Police's coordinated response to the theft of mobile phones within the square mile.

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

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

There was no urgent business.

The meeting ended at 12:44

Chairman

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PROFESSIONAL STANDARDS & INTEGRITY (POLICE) COMMITTEE **Tuesday, 3 June 2025**

Minutes of the meeting of the Professional Standards & Integrity (Police) Committee
held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 3 June
2025 at 11.00 am

Present

Members:

Michael Mitchell (Chair)
Tijs Broeke
Melissa Collett
Alderman Professor Emma Edhem
Florence Keelson-Anfu
Naresh Sonpar

In attendance:

Jason Groves
Jacqui Webster

Officers:

Richard Riley CBE	- Town Clerks Department
Charles Smart	- Town Clerks Department
Rachael Waldron	- Town Clerks Department
Raquel Pinto	- Town Clerks Department

City of London Police

Paul Betts	- City of London Police
Sanjay Anderson	- City of London Police
Erica Doran	- City of London Police
Carly Humphries	- City of London Police
Kate MacLeod	- City of London Police
Olivia Hogman	- City of London Police
Dan Lambert	- City of London Police
Helen Isaac	- City of London Police

1. APOLOGIES

Apologies were received from Deborah Oliver, Jason Groves and Jacqui Webster. Members noted that Jason Groves and Jacqui Webster were observing online.

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

There were no declarations.

3. TO ELECT A DEPUTY CHAIR

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order 26(6).

RESOLVED, - That, Deborah Oliver, being the only Member having indicated their willingness to serve, was duly elected Deputy Chair for the ensuing year.

4. **MINUTES**

RESOLVED, – That the public minutes and non-public summary of the meeting on the 6 February be approved as an accurate record.

5. **PUBLIC OUTSTANDING REFERENCES**

The Committee received a report of the Town Clerk with the Committees Public Outstanding references.

Members noted with regards to the dashboard, that progress has been made with the police authority team, and the new reporting tools and problem statement packs have been developed. The Chair asked that the action remain open until full reporting was complete.

The action relating to the networking meeting has been completed and Members agreed this is now closed.

With regards to the University of East London research, there have been some delays to this, and Members would receive an update by email later this month, with a fuller update in September.

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

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

Questions were raised about how progress toward being the most inclusive police force was measured. Members asked for clearer, high-level indicators and outcomes to assess impact both internally and externally. Officers acknowledged the difficulty in measuring cultural impact and behavioural change. They were working with academia and national teams to develop an evaluation framework and are using external assessments like the Inclusive Employers accreditation (currently rated Silver).

Members stressed the importance of setting measurable goals to avoid circular conversations and to track progress meaningfully.

A Member asked for more structured engagement with underrepresented groups, including early outreach through schools and support for those with special educational needs.

Concerns were raised about the accuracy and relevance of demographic data, particularly regarding ethnic minority and gender representation, and the need to reflect the broader London workforce.

The Committee agreed on the need for clearer outcome measures, better packaging of existing efforts, and continued collaboration to define and track meaningful impact.

RESOLVED, - that the report be noted.

7. PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE Q4

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

Members enquired if Schedule 3 cases were more serious, which officers clarified they typically involve delays or missing updates, not severity. Officers suggested updating the glossary of terms for new members to define special terminology from professional standards.

In response to a question about the vetting progress, Officers confirmed all staff were vetted on entry and re-vetted annually, with no backlog and 12 applications under review. The Chair asked how this progress would be sustained; and Officers assured that vetting was well-monitored through the Police's Strategic Board and dedicated leadership.

RESOLVED, - that the report be noted.

8. SUMMARY OF ACTION FRAUD PUBLIC COMPLAINTS DATA - Q4 2024/25

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

The Chair asked whether the new FCCRAS system would reduce complaint resolution times. Officers explained that while there may be an initial increase during the transition, the system was designed to improve user experience and communication, which should reduce complaints. The Chair also asked if there were internal triggers for delays; Officers noted that Schedule 3 cases have set timeframes, but non-scheduled cases do not, therefore Officers agreed to look into this matter. Concerns were raised about long resolution times, with Officers committing to producing a deep dive into national averages and case types for a future meeting.

RESOLVED, - that the report be noted.

9. STOP & SEARCH AND USE OF FORCE DATA - QUARTER 4 2024/25

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

Members noted the 10% drop in stop and searches, with a strong 49% positive outcome rate. Clarity was sought on what counts as a positive outcome and Members asked that the juvenile data is broken down by age. Disproportionality rates were reviewed, Members noted that Black disproportionality had slightly decreased, while Asian disproportionality rose, prompting Members to request that these numbers were investigated as well as checking current trends, which Officers agreed to look into. Officers explained outcomes included more than arrests and that fewer, more targeted searches reflected better officer judgment. The impact of new NPCC guidance was also noted.

RESOLVED, - that the report be noted.

10. **STOP & SEARCH AND USE OF FORCE DATA - APRIL 2024- MARCH 2025**
Members received a report of the Commissioner which reviewed the stop and search and use of force for the financial year 2024/2025.
- Members also asked that the juvenile data is broken down by age for this report.
- RESOLVED**, - that the report be noted.
11. **ANNUAL REVIEW OF POLICE COMPLAINTS ACTIVITY - 2023/24**
The Committee received a report of the Town Clerk which provided Members with a summary of the complaints and allegations concerning the City of London Police and the Action Fraud reporting service for the year 2023/24.
- Members raised concerns about the 28-day average to contact complainants, noting the risk of fading memories and irrelevant evidence. Officers explained that this figure was skewed by Action Fraud data, and the actual average was 4 days: three for Action Fraud and five for general complaints, thanks to process improvements. Members suggested presenting data quarterly and visually to better show trends, as this report was now a year old. Officers noted delays in receiving data from the IOPC and agreed to pick this matter up with IOPC as well as explore trend reporting further.
- RESOLVED**, - that the report be noted.
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no urgent business.
14. **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.
15. **NON-PUBLIC MINUTES**
RESOLVED, - That the non-public minutes of the meeting on 6 February 2025, be approved as accurate record.
16. **PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE NON-PUBLIC APPENDIX**
Members received a report of the Commissioner which provided the non-public appendices to the professional standards, conduct and vetting update. This item was considered in conjunction with item 7.
17. **CITY OF LONDON POLICE 2025 FULL STAFF SURVEY RESULTS**
The Committee received a report of the Commissioner with an update on the results of the City of London Police Staff Survey.

18. POLICE CONDUCT REVIEWS - RANDOM SAMPLE

Members received a report of the Commissioner which provided a random sample of police conduct reviews.

19. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

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

There was no urgent business.

The meeting ended at 12.47 pm

Chairman

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

City of London Policing Plan 2025 – 2028

I was pleased to present the City's new Policing Plan to the Court of Common Council on 22 May 2025. The Plan is central to the Police Authority Board's support and scrutiny role. The performance framework setting out the indicators which the Board will use to assess progress on the implementation of the Plan has been completed, and has been published on the Police Authority Board website.

Spending Review

On 11 June 2025, the Government unveiled the contents of a multi-year spending review for the period 26/27 to 28/29. The announcement was an annual real terms increase for policing of 2.3% pa (1.7% pa excluding the phase 1 Spending Review Period 23/24 to 24/25) which, through to 28/29, will make available an additional £2bn of funding. It should be noted that these numbers include assumptions on annual precept increases (probably £13-14 pa), as well as £262m in efficiencies.

It should also be noted that the funding settlement is allocated on a funding formula basis, which currently excludes funding for National Lead Force activities. Consequently, work will need to continue in the coming months with the Home Office to understand the affordability implications of the Spending Review for national functions. Individual force allocations of core funding will not be known until the annual Police Funding Settlement which is normally announced in December.

Safer Town Centres

In June the Police Authority submitted a response to the Home Secretary setting out local plans and activity to tackle street and retail crime, our contribution to the national *Safer Town Centres this summer* initiative. This includes the City Police's various 'hotspot response' visible policing initiatives and wider preventative work being delivered by the Corporation and Safer City Partnership. The submission can be forwarded to Members on request, if of interest.

Cycling and e-bikes

The Police Authority team has set up a working group with Corporation and City Police teams to bring together current policy, evidence, and activity on nuisance, dangerous, and illegal cycling in the Square Mile and review options to go further, and Members should provisionally expect a report on this in September. I am also writing to major food delivery companies on the issues of their riders using illegal e-bikes and other people's identities.

Engagement on Police Reform and Fraud Strategy

It has been an important and busy period of engagement as the Government's plans for both police reform and their expanded fraud strategy take shape. On the former, I met the Home Office lead on the Reform White Paper, Rick Muir (formerly of the Police Foundation) to understand more about the vision for the future state of policing and the impact the recent Spending Review may be having on these plans. And as the Home Office further develops its latest fraud strategy, I have had significant engagement with the Fraud Minister, Lord Hanson, in my role as APCC Co-Lead for Economic and Cyber Crime – meeting with him privately and hosting him at the APCC General Meeting on 10 July, alongside his recent visit to CoLP to be briefed on the progress of the replacement for Action Fraud. I also had a very helpful meeting with the Home Office Special Adviser leading on fraud, Damian McBride, and I am confident that we can build on the great work of CoLP in this space and develop a compelling vision for a new approach for tackling economic crime, including fraud.

APCC engagement

Further to the above, meetings and discussions in connection with the work of the Association of Police and Crime Commissioners (APCC) have been taking up an increasing amount of time of late, including as a consequence of the thinking about police reform and the contents of the forthcoming White Paper from Government, in addition to the regular APCC Board meetings. I was pleased that at the APCC General meeting on 10 July, Lord Hanson made a number of complimentary remarks about CoLP. I also took the opportunity to ask the Policing Minister about the Government's position on the policing response to online crime and the relationship to the "Safer Streets" mission. I am following this up with the Minister with my APCC co-lead. Members may have noticed that the Government's recent National Security Strategy included a reference to the need to ensure "public safety on our streets and online".

Engagement on wider CoLP role

I was delighted to meet the Policing Minister, Dame Diana Johnson MP, when she visited CoLP for an update on cyber security and a patrol on the streets of the City. We also look forward to CoLP's next PEEL inspection report later this month and I had a useful meeting with HMI Lee Freeman to ensure we are well sighted on key challenges for the City. Lastly, I was particularly pleased to host a delegation of senior civil servants from the Netherlands, via the policing attaché in the Dutch Embassy, as they were keen to learn about our approach to policing fraud and cyber crime.

NCRCG Board meeting – 25 June 2025

I chaired the latest meeting of the National Cyber Resilience Centre Group (NCRCG) Board meeting on 25 June. We discussed a range of issues including the financial position of the CRC initiative and the really positive work being carried out by the cadre of national ambassadors. There are though some significant issues to be worked through in relation to plans to evolve the CRC structure.

City of London Police Pass Out Ceremony – 29 May 2025

It was an honour to say a few words at the most recent CoLP Pass Out ceremony on 29 May. I congratulated the officers of the Ludgate and Scarlet cohort and thanked them, on behalf of the Board, for their public service and their contribution to keeping the City, and the country, safe and secure – now and in the future.

City of London Police Commendation Ceremony – 4 July 2025

Jason Groves, as Deputy Chair, spoke at the recent CoLP Commendation Ceremony on 4 July at the Mansion House. It was a great opportunity to recognise some fantastic, selfless work by CoLP personnel. They represent the best of British policing.

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Committee(s): Police Authority Board	Dated: 23 July 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, 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 praised by the Home Office for new initiatives to tackling phone snatching as part of new the policing plan

CoLP have been praised by the Home Office and key partners for the “Look up and Look Out” campaign delivered through Op Swipe, with the formal launch and intensification day on 21st May 2025. CoLP are committed to protecting the public from theft as a priority by pursuing and disrupting Organised Crime Groups who are involved in phone snatching in the city. As part of this initiative to raise crime prevention awareness, CoLP continue to collaborate closely with key partners to share data and best practice, implementing an evidence led approach to enhance the delivery of our service in line with the Home Office objectives. This has seen a 30 % reduction in phone snatching in the city between January to April 2025.

Prolific phone snatcher caught with nine phones sentenced to two years and three months imprisonment

A mobile phone thief who went on a snatching spree and was caught with nine phones on him in one morning has been sentenced at the Old Bailey to two years and three months in prison. The suspect pleaded guilty to two counts of theft, seven counts of handling stolen good, driving with no license, driving with no insurance, breach of his Criminal Behaviour Order (CBO), and found guilty of common assault. The phones stolen in the city have been returned to the victims and the pavement of these three phone snatch locations have been tagged with blue plaques, marking where mobile phones were stolen as part of CoLP’S continued efforts to raise awareness and reduce phone snatching in the city.

Shoplifter sentenced to three months imprisonment and receives 5-year Criminal Behaviour Order

CoLP continues to tackle theft as a priority, working closely with the Corporation and retail businesses to minimise further harm and holding those accountable for their actions. The Proactive Acquisitive Crime Team (PACT) is a dedicated team who focuses on theft of bags, phone snatching and shoplifting to disrupt those involved in serious organised crime. A shoplifter who repeatedly targeted retail premises in the city, has been convicted receiving three months imprisonment and a 5-year Criminal Behaviour Order (CBO) banning him from entering the Square Mile for five years, having been caught on camera stealing items.

Thief who spat at police officer sentenced to 24 weeks imprisonment

Violence against CoLP staff and officers will not be tolerated. A thief who spat at a police officer during an arrest and attempted to headbutt another officer, has been sentenced to 24 weeks in prison. The theft was captured on cctv, plain-clothed officers spotted the suspect whilst he was trying to sell a bottle of alcohol with the security tag attached, when officers intervened, he has become aggressive, when searched several items of meat were also recovered.

Drug dealer sentenced to three years imprisonment

Excellent work undertaken from CoLP officers involving the stop and search of the suspects’ vehicle, recovered a quantity of cocaine from the door panels and £330 seized. The investigation completed by the Criminal Investigation Department (CID) has resulted in the suspect being sentenced to three years imprisonment, having pleaded guilty to offences of possession with intent to supply Class A Drugs, possession of false ID, driving without third-party insurance and driving whilst disqualified. This is an outstanding example of the ongoing proactive approach CoLP are taking to protect the public, targeting and pursuing offenders involved in drug dealing activity.

CoLP Athletics Club wins Police Sport UK Track and Field Championships 2025

CoLP were represented by a strong team of officers and staff from across the force at the Police Sport UK Track and Field Championships event held in Nuneaton in June. Having topped the Police Sport Uk Championships, several members are now finalising their preparations to compete at the World Police and Fire Games held in July at Birmingham, Alabama USA.

Cycle Team

CoLP Cycle team continue to lead the way Nationally promoting road safety and the seizure of electric cycles being used illegally on roads in the city. Sergeant Ford from the cycle team, recently attended Parliament for a question time concerning laws on e-bikes, where the team’s excellent work has been recognised in Parliament by Lord Hogan-Howe who commended the ongoing work. He used CoLP as an example of a force who “as the smallest force in the country” are tackling the issue with 326 bikes seized in 2024, as well as tackling the issue around

cyclists ignoring the laws of the road. The cycle team continue to support the forces response to cycle theft (Op Kirk) and phone snatching (Op Swipe) as well as performing a fundamental role in tackling Anti-Social Behaviour and promoting road safety through their 3 E (Engage, Educate and Enforce) approach.

Please the Cycle Team stats below from April 25 – 18/06/25.

Key Messaging	2382
No. Arrests	38
No. Stop Search	24
No. Positive Outcomes from stop searches	14
No. Cycle FPN	199
Cycle Warnings	405
Seizures	56
No. Process (vehicle)	21
Intel	80
Bike marking	51
Phone marking	41
No. Response Calls	25
Vehicle FPN	32

Strategic Leadership and Engagement

On Wednesday 30th April 2025, the City of London Police hosted Baroness Margaret Hodge, the Anti-Corruption Champion. Topics covered included the domestic corruption pilot and our asset recovery work.

On Wednesday 21st May 2025, D/Cmsr Nik Adams was a keynote speaker at the Economic Crime Summit focusing on effective fraud prevention, collaboration and accountability. The session organised by CityForum was hosted at the Old Bailey with senior leaders from across the judiciary and industry.

On Monday 02nd June 2025, D/Cmsr Nik Adams provided the keynote speech at the UK Finance Key Conversations Conference for Fraud. The audience was seniors from the financial industry dedicated to fraud.

On Tuesday 03rd June 2025, D/Cmsr Nik Adams attended the Government Counter Fraud Leadership Strategy Event. The audience included senior leaders from the public sector, regulatory bodies, and law enforcement.

On Thursday 19th June 2025, the Commissioner hosted the Policing Minister, the Rt Hon Dame Diana Johnson DBE MP. She was provided a briefing on the unique role the City of London Police in combatting fraud, economic and cyber crime, an overview of Local Policing achievements, alongside spending time with officers in Castle Baynard.

Operational Highlights

A man who pocketed over £3 million by running three illegal streaming websites has been sentenced at York Crown Court. The defendant sold illegal access to copyrighted content through the websites IPTV Hosting, Helix Hosting and Black and White TV. He used the funds to buy designer clothes and jewellery, holidays and a Jaguar F-Type V8 coupe worth £91,000. PIPCU’s investigators secured an all-assets restraint order against a total of £1.1 million held in 15 bank accounts and 21 cryptocurrency wallets owned by the defendant. A further £144,121 worth of cash, which was seized during the investigation, was also frozen. These funds, in addition to high value jewellery seized by officers, will now be subject to confiscation proceedings.

A father and son have been sentenced for their roles in a fraudulent car insurance scheme, following an investigation led by the City of London Police’s Insurance Fraud Enforcement Department (IFED). The suspects pocketed £61,763 from August 2016 to January 2020 by selling fraudulent insurance policies to the public. CCTV showed that while a search warrant was being executed at suspects home address, a third suspect, removed two computers. The father and son were sentenced to 21 months in prison and 16 weeks imprisonment, suspended for 12 months, respectively. The third suspect who attempted to pervert the course of justice was sentenced to 18 weeks imprisonment, suspended for 12 months, and ordered to complete 120 hours of unpaid work.

National Support & Co-ordination

On Friday 13th June 2025, the City of London Police hosted our National Functions All Staff Engagement Day. The event brought together 275 police officers and staff across fraud, economic and cyber crime. The event focussed heavily on engagement with senior leaders, who sat with teams to discuss future direction, current challenges, and solutions to drive improved outcomes. There was also a specific focus on wellbeing, including practical physical health inputs from CoLP physical training instructors, and mental wellbeing supported by guests from the Samaritans. The interactive nature of the day provided opportunities for learning across all ranks and grades and actions arising will be managed through internal governance. To ensure the event was inclusive, 32 colleagues were able to join online. Feedback being overwhelmingly positive.

On 10th April, the UK’s first INTERPOL Silver Notice was published to help trace and recover the criminal assets of a convicted fraudster thought to have made £8.5 million illegally. The notice circulation is a result of cooperation between the JICC INTERPOL Unit, ERSOU, NECC and CoLP, allowing INTERPOL member countries to share alerts and requests for information worldwide to locate, identify, trace and recover criminally laundered assets such as properties, vehicles, financial accounts, and businesses. CoLP played a crucial role in advancing this pilot. This has been led by Interpol, supported by Interpol’s Assistant Director, a seconded senior CoLP officer.

Media Highlights

CoLP completed a public awareness campaign to warn of the dangers of romance fraud setting up digital messaging boards in Love Lane, Rose Street, Honey Lane and Bank.

City of London Corporation Committee Report

Committee(s): Police Authority Board – For decision	Dated: 23/07/2025
Subject: Reform to Police Authority Board governance	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?	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:	Town Clerk
Report author:	Charles Smart, Police Authority team

Summary

This report proposes 'structural' reforms to the agendas and remits of the Police Authority Board (PAB) and its sub-committees.

These aim to make a clearer distinction between PAB as a 'strategic overview' forum and sub-committees as 'policy detail' forums, establish more fixed and stable agendas, address areas of overlap, duplication, and gaps in sub-committee remits, and align these more closely to Policing Plan priorities.

Overall, these seek to make PAB's governance more effective and easier to service and administer, ultimately enhancing the value and impact of the committee process and in turn its contribution to ensuring the delivery of high-quality police services.

Recommendation(s)

Members are asked to **agree** the recommended reform proposals at paragraph 6 (and consequent sub-committee Terms of Reference amends at **Annex 3**) :

- A fixed agenda composed of summary overviews for PAB, providing a strategic 'point in time' view across City policing
- Changes to sub-committee remits to delineate clearer areas of policy focus, remove cross-cutting and overlapping 'thematic' responsibilities, and align remits to 2025-28 Policing Plan priorities
- More fixed agendas for sub-committees, in line with their new remits

Main Report

Background

1. The Police Authority Board is responsible for holding the Commissioner of the City of London Police to account in running an efficient and effective service, ensuring value for money in the way the City Police is run, and setting priorities for the service (through the Policing Plan).
2. PAB's effectiveness in exercising these functions is linked closely to its 'governance structure' – the rules and processes for how it receives information (i.e. agendas and papers) and how responsibility for different areas of information is assigned amongst PAB and its sub-committees (i.e. remits).
3. In 2024, PAB endorsed the Town Clerk's department business plan for 2025/26 which included a priority workstream to *"develop and implement an approach to reform PAB governance and increase its efficiency and effectiveness as a scrutiny body"*.
4. The current governance structure is, broadly, that:
 - *PAB* is the lead committee, receiving all 'for decision' papers and any 'for information' papers judged to be of sufficient importance
 - *Strategy, Planning and Performance (SPPC)* focusses on local crime prevention, City-Police-wide business planning and performance management, all HMICFRS¹ recommendations, and security
 - *Professional Standards and Integrity (PSIC)* focusses on public trust, use of powers, EDI, and professional standards and complaints
 - *Resources, Risk and Estates (RREC)* focusses on workforce management, accommodation, internal audit recommendations, and City-Police-wide finance, funding, and risk management
 - *Economic and Cyber Crime (ECCC)* focusses on City Police's national lead roles on fraud, economic and cyber-crime
 - While a number (c.20) of quarterly and annual 'standing agenda items' provide a degree of regular structure, committee agendas also include a range of 'ad hoc' items (such as one-off papers requested by the committee or papers shared from other areas of the Corporation)
5. PAB's governance also includes the FCCRAS Procurement sub-committee and Police Pensions Board, though these specialised committees have not been included in the scope of reform proposals.

¹ HM Inspector of Constabularies and Fire and Rescue Services. They inspect police services and issue recommendations for improvement including through the 'PEEL' process.

Current Position

6. There are several issues, and so areas for improvement, in this structure:
- *Overlap* – SPPC’s responsibility for all business planning and performance management, and RREC’s responsibility for all risk, both ‘design in’ overlaps with other sub-committee remits. For example, SPPC oversees performance on Policing Plan metrics related to professional standards and to National Lead Force functions, and RREC looks at risks relating to operational performance and planning, professional standards, and fraud and economic crime. This makes lead responsibility unclear.
 - *Duplication* – There are at least ten standing agenda items for which, as standard, identical papers are sent to both PAB and one of its sub-committees (examples include the E&I update, risk register update, Policing Plan performance report, and capital and revenue budget outturn). This duplicates scrutiny of the same information.
 - *Gaps* – Most notably, neither PAB nor its sub-committees receive regular reports on the City Police’s overall victims work, a longstanding Policing Plan priority. Vulnerability, serious organised crime, and counter-terror work are also scrutinised through ad-hoc ‘deep dives’ rather than regular reporting.
 - *Long agendas and papers* – For PAB in particular, agendas can run to 20+ items and paper packs to 400+ pages. The latter makes it challenging to draw out key issues and risks and the former means there is often very limited time to discuss them.
 - *No ‘strategic overview’* – PAB’s agenda is composed of decision papers, ‘important’ standing agenda items and ‘important’ ad-hoc papers. In practice this means it varies significantly meeting-to-meeting and does not provide a clear and consistent overview of the top priorities, issues, and risks across City policing at the point in time.

Options

7. The Police Authority team has developed proposals (*see next section*) to address the above issues, which have been refined and agreed at working and Chief Officer level with the City Police and tested with the Chair and Deputy Chair. For completeness, other options are:
- A) *Do nothing* – no change to current governance structures.
- B) *More limited reform* – this could entail only parts of the proposals set out in the next section, for example implementing a fixed agenda for PAB but not altering sub-committee remits. Partial reform only delivers partial improvements, and the proposals overleaf are intended to stand together as an integrated whole. As there are no material costs to the recommended reforms, there is also no substantive saving to pursuing more limited reform

(indeed, the ‘full’ reforms intend to reduce some of the admin currently associated with assembling committee agendas and papers).

- C) *Substantive reform of another kind* – this option has not been explored in any detail, but could entail creating new sub-committees or other additions to the current structure to plug gaps and ‘spread out’ current agenda and paper loads. This would add to, not reduce, some current complexities and admin requirements. Alternatively, sub-committees could be eliminated with PAB handling (in longer meetings) all scrutiny, but this is not considered viable to adequately oversee the extent of City Police activities.

Proposals

8. The recommended proposals on which this paper seeks agreement are, in summary, that:
- A) PAB will become a ‘strategic overview’ forum providing – via a fixed agenda – a high-level view across key City Police matters. It will continue to receive decision papers (as the only policing committee with decision-making powers) but will otherwise only receive concise summary overviews of business areas and not duplicate the detailed scrutiny of sub-committees. The summaries that PAB receives will be taken by the Police Authority team directly from the “summary” section of underlying sub-committee reports (which will be slightly expanded).
 - B) Sub-committee remits will be altered so that they have clearly-delineated areas of sole policy focus, to remove cross-cutting ‘thematic’ responsibilities (like ‘performance’ and ‘risk’), and to more closely align remits and responsibilities to strategic priorities in the new (2025-28) Policing Plan. They will also more closely align with the City Police’s internal governance.
 - C) Sub-committees will also have more-or-less fixed agendas focussed on key thematic areas in their remits. Papers will also be written in new templates to make the presentation of information more uniform. Both of these changes have already been trialled in Professional Standards and Integrity Committee.
9. Fuller detail of these proposals– i.e. new remits and fixed committee agendas – is set out at **Annex 1**. The changes to committee remits can be summarised as:
- *PAB’s* remit is unchanged in principle, albeit in practice it will only by rare exception receive detailed reports on area-specific matters
 - *PSI’s* remit is unchanged, other than removal of Action Fraud complaints
 - *ECCC’s* remit is essentially unchanged and remains to scrutinise the City Police’s national policing work. It will take on responsibility for Action Fraud complaints from PSI

- *RREC's* remit will no longer include 'risk' (with area-specific Tier 2 risks instead scrutinised by relevant sub-committees and the top Tier 1 corporate-level risks scrutinised by PAB), so will focus on resources and estates including a new emphasis (per the new Policing Plan) on efficiency and productivity work
 - *SPPC's* remit will essentially no longer exist because – analogous to the change to *RREC* – area-specific performance and planning will instead be scrutinised by relevant sub-committees (PSI oversees EDI performance and relevant Policing Plan metrics, ECCC oversees National Lead Force Performance and so on). "New *SPPC*" (*new names to be determined* – see **Annex 1**) will instead provide detailed oversight and scrutiny of the City Police's operational work in the Square Mile (including neighbourhood policing, serious and organised crime, counter-terror, vulnerability, and custody and offender management).
10. Current standing agenda items have been mapped into the new committee remits and structures, with this set out in full at **Annex 2**. Corporate, strategic, and legal implications are detailed in the section below.
 11. Fixed agendas and template reports will be easier to plan for and to produce, reducing officer admin work while also producing a more uniform 'end product' for Members. The issue of 'committee sequencing' will be partly mitigated – the current structure means sub-committees should ideally precede PAB each round (so they can 'feed up' comments on papers), which in practice has proved exceptionally difficult to schedule.
 12. Under the new model, with papers only rarely going to more than one committee and with PAB and its sub-committees discussing issues at different levels of detail, the sequencing will matter less. Timing will continue to be kept under review, and Members should note it will remain difficult to deliver 'perfect' sequencing between committee timings and City Police's internal governance.
 13. These proposals will limit the room for ad-hoc reports (either commissioned or referred from elsewhere). This will be mitigated by the new remits being more comprehensive (i.e. there will be fewer gaps requiring ad-hoc reporting), by requested updates being provided within subsequent template reports (rather than as standalone items), and increased scope to answer ad-hoc questions outside of committee.

Corporate & Strategic Implications

Strategic implications – Reform proposals aim to improve PAB's effectiveness in exercising its strategic oversight and scrutiny functions, as detailed above. By aligning governance more closely with the Policing Plan, they also enhance PAB's oversight of delivery against key strategic policing priorities.

Financial implications – None, there is no financial cost to governance reform.

Resource implications – Reforms are anticipated to reduce the admin resource cost of servicing PAB’s governance structures, as indicated above. There is likely to be a ‘transition’ admin cost as the new model is adopted and refined.

Legal implications – Reforms do not alter PAB’s legal status, they are within the prescriptions of legislation on how it should exercise its scrutiny and oversight functions as a Police Authority, and they don’t change or conflict with PAB’s statutory duties (for example, PAB via PSIC will continue to monitor complaints against the City Police).

Risk implications – Reforms are expected to improve PAB and sub-committee oversight and scrutiny of risk management, with this being distributed more widely and formally across sub-committees.

Equalities implications – There are no equalities implications, scrutiny of EDI will remain a key part of PSI Committee’s remit

Climate implications – None

Security implications- None

Next steps if proposals are agreed

14. If Members agree the proposals set out at paragraph 6 and **Annex 1**, and consequent changes to sub-committee Terms of Reference at **Annex 3** then the ‘new model’ will be in place from September. No changes are required to PAB’s Terms of Reference. New template report formats will be developed with the City Police (similar to those in use by PSI Committee) for the September committee round.

Conclusion

15. The Police Authority team’s ambition is to ensure that accountability arrangements for the City Police are best-in-class: efficient, effective, anticipatory, insightful, and strategic. To that end, this paper has set out a range of reforms to PAB’s governance structures targeting key areas for improvement.
16. The main expected benefits are: that PAB will have a clearer strategic overview of City Policing and that this will in turn assist strategic discussion and decision-making; that sub-committees will have more focussed scrutiny within clearer remits and aided by shorter and more consistent papers and agendas (which will be quicker and simpler for officers to produce); that performance (including against Policing Plan priorities) and risk will be more clearly and closely scrutinised in their ‘subject area’ sub-committees; and that oversight will more clearly cover all important areas, most notably victims work. In sum, this should improve performance, transparency, and clarity.
17. A degree of ongoing iteration is anticipated, particularly to reporting templates, and it will remain important to keep governance and accountability under review, checking it is meeting the above ambitions and not adding unnecessary or unanticipated burdens.

18. Lastly, these reforms present a broader opportunity to explore new 'ways of working' between PAB, the Police Authority, and the City Police. These are under consideration and proposals will be brought forward in due course.

Appendices

- Annex 1 – Detail of new committee agendas and remits
- Annex 2 – Mapping current standing agenda items to new committee remits
- Annex 3 – Changes to sub-committee Terms of Reference – ***for decision***

Charles Smart

Policy Officer, Police Authority team

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Annex 1 - Detail of new committee agendas², remits, and proposed names

<p>Police Authority Board standing agenda</p> <ul style="list-style-type: none"> • Policing Plan summary performance update • [Square Mile policing] updates (= 'new SPPC') • National fraud, economic, and cyber policing updates (= 'new ECCC') • Professional standards and EDI updates (= 'new PSI') • Resources, workforce, and estates updates (= 'new RREC') • Summary overview of HMICFRS reviews and recommendations • "AOB" updates • Corporate risk register review and risk management update • Forward look and 'wider world of policing' update
<p>LOCAL POLICING COMMITTEE standing agenda</p> <ul style="list-style-type: none"> • Policing Plan priorities update - <i>"Keep people in the City safe and feeling safe"</i> • Local policing update (=neighbourhood, response, non-Servator patrols e.g. in night-time economy) • Victims services and strategy update • Vulnerability update – <i>Bi-annual, not quarterly</i> • Serious & Organised Crime (SOC) update - <i>Bi-annual, not quarterly</i> • Counter-terror update • Custody and offender management update – <i>Annual, as at present</i> • Community engagements and collaboration update • [Local policing] key risks and mitigations • [Local policing] forward look and wider policing matters
<p>ECONOMIC AND CYBER CRIME COMMITTEE standing agenda</p> <ul style="list-style-type: none"> • Policing Plan priorities update - <i>"Improve the national policing response to fraud, economic, and cyber crime"</i> • Fraud strategy delivery and performance update, including National Lead Force victims work • Other key programme delivery updates – DCU, O3C, cyber resilience • FCCRAS / Report Fraud implementation update • Action Fraud complaints update • ECCC key risks and mitigations • ECCC forward look and wider policing matters
<p>PROFESSIONALISM AND TRUST C'TTEE standing agenda</p> <ul style="list-style-type: none"> • Policing Plan priorities update - <i>"Put victims at the heart of all we do", "be one of the most inclusive and trusted police services in the country"</i> • Use of powers update • EDI Strategy update • Professional standards and vetting update • Conduct cases dip-sample • P&T key risks and mitigations • P&T forward look and wider policing matters
<p>RESOURCES AND ESTATES COMMITTEE standing agenda</p> <ul style="list-style-type: none"> • Policing Plan priorities update - <i>"Be an employer of choice", "Improve our productivity"</i> • Strategic finance update • Strategic workforce update • Estates and fleet management update • Digital, data, and tech update • REC key risks and mitigations • REC forward look and wider policing matters

² NB – all committees will retain 'stock' agenda items such as minutes, outstanding references. PAB will retain the Commissioner's and the Chair's written updates

Annex 2 - Mapping current standing agenda items to new committee remits

Standing quarterly / annual item	Currently goes to...	Will now...
E&I update	PAB, PSIC	Go to PSIC only (in 'EDI strategy update'), with top issues summarised in regular PAB overview
Risk register update	PAB, RREC	PAB will review corporate-level (Tier 1) risk register, other (Tier 2) risks will be reviewed by relevant sub-committee
Community engagement update	PAB, SPPC	Go to 'new SPPC' only, with top issues summarised in regular PAB overview
Policing Plan performance report	PAB, SPPC	Headline PP metrics reported to PAB, detailed metrics and delivery reported to relevant sub c'tees
Provisional capital and revenue update	PAB, RREC	Go to RREC only (as part of 'strategic finance update' standing item), with top issues summarised in regular PAB overview
Capital and revenue budget outturn	PAB, RREC	
Medium Term Financial Plan	PAB, RREC	Go to RREC and PAB as 'one off' item (i.e. no change)
Police Pensions Board annual report	PAB	Go to RREC as 'one off' item (potentially to PAB if necessary)
Health & Safety annual performance report	PAB	Go to PSIC as 'one off' item
City & Hackney annual safeguarding report	PAB	Go to 'new SPPC' as 'one off' item
Annual review of fees and charges – for decision	PAB, RREC	Go to PAB as a decision paper (maybe via RREC)
HMICFRS update	SPPC	Now go to PAB, in more 'summary' format
Safer City Partnership annual report	PAB, SPPC	Go to 'new SPPC' as 'one off' item
Complaints and IOPC annual report	PAB, PSIC	Go to PSIC as 'one off' item
CoLP complaints data	PSIC	Go to PSIC, as at present
Action Fraud complaints data	PSIC	Be switched to ECCC
Stop and search and use of force	PSIC	Go to PSIC, as at present (in "use of powers update")
NLF performance	ECCC	Go to ECCC, as at present, incorporated into agreed agenda item templates
Cyber Griffin	ECCC	
Cyber portfolio update	ECCC	
NLF strategic comms and engagement update	ECCC	

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.
- Chair and one other Member of the Policy and Resources Committee, to be appointed by that Committee.
- Up to two external Members, to be appointed by the Police Authority Board.

Frequency of meetings

The Committee shall meet up to four times per annum.

Quorum

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

Terms of Reference

To be responsible for:

- 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;
- monitoring government, and other external agencies' policies and actions relating to economic and cyber crime;
- 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;
- overseeing the City of London Police's private sector partnerships with regard to fraud, economic and cyber crime;
- identifying and overseeing opportunities to exploit the synergies between the Corporation's Cyber Security agenda and that of the City of London Police;
- overseeing the business strategy, service and financial performance of the Economic and Cyber Crime Academy;
- making recommendations to the Police Authority Board in any other matters relating to economic and cyber crime.
- Overseeing the new Fraud and Cyber Crime Reporting and Analysis Service following the 'go live' date and closure of the Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee.
- Overseeing the handling of complaints relating to the force's responsibilities on economic, fraud and cyber crime, including those relating to the fraud and cyber crime reporting service

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- j) Overseeing victims services and outcomes relating to the force's responsibilities on economic, fraud and cyber crime
- ▲ k) Monitoring the delivery of Policing Plan priorities and actions relating to the above responsibilities, and scrutinising associated performance against relevant indicators in the Policing Plan performance framework
- ▲ h) Monitoring the management of risks relating to the above responsibilities

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Professional Standards and Integrity Professionalism and Trust 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 up to four times per annum.

Quorum

Three Members (at least two of whom 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)a) overseeing implementation of City of London Police's Equality and Inclusion Equity, Diversity and Inclusion Strategy and action implementation plan and monitoring of workforce diversity data and measures to promote equality, diversity and inclusion performance against its performance framework metrics;~~
- ~~e)b) overseeing the handling of complaints (other than those relating to fraud, economic and cyber crime business areas) 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;~~
- ~~e)c) scrutinising use of stop and search and use of force to ensure powers are being used proportionately and correct procedures are followed;~~
- ~~e)d) monitoring the City of London Police's handling of misconduct cases and related organisational learning;~~
- ~~f)e) 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)f) 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;~~
- ~~g) 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.~~
- ~~h) _____~~
- ~~i) Monitoring the delivery of Policing Plan priorities and actions relating to the above responsibilities, and scrutinising associated performance against relevant indicators in the Policing Plan performance framework~~

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H)) Monitoring the management of risks relating to the above responsibilities

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Resource, ~~Risk and~~ 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 up to four times per annum.

Quorum

Three Members (at least two of whom 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~~
- f) ~~scrutinising police estates strategy requirements to ensure effective delivery of services that meet community needs.~~

g) Monitoring the delivery of Policing Plan priorities and actions relating to the above responsibilities, and scrutinising associated performance against relevant indicators in the Policing Plan performance framework

g)h) Monitoring the management of risks relating to the above responsibilities

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Strategic Planning and PerformanceLocal Policing 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 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 up to four times per annum.

Quorum

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

Terms of Reference

To be responsible for:

- a) Overseeing the force's local operational responsibilities as independent police service for the City of London force area, having regard to the Strategic Policing Requirement and relevant national strategies in this area
- b) Specifically, overseeing local policing operations including neighborhood policing and response, policing services and outcomes relating to victims in the City of London (including delivery of and performance against local components of the Victims Strategy), and operational services and initiatives relating to vulnerability, serious and organized crime, counter-terror, and custody and offender management
- c) Reviewing and challenging the force's community engagement and partnership working arrangements, including preventative work to address the root causes of crime and policing demand
- d) Monitoring the delivery of Policing Plan priorities and actions relating to the above responsibilities, and scrutinising associated performance against relevant indicators in the Policing Plan performance framework
- e) Monitoring the management of risks relating to the above responsibilities

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;
- e) 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

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

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.

Quorum

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

Frequency of Meetings

Up to three times per year

Terms

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

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Committee(s): Police Authority Board (PAB)	Dates: 23/07/2025
Subject: 2024/25 Final Revenue and Capital Budget Outturn	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of the City of London Police	For Decision
Report author: Chief Finance Officer & Deputy CFOs	

Summary

This covering report accompanies a slide pack detailing the City of London Police's (CoLP) final revenue and capital outturn for 2024/25.

Save for a £0.8m balanced revenue budget adjustment, which was made to eliminate a grossing-up of income and expenditure in the provisional outturn, the final revenue and capital position is unchanged from the report submitted to the Resources, Risks and Estates Committee on 19 May 2025.

Revenue:

The final revenue outturn for the Police budget is £116.3m against the latest approved budget of £116.3m, resulting in a balanced outturn position. This outturn is after transfers to reserve of £1.549m to manage timing differences in programme and project spend (see Table 7, slide 20). A breakeven position was also forecast at Q3 24/25 despite ongoing challenges and complexity of operating in a dynamic policing environment with significant lead force responsibilities. Key financial pressures identified and successfully mitigated in the year included the financial impact of the revised implementation plan for the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) which has required an extension of the existing Action Fraud/Know Fraud services. Considering a 50:50 "risk share" arrangement with the Home Office for service extension costs, a step increase in overhead cost recovery from funded work and unplanned pay savings the residual FCCRAS cost pressure cost pressure has reduced to £0.25m (Q3 £1.2m) and will be mitigated by a draw down from an earmarked Action Fraud Reserve.

Several other cost pressures were identified at Q3, including the requirement to make a core budget correction of £0.7m in relation to CoLP's contribution to funded work and other operational cost pressures totalling £1.9m, including: the cost of the

Metropolitan Police Service call handling services, additional forensics/data storage costs, vehicles running costs and Administration of Justice. These forecast pressures have been sustained at outturn along with an extending of the overtime pay pressure by £0.2m. Outside of the Q3 forecast an additional £1m cost has emerged in relation to employer ill health retirement pension contribution costs. To ensure these costs are not omitted in future forecast, all these decisions will be reported through Force's Pension Services Delivery Board so that the financial consequences are captured. The impact of these additional cost pressures has been offset by continued unplanned pay savings, additional direct cost recovery for secondments, mutual aid and services provided to other police forces (£0.5m), plus savings from Firearms training and equipment budgets (£0.9m) due to officer vacancies impacting course delivery.

Whilst it is expected that the FCCRAS pressure should not be sustained into future financial years, with an anticipated tightening of police finances in 25/26 and the risk of new cost pressures emerging, work will continue to drive forward cultural change to improve accountability and control for delivering financial targets.

In support of the final outturn position:

- **Slides 3-12** provides variance analysis to the final 2024/25 budget, including workforce and overtime analysis.
- **Slides 13-16** provides an outturn summary for each of the business areas. The narrative highlights that whilst the Force is operating at headcount target levels the development of student officers means the allocation is heavily towards Local Policing, with vacancies in other areas. The significant underspend reported in the Central Expenditure and Income business area is mainly due to additional overhead recovery from funded, a Home Office pay award grant £1.2m and use of the Action Fraud Reserve £0.3m. As well as the release of provisions to manage officer and staff pay cost pressures.
- **Slide 17** provides a breakdown of the Force's £7m mitigations targets for 2024/25, noting that whilst this target has been achieved, mainly through enhanced overhead cost recovery from funded work, in year cost pressures have eliminated planned non-pay savings.
- **Slides 18-19** provides a breakdown of Proceeds of Crime Act (POCA) funded activities totalling £2.33m.
- **Slide 20** provides an update on the Force's reserves position as at the end of 2024/25, showing a decrease in specific reserves of £0.74m mainly due to the POCA drawdown. In 24/25 three new specific reserves have been established to manage timing differences in programme and project spend across estates repairs and maintenance (£0.7m), the Secure City Programme (£0.2m) and capital programme rephasing (£0.6m).
- **Slides 21-23** details the forecast outturn against the £1m Police Authority Board Team budget for 24/25 and delivery against the £1m Hotspot Response grant. The outturn is an underspend of £0.22m. This is mainly due to an ongoing

vacancy, receipt of unbudgeted government grant income for administering the Serious Violence Duty and general supplies and services underspends.

Capital:

The CoLP Capital Programme comprises projects developed and managed by the Force. The final outturn on the CoLP capital programme in 2024/25 is £9.469m, which, compared to the budget for 2024/25 of £10.345m resulted in an underspend of £0.876m (summarised in **Slide 24**).

While this outturn report focuses on capital spend in 2024/25, reporting against whole life capital spend by project will continue in future quarters.

The overall underspend of £0.876m comprises a net underspend across non-FCCRAS projects and cyclical replacement amounting to £2.273m partly offset by a net overspend on FCCRAS of £1.397m.

The FCCRAS net overspend in 2024/25 of £1.397m is due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of the delayed go live, coupled with additional rephasing of £3.120m of payments into 2025/26. There is no risk to existing Home Office capital funding which has been fully drawn down in 2024/25.

The net underspend on other projects and cyclical replacements of £2.273m comprises underspends on Command and Control (£0.604m) due to the MPS reset, the Data Analytics Platform (£0.339m) which had been temporarily paused to agree next steps, delayed replacement of firearms (£0.274m) which have now been delivered in April 2025, and both E-discovery (£0.257m) and the Forensic Case and Quality Management System (£0.194m) underspending due to capacity limitations delaying their start. Several smaller underspends have occurred across other projects, and these are shown on slides 25 and 26.

- **Slides 25 and 26** provide a more detailed breakdown of outturn capital spend against each project in 2024/25;
- **Slides 27 to 29** provide notes on outturn variations to budget; and
- **Slides 30 and 31** provide a breakdown of how the capital outturn spend is funded.

Whilst the 2024/25 Capital Programme was set with a move towards a more comprehensive approach to scheduling and management of projects into the future and reaffirming funding requirements, there has been a significant underspend in 2024/25. Although this is partly due to reprogramming of regional and national projects, it is noted that the 2024/25 Capital Programme was set as a first step with recognition that maturity and continuous improvement would be required, and the approach to budget setting and monitoring has therefore continued to be refined for 2025/26.

In addition to the CoLP funded projects, CoLP benefits from several 'infrastructure' projects led and funded by the Corporation, which are set out on **slide 32**.

Recommendations

Members of the Police Authority Board are asked to note the revenue and capital outturn for 2024-25 as set out in this covering report and accompanying slide pack.

Members are also asked to approve:

- i. the transfer of £1.549m of ringfenced revenue underspends, to specific reserves, to manage timing differences in programme and project spend as follows: CoLP Repairs, Maintenance and Improvement £0.723m, Secure City £0.242m and a Projects Reserve £0.584m; and
- ii. a drawdown of £0.25m from the Action Fraud Reserve to mitigate the residual FCCRAS cost pressure.

Appendices

2024/25 Final Revenue and Capital Outturn slide pack, comprising 32 slides including the covering page.

Contact

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Police Authority Board (PAB)

Revenue & Capital Budget Outturn 2024/25

Date: 23/07/2025



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

Revenue & Capital Outturn Summary – 2024/25

Revenue: The final revenue outturn for 2024/25 is £116.3m against the latest approved budget of £116.3m resulting in a breakeven position, as forecast at Q3 and is unchanged from the provisional outturn presented to RREC in May 2025. This outturn position is after the transfer to reserve of £1.549m of unspent revenue funding to manage timing differences in programme and project spend (see Table 7, slide 20). This balanced outturn position has been achieved despite the ongoing challenges and complexity of operating in a dynamic policing environment with significant lead force responsibilities. The budget was set with the need to deliver c£7m of savings and an extensive amount of work has been undertaken to drive direct and overhead cost recovery from funded/chargeable activities. In 24/25 there was a big step increase in overhead recovery from funded work which combined with unplanned pay & non-pay savings, use of an earmarked reserve and a FCCRAS risk share arrangement with the Home Office for contact centre extension costs has delivered a balanced budget. Whilst it is expected that the FCCRAS pressure should not be sustained into future financial years, with an anticipated tightening of police finances in 25/26 and emerging cost pressures work will continue to drive forward cultural change to improve accountability and control for delivering financial targets.

The latest approved budget of £116.3m compares to an original 2024/25 revenue budget of £114.1m, which is an increase of £2.2m and relates to premises rental charges funded by the City Corporation. The budget increase for these charges is matched to actual expenditure incurred.

Capital: The CoLP Capital Programme comprises projects developed and managed by the Force. The final outturn on the CoLP capital programme in 2024/25 is £9.469m, which, compared to the budget of £10.345m resulted in an underspend of £0.876m. The underspend of £0.876m comprises an overall underspend across non-FCCRAS projects and cyclical replacement of £2.273m, partly offset by a net overspend on FCCRAS of £1.397m. Slides 24, 25 and 26 provide a breakdown across projects, including variance analysis. This is unchanged from the provisional outturn.

Police Authority Board Outturn Summary

The outturn for the Police Authority Team budget is £0.78m (Q3: £0.81m) against a latest approved budget of £1.0m, an underspend of £0.22 (Table 8 below refers), This mainly due to an on-going vacancy in the PAB Team, unbudgeted government grant income and underspends on supplies and services budgets. Utilisation of the £1m 2024/25 Hotspot grant is also shown in Table 9, with outturn expenditure totalling some £0.71m against a revised forecast at Q3 of £0.81m.



Revenue Outturn 2024/25

Table 1 2024/25 Final Revenue Outturn	24/25 Original Budget £m	Q3 Projected Outturn +Deficit / (Surplus) £m	Q3 Projected Variance +Deficit / (Surplus) £m	24/25 Latest Budget £m	24/25 Actual Outturn (Full Year) £m	Full Year Outturn Variance +Deficit / (Surplus) £m	Notes
Pay							
Officers	80.0	77.9	(2.1)	80.5	78.4	(2.1)	(i)
Staff	42.2	36.8	(5.4)	42.5	36.2	(6.4)	(ii)
Overtime	2.9	3.9	1.0	3.5	4.6	1.1	(iii)
Agency	1.1	1.3	0.2	1.5	1.7	0.3	(iv)
Police Officer Pension	18.6	19.5	0.9	18.6	18.1	(0.5)	(v)
Indirect employee costs	2.9	2.7	(0.2)	3.1	3.4	0.3	(vi)
Total Pay	147.7	142.1	(5.6)	149.7	142.4	(7.3)	
Non-Pay							
Premises Costs	4.2	4.5	0.3	7.5	6.6	(0.9)	(vii)
Transport Costs	2.8	2.7	(0.1)	2.8	3.5	0.7	(viii)
Supplies and Services	35.2	50.9	15.7	33.9	49.3	15.4	(ix)
Third Party Payments	9.6	9.9	0.3	9.6	9.0	(0.6)	(x)
Unidentified Saving	0.0	0.0	0.0	0.0	0.0	0.0	
CoL Support Services	3.4	3.4	0.0	3.2	3.4	0.2	
Capital Charges	5.0	5.1	0.1	4.2	4.3	0.1	
Transfer to Reserves	0.5	0.5	0.0	0.5	1.8	1.3	(xi)
Total Non-Pay	60.7	77.0	16.3	61.7	77.9	16.2	
Total Expenditure	208.5	219.1	10.6	211.4	220.3	8.9	
Income							
Specific Grants	(72.9)	(84.1)	(11.2)	(72.5)	(82.5)	(10.0)	(xii)
Partnerships	(14.8)	(14.3)	0.5	(15.9)	(15.6)	0.3	(xiii)
Fees & Charges	(4.7)	(4.0)	0.7	(4.7)	(3.2)	1.5	(xiv)
Transfer from Reserves	(2.0)	(2.6)	(0.6)	(2.0)	(2.6)	(0.6)	(xv)
CoLP Core Funding	(114.1)	(114.1)	0.0	(116.3)	(116.3)	(0.0)	
Total Income	(208.5)	(219.1)	(10.6)	(211.4)	(220.3)	(8.9)	
Underlying Deficit	0.0	0.0	0.0	0.0	(0.0)	(0.0)	

Revenue Outturn – 2024/25 Headlines

Key variances between the latest approved budget and final outturn are set out below:

- **Note (i) Officer Pay:** £2.1m underspend (Q3 £2.1m underspend) against a latest approved budget of £80.5m. The variance, however, includes c£2.0m of savings due to vacancies across a range of funded activities which results in a corresponding reduction in government grant and partnership income. The outturn against the core officer budgets is therefore a £0.1m underspend.
- **Home Office Uplift Grant Progress** - As at, 31 March 2025, the officer headcount totalled 1,000 against a headcount target of 996, thereby securing the final £1.55m (or 50%) ringfenced Police Uplift Funding for 24/25 – total 24/25 funding = £3.1m. This continues the positive trend from 23/24 in meeting the annual officer head count target and securing, in full, the ringfenced grant element.
- **Note (ii) Staff Pay:** £6.4m underspend (Q3 £5.4m underspend). This underspend is largely driven by slower than expected staff recruitment including vetting delays with CoLP's staff strength as at 31 March 2024, being 488 FTEs compared to a budgeted permanent establishment of 539, see slide 10. This is in addition to c 84 funded vacancies (£4.7m) where there are compensating reductions in government grant income. The net core staff underspend is, therefore, c£1.3m.
- **Note (iii) Overtime:** £1.1m overspend (Q3 £1.0m overspend). This is largely due to policing on special one-off events/protest activities such as Op Navette, Op Mayfield, Extinction Rebellion, the backfilling of vacancies in specialist commands such as the Tactical Firearms Team, major crime operations and re-active response. Of the £1.1m overspend £0.64 is recoverable from third parties, reducing the net overspend to £0.46m.



Revenue Outturn – 2024/25 Headlines

- **Note (iv) Agency:** £0.3m overspend (Q3 £0.2m overspend). This mainly due to the backfilling of Corporate Services vacancies and requirements for specialist skill sets, of which £242k will be recovered through funded activities.
- **Note (v) Police Officer Pension Deficit Grant:** Outturn expenditure on the police pension fund account was £18.1m in 24/25 compared to a budget of £18.5m. This pension fund expenditure is fully funded by the Home Office with no impact on the police budget.
- **Note (vi) Indirect Employee Costs:** £0.3m overspend (Q3 £ £0.2m underspend). This overspend is mainly due to pension capital equivalent charges for ill health retirements processed in year (£0.8m) net of £0.4m savings against training budgets in Firearms and organisational Learning & Development due to unplanned vacancies and slower than expected recruitment outcomes. Historically there have been 1-2 ill health retirements per year at a cost of c£0.1-0.2m, with all future decisions reported through the Force's Pension Services Delivery Board to understand the financial impact on annual revenue budgets.
- **Note (vii) Premises:** £0.9m underspend (Q3: £0.3m overspend). The 24/25 premises budget included a £1.3m provision for works to extend the life of the Bishopsgate and New Street Building ahead of a planned move to the new police estate. Due to the extent of the of works requirement, some of the planned activity has been re-programmed to 25/26 and correspondingly the outturn includes a transfer to a specific Repairs, Maintenance & Improvements Reserve (Table 7, Slide 20) of £0.7m to smooth the timing difference between revenue expenditure periods.
- **Note (viii) Transport:** £0.7m overspend (Q3: £0.1m underspend). Vehicle insurance £0.123m, £0.6m higher than budgeted vehicle hire, maintenance and running costs due to operational requirements. Of this £0.2m is recoverable from external partnerships.



Revenue Outturn – 2024/25 Headlines

- **Note (viii) Supplies & Services:** £15.4m overspend (Q3: £15.7m overspend) which is mainly due to:
 - Extending existing service contract by rephasing the FCCRAS “go-live, net of saving against the original programme budget for the Action Fraud replacement service, of £13.8m. This is a decrease from Q3 of £1.5m due to savings against the budgeted Action Fraud replacement service run costs. The net contract extension costs are subject to a 50:50 cost share arrangement with the Home Office. With CoLP’s share funded through a combination of core funding £3m, additional overhead cost recovery of £3.5m from funded activities, a draw down from an Action Fraud Reserve £0.25m and other core savings.
 - £0.8m of additional Cybercrime, Cryptocurrency, Anti Money Laundering Act Regulations (AMLAR) spend all of which has been offset by reductions in Third Party spend.
 - £1.7m of additional supplies and services spend. Of this £0.45m relates to a NPCC programme and will be recovered through further Government grant income, £0.35m due to further cost pressures arising from legal fees associated with misconduct hearings, additional vetting charges and other professional fees, £0.3m for additional information management system charges, £0.1m increased spent on uniform, £0.3m for consultants which are offset by savings in staff related costs and £0.2m of other minor overspends
 - additional Command and Control costs arising from a re-pricing exercise by the MPS, £0.3m
 - an increase in data storage cost and outsourced forensic services (£0.3m) and radio equipment £0.058m because of both inflation and demand.
- These cost pressure of some £16.6m have been partially offset by £0.7m of Savings on firearms training due to officer vacancies.



Revenue Outturn 2024/25 - Headlines

Note (x) Third Party Payments: £0.6m underspend (Q3: £0.3m overspend) higher than budgeted. The underspend is mainly due £0.8m of costs relating to transfer payments to other forces and Regional Organised Crime Units (ROCU) for National Lead force activities being expensed through supplies and services budget and linked to the corresponding overspend in Supplies and Service spend referred to in note (viii).

Note (xi) Transfer to Reserve: £1.3m higher than budgeted due to:

- £0.7m for rephasing of works to the New Street and Bishopsgate buildings into 25/26 ahead of a move to the new police estate;
- £0.6m for the creation of a projects reserve from the residual underspend against the annual £5m direct revenue; and
- £0.25m a Secure City Reserve due to an underspend against core local funding.

The Projects Reserve and Secure City Reserve will be used to manage timing differences in programme spend across financial years. The original 24/25 budget assumed £0.5m of Asset Recovery Incentivisation Scheme (ARIS) receipts which would be credited to Reserves, however, actual receipts in year were 50% of this amount and totalled £0.25m.

Note (xii) Specific Government Grants:

The Government Grant outturn is an over achievement of £10m against a latest approved budget of £72.5m (£103.1m less £30.6m of Cyber Grant payments to other forces) (Q3 £11.2m). This is mainly due to £10.7m of additional anticipated funding for the FCCRAS programme, a £1.2m Home Office pay award grant, £1.2m ARIS crypto-currency funding awarded in January 2025, £0.2m of counter terrorism funding, £0.4m of funding for the NPCC Custody Imaging Programme, £0.2m additional funding for Business Crime and £0.2m of secondment income. This total additional income of £14.1m is offset by a £4.3m shortfall in recovery against grants for funded activities due to reductions in programme funding and recruitment delays. These include funding for the National Cyber Security Programme (£1.3m) due to uncertainty of funding continuing in 25/26 impacting recruitment decisions, and other national lead force activities including: Fraud Reform (£0.4m), Fraud Legacy (£0.9m), Anti-Money Laundering Act Regulations (£0.8m), NLF Co-ordination (£0.4m) and the Proactive Economic Crime Team (£0.2m), Hotspot funding (£0.3m). This reduction in government grant income is matched by reductions in expenditure across pay and non-pay headings. The Home Office have agreed that the underspend against the Fraud Reform and Fraud Legacy grant (£1.3m) can be applied to the FCCRAS capital implementation costs and is reflected in the Home Office funding in Table 10.

Revenue Outturn – 2024/25 Headlines

(xiii) Partnership Income:

The Partnership income outturn is an under-recovery of £0.3m, Q3 (£0.5m under-recovery). This is mainly due to an over-estimation of partnership income relating to the work of the Funded Units. This is matched by a corresponding reduction in expenditure across pay and non-pay budgets. The change in budget from Q3 (£1.1m) relates to the addition of funding for the supplementary revenue expenditure programme which is charged into the Police budget at the end of each financial year and is matched by a corresponding increase in premises budgets and expenditure.

(xiv) Fees and Charges:

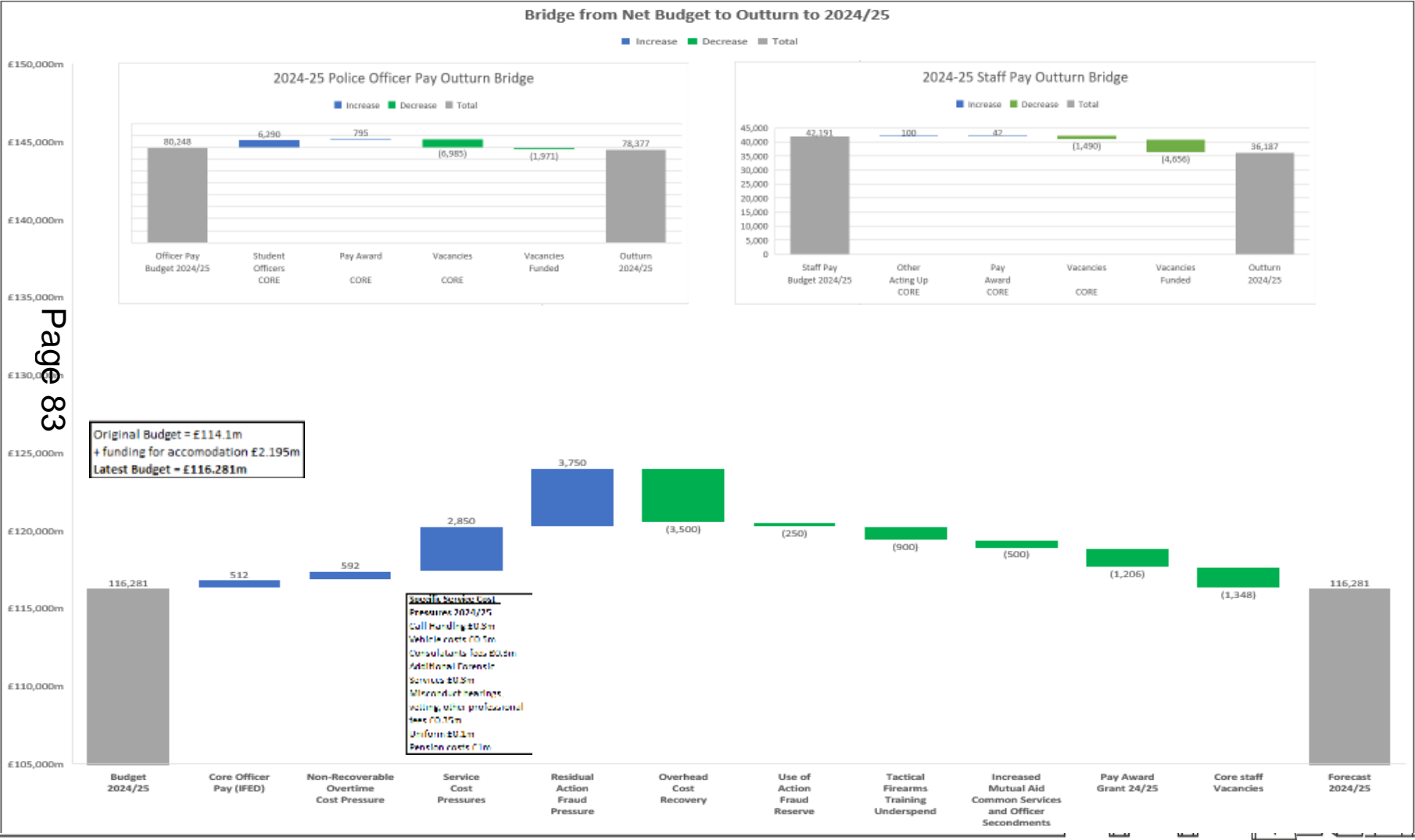
The outturn against fees and charges budgets is a shortfall of £1.5m. This is principally due to lower than anticipated receipts from the Economic Crime Academy (£0.3m), matched by a reduction in operating costs, and lower than budgeted salary recharges to capital projects (£1.1m) due to vacancies and the recharging of £0.5m of capital project staff time to feasibility work, which cannot be capitalised at this stage. This latter cost is met from within CoLP's £5m direct revenue funding provision.

(xv) Transfers from Reserve: £0.6m higher than budgeted due to a £0.4m drawn down into the revenue budget from the Proceeds of Crime Act (POCA) Reserve to fund relevant capital expenditure in 24/25 (see Table 6). In addition, residual FCCRAS cost pressures have required a £0.25m draw down from an Action Fraud Reserve to balance the revenue outturn, although this is reduced from the expectation at Q3 where it was anticipated that the full £0.8m Reserve would be used. It is expected that the remaining balance on the Action Fraud Reserve of £0.5m will be used in full in 25/26, subject to any unplanned underspends arising in year.

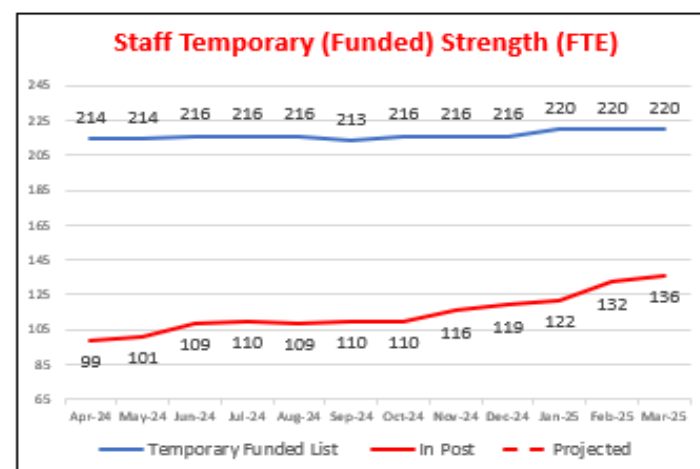
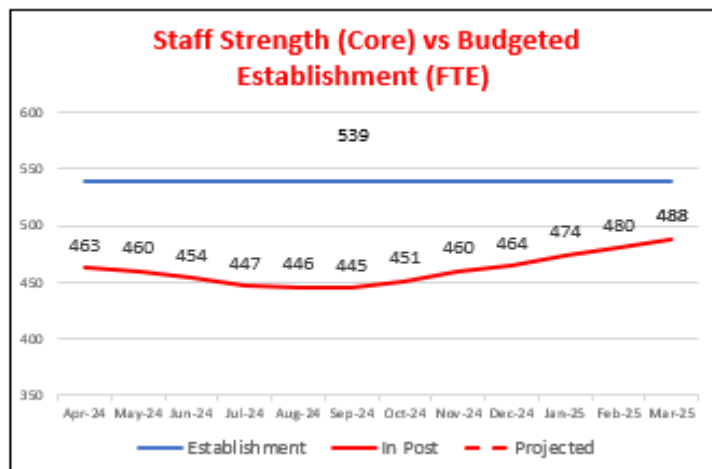
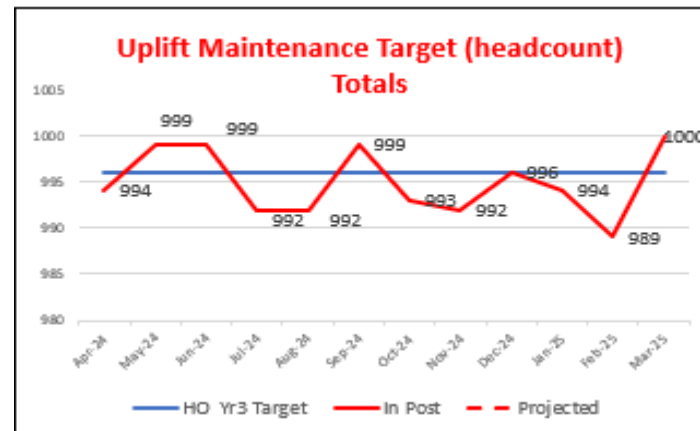
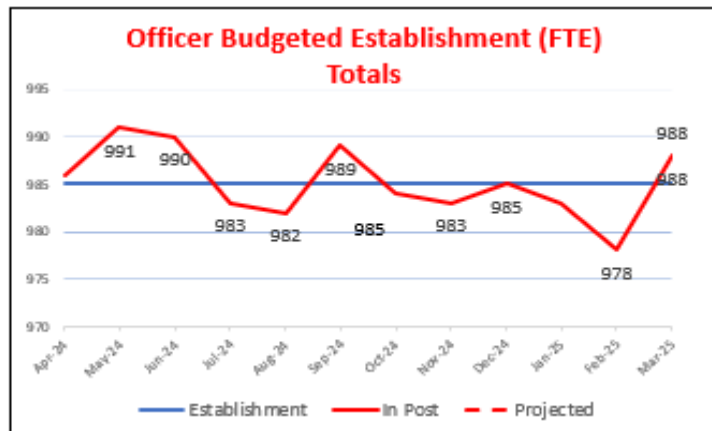
2024/25 Mitigations:

In 24/25 CoLP was required to deliver £15.5m of mitigations to deliver a balanced budget (Table 5, slide 17). Of this some £8.5m related to increases in national (core grant £5.9m) and local (Business Rates Premium (BRP) £2.6m) funding which were realised. Of the remaining £7m mitigation target, at outturn it is assessed that some £7.8m has been achieved however, that this is mainly due to better overhead recovery (+£3.5m) from funded work which has compensated for the failure to deliver sustainable planned non-pay savings (£1.8m). Whilst alternative savings / income generation compensated for mitigation shortfall (e.g. firearms training,), as these savings were not planned nor sustainable and they have not included as contributing to the total mitigation target.

Revenue Outturn - 2024/25 –Bridge Analysis



Revenue Outturn - 2024/25 – Workforce Dashboard



Revenue Outturn 2024/25 – Overtime [1 of 2]

The latest approved overtime budget for 24/25 totals £3.491m as shown in Table 2 below. The increase on the original budget of £0.441m relates to Hotspot (Anti Social Behaviour) and Late Night Levy activities which have been funded through a separate grant/income stream. The overtime outturn is £4.651m resulting in an overspend of £1.070m compared to budget. This is an increase of £6,400 compared to the forecast outturn at Q3.

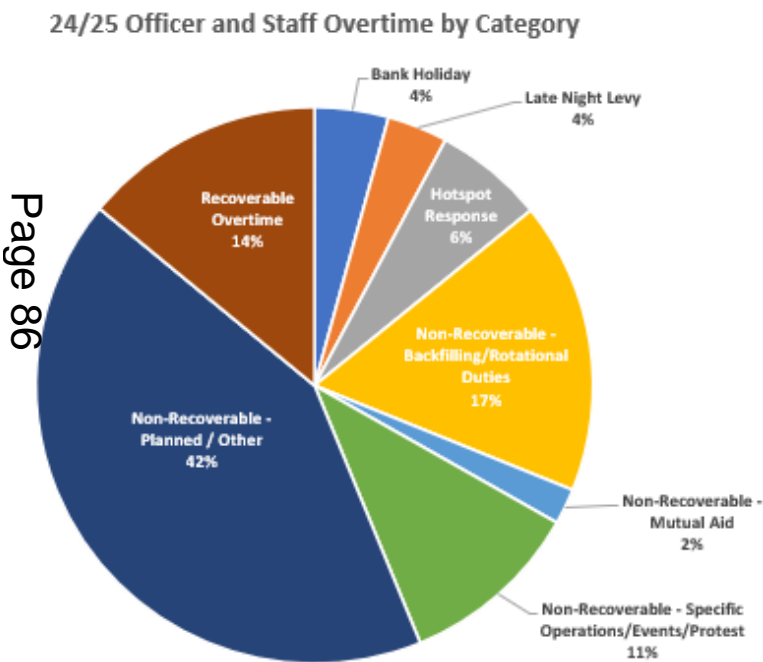
The forecast overspend is attributable to a combination of factors including supporting the student officers in undertaking their duties, backfilling vacancies, intelligence, investigation (major crime operation and re-active response) and Custody all of which is driving increased non-recoverable overtime. The revised outturn also includes the impact of the 2023/24 Officer and Staff pay awards which have increased pay by c4.75%.

Of the total overtime shown below, some £0.64m is recoverable from third parties, giving a net overtime overspend of £0.754m (£4.561m - £0.64m = £3.921m | £3.921 - £3.430 = £0.43m). A breakdown of overtime by category is shown on slide 15 below.

Table 2 - Overtime by Business Area 2024-25	24/25	Q3	Q3	24/25	24/25	24/25	Notes
	Original Budget	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)	Latest Budget	Actual Outturn (Full Year)	Full Year Outturn Variance +Deficit / (Surplus)	
	£000	£000	£000	£000	£000	£000	£000
Local Policing	877.0	1,495.0	618.0	1,158.0	2,081.6	923.6	(i)
Specialist Operations	411.0	1,115.0	704.0	411.0	970.6	559.6	(ii)
National Lead Force	744.0	623.0	(121.0)	744.0	650.5	(93.5)	(iii)
Corporate Services	78.0	96.0	18.0	78.0	148.4	70.4	(iv)
Central Income & Expenditure	776.0	621.0	(155.0)	1,100.0	710.3	(389.7)	(v)
Grand Total	2,886.0	3,950.0	1,064.0	3,491.0	4,561.4	1,070.4	

Revenue Outturn 2024/25 – Overtime [2 of 2]

A summary of overtime expensed during 2024/25 by category is shown below.



Overtime Category	£000
Bank Holiday	196
Late Night Levy	160
Hotspot Response	290
Non-Recoverable - Backfilling/Rotational Duties	774
Non-Recoverable - Mutual Aid	95
Non-Recoverable - Specific Operations/Events/Protest	483
Non-Recoverable - Planned / Other	1,923
Recoverable Overtime	640
Total Overtime	4,561

Home Office reimbursement for overtime costs is generally only available where overtime costs associated with a single event exceed a threshold of 1% of core funding. In the case of the City of London Police the threshold in 2024/25 is £664k per event.

Overtime will continue to be reported monthly to the Force’s Strategic Finance Board.



Revenue Outturn 2024/25 – Business Area Summaries [1 of 4]

Revenue outturn summaries for each of the business areas is shown in Table 3 below:

Table 4 2024/25 Provisional Revenue Outturn Business Area Summaries	24/25 Original Budget	Q3 Projected Outturn +Deficit / (Surplus)	Q3 Projected Variance +Deficit / (Surplus)	24/25 Latest Budget	24/25 Actual Outturn (Full Year)	Full Year Outturn Variance +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	£m
Local Policing	31.7	35.6	3.9	31.7	34.2	2.5	(i)
Specialist Operations	29.2	28.4	(0.8)	29.2	28.2	(1.1)	(ii)
National Lead Force	7.7	11.6	3.9	7.7	10.7	3.0	(iii)
Corporate Services	32.6	33.1	0.5	34.9	35.1	0.2	(iv)
Central Income & Expenditure	12.9	5.3	(7.5)	12.7	8.1	(4.6)	(v)
Total	114.1	114.1	0.0	116.3	116.3	0.0	

Note (i) Local Policing: £2.5m overspend (Q2 £3.9m overspend). In 24/25 Local Policing had an outturn of £34.2m against a budget of £29.8m, resulting in an overspend of £2.5m. This was mainly due to student officer pay (£6.0m) associated with the uplift programmes, the impact of pay awards (£0.3m) and an overtime overspend of £0.9m (Q3 £0.6m) driven by support to the MPS, backfilling, events and other activities in the City. The outturn also included an unbudgeted increase in MPS call handling charges of £0.3m due to a revision of the MPS charging methodology and £0.1m of additional transport costs. These cost pressures (£7.6m) have been partially offset by vacancies in Local Policing of £3.7m, savings against training £0.2m and supplies and services budgets of £0.7m due to delays in Tactical Firearms Group procurement and provision of training due to vacancies which are expected to be filled in early 25/26 and an unbudgeted increase in income from TfL, mutual ad and secondments of £0.5m.



Revenue Outturn 2024/25 -Business Area Summaries [2 of 4]

(ii) Specialist Operations (SO): £1.1m underspend (Q3 £0.8m underspend). In 24/25, Specialist Operations had a final outturn position of £28.2m against a £29.2m budget, resulting in a £1.1m underspend. This underspend was due to substantive vacancies in both officer and staff roles (£2.2m), the former being a consequence of maintaining officer numbers within the budget headcount of 996; considering the high number of officers in Local Policing. These pay savings were partially offset by additional overtime costs of £0.6m compared to budget, which was mainly due to operation related and reactive crime, £0.3m for forensic services costs due to increased investigatory work, unbudgeted digital forensic storage costs, unforeseen equipment repair costs. Additionally, there was also an under-recovery of Government Grant income and reduction in the Proceeds of Crime Act (POCA) funding for the Asset Recovery Team mainly due to vacancies.

(iii) National Lead Force: £3.0m overspend (Q3 £3.9m overspend). The year end outturn for National Lead Force (NLF) activities in 24/25 is £10.7m compared to a latest budget of £7.7m, resulting in a net overspend of £3m. This is principally due to a residual cost pressure of £3.8m resulting from the extension of the existing Action Fraud contact centre pending the launch of the new Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS). This residual cost pressure is net of a 50:50 cost share arrangement with the Home Office with gross extensions cost. Additionally, the 24/25 NLF budget under provided for CoLP's core contribution to the Insurance Fraud Enforcement Department (IFED), which at outturn has increased the overspend in this business area by £0.5m. These cost pressures have been partially offset by £1.3m of savings against the Fraud Reform Legacy grants, due to officer and staff vacancies. The Home Office have agreed in principle that any underspend against the Fraud Reform grant programme can, by exception in 24/25, be applied to the capital implementation cost of the FCCRAS programme and is included in the Home Office capital funding shown in Table 16 on slides 30-31. Of the £3.8m FCCRAS cost pressure, £3.5m will be off set from additional overhead cost recovery from funded activities which is recognised in the outturn for the Corporate Services and Central Expenditure & Income Business Areas. This leaves a residual FCCRAS cost pressure of £0.3m which will be funded via use of an earmarked Action Fraud Reserve. The net cost pressure funded from reserves of £0.3m is a £0.9m improvement on the forecast a Q3 and is due to further pay savings for the replacement service resulting from the delayed "go-live".



Revenue Outturn 2024/25 -Business Area Summaries [3 of 4]

(iv) Corporate Services: £0.2m overspend (Q3: £0.5m overspend). Police Officer Pay is underspent by £0.6m due to vacancies equivalent to 14 PC FTE for the year, this is linked to the high number of student officers attached to Local Policing and the requirement to remain within a budgeted headcount of 996 officers. Staff Pay came under budget by £1m due to recruitment outcomes being lower than anticipated, due in part to vetting delays. Other Employee Related Expenditure is forecast to be underspent by £0.2m due to lower-than-expected training costs due to on-going vacancies. These pay savings of £1.8m are partially offset by additional agency worker costs of £0.7m to backfill vacancies. An underspend against premises budgets of £0.8m due to delay in completing cyclical works, which have been provided for in 25/26. The outturn for supplies and services and other non-pay budgets is £1.7m. Of this £0.45m relates to a NPCC programme and will be recovered through further Government grant income, £0.35m due to further cost pressures arising from legal fees associated with misconduct hearings, additional vetting charges and other professional fees, £0.3m for additional information management system charges, £0.1m increased spent on uniform, £0.3m for consultants which are offset by savings in staff related costs and £0.2m of other minor overspends. Income from government grants, other contributions, fees and charges and recharges to capital projects has exceeded budget due to additional overhead recovery of £1m.



Revenue Outturn 2024/25 -Business Area Summaries [3 of 4]

v) Central Expenditure & Income (CE&I): £4.6m underspend (Q3 £7.5m underspend). This division of service is used to manage indirect income and expenditure items which relate to all business areas. In 2024/25 the CE&I budget included several provisions including an allowance to mitigate against a higher-than-expected staff pay award (£0.9m), an officer adjustment factor (£0.5m) to manage the Uplift risk of over recruitment. During the financial year 24/25 these budgets were released as the impact of the cost pressures was incorporated into the outturn forecasts of the other business areas. In addition to these savings, £1.2m of additional Government grant income relating to the 24/25 pay award, a further £1.9m of overhead cost recovery from funded work, income from reserve of £0.4m relating to POCA funded expenditure (£0.15m) and use of the Action Fraud reserve to offset the residual Action Fraud/FCCRAS cost pressure of £0.25m. £0.4m of direct revenue funding for capital was held back to offset pre-implementation project costs which could not be charged to the capital programme. These savings and additional income totalling £5.3m were partially reduced by £1m of pension fund cost resulting from several ill health retirements agreed in 24/25. Historically there have been 1-2 ill health retirements per year at a cost of c£0.1-0.2m. All future decisions will reported through the Pension Services Delivery Board. The change in forecast from Q3 mainly relates to a different overhead cost recovery apportionment methodology between Corporate Service and Central Income & Expenditure of £1m (with no impact on overall overhead cost recovery), a reduction in the forecast drawdown from the Action Fraud Reserve of £0.6m due to further cost savings and £1m pension fund charges which were omitted from the earlier forecasts.



Revenue Outturn 2024/25 - Mitigations

The 2024/25 revenue estimate included £15.5m of mitigations to deliver a balanced budget. Of this some £8.5m related to increases in national (Core grant £5.9m) and local (Business Rates Premium (BRP) £2.6m) funding which were realised. The remaining £7m of target mitigations are set out below:

Table 5 2024/25 Mitigations Plan	Target £m	Achieved £m	Variance (Better)/ Worse £m	Sustained £m	R A G	Notes
Reduction in Action Fraud exceptional costs	0.5	0.0	(0.5)	0.5		(i)
Higher proportion of more junior PCs	0.8	0.4	(0.4)	0.0		(ii)
Increased recharging of costs to funded activities and change	3.1	6.6	3.5	3.1		(iii)
Non-pay savings: professional fees, release of inflationary provision & other	1.8	0.0	(1.8)	0.0		(iv)
Adjustment for phasing of staff recruitment to full establishment	0.8	0.8	0.0	0.0		(v)
Total	7.0	7.8	0.8	3.6		

Notes

- (i) **Action Fraud** – unrealised saving due to revised delivery plan for the FCCRAS programme.
- (ii) **More Junior PCs** – The Officer Uplift Programme resulted in a higher number of more junior PCs than in the Force's operational model. Whilst this provides a second year of savings in 24/25 with incremental progression and a higher proportion of attrition mitigated by transferees this saving is expected to be eliminated in 25/26.
- (iii) **Increased Recharging to Funded Activities** – includes £3.3m of additional overhead cost recovery from Home Office and £0.2m TFL funded work. NB. the mitigation includes the recovery of direct costs in addition to overheads where there has been an overachievement against plan.
- (iv) **Non-pay saving** – excluding FCCRAS - removed from 24/25 budgets. Not achieved due to additional service cost pressures arising in year. Whilst alternative savings compensated for mitigation shortfall (e.g. firearms training), these savings were not planned nor sustainable and therefore not included as an additional mitigation. The cost pressures from 24/25 have been included in the latest MTFP which was presented to members in November 2024.
- (v) **Trajectory of staff recruitment** – the mitigation is expected to be achieved and in 24/25 exceeded by £1.3m due to slower than planned staff recruitment (not included as an additional mitigation as neither planned nor sustainable).

Revenue Outturn 2024/25 - Proceeds of Crime Act Funded Expenditure [1 of 2]

Table 6 below provides a summary of those workstreams which have been funded from the Proceeds of Crime Act (POCA) Reserve. In 2024/25 £1.933m of revenue and £0.398m of capital expenditure was funded from the POCA Reserve. The impact of this on the reserve position is shown in slide 20.

An explanatory note follows on slide 19.

Table 6: 2024/25 POCA Funded Expenditure		24/25 Original Budget £'000	Q3 Projected Outturn +Deficit / (Surplus) £'000	Q3 Projected Variance +Deficit / (Surplus) £'000	24/25 Actual Outturn (Full Year) £'000	Full Year Outturn Variance +Deficit / (Surplus) £'000	Notes
Page 20	Safer City Partnership	50	50	0	0	(50)	(i)
	Cyber Resilience Outreach Project (New)	10	10	0	10	0	(ii)
	Fraud Forum Event (New)	0	15	15	15	15	(iii)
	Asset & Asset Recovery Teams	1,700	1,600	(100)	1,711	11	(iv)
	Operation Creative	35	35	0	140	105	(v)
	NBCC Communications & Marketing	10	0	(10)	0	(10)	(vi)
	Covert Tasking Budget	60	5	(55)	52	(8)	(vii)
	Economic and Cyber Police HQ Communications Support (New)	144	4	(140)	5	(139)	(viii)
	NLF: People Strategy	93	0	(93)	0	(93)	(ix)
	Revenue Funding	2,102	1,719	(383)	1,933	(169)	
	Auto-Redaction (New)	0	99	99	71	71	(x)
	Out of Court Resolutions (New)	0	148	148	20	20	(xi)
	Data Analytics	645	634	(11)	306	(339)	(xii)
Capital Funding		645	881	236	398	(247)	
Total Funding		2,747	2,600	(147)	2,330	(417)	



Revenue Outturn 2024/25 - Proceeds of Crime Act Funded Expenditure [2 of 2]

Notes to table 6:

- i. Contribution to Safer City Partnership from annual ARIS receipts, no contribution in 24/25 pending review of Reserve balances.
- ii. Funding to support an outreach project delivered in partnership with the London Cyber Resilience Centre.
- iii. Funding to support a Fraud Forum event to raise fraud awareness.
- iv. Funding of Asset Recovery Team was agreed for an initial period of three years 2022/23 to 2024/25 of £1.3m per annum. Forecast overspend due to pay inflation. Total funding of £300k pa was also agreed from 23/24 to drive civil recovery activities across a period of three years.
- v. Initiative, designed to disrupt and prevent websites from providing unauthorised access to copyright content.
- vi. Funding to support a communications support to business crime reduction, £175k has been approved, now phased over 5 years .
- vii. Overtime/Tasking budget to support covert operations.
- viii. Funding to engage a temporary communications resource (18 months) to support CoLP's national economic and cybercrime capabilities. A total budget of £144k was agreed in 24/25, however, due to recruitment delays the majority of this spend will take place in FY 25-26 & FY 26-27.
- ix. NLF People Strategy – Project designed to implement initiatives to improve recruitment and retention of staff within economic crime across the UK. This has now been funded via other national grant streams.
- x. Project to introduce an auto-redaction tool (nationally developed) to drive efficiencies and reduce failure demand.
- xi. Out of Court Resolutions - Project to identify and implement a data platform solution to increase the speed of justice delivery, achieve correct and proportionate outcomes in line with meet new legislative requirements.
- xii. Data Analytics is a project to improve business intelligence through data visualisation and integration (see Capital section).

All new bids are subject to a cost/benefits assessment. A review of the benefits and outcomes in relation to historic POCA funded initiatives is being undertaken and will be reported to this committee in due course.



Use of Reserves 2024/25

Police Reserves are set out in Table 7 below:

Based on the outturn above, it is expected that Police Reserves will decrease by £0.74m from an opening balance of £13.61m to £12.87m.

This is mainly due to the funding of ARIS/POCA funded activities of £2.33m (slides 21-22) and a drawdown from the Action Fraud Reserve (£0.25m), net of the following transfers to reserve:

- 1) £0.723m for rephasing of works to the New Street and Bishopsgate buildings into 25/26, from a one off £1.3m provision in 24/25;
- 2) £0.584m for the creation of a projects reserve from the residual underspend against the annual £5m direct revenue funding provision; and
- 3) £0.242m a Secure City Reserve.

The earmarked reserves will be used to manage timing differences in programme spend across financial years.

Table 7: 2024/25 Use of Reserves	Opening Balance 2024/25 £000	Transfer to Reserve 2024/25 £000	Transfer (from) Reserves 2024/25 £000	Closing Balance 2024/25 £000	Change (Outturn 24/25 to Opening balance) £000
General Reserve	6,595			6,595	0
Specific Reserves:					
Proceeds of Crime Act (POCA)	5,946	292	(2,330)	3,908	(2,038)
Action Fraud Reserve	775		(250)	525	(250)
Emergency Services Mobile Technology	294			294	0
CoLP Repairs, Maintenance & Improvements		723		723	723
Secure City		242		242	242
Projects Reserve		584		584	584
Total Specific Reserves	7,015	1,840	(2,580)	6,275	(740)
Total	13,610	1,840	(2,580)	12,870	(740)

Police Authority Team Revenue Outturn 2024/25

In 2024/25, the City Police Authority spent £776.8k of its Corporation-funded budget allocation of £1 million. The underspend of £223.2k is principally composed of two actual underspends (a staff vacancy accounting for £41.6k and a supplies and services underspend of £41.7k) but is also due to the receipt of £94k Home Office grant income for administering the Serious Violence Duty.

Members will also note variances in third-party payments and government grants (notes iii and v), mainly linked to a Safer Streets Fund grant and a hotspot policing grant. Both grants also have underspends – for Safer Streets, this relates to other councils underspending, for hotspot policing it is principally City underspend, as set out on the next slide.

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Table 8: Police Authority Team Outturn 2024/25	24/25 Original Budget £'000	Q3 Projected Outturn +Deficit / (Surplus) £'000	Q3 Projected Variance +Deficit / (Surplus) £'000	24/25 Latest Budget £'000	Actual Outturn (Full Year) £'000	Outturn Variance +Deficit / (Surplus) £'000	Notes
Staff	698.0	657.7	(40.3)	698.0	656.4	(41.6)	(i)
Indirect employee costs	15.0	7.0	(8.0)	15.0	3.1	(11.9)	
Total Pay	713.0	664.7	(48.3)	713.0	659.5	(53.5)	
Transport	2.0	1.4	(0.6)	2.0	0.0	(2.0)	
Supplies and Services	220.0	141.0	(79.0)	220.0	178.3	(41.7)	(ii)
Third Party Payments	1,000.0	1,326.5	326.5	1,000.0	684.0	(316.0)	(iii)
CoL Support Services	65.0	72.0	7.0	65.0	70.4	5.4	(iv)
Non-Pay	1,287.0	1,540.9	253.9	1,287.0	932.7	(354.3)	
Total Expenditure	2,000.0	2,205.6	205.6	2,000.0	1,592.3	(407.7)	
Government Grants	(1,000.0)	(1,395.1)	(75.0)	(1,000.0)	(815.5)	184.5	(v)
Customer Client Receipts	0.0	0.0	0.0	0.0	0.0	0.0	(vi)
Total Income	(1,000.0)	(1,395.1)	(75.0)	(1,000.0)	(815.5)	184.5	
Net Expenditure	1,000.0	810.5	130.6	1,000.0	776.8	(223.2)	

Revenue Outturn 2024/25 - Hotspot Funding [Slide 1 of 2]

In 24/25 the City was allocated £1m Home Office grant funding for visible hotspot policing initiatives tackling serious violence and ASB (the 'GRIP' programme). Table 9 below, sets out the original and revised budget along with outturn expenditure and variance to budget.

The under-utilisation of the grant funding was identified a Q3 and alternative plans were proposed to the Home Office, including re-purposing of £186k to two new initiatives (problem-solving training and geo-spatial mapping tools). Against a revised forecast spend of £811.7k, the final outturn was £99.9k, which was lower than forecast. Most of the underspend relates to the geo-spatial mapping tool (£51.4k) which was unable to be started in Q4, and forms part of the roll over activity for Q1 25/26. In addition, there was an underspend against the Bridge Crime initiative of £22.9k against the 'bridge crime' initiative – which is a transfer to the multi-borough Safer Streets Fund initiative – which relates to Lambeth council underspending on community safety patrolling.

Total Hotspot expenditure in 24/25 was £711.8k compared to an original £1m allocation. Members may recall that issues in delivering against the original bids were highlighted at Q3 – short lead-in times to mobilise the initiatives, challenge of ramping-up patrol overtime among limited number of frontline officers, and unanticipated abstraction to public order and protest activity.

Table 9: 2024/25 Hotspot Response Grant							
	24/25 Original Budget	Q3 Projected Outturn +Deficit / (Surplus)	Q3 Projected Variance +Deficit / (Surplus)	24/25 Latest Budget	24/25 Actual Outturn (Full Year)	Full Year Outturn Variance +Deficit / (Surplus)	Notes
	£'000	£'000	£'000	£'000	£'000	£'000	
(i) Analytical Staff	104.0	104.0	0.0	104.0	84.8	(19.2)	(i)
(ii) Dedicated Ward Officers	36.0	38.3	2.3	38.3	20.9	(17.4)	(ii)
(iii) Acquisitive Crime Teams	139.0	161.7	22.7	161.7	191.8	30.1	(iii)
(iv) Cycle Teams	112.0	47.0	(65.0)	47.0	44.3	(2.7)	(iv)
(v) Bridge Crime	180.0	180.0	0.0	180.0	157.1	(22.9)	(v)
(vi) Operation Vigilant	246.0	58.6	(187.4)	58.6	49.3	(9.3)	(vi)
(vii) Taxi & Compliance Checks	31.0	14.2	(16.8)	14.2	14.0	(0.2)	(vii)
(viii) CCTV Monitoring Staff	152.0	22.0	(130.0)	22.0	15.3	(6.7)	(viii)
(iv) Problem-solving training	0.0	134.5	134.5	134.5	134.5	(0.0)	(ix)
(x) Data Visualisation & Geo-spatial Mapping	0.0	51.4	51.4	51.4	0.0	(51.4)	(x)
Total	1,000.0	811.7	(188.3)	811.7	711.8	(99.9)	0.0

Revenue Outturn 2024/25 - Hotspot Funding [Slide 2 of 2]

Notes to Table 9:

- i. **Analytical Staff** - this initiative totals £104,000 and was submitted to increase the number of analytical staff to gather more and better data on serious violence and ASB in the City alongside tracking the impact of the other Hotspot initiatives. Expenditure to date is lower than anticipated due to initial recruitment delays which have now been resolved.
- ii. **Dedicated Ward Officers (DWO) £38,300** (Original budget £36,000), of funding was proposed to more DWO patrols in the City's residential estates. Patrols are on-going with the expectation that activity will continue in Q4
- iii. **Acquisitive Crime teams – £161,700** (Original budget £139,000) of funding to enable more foot patrols to prevent business and personal robberies and thefts. City has delivered its full safety patrol spend/allocation of £157k, Lambeth has had a 100% underspend of its £21.9k allocation, as above
- iv. **Cycle Team – £47,000** (Original budget £112,000) of funding for the increased deployment of the Cycle Team to tackle robbery, theft, and ASB. The current forecast under delivery against planned deployments (£65k) has been due to officer abstractions of officers from the Cycle Team to meet other policing priorities.
- 'Bridge Crime' initiative - £180,000** has been allocated to the delivery of a multi-borough initiative tackling crime on and around inner London bridges. This makes up the funding cut to a separate Home Office grant (Safer Streets Fund). Expenditure to date is on track.
- Operation Vigilant - £58,600** (Original budget £246,000) for training officers to prevent sexual violence in the night-time economy (NTE) and significantly increasing police patrols in NTE hotspots. This project has been delayed due to abstractions linked to the national public disorder which meant that training, to maximise efficiency of the operation had to be delayed. Training for a cohort of officers took place October 2024, which has enabled Vigilant deployments in November and December.
- vii. **Taxi and Compliance checks - £14,200** (Original budget £31,000) funding periodic deployment of officers to tackle taxi touts and check taxis and private hire vehicles in the City. Deployment is on-going.
- viii. **CCTV monitoring staff £22,000** (Original budget £152,000)– for increasing the number of staff monitoring CCTV feeds during peak hours, improving the real-time detection and prevention of crime. Vacancies in the Force Control Room (FCR) in Q1-Q3 has restricted activity against this initiative.
- ix. NEW £134,500 for **Training**– funding to embed problem-orientated and Hotspots policing to maximise outcomes.
- x. NEW £51,400 for **Data Visualisation and Geospatial Mapping** to enhance operational decision making through use of Global Position System data.



Capital Outturn 2024/25 Headlines

- The CoLP Capital Programme comprises projects developed and managed by the Force, which are either funded directly from the Force's own resources, from Home Office funding or via a Corporation loan facility.
- The CoLP Capital Programme budget for 2024/25 amounted to **£10.345m** as shown in table 1 below. The outturn spend amounted to **£9.469m**, resulting in an overall underspend on the programme of **£0.876m**. This comprises a net underspend across non-FCCRAS projects and cyclical replacement amounting to £2.273m partly offset by a net overspend on FCCRAS of £1.397m.

Table 1 – Summary of outturn capital expenditure 2024/25	A 2024/25 Budget £'000	B 2024/25 Outturn £'000	C=B-A Variance: Outturn vs Budget £'000	D 2024/25 Q3 Forecast Outturn £'000	E=B-D Variance: Outturn vs Q3 Forecast £'000
Total outturn capital expenditure 2024/25	10,345	9,469	(876)	12,297	(2,828)

- The FCCRAS net overspend in 2024/25 of £1.397m is due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of the delayed go live, coupled with additional rephasing of £3.120m of payments into 2025/26. There is no risk to existing Home Office capital funding which has been fully drawn down in 2024/25.
- The net underspend on other projects and cyclical replacements of £2.273m comprises underspends on Command and Control (£0.604m) due to the MPS reset, the Data Analytics Platform (£0.339m) which had been temporarily paused to agree next steps, delayed replacement of firearms (£0.274m) which have now been delivered in April 2025, and both E-discovery (£0.257m) and the Forensic Case and Quality Management System (£0.194m) underspending due to capacity limitations delaying their start. Several smaller underspends have occurred across other projects, and these are shown on slides 25 and 26 with notes.
- Whilst the 2024/25 Capital Programme was set with a move towards a more comprehensive approach to scheduling and management of projects into the future and reaffirming funding requirements, there has been a significant underspend in 2024/25. Although this is partly due to reprogramming of regional and national projects, it is noted that the 2024/25 Capital Programme was set as a first step with recognition that maturity and continuous improvement would be required, and the approach to budget setting and monitoring has therefore continued to be refined for 2025/26.
- Funding of the programme is set out in table 3 on slides 30 and 31. This shows total revenue funding of £4.620m, Home Office funding of £4.452m and funding from the POCA reserve of £0.397m. No loan funding was required in 2024/25.



CoLP Capital Programme - Outturn 2024/25 [Slide 1 of 5]

The detailed outturn vs budget and Q3 forecast by project is shown in table 2 below.

	A	B	C=B-A	D	E=B-D	
Table 2 - CoLP Capital Programme 2024/25	2024/25 Project Budget £'000	2024/25 Outturn £'000	Variance: Outturn vs Budget £'000	2024/25 Q3 Forecast Outturn £'000	Variance: Outturn vs Q3 Forecast £'000	Notes
FCCRAS	4,763	6,160	1,397	7,780	(1,620)	a
Cyclical Replacement - IT Devices	1,200	1,302	102	1,200	102	b
- Firearms	400	126	(274)	400	(274)	c
- Horsebox	400	306	(94)	400	(94)	d
- Fleet	358	218	(140)	358	(140)	e
Command and Control	707	103	(604)	113	(10)	f
Data Analytical Platform Project (was Power BI)	645	306	(339)	634	(328)	g
Prioritisation and feasibility funding	605	554	(51)	227	327	
E-discovery	292	35	(257)	158	(123)	h
Forensic Case and Quality Management System	216	22	(194)	22	-	i
Out of Court Resolutions	163	20	(143)	148	(128)	j
Multi-Agency Public Protection System	148	11	(137)	15	(4)	k
Covert Surveillance Equipment	91	7	(84)	91	(84)	l
Body Worn Video	79	22	(57)	7	15	m
Role Based Access	77	-	(77)	2	(2)	n
Covert Camera System	63	24	(39)	65	(41)	
Digital Asset/Evidence Management	60	9	(51)	4	5	o
HO Biometrics Case File	24	-	(24)	-	-	
Sub - total (continued next slide)	10,291	9,225	(1,066)	11,624	(2,399)	

CoLP Capital Programme - Outturn 2024/25 [Slide 2 of 5]

The detailed outturn vs budget and Q3 forecast by project is shown in table 2 below.

	A	B	C=B-A	D	E=B-D	
Table 2 - CoLP Capital Programme 2024/25	2024/25 Project Budget £'000	2024/25 Outturn £'000	Variance: Outturn vs Budget £'000	2024/25 Q3 Forecast Outturn £'000	Variance: Outturn vs Q3 Forecast £'000	Notes
Sub - total (continued from previous slide)	10,291	9,225	1,066	11,624	(2,399)	
Digital Investigation and Intelligence	14	-	(14)	-	-	
Digital Case File	12	-	(12)	-	-	
In Car Audio Visual	10	17	7	15	2	
Joint ERP Solution	10	-	(10)	4	(4)	
Backling Organised Exploitation Programme	7	-	(7)	-	-	
Rape Response Review	1	-	(1)	16	(16)	
Law Community Network	-	2	2	-	2	p
Electronic Display Screen Equipmt & Mgmt System	-	23	23	47	(24)	p
Travel System - Agito	-	25	25	25	-	p
Forensic Image Management System	-	40	40	59	(19)	p
Operation Soteria	-	26	26	17	9	p
Other prior year projects	-	40	40	-	40	p
Auto Redaction	-	71	71	99	(28)	p
Funding available for new projects	-	-	-	391	(391)	p
Total CoLP Capital Programme 2024/25	10,345	9,469	(876)	12,297	(2,828)	



CoLP Capital Programme - Outturn 2024/25 [Slide 3 of 5]

Notes – on outturn variations to budget

- a) **FCCRAS:** Based on the development of a new programme plan, the total project cost is estimated to increase by £6.0m to £37.0m, with the increase expected to be incurred in 2025/26 and funded jointly by Home Office (£4m) and CoLP (£2m). The overspend against budget in the current year 2024/25 of £1.397m is due to rephasing of FCCRAS milestones payments of £4.517m from 2023/24 to 2024/25, because of the delayed go live, coupled with additional rephasing of £3.120m of payments into 2025/26.
- b) **IT devices (laptops):** Approval has been given and the rollout commenced to replace laptops over two years at a cost of £1.703m (£1.200m in 2024/25 and £0.503m in 2025/26), partly offset by anticipated income of £0.072m from the return of existing devices, resulting in a net total cost of £1.631m. The budget in the 2024/25 capital programme of £1.200m was overspent by £0.102m due to acceleration of the rollout, however, total project spend remains in line with expectations at £1.631m.
- c) **Firearms:** Carbines and sights are being replaced at a total cost of £0.348m. The sights (£0.126m) were received during 2024/25, with the carbines (£0.222m) delivered in 2025/26 (April 2025).
- d) **Horsebox:** the horsebox was delivered in 2024/25 at a total cost £0.306m, which is £0.94m lower than the budget provision of £0.400m largely due to the internal fitout costing less than estimated.
- e) **Fleet:** Ahead of the new fleet strategy expected at the end of summer 2025, a programme of critical replacements comprising 7 vehicles and a motorbike was provided for in 2024/25 at a budgeted cost of £0.358m. Outturn spend was £0.140m lower at £0.218m due to the delayed delivery of 4 vehicles, which will now arrive in 2025/26.



CoLP Capital Programme - Outturn 2024/25 [Slide 4 of 5]

Notes – on outturn variations to budget (continued)

- f) **Command and Control:** The project has been subject to a continued delay pending an MPS reset. However, testing has now commenced, and the project is proceeding, and the 1st stage will go live in Q4 2025/26.
- g) **Data Analytical Platform Project:** The project was paused pending a review and confirmation of next steps. It is forecast that completion and remaining spend will now occur in 2025/26.
- h) **E-discovery:** A delayed start has occurred due to capacity limitations, with the main work and expenditure now expected to take place in 2025/26.
- i) **Forensic Case and Quality Management System:** A delayed start has occurred due to capacity limitations, with the main work and expenditure now expected to take place in 2025/26.
- j) **Out of Court Resolutions:** A delayed start has occurred due to capacity limitations, with the main work and expenditure now expected to take place in 2025/26.
- k) **Multi Agency Public Protection System:** A delayed start from the national programme team. Work has now commenced but delivery is expected to take place during 2024/25.
- l) **Covert Surveillance Equipment:** The project was delayed due to difficulty in securing suitable IT resources to complete the project. The project is now scheduled to complete by Q2 of 2025/26.



CoLP Capital Programme - Outturn 2024/25 [Slide 5 of 5]

Notes – on outturn variations to budget (continued)

m) **Body Worn Video:** The new BWV system went live in September 2023. A reconfiguration of the system has delayed the closure of the project, which is anticipated in 2025/26, however, no further costs are forecast to be incurred.

n) **Role Based Access:** The project was paused pending a review and confirmation of next steps. It is forecast that completion and remaining spend will now occur in 2025/26.

o) **Digital Asset / Evidence Management:** A delayed start has occurred due to capacity limitations, with the main work and expenditure now expected to take place in 2025/26.

Due to several projects being delayed in 2024/25 which resulted in underspends during the year, several projects programmed for 2025/26 were brought forward and commenced in 2024/25.



Funding of the CoLP Capital Programme 2024/25 [Slide 1 of 2]

The detailed outturn vs budget and Q3 forecast by project is shown in table 2 below.

Table 3 – Funding of the CoLP Capital Programme 2024/25		2024/25 Outturn	Direct Revenue Financing (DRF)	Other Revenue Financing	Home Office	City Loan	POCA
		£'000	£'000	£'000	£'000	£'000	£'000
FCCRAS		6,160	1,708	-	4,452	-	-
Cyclical Replacement - IT Devices		1,302	1,302	-	-	-	-
- Firearms		126	-	126	-	-	-
- Horsebox		306	306	-	-	-	-
- Fleet		218	141	77	-	-	-
Command and Control		103	103	-	-	-	-
Data Analytical Platform Project		306	-	-	-	-	306
Prioritisation and feasibility funding		554	554	-	-	-	-
E-discovery		35	35	-	-	-	-
Forensic Case & Quality Mgmt System		22	22	-	-	-	-
Out of Court Resolutions		20	-	-	-	-	20
Multi-Agency Public Protection System		11	11	-	-	-	-
Covert Surveillance Equipment		7	7	-	-	-	-
Body Worn Video		22	22	-	-	-	-
Covert Camera System		24	24	-	-	-	-
Digital Asset/Evidence Management		9	9	-	-	-	-
Sub - total (continued next slide)		9,225	4,244	203	4,452	0	326



Funding of the CoLP Capital Programme 2024/25 [Slide 2 of 2]

The detailed outturn vs budget and Q3 forecast by project is shown in table 2 below.

Table 3 - Funding of the CoLP Capital Programme 2024/25	2024/25 Outturn	Direct Revenue Financing (DRF)	Other Revenue Financing	Home Office	City Loan	POCA
	£'000	£'000	£'000	£'000	£'000	£'000
Sub - total (continued from previous slide)	9,225	4,244	203	4,452	0	326
In Car Audio Visual	17	17	-	-	-	-
Law Community Network	2	2	-	-	-	-
Electronic Display Screen Equipmt & Mgmt System	23	23	-	-	-	-
Gravel System - Agito	25	25	-	-	-	-
Forensic Image Management System	40	40	-	-	-	-
Operation Soteria	26	26	-	-	-	-
Other prior year projects	40	40	-	-	-	-
Auto Redaction	71	-	-	-	-	71
Total Outturn and Funding 2024/25	9,469	4,417	203	4,452	0	397



Corporation-led Projects benefiting CoLP

In addition to the CoLP-specific projects shown on the slides above, there are number of 'infrastructure' projects led and funded by the Corporation which will benefit Police – and which need to be managed as key elements of CoLP's overall change planning process, in particular:

- Salisbury Square Development - (a new courts, Police and commercial development).
- Future Police Estate - for ancillary elements of the estate (primarily operational assets plus IT, fit out and other costs).
- Secure City programme.
- Enterprise Resource Planning (ERP) System implementation.
- Future Network Strategy.

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Committee(s): Police Authority Board – For decision	Dated: 23 July 2024
Court of Common Council – For information	24 July 2024
Subject: 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?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of City of London Police	For decision
Report author: Erica Doran - Head of Strategy and Planning	

Summary

The Annual Report sets out City of London Police’s achievements against the Policing Plan for 2024-25. It contains information on crime, financial and staff statistics, as well as a summary of performance and highlights throughout the year.

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

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

Following consultation with Members at the Police Authority Board meeting in May of the draft report, revisions and changes have been made to the final version.

Recommendation

Members are asked to:

- Approve the City of London Police Annual Report 2024-25 for onward submission to the Court of Common Council where it is presented by the PAB Chair for information.

Appendices

- Appendix 1 – 2024-25 Annual Report

City of London Police

Policing Plan

Annual Report 2024-25

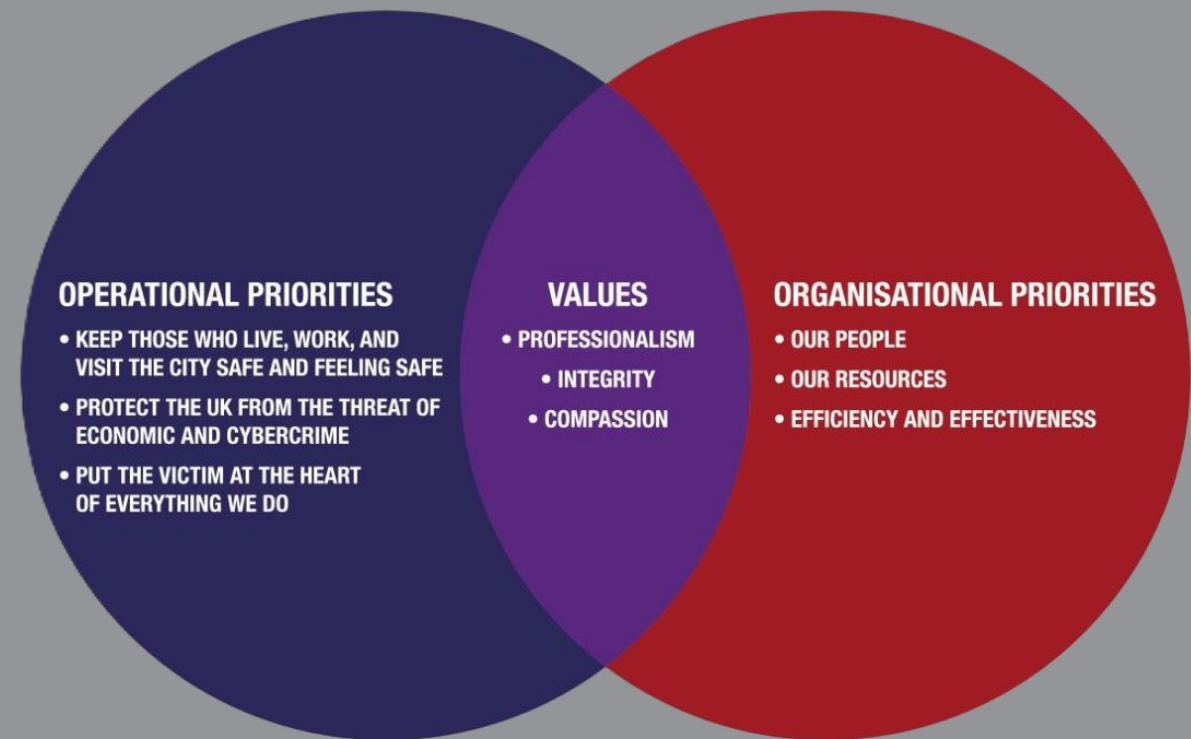
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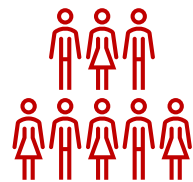
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Our Policing Plan 2022-25



Headline achievements - Policing Plan 2022-25



We achieved our uplift target for 2024/25 with **1,000** 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.

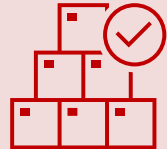


We have achieved **Silver standard** with Inclusive Employers: the highest award achieved by any police force in the country (Sept 2024).

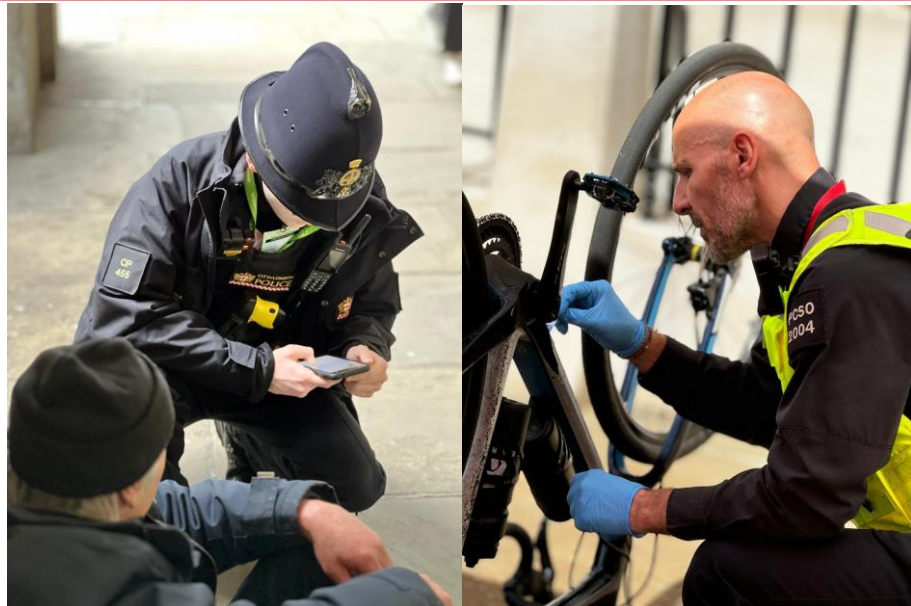


Action Fraud launched a national campaign to raise awareness of fraud and to provide preventive advice.

The 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 I 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 (NEVCU) 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 19% and consistently deliver some of the quickest incident response times in the UK to our public.

In July we launched our new Equality, Diversity and Inclusivity Strategy underpinning our commitment to become one of the most inclusive and trusted police services in the UK.

Our teams have been hard at work to keep those who live, work and visit the City safe and feeling safe. 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 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 is 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 focusses on prevention and response to crime including theft and violence during the Christmas period.

During 2024/25 we developed Operation Swipe, the City of London Police's operation to deter, detect, apprehend and prevent phone snatching. This proactive approach involves visible public messaging - iconic 'blue plaques', placed at phone theft hotspots and locations where arrests of phone snatchers have taken place, as well as targeted patrols in areas identified as 'hotspots'. The last quarter of performance data saw a 23% reduction in snatch theft offences compared with the same period in 2023/24.

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 threats. Operation Henhouse III, in partnership with the National Crime Agency (NCA) to intensify investigation into fraud 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 able 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 (PECTs) have now been fully embedded in all regions delivering a consistent and coordinated response to fraud and economic crime. This year saw significant national operations targeting cross border criminals 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 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 turn, 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 1 of 14</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.	Using powers under the Proceeds of Crime Act 2002 the Dedicated Card and Payment Crime Unit has confiscated/ forfeited over £2.3m which strips the fraudsters of the benefits of their criminality.
Put the victim at the heart of everything we do			
The new Victims Strategy written this year includes 12 performance measures to ensure we put the victim at the heart of everything we do.	NEVCU have assisted victims recover £1,606,673M with NLF Ops teams and funded units have obtained £1,933,203M in compensation.	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 saw a rise in cycling to work, especially on hire cycles and a rise in EAPCs (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 the creation of the team (up to February 2025) they have arrested 98 people, issued 1,976 traffic offences and seized 310 e-bikes.

OPERATION REFRAME

‘Don’t cross the line campaign’ focused on educating the public and licensed premises about the offence 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. 9 different Reframe operations have been carried out of the last year making the City a safer place for women to socialise.

EVERY CRIME REVIEWED

City of London Police review every crime report 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 strengthen 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 creation of Project Servator which was developed in partnership with the National Protective Security Authority and has since been rolled out across the UK and world. This aims to disrupt a range of criminality, including terrorism, whilst providing a reassuring presence for our communities.

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.

Attended by representatives from 27 police forces and government partners, it showcased the growth of Project Servator

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

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

We have used the police uplift programme to invest in our neighbourhood policing capacity. We have increased the number of dedicated wards offices and created a cycle team. With the additional neighbourhood policing uplift a further 14 posts will be created this year resulting in a 50% increase in our neighbourhood policing team. 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) in partnership with the City of London Corporation. These meetings are an opportunity for our communities to sit

down and have a conversation with police and local government officers about crime and anti-social behaviour concerns in their neighbourhoods.

HOTSPOT POLICING

Hotspots have been identified through data analysis and intelligence gathering with the goal 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.

FOCUS ON THEFT

A greater focus on intelligence led policing has continues to tackle theft offences. An acquisitive crime board ensures officers across local policing are tasked to hotspot locations and are an intelligence led team. This is a cross-portfolio collaboration dedicated to problem solving, with a focus on acquisitive crime. There is a particular focus on ‘theft from the person’ offences, specifically phone snatches and bag theft offences which saw a 24% reduction in snatch offences in January – March 2025 compared to the same period last year.

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, we continued to lead and coordinate the policing response to fraud, economic and cyber crime.

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, is held to enhance the UK's response to fraud, economic and cyber-crime. 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 NATIONAL LEAD FORCE - INTERNATIONAL FRAUD AWARENESS WEEK

During International Fraud Awareness Week we celebrated the work we do to tackle fraud nationally and globally. As well as our national achievements we have provided a global response to fraud by working with global partners. Examples include:

- Joint working with German law enforcement on a courier fraud investigation.
- Assistance to the Polish embassy on a report of payment diversion fraud.
- Supporting the USA Manhattan District Attorney's Office with investigations
- Sharing our experiences on a panel 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, City of London Police and the National Crime Agency (NCA) led a nationwide operation to investigate fraud which resulted in 440 arrests, 211 interviews and assets and seizures worth £19 million.

Op Henhouse, now in its fourth year, marked a 52% 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)

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 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

This is 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 the operation is funded through proceeds of crime. 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 represents a transformative approach to the utilisation of technology to identify high-risk SOC subjects across 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 3 year 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 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

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 night time economy aligned to licensing and partnership activity. Officers ran safety and crime prevention initiatives into the New Year, including ‘Ask 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 the City Police and across relevant partnerships. This will ensure that victims are well supported and informed to enhance greater opportunities for safeguarding and reducing repeat offending.



Put the victim at the heart of everything we do

THE NATIONAL ECONOMIC CRIME VICTIM CARE UNIT (NEVCU)

The National Economic Crime Victim Care Unit (NEVCU) 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 NEVCU 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 NEVCU 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 WOMEN AND GIRLS

A priority focus remains 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 a national programme to transform how policing responds to rape and other serious sexual offences. This includes training, updated processes, and policy alterations. The six focal pillars of Soteria 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>

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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 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 launch event in July last year. Our ambitious programme of activity is spread across the 4 pillars over 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.

INCLUSIVE EMPLOYERS “SILVER”

We were 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.

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

Our People

JUNIOR CADETS LAUNCHED

City of London Police is 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 FROM THE MINISTRY OF DEFENCE (MOD)

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 was approved in January 2025. This plan was developed 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 priority skills 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 LAPTOP DEVICE ROLLOUT

New laptops were rolled out to staff in early 2025. The refresh represents a significant investment in our workforce and quality of equipment

The new 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.



AUTO REDACTION SOFTWARE ROLL OUT

In August 2024, we began to rollout auto redaction software, enabling our officers and staff to quickly and accurately redact documents in the course of their work. The technology has saved 718 person days since which is being re-invested in previously unmet investigative demand.

This type of technological advance, and 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 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.

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. The 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 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.

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 and are collaborating across the London region.

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.

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.

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.

PUBLIC DISORDER

We have a designated Public Order Public Safety (POPS) Lead supported by 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 and Incident Statistics

LOCAL DATA

We monitor criminality within the City, so we can react to emerging trends and patterns to keep residents, workers and visitors safe. Crime rates rose in the last year crime by 4.1% (360) and over the last 3 years this increase stands at 19% (1,471). This is primarily driven by theft offences.

Theft remains the most prevalent crime type (60% of all crime) and has seen a 3.8% (201) increase within the last year, although this increase is not as sharp as the year prior which was a 16% increase between 22/3 to 23/4. The most significant increase within the theft category has been within the "Shoplifting" category increasing by 115% (+823) from 2022/23 and by 32.5% (+377) from 23/24 . Theft from the person remains another of our most prevalent theft types and has seen only minor increases of 3.3% (47).

CoLP has reduced theft offending through proactive work in several areas namely Burglary (-6.4% since 2024/25), Bicycle Theft (-16.1%[-40] since 2024/25) and “all other theft” (-12.7% [-21] since 2024/25) which includes theft of personal items from bars/cafes etc which is one of the 3 most prevalent offences types in the City. The City’s crime profile is in contrast to the national picture where theft offences are not the most prevalent crime type and made up only 34% of crime (in 2024).

Violence offences are the second most prevalent crime type and saw a 10.6% (137) increase on last year. These violence offences, however, are less harmful with a greater proportion of violence offences resulting in no injury than those with an injury. Violence offences are the most prevalent offences nationally (in 2024) making up 37% of all crime Drug Offences have continued to reduce consistently with a 14.6% (-91) decrease in the last year and 14.4% (-90) decrease over the last 3 years.

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

There have been changes to other incident demands too with a 6.6% (-66) reduction in Antisocial Behaviour incidents since 2022/23 and a 17% (-134) reduction in safeguarding concerns.

Domestic abuse incidents have increased slightly by 5.4% (19) compared with 2023/24 however still only represent a small proportion of our offences (2% of Crime). This is different to the national picture where they make up a significant proportion of offending in most forces.

	2022/23	2023/24	2024/25		1 yr % Change	1 yr Change		3 yr % Change	3 yr Change
THEFT OFFENCES	4564	5307	5508		3.8%	201		20.7%	944
VIOLENCE AGAINST THE PERSON	1164	1296	1433		10.6%	137		23.1%	269
PUBLIC DISORDER	517	595	695		16.8%	100		34.4%	178
DRUG OFFENCES	623	624	533		-14.6%	-91		-14.4%	-90
CRIMINAL DAMAGE & ARSON	272	340	372		9.4%	32		36.8%	100
MISCELLANEOUS CRIMES AGAINST SOCIETY	207	195	155		-20.5%	-40		-25.1%	-52
SEXUAL OFFENCES	131	168	201		19.6%	33		53.4%	70
ROBBERY	125	156	160		2.6%	4		28%	35
POSSESSION OF WEAPONS OFFENCES	57	90	74		-17.8%	-16		30%	17
Total	7660	8771	9131		4.1%	360		19.2%	1471
Key Incident types									
Anti Social Behaviour	1000	916	934		2%	18		-6.6%	-66
Mental Health Incidents	232	469	268		-43%	-201		15.5%	36
Adult and Child Safeguarding	786	725	652		-10%	-73		-17%	-134
Cross Cutting Themes									
Domestic Abuse Incidents	334	351	370		5.4%	19		10.7%	36
Hate Incidents	222	291	412		41.6%	121		86%	190
VAWG	496	573	631		10.3%	59		27%	135

The proportion of Hate Incidents and VAWG have increased significantly, CoLP has worked to encourage reporting and make it easy for people to report and this increase was predicted due to those efforts.

Crime and Incident Statistics

Increased crime in the City is linked to a number of factors:

- Crime is closely aligned to footfall. Since 2022 footfall has increased by approximately 15% and is predicted to continue to do so.
- Increased numbers of officers and proactive policing initiatives results in more crimes being detected.
- Technology continues to grow and enable criminals to operate. This is particularly true for fraud, cyber dependent and cyber enabled crimes including stalking and harassment offences.
- Societal factors such as cost-of-living challenges have led to increased acquisitive crime, which has been compounded by increasing value of goods being stolen.
- There is a link between the goods stolen from this acquisitive crime offending and secondary offending such as fraud offences.
- The accessibility of crime enablers has also increased, which has further allowed organised criminal networks to grow and operate across local, national and international boundaries.

There are also areas of both national and local focus where efforts have been made to reduce under-reporting to help us understand the true scale and nature of offending and allow preventative and targeted pursue activity. In the past 12 months this includes increased reporting linked to Hate Offending that is secondary to other offences and retail crime and has increased crime reports.

CoLP continues to respond quickly to incidents with a consistent level of performance relating to incident attendance timeframes. 96% of all “immediate” graded incidents are attended within the 15min agreed service level and 98% of all “significant” graded incidents are attended within the 60min agreed service level.



In addition to responding to incidents CoLP has a very positive outcome rate for its investigations when compared to police forces nationally.

	2022/ 23	2023/ 24	2024/ 25	1yr Change	3 yr change
All crime	16.7%	20.2%	21.2%	+1	+4.5

Of particular note are the timeliness of investigations which CoLP has worked to reduce, to ensure offenders are brought to justice as swiftly as possible and victims are provided a high level of service. The current proportion of outcomes attributed to crimes recorded in the 2024/25 year is higher than the national average for Jan – Dec 24, showing positive outcome proportions and timeliness of investigations.

This is particularly true for the below offence types, demonstrating a commitment to successfully pursuing offenders of the most prevalent offences (All other theft and Shoplifting) and most harmful offences (Sexual Offences and Violence with injury).

	COLP 2024/25	National Jan – Dec 24
All Crime	17.5%	11.2%
Victim Based Crime	12.9%	8.4%
Other Crimes against Society	42.9%	22.7%

	COLP 2024/25	National Jan – Dec 24
Shoplifting	28.2%	22%
All other theft	7.8%	2.3%
Violence with injury	17.5%	11.8%
Sexual Offences	10%	4.7%

In addition to positive outcomes for investigations CoLP continues to take a proactive stance against antisocial behaviours with the following continued successes against behaviours of most concern to our communities:

- 189 Community Protection Notices and Warnings issued to individuals for antisocial related behaviours.
- 31 Criminal Behaviour Orders granted against offenders to prevent reoffending in the City.
- 326 E-Bike Seizures (linked not just to antisocial cycling but further criminality such as snatch offending).

Policing Plan performance overview

1) Reduce Neighbourhood Crime

2022/23	2023/24	2024/25		1yr Change	3yr Change
1112	1590	1733		+8.99%	36.67%

Neighbourhood crime in the City is largely related to theft from person which makes up 87% of this crime type. Levels of burglary have reduced by –6.4%. The rises in acquisitive crime attributed to more general societal changes are reflected in this increase alongside improved ease of reporting, and requirement for reporting. Prevention tactics have been implemented including high-visibility deployment, covert deployments, geofencing prevention campaigns and partner led interventions. CoLP remains above average (National - 1.0%) in its investigative outcomes (CoLP – 1.6%) however this is a notably challenging offence to investigate, with limited interaction between suspect and victim reducing both forensic and identification opportunities. Increases in theft from the person offences are being seen across all of London and are reflective of phones being taken from persons.

2) Reduce Violent Crime

2022/23	2023/24	2024/25		1yr Change	3yr Change
1261	1464	1635		+11.68%	+ 27.63%

Violent crime has increased, largely due to increases in sexual offending and violence without injury offences, however these still remain primarily low harm in their nature. CoLP has worked hard to increase feelings of safety in the night-time economy and encourage reporting of low harm offending. This in part explains the increase seen in this period, alongside a drive to increase those coming to and staying in the City to enjoy hospitality venues in the night-time economy. This differs to the national picture where a 4% decrease was recorded in the 12months to Dec 2024. Specific operations to target offending in the night-time economy have been implemented however the tactics did not always impact violent crime in the ways seen previously and new approaches are being developed.

3) Reduce Antisocial behaviour

2022/23	2023/24	2024/25		1yr Change	3yr Change
1211	938	976		+ 4.05%	-19.41%

Antisocial behaviour has reduced since 2022/23 and remains at very low levels of approximately 1 incident every 2-3 days with the greatest defined types of antisocial behaviour begging and inconsiderate behaviour. A minor increase was seen in 2024/25. Nationally antisocial behaviour has remained static over the 3-year period.

4) Police Outcome Rate is higher than the National Average

	2022/23	2023/24	2024/25
COLP	16.7%	20.2%	21.2%
National	8%	10%	Not yet available

Positive outcomes for investigations consistently exceeds the national average rate*.

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

2022/23	2023/24	2024/25		1yr Change	3yr Change
5852	5811	7969		+ 2158	+2117

A national target of 6,000 judicial outcomes was set for 24/25. This has been exceeded by 33% (1,969) with 7,969 outcomes reported. This is due to a combination of factors including some large cases being finalised during the period, and the continued targeted engagement and support to reduce outstanding investigations.

6) Economic and Cyber crime training and accreditation

2021/22	2023/24	2024/25		1yr Change	3yr Change
1438	1111	988		-123	- 450

A challenging economic environment for police forces has led to a lack of funding availability for training, leading to low uptake for the economic crime academy. The academy has diversified creating bespoke courses for police forces and other public sector agencies in the UK and overseas bodies.

7) Action Fraud Victim Satisfaction levels are improved

2022/23 Average	2023/24 Average	2024/25 Average		1yr Change	3yr Change
88%	90%	90%		0	+2

Satisfaction levels have improved since 2022/23. This is due to increasing satisfaction with the telephone service. There has been limited opportunity to influence satisfaction with the online service whilst the replacement system for the Fraud and Cyber Crime Reporting Service is in development.

* Comparing crimes recorded in the period against outcomes recorded in the period.

Policing Plan performance overview

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

October 2022	June 2023	September 2024	February 2025		1yr Change	3yr Change
41% Agree	47% Agree	42% Agree	51% Agree		+9	+10

Pulse survey results show this at 51% which has improved consistently since the first full staff survey (October 2022), with a rise of 5% in the summer 2023 Pulse Survey. This specific question relates to psychological safety at an organisational level. However, when compared to the team specific measure “**I feel accepted and respected within my team**”, response rates have been comparably high with an initial baseline of 71%, rising consistently to 86% in the 2024 pulse survey.

7) CoLP’s workforce engagement levels are increased

October 2022	June 2023	September 2024	February 2025		1yr Change	3yr Change
66%	69%	71%	76%		+5	+10

Workforce engagement levels have risen over the policing plan period leading to the overall percentage favourable score of 76%. The staff survey provider, has stated that our engagement score is “high and has remained consistent over time”, which is “excellent” compared with other public sector organisations.

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 minority backgrounds	14%	15.0%	15.5%		+0.5	+1.5
% workforce identifying as female	36%	38.8%	39.8%		+1.0	+3.8

There have been small improvements in workforce representation since 2022, with the overall proportions of ethnic minority and female representation employees 1% closer to parity. Targeted recruitment, development and retention activities continue to be a focus of our EDI strategy.

9) Financial Outturn is within 1% of forecast

The provisional revenue outturn for 2024/25 was £116.3m against the latest approved budget of £116.3m resulting in a breakeven position as forecast. This balanced outturn position is after the transfer to reserve of £1.5m of unspent revenue funding to manage timing differences in programme and project spend.

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

October 2022	June 2023	September 2024	February 2025		1yr Change	3yr Change
44% Agree	54% Agree	49% Agree	56% Agree		+7	+10

The latest Pulse survey results show this at 56% which is an improvement during the life of the policing plan albeit these results have been variable throughout the period.

11) The public feel safe

There have been positive responses to community surveys with **86% of respondents** saying they felt safe in 2023. However respondent volumes were low. In July 2024, a new Public Confidence survey was launched involving different methods of engagement. Engagement volumes are increasing. However, it is not yet possible to compare the data sets around public safety through this new tool.

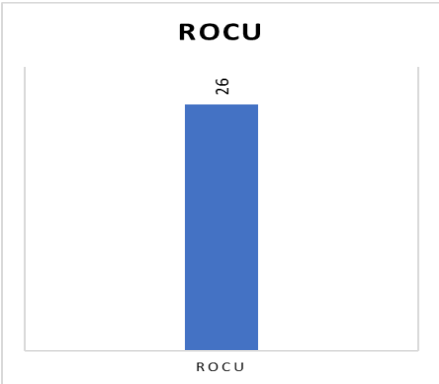
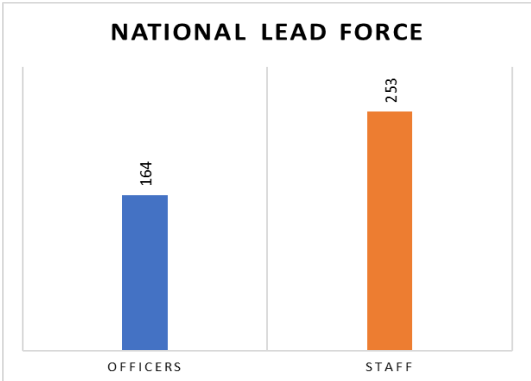
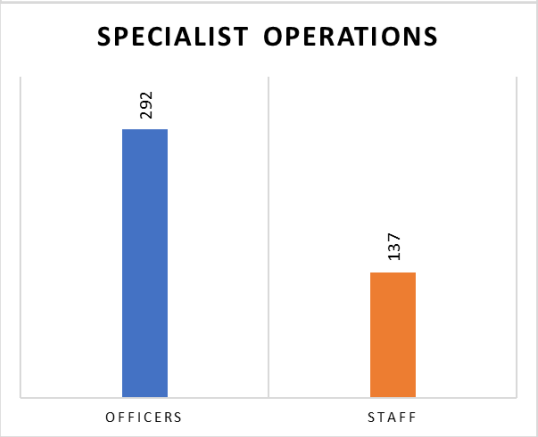
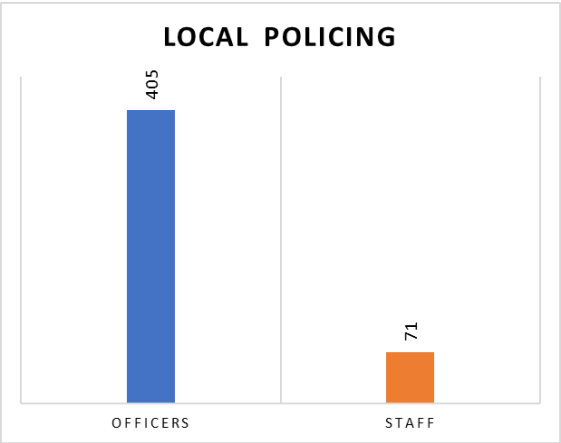
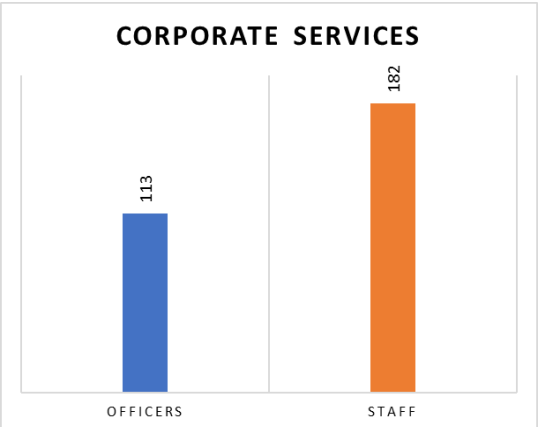
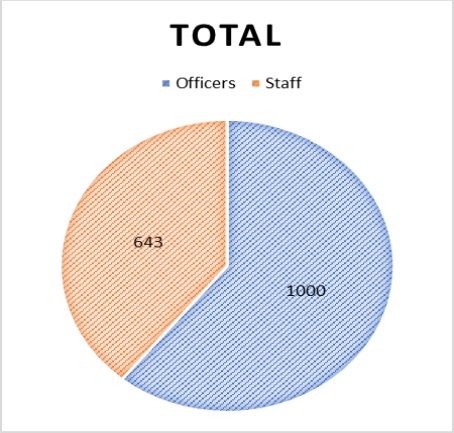
12) The public have confidence in the City of London Police

There have been positive responses to community surveys in 2023 with 78% of respondents saying they had confidence in the City of London Police, and 72% saying that CoLP do an Excellent or Good job. To improve take up rates, a new confidence survey was launched, using QR codes on digital displays in the City for the public to scan. Neighbourhood Policing officers have the QR codes on their devices to share when engaging with the public.



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.



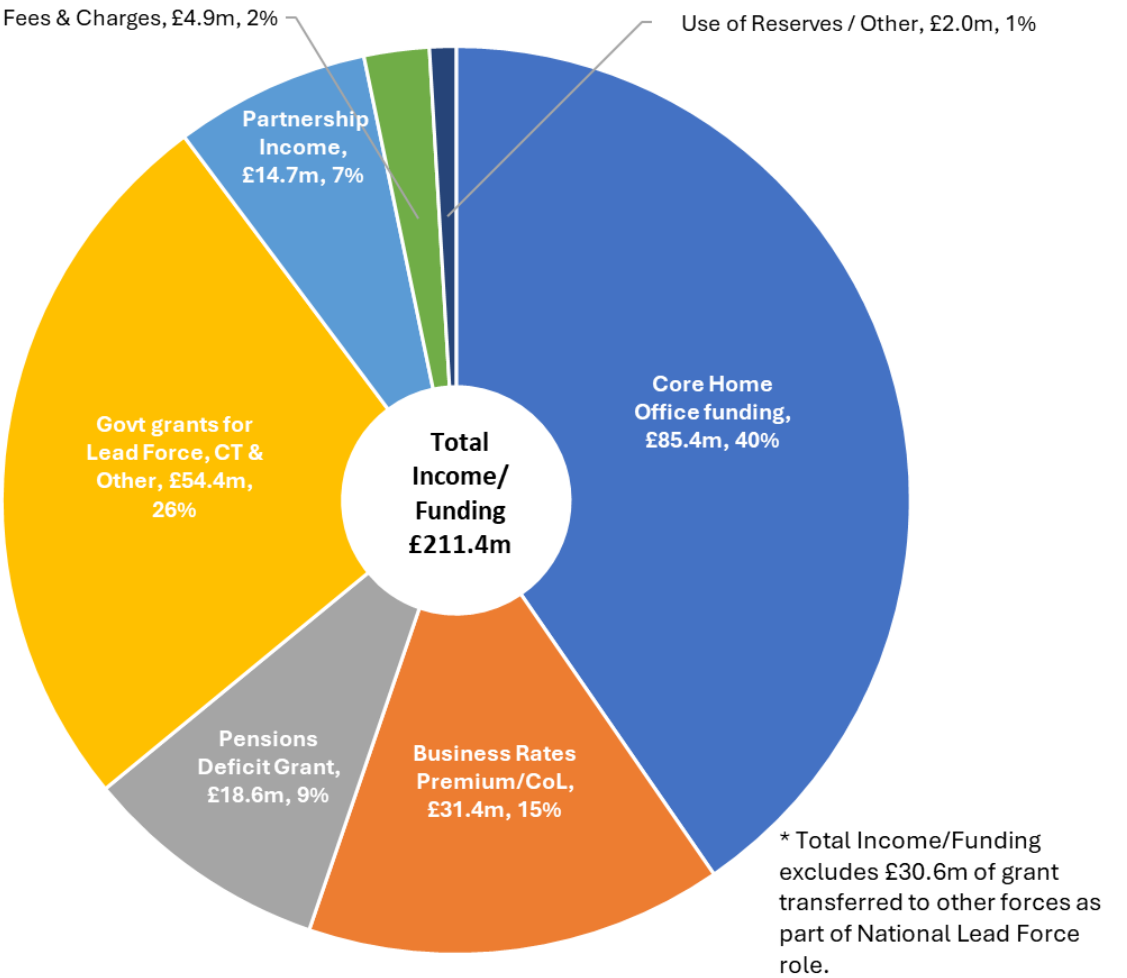
Our finances

Breakdown of Funding	2024-25
	£m
Core Home Office funding	£85.4m
Business Rates Premium/CoL	£32.4m
Pensions Deficit Grant	£18.6m
National Lead Force for Fraud	£46.2m
CT/Servator	£8.3m
Commercial Partnerships	£14.7m
Fees & Charges	£4.9m
Use of Reserves / Other	£2.0m
Capital Financing	-£1.0m
Total funding	£211.4m

Breakdown of funding:

Core Home Office funding	£85.4m
Business Rates Premium/CoL	£31.4m
Pensions Deficit Grant	£18.6m
Govt grants for Lead Force, CT & Other	£54.4m
Partnership Income	£14.7m
Fees & Charges	£4.9m
Use of Reserves / Other	£2.0m
	£211.4m

Funding 2024/25 Budget



Our Chief Officer Team

Page 128



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): CoL Police Authority Board	Dated: 23 July 2025
Subject: The City of London Police Pension Board – Review of Activities for the period 1 April 2024 to 31 March 2025	Public report: For Information
This proposal: <ul style="list-style-type: none"> • provides statutory duties • 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:	The Chamberlain
Report author:	Graham Newman – Chamberlain's Department

Summary

This report summarises the activities of the Police Pensions Board (the Board) for the period 1 April 2024 to 31 March 2025. The Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager (the Commissioner of the City of London Police) in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).

Over the last twelve months the Board:

- continues to review the working practices of the City of London Police Pensions Office including reviews of all letters and documents issued to scheme members, prospective scheme members, leavers and retirees;
- monitored and where appropriate updated the Board's Risk Register ; and
- continues to undertake online training modules with the Pensions Regulator's Toolkit.

The training needs of all Board Members continues to be monitored and training provided as required.

Recommendation

Members are asked to note this report.

Main Report

Background

1. The Public Services Pensions Act 2013 (the 2013 Act) included several provisions regarding better governance and improved accountability for all public-sector pension schemes. As a result, the Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).
2. The Scheme Manager for the City of London Police Pension Scheme is the City of London Police Commissioner, with responsibility for the administration of the Scheme delegated to the Chamberlain of the City of London Corporation.

The Role of the Police Pension Board

3. The Pension Board sits in an oversight role, to assist the Scheme Manager with ensuring the administration of the Scheme complies with
 - the Regulations;
 - other legislation relating to the governance and administration of the Scheme; and
 - the requirements imposed by The Pensions Regulator in relation to the Scheme.
4. In accordance with the Regulations, the structure of the Board must include an equal number of scheme member and scheme employer representatives. The City of London Police Pension Board consists of 3 scheme employer representatives and 3 scheme member representatives.
5. The 2013 Act makes it a legal requirement that members of the Board do not have a conflict of interest and therefore all members are expected to identify, monitor and manage any potential, actual or perceived conflicts of interest. The Members of the Board are as follows:

Scheme Employer Representatives:

Deputy Madush Gupta	Elected Member
Superintendent Helen Isaac	Serving CoL Police Officer
Deputy Henry Colthurst	(Deputy Chairman from April 2024) Elected Member

Scheme Member Representatives:

Mr John Todd	Retired CoL Police Officer
Mr Ray Eaglesmith	(Chairman from April 2024) Serving CoL Police Officer
Mr Alan Yau	Serving CoL Police Officer

Appendix A sets out the attendance record of each Board Member.

6. In accordance with the Regulations, the Chair of the Board switches between Employer and Member Representatives on an annual basis in April each year.
7. Where the role of Chair is filled by an Employer Representative the role of Deputy Chair must be filled by a Member Representative and vice versa. Therefore, as the Chair switches so too does the Deputy Chair.

Activities of the Board

8. Since April 2024 three meetings have been held – 17 July 2024, 5 November 2024 and 10 February 2025. It is expected that there will continue to be 3 meetings held in every year.

Training

9. Board Members have certain legal responsibilities and must be conversant with the PPS Regulations and the governance and administration of the Scheme to enable them to exercise their role as a Board Member.
10. Members are expected to keep their knowledge and understanding requirements under review. This will allow the training plan to be reviewed and updated as required to meet the training needs.
11. The Pensions Regulator has created an online learning programme, the Trustee Toolkit. The Toolkit is aimed at the board members of occupational pension schemes and Police Pension Board Members have been provided with the necessary details and are expected to undertake all 7 training modules. Completion of the Trustee Toolkit is mandatory for all Board Members and the status of each Member's training is reviewed periodically. It should be noted that as at 10 February 2025, all training modules had been completed by the incumbent Members of the Board.
12. In addition to the training modules provided by the Pensions Regulator, the Pensions Office continues to provide training sessions to Members as and when required.

Annual Schedule of Events

13. In order that the Board is able to monitor and oversee the administration of the Police Pension Scheme an Annual Schedule of Events to illustrate the tasks carried out by the Pensions Office, their deadlines and the actual completion dates of each task is maintained. The Schedule is updated as required and is a standing agenda item for each Board meeting. Included with the Schedule are statistics in respect of the work carried out by the Pensions Administration team. This information is shown in Appendix B.

Risk Register

14. A risk register has been created to cover the risks in respect of the City of London Police Pension Scheme. The Register is a standing agenda item for each Board meeting and means that potential risks are continually assessed, reviewed and amended or added to or removed from the Register as deemed appropriate.

Documentation and Communication

15. The Board continues to review the working practices of the City of London Police Pensions Office, including all letters and documents issued to scheme members, prospective scheme members, leavers and retirees to ensure optimum clarity as well as accuracy.

Data Protection Act 2018 (GDPR)

16. On 25 May 2018 General Data Protection Regulations were introduced. Part of the requirement of pension schemes is to clearly communicate data use and retention. To meet this requirement, the Scheme Manager of City of London Police Pension Scheme must issue a privacy statement to scheme members.
17. A copy of the City of London Police Force's generic privacy statement was included with the 2019 annual benefit statement that was issued to all serving Police Officers by the Pensions Office. A copy of the privacy statement was also sent separately to all retired officers. A copy of the privacy statement is available to officers upon request.

Breaches of Data Security (Information Commissioner's Office (ICO) GDPR)

18. There were no known breaches during the year.

Breaches of Pension Law (The Pensions Regulator (TPR) code of practice)

19. There were 4 breaches during the year. 3 breaches were in respect of the late production of the 2024 Annual Benefit Statements (1 breach for each of the 3 pensions scheme – 1987, 2006 and 2015). The breaches were reported to the Pensions Regulator in September 2024 and no action has been taken.
20. 1 breach was due a failure to meet the statutory deadline of 31 March 2025 for issuing Remedial Service Statements to a small proportion (2.5%) of eligible members (see paragraph 32 below).

Lord Chancellor and Secretary of State for Justice v McCloud and others

21. The Court of Appeal has ruled that reforms made to the judges' and firefighters' pension schemes were discriminatory on the grounds of age. It was determined that the reforms made to all public sector pensions schemes, including the PPS, were also be deemed to be discriminatory on the same grounds and all public sector pension schemes will need to review their regulations and possibly make amendments to them.
22. On 10 March 2022 the Public Service Pension and Judicial Offices Act 2022 (the Act) received Royal Assent. The main purpose of the Act was to support the implementation of the McCloud remedy in the public service pension schemes and has been implemented in two phases.
23. Phase one took effect from 1 April 2022 and moved all remaining active members of the 'legacy' pension schemes (the Police Pension Schemes 1987 and 2006) into the new scheme (the Police Pension Scheme 2015).
24. Phase two was implemented with effect from 1 October 2023 and gives eligible members the choice between legacy scheme and new scheme membership for the period 1 April 2015 and 31 March 2022.
25. Following the implementation of the Remedy, all eligible members were required to be provided with a Remediable Service Statement (RSS) that showed the value of their pension benefits if they elected to accept the terms of the Remedy together with their alternative benefits should they choose to reject them.
26. The deadline for issuing RSSs was 31 March 2025, but guidance issued by the National Police Chiefs Council recommended issuing RSSs to serving officers

with their Annual Benefit Statements (ABS) which were due by 31 August 2024. The City of London Police made a commitment to serving officers that the RSSs would be included with their annual statements.

27. The Pensions Office endeavoured to meet the 31 August 2024 deadline, but unfortunately issues with regards to collecting the necessary data, late issue of Regulations and accompanying guidance and software developments meant that this target was not met. This was not unique to the City of London Police and was an issue that affected many forces across the country.
28. The 2024 Annual Benefit Statements with accompanying Remediable Service Statements where applicable were issued in 3 batches via the Pensions Office Online Member Portal on 4 September 2024, 11 September 2024 and 13 September 2024.
29. Following the release of the statements it became clear that the demands on the Pensions Office and the Scheme Manager were not reducing as officers continued to have queries and concerns for which answers were not being received, resulting in a lack of confidence and frustration from affected officers. In addition, an error with regards to the collection / repayment of overpaid / underpaid pension contributions being made via the Salaries Payroll occurred in February 2025 which also added to the concerns of affected officers.
30. To ensure the effectiveness of the organisational and operational response to these issues a Gold Group was chaired by City of London Police Chief Operating Officer with representatives from the Pensions Office, CoLP Human Resources, the City of London Payroll Office, the Police Federation, and the Superintendents Association.
31. The Gold Group first met on 19 February 2025 and continued to meet at least once a week until after the McCloud RSS deadline of 31 March 2025.
32. RSSs for the remaining cohorts of eligible scheme members (those already in receipt of their pensions and those that had left the force but were not yet receiving their pensions) continued to be processed.
33. In total, 97.5% were issued by the 31 March 2025 deadline. The deadline was extended for some of these officers under Section 29(10)(b) of the Public Service and Judicial Offices Act 2022¹ and a breach report was submitted to The Pensions Regulator on 29 April 2025 in respect of the remaining 23 statements (1% of total) that were not issued by the deadline.
34. The initial deadlines with regards to implementing the McCloud Remedy have now been met, however this does not mean that the demand it has generated has ended.
35. McCloud will continue to provide a significant level of demand upon the Pensions Office and CoLP which is in addition to the already high demands of 'Business as Usual'. While the levels of demand may drop over the next 18 months, the effects of implementing the Remedy will continue to be felt for many years.

¹ [Public Service Pensions and Judicial Offices Act 2022](#)

Pension Services Delivery Board

36. In recognition of the significant additional workloads being experienced while delivering the Police Pension Scheme an officer Pension Services Delivery Board was established.
37. This Board started as an informal monthly meeting between the Pensions Office and CoLP HR to discuss any issues that were arising with regards to delivering the administration of the scheme.
38. In January 2025 the monthly meetings were formalised, and the Board was established. Following the disbanding of the Gold Group that had been created to help with the implementation of the McCloud Remedy, the Pensions Services Delivery Board membership was extended to include representatives from the Police Federation, the Superintendents Association and Payroll.

Conclusions

39. The Police Pension Board was created with reference to the Public Services Pensions Act 2013 and the Police Pension Scheme Regulations 2015. The Board has met three times in 2024/25 and Board Members are aware that they should ensure their knowledge of the Scheme is up-to-date in order that they remain compliant with their legal requirements.
40. The Board continues to review the working practices of the City of London Police Pensions Office and regularly monitors all letters and documents issued to members, prospective members, leavers and retirees. The Board maintains a Risk Register and an approved Breaches Policy.

Appendices:

Appendix A – Board Member Record of Attendance

Appendix B – Administration Statistics

Contact: Graham Newman

Email: graham.newman@cityoflondon.gov.uk

Pensions Manager, Chamberlain's Department

Police Pension Board - Board Member Record of Attendance

	17/07/2024	05/11/2024	10/02/2025
Ray Eaglesmith	X	X	X
John Todd	X	X	X
Alan Yau	X	X	X
Henry Colthurst	X	X	
Helen Isaac	X		X
Madush Gupta	X		X

City of London Police Pension Scheme - Administration Key Performance Indicators

Task	Target Working Days
Initial payment of retirement benefits	10 days
Process refund and make payment	5 days
Statement notifying estimate of retirement benefits	20 days
Statement detailing transfer-in credit	20 days
Transfers-out payments	20 days
Answering general correspondence:	10 days
Payment of lump sum death grants:	14 days
Letters to dependants in respect of benefits due:	5 days

Task	Target (Working Days)	Quarter 1 01/04/2024 – 30/06/2024	Quarter 2 01/04/2024 – 30/09/2024	Quarter 3 01/10/2024 – 31/12/2024	Quarter 4 01/01/2025 – 31/03/2025	Number of cases in Quarter 4	Total for the year 01/04/2024 – 31/05/2025
Initial payment of retirement benefits	10 days	100%	100%	100%	100%	13	100%
Process refunds and make payments	5 days	100%	100%	100%	100%	7	100%
Statement notifying estimate of retirement benefits	20 days	90.91%	100%	100%	100%	9	95.83%
Statement detailing transfer-in credit	20 days	91.67%	95.16%	100%	92.86%	14	96.95%
Transfers-out payments	20 days	100%	100%	100%	100%	3	100%
Answering general correspondence	10 days	100%	93.64%	99.48%	*	219*	97.07%*
Payment of lump sum death grants	14 days	n/a	n/a	n/a	n/a	n/a	n/a
Letters to dependant's in respect of benefits due	5 days	n/a	n/a	n/a	n/a	n/a	n/a

*The 'Answering general correspondence' statistic for Quarter 4 relates purely to the number of emails/letters that have been sent in the period 01/01/2025 to 31/03/2025 and does not measure against timeliness for responding to queries. Our statistics are obtained from Workflow Tasks that are created on the pensions administration system and are used to monitor the work carried out by the administration team. The sheer number of queries received in Quarter 4, caused by the implementation of the McCloud Remedy, has meant it has been impractical to record a 'task' for every letter and email sent/answered and therefore the figure of 219 cases have been derived by interrogating the Sent Items within Outlook and copies of letters where they have been sent by post.

It should be noted that these statistics do not take account of the calculations performed in respect of McCloud – including the Remediable Service Statements produced (and the calculations required to provide these), contribution adjustments collected/refunded, McCloud calculation queries and McCloud data provided to and chased from other forces.

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Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 03 June 2025 23 July 2025
Subject: Annual Review of Police Complaints Activity – 2023/24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities; dynamic economic growth, vibrant thriving destination
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: Town Clerk	For information
Report author: Rachael Waldron, Police Authority Compliance Lead, Town Clerks in consultation with Detective Supt Carly Humphreys / PC Ann Roberts, Professional Standards Directorate	

Summary

This report presents a summary of the complaints and allegations concerning the City of London Police and the Action Fraud reporting service for the year 2023/24. Local Policing bodies have a statutory obligation to publish quarterly data on complaints as reported by the Independent Office for Police Conduct (IOPC), with the most recent annual statistics available for 2023/24. Additionally, these bodies are required to provide a narrative detailing how they hold the relevant chief officer accountable along with an evaluation of their performance in managing complaints. This information must be prominently displayed on their websites. The attached report has been prepared in accordance with these requirements.

Recommendations

That members note the contents of the attached report, to be published on the City of London Police Authority Website.

Main Report

Background

1. The Policing and Crime Act 2017, along with its supporting regulations, introduced significant reforms to the police complaints and disciplinary systems. These reforms were aimed at creating a more straightforward, proportionate and customer centric complaints process that emphasises learning and improvement. The implementation date for these changes was February 1, 2020.
2. Reports of dissatisfaction regarding the City of London Police are recorded and assessed in accordance with Schedule 3 of the Police Reform Act 2002 and the Independent Office for Police Conduct (IOPC) Statutory Guidance 2020. The City of London Police and the Police Authority (as the Local Policing Body for the City of London Police) are primarily responsible for managing most of the complaints.
3. The City of London Police is responsible for the initial assessment and handling of complaints, which can lead to several possible outcomes:
4. **Non-Schedule 3 or Early Service Recovery:** The Professional Standards Directorate (PSD) of the City of London Police will contact the complainant early on to understand their concerns and dissatisfaction, and where the nature of their dissatisfaction allows, will attempt to resolve the issue promptly. This approach helps avoid a lengthy investigative process and can provide the complainant with a quick resolution, explanation or satisfactory outcome. If the matter cannot be resolved at this stage it may be escalated as a formal complaint under Schedule 3.
5. **Schedule 3 Recorded Complaints:** The IOPC Statutory Guidance outlines which complaints must be recorded and which require investigation, particularly those involving more serious allegations. Complaints that do not necessitate an investigation will be managed reasonably and proportionately to seek an early resolution to the complainant's satisfaction, while others will undergo formal investigation. If the complainant remains dissatisfied with the outcome, they are entitled to a review by either the Local Policing Body or the IOPC, depending on the severity of the allegation.
6. **Referral to the Independent Office for Police Conduct:** Certain complaints may be referred to the IOPC, which may decide to conduct an independent investigation. The IOPC also monitors the complaints system, and their data reflects these outcomes.

Report for 2023/24

7. This report details the complaints data for 2023/24, which is publicly accessible on the IOPC website. It outlines how the City of London Police Commissioner is held accountable concerning complaints and reviews, and an account of the

Police Authority's own performance in terms of undertaking complaint reviews. Additionally, it explains how lessons learned from the complaints process are being integrated into the City of London Police.

8. For the City of London Police, the IOPC data includes complaints regarding the national Action Fraud Reporting service. In 2023/24 the City of London Police received a total of 541 complaints, of which 161 pertained to the local force and 380 related to the Action Fraud Service. This figure is comparable to the 2022/23, which recorded 594 complaints (167 about the local force) and 427 related to the Action Fraud Service. The total number of allegations in 2022/23 was 666, reflecting a 2% decrease from the previous year. In 2021/22 there were 588 complaints (137 about the local force) and 451 about Action Fraud.

Data Capture and Complaint Reviews

9. It is important to note that a single complaint may encompass multiple allegations, each potentially involving the City of London Police as an organisation or specific individuals. These allegations can be updated during the complaint handling process as new information arises.
10. In terms of complaint reviews, panels established under the Professional Standards and Integrity Committee convened four times during 2023/24, addressing 4 cases. The average duration for these determinations was 194 days, slightly down from 200 in 2022/23.

Common Complaints and Improvements

11. The most frequent complaints, comprising 447 allegations (69%) of all cases, were related to the delivery of duty and service, primarily focusing on dissatisfaction, with communication delays of updates, rather than allegations of police misconduct. In response, the Professional Standards Directorate has implemented various measures to enhance the efficiency, timeliness and quality of complaint outcomes.

Improvements Include:

12. **Early Service Recovery:** The Professional Standards Office Manager and the Complaints Team now engage directly with complainants, assigning complaints to accountable inspectors and Sergeants to provide timely resolutions with appropriate explanations and apologies.
13. **Template Letters Development:** The use of template letters for complaints has been refined to ensure clarity regarding decision making processes, outcomes and referrals to external agencies (e.g. Citizens Advice, Ombudsman).
14. **Increased Scrutiny by the Police Authority:** The Police Authority's Policy Officer has enhanced scrutiny functions related to complaints through the Professional Standards and Integrity Committee.

15. **Monthly Review Panels:** To provide a more prompt response to review requests, the Police Authority's Compliance Lead has established monthly Review Panel meetings to consider cases.

16. **Upskilling of the Compliance Lead Role:** The Police Authority continues to develop the Compliance Lead's skills thoroughly professional development training, including statutory workshops by the IOPC, leading to higher quality review outcomes for complex cases.

17. It is anticipated that the ongoing enhancements to the complaints handling process will facilitate timely progression of complaints.

Appendices

- Appendix 1 – Glossary of Terms
- Appendix 2 – City of London Police Complaints data 2023/24

Rachael Waldron

Compliance Lead, Police Authority Team

E: Rachael.Waldron@cityoflondon.gov.uk

City of London Police – Complaints 2023/24

Introduction

This annual report presents an analysis of complaints and allegations made against the City of London Police and its national Action Fraud reporting service for the year 2023/24. It is mandated that local policing bodies publish the most recent quarterly complaint data from the Independent Office for Police Conduct (IOPC) for the force, accompanied by a statistical report. This report also includes a narrative outlining how accountability is maintained for the chief officer, alongside an assessment of its own performance in carrying out its complaints handling functions.

Definitions of terms related to police complaints can be found in Annex A of this report.

2023/24 complaints data – At a glance

The City of London Police received **541 complaints** in 2023/24, of which **161** were about the local force and **380** were about the Action Fraud Service* These complaints contained a total of **651** allegations.

The average time to log a complaint was **6 days** and the average time taken to contact a complainant was **28 days**. On average it took **97** days to finalise cases falling outside of Schedule 3*** and **199** days to finalise Schedule 3 cases (ex-suspension).

The commonest complaint allegation types – accounting for 447 (69%) were about deliveries of duties and service. The majority of which relate to Action Fraud.

Of the 4 cases reviewed by the local policing body 2 were upheld (meaning that the policing body concluded the complaint had not been handled appropriately) and recommended that additional measures were taken to remedy the dissatisfaction expressed by complainants.

**The City of London Police operates the national Action Fraud reporting service*

***Each complaint may contain one or more allegations*

****Some complaints can be resolved by early intervention. If this does not occur, it must be recorded and investigated in line with IOPC guidance which is known as a 'Schedule 3' complaint.*

What complaints were about

A complaint may consist of one or more allegations, with each allegation categorised into one of 11 distinct categories, and assigned a subcategory where applicable. The primary objective of these categories is to identify and capture the underlying cause of the dissatisfaction expressed.

Chart 1 illustrates the total volume of complaints, allegations and the number of complainants for 2023/24, highlighting the split between the local City of London Police services and the national Action Fraud reporting service.

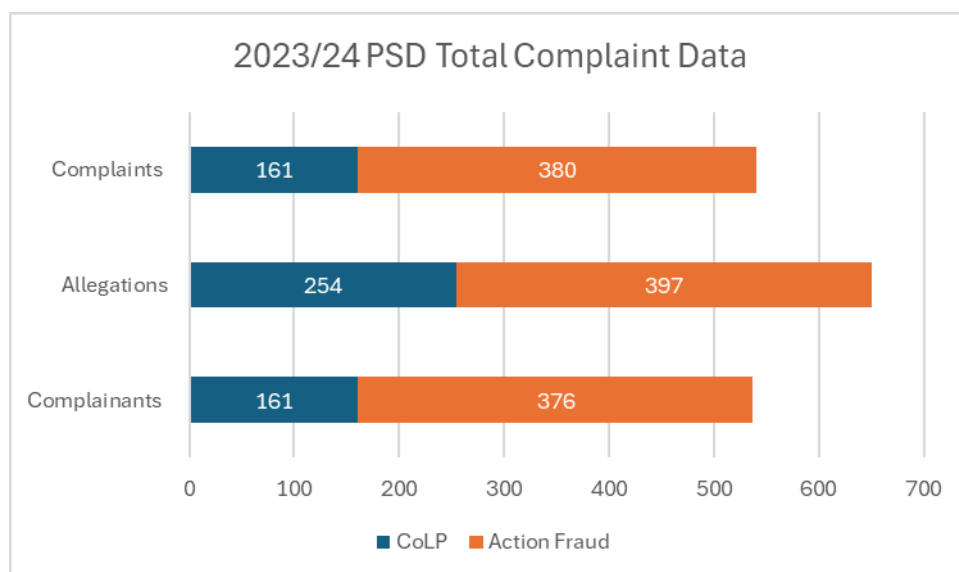


Chart 2 – Breakdown of Schedule 3 and non-Schedule 2 complaints (exc. Action Fraud)

Presents the number of complaints logged against the local City of London Police service that were categorised under ‘Schedule 3’ for each quarter of 2023/24. Schedule 3 related to complaints that are recorded and investigated in accordance with the statutory guidance set by the Independent Office for Police Conduct (IOPC). It is important to note that some complaints may not warrant a comprehensive Schedule 3 enquiry; for instance, if an individual seeks clarification on an issue or wished to raise a concern. In such cases, these complaints are categorised as outside the scope of Schedule 3.

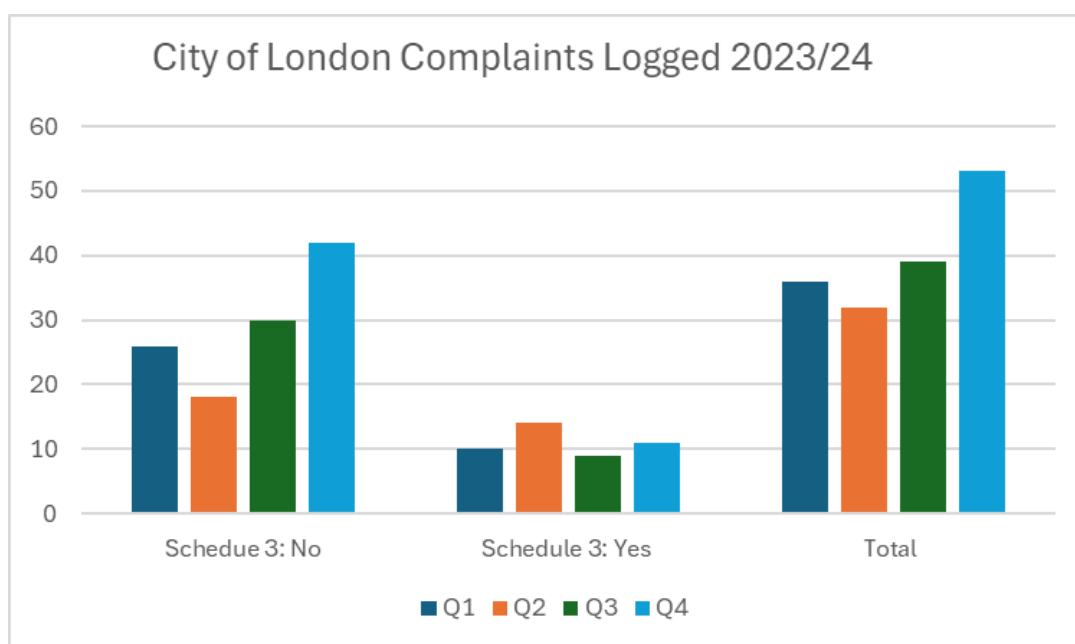


Chart 3 – Reasons for recording complaints under Schedule 3 (inc. Action Fraud)

This presents a year on year comparison of the different reasons complaints were formally recorded under Schedule 3, including decisions made by the handling body.

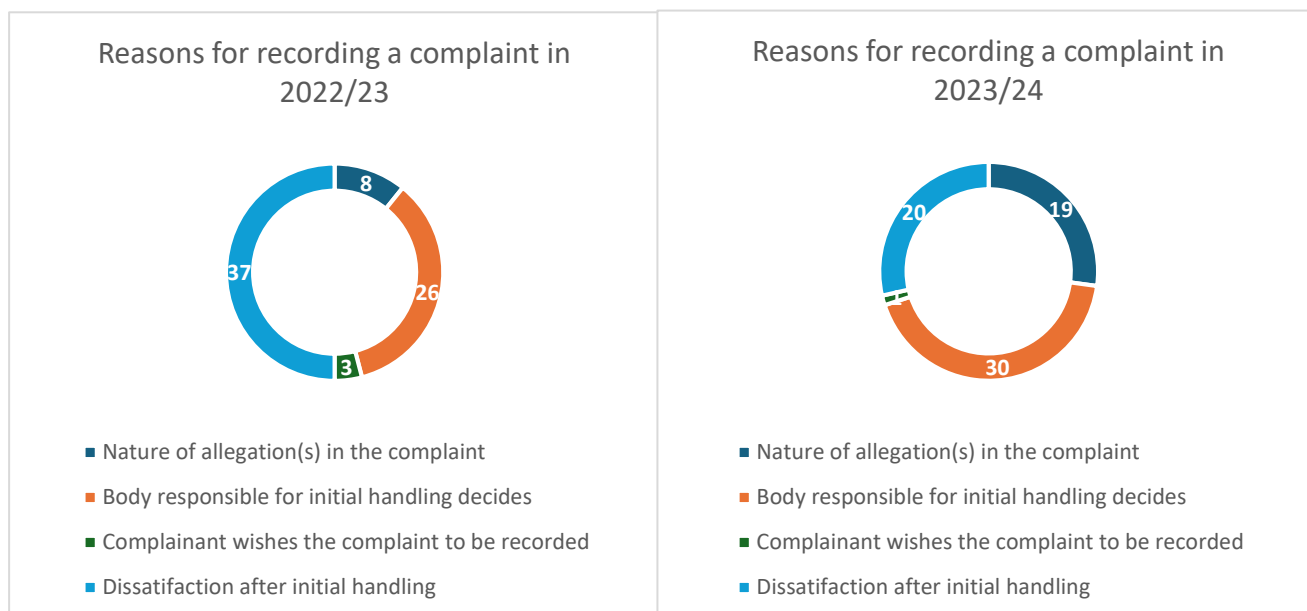
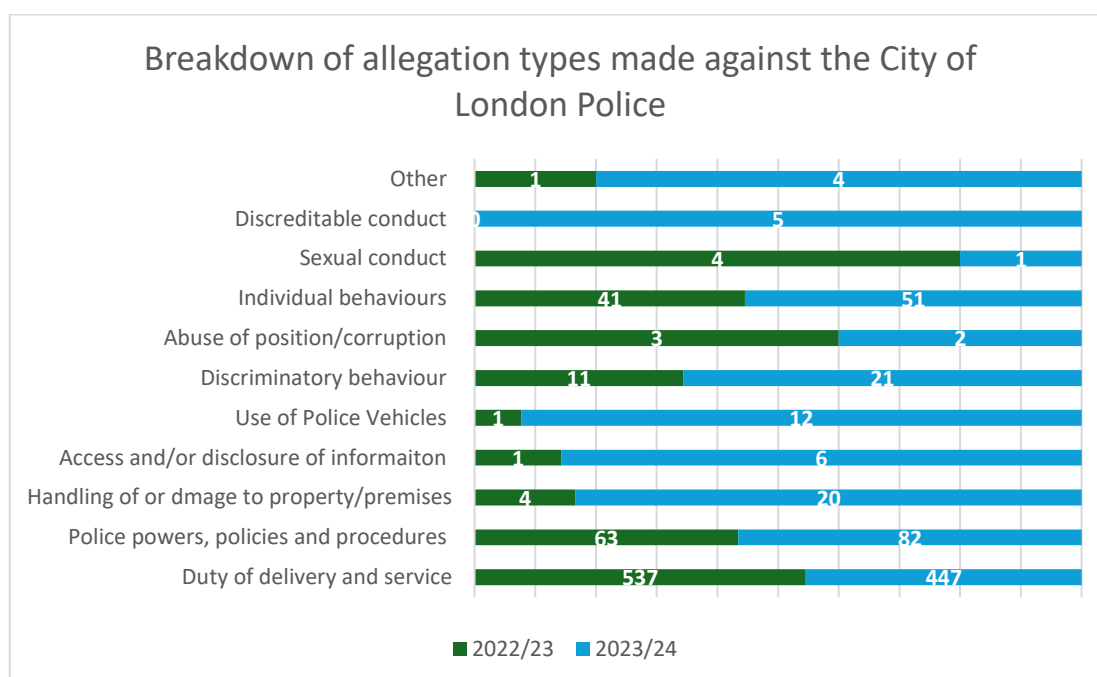


Chart 4 – A comparison of the breakdown of allegation types reported against the City of London Police (including Action Fraud) for the years 2022/23 and 2023/24.



A comparison of police complaints data from 2022/23 and 2023/24 reveals a slight overall reduction in the number of allegations recorded from 666 to 651. While complaints related to service delivery remain the most common, they decreased notably from 537 to 447. In contrast, complaints concerning police discriminatory behaviour and individuals conduct all increased suggesting a shift in concerns.

The number of complaints recorded under Schedule 3 due to the nature of allegations or dissatisfied initial handling also rose, indicating a growing need for formal resolution pathways. Additionally, Action Fraud continued to account for a significant proportion of complaints, with a marked spike in Q4, highlighting potential issues in service delivery or public engagement during across the period.

Overall, the data suggests that while the volume of complaints has stabilised, the complexity and seriousness of issues raised are increasing.

Sub section on Action Fraud Complaints

Chart 5 – Quarterly breakdown of complaints logged, and allegations recorded

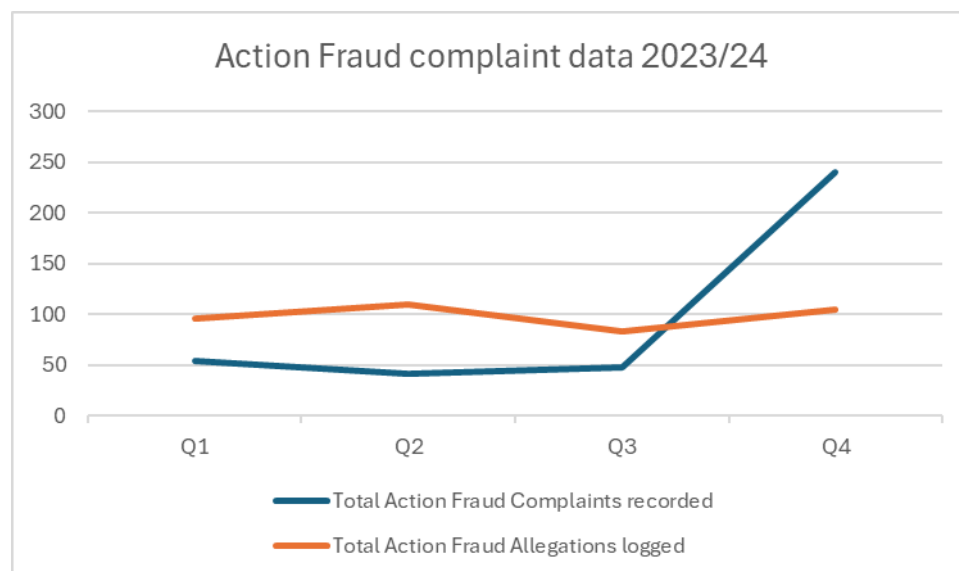
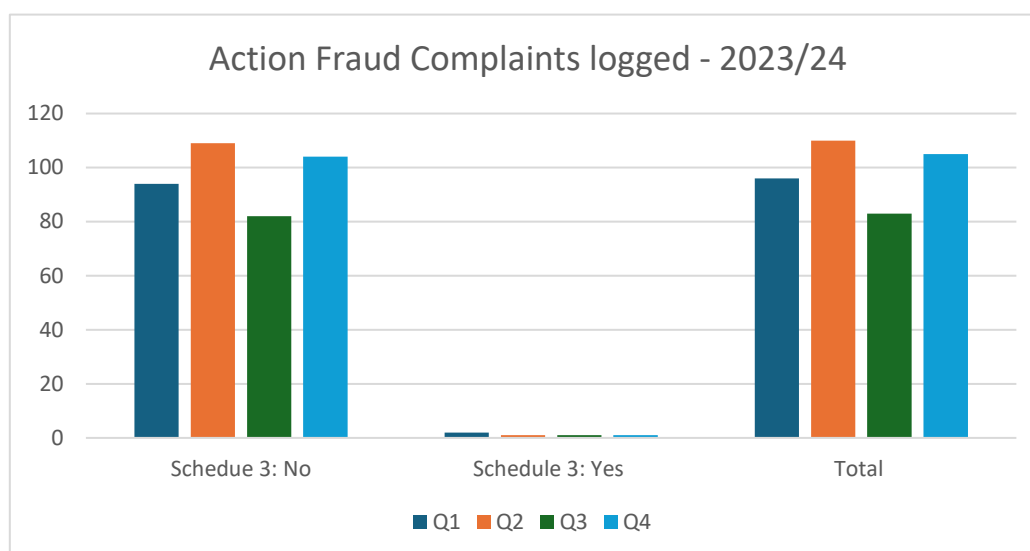


Chart 6 – Presents the breakdown of Schedule 3 and Non-Schedule 3 complaints related to Action Fraud. Schedule 3 related to complaints that are recorded and investigated in accordance with the statutory guidance provided by the Independent Office for Police Conduct. Certain complaints may not undergo a detailed Schedule 3 enquiry, such as when an individual seeks clarification on an issue or wishes to express a concern. In these instances, the complaint is classified as 'Outside Schedule 3'.

Chart 6 – Breakdown of Schedule 3 and non-Schedule 3 complaints – Action Fraud (2023/24)

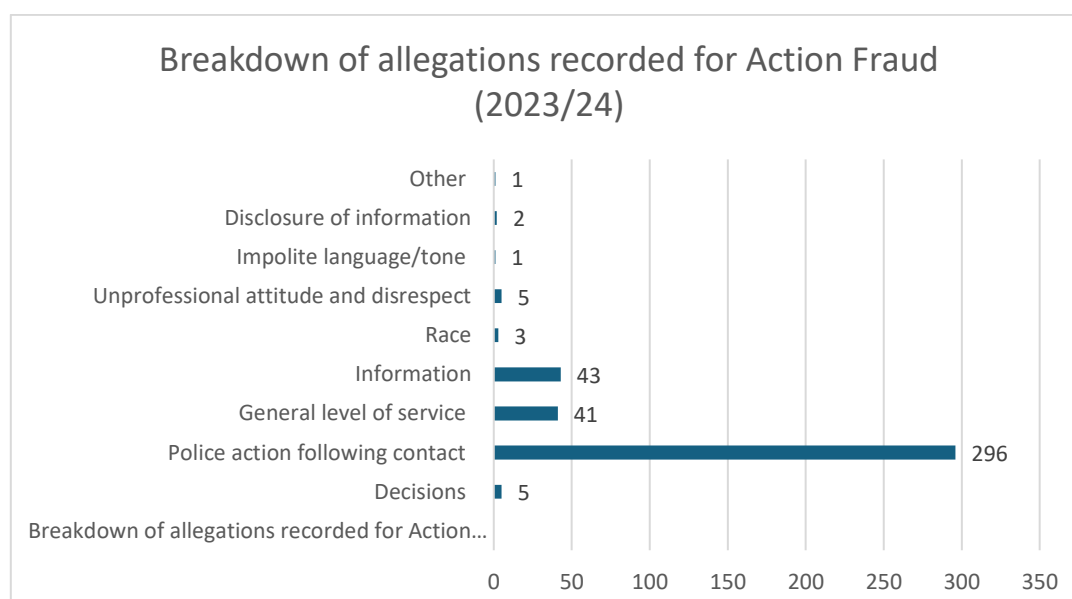


This chart highlights that the majority of Action Fraud complaints are recorded outside Schedule 3.

It is important to note that although most allegations pertain to a perceived level of failure to investigate cases submitted to Action Fraud (as indicated in the 'decisions' category below), Action Fraud operates solely as a reporting service and does not bear investigative responsibilities. Cases submitted to Action Fraud are initially assessed by the National Fraud Intelligence Bureau, and when deemed appropriate, are forwarded to local police forces for potential investigation.

The City of London Police now routinely provided complainants with information about relevant patterns and stakeholders who may be better equipped to address their concerns and assist in the recovery of lost funds.

Chart 7 – Breakdown of allegations recorded for Action Fraud (2023/24)



The City of London Police is the National Lead Force for Fraud. Since April 2013, it has been responsible for receiving all fraud reports across England and Wales through the 'Action Fraud' reporting process. Reports submitted to Action Fraud are forwarded to the National Fraud Intelligence Bureau (NFIB) for assessment and potential dissemination to local law enforcement agencies for investigation consideration.

Since September 2020, the Professional Standards and Integrity Committee of the City of London Police Authority has received separate reports on Action Fraud and City Police complaints data, enabling a more focused approach to scrutinising these separate areas of complaints.

The majority of complaints related to Action Fraud pertain to a perceived lack of investigation into reported incidents. However, it is important to clarify that Action Fraud does not hold investigative responsibilities and consequently, such complaints fall outside the remit of the police complaints system.

While the police complaints system does not permit complainants to challenge or overturn previous decisions regarding the investigation of reported fraud, the Professional Standards Directorate has continued to provide detailed and tailored prevention advice to individuals raising such concerns, which ensures that individuals receive information about the most appropriate partner agencies, which are better positioned to address their concerns and support the recovery of lost funds. This has proven effective in aligning complainant's expectations with the scope of services provided by Action Fraud.

It is expected that the forthcoming implementation of the New Action Fraud Replacement Service will assist with the generation of greater insights into fraudulent activity, which will enable rapid dissemination of information, thereby mitigating the impact of fraud on victims at scale.

How is the City of London Police Commissioner held to account?

The Professional Standards and Integrity (PSI) Committee of the City of London Police Authority Board has responsibility for providing detailed oversight of professional standards in the City of London Police, including scrutiny of the City Police's handling of complaints and conduct matters. It is chaired by an external member of the City of London Police Authority Board. Members of this Committee also meet to determine complaints reviews received by the Police Authority (see below).

Further details on the overall work of this Committee can be found here: <https://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=398>.

The outcomes of the Professional Standards and Integrity Committee's quarterly meetings are reported to the City of London Police Authority Board, which holds overarching responsibility for holding the Commissioner of the City of London Police to account and ensuring the delivery of an effective and efficient police service.

During the 2023/24 reporting period, the Professional Standards Committee received regular statistical updates on complaint cases, including trends in the nature of allegations and the methods by which these were resolved. The Committee continued to undertake detailed scrutiny of complaint casework logged by the City Police.

In collaboration with the Director of the Professional Standards Directorate (PSD), the PSI Committee has worked to ensure that the papers reviewed by Committee included sufficient detail to assess the appropriateness of outcomes, while safeguarding personal information and avoiding unnecessary administrative burden. In 2023/24, the Committee also maintained oversight of conduct matters, receiving updates on all misconduct meetings and hearings conducted by the City Police.

The PSI Committee continued to support the City Police in identifying and embedding organisational learning from complaints and conduct cases.

Learning remains central to the work of PSD. Complainants frequently seek recognition of shortcoming in the handling of their cases and often express a desire for the officer or organisation to acknowledge these failings and demonstrate how similar issues will be prevented in the future. Reflective Practice has been embedded as a key component of the organisational learning culture, in alignment with the principles encouraged by the Police Regulations.

The Organisational Learning Forum (OLF) continues to play a vital role in embedding learning across the City of London Police. It is supported by several tactical working groups focused on key operational areas, including custody, public order, stop and search and professional standards, and promotes application of learning at a local level.

The Professional Standards Directorate Working Group (PSDWG) is attended by a compliance officer from the City of London Corporation's Police Authority Team, representing the PSI Committee. In 2023/24 this representative participated in PSDWG meetings, attended refresher workshops facilitated by the Independent Office for Police Conduct (IOPC), as well as by legal professionals specialising in police complaints and misconduct.

The Police Authority Board's assessment of its own performance in carrying out the complaint handling function

Since February 2020, local policing bodies have held responsibility for determining reviews of police complaints where a complainant believes their case was not handled reasonably or proportionately.

In the City of London, this responsibility is delegated to the Professional Standards and Integrity Committee of the Police Authority Board.

Review panels, comprising three members of the Committee, are convened in accordance with the established governance within the Corporation's governance framework. These panels operate independently to assess whether complaints were

managed appropriately and to identify any emerging themes of organisational learning.

The review process is supported by the Compliance Lead within the Police Authority Team, who oversees the end-to-end administration of each case. This includes acknowledging and assessing review requests, managing documentation and preparing recommendations reports for the panel's consideration.

All review applications are assessed against the criteria set out in the Independent Office for Police Conduct (IOPC) statutory guidance.

Reviews considered in 2023/24

During 2023/24, the complaints review panel convened on four occasions to consider four individual cases. The breakdown of these cases is as follows:

Outcomes of review by the Local Policing Body:	Upheld	Not Upheld
Reviews completed	2	2
Subject matter of cases		
Police Powers, policies and procedures		

In accordance with IOPC statutory guidance, there is no mandated timescales for completing complaint reviews. However, the City of London Police Authority remains committed to progressing reviews as efficiently as possible. Delays may occur due to case complexity or the need for further enquiries with the force, the IOPC or the complainant – such as reviewing police statements or Body Worn Video footage.

In 2023/24, review requests were acknowledged within 30 days of receipt. The average duration for these determinations was 194 days, slightly down from 200 in 2022/23.

Three recurring themes emerged from the reviews considered funding the year:

i) Perceived Inadequacy in Service Delivery

Complainants expressed dissatisfaction with the initial handling of their complaints, delays and insufficient assessment of the facts. These concerns suggest a need for improved early engagement and more thorough scoping of dissatisfaction at the outset.

ii) Impact of Police Actions on Complainants

Reviews highlighted the emotional and financial toll of complaints involving police powers, such as stop and search or arrest. Complainants often described the process as resource-intensive and lacking in empathy.

iii) Desire for Organisational Learning and Acknowledgement

Complainants sought reassurance that their experiences would lead to meaningful learning. A common concern was the perceived lack of acknowledgement from the force regarding the circumstances arising from dissatisfaction expressed and how similar issues would be prevented in future.

These themes have been shared with the Professional Standards Directorate and Working Group. In response, efforts have been made to embed learning through reflective practice and continuous professional development, enabling officers and supervisors to better understand and address complainant concerns.

The Police Authority has also continued to clarify its role in the complaints system, focussed on assessing whether complaints were handled reasonable and proportionately. Where appropriate, complainants have been signposted to external agencies such as the Citizens Advice Bureau or the Financial Conduct Authority for further support. No judicial review applications were submitted in 2023/24.

Conclusion

The 2023/24 police complaints data for the City of London Police, including Action fraud highlights both progress and opportunities for improvement in the year ahead.

While improvements have been made in areas such as the timeliness of complaint logging, reducing from 21 days in 2022/23 to 6 days in 2023/24, the data also highlights ongoing concerns around service delivery, responsiveness and consistency of complaints handling.

Action Fraud continues to account for a disproportionately high volume of complaints and allegations, reflecting ongoing public dissatisfaction with its service delivery, which presents opportunities for targeted improvement in communication, particularly in clarifying the scope and limitation of the police complaints system.

The consistent number of complaints recorded under Schedule 3 suggests that a significant proportion of cases meet the threshold for formal handling, often due to the dissatisfaction with initial responses or the nature of the allegations. This reinforces the importance of robust early resolution mechanisms and transparent triage processes.

The data shows that the most frequently cited issues related to service delivery, police powers and individual conduct. These patterns suggest that public concerns are not limited to outcomes but also encompass the quality of interactions and procedural fairness, which are issues that align with broader national concerns about trust in policing.

More broadly, comparative data shows mixed performance against national averages. While CoLP has improved the average time taken to log complaints (from 21 days in 2022/23 to 6 days in 2023/24), it continues to sit slightly behind national

benchmarks in areas such as contacting complainants and finalising complaints outside schedule 3.

These findings collectively highlight the need for continued investment in complaint handling processes, with a sustained focus on learning and accountability. Insights on complaints should be systematically translated into training, policy development and frontline practice to prevent recurrence and support cultural change.

Based on the findings, key focus areas for the year ahead should include reducing the time taken to contact complaints and finalising cases for the force, particularly those handled outside of Schedule 3, to ensure that informal resolutions are fair and consistent, and strengthening internal oversight through improved guidance and quality assurance. This should occur alongside reviews conducted by the Police Authority, so they align more closely with national benchmarks. Addressing these priorities will be essential to enhancing public confidence and ensuring that both the City of London Police and the Police Authority delivery a fair, transparent and responsive complaints system.

Appendices

- Appendix 1 – Glossary of Terms
- Appendix 2 – City of London Police Complaints data 2023/24

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Annex A: glossary of terms

Allegation: An allegation may concern the conduct of a person or persons serving with the police or the direction and control of a Police force. It is made by someone defined as a complainant under the Police Reform Act 2002 (see 'complainant' below). An allegation may be made by one or more complainants.

A complaint case may contain one or many allegations. For example, a person may allege that they were pushed by an officer and that the officer was rude to them. This would be recorded as two separate allegations forming one complaint case. An allegation is recorded against an allegation category.

Chief officer: 'Chief officer' is a collective term that refers to the heads of police forces (chief constables for all forces except the Metropolitan Police and City of London Police, which are each headed by a commissioner).

Complainants: Under the Police Reform Act 2002, a complaint may be made by:

- a member of the public was adversely affected by the matter complained about, or is acting on behalf of someone who was adversely affected by the matter complained about
- a member of the public who claims to be the person in relation to whom the conduct took place
- claims to have been adversely affected by the conduct
- claims to have witnessed the conduct, or
- is acting on behalf of someone

who satisfies one of the above three criteria

- a member of the public can be said to be a witness to the conduct if, and only if: they have acquired their knowledge of the conduct in a manner which would make them a competent witness capable of giving admissible evidence of that conduct in criminal proceedings, or
- they possess or have in their control anything that could be used as admissible evidence in such proceedings
- a person acting on behalf of someone who falls within any of the three categories above. This person would be classed as an 'agent' or 'representative' and must have the written permission of the complainant to act on their behalf.

A person is 'adversely affected' if they suffer distress or inconvenience, loss or damage, or are put in danger or at risk by the conduct complained of. This might apply, for example, to other people present at the incident, or to the parent of a child or young person, or a friend of the person directly affected. It does not include someone distressed by watching an incident on television.

One complaint case can have multiple complainants attached to it and one individual can make more than one complaint within the reporting year.

Subjects: Under the Police Reform Act 2002 (PRA 2002), complaints can be made about persons serving with the police as follows:

- Police officers of any rank
- Police staff, including community support

officers and traffic wardens

- Special Constables

Complaints can also be made about contracted staff who are designated under section 39 of the PRA 2002 as a detention officer or escort officer by a chief officer.

Complaint recording

Complaint case: A single complaint case may have one or more allegations attached to it, made by one or more complainants, against one or more persons serving with the police.

Changes to the Police Complaint & Conduct regulations in 2020 placed a greater emphasis on handling complaints in a *reasonable and proportionate* way and in a more customer focused manner.

Reports of dissatisfaction are logged and assessed in line with Schedule 3 of the Police Reform Act 2002 and IOPC Statutory Guidance 2020 and this assessment can result in one of a number of outcomes;

Non-Schedule 3 or early service recovery. PSD will make early contact with the complainant to understand their concerns and their dissatisfaction and, where the nature of their dissatisfaction allows, will try to resolve it to their satisfaction. This avoids a more lengthy process of investigation and can provide a complainant with an early resolution, explanation or other satisfactory outcome. If at the end of this process, it cannot be resolved it may be dealt with as a formal complaint within Schedule 3.

Schedule 3 Recorded – IOPC Statutory Guidance stipulates where

complaints must be recorded and those that must be investigated; these include the more serious matters. Complaints which do not require an investigation will be handled in a *reasonable and proportionate* manner to try to achieve an earlier resolution to the complainant's satisfaction, while others will be investigated formally. At the end of this process if the complainant remains dissatisfied with the outcome of the complaint they have a right of review by either the Local Policing Body or the IOPC, depending on the seriousness of the allegation.

Referral to Independent Office for Police Conduct – some complaints may be referred to the IOPC and they may decide to independently investigate or oversee a police investigation. The IOPC also monitor our complaints system.

Investigations:

- Local investigations: Are carried out entirely by the police. Complainants have a right of appeal to the relevant appeal body following a local investigation.
- Supervised investigations: Are carried out by the police under their own direction and control. The IOPC sets out what the investigation should look at (which is referred to as the investigation's 'terms of reference') and will receive the investigation report when it is complete. Complainants have a right of appeal to the IOPC following a supervised investigation.

Investigation outcomes:

Where a complaint has been investigated but the investigation has not been subject to special

procedures, or a complaint has been handled otherwise than by investigation, the outcome of the complaint should include a determination of whether:

- the service provided by the police was acceptable
- the service provided by the police was not acceptable, or
- we have looked into the complaint, but have not been able to determine if the service provided was acceptable

Reflective Practice Review Process:

Practice Requiring Improvement (PRI) is an appropriate outcome within Police Regulations for low level matters of complaint or conduct following a PSD investigation. The Reflective Practice Review Process (RPRP) is the process undertaken by officers to reflect upon their involvement and review the practice that requires improvement. Where a matter is raised or identified internally and does not reach the threshold for PSD investigation or disciplinary action, it should be handled locally by line managers and supervisors under RPRP. The process should be a clear focus on reflection, learning from mistakes and focusing on actions / development to improve and, where necessary, put the issue right and prevent it from happening again. RPRP should be used for low-level intervention and performance issues that do not warrant a written warning or above or Unsatisfactory Performance Procedures (UPP).

Gross Misconduct: A breach of the Standards of Professional Behaviour so serious that dismissal would be justified.

Misconduct: A breach of the Standards of Professional Behaviour

Misconduct Hearing: A type of formal misconduct proceeding for

cases where there is a case to answer in respect of gross misconduct or where the police officer has a live final written warning and there is a case to answer in the case of a further act of misconduct. The maximum outcome at a Misconduct Hearing would be dismissal from the Police Service.

Misconduct Meeting: A type of formal misconduct proceeding for cases where there is a case to answer in respect of misconduct, and where the maximum outcome would be a final written warning.

Sub judice: After recording a complaint, the investigation or other procedure for dealing with the complaint may be suspended because the matter is considered to be sub judice. This is when continuing the investigation / other procedure would prejudice a criminal investigation or criminal Proceedings.

There are a number of factors Police forces should consider when deciding whether a suspension is appropriate. The complainant must be notified in writing when the investigation / other procedure into their complaint is suspended and provided with an explanation for the decision. A complainant has the right to ask the IOPC to review that decision.

Withdrawn: A complainant may decide to withdraw one or more allegations in their complaint or that they wish no further action to be taken in relation to their allegation/complaint. In this case, no further action may be taken with regard to the allegation/complaint.

Police Terminology

AA: Appropriate Authority

ANPR: Automatic Number Plate Recognition

ATOC: (Association of Train Operating Companies) agreements.

To be authorised to travel within the ATOC agreement warranted officers must sign to join the scheme and an agreed amount is taken from their wages at source. When they begin working at CoLP officers are provided with a warrant card which previously permitted travel on the over ground trains within a specific region in the south east of the UK. As long as the warrant card did not have the words 'Not for Travel' across it officers were considered to be in the ATOC agreement. This has since changed and officers now receive a Rail Travel card to be shown alongside their warrant card to confirm they are in the agreement.

Other forces have similar schemes including Essex Police who issues their officers in the agreement with a travel card. This has to be shown with a warrant card. With both CoLP and Essex Police when officers leave the force they are required to hand back both their warrant and travel cards. If they are transferring forces and required to travel by train the expectation would be that they would buy a train ticket on their first day before their new warrant card and now travel card are issued.

BWV : Body Worn Video

CAD: Computer Aided Dispatch

CCJ: County Court Judgement

DPS: Directorate Professional Standards (Metropolitan Police Service)

DSI: Death or Serious Injury

ECD: Economic Crime Directorate

FI: Financial Investigator

HCP: Health Care Professionals

IOPC: Independent Office of Police Conduct

LP: Local Policing

MIT: Major Investigation Team

MPS: Metropolitan Police Service

NFA: No Further Action

NLF: National Lead Force

NUT: National Union of Teachers

PCO: Public Carriage Office

PHV: Private Hire Vehicle

PMS: Property Management System

PNC: Police National Computer

POCA: Proceeds of Crime Act

PRI: Practice Requiring Improvement

P&T: Professionalism and Trust

SAR: Subject Access Request

SAR: Suspicious Activity Report

SIO: Senior Investigating Officer

SOP: Standard Operating Procedure

SO: Specialist Operations

STOT: Safer Transport Operations Team

TFG: Tactical Firearms Group

TfL: Transport for London

TPH: Taxi and Private Hire

Table 1 provides an overview of the IOPC data regarding complaints and allegations against the city of Londo Police for the year 2023/24. The data is presented in conjunction with national averages. However, it is important to note that the City of London IOPC data includes complaints and allegations related to the Action Fraud reporting service. As a result, the volumes and response times may not be directly comparable. For additional details, please refer to the Section on Action Fraud complaints below.

Table 1 – City of London Complaints data 2023/24		
Metric	CoLP Data*	National Average
Number of complaints logged (including Action Fraud)	541	85,458
Number of complaints logged per 1,000 employees	348	338
Number of allegations logged (including Action Fraud)	651	
Number of allegations logged per 1,000 employees	419	599
Average time taken to log complaint	6 days	5 days
Average time taken to contact complainant	28 days	6 days
Number of allegations finalised – outside Schedule 3	355	60,166
Number of allegations finalised – inside schedule 3	62	18,860
Average time taken to finalise complaint outside Schedule 3	97	20
Average time taken to finalise complaint – inside Schedule 3 (not inc suspension	199	133
Applications for review received by the IOPC – investigated	3	890
Applications for review received by IOPC – not investigated	2	1,246
Number of allegations finalised by investigation under Schedule 3 – investigated (not subject to special procedures)	53	16,901
Number of allegations finalised by investigation under Section 3 – investigated (subject to special procedures)	9	1,959
Average time taken to finalise allegations – outside Schedule 3	87	18
Average time taken to finalise allegations – not investigated under Schedule 3	158	106
Average time taken to finalise allegations – by local investigation under Schedule 3	175	191
<i>*Note that figures for the City of London include complaints and allegations about Action Fraud. This means they are not directly comparable to other forces data.</i>		

City of London Corporation Committee Report

Committee(s): <u>Resource, Risks & Estates Committee – For information</u> <u>City of London Police Authority Board – For information</u>	Dated: 19/05/2025 23/07/2025
Subject: City of London Police Productivity Action Plan	Public report: N/A
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	The City of London Police supports outcomes for the Corporation's Corporate Plan 2024-29 in 3 areas: <i>Diverse Engaged Communities, Dynamic Economic Growth, Vibrant Thriving Destination</i> . The Productivity Plan will help deliver these outcomes, and support the Police Authority Board's duty "to make sure the City of London Police runs an effective and efficient service".
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£ -
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
Report author:	Pierre Coinde, CoLP

Summary

Improving productivity is necessary in the context of tight budgetary resources versus rising demand. Improving productivity is a Government and City priority to ensure value for money and raise public outcomes in policing. This aligns with a sectorial aim to build on the findings and recommendations of the national Policing Productivity Review (<https://www.gov.uk/government/publications/policing-productivity-review>).

The productivity plan supports delivery of the new Policing Plan – looking to deliver productivity gains across its strategic priorities, to maximise impact. It has been developed in partnership with the Police Authority Team. It aims to mobilise officers and staff with CoLP as well as partners towards practical actions that can deliver efficiencies, save time or raise the effectiveness of our services.

The plan consolidates some existing change initiatives – such as those that help build stronger foundations on data and evaluations - with new actions. Timed milestones are allocated to named leads, so that we can drive implementation and improvements over the coming months. It is a live document that will be refreshed as we identify further barriers to organisational or individual productivity, and when we receive HMICFRS's PEEL inspection report. We will look carefully at their findings through a productivity lens to recalibrate or add initiatives.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Improving productivity means:
 - a) Delivering the same quantity and quality of service outputs, but using less resources, for example by making the most of technology, and leaner and streamlined processes.
 - b) Improving the quality, quantity or timeliness of what current resources deliver, for example, by driving effectiveness, focusing on what works, on where outcome chances really are, and by increasing teams' skills and capabilities.
2. The attached Productivity Action Plan has been developed over the last few months under the helm of a Steering Group composed of City of London Police leaders representing all business areas and from the Police Authority Team. It was approved at the City of London Police Chief Officer Meeting in March 2025, and the organisation is moving to its delivery.

Current Position

3. CoLP already has many initiatives in place - developed prior or concurrently to this plan – that will strengthen productivity or efficiencies. These include the

process reviews (for example on vetting and HR) and some technology investments (such as auto-redaction, digital evidence storage, fleet telematics). CoLP has also made strong progress on performance dashboards, enabling officers and staff to access better data-led insight.

4. However, the business planning and budget processes have highlighted significant pressure and risk to CoLP's balanced Medium Term Financial Plan (pay inflation, FCCRAS programme costs, TfL funding etc). Against this, CoLP has delivered major savings (£19.9m) over the last five years. Finding future savings will gradually become more difficult.
5. In parallel, the business planning process has highlighted 25 of the 36 main function areas forecasting rising demand over the next three years. Given the financial context, creating extra capacity from existing resources, in order to deal with this rising demand, (in other words, improving productivity) will be a substantial tool to strengthen CoLP's future resilience.
6. At the national level, the Joint Home Office/NPCC Police Reform Team also focuses on productivity ("*Without an uplift in efficiency and productivity, we face a managed decline in effectiveness*") as a key element to the national plans for reform, which include a Police Efficiencies and Collaboration Programme.

Options

7. The actions proposed in each strand were developed through interviews with the working leads and subject-matter specialists, in consultation with each Steering Lead. We also looked at where CoLP was an outlier against other forces; effective innovations introduced elsewhere; existing change programmes that have an essential role in enabling productivity across the organisation; as well as the assessments of external organisations (e.g. HMICFRS).
8. We looked at where there was more potential for productivity gains, and prioritised action in accordance with the organisation's capacity. The Steering Group provided insight: the areas that have the biggest potential to raise productivity by 2028 (such as evaluations, data, and criminal justice effectiveness) and areas where there is an identified inefficiency or productivity challenge that requires short-term action (such as Response, retail crime, and processes reviews)
9. Recommendations from the national Policing Productivity Review were incorporated where possible and practicable. CoLP has already implemented some of the recommendations (e.g. Auto-Redaction tool). The two areas in the national Productivity Review most likely to deliver additional office and staff capacity (time saved or time freed up) are the use of tech, robotics and AI as well as a robust workforce management (deployability, sickness, supervision, training). The national Productivity Review diagnosed a shared weakness across the policing sector in terms of data and evaluation – this is reflected in the plan.

10. Finally, we worked to ensure alignment with the new Policing Plan that was being developed in parallel: the strands of work shortlisted are aligned along the Policing Plan priorities. For each of them, we reviewed the productivity question: what needs to happen for CoLP to be more effective and efficient in delivering this Policing Plan priority.

11. Workshops with officers (in response, investigation and neighbourhood) also took place to identify everyday barriers and potential “quick wins”, as well as build support around the productivity agenda.

Proposals and key data

12. The Plan in Appendix sets out the proposed actions in 14 key areas.

13. A summary of the fourteen strands and the key impact metrics which the activities aim to improve are summarised below. It is worth noting that cashable and non-cashable efficiencies are expected to be a key element of accountability for the Home Office – helping demonstrate that forces are delivering savings through change and technology. Time freed-up by streamlined processes or technology improvements will help teams create capacity, in order to manage future demand increases or to raise the quality of their outputs (e.g. case files).

	Strands	Focus of the work:	Key data / outcome sought:	By when
1	Retail crime	Process improvements in reporting and investigating.	Delivering time savings via streamlined processes and a focus on evidence provision and solvability.	Improvements deliverable from Q2, 25/26
1	Response	Efficient and evidence-based allocation of resource and creating flex across Local Policing units to address demand variations.	Continuing to service response effectively with a lower number of officers (as student officers are deployed across other areas).	Agreed position by Q2, 25/26
1	Neighbourhood Policing	Reducing non-policing demand going into Neighbourhood, by building up partners’ response.	Reduced non-policing demand into Neighbourhood functions creating capacity for reducing repeat neighbourhood offences.	Improvements deliverable from Q2, 25/26
2	Criminal justice effectiveness	Scoping and introducing innovation and best practice from other forces.	Time saving from technology improvements, such as DocDefender.	Improvements deliverable through 25/26
2	Investigation	Investigative resources are focused on where the	Time freed up from unproductive	Improvements deliverable

		potential for positive investigative outcomes is highest.	investigations and processes.	from Q2, 25/26
3	Local / national balance	Effective resource allocation/ deployment (with an understanding of over- or under- resourcing of NLF support, relative to funding).	Improved internal demand management across local and national functions.	Clarified position by Q2, 25/26
3	Use of Tech / AI	A pipeline of potential innovations with quantified benefits and costs	Time saving from tech improvements.	Developed through 25/26
5	Attracting talent	Bringing in, and nurturing, the right capabilities faster so that we deliver better outcomes.	Reduced recruitment and attrition costs	Improvements deliverable from Q2, 25/26
5	Supervision	Improve first- and second-line supervision, with a corresponding improvement in performance.	Reduced failure demand across a range of indicators	Q2, 25/26 should show data improvements
6	Data	Officers and staff make a better use of data – which allows them to better focus time and resources.	Enabling strand to drive productivity across operational policing	Developed through 25/26
6	Performance framework	Officers and staff are clear about where efforts should be prioritised.	Enabling strand to better outcomes.	Developed through 25/26
6	Impact / Evaluations	Improving our quantification and measurement of benefits and efficiencies	Quantified cashable and non-cashable efficiencies – and focus resources on what works	Developed through 25/26
6	Best use of workforce	Improving clarity on the busy-ness of teams for the next business planning cycle	Enabling strand to better resource allocation	Developed in Q3, 25/26
6	Processes review	Streamline prioritised functions or processes where blockages have been identified.	Quantified time and resource savings from streamlined processes	Developed through 25/26

Corporate & Strategic Implications

Strategic implications

- The new Policing Plan commits to improving organisational productivity – so we deliver more from our resources. The Productivity Action Plan supports the delivery of the 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.

15. In doing so, it also supports the Corporation's Corporate Plan 2024-29 ambition to be "providing excellent services", supporting the City's economic growth and its success as a thriving destination.

Financial implications

16. There are no financial implications from the Plan itself – however the plan is expected to have a positive financial impact on the policing budget by 1) improving how, in our business cases or proposals, we articulate the quantifiable benefits we expect from spending (or expending) resources on a project or operation, and by 2) driving cashable and non-cashable efficiencies through change and technology - a key element of accountability for the Home Office.

Resource implications

17. In building the plan, we were conscious of the organisation limited capacity to take forward a substantial piece of work. With this in mind, delivery responsibility is spread across business areas, taking account of resourcing. Timescale varies across strands – to reflect existing progress, readiness, prioritisation as well as organisational capacity to take forward too many strands at once. Improving Productivity is a Policing Plan priority to 2028: this action plan sets out the first 18 months or so.

18. More widely, productivity work, at the core, is about making workforce in the organisation busy on the right things and spend less time on unproductive work (e.g. activity X then gets delivered more efficiently through tech automation, or stopped because evaluation shows it lacks impact).

Legal implications

19. The importance of productivity is inscribed in the City of London Police governance. One of the Police Authority Board's roles is to "make sure the City of London Police runs an effective and efficient service" and "to ensure value for money in the way it is run". The Productivity Action Plan supports these legal obligations.

Risk implications

20. The Plan aims to address the risks to the organisation of **not** driving efficiency and effectiveness in our delivery.

Equalities implications

21. The Plan aims to maximise the impact CoLP has in the delivery of its Policing Plan objectives and its positive impact on communities and victims.

Climate implications

22. N/A

Security implications

23. N/A

Appendices

- Appendix 1 – CoLP Productivity Action Plan

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City of London Police

Our Productivity Action Plan 2025-26



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Strategic overview

The productivity imperative

Enabling our workforce to do an even better job

The City of London Police seeks to deliver a high standard service to all victims and the public – and investigates a very high proportion of crime reports. Results speak for themselves: our attendance times to incident are excellent, and our force charges a higher proportion of offenders than other forces in England and Wales.

Yet, our Force Management Statement identifies, and forecasts, rising demand in many areas: retail crime is increasing across the country. Antisocial behaviour undermines residents' feeling of safety. Reports in the areas of fraud and cybercrime – for which we are the national lead – are increasing year-on-year. Investigations are becoming more complex¹, and with this, the workload of our officers and staff. To continue to provide the quality of public service we aim for, we need to ensure that workloads are manageable, and that our workforce is focused on activities that deliver value to the public.

For our officers and staff to be effective, systems must supply them with the data and insight that helps them understand demand or evaluate what works. We need to equip them with the skills and capabilities that match the changes in demand – such as digital skills. We must streamline bureaucratic processes to maximise their operational time: there are potential technological innovations to support them with the job – for example robotic process automations can lighten the administrative load, AI can help identify investigative opportunities.

Improving victim outcomes, public confidence and feelings of safety

Government has set a clear agenda for police forces. This includes reducing violence against women and girls, halving knife crime, increasing the crime charge rate and having more neighbourhood officers and PCSOs on the streets – with an expectation that public confidence in the police and criminal justice system should increase. A series of performance indicators to measure progress on its mission to make Britain's streets safer is being developed nationally. Whilst CoLP is performing relatively well in many of these areas, improving performance will require us to deploy our resources even more effectively.

In parallel, through public consultation and working with the City Corporation, we have published our new Policing Plan. The plan sets ambitious objectives in six priority areas, which will require us to focus resources where we can maximise their impact.

Creating organisational capacity

The Police Uplift Programme helped us increase capacity across functions and reduce the “resource gap” that had opened over the previous decade. However, allocating more people to tackle rising demand will not be an option in the coming years. It is expected that government departments are

¹ This is driven by the digital element of many offences, and by the opportunities that new technologies provide criminals. It also stems from high levels of non-crime demand, where effective prevention and resolutions often rest on other public sector partners in the social.

asked to find savings. The Home Secretary has stated that across the policing sector: *“we will need to go further to make every penny of new investment count”* – an objective re-enforced by the Policing Minister 17 December 2024: *“we expect police forces to raise their ambition on efficiencies and drive forward improvements to productivity while helping us deliver on our mission to create safer streets.”*² New investment in policing is expected to be limited to neighbourhood policing³, and it will require efficiencies to be delivered across the policing sector- standardising procurement, streamlining specialist services, improving collaborations.

Like other forces across the country, the City of London Police is facing cost challenges. Whilst we project a balanced budget in the short to medium-term, a range of pressures is taking our finances close to the limit of affordability. That means, we have no operational flexibility in the medium term unless we create efficiencies within our existing resources.

To maintain our current service levels, we must increase our productivity. To be in a position to address arising financial risks, and future strategic and operational demands, we need to identify cost and/or time savings.

Demonstrating innovation, leadership and impact

The City of London Police is a force like no other. In making the Square Mile the safest business district in the world, we promote inward investment, national growth, and we support job creation beyond the City itself. As the national policing lead for fraud, economic and cyber-crime, we protect individuals and businesses right across the country. This privileged position comes with the responsibility to articulate a clear, compelling, and evidence-based case of our impact.

Fraud is the most commonly experienced crime in the UK, accounting for about 3,560,000 incidents⁴ – a large amount being overseas driven. The police response depends on the ability to identify patterns quickly, do things at speed, shutting down fraudulent accounts, and work effectively with the private sector, from banks to social networks. Current investments such as FCCRAS and the use of AI will drive up performance. As government seeks to drive efficiency and collaboration in shared services and specialist functions, we must be able to better demonstrate the links between investment⁵ and outcomes – and the effectiveness of our fraud prevention work.

In the previous PEEL inspection in 2021/22, HMICFRS identified strategic planning, organisational management and value for money as areas we needed to improve. We have made progress in strengthening our corporate centre and we are continuing to drive understanding and data insight, to ensure our officers and staff use their time productively. We still have more to do. In national inspections, the Inspectorate has identified weaknesses across the policing sector in terms of benefits evaluation, and technology exploitation. Our productivity plan takes this into account.

To summarise, in light of the force’s budgetary pressures, workforce growth is not an option to address rising demand. In areas where our performance is not as good (or as prompt) as it could be, we must identify process improvements or technological innovations to make productivity gains and create capacity.

² <https://questions-statements.parliament.uk/written-statements/detail/2024-12-17/hlws325>

³ NICC has also received an increase, reflecting the public order demand increases for forces in the capital.

⁴ Crime Survey for England & Wales

⁵ About 40% of our workforce is funded via specific grants outside of Core Policing grant.

Our current operating context

Policing the City of London has some parallels with other forces in the Southeast of England, but it also presents distinct elements. With a low resident population of 10,000, but a daytime population of half a million, the profile of crime in the Square Mile is less diverse than our neighbours. We experience a lower proportion of residential offences such as domestic abuse or burglary, and a much higher representation of street-based offences (theft represents 57% of offences taking place in the City, e.g. phone or bag snatches, as well as shoplifting). Our performance tackling theft determines to a large extent how we compare overall with other forces.

As the City becomes a destination for shopping, tourism and entertainment, higher levels of night-time and week-end activity are increasing instances of violent crime (violence without injury, as well as serious sexual offences). Whilst we have recently had notable successes dealing with prolific offenders, most do not reside in the City. This makes it harder to monitor, or to engage them in prevention or diversion programmes. For that reason, our effectiveness in tackling crime often depends on the effectiveness of the partnerships we have in place.

Like other forces, we have a young-in-service officer workforce, but we benefit from stronger supervision ratios and experience levels that provide a good foundation to support our younger workforce⁶. A more manageable crime volume (and workload per officer⁷) allows us to deliver a higher positive outcome rate compared to other forces (particularly with regards to more serious crimes). We are keen to continue to provide the public with this high level of service – and high professional standards⁸.

Making the best use of our resources

Improving productivity means:

- Delivering the same quantity and quality of service outputs, but using less resources, for example by making the most of technology, and leaner and streamlined processes.
- Improving the quality, quantity or timeliness of what current resources deliver, for example, by driving effectiveness, focusing on what works, on where outcome chances really are, and by increasing team's capabilities.

The recent national Policing Productivity Review showed there were substantial opportunities for the policing sector to free-up officer and staff time, by making targeted technology investments, streamlining processes, and improving partnership delivery. It identified circa 61,000,000 officer and staff hours that could – nationally- be freed-up through improved productivity. This is time that forces can re-invest in core policing functions.

If CoLP was at the sectoral average (and extrapolating from the workforce size), the force might be able to save 398,000 officer or staff hours by improving its productivity (the equivalent of about 220 additional full-time officers or staff, that can be deployed to address rising demand and to improve

⁶ On average, one Inspector in CoLP will oversee 2.6 sergeants and 13.3 officers. Across England and Wales forces, there is one Inspector for every 3.2 sergeant and 16.8 offices. 52% of officers in England and Wales have less than 10 years of service (40% in CoLP).

⁷ CoLP records 8 crimes (excluding fraud) per officer, against 25 to 50 crime per officer in other forces.

⁸ IOPC shows that CoLP has a far lower level of complaints and allegations per employee as other forces: in Q2 24-25 we received 18 complaints and 27 allegations per 1,000 employees. Nationally, forces receive 90 complaints and 155 allegations per 1,000 employees. <https://www.policeconduct.gov.uk/publications/police-complaints-information-bulletin-city-london-police-q2-24-25>

performance where it lags). Whilst the actual number is almost certainly different (given the City's national policing roles, and its specific profile demand), this highlights the scope for CoLP to create useful operational capacity from within its existing resources, helping it achieve the ambitions of the new Policing Plan.

The importance of productivity is inscribed in the City of London Police governance. One of the Police Authority Board's roles is to *"make sure the City of London Police runs an effective and efficient service"* and *"to ensure value for money in the way it is run."* Cascading from this, the Policing Plan commits to improving organisational productivity – so we deliver more from our resources.

This Productivity Plan supports the delivery of the 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 (for example our work strand on Response / Local Policing).
- **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 (for example our work strands on Use of Tech / AI and on streamlining processes).
- **Strengthening corporate insight – so that we use our resources effectively.** We will quantify and demonstrate the improvements we are making (such as in our work strand on Evaluations), so that saved/freed-up resources can be reallocated to priorities. A deeper understanding of performance (and the links between input and outcomes) will help us strengthen future funding cases (from comprehensive spending reviews to one-off bids) and support board decisions (for example on operational business cases).

Developing and delivering the plan

Prioritising action

Our Productivity Plan has been developed over the last few months through a Productivity Steering Group with representatives from all business areas and from the Corporation. The group considered the following:

- Alignment with the Policing Plan
- Consensus on less productive areas, or areas of high demand / insufficient capacity as identified in FMS.
- Recommended areas of focus from Policing Productivity Review (phases 1, 2 and 3).
- Outlier areas against other forces, and effective innovations introduced elsewhere.
- Assessments of external organisations, for example HMICFRS.
- Existing change programmes playing an essential role in enabling productivity across the organisation.

Governance and delivery

As the Productivity Action Plan moves from development to delivery, the governance of the work will be reviewed to reflect that focus. Each strand is owned at Chief Superintendent or staff level equivalent – with an identified working lead (or leads) responsible for driving the implementation of the actions.

Overall responsibility for the plan – and its annual refresh- will sit with the **Strategy, Planning and Service Improvement** business area. A quarterly progress paper will be tabled at Strategic Performance Board and Strategic Finance Board.

The Steering Group will now become the **Productivity Delivery Group** – with membership reviewed to ensure that it has the right operational levers. The group will guide implementation, and members will drive progress in their business areas (with a sharper focus on the strands that have short term actions), identify blockers, and on a yearly basis approve the refresh of this live Productivity Action Plan – so that CoLP continues to identify and deliver further efficiencies.

Our productivity objectives and timescale.

Quantifying gains

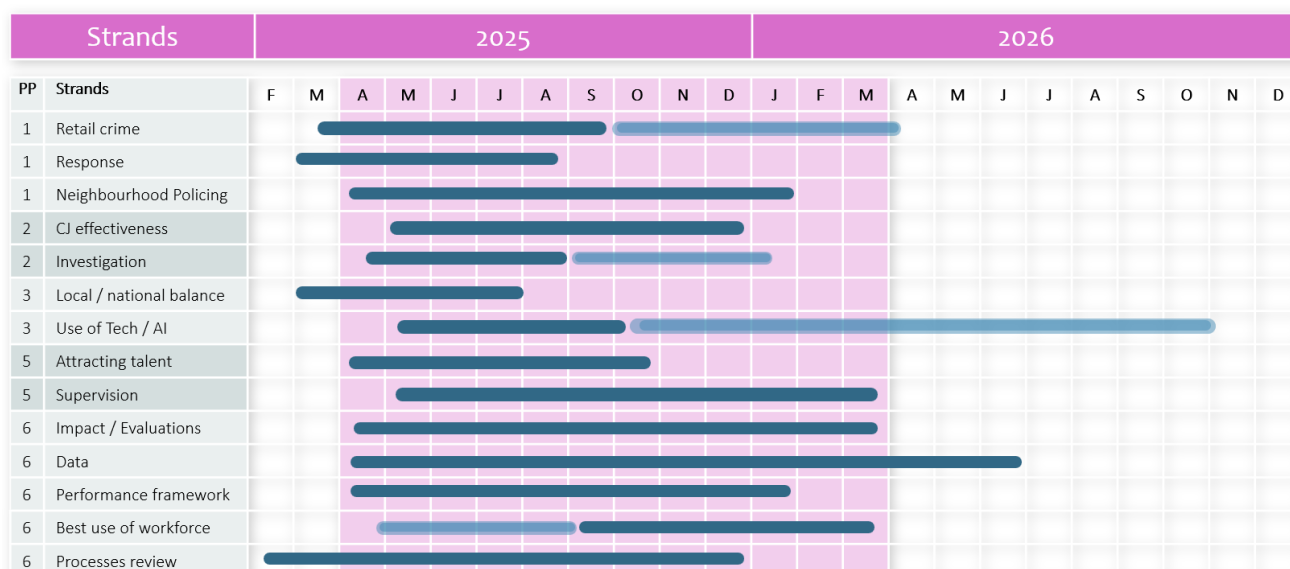
The types of gains expected across the Productivity Strands vary. **Time savings** can be delivered from technological innovation and process streamlining. A better knowledge of what works can help officers and staff **prioritise activity** better. In other areas, productive prevention on repeat offences or improved case files will **decrease demand** (for example the number of times an officer will work on the same case). This plan puts particular emphasis on quantifying and capturing the gains – with a table in each section identifying the data that should be measured. This will help CoLP explicitly decide how to re-invest officer time savings, rather than these getting subsumed and disappearing into general activity.

	Strands	Focus of the work	Productivity aim / outcome sought	By when
1	Retail crime	Process improvements in reporting and investigating.	Delivering time savings via streamlined processes and a focus on evidence provision and solvability.	Improvements are deliverable by Q2, 25/26
1	Response	Efficient and evidence-based allocation of resource and creating flex across Local Policing units to address demand variations.	Continuing to service response effectively with a lower number of officers.	Agreed position by Q2, 25/26
1	Neighbourhood Policing	Reducing non-policing demand going into Neighbourhood, by building up partners' response.	Reduced non-policing demand into Neighbourhood functions creating capacity for reducing repeat neighbourhood offences.	Improvements are deliverable by Q2, 25/26
2	CJ effectiveness	Scoping and introducing innovation and best practice from other forces.	Time saving from technology improvements, such as DocDefender.	Improvements are deliverable through 25/26
2	Investigation	Investigative resources are focused on where the potential for positive investigative outcomes is highest.	Time freed up from unproductive investigations and processes.	Improvements are deliverable by Q2, 25/26
3	Local / national balance	Effective resource allocation/ deployment (with an understanding of over- or under- resourcing of NLF support, relative to funding).	Improved internal demand management across local and national functions.	Clarified position by Q2, 25/26
3	Use of Tech / AI	A pipeline of potential innovations with quantified benefits and costs.	Time saving from tech improvements.	Developed through 25/26

5	Attracting talent	Bringing in, and nurturing, the right capabilities faster so that we deliver better outcomes.	Reduced recruitment and attrition costs.	Improvements are deliverable by Q2, 25/26
5	Supervision	Improve first- and second-line supervision, with a corresponding improvement in performance.	Reduced failure demand across a range of indicators.	Q2, 25/26 should show data improvements
6	Data	Officers and staff make a better use of data – which allows them to better focus time and resources.	Enabling strand to drive productivity across operational policing.	Developed through 25/26
6	Performance framework	Officers and staff are clear about where efforts should be prioritised.	Enabling strand to better outcomes.	Developed through 25/26
6	Impact / Evaluations	Improving our quantification and measurement of benefits and efficiencies.	Quantified cashable and non-cashable efficiencies – and focus of resources on what works.	Developed through 25/26
6	Best use of workforce	Improving clarity on the busy-ness of teams for the next business planning cycle.	Enabling strand to better resource allocation.	Developed in Q3, 25/26
6	Processes review	Streamline prioritised functions or processes where blockages have been identified.	Quantified time and resource savings from streamlined processes.	Developed through 25/26

Deliverability and timescale

In building the plan, we recognised organisational capacity is limited, and therefore we spread delivery responsibility across business areas. Timescales vary to reflect existing progress, readiness, prioritisation as well as organisational capacity to take forward too many strands at once. Improving Productivity is a Policing Plan priority to 2028: this action plan sets out the first 18 months or so. The graph below shows strands on which short-term progress can be made quickly, as well as strands that will take longer to develop fully. Productivity work is about using our workforce on the right things and spending less time on unproductive work. Therefore, whilst implementing this plan might add some short-term burden, in the longer-term it will free-up time.



Productivity Action Plan

Keeping people in the City safe and feeling safe

Tackling retail crime (and theft) more efficiently

Our Policing Plan sets out the key objective of reducing theft. Shoplifting offences have been increasing nationally and stand at a 20-year high with about 493,000 offences recorded offences⁹. Tackling retail crime is a priority for the government, and a core expectation from Neighbourhood Policing teams. In a first phase to September 2025, we will improve processes related to retail crime – before widening our approach to theft crimes.

With a 22% charge rate for shoplifting¹⁰, CoLP is, with Norfolk Police, amongst the best performing forces in terms of outcome. There are however inefficiencies in the process:

- There is dissatisfaction from retailers with the lengthy Single Online Home reporting process which duplicates with the reporting systems they already use corporately.
- There is poor information sharing across partners (including with Shopsafe Alert and Auror). Some forces such as Devon and Cornwall are leveraging these services to improve the provision of evidence from retailers (and set clear thresholds on what they are investigating). An [independent report](#) shows that retail crime reporting platform Auror saved New Zealand Police 170,000 hours of officer time over 12-month– reducing time spent (3 hours) on lengthy evidence gathering processes (requesting, collecting, and reviewing CCTV footage) as well as reporting (2 hours).
- We can do more to leverage private sector involvement: active Business Crime Reduction Partnerships, Business Improvement Districts, retailers, and the security industry etc
- Internally, there is scope to streamline processes in terms of our use of officers (e.g. for CCTV retrieval) and our effective use of tools and technology (facial recognition, orders etc). The new allocation policy is helping provide a clearer framework.
- Technology has also an important role to play to tackle offenders. Norfolk Police uses Retrospective FR, focusing on repeat offenders. MPS and South Wales will deploy and test Mobile LFR capability¹¹ thanks to a Police Productivity funding of £3.35 million for Live Facial Recognition.

Our actions

Timing	Steps	Actions
Progress to date	<ul style="list-style-type: none"> • Our Crime Standard Board amended retail crime allocation, so that online reports are screened in and allocated to Neighbourhood if there is evidence such as CCTV. • We scoped innovative practices in other forces such as Devon and Cornwall. 	
Q1, 25/26	Identifying barriers to workforce	We will engage officers and staff through workshops to identify the productivity barriers and challenges they face.

⁹<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingseptember2024#theft-offences>

¹⁰ Crime Outcomes in England and Wales Open Data, April 2023 to March 2024

¹¹ [https://thepoliceictcompany.sharepoint.com/sites/NPCC-ChiefsNet/CrimeOperations/SitePages/Crime-Operations-News-Template\(28\).aspx?](https://thepoliceictcompany.sharepoint.com/sites/NPCC-ChiefsNet/CrimeOperations/SitePages/Crime-Operations-News-Template(28).aspx?)

Q1, 25/26	Baselining data	<p>We will conduct a deep dive into Retail Crime performance and processes e.g.:</p> <ul style="list-style-type: none"> • Volume and outcome rates • Tackling Retail Crime including how much (/when and which) resources are used. • What additional data could be retrieved from Auror / Alert (potentially saving analysis time). • Diagnostic of police / partner workflows (in terms of information and action flows), and potentially sample retailer interviews.
	Using tech	<p>We will explore whether we are making the best of the technology we already have to identify offenders and to ensure a streamlined process for officers, including:</p> <ul style="list-style-type: none"> • A better use of retrospective facial recognition. • Use of Axon (or Auror) for retailers to transfer CCTV, rather than deploying officers to pick up CCTV (i.e. saving time).
	Improving use of orders	<p>We will increase the effectiveness – and monitoring- of orders, improving sharing of CBOs with retailers (currently through DWOs).</p>
Q1 & 2, 25/26	Improving reporting process (national)	<p>The online reporting process (through single online home) is time consuming (20 to 30 mins per crime). A Retail Crime audit has been conducted nationally conducted with four forces (Norfolk, Met business crime unit, Hampshire, and Devon + Cornwall). The scope of the work is to understand the challenges forces and retailers currently face and define the requirements required to improve the online reporting capability via Single Online Home.</p>
Q2, 25/26	Creating effective partnerships	<p>We will maximise collaboration with the private sector, and with neighbouring forces (reflecting the fact that most offenders will be from outside the square mile).</p> <ul style="list-style-type: none"> • Business Crime Partnership to be launched by Safer Business Network. We will ensure that we have in place measures of success and monitoring processes to tell us it is working (e.g. better circulation and monitoring of CBOs, improved information sharing etc). <p>We will draw from Devon and Cornwall's work with Auror to improve links with retail crime platforms.</p>
Q3, 25/26	Speculative	<p>Phase 2: we will expand productivity actions to theft in general – in line with the new Policing Plan objective to reduce theft.</p>
Q4, 25/26	Improving use of officers	<p>We will evaluate our new policy allocation of shoplifting crimes to Local Policing, This will ensure we are making best use of our officer resource; delivering effective prevention; and making productive use of our Neighbourhood team.</p>

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Input side:</p> <ul style="list-style-type: none"> • Simplifications to the processes for officers saving officer time: for example, officer dispatch digital CCTV and evidence transfers (tech) <p>Output side:</p>

	<ul style="list-style-type: none"> • Tackling repeat offenders (and acquiring a reputation for high charge rates of shoplifters) will deter occurrences in the City and reduce deployments. • Increase in charge rates by prioritising solvable offences • Longer-term decrease in retail crime (noting that, in the short-term, simplifying reporting process for retailers means we will see an increase in recorded crime for Retail Crime: but this will provide a truer picture of the current situation. Devon and Cornwall's experience is that it then plateaus).
Productivity gains	<ul style="list-style-type: none"> • We are prioritising reports that have more prospect of outcomes (i.e. online report of incident with CCTV). This means we are saving officer time in terms of investigation, follow-up etc where the retailer was unable or unwilling to supply necessary material. i.e. we can measure time saved spending less resources on unsolvable reports. • In addition, allocation to Neighbourhood brings more consistency as to officer dealing with the same retailers (e.g. retrieving CCTV). <p>These gains can be quantified.</p>

Ensuring our response is effective.

The function is currently performing well. Because resources were temporarily inflated via the national Police Officer Uplift programme, demand has been manageable, and there was no imperative to make use of resources efficiently. However, with probationers now being re-allocated elsewhere in the force, there is uncertainty as to what is the right capacity level for Response in terms of officer numbers. A review is needed so it is based on a robust analysis of data – against the tasks that CoLP expects them to deliver.

This work strand aims to provide leaders confidence that: 1) the number of officers is sufficient to service demand to an agreed standard 2) the function operates effectively and without wastage 3) effective processes are in place to add flex when demand peaks require it.

Initial findings suggest potential for productivity improvements, and for better flexing officer time, in line with varying levels of demand.

- CoLP deploys to a much higher proportion of incidents than other forces (particularly on low graded / referred incidents). CoLP attendance performance is much faster than its minimum service level.
- There are a number of activities which take Response's capacity away from response activities including taskings (public order, attachments, front desk), some investigation – as well as various categories of abstraction (long term sickness, suspension, attachments etc).
- The force's current operating model for Response was designed in 2019. The context has now changed.

Our actions

Timing	Steps	Actions
Progress to date	<ul style="list-style-type: none"> • <i>A time and motion study took place to understand busy-ness of the Response function</i> • <i>We reduced minimum numbers – in advance of the forecast reduction</i> • We are installing telematics throughout our fleet. This will allow us to gather data over the months to June. 	
Q1, 25/26	Consulting officers	We will organise officer focus groups to assess productivity barriers (admin, red tape, bureaucracy etc) and the potential to simplify processes.
	Analysing data	We will deep dive into the data collected and aim to: <ul style="list-style-type: none"> • Scope the time that Response spends on non-response activities (or added-on) tasks, e.g. Public Order, suspect management, abstractions etc. • Look at abstraction policy to see if changes are needed. • Scope how unusual peak demand in response might be catered for (i.e. where CoLP can create flex). • Diagnose /identify potential productivity issues in processes (such as tasking, supervision, abstractions, use of control room staff in low demand periods etc.
	Consolidating findings and options	We will integrate findings with the structural review of LP (Op Model, Tasking approach) to support insight.
	Driving further productivity	<ul style="list-style-type: none"> • We will collect data on the duration of attendance and number of cars attending individual incidents.

		<ul style="list-style-type: none"> We will look into Response resourcing tools used by other forces: video response (use by Dorset Police), smarter deployment etc.
Q2, 25-26	Ensuring effective partnerships for mental health response	We will check <i>Right Care Right Person</i> efficacy in the City.
	Reviewing data	We will analyse Fleet use data (from telematics) as a checkpoint to assess busy-ness levels and peaks.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	Input side: <ul style="list-style-type: none"> Reduction in duplicated or unnecessary deployments resulting in officer time saved. Creating better flex across function will also ensure that “dead time” in adjacent teams is better utilised – and that demand peaks are more effectively addressed.
Productivity gains	<ul style="list-style-type: none"> Ultimately, the reduction of the number of officers in Response (as long as service is delivered) is the productivity gain. If some tasks are re-distributed to other parts of CoLP, that time should be subtracted from the productivity number. With student officers moving on, Response has already gone from 172 officers down to 132 officers. Reversely, as recent officers are posted in other parts of CoLP, these areas should be able to demonstrate an increase in outputs (otherwise their productivity will lower). In addition, actions may deliver additional efficiencies (such as using down-time of Response or others) more productively.

Strengthening partnership working and neighbourhood policing

Our Policing Plan highlights the importance of “*working collaboratively with our partners and communities to prevent the local crime and anti-social behaviour*”. More specifically, there is potential to improve how our Neighbourhood resources work with the Corporation (including its Community Safety Team) – and how each organisation fulfils its statutory responsibilities and work more effectively on areas such as ASB.

Nationally, the Policing Productivity review made recommendations on Neighbourhood Policing and highlighted what a good neighbourhood function looks like. It showcases multiple innovative practices across forces’ neighbourhood functions –and CoLP is aiming to build on this learning.

Neighbourhood policing is a Home Office priority and, for the Home Secretary, “*a key area for reform*” with a £100 million investment for neighbourhood policing in 2025-26 to fund additional neighbourhood police officers, PCSOs and Special Constables (part of a multi-year programme). CoLP is likely to receive funding for an additional fourteen people.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	<i>Pre-PEEL inspection, recent work has taken place to strengthen Neighbourhood. A performance framework has been developed. The City Corporation is progressing work to strengthen its delivery of Community Safety.</i>	
Q1, 25/26	Scoping data and use of officer time	We will aim to quantify what demand is created to CoLP by partners not delivering fully their statutory function (e.g. non-policing work picked up by neighbourhood officers; or repeat crime / offences taking place because problems are not solved).
Q2, 25/26	Partnership working on ASB	Working with the Corporation, we will increase the effectiveness of our neighbourhood partnerships in addressing ASB (including clarity of roles and responsibilities, ASB data consolidation across partners and teams to provide the full picture, improving insight on repeat incidents, effectiveness and impact on reducing police demand etc)
Q3, 25/26	Joint working on rough sleeping	With the Corporation, we will focus on a joint problem-solving delivery plan to improve how we collectively address issues linked to rough sleeping.
Q4, 25/26	Focused use of resources	With an expected neighbourhood uplift of fourteen people, there will be a need to ensure that the additional workforce is productive, able to evidence its impact, and to demonstrate it is reducing demand to the rest of the organisation (for example by tackling repeat series). We will improve the use of problem-solving plans by neighbourhood officers – to make sure that officers focus on reducing and preventing repeat offences.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<ul style="list-style-type: none"> Clarity on the effectiveness of partnerships on ASB, and on repeat demand (locations, offenders in particular) Setting the foundations to deliver the Government’s commitments (for example on patrols, contact and visibility).

	<p>Input side:</p> <ul style="list-style-type: none"> -Decrease in police officer time spent on non-policing activities that should be delivered by our partners. -Decrease in repeat costs at City Corporation through effective problem solving. <p>Output side:</p> <ul style="list-style-type: none"> -Decreases in ASB demand via successful neighbourhood policing actions and effective partnerships – which supports solving of series of repeat demand.
Productivity gains	<ul style="list-style-type: none"> • Is Neighbourhood Policing helping reduce demand for the rest of the force? This should be measured by the reductions in repeat offences (offenders or locations in particular). • What quantity of Neighbourhood Policing's demand should sit with partners. This should include: <ul style="list-style-type: none"> ○ ASB (and categories) quantification to assess what proportion sits outside policing. ○ Number of repeat victims (by neighbourhood offences type) which partnership support might have prevented. ○ Number of repeat offenders (by neighbourhood offences type) which partnership support could potentially divert.

Putting victims at the heart of everything we do

Improving Criminal Justice effectiveness

Criminal Justice effectiveness is an area where we have invested effort and resources – however case file compliance remains stubbornly low relative to many other forces (particularly in terms of evidential standards and disclosure requirements).

Many of the major productive levers sit at the national level:

- As articulated in the national Policing Productivity Review- the case file preparation and redaction requirements, in advance of any Crown Prosecution Service charging decision, create a demand on police time that can be unproductive if the CPS decides not to progress the case. The Government is exploring how changes to this guidance could offer efficiency savings and strike a better balance between providing all relevant information to the CPS, and the upstream demand on police time.
- Work is taking place to streamline the way case papers are transferred to the CPS, using a new Digital Case File system which Digital Police Service and CPS are driving. But progress has been slow – with implementation expected in 2026.

However, there are things that forces can do to improve productivity, in particular through a better use of tech and robotics. For example:

- Hertfordshire Constabulary is using AI to support effectiveness. Its ‘Ada’ system allows any audio record to be listened to, from which an almost instant evidential statement (MG11) can be automatically produced.
- West Yorkshire Police have introduced an Evidence Based Investigation Tool (EBIT): an automated system that expedites and improves the triage process for high-volume crimes, on solvability criteria.

In line with our Policing Plan aims to *“improve our positive outcome rates for victims of crime in the City”* and *“deliver higher quality casefiles”*, there is scope for process savings through auto-redaction, and tech innovations. We will need to assess the impact of our efforts to date, and what else is needed. This is an area where our insight is hindered by the lack of good data. A longer-term piece of work should explore how this can be addressed.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	We have recently implemented Doc Defender (auto-redaction tool) across the force, to save officers and staff time on case file redaction.	
Q1, 25/26	Drawing actions from NPCC peer review	NPCC CJ Improvement team has conducted a Peer Review of AOJ (see above) released shortly. We will draw actions from that report to improve CJ.
	Exploring use of tech, AI and robotics to support CJ	We will scope potential for automation, AI and tech from innovations used in other forces (case preparation, automatic witness updates etc)
		We will quantify the productivity gains from DocDefender – and push use further if needed.

Q3, 25/26	Preparing for the Digital Case File roll out	PDS is leading on the national delivery of the Digital Case File project (with CPS). Whilst, for City, this is planned for Q3 2026/26, substantial mapping and advanced preparation work will be required (such as IT changes on Niche etc.)
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Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Input side:</p> <ul style="list-style-type: none"> • Tech and automation to reduce officer time redacting and preparing files for submission. <p>Output side:</p> <ul style="list-style-type: none"> • Speed and effectiveness of the CJ process • Officer time freed-up by higher case file quality, leading to reduced demand in correcting, reviewing, re-sending etc...
Productivity gains	<ul style="list-style-type: none"> • Quantification of time saved from: <ul style="list-style-type: none"> ○ Doc Defender roll-out (now) ○ Digital case file introduction and process streamlining in the transfer of data to CPS (in 2026)

Improving investigation

Over the last couple of years, we have invested effort and workforce capacity to improve investigation flows and outcomes (allocation policy, Volume Crime Unit) so that we were able to address the rising demand. We continue to investigate a larger proportion of cases than other forces, but more work needs to be done to confirm that current thresholds are driving a productive use of resources.

We have been reducing investigators' workload so that they focus their time on investigations with a higher probability of outcome. The average caseload by investigating officer (in the Volume Crime Unit) has gone from 50 to a more manageable 15 to 20. Like other forces, we have started to dip-sample cases to verify the quality of the supervisory review of investigations (through QATT). This is helping us improve the quality of outputs.

Our Policing Plan sets out our ambition to continue this work, *"embedding the work of the Volume Crime Unit to improve the pace and quality of volume crime investigations"*, and *"implementing improvements to the supervision of police officers throughout investigative processes to improve criminal investigations and deliver higher quality casefile"*.

The Productivity Review recommended Chiefs to ensure that the importance of investigation is reflected in how policing communicates its priorities to the workforce (for example, taking account of investigative capability as part of the promotion framework, or ensuring that supervision policies are used to strengthen effectiveness).

This productivity strand will therefore focus on three objectives:

1. Quantifying the impact of our efforts to date and reviewing what else is needed.
2. Assessing – across crime types and teams – our screening and resourcing in the light of solvability to ensure we are focusing on the areas where it is most productive to do so.
3. Reviewing whether any further training, skills, tech, enabling services levers could help us improve outcomes for victims even further.

Our actions

Timing	Steps	Actions
Progress to date	Improving demand management <ul style="list-style-type: none"> • Volume Crime Unit created – followed by an increase in capacity (from 1+12 to 4+24). • Changes to allocation policy (following surge in volume crime numbers) to improve caseload and the quality of the investigation. • Changes to crime assessment (via Crime Management Unit) to improve the prioritisation of reports (linked to victim needs and prospects of positive outcome). • Changes to Niche and templates to strengthen investigation standards 	
Q1, 25/26	Developing our understanding of productivity challenges in CoLP	<p>We will conduct workshops with investigators: with officers from VCU, CID, MCT and PPU staff working in investigation to understand barriers / frustrations or unproductive elements in the process that could be better supported by tech.</p> <p>We will make a high-level assessment of CoLP's position against the Policing Productivity Review recommendations on Investigation, including supervisory reviews, and how CoLP promotes and values investigative skills (for example in promotion processes).</p>

	Quantifying gains to date	We will quantify the gains from recent improvements (e.g. time freed up by changes in allocation policies – for VCU- and crime screening)
	Scoping tech potential	We will review tech opportunities and digital capabilities of officers including: <ul style="list-style-type: none"> Niche, e.g. traffic light system when reviews are needed. Phone analysis (and quantification of delays if relevant, such as requiring bail extensions)
	Focused assessment	We will look into the productivity of nighttime cover for DCs (use of resources against actual demand)
Q2, 25/26	Evaluating impact of screening changes	We will conduct a 6-month evaluation of the impact of changes to allocation and screening policies, looking at case load / positive outcome; breakdown by crime type etc.
	Reviewing enabling services	We will conduct workshop with enabling services (Digital exploitation, Hi-Tech Crime Unit, Forensics, Intel, Custody, Suspect and offender management etc) to scope productivity improvements related to the investigation process.
	Further improvements	We will draw from HMICFRS PEEL inspection in respect of 'Investigating Crime' pillar to assess opportunities for further improvement
	Scoping additional potential to concentrate on solvability	We will analyse our allocation of investigative resources as it relates to solvability (we have started to consider this, for example in retail crimes where the retailer is not able to share CCTV and through the NFIB solvability assessment).
Q3, 25/26	Phase 2: expanding to SOC and NLF	In a second phase, we will expand the Investigation productivity strand to SOC and NLF.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Officers are highly skilled in investigation and case file – and they spend their time where there is a higher potential for positive investigative outcomes.</p> <p>Input side:</p> <ul style="list-style-type: none"> Better supervision means less case files coming back from CPS for re-working, meaning time saved. focus of limited investigative resources where the chances of positive outcomes are highest.
Productivity gains	<ul style="list-style-type: none"> Better understanding of performance, with Investigation dashboard going live (with VCOP, Victim Needs Assessment, victim views of bail, initial and ongoing supervision, QATT). Investigation time freed-up through prioritising cases with the highest likelihood of positive outcome.

Improving the policing response to economic and cyber crime

Ensuring the right local / national balance

Whilst the City of London crime profile is more general than in other parts of the country (with a predominance of theft and the under-representation of domestic crimes), an analysis of workforce allocation has shown that the Home Office core policing funding (60% of CoLP's funding) supports a disproportionate amount of specialist activity and command (Intelligence, Specialist Crime and Operational Support teams), compared to other forces. Some disproportion may be driven by CoLP's national role, but we need a better understanding of:

- the demand created by national functions onto the rest of the workforce. Business Planning meetings have shown that specialist units can find it difficult to disaggregate the local from the national demand.
- The core funding cost impact of national teams to the shared functions / services (investigation, forensics etc) and to CoLP as a whole.

This understanding will help us:

- articulate the real cost of current national functions (or the proposed creation of a new unit) in our funding conversations with Home Office for example – including for Spending Review purposes.
- ensure that demand is managed effectively and strikes the “*appropriate balance in organisational focus between policing online and on our streets*” as per the Corporation of London's ask.

Our actions

Timing	Steps	Actions
Q1, 25/26	Quantifying national / local work	We will work to identify the proportion of specialist commands' and shared teams' work (demand in volume and time) dedicated to Local Policing versus National work.
	Analysing returns	We will seek to understand the fair level of recharge of NLF costs for those shared functions – or a process in place which prioritises/triages the national demand on shared functions funded by Core Grant.
	Scoping recharging options	We will explore: <ul style="list-style-type: none"> • Where a substantial differential may demand further work regarding full cost recovery and feeding information into funding bids / CSR • Whether setting up MOU with national units may help focus their demand to the rest of the organisation.
Q2, 25/26	Expanding to Corporate Services	We will conduct the same exercise to Corporate Services – in terms of national and local demand quantification (and resourcing).
	Maximising the local benefits of CoLP's national role	We will work to ensure Local Policing makes full use of the benefits of NLF, scoping opportunities and learning (for example in the use of Tech in Fraud that could be of benefit to local policing, as well as in the cross-fertilisation of the skills and expertise of our officers).

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Intelligence and Specialist investigation teams (and Corporate Services) to be able to:</p> <ul style="list-style-type: none"> • better disaggregate and quantify the demand they receive from local vs national work. • demonstrate the outputs and outcomes they deliver in support of the CoLP local policing role, in proportion to the Core Grant these teams receive. <p>Input side:</p> <ul style="list-style-type: none"> • The ability to quantify the outcomes delivered to local policing by the teams that support both local and national purposes will provide an insight as to the productivity of the Core Grant given to these teams + help assess Return on Investment across functions.
Productivity gains	<p>The work strand will support our understanding of productivity, but decisions taken from this understanding (such as recharge of costs) may lead to the national function prioritising or reducing its demand.</p>

Exploiting tech, robotics and AI to support productivity

There are many time-saving innovative practices across forces, as set out in Policing Productivity review. For example, Thames Valley Police, Hampshire Constabulary and Merseyside Police use software robots that automatically transfer the information from online forms onto the police crime recording system. West Yorkshire Police are currently using twenty-three robotic process automations (RPA) including victim updates and data quality checks.

Indeed, robotics / automation use in forces has been a major driver of productivity, driving faster processes, increased data quality and time-savings for staff and officers doing administrative processes. Our Policing Plan highlights the role of technology in delivering our job effectively. We aim to:

- use *‘innovative technologies to continually improve our ability to identify, pursue, investigate and bringing offenders to justice... to predict and prevent opportunistic criminality’*,
- *“Provide the technology our people need to perform their role effectively and efficiently”*,
- And make use of automation, innovation and technology *“to free-up officers’ and staff’s time and improve our service to the public.”*

This strand will:

- Scan national innovations across other forces and be plugged into science and tech policing networks.
- Support the quantification of gains from technology – and use a robust methodology to help prioritise proposals.
- Create a process path to innovation – from early ideas, identification of needs towards a proposal that quantifies productivity benefits and estimated costs.
- Create a potential road map and pipeline of realistic, affordable and productive innovations.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	<i>From our FMS, we conducted an initial mapping exercise of where AI application might improve the management of demand.</i>	
Q1, 25/26	Complementing our insight with what is happening in other forces	We will develop a clear corporate view of the innovation taking place across the policing sector, connecting with PDS, the College of Policing and NPCC’s Chief Scientific Advisor to identify the main current opportunities being used in other forces.
	Creating long-list and prioritise pipeline	<ul style="list-style-type: none"> • We will consolidate a long list drawn from: demand / resourcing gaps identified in the FMS, and current innovations in other forces. • We will quantify potential productivity gains – and cost- of their application to our force
	Strengthening benefit articulation	<ul style="list-style-type: none"> • We will develop a Benefits Framework and Realisation Strategy within the CPO – and improve the articulation of benefits in tech-based proposals.
Q2, 25/26	Setting out our Roadmap	We will draw a potential AI and robotics roadmap and pipeline for CoLP.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>CoLP adopting a “tech first” approach to address rising demand – before looking at additional staff.</p> <p>Input side:</p> <ul style="list-style-type: none"> Tech innovations are one of the primary sources of officer hours saved in the national Policing Productivity Review, allowing the workforce to focus on where they add value (rather than administrative tasks), supporting them to identify and focus on the investigative routes that have the most chances of outcomes
Productivity gains	Quantifying time saving of current tech – and develop a clear view of the proposed efficiency and effectiveness benefits of proposed innovations.

Being an employer of choice

Attracting talent

We want “to attract the very best people into our organisation and once they arrive, we want them to stay, thrive and to progress. To do this we will have effective attraction and recruitment processes”¹². We also need to ensure we are clear about what specialist capabilities the organisation needs, what gaps need to be filled – and have a clear plan to improve recruitment to these. We know that our recruitment processes can be slow – which can mean high vacancy levels in some teams, loss of good candidates through the process – and are actively improving our processes.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	We have developed a Strategic Workforce Plan (with a focus on PIP2, firearms, custody, forensics analysts)	
Q1, 25/26	Identifying areas of focus	We will collect and analyse data to: 1) scope areas of high vacancy (likely in staff posts), and 2) identify which roles find it harder to attract sufficient, good calibre candidates.
	Identifying issues	We will map and diagnose the main blockages which slow recruitment processes (E.g. hire manager (getting job description, advert, interview dates), vetting delays (internal or candidate driven), Duties (separate system, onboarding delays) etc. From this, we will develop recommendations and efficiencies to reduce the time to hire .
	Expanding recruitment reach	We will improve our working with platforms including Indeed, LinkedIn, Glassdoor – to raise online engagement, reach the right people, develop the ability to collate engagement and application data, and to improve CoLP employer brand
	Exploring tech support	We will explore an ERP solution which can accommodate standard recruitment, promotion, student officers.
Q2, 25/26	Improving career progression	We will improve staff career progression: implement City Corporation People Strategy aims to: set “ <i>job families that inform a variety of career pathways and ensure career progression opportunities are available to all eligible employees, regardless of job type</i> ” and to “ <i>Develop career path maps based on job families.</i> ”

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	Bringing in, and nurturing, the right capabilities so that we deliver better outcomes. Input side: Financial savings on recruitment (with lower attrition of candidates) Output side: A more highly skilled workforce and lower vacancy levels on the staff side enable teams to maximise output quality and quantity.
Productivity gains	Reduced failure demand costs on recruitment.

¹² Policing Plan 2025-28

Strengthening supervision

HMICFRS raised ineffective supervision as an issue across police forces. It associates better performing forces with the ones having stronger first-line supervision¹³: good supervision has a positive impact across areas (call handling, neighbourhood problem-solving, investigation, offender management) and improved outcomes (including improved attendance and sickness management, support to young-in-service, case file quality).

In this context, CoLP needs to ensure its supervision is robust.

A Policing Plan priority is to “*Equip our people with the tools and skills they need to succeed*”. Good supervision plays a key role in driving up skills. CoLP is currently running a Leadership programme, to ensure “leadership engagement at all levels”. Supervision ratios in CoLP are strong: on average, one Inspector in CoLP will oversee 2.6 sergeants and 13.3 officers. Across England and Wales forces, there is one Inspector for every 3.2 sergeant and 16.8 officers.

Our actions

Timing	Steps	Actions
Q1, 25/26	Building a baseline	We will explore what data can best show the effectiveness of supervision – to be used as a baseline / dashboard. For example: <ul style="list-style-type: none"> Investigation compliance data (Crime standards Board). QATT (quality assurance of all crime) Stop and Search Scrutiny Group: BWV, use of force and victim satisfaction + levels of public complaints. Staff Survey results re. “My manager”; Use of PDRs; Use of the Unsatisfactory Performance Process
	Training sergeants	We will support Sergeants to make them effective supervisors. By April 25, all acting sergeants will have gone through the initial sergeant course, and all substantial sergeants through the Core Leadership programme.
	Launching Leadership training	We will launch delivery of the College of Policing-designed Leadership training (Sergeant to Inspector and staff equivalent) in April 25. Relevant newly promoted officers (and staff equivalent) will attend that course.
Q2, 25/26	Strengthening supervision	We will strengthen the use of PDRs (for example, promotions subject to good team use of PDRs etc).
		We will map supervision and performance meetings in teams and functions to ensure structures are adequate and effective – and to address any gap.
Q3, 25/26	Evaluating impact of the leadership training	We will have finalised our secondary evaluation of the Leadership Programme. This aims to evaluate the effectiveness of the courses (Crime standards and File quality and supervision; Supervisor training) in strengthening outcomes (e.g. QATT, Investigative compliance analysis etc).
Q3, 25/26	Monitoring impact	Our Data dashboards will monitor priority areas of supervision e.g. S&S dip sampling, case file failures, crime standards.

¹³ <https://hmicfrs.justiceinspectorates.gov.uk/publication-html/police-performance-getting-a-grip/> HMICFRS PEL Spotlight report 2023 on Performance

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>From a productivity point of view, good supervision is about a workforce being provided clear focus and objectives, so that their time is used effectively, and so that offices and staff get things right first time, reducing duplicate failure demand (i.e. efficient).</p> <p>Input side -Improved workforce attendance levels and engagement</p> <p>Output side: -Decrease in metrics measuring process failures (rejected case files, public complaints etc)</p>
Productivity gains	<ul style="list-style-type: none"> • Reduction in failure demand including: investigation compliance, QATT (quality assurance of all crime), use of force and victim satisfaction + levels of public complaints. • Improvements in Staff Survey results re “my manager”, and use of management tools (PDRs, Unsatisfactory Performance Process)

In addition, under the Policing Plan objective to “*support the health and wellbeing of our people*”, there is substantial productivity potential in reducing the numbers of officers and staff that are not fully deployed or deployable.

Improving our productivity

Using data more effectively

Robust data supports a more targeted, and so more productive, use of resources. Across police forces, data is often inconsistent or not available. This is a national issue: the Policing Productivity Review has shown that 1) **the ability to access and read data** helps officers and staff scope issues and solutions in their areas and deliver their job more effectively, 2) **the availability and quality of data are a keystone to assessing how productive police forces are**; for example, it helps supervisors and leaders assess the impact of operations. The Home Secretary stated: *“too often, Chiefs and Police and Crime Commissioners and Mayors don’t have the data to see how they compare to other forces, or what progress they are making relative to others”*¹⁴. Work is taking place at a national level to strengthen data consistency¹⁵ and support forces to use analytical tools to joint data sets on multiple systems.

CoLP has already committed to build its capability in this area, at a strategic level¹⁶, and through its Data Improvement Programme. This strand focuses on delivering this programme to timescale. Our priorities are to consolidate the use of Power BI and build organisational capacity and capability further through the DAP platform, the Data Strategy, and the establishment of a Data team/lab.

Our actions

Timing	Steps	Actions
Progress to date	<p>We launched our Data Strategy in January 2025.</p> <p>We have created a number of Power BI dashboards, and their use is currently being disseminated across the force, so decisions become more data evidenced.</p>	
Q1, 25/26	Putting capabilities in place	<ul style="list-style-type: none"> We will complete a data literacy gap analysis, as part of L&OD Force-wide training needs assessment exercise. We will complete the recruitment of Data Lab Team.
Q2, 25/26	Creating and using Power BI dashboards	We will develop further, and embed, the use of Power BI dashboards – with all priority dashboards created.
Q3, 25/26	Developing Power BI skills	We will have trained the Data Hub team and business users on Power BI dashboards creation, usage and development.
	Reviewing maturity	We will complete Police Digital Service (PDS) Data Maturity Assessment to baseline current maturity and capability, and to identify further improvement required.
Q4, 25/26	Developing data skills	We will deliver data skills development training to officers and staff (role specific and generic).
Q1, 26/27	Strengthening platforms and data inter-operability	<ul style="list-style-type: none"> We will develop robust systems that ensure seamless integration of data across departments and agencies (public safety data, criminal records, traffic incidents, and emergency response data). We will invest in modern data platforms and APIs that facilitate real-time data sharing and analytics.
TBC	Evaluating impact	<ul style="list-style-type: none"> We will evaluate the impact of the Data Improvement project.

¹⁴ <https://www.gov.uk/government/speeches/home-secretarys-vision-for-police-reform>

¹⁵ NDAB team at nationaldataandanalytics@npcc.police.uk

¹⁶ “We will ensure our data is available to our people to support timely and informed decision-making’ as part of our new data lab, we will ensure that new data infrastructure and technology is in place to improve our understanding of current and future demand” Policing Plan

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	This is an enabling strand to drive productivity across operational policing. High-quality police data, together with improved data access, use and analysis capability will drive performance and improve our targeting of resources.
Productivity gains	<ul style="list-style-type: none"> • Good data is a pre-requisite condition for a better use of resources, and their access to insight, rather than a “time-saver”. • Even so, the business case to the Data Improvement programme stated: <i>“An initial assessment of time savings indicated that on average 50 hours/week are spent on manual performance report production across the Force. It is estimated that this will reduce to 10 hours/week enabled by the project deliverables; translating to approximately 40 hours per week, over 2,000 hours/year being saved on report production across the CoLP.”</i>

Driving good performance

Our Policing Plan includes a performance framework providing a clear line of sight between metrics and each of the plan's priorities. Nationally, the Home Office is looking to create a Performance Improvement directorate and highlights that forces should look at *"data to see how they compare to other forces, or what progress they are making relative to others."* Performance management is being strengthened across police forces in England and Wales. Many forces have local accountability meetings and active data-led performance management – for example, the Neighbourhood "health checks" held quarterly in Thames Valley Police. These are sometimes complemented by dip-sampling reviews. Forces, such as Cumbria Constabulary, South Yorkshire Police have strengthened data capture and performance management – through an automated system that is less dependent of the creation of one-off products by a data team.

Productivity requires officers and staff to have clarity as to what the outcomes are that they should be delivering, and what they should be focusing on. Without it, there is a risk of wasted efforts on low priority activities. At the moment, our workforce does not always have access to the right police data to spot trends, and drive-up standards, performance and consistency. This is an area in development with high quality Power BI dashboards recently put in place.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	We have expanded our use of Power BI performance dashboards and tools.	
Q1, 25/26	Setting the framework in the Policing Plan	We will build a performance metrics framework to reflect the Policing Plan priorities being clear about the service levels we expect.
	Cascading indicators to business areas	We will work with Business Areas to: <ul style="list-style-type: none"> • cascade relevant Policing Plan metrics to their area (i.e. what does the Policing Plan focus mean for them) and • scope what further metrics Business Areas need – but have not got access to. • propose internal service levels (and their measurements) so that it is clear how Business Areas support each other's delivery.
	Strengthening Performance management structures	We will ensure that adequate performance management is in place across all units (meetings / data / dashboard). We will map corporate and organisational meetings that exist across Business Areas where performance management is discussed to ensure that the organisation has effective performance meetings, and that it is making the best use of the performance data available through Power BI (looking at the right indicators in a useful timeframe and consistently).
Q2, 25/26	Aligning to national framework	We will scan and incorporate any additional demands from Home Office's performance drive (including Neighbourhood Performance framework) to ensure CoLP is in a good position to report on them.
Q3, 25/26	Setting objectives for 2026/27	As part of the business planning process, we will set out performance objectives and governance across Business Areas for the year ahead. This will provide our officers and staff clarity about the outcomes they should focus on – and in turn, what they should spend less time on.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	Each command or team to have a clear and meaningful set of metrics (outputs and outcomes) driving activity, for which they are accountable, and through which they can demonstrate their contribution to the delivery of the Policing Plan.
Productivity gains	<ul style="list-style-type: none"> To the extent that a clearer performance framework should help de-prioritise some activities, the framework will help us deprioritise. Improved outcomes on our key performance indicators, and time saved NOT performing/ delivering operational activities that do not support Policing priorities.

Evidencing impact and strengthening evaluations

Our Policing Plan sets out our priority to “**make the best use of our limited resources**”, and to “**deliver value for money in all spending decisions**.” To progress this, we will work to:

- strengthen the benefits evaluation of our change projects to ensure they have delivered the commissioned outcomes. We have recruited to our Benefits and our Data teams to ensure that we have the capabilities to progress this work.
- improve how, in our business cases or proposals, we articulate the quantifiable benefits we expect from spending (or expending) resources on a project or operation.
- Evaluate more systematically the impact of our operational initiatives, and support officers and staff who do not always have the capability or means to do so.

Our **cashable and non-cashable efficiencies** forecasts are helping demonstrate how we are delivering savings through change and technology. This is expected to be a key element of accountability for the Home Office. More widely, our new Benefits strategy will reinforce how we capture and track benefits and drive a stronger culture of performance across the organisation.

FY 2025/26		FY 2026/27		FY 2027/28	
Cashable efficiencies	Non-Cashable efficiencies	Cashable efficiencies	Non-Cashable efficiencies	Cashable efficiencies	Non-Cashable efficiencies
£4,632,000	£407,000	£4,646,000	£621,000	£4,720,000	£920,000

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	We have consolidated our cashable and non-cashable efficiencies forecast – stemming from our change and technology investment as well as procurement / contract efficiencies. This is expected to be a key element of accountability for the Home Office efficiencies work.	
Q1 to 3, 25/26	Strengthening our business cases’ quantification of expected benefits.	<p>We will be clear about what we need to measure before we launch a new policing operation / initiative (e.g. in terms of officer time spent, and crime numbers on which we are aiming to have an impact)?</p> <p>We will seek to strengthen business cases so that they clearly articulate – and quantify – benefits and baseline, to provide the basis for a robust evaluation. Business cases should also set out the productivity gains of each proposal – including the use of cost benefit analysis, and the expected impact of the decision across the organisation.</p> <p>Q1: Business Case templates and Instructions reviewed, clarified and issued. stronger guidance to guide proposal drafting.</p> <p>Q2: We will develop an exemplar business case for the use of officers and staff.</p> <p>Q3: We will review projects in flight to re-check benefits quantification.</p> <p>Q3: We will lever (formal and informal) communication infrastructure to better engage and communicate information on organisational change.</p>

Q1 & 2, 25/26	Articulating, quantifying and delivering organisational efficiencies	The Commercial Efficiency and Collaboration Programme is a national priority, with BlueLight Commercial leading on the delivery of savings, as part of national collaboration around priority areas including Energy, Fleet and IT contracts. In CoLP, we will develop a more systematic review and management of contracts more to ensure we get value for money in our commercial arrangements.
Q1 & 2, 25/26	Strengthening our impact assessments of projects delivered	We will strengthen our assessment of benefits in Change including productivity gains. We will quantify the productivity impact for change projects – and seek to ensure that we are making full use of innovations in-force (tech-wise and in terms of their usage by workforce). Q1: We will have approved our new Change and Benefits Strategy , setting out a standardised approach to benefits evaluation. Additional milestones may stem from the finalised strategy. Q2: We will deliver more systematic Project Implementation Reviews PIR (at the 6-month point of individual programmes once implemented) – and have a clear pipeline of PIRs. Soteria is expected to be one of the first.
Q2 & 3, 25/26	Assessing the productivity of our prevention activities	Prevention activity should reduce demand to the force. Both Fraud and Local Policing engage in prevention activities. In order for the use of resources to be productive, we need to be able to evidence that these activities are effective in reducing demand. At first, the focus should be on gathering the current evidence we have, and on collecting data on the time (and officer resources) we spend on prevention. Q2: Scope the main existing prevention activities currently carried out in CoLP (how much resource/time they use and what evidence we have about their effectiveness). Q2: Review how well are we using Repeat data (offender / victim / location) to focus resources and efforts on where the maximum gains are. Q3: Assess existence and robustness of the evidence / evaluations and what gaps exists (for both Fraud and Local Policing).
Q2, 25/26	Strengthening operational evaluations	We will improve how we guide officers and staff and strengthen their confidence (and methodology) in conducting better basic evaluations. We will strengthen guidance for operational evaluations: Q2: Evaluation guidance to be created to support staff and officers taking the right steps. Q2: Proposal to select two operations (e.g. a larger one such as an element of Servator + a smaller/simpler one such as a problem-solving case from Neighbourhood Policing) and use them to create two examples of good evaluations with a simple methodology that officers and teams can use on their future operations.
Q4, 25/26	Preventing fraud effectively	We will evaluate the impact of the Fraud Protect messaging: randomised control trial work and survey on Victim Contact Unit and effectiveness of various types of Protect messaging

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<p>Quantified cashable and non-cashable efficiencies – and focus of operational resources on what works – so that activities with no proven impact are not re-conducted.</p> <p>Input side:</p> <ul style="list-style-type: none"> -Time saved not conducting prevention work that cannot evidence impact on demand <p>Output side:</p> <ul style="list-style-type: none"> -Quantified reduction in demand from effective prevention activities -Quantified benefits from our change programmes and investments – demonstrating Value for Money.
Productivity gains	CoLP will, on an annual basis, report and update on the cashable and non-cashable efficiencies delivered, and forecast , across its main programmes of organisational or operational change.

Making best use of our workforce

As set in our Policing Plan, we want to:

- “Improve our understanding and forecasting of demand- though horizon scanning, risk assessment and business planning process- to strengthen our corporate planning”, and
- “develop our approach to workforce planning so we have the right mix of people, with the right mix of skills, in the right places, to deliver on our priorities now and in the future”.

Our annual Force Management Statement and business planning processes show that demand is increasing across many functions, whilst workforce levels are – in the main- to remain flat. This requires us to take an informed, dynamic, approach to allocating or re-allocating human resources – and to creating flex within the organisation.

As it stands, we do not always have the right, comparable, data to know how busy people are in various functions – and whether they are busy on the right things. This strand will seek to develop our corporate insight on workloads, as well as other time demands on officers and staff, such as training demand, abstraction etc. Subject to Home Office refreshing the Police Activity Survey, we will use their data and other “time and motion” exercises to understand what takes officers’ time – and whether they are sufficiently enabled and supported to focus on the right things.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	<i>Business Planning and FMS meeting cycle reviewing capacity versus demand Workforce allocation baseline comparing CoLP with force average, MPS, and smaller forces. (i.e. strengthening via the existing business planning and FMS cycle).</i>	
Q1, 25/26	Understanding capabilities and training needs	The Policing Productivity Review recommends forces quantify how much training they deliver (what the abstraction implications are) and if it is delivered to the right people, i.e. productively. We will finalise CoLP’s Training Needs Analysis. This will establish the capability needs of teams across the force and complement the capacity picture in advance of the next FMS process.
Q2, 25/26	Understanding and minimising overtime	What is the use of overtime telling us in terms of “resource – demand” match? We will conduct a discrete piece of work to look at overtime across functions- and in comparison to other forces- to establish potential areas of pressure.
Q3, 25/26	Measuring “busy-ness”	Can we build better measures to reflect how busy teams are in various functions? We will lever progress on the “data” and “clear performance framework” strands to expand insight and strengthen FMS process.
	Understanding training demand	Can we quantify training demand, both in terms of abstraction and of the impact we expect that training to have on public outcomes? Following the Training Needs Analysis, we will estimate training demand in numbers (at organisational and at individual level). This will help us sharpen training provision to minimise officer abstraction and maximise usefulness.
Q4, 25/26	Strengthening budgeting	Drawing from innovative force practices ¹⁷ , we will improve links between team budgeting and outcome delivery.

¹⁷ for example, Performance Based Budgeting in place in Merseyside Police and YPS: “Star chamber” style budgeting process, with clear links between resourcing and outcomes, delivery of efficiencies year-on-year, and robust benefits capture methodology.

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<ul style="list-style-type: none"> • This strand is a productivity enabler: increasing our insight on workforce activity – to help us optimise our use of this finite resource. For example, some teams might have grown “by stealth”. By feeding in better data into the FMS process, we will be able to assess whether the present volume of demand warrant that resourcing? (e.g. in “green” rated areas in the FMS). • Acquiring a more robust methodology to measure “busy-ness” across functions and business areas should help free-up staff and officers in areas, to be reallocated to Policing Plan priorities or pressure areas.
Productivity gains	<ul style="list-style-type: none"> • Productivity gains may be delivered acting on the insight gained: ultimately whether an activity or function can be delivered using less staff or officers, or similarly, whether an increase in demand can be serviced in other ways than increasing headcount.

Making processes simpler and more efficient

Our Policing Plan sets the objective to “**make processes simpler, more effective and more efficient**”. CoLP will “review and streamline processes, driving continuous improvement ... with an initial focus on operational support (administration of justice) and corporate support (HR, finance, vetting).” The business planning process also identified Ops and Duty Planning, Counter Corruption, Complaints, and Learning and Development as areas of potential. Work has started, and this strand pools together actions led by Change and Strategy. **Across all organisational process reviews, it will be important to capture and quantify efficiency gains.**

Complementing these reviews, the strand will also engage with our workforce to assess the barriers and bureaucracy they face, with a view to making their work more productive, saving time on administrative tasks.

A number of forces have deployed robotic tools to support the streamlining (automation and simplification) of administrative or repetitive processes – this can be a source of substantial time saving, as well as morale boosting for the workforce. The Productivity Review set out recommendations on automation and highlighted innovative practices. The Home Secretary set out her ask to police forces to be ‘*tackling bureaucracy– including reforms on redaction, and use of new technology – to free up more time for officers to get back on the frontline*’. For example, South Yorkshire Police is conducting end-to-end process mapping to apply “lean manufacturing principles and decrease wastage. There are opportunities for CoLP to apply such learning.

Our actions

Timing	Steps	Actions
<i>Progress to date</i>	<ul style="list-style-type: none"> We have increased capacity in our business analyst team so we can progress work effectively. The reviews into Vetting and HR processes have been completed 	
Q1 & 2, 25/26	Quantifying productivity gains from Vetting and HR process reviews	Quantification of gains (or potential gains) is pending for the Vetting and HR process reviews. Work is required to make sure that baseline data and improvements are documented and quantified.
	Improving processes for our workforce (admin)	<ul style="list-style-type: none"> We will run a workshop with officers and staff to identify barriers / red tape that hinder them from working effectively or usefully. Building on this, we will scope what technology or changes might help us streamlining repetitive / administrative tasks. We will quantify time baseline (and impacted workforce) for the selected processes – to help us prioritise, and to quantify impact at organisational level.
	Reviewing processes for AOJ and Duty Planning	AOJ and Duty Planning are underway (Duty Planning will be delivered by the end of April, AOJ deadline tbc)
	Reviewing Conduct and Counter Corruption + Complaints	We will have a methodology and a performance framework in place to understand demand in these two areas. Building on this, we will then work to identify efficiencies in the two processes of Conduct and Counter Corruption; and Complaints .

Q3, 25/26	Reviewing processes for Finance	The Finance processes review will take place later to take account of any Enterprise resource planning (ERP) change.
	Driving continuous improvement	We will scope the potential and costs of further process simplification (for example where tech / automation is involved – and where robotics could be applied).

Productivity gains

Quantifying productivity outcomes	
Outcomes sought	<ul style="list-style-type: none"> Time saving for officers and staff, without loss in quality.
Productivity gains	<ul style="list-style-type: none"> As part of each process review, we need to quantify productivity gains or potential, based on the shortening of tasks or timescale, elimination of duplication etc: e.g. either the excess time of current processes – or indeed the savings arising from any streamlining proposed/ implemented. measurement should compare how long the process took before intervention – and how long after intervention. The saving should be multiplied by the number of staff using that process, and the number of times they use it (per day / month / or year).

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City of London Corporation Committee Report

Committee(s): Strategic Planning & Performance Committee Police Authority Board	Dated: 02 June 2025 23 July 2025
Subject: Community Engagement Strategic Plan Quarterly Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police	For Discussion
Report author: Kieran Clark – Strategy and Engagement Officer	

Summary

This report outlines the progress and developments in the City of London Police and City of London Corporation's joint strategic community engagement plan. Approved at Police Authority Board in October 2024, this plan centres on four priorities outlined in the Neighbourhood Policing and Engagement Strategy: crime prevention, protection of vulnerable individuals, intelligence gathering and fostering public trust.

This report assesses the effectiveness of community engagement based on the metrics set out in the Strategic Plan, including outcomes such as public confidence, crime reduction and demographic diversity.

This report also lists various community-safety related engagement activities (across the police, police authority and Corporation) undertaken since February 2025, including public events and initiatives focused on crime prevention, inclusion and hate crime awareness.

Recommendation(s)

It is recommended that Members:

- Note the report.

Main Report

Background

1. At the Strategic Planning & Performance Committee on 26 September 2024 and the Police Authority Board on 2 October 2024, Members received and approved a joint City Police / Police Authority and Corporation strategic community engagement plan. This plan is based on the four priority areas of the City Police's 2023 Neighbourhood Policing Strategy:
 - a. Preventing crime, disorder and anti-social behaviour
 - b. Protecting the vulnerable and repeat victimisation
 - c. Providing a flow of intelligence on a range of issues
 - d. Promoting a culture of trust and confidence.
2. A new cluster panel model launched in November 2024, creating six panels with biannual meetings. This model is ongoing with the most recent panel meetings being completed in May 2025. The model includes inviting representatives from relevant City Corporation departments such as Street Cleansing, Environment and Community Safety.
3. At its meeting on 3 December 2024, the Strategic Planning & Performance Committee agreed that the Plan would achieve the following outcomes:
 - a. To improve public trust and confidence in the City of London Police
 - b. To reduce crime in hotspot areas following targeted crime prevention advice
 - c. To inform the public on how to protect themselves from crime as a result of crime prevention advice
 - d. To increase diversity in demographics of public surveys
4. The City of London Police have set up a Community Engagement WhatsApp channel, providing an opportunity for DWOs to broadcast one-way messages to the group of recipients. This is one of the communication methods introduced as part of our 2025 Strategic Community Engagement plan, supporting our Neighbourhood Policing Strategy. This WhatsApp channel has been advertised throughout our May cluster panel meetings, and the current follower count sits at: 105.
5. The City of London Police, Strategy and Planning team are currently working with Neighbourhood Policing to publish a Neighbourhood's Strategy to align with the recently published Policing Plan 2025-28.

Current Position

6. Members are now presented with the quarterly return of data from key metrics of the Community Engagement Strategic Plan:

Metric	Data return from February 2025 – June 2025	Strategic Insight / Commentary
a. Number of cluster panel meetings	6	One meeting per cluster was held across May 2025 in partnership with relevant departments within the City of London Corporation. More detail can be found below this table.
b. Number of business engagements	94	<p>Breakdown of figures by Cluster and Event:</p> <p>Crime Prevention (such as bike marking, phone marking, or crime prevention stands):</p> <p>Fleet – 14 Bank – 12 Monument – 8 Barbican – 15 Liverpool Street – 15 Fenchurch – 17</p> <p>Stop the bleed campaign: Old Bailey – 2 Bloomberg Office – 1</p> <p>Reassurance to Businesses - 10</p>
c. Number of Dedicated Ward Officer (DWO) – initiated community engagement events	129 self-initiated events	<p>Events include those mentioned above, as well as Residential Engagement and engagement with schools:</p> <p>Aldgate School – 1 Northeastern University – 1 David Game College – 1 City of London Girls School – 2</p>

7. Whilst attendance at Cluster Panel meetings is not a performance metric, officers will be monitoring this information, alongside topics raised by the public. The latest review of May 2025's Cluster Panel meetings are below:

Cluster	Date of meeting	No of external attendees	Topics raised by attendees / 'You said we did':
Fenchurch	7 May 2025	5 in person 1 online	<ul style="list-style-type: none"> • Theft and phone snatching top priorities in Cluster. • Minorities Co-Op is a hotspot, they currently do not have a security guard as they are insured for all losses of products. However, argument for them to get a security guard to prevent staff being assaulted / scared. • Middlesex Street Hotel, Rape • ASB is high in Tower • Community engagement: Crime Prevention stands, Plain clothes operations, Primary school youth engagement, Hotspot patrols. • Attendees said their appreciation for CityINTEL. • CyberGriffin information was passed around. • Neighbourhood Policing's WhatsApp QR code was circulated.
Fleet	8 May 2025	6 in person	<ul style="list-style-type: none"> • DWO Jack Gibbins said he is hoping to get more officers in Fleet. Issue is that it is far from Bishopsgate, when officers are on the way over to Fleet to patrol, they are more likely to get called out elsewhere or flagged down by the public. • Emerging Risks: Thefts, Demonstrations, ASB (particular in Holborn) and spiking will likely increase in the summer. • One Common Councillor / Resident raised concern of youths on bicycles on Shoe Lane near the Deloitte building. She has confronted them and they have moved on but they are there often causing ASB. • DWO Planned Activity: • Patrols to combat phone thefts. • Engagement: phone marking, crime prevention stands, coffee with a cop.

			<ul style="list-style-type: none"> • ASB patrols around Holborn • Cycle Squad with 7 new PCs • Issues raised by attendees: • 1. Rough sleeper at Dunstan's Court - cleansing are there regularly and CoLP + StreetLink are aware. • A CPN has been issued, he has breached it and been arrested. DWO Gibbins to check the exact wording of CPN to see if he is in breach of it again, or if there may be a loophole, etc. "you cannot be in this particular area of Dunstan's Court", if this is the case Gibbins will rectify.
Monument	8 May 2025	4 in person	<ul style="list-style-type: none"> • Top priorities in the cluster are all other theft offences and shoplifting. With summer approaching, these are likely to increase due to rise in footfall - especially in relation to the nighttime economy. • Hotspots are the bridge area - Pret, Starbucks and Tesco. Candlewick and Langbourn have experienced similar issues. • 64 phone snatches (an increase of 39% from the previous month) have been attributed to high footfall with Weds and Thursdays being peak times with snatchers masquerading as delivery cycles. • DWOs pushed the importance of phone marking to increase the chance of stolen phones not being as attractive a proposition for criminals. • BID funded phone marking will be taking place in Leadenhall and Aldgate 21.05.25 between 12pm and 2pm. • Update on rough sleepers' encampment at Peninsula House. Improved situation re level of offending over the last few months. Cleansing has been able to access the site.

			<ul style="list-style-type: none"> • Presentation from CyberGriffin to encourage take up of free offer around online safety and cyber awareness for residents and businesses. • Feedback from the attendees: Cluster Priorities going forward to remain the same, but the nighttime economy priority should be broadened to include more visibility in and around Lime Street (or other areas in response to intelligence) where drinking earlier in the day is causing issues. • City of London WhatsApp group details circulated
Liverpool Street	13 May 2025	11 in person 6 online	<ul style="list-style-type: none"> • Group was informed that the number of DWOs will be increasing to 5 shortly. • Shoplifting and theft are the top priorities of the cluster. To address concerns there has been an increase in the number of reassurance patrols with the DWOs taking a tougher line to discourage offenders. • Drugs offences are mainly related to possession. • The 2 rapes included in the stats relate to an historical report and one that lies within the Met Police area. • Overall, there is good news with overall crime rates down across the board. • Agreed ward priorities going forward: Shoplifting and theft; Increased foot patrols and visibility around the nighttime economy; ASB related to cycling including dumping of Lime Bikes and bad behaviour of cyclists generally. • Issues / Questions raised by attendees: Clarity on Police action around people refusing to leave a shop. Response from DWO - depends on incident but usually police will only attend if there is a

			<p>fear or threat of violence in a public place.</p> <ul style="list-style-type: none"> • Are BTP working in collaboration with CoLP? Response from DWO that there is some good collaborative work around strands such as VAWG but BTP have their own priorities as a national force which they concentrate on. • Question around how all 6 Clusters work together to ensure one problem isn't tackled and addressed to simply move across to another Cluster. DWOs reassured that the policing across the City is intelligence and data led to guard against this with the Cycle Teams able to react to trends. • Reported that the phone snatching campaign and street marking had been well received. She would like to see an educational campaign around this locally (Cornhill)
Barbican	15 May 2025	Approx. 30 in person	<ul style="list-style-type: none"> • DWOs presented a summary of the recently launched Policing Plan 2025-2028. • Cluster priorities: Cycling (ASB and GIG economy riders), ASB, Rough sleepers. • You Said, We Did: <ol style="list-style-type: none"> 1. DWOs have worked in conjunction with Cycle Squad to conduct regular patrols in the Barbican area to tackle offenders being anti-social whilst cycling. 2. Team have been conducting high visibility patrols in the Cluster and have focused on problem areas for ASB such as High Walks and around Seddon House. 3. DWOs have been engaging with the rough sleepers, working alongside partner agencies to find longer term solutions.

Bank	21 May 2025	30 in person	<ul style="list-style-type: none"> • Positive outcomes around crime remain high at 21.3% (above the national average). • Highest priority issues are shoplifting, and robbery of business. • Theft made up 63.9% of crime reported. • Serious violence offences saw a rise of 8.1% but this could be attributed to the success of the Christmas Campaign to tackle it. • One New Change and Cheapside are the crime hotspots in the Cluster. • Officers are aware and keeping an eye on the rough sleeping encampment at Castle Baynard in the neighbouring Fleet cluster as it may spill into Bank. • Officers are aware of a rough sleepers congregating under Southwark Bridge and are building up evidence of ASB to tackle it. • Attendees have asked if phone marking kits can be taken to businesses – DWOs have said they are working on this, and some businesses have expressed interest in holding these stalls at their buildings. • Good news: <ol style="list-style-type: none"> 1. A large number of CBOs have been issued across the City with 16 offenders now banned from entering the City. 2. Public engagement events are planned such as Coffee with a Cop, Stop the Bleed Training and Phone Marking events.
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8. This information and insight will provide officers evidence at the end of the Cluster Panel model pilot in December 2025 to assist with evaluation. The topics raised will be looked into by teams and this will feed into 'you said, we did' updates in the future.
9. In February 2025, we held a structured debrief of the new mode of Cluster Panel meetings, to review the mode's impact. Various recommendations were made and have been considered in the May 2025 meetings. A selection of these

recommendations: Clusters to be treated as individuals, with unique issues. Strategy and Planning are to work with Neighbourhood Policing to promote internal partnership working. Improve advertisement of Cluster meetings to attract larger attendance.

Wider community engagement since February 2025

10. Since the last report to the SPPC, the following Police-led or community safety focused engagements have taken place or are due to take place soon:

No.	Date	Engagement	Stakeholder group
1	03/02/2025	Faith in the City, City Belonging Launch, Mansion House	Workers / Businesses / Faith Groups
2	03/02/2025	City Question Time	Residents / Businesses
3	03-14/02/2025	London Careers Expo	Businesses
4	14/02/2025	CoLP x Corporation Joint Victims Strategy	City wide
5	03/03/2025	Veterans in the Square Mile Launch Event	Veterans
6	05/03/2025	Public Women's Night Walks	Workers / Residents
7	05/03/2025	Phone snatching, blue plaque initiative	City wide
8	10/03/2025	Public Women's Night Walks	Workers / Residents
9	12/03/2025	International Women's Day Reception / Launch of Women in the Square Mile	Women / Workers
10	19/03/2025	Public Women's Night Walks	Workers / Residents
11	24/03/2025	Public Women's Night Walks	Workers / Residents
12	02/04/2025	Welfare and Vulnerability Engagement (WAVE) Training to customer facing workers	Workers / Businesses
13	09/04/2025	Cycle Safety Roadshow at Bank Junction	Workers
14	24/04/2025	Op Reframe in collaboration with Fleet Street Quarter BID	Workers / Residents / Businesses
15	24/04/2025	High-Visibility Day	City wide
16	29/04/2025	London Cyber Resilience Centre – NFIB x Neighbourhood Policing offered guidance to small businesses in Bishopsgate area	Businesses
17	21/05/2025	BID Funded Phone Marking Event in Leadenhall and Aldgate	Workers
18	22/05/2025	City Question Time	Residents / Businesses

11. The above engagements reflect the feedback from Members to increase engagement with businesses. We have worked with the City Belonging Project team to increase officer presence at launch events of staff networks across the City, noting that this could lead to better engagement opportunities to deliver on our Equity, Diversity and Inclusion strategy. Future engagements will be organised to reflect our Policing Plan 2025-28 priorities which came into effect in April 2025.

Conclusion

12. This report highlights the City of London Police's commitment to fostering community trust, reducing crime, and improving public safety through robust engagement initiatives. Key progress has been made in implementing the Strategic Community Engagement Plan, particularly in hosting diverse community events, increasing visibility through high-visibility patrols, and engaging with under-represented groups via platforms such as WhatsApp and NextDoor.
13. The initiatives such as "You Said, We Did" logs and interim evaluations of cluster panel meetings demonstrate a proactive approach to incorporating community feedback. Continued alignment of engagement efforts with the Policing Plan 2025-28, with particular focus on the planned Neighbourhood Strategy will further strengthen partnerships and enhance service delivery.
14. The City of London Police has made meaningful strides in implementing its strategic priorities, and with sustained effort and targeted adjustments, it is well-positioned to build on these successes to create a safer and more inclusive City environment.

Background papers

- *Strategic Community Engagement Plan: Keeping those who live, work and visit the City safe and feeling safe* – joint report of the Commissioner of Police and the Police Authority Director presented to the Strategic Planning & Performance Committee on 26 September 2024 and the Police Authority Board on 2 October 2024.
- Community Engagement Quarterly Update & Measures of the Strategic Plan – Report of the Commissioner of Police presented to the Strategic Planning & Performance Committee on 12th February 2025.

Appendices

- None

Report Author:

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City of London Corporation Committee Report

Committee(s): Professional Standards and Integrity Committee – For information Police Authority Board – For Information	Dated: 3 rd June 2025 23 rd July 2025
Subject: Equity, Diversity, Inclusivity (EDI) Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	People are safe and feel safe
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:	Commissioner of Police
Report author:	Det Supt Kate MacLeod

Summary

1. With a clear EDI Performance Framework and Implementation Plan in place, the ICOD (Inclusivity, Culture and Organisational Development) Team are in a better position to report on our progress against our Strategy. Of the 76 actions we have committed to complete over the next three years, 28 of these will form our priorities for years 2025/26. As of this quarter, 14% (4) of these actions have been completed, 72% (20) are in progress and 14% (4) have not yet been started.
2. The 'Our People' strand remains the most advanced due to the current national scrutiny on behaviour and culture within Policing. We will be building on this work next quarter, progressing actions on evaluation of our leadership schemes for under-represented groups, improving our capture of diversity data, delivery of our cultural audits and establishment of an Ethics Committee. We also plan to progress some actions under the 'Our Public' pillar to help balance delivery, formalising our workplan for the youth IASG (Independent Advisory Scrutiny Group) and reviewing all National EDI plans alongside our local engagement activity.
3. The key successes for this quarter include finalising our priorities and thematics for 2025/26, continuing to roll out our Inclusivity Programme and progressing various initiatives on leadership and culture. Our biggest risk to delivery remains team capacity verses demand, we have outlined our requirement for dedicated

analytical support to mitigate this, which has been acknowledged and accepted by the Chief Officer Team. We have also recently filled our Organisational Development (OD) Practitioner vacancy to ensure this team is at full strength.

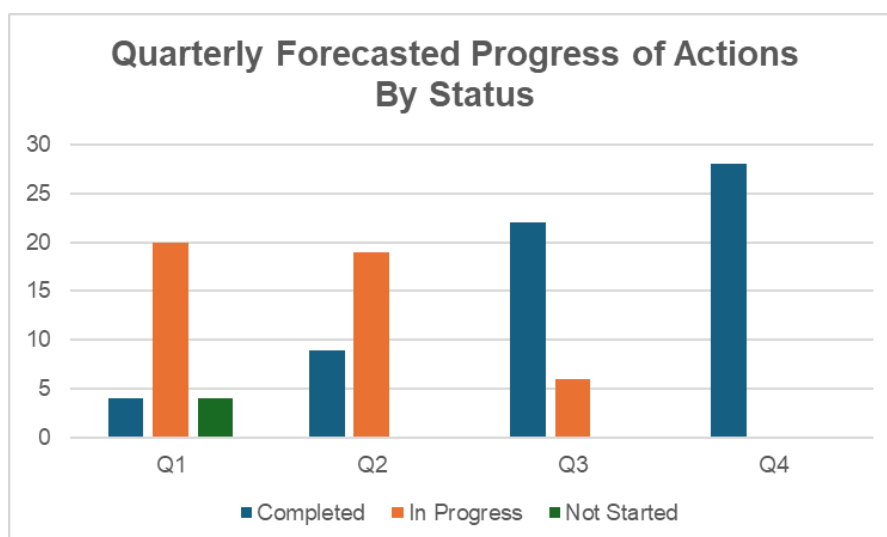
4. Operating within this space, we acknowledge that we will need to adapt and flex our plans based on new trends and a changing political landscape. An example of this has been seen in recent weeks, where the Supreme Court Ruling relating to the legal definition of a 'woman' has required us to respond quickly, but with due consideration to our colleagues and our communities.

2025-26 prioritisation

5. Since our last Committee meeting, Member feedback has been considered and our ambitions reviewed accordingly. Our full EDI Strategy now totals 76 actions across the four priority pillars, 28 (37%) of these have been prioritised for delivery in 2025/26. Of the remaining actions, 18 (24%) of these are medium priority with 30 (39%) low priority. This grading has since been signed off by our Chief Officer Team and at our internal EDI Strategic Board, the full paper can be found at Appendix 1.
6. The large majority 18 (64%) of our 2025/26 actions are under the 'Our People' pillar and focus on improving diversity of under-represented talent and rolling out mandatory EDI education and training initiatives, alongside inclusion of EDI as part of Professional Development Review (PDR) objectives for all colleagues, and more generally ensuring our ambitions are fully understood by our Senior Leadership Team. We also continue to work across force to deliver cultural audits, developing this approach further is also a high EDI Strategy priority for 2025/26.

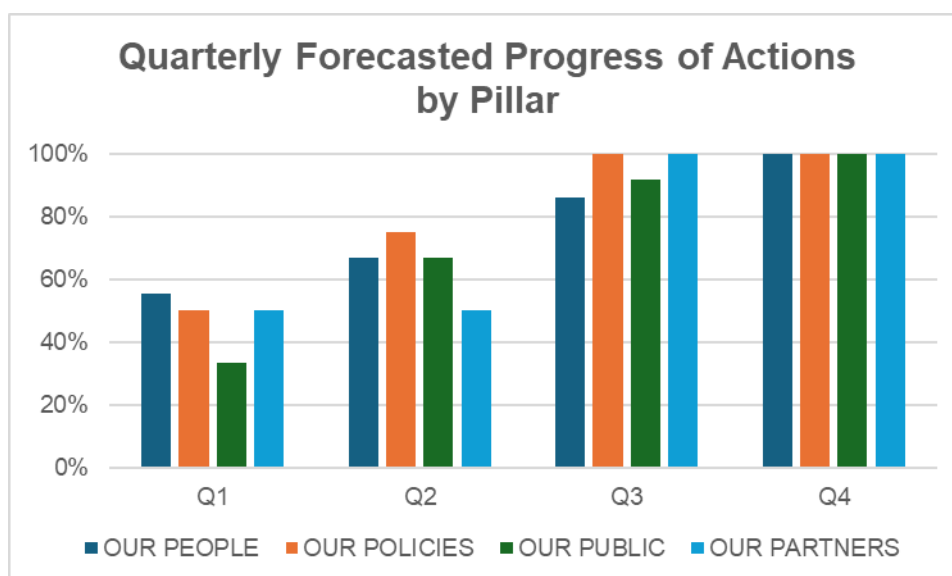
Delivery overview this quarter

Actions status	Q1 (Actual)	Q2 (Forecast)	Q3 (Forecast)	Q4 (Forecast)
<i>Completed</i>	4	9	22	28
<i>In progress</i>	20	19	6	0
<i>Not started</i>	4	0	0	0



7. The following progress is calculated using a weighted average of 'Completed' actions (with a weighting of 1) and 'In progress' actions (with a weighting of 0.5) out of the total number of actions per pillar. A forecast of progress has been calculated using the same methodology for Q2 to Q4.

Progress by Pillar	Q1 (Actual)	Q2 (Forecast)	Q3 (Forecast)	Q4 (Forecast)
<i>Our People</i>	56% (18 total actions: 3 completed, 14 in progress, 1 not yet started)	67% (18 total actions: 6 completed, 12 in progress)	86% (18 total actions: 13 completed, 5 in progress)	100% (18 actions, all completed)
<i>Our Policies</i>	50% (2 total actions: 1 completed, 1 not yet started)	75% (2 total actions: 1 completed, 1 in progress)	100% (2 total actions: 2 completed)	100% (2 actions, all completed)
<i>Our Public</i>	33% (6 total actions: 0 completed, 4 in progress, 2 not yet started)	67% (6 total actions: 2 completed, 4 in progress)	92% (6 total actions: 5 completed, 1 in progress)	100% (6 actions, all completed)
<i>Our Partners</i>	50% (2 total actions: 2 in progress)	50% (2 total actions: 2 in progress)	100% (2 total actions: 2 completed)	100% (2 actions, all completed)



Key successes and issues

2025/26 actions completed this quarter	Summary of results and impact
2.7 Creation of Retention and Exiting Workgroup (with programme of work in place)	<i>Relates to feedback from Inclusive Employers around capturing why people are leaving / staying. In place with reporting lines.</i>
3.1 Creation of 'Inclusivity Programme' as mandatory for all	<i>Was already in place, work now focuses on evaluating impact and compliance.</i>
3.2 Creation of EDI calendar to inform activity	<i>Completed for 25/26 in line with Nationally significant dates. Allows for effective planning and proactive identification of relevant themes.</i>
11.1 Review of Staff Networks and Associations	<i>Review completed, 6 months trial of recording network working hours underway to inform next steps.</i>
2025/26 actions not yet started this quarter	Summary of issues with commencing
3.3 Review of internal approach to engagement and creation of strategy (including intranet revamp)	<i>Awaiting second OD employee to help with the engagement strategy. This should be commenced next quarter</i>
11.6 Review of Equal Opportunities Policy	<i>SOP's all awaiting HR overview. We will then commence</i>
15.1 A review to take place of all National plans to ensure adequate capture.	<i>Only issue has been capacity – should commence next quarter.</i>
15.2 Clear ownership and reporting mechanisms agreed	<i>This has been delayed awaiting sign off priorities.</i>

Update on Successes, Issues and Risks

Governance, Resourcing and Delivery

8. Our EDI Priorities Paper (see Appendix 1) have now been presented and signed off at both our EDI Strategic Board and Chief Officer Meeting. This provides us with the following:-
 - A clear action plan of 76 actions required to deliver our EDI Strategy.
 - A list of key deliverables which will be achieved in 2025/26 and which the 76 actions will help to execute.
 - An overarching plan of 3 'thematic' areas (evaluation, measurement and engagement) which we will use as strands that help to progress all actions.
9. With the addition of a Chief Inspector to the team, we have been able to create three working groups to help deliver against National Plans (Violence Against Women and Girls, Business Disability Forum and Police Race Action Plan). Our new OD Practitioner joined the team earlier this month and will have a strong focus on evaluation and measuring our impact.
10. We have also changed our approach to our internal EDI Boards where we continue to move away from narrative updates and discussion, towards evidence-based issues and tangible outcomes. By way of example, our recent Problem Statement Pack can be found at Appendix 3 and focuses on 3 key 'problem statements' which align to commitments made within our Strategy. By drilling down to three areas we aim to generate targeted action and have more impact.
11. The full Performance Framework can be found at Appendix 4.

Increasing Talent and Improving Culture

12. We are running a series of initiatives that align to the identification and progression of talent from our under-represented groups alongside taking steps to better understand and improve our culture. This board have previously been updated on our commitment to deliver Cultural Audits, our 'pilot' has now been completed, and we are in the process of producing a 'Team Cultural Audit Toolkit'. This toolkit will outline the triggers that identify the need for a cultural audit and provide guidance for delivery, thereby reducing pressures on the ICOD team by enabling others to lead. We will report on progress next quarter.
13. Our ICOD team also lead on the implementation of 'Insights Discovery', this is a tool designed to build stronger teams by facilitating effective team dynamics, improving communication and enhancing collaboration, thereby supporting multiple strands of the 'Our People' pillar of our Strategy. We have trained 10 internal 'Insights Practitioners' who will deliver up to 10 events a year, these may form part of our 'solutions' when addressing findings from our cultural audits.

Insights delivery is also a key part of our leadership development programmes, including Positive Action Leadership (PALs), Leading With Impact (LWI) along with our fast-track programmes. Furthermore, our staff survey undertaken in March of this year requires all Supervisors to produce 'improvement plans' based on their results, it is anticipated that demand for Insights Workshops will peak as a result.

Delivery of Inclusivity Programme

14. As part of our continued commitment to deliver our Inclusivity Programme, 10 events have been delivered to 384 attendees during quarter 1, a detailed evaluation document of these sessions can be found at Appendix 3, but as an overview: -

- 3 x 'Mentivity' 1-day inputs for frontline officers on understanding black history and our impact as police officers using stop & search / use of force powers.
- 3 x Active Bystander half-day inputs to build confidence and awareness of our requirement to challenge inappropriate language and behaviours.
- 2 x Ethical Dilemmas Training Sessions, presenting challenging policing scenarios to discuss and debate.
- 'Focus on... Equality, Justice and Racial Disparity', hybrid event delivered 13th February by external speaker.
- 'Focus on... Stammering', online event delivered 28th March by external speaker.

15. We aim to build upon our basic evaluation metrics prior to the next meeting of this board, as per the prioritisation of our 'Evaluation' thematic but also our commitment to evolve this programme. Alongside this, we need to examine our 'compliance' as a mandatory training programmes to be completed every 6 months.

Senior Leadership Involvement

16. A significant focus of our feedback from Inclusive Employers was on the need for our Senior Leaders to promote EDI throughout their respective business areas. In our bid to become one of the most inclusive and trusted Police Services, we have made a series of commitments which need to be embraced by all of our officers and staff, but especially those role models of higher rank and grade.

17. At our strategy launch, we asked that our leadership team openly pledge their commitment by outlining what they would be doing to support our ambitions in this area. At our Senior Leadership Forum in May, we took the opportunity to update and review these, as well as ensuring our new joiners and recently promoted officers participated. The force's emphasis on EDI was cemented

further when we invited guests from Inclusive Employers to present at this forum. They provided our leadership team with feedback on our standard award and included some benchmarking detail from across other forces / sectors. They also described areas where our Senior Leaders can help create an environment to not only maintain our Silver but progress towards Gold.

18. Finally, as part of our commitment for leaders to complete relevant EDI training, we have partnered with the University of Exeter to create a programme entitled 'Worldviews in the Workplace: Intercultural Awareness & Communication'. This will equip attendees with the knowledge and skills to embed intercultural awareness and religious literacy within our senior teams. This will take place in June for 30 Senior officers and staff, a full programme of evaluation and next steps will follow.

Notable national issues and developments

Supreme Court Ruling on Gender

19. On 16 April 2025, a judgment by the Supreme Court ruled that the terms 'woman' and 'sex' in the Equality Act 2010 refer only to a biological woman and to biological sex, and do not include transgender women who hold gender recognition certificates (GRCs). It is anticipated that this judgment will have far-reaching ramifications and lead to greater restrictions on access to services and spaces. The Equality and Human Rights Commission (EHRC) is expected to produce a new statutory code of conduct by the end of June for Ministerial approval, interim guidance has been made available, generating a mixed reception. At the time of writing, the National Police Chiefs Council (NPCC) has not issued guidance to forces while it considers the implications of the ruling.
20. Conscious of the importance of transparent and clear communication to both our colleagues and our communities, CoLP have taken the decision to not stand back from talking about this issue, balancing this with the need for official guidance and avoiding knee-jerk messaging. Locally, there is recognition within CoLP that the ruling will provoke strong and conflicting feelings- both personally for trans colleagues and the wider community, but also for our operational colleagues and how the ruling impacts working practices. Ensuring that everyone at CoLP has access to accurate information, and that regardless of sex, gender or preferred gender-identity; all colleagues are respected and fully supported is our immediate priority. In support of this, a working group has been established, led by Professionalism & Trust, with cross-force representation and including our Staff Networks. Several fast-time actions have been completed (including those around internal messaging, welfare and monitoring of community tensions). Others remain in progress around policy and procedure as we await national guidance.

Police Race Action Plan (PRAP)

21. The annual PRAP conference took place on 2nd May with attendees from across UK Policing, including wider NPCC attendance, as well as representation from Senior Leaders within CoLP. Keynote speakers provided updates on progress against the plan (which varies considerably from one force to another), the new 'anti-racism commitment for policing' which was launched in March 2025 and general accountability. A number of prominent speakers lent weight to the age-old adage of 'what gets measured gets done', proposing that future Policing inspections need to incorporate more measures on EDI generally and PRAP outcomes specifically.
22. A follow up meeting took place locally with Senior Leaders from the National PRAP and our ICOD team to discuss our progress against the plan and next steps. We will be required to complete a self-assessment using a soon-to-be-released 'maturity matrix' later this year so will be ensuring this is incorporated into our workplans. The establishment of our PRAP working group will help deliver and monitor progress against any resulting actions.

National Talent Development Strategy (NTDS)

23. Created by the College of Policing, this new strategy aims to help forces grow their leadership capacity, planning and investing in talent at every level. The NTDS aims to introduce a consistent approach to talent development across all forces and is dedicated to supporting leadership development, promotion and progression for everyone in policing, ensuring that those who demonstrate potential are: (a) recognised, (b) able to progress, and (c) equipped with the skills they need to be successful. There is an expectation on all forces to complete 6 strands of activity including appointing sponsorship, utilising positive action, identifying under-represented talent and enhancing talent mobility.
24. The roll out of this strategy will require input from across the force, much will be led by HR, a working group is already in place to help us plan our response. Existing programmes within CoLP, including our Positive Action Leadership Scheme (PALS) and Sponsorship Schemes, will need to evolve to capture some of these outputs. Somewhat reassuringly, this does align to our EDI Strategy and priorities for this year. However, there are clearly some new areas of work which, going forwards, will require more substantial involvement from ICOD.

Ownership of 'Wellbeing' Portfolio

25. Until early 2025, this portfolio was coordinated by a CoLP Chief Inspector as an addition to their day job, with oversight from a Chief Officer Sponsor. In acknowledging the significant breadth of this work going forwards and the

requirement for more focused action, discussions have taken place to identify where future activity should be led.

26. Due to the subject matter, it is difficult to determine a 'clear' owner, with many actions cross-cutting multiple departments, including HR and Professionalism and Trust. As such, it has been agreed that HR and Professionalism & Trust will jointly hold the responsibility for the Wellbeing Portfolio. This approach will support the delivery of the National Police Wellbeing Strategy by creating, promoting, and maintaining the conditions for all who work in policing to live healthy lifestyles in healthy environments, thereby reducing injury, illness and suicide to maximise wellbeing, work ability and a sense of belonging. It is hoped that this will also help to support national initiatives to recruit and retain Officers and Staff. Progress will be monitored against five priority areas: (a) Recruit Well, (b) Train Well, (c) Live Well, (d) Work Well, and (e) Leave Well.
27. Work is required to fully understand the impact that this will have on demand and capacity within the ICOD team. However, it is anticipated that we will feature strongly within the 'Train Well' and 'Work Well' elements of the plan which incorporate trauma resilience, neurodiversity support, physical and psychological needs of colleagues and stress at work. Conscious that this does not currently form part of our EDI Strategy or workplan, we are aware that this is inextricably linked to our inclusivity objectives and are therefore mindful of this additional pressure.

Appendices

Appendix 1: ICOD Priorities and Deliverables Paper Update

Appendix 2: EDI Problem Statement Pack

Appendix 3: Inclusivity Programme Evaluation Pack JAN-MAR 2025

Appendix 4: EDI Full Performance Framework

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Appendix 1- Report delivered at EDI Strategic Board (8th May) and Chief Officer Meeting (9th May) updating on ICOD Priorities and EDI Implementation

Summary

This paper provides Chief Officers with an update on the priorities of the Inclusivity, Culture and Organisational Development (ICOD) team for the following year. This links in with the team's ongoing work on the EDI Strategy Implementation Framework and accompanying Implementation Plan presented to PSIC earlier this year.

Main Report

BACKGROUND:

Our new Equity, Diversity and Inclusion (EDI) Strategy was launched in July 2024 following extensive consultation. It makes a series of commitment statements to run over the next 3 years under 4 key themes:-

1. ***Our People***- increasing diverse representation, improving our standards and ethics, driving inclusive leadership and individual accountability, creating an equitable working culture and delivering zero tolerance on behaviours which compromise this.
2. ***Our Policies and Processes***- ensuring they are equitable, accessible, inclusive and informed through diverse representation of our police and by independent scrutiny.
3. ***Our Public***- building and sustaining authentic engagement with our communities to ensure their confidence in our policing.
4. ***Our Partners***- leading by example in building inclusive relationships and fostering innovative collaboration.

The Strategy acknowledges that delivery against these commitments in the City of London Police is not new; on the contrary, the document outlines the progress we have already made in this field. It enhances this further by creating a structure around what currently exists (under the '4P headings), along with defining our future direction and how we will measure success.

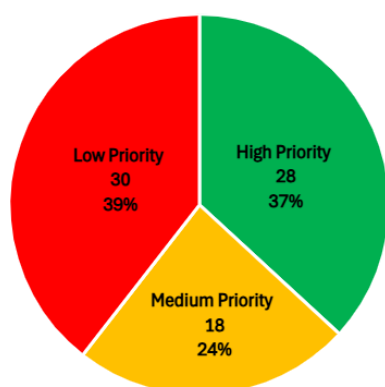
APPROACH

We have worked with our internal stakeholders (including our Staff Networks and Associations) along with external partners (including EDI specialists such as Business Disability Forum and Inclusive Employers), to help inform our priorities for the forthcoming year. Instrumental to this has been our close working relationship with

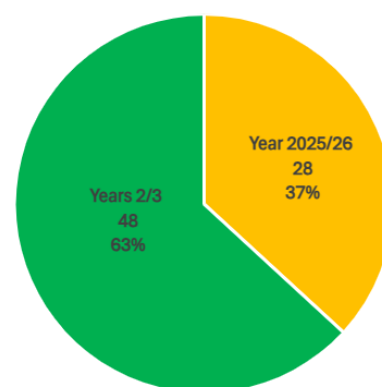
colleagues in the Corporation who we continue to work with in refining our EDI framework and implementation plan.

This has resulted in an extensive plan of work with 76 individual actions across the '4P' areas, some of which have been completed and many of which are in progress. As a 3-year plan, it is ambitious. However, we have prioritised them in to 'high', 'medium' and 'low' categories and aligned our annual plans to this. As a result, 28 of the 76 actions become priorities we will progress in 2025/6.

ICOD Priority Rating by Year



2025/26 Priorities vs. Years 2/3



Although it is widely acknowledged that EDI is 'everyone's business' within CoLP and we need to ensure a forcewide approach to many of the tasks, we also appreciate that much of the activity and co-ordination will be driven by the ICOD team. We have worked collectively to identify three strategic priorities along with ten key deliverables we would want to progress. We have conducted the first of a series of internal workshops to task actions and create quarterly milestones and predictions within the team. We continue to work closely with our colleagues at the Corporation to further refine our Implementation framework.

OVERALL AMBITION

Our overall EDI ambition, to become 'one of' the most inclusive and trusted police services in the UK, must be the driver for all of our activity. This commitment was made at the EDI launch and has been consistently spoken of in boards and other events. It is imperative we deliver on this and keep it at forefront of our work, mindful this ambition is also highlighted within our Policing Plan. In keeping EDI Strategy as our core doctrine in this space, we need to remain consistent with our '4P approach' and again ensure these thematic areas are all being served.

Our wider EDI workplan is ambitious; we believe that to achieve our EDI ambitions, it absolutely needs to be. However, we recognise the impact that the dynamic nature of the portfolio and the resourcing and capability gaps which exist in the team have on

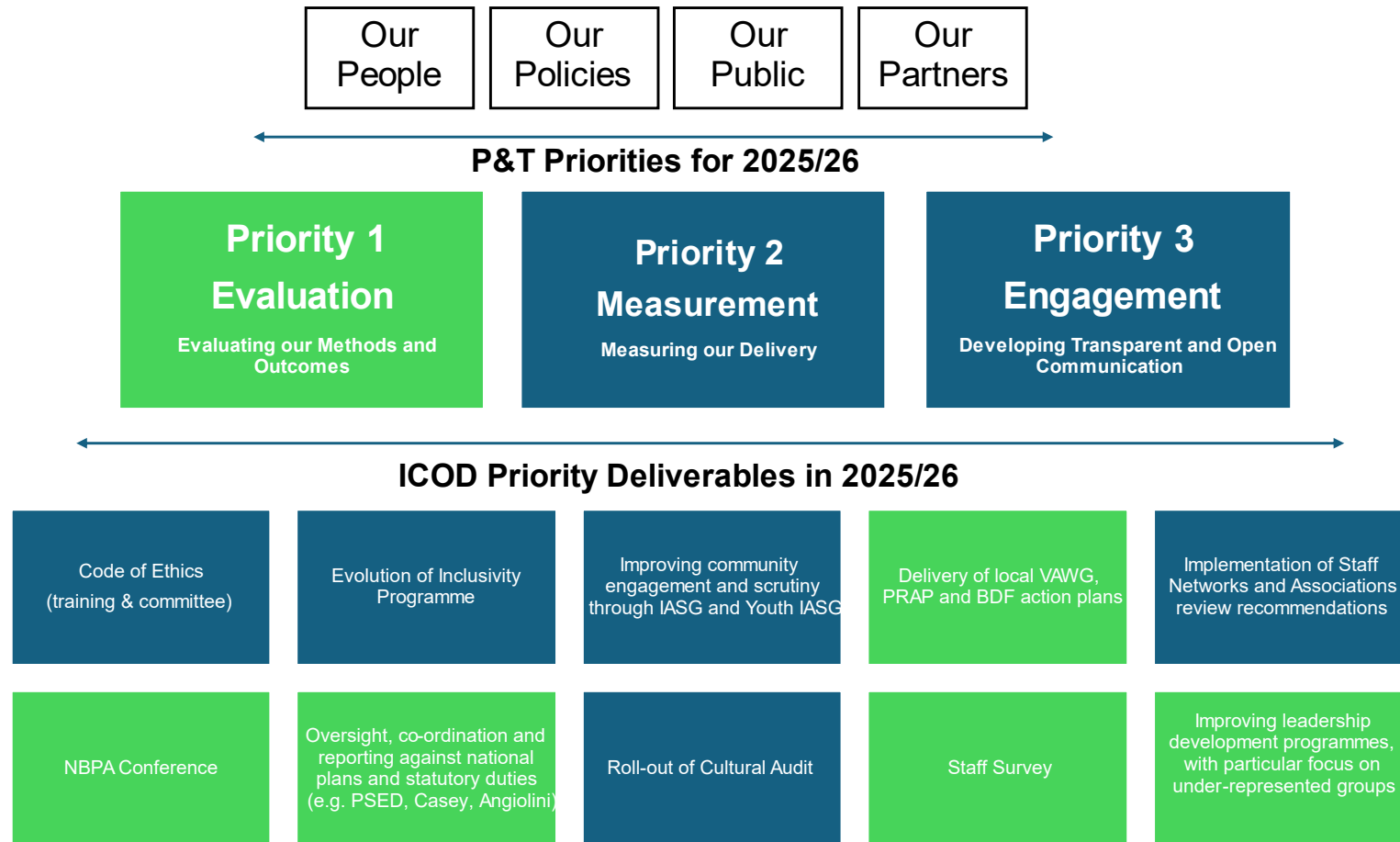
capacity, which means that we need to prioritise our efforts over the next 3 years to meet our aims.

As part of our ongoing accreditation journey, Inclusive Employers estimate that the journey to progress from 'Silver' to 'Gold' can take anywhere from 3 to 5 years. This requires that we lay down some solid foundations in areas which have previously been overlooked due to the pace and speed of progress, bringing us to our 3 thematic priorities.

The diagram below outlines those priorities and key deliverables we would want to progress and deliver over the next 12 months to place CoLP in the best position to make meaningful progress towards our EDI ambitions. However, when reflecting on the resources and skills gap, coupled with new portfolio responsibilities, linked to Wellbeing (culture) and National Talent Development; alongside emergent issues such the recent Supreme Court ruling; these priorities and key deliverables have been further refined to reflect the actual capacity within the team to deliver them. The impact of this refinement is reflected in the diagram:

- Of the three thematic priorities identified, only 'Priority 1 – Evaluation' (backfilled in green), will be progressed to completion in 2025/26. The remaining two thematics will remain a priority but will not be delivered over the next 12 months without changes to the current capacity or skills gap.
- Of the ten key deliverables identified, five will be progressed to completion in 2025/26 (backfilled in green). These include NBPA conference, Reporting as per our Statutory Duties and National Plans, Staff Survey, Leadership development and delivery of local VAWG, PRAP and BDF action plans. The remaining five key deliverables will not be delivered in the next 12 months without changes to the current capacity or skills gap.

CoLP EDI Ambition ~~To~~ To be one of the most inclusive and trusted police services in the



ICOD THEMATIC PRIORITIES

What we can deliver:

Priority 1- Evaluation

This has long been acknowledged as a weakness within EDI, L&D and Policing more generally. A number of projects have been underway for some time, including our Positive Action Leadership Scheme (PALs) and Inclusivity Programme. Albeit we conduct a basic evaluation of these initiatives (a 'teams' survey asking participants whether they found sessions valuable and would they recommend), we need to build on this to truly understand how they impact on behaviour change and progression within. In working with partners in private sector and academia, we are drafting our first evaluation strategy and with our new Organisational Development practitioner soon to be joining our team, will be able to dedicate resource to this.

Action Checkpoint

In 2025/26 we will-

- Consult with external experts
- Write our first Evaluation Strategy
- Implement our Programme of Evaluation

What we can deliver with additional support/resources:

Priority 2- Measurement

Within our EDI strategy, we have detailed the metrics we will use to measure our impact. This will include our progress against, to name a few: diverse representation within our organisation, disproportionality (around use of force, stop & search, PSD data and criminal justice outcomes), community satisfaction and ethical partnerships. In acknowledging the demand for research and analysis across the force, we know we need to make best use of shared resources as well as investing in upskilling our team to be able to identify, capture and interpret both quantitative and qualitative data. We need to present this at our EDI boards to showcase progress but also identify areas of concern so that can be addressed.

Action Checkpoint

In 2025/26 we will-

- Produce dashboards for each of our 4Ps
- Use data to inform Problem Statements
- Highlight gaps in our metric capability with a view to innovating solutions

Priority 3- Engagement

Key to successful policing engagement is ensuring that we are operating with absolute transparency across all our workstreams and

that we are communicating this effectively to our communities. This is relevant both internally, where we are actively creating psychologically safe spaces for colleagues' voices to be heard through our cultural audits and listening circles, and externally, where we aim to build our programme of existing work with youth groups and our wider community. Alongside this, we need to build a 'one stop shop' for force EDI on our intranet space to ensure ease of access to our workplans, toolkits and offerings from our Inclusivity Programme.

Action Checkpoint

In 2025/26 we will-

- Refresh and revamp our EDI intranet pages
- Work with colleagues in Corporate Communication to develop a communication plan for EDI
- Review and refresh the Youth Independent Advisory Group and Independent Advisory & Scrutiny Group

**ICOD
PRIORITY**

DELIVERABLES**What we can deliver:****1) Delivery of VAWG, PRAP and BDF Action Plans**

ICOD are responsible for the co-ordination and delivery against a number of 'localised' action plans including Violence Against Women and Girls (VAWG), Police Race Action Plan (PRAP) and our Business Disability Forum (BDF). These are driven by our National Police Chief's Council and their respective leads, with some additional requirements from the College of Policing (for example, Code of Ethics).

It is worth noting that there are other ‘National’ Action Plans in circulation which are not mandatory for forces to complete- for example, a National LGBTQ+ Strategic Plan. Our review of the landscape will identify which plans exist, to ensure appropriate governance, co-ordination, delivery and reporting.

Action Checkpoint

In 2025/26 we will-

- Create working group for Police Race Action Plan to feed local and national updates.
- Create working group for VAWG Action Plan to feed local and national updates
- Review the EDI landscape for National Policing Plans / Recommendations to ensure feed through to CoLP

2) National Black Police Association (NBPA) Conference 2025

This is the only action within the plan, which was not referenced specifically within the EDI strategy, it has only recently been confirmed that CoLP would be hosting this year’s event. We understand that this opportunity will take up considerable resource at varying points during the planning stages, it will require ongoing collaboration with our own local BPA, the NBPA, along with our internal and external stakeholders. We are already experiencing some of the political sensitivities and challenges that this presents and will need to be properly managed going ahead. We recognise the importance of ensuring that, as hosts, we deliver an exceptional event.

Action Checkpoint

In 2025/26 we will-

- Support the Planning Committee for the NBPA Conference 2025, providing the core link between our local BPA and others
- Ensure a full programme of evaluation for this event, including legacy for CoLP and Corporation
- Provide training and development opportunities for our Network Members

3) Staff Survey

The force entered a three-year partnership with staff survey provider 'Any-3' in 2022 and we launched our third Staff Survey in March 2025. A comprehensive communication plan has ensured consistent response rates, alongside which we have seen an improvement in engagement scores. Our focus this year will be on ensuring completion of improvement plans by Supervisors, with a communication plan wrapped around this. Once this year's survey is completed, a Force report will be sent to the Chief Officer Team and Senior Leadership Teams, this will then be followed by each department within Force being provided with a bespoke report relevant to their area(s) of responsibility. Managers will be asked to develop/amend (if required) their improvement plans in conjunction with team members. 'Any 3' will complete their three-year partnership with a Pulse Survey in Sept 2025 so we will also need to start our procurement process this year in readiness for the Staff Survey in 2026.

Action Check Point

In 2025/26 we will-

- Provide support to our leaders to produce development plans in response to their team results
- Begin procurement process for 2026 provider
- Update our force on results, thematic areas and organisational response

4) Delivery of Leadership Development Programmes

The PLP has been designed by the College of Policing to provide a comprehensive leadership development journey for the whole career of anyone working in policing. The Force is part of an NPCC pilot, partnering with Durham University and four other forces, who have collaboratively designed a programme mapped to the College of Policing's curriculum for first and mid-line leaders. Following a successful pilot in February 2025, ICOD are now supporting L&D in future roll out during 2025. Alongside this, we will continue to prioritise our leadership offering for diverse groups, ensuring appropriate accessibility and support.

Action Check Point

In 2025/26 we will-

- Conduct pilot of leadership training and implement recommendations into programme
- Prioritise rollout for our 530 (Sergeants/Inspectors and staff equivalents), with 120 expected Year 1
- Evaluate success / difference made and act on any recommendations

5) Oversight, co-ordination and reporting against National Plans and Statutory Duties

There are a number of statutory and legal obligations asked of ICOD; we need to publish our Annual Public Sector Equality Duty (PSED) by April of each year and, in addition to our gender pay gap, best practice suggests that forces should also include analysis of pay gaps between other groups i.e. race. Alongside this, a number of National Inquiries- for example Hotton, Casey and Angiolini- require CoLP to implement recommendations agreed by the Government, these also largely sit within the realm of Professionalism and Trust.

Action Check Point

In 2025/26 we will-

- Write and publish our PSED by May of each year
- Implement recommendations from Angiolini (Parts 1 through 3)
- Explore pay gap reporting in relation to race as per PRAP

What we can deliver with additional support/resources:

Committee)

6) Code of Ethics (Training and

Following the launch of the new Code of Ethics by the College of Policing last year, ICOD remain committed to its ongoing delivery, as announced at our workshop event last year. Alongside this we will continue to deliver our Ethical Dilemmas training as part of our Inclusivity Programme. We are also in the process of establishing our own internal Ethics Committee to help showcase the new code in action and provide additional scrutiny to our decision making. Although this area stretches across all 4 pillars of work (people, policies, partners and public), there is a clear link with our work on ethical partnerships and ensuring fairness of opportunity and social value within our supply chains.

Action Checkpoint

In 2025/26 we will-

- Write and agree TORs for a new Ethics Committee
- Decide on audience / chair for Ethics Committee and hold inaugural meeting
- Deliver 4 modules (minimum) of Ethical Dilemmas training across force

7) Evolution of Inclusivity Programme

Having launched in 2023, our Inclusivity Programme has now delivered over 2,000

sessions for our colleagues across modules including Active Bystander, Mentivity and Black History, Unconscious Bias, Understanding Neurodiversity, Tackling Violence Against Women and Girls, Challenging victim-blaming language, Understanding LGBTQ+ Terminology and Implementing Reasonable Adjustments. We are confident that our colleagues understand the expectation that there is now a mandatory requirement for them to complete 2 modules every year. However, our focus this year will be twofold: - firstly, a closer examination of compliance and monitoring attendance (including ensuring visibility from our Senior Leadership Team), and secondly, as alluded to previously, a stronger programme of evaluation to understand what difference is being made.

Action Checkpoint

In 2025/26 we will-

- Informed by data, deliver at least 12 different modules of activity across 12 months to facilitate completion of 2 mandatory modules per year.
- Understand compliance levels (know our baseline) and implement a strategy to improve upon this
- Implement evaluation strategy to understand impact and meaning.

8) Roll-out of Cultural Audit

As part of our proactive approach to understanding and mapping micro cultures and behaviours within CoLP, Phase 2 of our cultural audit has now been completed with 87 officers participating in total, a report of key findings and next steps have recently been presented to Chief Officers. This outlined the methodology utilised, key findings and recommendations for next steps. In conjunction

with feedback received following these initial discussions and next steps confirmed, ICOD continue to prioritise implementation of these improvements before prioritising further roll out across the force.

Action Check Point

In 2025/26 we will-

- Incorporate recommendations from COT into methodology
- Undertake minimum of four cultural audits
- Ensure availability of toolkit for use by line managers

9) Improving Community Engagement and Scrutiny through IASG and Youth IASG

ICOD has, as of January 2025, taken ownership of our Youth Independent Advisory Group (YIAG), where we continue to build on effective membership and engagement. As such, we expect a significant bulk of our Year 1 'public' focus to be on developing this group and maximising its impact and effectiveness. Similarly, we will work with colleagues in Local Policing to ensure connectivity and shared best practice between the YIAG and our Police Cadets, alongside more general youth engagement. We have already witnessed how powerful their insights can be following recent scrutiny of our Stop and Search procedure and process. All this will ensure effective governance, reporting and evolution of existing activity.

Action Checkpoint

In 2025/26 we will-

- Take full ownership of the YIAG
- Create a programme of activity for YIAG Year 1
- Agree reporting structure / information sharing protocol between ICOD and Local Policing for our Police Cadets

10)

Implementation of Staff Network and Associations Review Recommendations

We recently completed a review of our Staff Networks and Associations, implementing a number of recommendations relating to dedicated time for activities, governance, budgeting and training. Many of these relate to recommendations made by Inclusive

Employers and we are now in the process of actioning. Through continued delivery of our Network Chairs Meetings and ongoing support, ICOD will ensure that our people remain key consultants in any new policies or procedures. This priority is also mirrored by the Corporation who are ensuring their network members are empowered at grassroots level and have proper resourcing in place.

Action Checkpoint

In 2025/26 we will-

- Seek to properly understand the dedicated time required by our network members and put in place policy to support this.
- Ensure budgetary allowances are made for each Network /Association pending their submission request for the forthcoming year.
- Provide training and development opportunities for our Network Members

Additional Support & Resources

The staffing challenges within ICOD, linked to long-term sickness, vacancy and other abstractions has resulted in sustained resourcing gaps; displacing demand onto the remaining team and negatively impacting on health and wellbeing. While COT's commitment to supporting ICOD through prioritising recruitment to fill these gaps is welcomed, more help is needed.

Benchmarking has been completed, with 20 forces responding, to understand how delivery of EDI is resourced across policing. On average, of the forces that responded, their EDI teams numbered 8 FTEs. This compares favourably with CoLP who have 6 FTEs, including the following dedicated EDI posts: Chief Inspector, Sergeant, EDI Manager and 3 x PCs. This figure excludes the Superintendent post, which stretches across ICOD and L&D; providing strategic direction and governance, two Organisational Development Consultants and Staff Officer post.

Headline themes emerging from the benchmarking exercise include:

- Most forces utilise shared analytical support from force wide assets
- Some have dedicated asset

- Focus on youth engagement
- Most forces have VAWG/PRAP sitting separately to 'pure' EDI
- Many forces have 'positive action' posts
- Some forces have recognised the need for dedicated communication support

It was identified during the Business Planning Process that there is a lack of measurable demand and 'effort' data mapped against the establishment (which has never been met) or the current strength for ICOD. Without this, it is recognised that the business case for more resources is undermined.

To provide the best opportunity to allow CoLP to meet the ambition of achieving gold accreditation on the Inclusive Employers Standard within the next 3 years, it is asked that the following requests be considered for prioritisation to ICOD.

1. **Business Analyst** – Dedicated support from CPO to deliver a fast-time review of ICOD. This will specifically address gaps in knowledge and formalise the organisational understanding of how delivering cultural and behavioural change should be quantified and measured as part of the Business Planning Process. Moreover, following this review, benefit will be derived from the identification of gaps or areas for improvement; helping drive efficiencies and improve operational delivery. This will also inform future discussions about the optimum operating model for ICOD from an evidence-based perspective.
2. **Data Analyst** – Dedicated support to allow for more cross organisational data capture and analysis to build understanding of the organisational culture and areas of risk and assess effectiveness and impact using multiple data points. Additionally, this will allow for consistent reporting against various strands including Public Sector Equality Duty, national plans including VAWG and PRAP and multiple governance boards. It is recognised that this capability is being built as part of CoLP's Data Strategy, but more immediate support is requested.

Kate MacLeod, Head of Inclusivity, Culture and Organisational Development

Professionalism and Trust

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Equity, Diversity and Inclusion Strategic Board

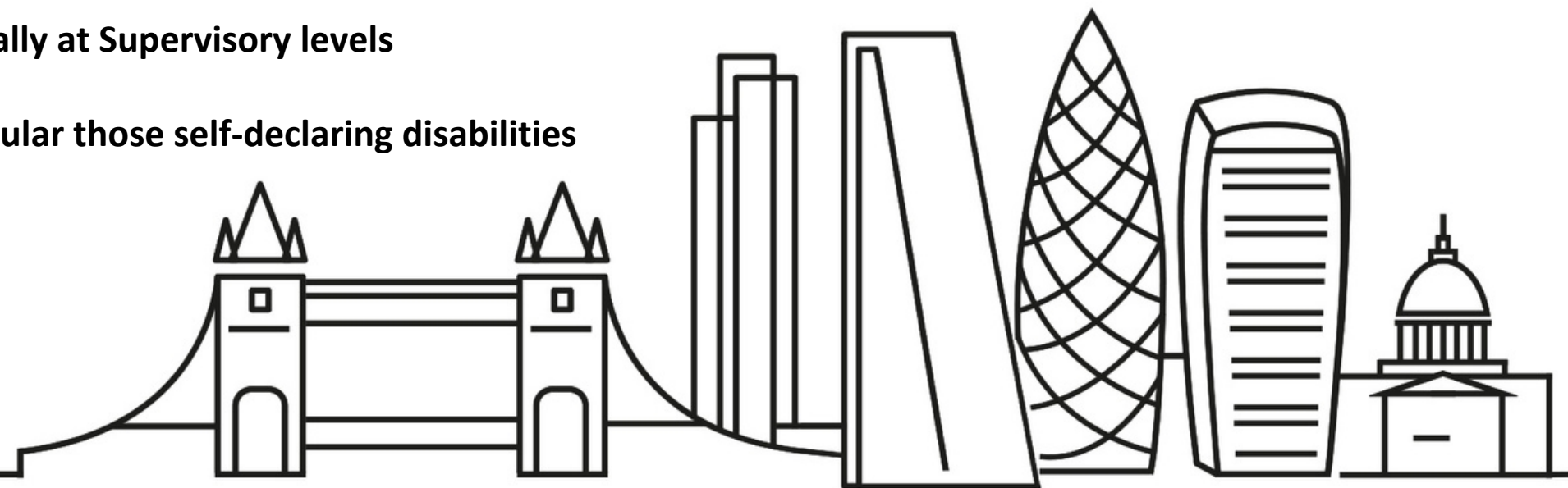


EDI Data / Problem Statement Pack produced by Inclusivity, Culture and Organisational Development (ICOD) Team

'Our People' Commitment 2 Deep Dive, May 2025

Summary of Problem Statements

- 1) Under-representation of ethnic minorities within City of London Police, especially at Supervisory levels
- 2) Under-representation of female officers within City of London Police
- 3) Poor disclosure rates of protected characteristics for CoLP employees, in particular those self-declaring disabilities



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



Our People – Commitment 2

We will increase the diversity of under-represented talent from all backgrounds, at all levels across our service



Problem statement 1

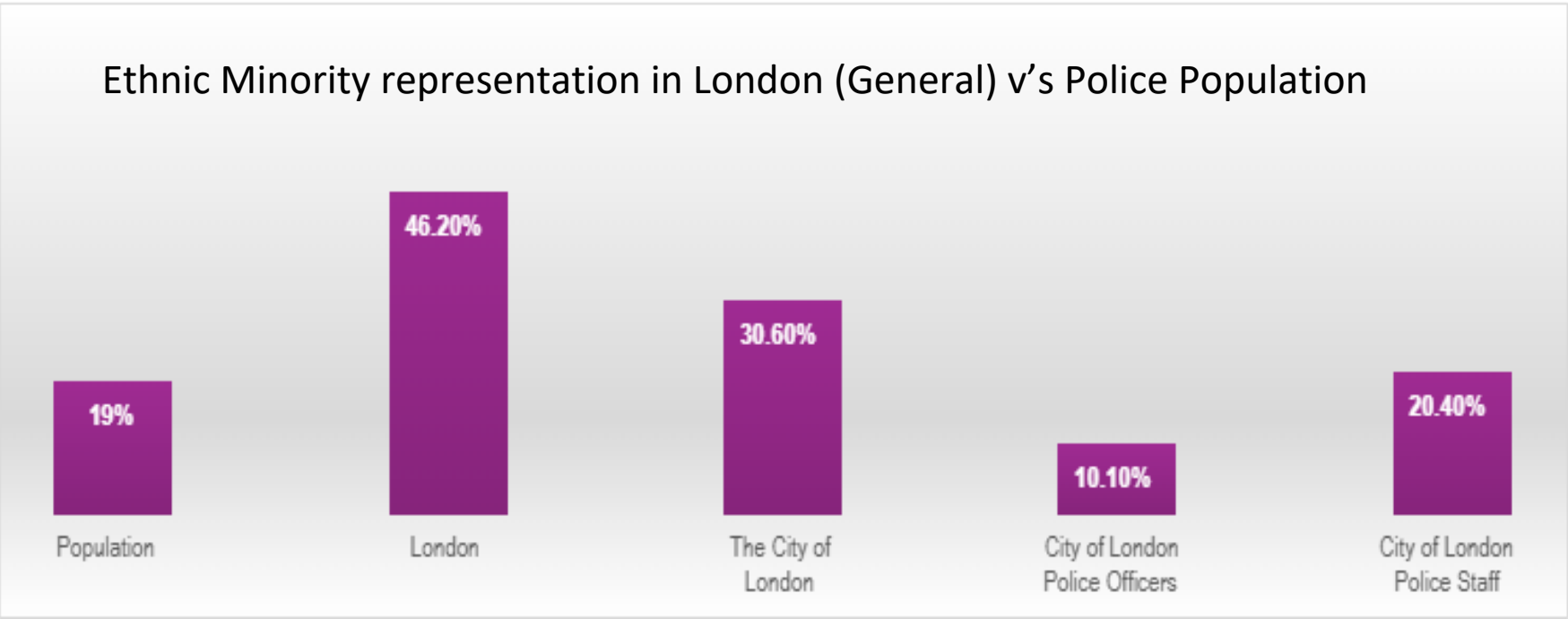
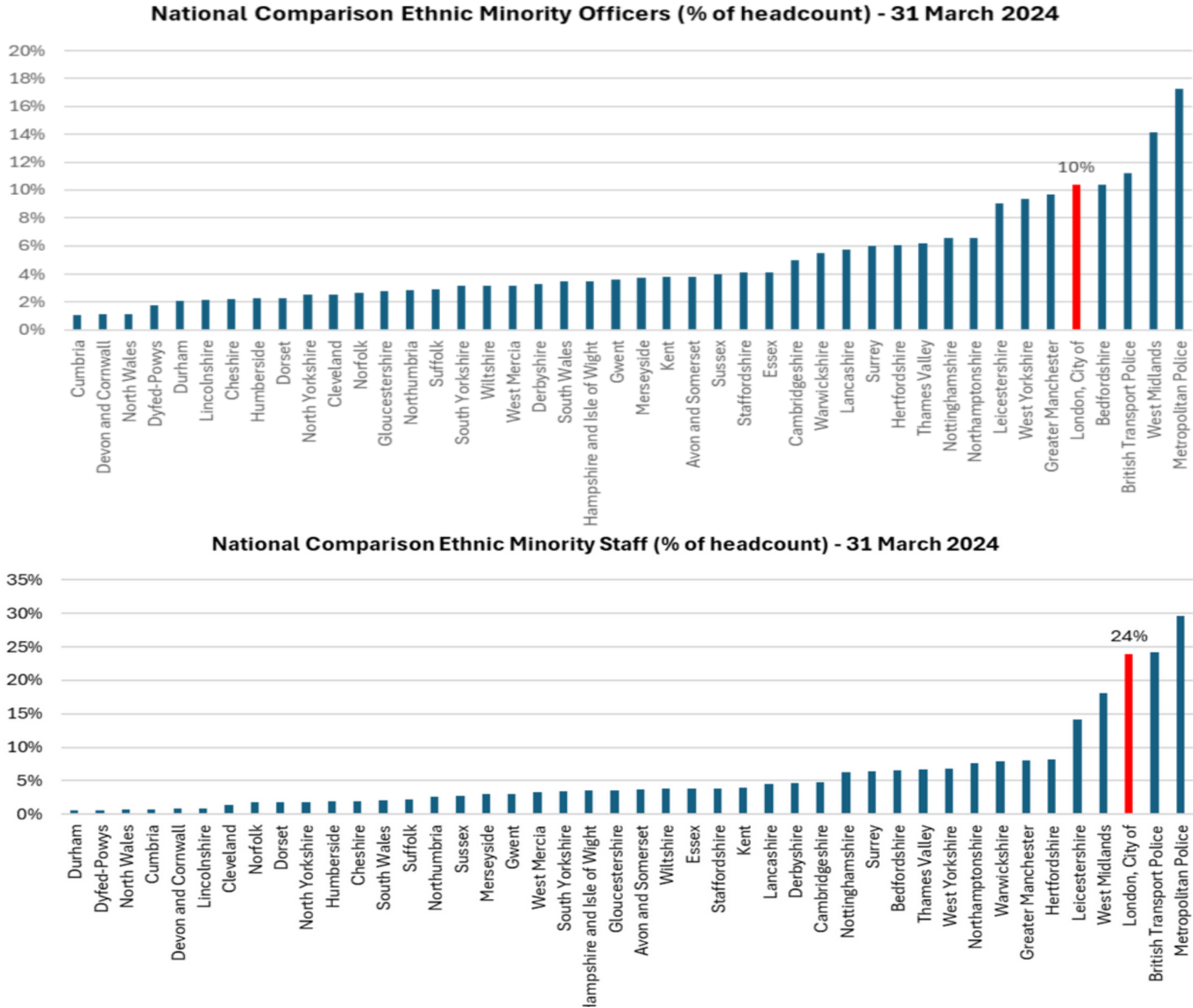
Under-representation of ethnic minorities within CoLP, especially at Supervisory levels

Analysis

- Our overall representation of numbers of ethnic minority officers and staff in CoLP ranks well ie for Officers and Staff at 5th and 3rd National highest respectively, out of a total of 44 forces. For officers this equates to 10% of our workforce and for staff, this is 24%.
- Met Police is 1st placed across both Officers (17%) and Staff (29%).
- However, if we focus on London data, this does change the picture slightly- the population of City of London (total 8600) is made up of 30.6% ethnic minority and wider London higher at 46.2%. Note that for wider UK it is 19%*.

(*‘Ethnic’ in this instance incorporate black, Asian, mixed and ‘other’)

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Sources for all National data- Office National Statistics / Home Office Police Workforce 2023/24



Problem statement 1 Continued

Under-representation of ethnic minorities within CoLP, especially at Supervisory levels



Analysis

The picture changes further still when we focus on CoLP data provided by HR and ethnic representation by rank / grade:-

- For officers, there are 103 in total representing ethnic minority backgrounds. Of these, 91 are at Constable level but only 7 at Sergeant, 2 at Insp, and 1 each at Chief Insp, Chief Supt and Cmdr (0 Supt).
- For staff, there are 152 in total representing ethnic minority backgrounds. Of these, 116 are at Grades A-D, 20 at Grade E and just 7 at Grades E+ and upwards.

Green = Anything above 30% EM as percentage of rank / grade.

Amber = 10-30% EM as percentage of officer rank, 20-30% EM as percentage of staff grade.

Red = Anything below 10% EM as percentage of officer rank and below 20% EM as percentage of staff grade.

* 9.5% of staff and 13.4% of officers = ethnicity 'not stated'

Rank	Number Ethnic Minority	EM as percentage at this rank
Con	60	12%
Det Con	31	12%
Sgt	4	6%
Det Sgt	3	5%
Insp	2	11%
Det Insp	0	0%
Ch Insp	0	0%
Det Ch Insp	1	4%
Supt	0	0%
Det Supt	0	0%
Ch Supt	1	33%
Det Ch Supt	0	0%
Cmndr	1	100%
Dep Comm	0	0%
Comm	0	0%
Total	103	
Total Headcount 31/3/25	1000	
%	10.3%	

True Grade	Ethnic Minority	Ethnic Minority by percentage by grades
A.	1	33%
B.	7	35%
C.	54	30%
C/D	0	N/A
C+	1	17%
D.	53	26%
E.	29	18%
E+	1	17%
F.	5	14%
G.	1	6%
H.	0	0%
I./J.	0	0%
Total	152	
Total Headcount 31/3/25	642	
%	24%	



Problem statement 1 Continued

Under-representation of ethnic minorities within CoLP, especially at Supervisory levels



Decision

- To improve the level of ethnic minority representation within CoLP at all levels, but with special focus on our Supervisory ranks and grades.

Existing actions within EDI Strategy

Action Ref	Actions	Owner	Status
2.1	Write and deliver recruitment strategy	HR	In progress
2.2	Delivery and Evaluation of Positive Action Learning Scheme	ICOD	In progress
2.4	Delivery and Evaluation of Sponsorship Scheme	ICOD	In progress
2.7	Creation of Retention and Exiting Workgroup (with programme of work in place)	NLF	Completed
2.8	Delivery against statutory requirements (including PSED)	ICOD	In progress
2.10	Monitoring of recruitment, promotion and retention data	HR	In progress

3 Key Considerations / Recommendations

- 1) Evaluation of our existing programmes targeting under-represented groups (PALs, Sponsorship) to understand impact and outcome alongside National benchmarking of success stories.
- 2) Better understanding our data (application, recruitment, promotion, development, retention, exiting) to identify blockers and inform our recruitment strategy.
- 3) Do we want to set any targets / milestones in relation to this thematic?



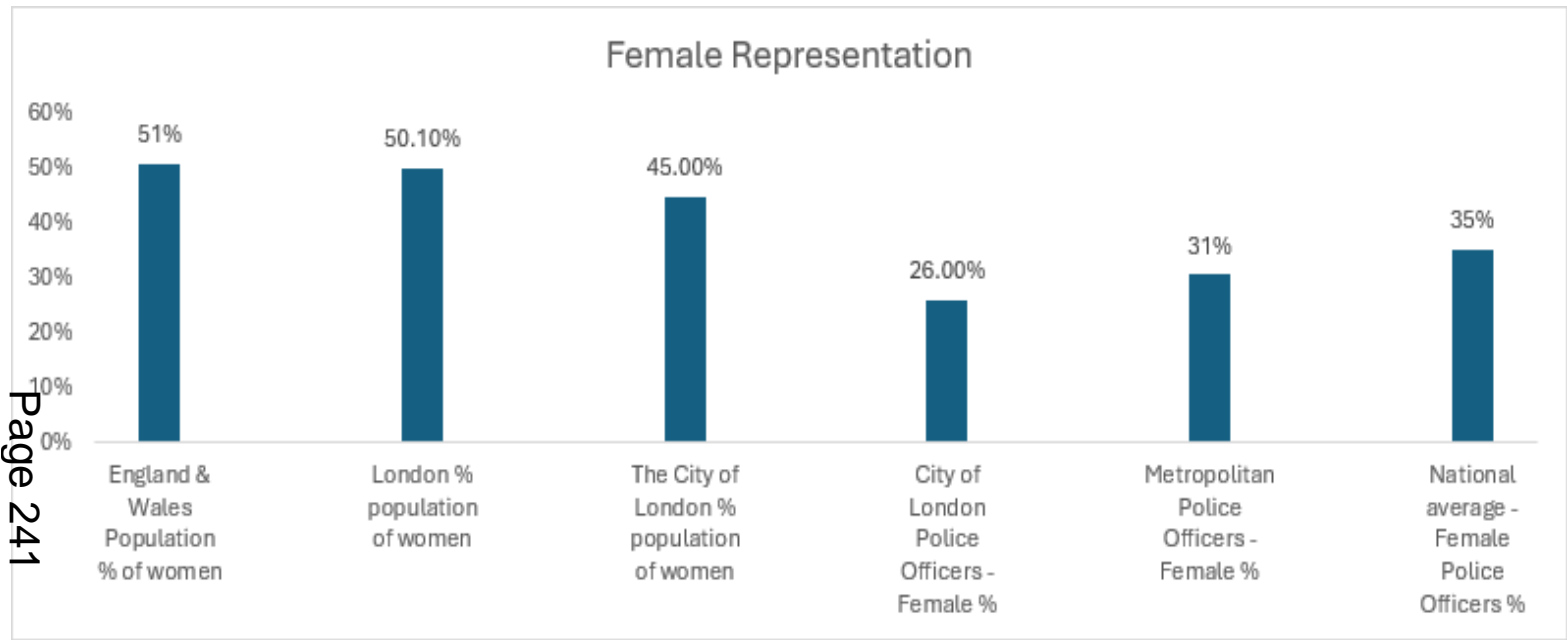
Our People – Commitment 2

We will increase the diversity of under-represented talent from all backgrounds, at all levels across our service



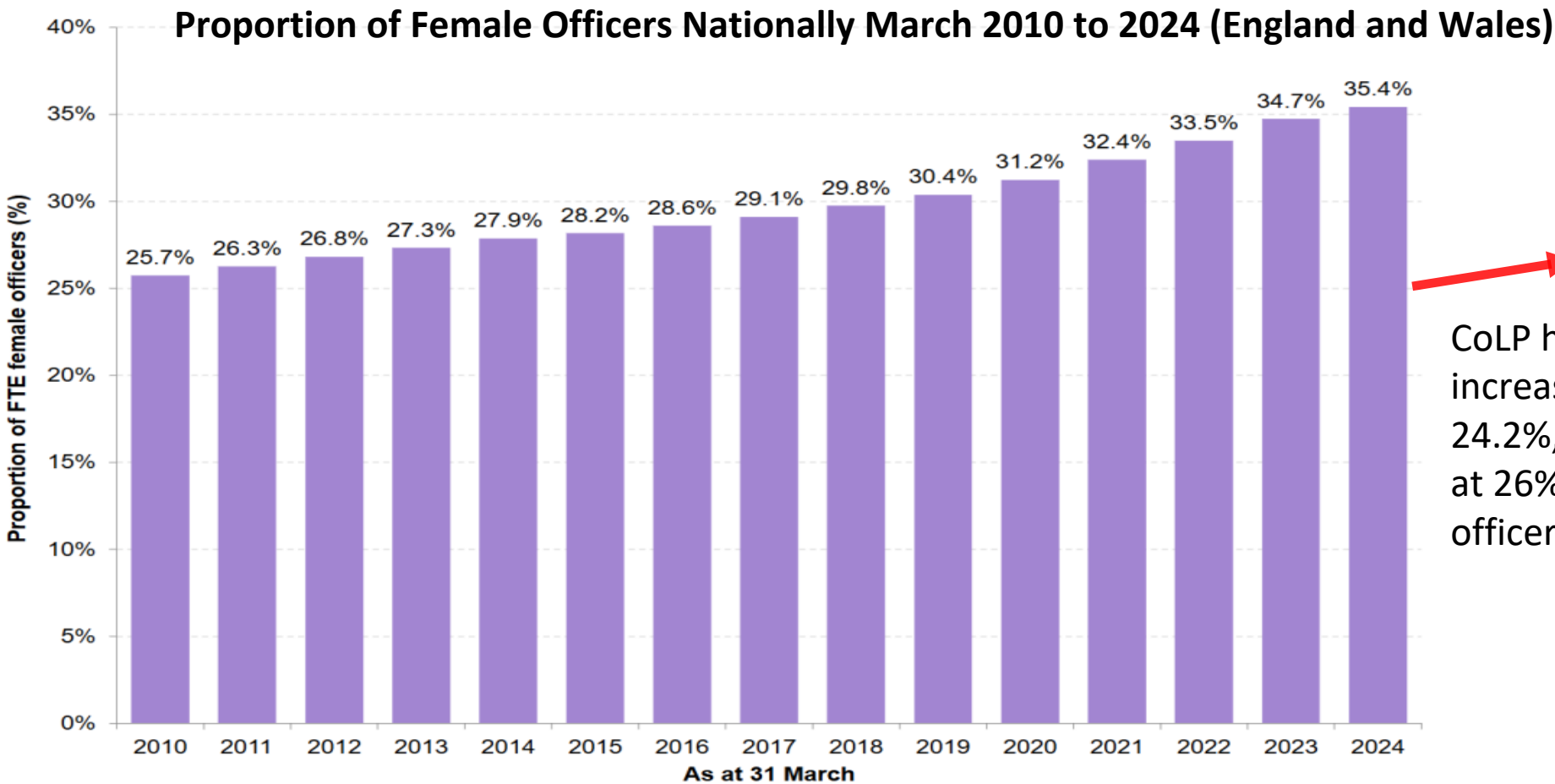
Problem statement 2

Under-representation of Female Officers within City of London Police



Source above- Police workforce, England and Wales: 31 March 2024 - GOV.UK A New Met for London (2024)

Source right- Home Office Police Workforce data (March 2024)



CoLP has seen an increase from 24.2%, currently at 26% of total officer workforce

Analysis

- With the UK general population being made up of 51% female and the City of London specifically 45%, we can see that City of London Police Officer representation is low across London at 26%. It is worth noting that for female staff representation we are in a much better place at 61%, far higher than the National force average.
- Home office data from March 2024 tells us that Cumbria had the highest proportion of female officers (42.6%) followed by North Wales (41.0%). The City of London Police had the smallest proportion of female officers (24.2%) followed by the MPS (31.3%) and Dorset Police (32.6%).
- We know that since then, our rates have continued to gradually improve and now sit at 26.00%. However, we are still far lower than the National average proportion of female officers across all 44 forces, at 35%. *NB- Met have also shared an increase and are now at 31%.*
- Analysis of the spread across rank and grade did not highlight any immediate areas of concern, with a number of the SLT identifying as female. However, further analysis would be required to look at specific promotion points and also representation across specialist posts.



Problem statement 2 Continued

Under-representation of Female Officers within City of London Police



Analysis

If we breakdown gender representation by rank and grade, there are very few areas of concern. On the contrary:-

- Our representation for female staff (394 in total) is above the national average for women in policing across all grades.
- At our Senior Officer ranks, female representation is very strong with 4 Supt, 3 Chief Supt and 1 Cmndr (there a few exceptions at higher ranks but these are not statistically significant).
- For all officers, there are 260 women in total. Of these, 197 are at Constable level (with strong numbers of female Detectives).
- We are however below National average at Insp and Chief Insp ranks which could be a future area of focus.

Green = Anything above 31% (notional average for women in policing)

Amber = 20-30% slightly below average of women in policing

Red = Anything below 20%

Grade/Rank	Female	% women by rank
Con	108	22%
Det Con	89	35%
Sgt	20	28%
Det Sgt	11	17%
Insp	5	26%
Det Insp	9	29%
Ch Insp	4	27%
Det Ch Insp	7	30%
Supt	1	33%
Det Supt	3	43%
Ch Supt	3	100%
Det Ch Supt	0	0%
Cmndr	1	50%
Dep Comm	0	0%
Comm	0	0%
Total	260	
Total headcount	1000	26.0%

Gender by Grade		
Grade	Female	% of women by Grade
A.	3	100%
B.	14	70%
C.	117	66%
C+	3	50%
D.	122	60%
E.	97	60%
E+	5	83%
F.	15	42%
G.	13	72%
H.	4	33%
I./J.	1	33%
Total	394	
Total headcount	644	61.0%



Problem statement 2 Continued

Under-representation of female officers within City of London Police



Decision

- To improve the number of female officers within the City of London Police by focusing on recruitment, development, promotion and retention activity, to identify how we can recruit higher numbers (of students and transferees) and also address any barriers in relation to applications, career development and retention.

Existing actions within EDI Strategy

Action Ref	Actions	Team owner	Status
2.1	Creation and delivery of recruitment strategy	HR	In progress
2.7	Creation of Retention and Exiting Workgroup (with programme of work in place)	NLF	Completed
2.8	Delivery against statutory requirements (including PSED)	ICOD	In progress
2.10	Monitoring of recruitment, promotion and retention data	HR	In progress

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3 Key Considerations / Recommendations

- Utilising a sound evidence base (including both quantitative and qualitative data) to improve understanding of barriers for progression within CoLP of our female officers and use this to inform future recruitment and development activity.
- Review processes in place to scrutinise and understand data and disproportionality, building our understanding of representation within specialist posts especially.
- Do we want to set targets / milestones for this thematic?



Our People – Commitment 2

We will increase the diversity of under-represented talent from all backgrounds, at all levels across our service



Problem statement 3

Poor disclosure rates of protected characteristics for CoLP employees, in particular those self-declaring disabilities

Analysis

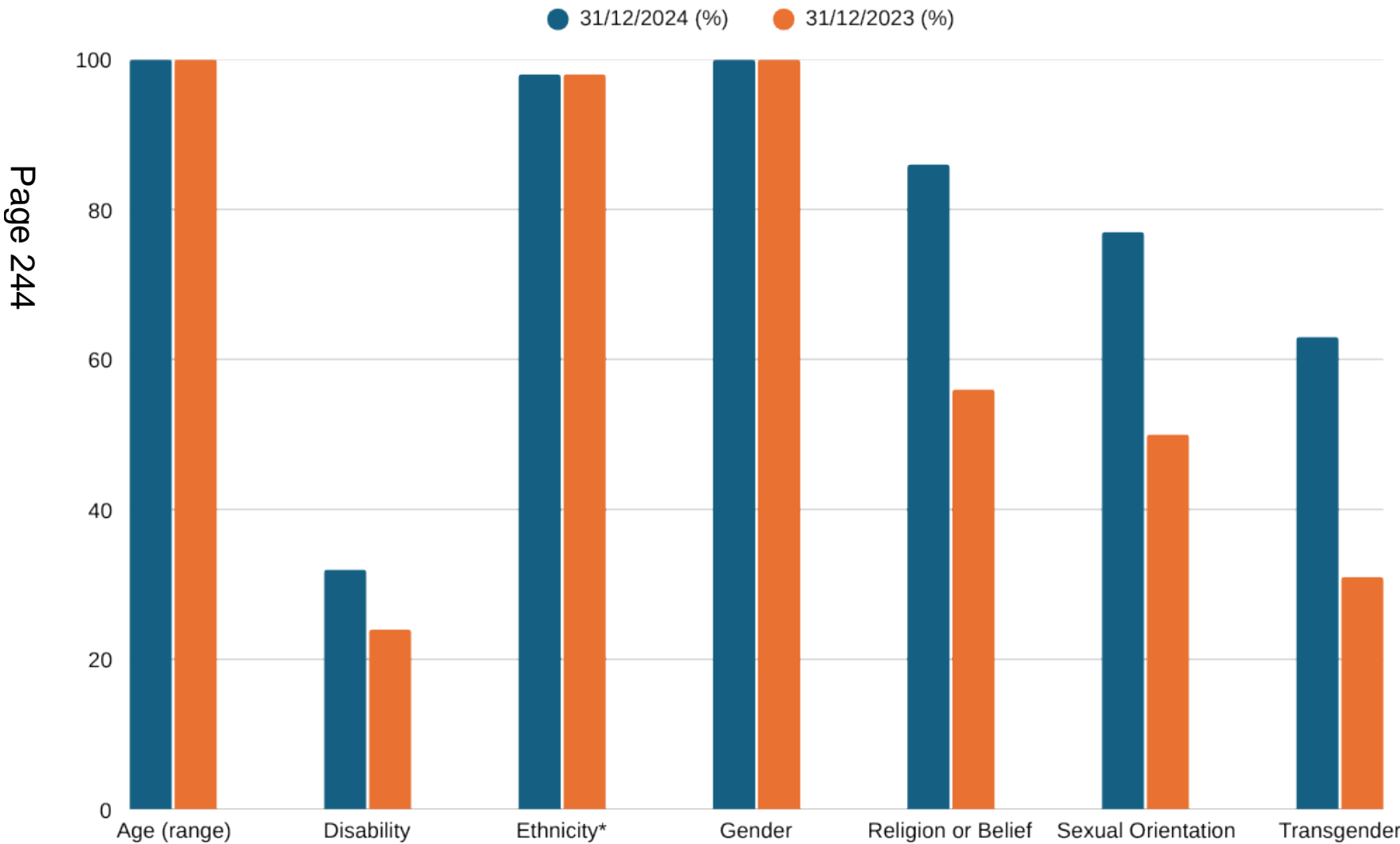
This chart shows the disclosure rates of colleagues across the last two years, including data from year-ends 2023 and 2024. Of note:-

- Officers and Staff are encouraged to provide details of any protected characteristics at various points in their careers- including on application, on appointment, staff surveys and so on. As well as via specific data gathering exercises (such a prompts on Intranet from HR/Comms team).
- Of positive note, there has been an increase in self-declaration across all protected characteristics from 2023 to 2024 (apart from age range, ethnicity and gender which have remained the system).
- However, of concern is the level of self-declaration for disability. Whilst we recognised that there has been an increase of 8%, this is still considerably lower when compared with other categories.

When considering this problem statement, we should also note the National Picture- 10.2 million UK people of working age (16 to 64) reported that they were disabled in Dec 2023, which is 24% of the working population and an increase of 0.5 million from the year before*.

*Source- DWP Family Resources Survey 2023

Disclosures Rates of City of London Police Officers across all Protected Characteristics
Comparison of 2023 and 2024 data





Problem statement 3 Continued

Poor disclosure rates of protected characteristics of CoLP officers and Staff, in particular those self-declaring disabilities



Decision

- To improve the levels of self-declaration of protected characteristics from our colleagues, especially those with disabilities.

Existing actions within EDI Strategy

Action Ref	Actions	Team owner	Status
2.8	Delivery against statutory requirements (including PSED)	ICDD	In progress
2.9	Ensure ability to update diversity data for all staff	COMMS	In progress
2.1	Monitoring of recruitment, promotion and retention data	HR	In progress
2.12	Plan created to address poor disclosure rates relating to protected characteristics	ICDD / Cmdr Shaw	In progress

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3 Key Considerations / Recommendations

- Working with key stakeholders, including Disability Enabling Network (DEN) and members, build upon our understanding of why there is low declaration for this protected characteristic and what we can do to address this ie do colleagues understand the benefits in disclosing, are there additional layers relating to intersectionality?
- Is the process of updating personal data simple to do, can we encourage this at different points in the calendar year and is the wording of any questions around this fit for purpose?
- Do we want to set targets / milestones in relation to this thematic?

END

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Our People - Inclusivity Programme Modules – Jan – March 2025



Our People - Inclusivity Programme Modules – Jan – March 2025

Focus On...
Stammering

Focus on...Equality, Justice
and Racial Disparity

Active Bystander Training

Ethical Dilemmas

Mentivity



Focus On... Stammering

External speaker

Virtual event

28th March

50 attendees

Focus on... Equality,
Justice and Racial
Disparity:
External Speaker

Hybrid event

13th Feb

58 in person
165 online

Active Bystander

Delivered In House

In person event

Jan- March
3 Events

47 attendees

Challenging scenarios
to discuss and debate

Delivered In House

In person event

Jan- March
2 events

18 attendees

Mentivity

External trainer

In person event

Jan – March
3 events

46 attendees

Stammering



Why did you attend this event?

- I was interested in the subject matter.
- To learn more about how to be inclusive for people who stammers.
- Develop greater understanding of disability issues.
- To learn more about people with a stammer and how to help them.
- I work in EDI so interesting to hear from this perspective.
- I had very little knowledge about the impact of stammering.
- Gain more knowledge as is part of the inclusivity programme.
- I was interested in understanding the perspective of someone with a stammer and how I could support them in the workplace.
- Fear of public speaking - This is an area I'm working on this year.
- Sounded interesting & I noted the speaker operates in the counter fraud world.
- As I have friends that stammer but have never received advice on how best to support them.
- To gain an insight into stammering. I always like to learn about people's differences.
- An extremely useful topic to understand in my current role.

What did you learn?

- How to communicate with those with stammer, avoid making assumptions such as saying 'take your time' etc.
- That it comes from childhood mostly, kindness and patience towards people who stammer.
- Never to ask people to take their time and don't always relate it to stress. Helps inform and future reasonable adjustments.
- I feel I learnt so much from this Focus on. Not speaking for someone with a stammer and telling them to 'calm down and breathe' is not helpful at all.
- Understanding of people who stammer and hopefully how to communicate better with them.
- Well presented course giving me a far greater understanding of stammering. Very detailed and interesting. Gained valuable knowledge.
- The practical tips Claire provided were useful - i.e. not to say to 'take your time', to consider whether we are recruiting for 'excellent communication skills' which may exclude those with a stammer who would be excellent in the role otherwise.



This event enabled individuals to open up about their own experience of stammering and a recording of the session was put on CityNet with over 90 views to date. We are currently working on a way of monitoring when people watch a recording.

Focus On... Equality, Justice and Racial Disparity



Why did you attend this session?

- I think its vitally important to be aware and understand all viewpoints regarding equality, inclusion and diversity in the workplace as I do in every walk of life.
- To deepen my understanding of issues related to injustice, equality and fairness.
- To learn more about institutional racism, is it still happening? How I can see the signs and make positive changes.
- Interested as someone that has experienced and unsuccessfully challenged discrimination and victimisation.
- Based on Lawrence's credentials I had a feeling that this would be a good session.
- I wanted to listen to the speaker as he was renowned and is a specialist in his field.
- Increase my understanding of EDI and where I might be able to support.
- To be aware of the latest information involving policing.
- Saw it advertised on the intranet and also encouraged by the departmental head.
- The subject matter interested me and it's always good to hear from external speakers
- Wanted to learn a thing or two.
- I enjoy the Focus On sessions and this one sounded interesting too.

What did you learn?

- There is a need (possibly more than ever) to challenge bias.
- That there is still much to be done in creating a fairer/more equitable workplace.
- Reality of what is going on, how to pick up on this and raise awareness.
- That there are still examples of blatant discrimination in the police service - I will challenge discrimination in CoLP if I witness it - so far, I have not personally witnessed anything and I hope this continues .
- A more holistic understanding of the issues around Equality, Justice and Racial Disparity .
- He talked about many things I just did not know about. For example, the Birmingham City Council case. I will use what I learn't with colleagues who missed this incredible talk.
- Lawrence gave an interesting perspective about racism and discrimination in the workplace and how statistics can show trends about institutional racism and gave a bit more credence to the term.

This event received both positive and negative feedback due to the nature of the subject matter. We put the recording onto City Net with a message from our BPA Network and PSD Department advocating the importance of the message conveyed by the speaker in delivering our EDI Strategy.

Active Bystander



Why did you attend this session?

Individuals responded to this questions mainly saying that it was a requirement of their PDR or their Line Manager had asked them to attend.

What did you learn

Connect vs correct, intervention earlier or later, factors that may inhibit intervention including those out of our control, such as tiredness and schedule. Interesting case studies that were not straightforward. Videos illustrating. Biggest take away for me was an initial intervention doesn't need to be remotely confrontational. It can be done

from 'as a friend' point of view, to minimise any defensiveness and maximise reflection.

The examples provided and the case studies discussed with the group to see how would people react.

It enabled learners to think critically about the consequences of action or inaction.

Really got to know the true meaning of what a bystander is and how we can proactively call out bad behaviour at the start. It also showed the importance.

The content was fascinating, and made you really think about your own mindset regarding this subject.

I think it's important that City Police continue to take seriously its desire to change the culture of the organisation

by rolling out training & awareness such as this. Culture will only change if the message is continuously drip fed and further embedded.

The subject is thought provoking and challenges my behaviour

It is relevant to working environment and illustrates how to deal with inappropriate behaviours/comments from others.

Has given me more confidence to approach situations whereby i may need to advise people that their comments are not acceptable.

intervening when colleagues require you to do so.

We have delivered Active Bystander to over 400 Officers and Staff to date. We will review the content and impact during the next quarter and plan for revised delivery in the Autumn.

Ethical Dilemmas




Why did you attend this session?

- To learn about ethical dilemmas in a management perspective.
- This is a very important issue.
- Important to be an ethical leader in policing.
- I saw it as an opportunity to become a better line manager.
- Appealing topic, looking for inclusion programme module.
- To improve my problem / issue sorting skills.
- To gain a better understanding of ethics in the workplace.
- Previous involvement in the London ethics panel as an associate
- Understand mindset.
- For more awareness – want to be a good manager.
- To assist with my decision making and to have an MOT to ensure I am consistent.
- To learn as an individual and as a manager.
- Very interesting area and completely relevant to my area of business.
- I was Intrigued and wanted to get a better understanding of ethics and the dilemmas. Understand the views.
- I thought it would be a good session to assist me managing my team.

What did you learn?

- To keep an open mind, always.
- Remain open minded.
- Need to understand better over people's needs and adjustments and help them to achieve.
- To challenge my thinking and slow down my thought process. Be more of empathetic listener
- To have open honest conversations and listen effectively.
- To consider different perspectives, never make assumptions, always check viewpoints and how to navigate issues better.
- Consider different viewpoints and manage discussions as a Manager, maintaining objectivity.
- Some of the models, active listening, ladder of inference , useful for self-awareness.
- Listening continuum by Stephen Covey.
- Active listening techniques and the ladder of inference was very useful.
- To open discussion and content.




We targeted Middle Managers with the first cohorts. We will review content and impact during the next quarter whilst continuing to delivery to middle managers.

Why did you attend this session?

Individuals responded to this questions mainly saying that it was a requirement of their PDR or their Line Manager had asked them to attend

What did you learn?

- I thought the information provided by Sayce was very thorough and his passion for Mentivity was evident when presenting us with all the information. He was a great speaker in turn made the course so interesting and was something that was very applicable to day-to-day life, and I believe it is very important for people to learn what he was showcasing
- Sayce was engaging and dynamic, a true inspiration and someone we can all learn from and aspire to be more like him. It was thought provoking throughout, and the inclusion of the historical elements were interesting.
- The way in which Sayce delivered the presentation. He is a very inspirational person, and this comes across in the way he talks about his experiences and how he helps others. I've read and watched programmes before, but it really made me think about the history and struggles people have had to and continue to endure, even currently. Very thought provoking and interesting for me. Also, a very chilled session, felt very comfortable to speak on what can be an awkward subject
- The historical aspect of the subject matter, getting to the core of it. I liked the interaction as well.
- The class interaction and experience people have had whether as police officer or police staff and whether in their personal life or in work
- Awareness on Racism, discrimination and History of the police force and how it has handy issue like racism in the past
- The balance of information and engagement throughout. It was so well designed, including times of unnecessary uncomfortability, i.e. the need to reflect and challenge our own thoughts, actions and whether we are indeed actively learning and being allies
- Inspiring, engaging and current. An input that connects you to community views that provides constructive challenge to perceptions and views.
- Not had such quality content on impact of policing on young black communities in the time I have been in the job (20 years plus). I think use of external trainers that represent, come from communities delivers impact that College of Policing NCALT packages never can. This is exactly what we need when policing is in a trust and confidence crisis



These sessions have been delivered to our Student cohorts for the past two years and continue. They have been delivered to both Police Officers and Staff through the IP programme and we will focus on delivering to our TaskForce in 2025 excluding those that received it as student officers.

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Appendix 4 – EDI Performance Framework

Area	Commitments	Action Ref	Actions	Team owner	Priority	25/26	Status
OUR PEOPLE	1.Senior leaders accountability pledges	1.1	Write and announce pledges	ICOD	High	YES	In progress
		1.2	ICOD to review pledges	ICOD	Medium	NO	In progress
		1.3	Monitor pledge compliance as standard EDI Strat Board item	ICOD	Medium	NO	In progress
		1.4	Formalise Staff Network 'Champion' roles with set objectives, on which held accountable and evaluated	ICOD	Medium	NO	Not started
	2.Increased diversity of under-represented talent	2.1	Creation and delivery of recruitment strategy	HR	High	YES	In progress
		2.2	Delivery and Evaluation of Positive Action Learning Scheme	ICOD	High	YES	In progress
		2.3	Delivery of Insights programme	ICOD	Medium	NO	In progress
		2.4	Delivery and Evaluation of Sponsorship Scheme	ICOD	High	YES	In progress
		2.5	Ensure diverse groups access to leadership programmes	L&D	Low	NO	Not started
		2.6	Evaluation of existing programmes for our diverse groups	ICOD	Medium	NO	Not started
		2.7	Creation of Retention and Exiting Workgroup (with programme of work in place)	NLF	High	YES	Completed
		2.8	Delivery against statutory requirements (including PSED)	ICOD	High	YES	In progress
		2.9	Ensure ability to update diversity data for all staff	COMMS	High	YES	In progress
		2.1	Monitoring of recruitment, promotion and retention data	HR	High	YES	In progress
		2.11	Inclusion of 'attraction' data	HR	Low	NO	Not started
		2.12	Plan created to address poor disclosure rates relating to protected characteristics	NLF	Medium	NO	In progress
		2.13	Career aspirations for underrepresented groups- barriers & opportunities	HR	Low	NO	Not started
	3.Regular mandatory education on cultures and lived experiences	3.1	Creation of 'Inclusivity Programme' as mandatory for all	ICOD	High	YES	Completed
		3.2	Creation of EDI calendar to inform activity	ICOD	High	YES	Completed
		3.3	Review of internal approach to engagement and creation of strategy (including intranet revamp)	ICOD	High	YES	Not started
		3.4	Ongoing delivery of content and consistent evaluation	ICOD	High	YES	In progress
		3.5	Sophisticated evaluation plan in place to ensure 'impact' is measured	ICOD	High	YES	In progress
		3.6	Increase staff participation in the Inclusivity Programme	ICOD	Medium	NO	In progress
		3.7	Evaluate impact of events organised by staff networks	ICOD	Low	NO	Not started
	4. All leaders to complete mandatory and regular	4.1	Content and Timetable for leadership training to be agreed	L&D	High	YES	In progress
		4.2	Ongoing delivery of staff survey	ICOD	High	YES	In progress

Appendix 4 – EDI Performance Framework

Page 256	inclusive leadership training.	4.3	Ongoing training evaluation and monitoring of effectiveness, to link in with SLT pledges	ICOD	Medium	NO	Not started
		4.4	Review of staff survey to be undertaken to capture effectiveness	ICOD	Low	NO	Not started
		4.5	Exeter Programme	ICOD	Medium	NO	Not started
		4.6	Ensuring our SLT are attending Inclusivity Programme modules	COT	Low	NO	Not started
	5. Force wide Inclusivity objectives into PDRs	5.1	Communicate mandatory EDI PDR objective	COMMS	High	YES	In progress
		5.2	EDI objective compliance to be monitored / reported / individuals held accountable	HR	Medium	NO	Not started
		5.3	Reward / recognise efforts made by active SNA members and Executive Officers	ICOD	Medium	NO	Not started
	6. Monitor PSD complaints and feedback, addressing in timely manner and with empathy	6.1	Write paper on current position, highlighting gaps, making recommendations	PSD	Low	NO	Not started
	7. Completion of cultural audits	7.1	A cultural audit process to be designed and agreed, pilot undertaken	ICOD	High	YES	In progress
		7.2	Reporting on pilot to agree on effectiveness and next steps	ICOD	High	YES	In progress
		7.3	Review of reporting on culture to take place- including 'low level complaints	ICOD	Medium	NO	Not started
		7.4	Capturing feedback on culture (inform IP modules and OLF)	ICOD	Medium	NO	Not started
	8. We will embed recommendations from all EDI national policing plans and ensure expected high standards are met	8.1	Benchmarking exercise re National Plans	ICOD	Low	NO	Not started
		8.2	Review of National plans to embed recommendations within own EDI frameworks	ICOD	Low	NO	Not started
	9. Establish partnership standards	9.1	Benchmarking / external consultancy to identify good 'partnership standards'	CSD	Low	NO	Not started
		9.2	Decide on ownership and process for public feedback	CSD	Low	NO	Not started
		9.3	Communicate internally with requisite governance in place for monitoring (i.e. via OLF)	CSD	Low	NO	Not started
	10. Ensure effectiveness of our IASG and YIASG	10.1	Add this topic to the meeting agenda for consultancy	ICOD	Low	NO	Not started
		10.2	Create plan to monitor influence and impact	ICOD	Low	NO	Not started
		11.1	Complete review of SNAs	ICOD	High	YES	Completed

**OUR
POLICIES**

Appendix 4 – EDI Performance Framework

OUR PUBLIC	11. Best use of Staff Networks in delivering our policies.	11.2	Identify relevant policies and owners, putting plan in place to review through EDI lens	ICOD	Medium	NO	Not started
		11.3	Undertake review and ensure effective monitoring via EDI Strategic Board	ICOD	Medium	NO	Not started
		11.4	Conduct an EIA on rank and pay criteria	ICOD	Low	NO	Not started
		11.5	Review policies relating to bullying, harassment and grievances PLUS ensure training on this available	PSD	Low	NO	Not started
		11.6	Review of Equal Opportunities Policy	ICOD	High	YES	Not started
	12. Progression of talent	12.1	Review of previous talent strategy and implementation of new one	HR	Low	NO	Not started
		12.2	Review current training offering and ensure talent management included	L&D	Low	NO	Not started
	13. Engagement with youth	13.1	Youth IASG to be refreshed	ICOD	High	YES	In progress
		13.2	Programme of engagement with young people to be led by LP and ICOD (Princes Trust)	LP	Medium	NO	In progress
		13.3	Programme of police cadet activity to be promoted and monitored	LP	Medium	NO	In progress
		13.4	Evaluation and impact measurement	ICOD	Low	NO	Not started
	14. Implementation of victim satisfaction surveys	14.1	Review of existing victim satisfaction survey and metrics	CSD	Medium	NO	Not started
		14.2	Conduct external review to ensure EDI captured within our surveys	CSD	Low	NO	Not started
		14.3	Report findings both internally and externally	CSD	Low	NO	Not started
	15. Ensure EDI National plans are embedded in our policing activities	15.1	A review to take place of all National plans to ensure adequate capture	ICOD	High	YES	Not started
		15.2	Clear ownership and reporting mechanisms agreed	ICOD	High	YES	Not started
		15.3	Ongoing actioning and monitoring of National VAWG Plan via internal governance and external assessment		High	YES	In progress
		15.4	Ongoing actioning and monitoring of National Police Race Action Plan via internal governance and external assessment	ICOD	High	YES	In progress
		15.5	Ongoing actioning and monitoring of BDF Action Plan	ICOD	High	YES	In progress
		15.6	Ensuring embedded throughout activity as part of IE standard	ICOD	Low	NO	Not started
	16. Accessible engagement with communities	16.1	Review of existing engagement methods	CSD	Low	NO	Not started
		16.2	Recommendations to follow review	CSD	Low	NO	Not started
		16.3	Independent scrutiny of engagement plan	CSD	Low	NO	Not started
	17. Ensure robust complaints processes and effective response	17.1	Review of existing complaints process to take place and recommendations to follow	PSD	Low	NO	Not started

Appendix 4 – EDI Performance Framework

OUR PARTNERS	18. Measure and Review our Partnership Work	18.1	Review of existing partnerships to take place to establish 'as is' position	ICOD	High	YES	In progress
	19. Proactively recruit diverse partners to supply chain	19.1	Review of existing framework	CSD	Medium	NO	Not started
		19.2	Work with stakeholders to identify best practice and build plan	CSD	Low	NO	Not started
	20. Facilitate opportunities to proactively bring diverse suppliers	20.1	Establish supplier baseline via review	CSD	Low	NO	Not started
		20.2	Create plan to maximise opportunities for future ethical partnerships	CSD	Low	NO	Not started
	21. Build on efforts and create governance / testing ground	21.1	Creation of Ethics Committee	ICOD	High	YES	In progress

City of London Corporation Committee Report

Committee(s): Strategic Planning & Performance Committee Police Authority Board	Dated: 02 June 2025 23 July 2025
Subject: Policing Plan Performance Report – Q4 2024/25	For Information
This proposal: <ul style="list-style-type: none"> • Delivers Corporate Plan 2024-29 outcomes • Provides statutory duties 	<ul style="list-style-type: none"> • Diverse Engaged Communities • Dynamic Economic Growth • Vibrant Thriving Destination • Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£-
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 City of London Police
Report author:	T/Ch Insp Megan Cardy, Head of Force Performance

Summary

The appendix to this cover report summarises the Policing Plan Performance for Q4 in 2024/25. The appendix provides an overview of crime trends, crime profile, and then provides an update on the 14 performance measures of the 2022-25 Policing Plan.

Recommendation(s)

Members are asked to:

- Note the report.

Appendices

- Appendix 1 – Policing Plan Performance Report Q4 – 2024/25

T/Ch Insp Megan Cardy

Head of Force Performance, Corporate Services

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Policing Plan Performance Report

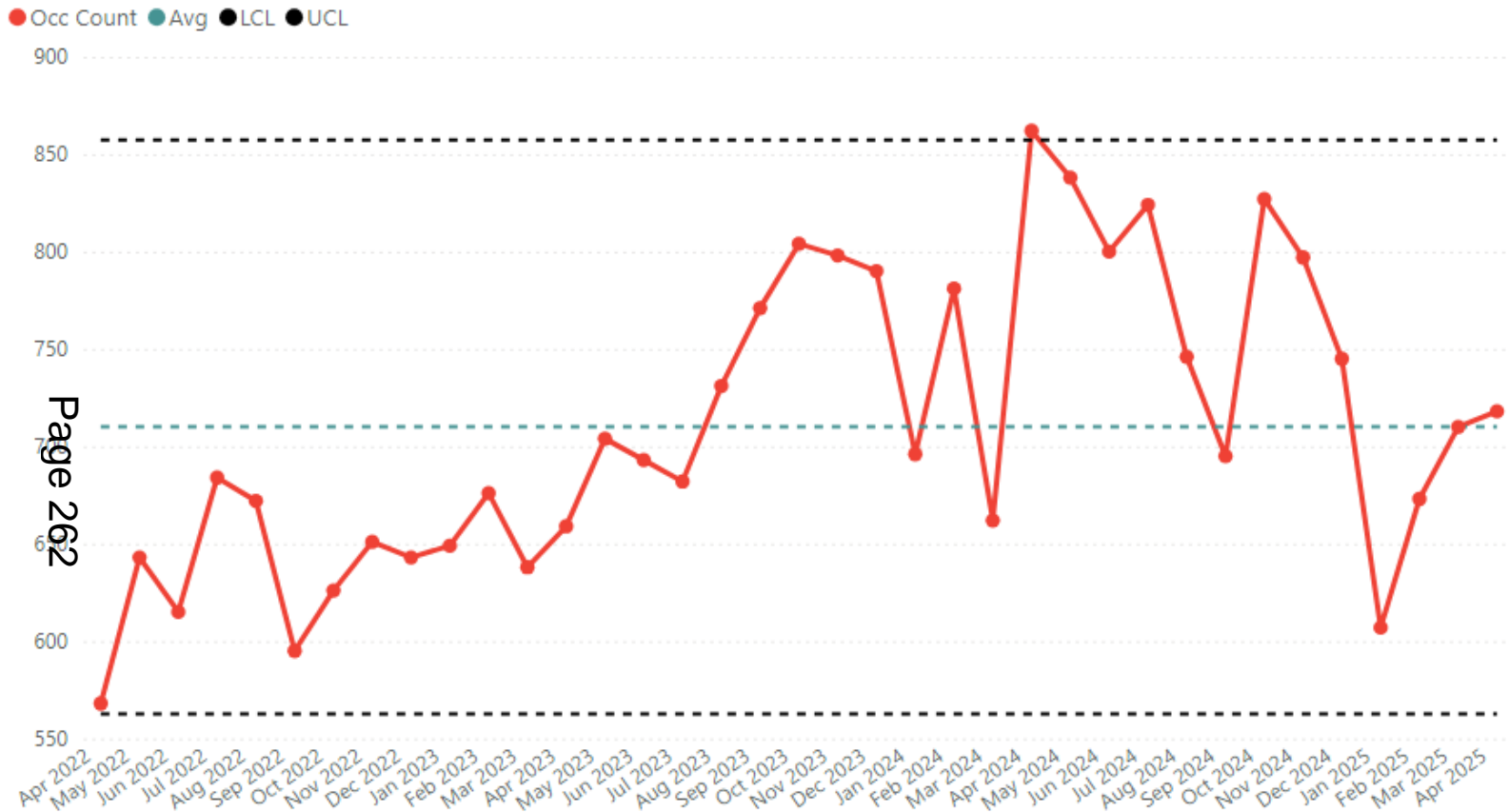
Quarter 4 2024/25



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

0.1 Background

All Crime



Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25
2138	2496	2257	2366	1999

Crime decreased this quarter (-367 ~ -15%), however within normal tolerance levels.

We expected crime to reduce in January in line with past seasonal variations seen which was realised however crime has increased in March 2025 which is not normally seen. Crime levels in March 2025 are the highest crime levels for the month of March in the past 5 year period.

This is caused by a significant increase (+67 ~ 74%) in the volume of theft from the person offences in March 2025 compared to March 2024 and increases in Shoplifting (+23 ~ 21%) and violence without injury offences (+14 ~ 25%) covered in more detail in subsequent slides.

In the 12month period to date (April 2024 – March 2025) all crime is still higher (+ 4.1% ~ 363 crimes) than the previous 12 months (April 2023 – March 2024).

The reduction between Quarters 3 and 4 this year (2024/25) is significantly greater than the reduction seen between Quarters 3 and 4 last year (2023/24) which was 11% (253 crimes). This is positive.

In our neighbouring force (Metropolitan Police Service) end of year statistics are not currently available however they have seen a consistent reduction in crimes month on month between October 2024 and February 2025.

1.1

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

Reduce Neighbourhood Crime

Neighbourhood crime has reduced by 13% this quarter (- 59) in comparison to last quarter (Q3 24/25) , however is an increase of 4% compared to Q4 23/24. Analysing data for the most recent 12-month period (April 2024 – March 2025) and comparing it to the preceding 12 months (April 2023 – March 2024), there has been a 8.9% (+141) increase in neighbourhood crime the past 12 months.

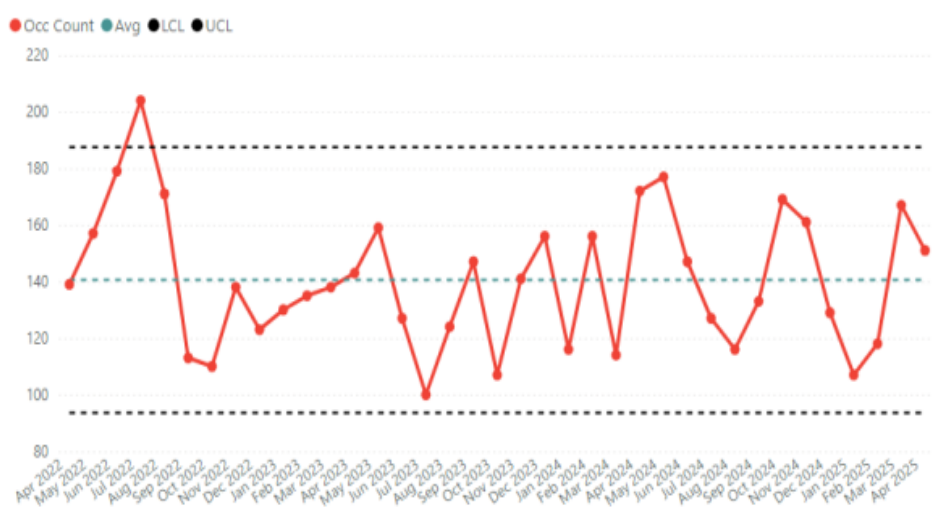
Neighbourhood crime continues to be driven by ‘theft from the person’ offences making up 87.3% of neighbourhood crime. This is a slightly higher proportion than previous quarters of (85%).

“Theft from the person” specifically recorded an 11% increase this quarter (+35) compared Q4 in 2023/24 with March 2025 recording 158 crimes. This is the highest number of Theft from the Person offences in a month since July 2022.

The main modus operandi for theft from person offences remains snatch (37% this quarter ~ 129 offences).The proportion of theft from person offences where a phone was recorded as the stolen property this quarter was 66% ~ 230.

CoLP continue to provide a good service level in response to theft, robbery and burglary incidents attending 100% of occasions where an incident is raised on our command and control system (usually as a result of a call to police) with 93.2% of all immediate incidents within the 15min timeframe (on average 8min) and 97% of all Significant graded incidents within the 60min timeframe (on average 24min). These are reductions on response times compared to Q3 24/25 (- 2min and -11min for immediate and significant grades respectively) and well within the service levels set.

Theft from the Person offences are challenging to investigate with a national positive outcome rate of 1% in 2023/24. CoLPs Outcome rate remains slightly higher with a 12month Positive outcome rate for Apr 24 – March 25 of 2%. The proportion of our offences recorded in 2024/25 that have so far resulted in a positive outcome is 1.4%, with 87% resulting in no suspect identified, and 3.7% not yet assigned an outcome.



Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25
386	496	376	459	400

BURGLARY	10
ROBBERY OF PERSONAL PROPERTY	20
THEFT FROM THE PERSON	349
VEHICLE CRIME	21

Data Trend

➡

Recognising the increase in Theft from the person and the link to snatch offending (particularly phone snatch) CoLP has established Operation Swipe. This is an end to end response to snatch offences in the City of London.

A problem profile for this with in depth analysis of the issue has been produced and in March 2025 the initial response commenced including;

- Phone Marking Initiative Launch
- Feed in to the strategic working group including partners from Metropolitan Police, Home Office and Main Phone Companies (e.g. Google, Apple and Samsung) to target harden phones.
- A Level 2 Investigation progressed through the Serious Organised Crime Team linked to earlier offending in the City of London. (Op Ewloe)
- Initial discussions to understand the secondary fraud and cyber offending linked to these initial snatch offences (Op Hopi)
- Strategic & Delivery Plan developed and agreed.

This is a continuing delivery plan across the City of London including delivery of;

- Directed Prevention tactics
- Investigative focus and coordination internally and across neighbouring boroughs within the MPS including the management of associated offenders.
- Intelligence development plans
- Coordinated engagement plans with our communities
- Defined Media messaging and approaches

There are a number of different tactics through the plan being monitored for effectiveness, which will be reported on. Initial funding to support these plans has been agreed through Tactical Tasking and Coordination.

The next collaborative day of action is planned for May 2025.

1.2

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

Reduce Violent Crime

Violent crime has reduced this quarter by 21% (-98) compared to last quarter (Q3 24/25), however has increased by 11% (+37) compared to Q4 23/24, with a peak of violence offences recorded in March 25. Analysing data for the most recent 12-month period (April 2024 – March 2025) and comparing it to the preceding 12 months (April 2023 – March 2024) there has been an 11.5% increase in violent crime (+168). This is higher than the increase in overall crime across the same period of 4.1%.

“Violence without injury” has seen the most significant reduction this quarter compared to last quarter (-27% ~ -63). Where all other offences in this category have reduced proportionate amounts.

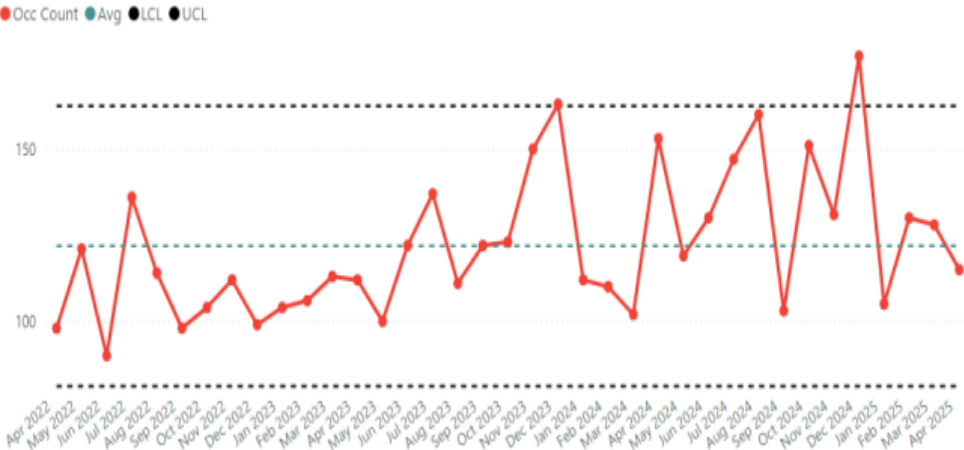
For those “violence with injury” offences the predominant offence this quarter continues to be the lower harm offence of Assault occasioning ABH (70% of violence with injury offence ~ 78 crimes).

For “other sexual offences” crimes the predominant offence was the non-aggravated “sexual assault on male/ female” offence (83% ~ 29 crimes).

13 Violent Crimes were recorded against officers in Q3 2024/25 (6% of violence offences) this is a 38% reduction (-14 crimes) on last quarter (Q3 2024/25).

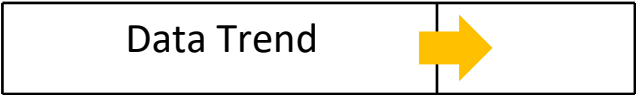
CoLP continues to provide a good service levels to reports of violence attending 100% of occasions where an incident is raised on our command and control system (usually as a result of a call to police), with 97% of all immediate incidents attended within the 15min timeframe (on average 6 min) and 99% of all Significant graded incidents within the 60min timeframe (on average 18min), these remain similar to last quarter.

CoLP continues to investigate Violence offences well with a 21.5% positive outcome rate for April 2024 – March 2025. For offences recorded in 2024/25, 8.6% of crimes have already reaching a positive outcome, with 31.7% still under investigation with an average investigation length of 110 days.



Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25
324	402	410	459	361

OTHER SEXUAL OFFENCES	35
RAPE	9
VIOLENCE WITH INJURY	111
VIOLENCE WITHOUT INJURY	206



Response
A multi-agency approach to policing the night-time economy continues with a focus on hotspot policing.

Op Reframe has continued this quarter with ask for Angela and drink spiking testing taking place. 486 proactive licensed premises visits took place in Q4 by the CoLP and CoL licensing teams, with 41 interventions made to follow up reports, incidents or concerns with advice, training or enforcement to prevent future occurrences. A joint CoLP and CoL prosecution of one venue was undertaken for failing to engage with an investigation into assault and failure to maintain CCTV.

CoLP continues to monitor the violence against its employees through Op Hampshire.

CoLP is further developing its hotspot policing and problem solving policing approach to priority crime types. In 25/26 we are integrating a new mapping and evaluation tool which will improve how we link our tasking activities to hotspots, with an initial focus on serious violence and ASB.

We will be able to produce an evidence-base about the effectiveness of activities to feed in to future operational priority and tasking setting. This utilises national funding to develop hot spot policing initiatives at a local level.

In Q4 Dedicated Ward Officers, Local Policing Senior Leaders, Analysts and Partnership and Prevention officers commenced training in the first wave of Problem Solving Policing delivery by University College London.

This will inform our prevention strategy going forward and ensure we follow best practise and an evidence-based approach to reducing serious violence and associated priority crime types.

1.3

Keep those who live, work and visit the city safe and feeling safe
Reduce Violence Against Women and Girls (VAWG)

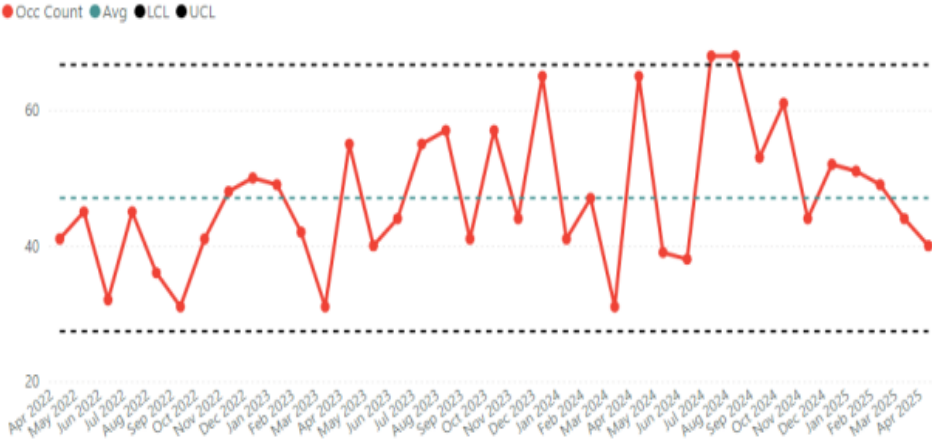
Violence against women and girls has decreased by 8% (-13) this quarter compared to last quarter (Q3 24/25), however has increased by 20% (+24) compared to Q4 2023/24. Analysing data for the most recent 12-month period (April 2024 – March 2025) and comparing it to the preceding 12 months (April 2023 – March 2024) there has been a 10% increase in VAWG crime overall (+58). This is greater than the increase in overall crime for the same period (4.1%) but less than the increase in violent crime (11.5%) for the same period.

Violence offences continue to be the most prevalent crime type making up 43% of these offences (62 crimes), followed by Public Order offences (threatening words and behaviour) 32% offences (46 crimes), followed by sexual offences which make up 24% of these offences (35 crimes).

These offences are largely lower harm type offences for those with injury these are predominantly (50%) Assault occasioning Actual Bodily Harm crimes the lowest level of harm. This is consistent with previous quarters.

Violence against women and girls continues to make up the same small proportion (7%) of all crime in this quarter and the same proportion 27% of violent crime offences this quarter. The Violence against Women and Girls profile of crime in the city continues not to be Domestic Abuse related (18% ~ 26 crimes) this quarter and primarily committed against non-CoL residents (82% ~ 117crimes).

CoLP continues to investigate VAWG offences well with 12.9% of offences recorded in 2024/25 already reaching a positive outcome, with 23.9% still under investigation with an average investigation length of 96 days.



Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25
119	142	189	156	143

OTHER SEXUAL OFFENCES	28
PUBLIC DISORDER	46
RAPE	7
VIOLENCE WITH INJURY	40
VIOLENCE WITHOUT INJURY	22

Data Trend

➡

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 this quarter providing a reassuring high visibility presence amongst the nighttime economy aligned to licensing and partnership activity. Specifically to target VAWG offending officers ran a Valentine's themed event in February, which included raising awareness of romance fraud alongside the usual spiking response and 'Ask for Angela' testing and education.

125 hoteliers and licensees attended two Welfare and Vulnerability Engagement (WAVE) training sessions, aimed at improving awareness and confidence of those working in licensed premises on identifying vulnerability and making appropriate interventions.

Q4 saw officers trained in Servator VAWG (to identify predatory behaviours) continue to develop this new approach with further deployments.

In addition to continued partnership working, Q1 of 25/26 will see a focus on hotspot policing for prevention of sexual offences following training from UCL for officers and analysts in the approach, which has been funded by the Home Office.

To ensure COLP is able to respond appropriately to all types of incident particularly those that aren't prevalent by volume but are significantly high harm CoLP ran a tabletop exercise covering Indecent Images in February 2025. This is especially important as offences involving children have a higher proportion of female child victim than male* (81% compared to 19%).

Rape and Serious Sexual offences Investigative Skills Development Training continues with 60 investigative officers trained and 122 First Responders trained successfully with a further 30 officers to be trained in Quarter 1 of 25/26.

* Experimental statistics 2009 Office for National Statistics

1.4

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

City of London Police positive outcome rate remains above the national average

There are 2 methods of reporting on outcomes nationally. Firstly “the positive outcome rate” which looks at positive outcomes in a period against crimes recorded in the same period. City of London Police consistently exceeds the national average positive outcome rate which is positive.

The national positive outcome rate for published data to March 2024 demonstrates an 11.8% outcome rate, this is unchanged from previous rates CoLPs current positive outcome rate for the past 12 months (April 24 – March 25) is 21.2% a 1% increase on the previous 12 months.

The second methodology looks at the proportion of crimes recorded in a period and their associated outcome (n.b. there will always be a proportion not yet assigned an outcome whilst investigations continue.)

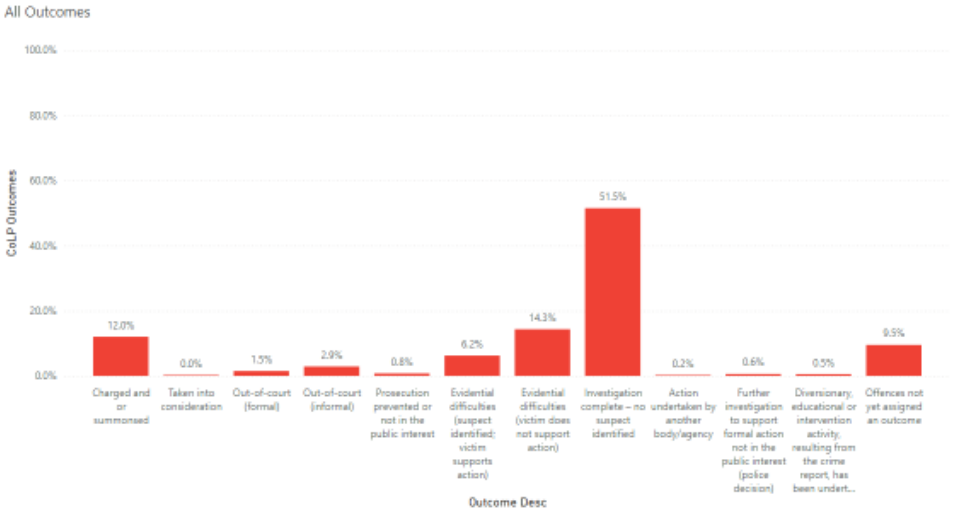
Nationally 10% of Crimes recorded between April 23 and March 24 (the latest available period) had received a positive outcome by June 24.

The proportions of outcomes for crimes recorded in the past 12 months are recorded in the graph to the right. Currently this shows a positive outcome proportion of 16.4% for crimes recorded between April 24 and March 25 which is 6.4% higher than the national average proportion with 9.5% still under investigation.

However positive outcomes are reviewed CoLP consistently exceeds national averages.

	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25
12 month Positive Outcome Rate	20.2%	20.0%	20.4%	21.6%	21.2%
Volume of positive outcomes recorded in the period	420	484	460	511	424

Positive Outcomes are based on Home Office Counting Rule outcome codes 1-4 and 6-8 which include outcomes such as charged/ summons, out of court disposals, and taken into consideration.



Data Trend



City of London Police analyses all outcomes applied to crimes, not just positive outcomes, as well as comparing outcomes for specific crime types through its crime standards board to ensure any anomalies can be considered, understood and where required addressed. There has been nothing of concern identified in this quarter.

There has been a significant focus on reporting compliance with the victim code, and investigative supervision with additional monitoring taking place. In February 2025 a new PowerBI dashboard was launched with this information automatically refreshed to ensure accurate information to support supervisors in their ability to manage non-compliance. This also allows trend analysis for compliance across both teams and themes within investigations through crime standards board.

In Q1 25/26 additional workshops are being held to showcase all the different functionality of this dashboard and how it can be used across the force to ensure the benefits of it are reaped.

There has been a notable correlation between increased supervision and more effective outcomes for victims, whether that is a positive outcome or shorter length of investigation.

The Crime Scrutiny Group’s Qualitative thematic testing has focussed on Hate Crime this quarter in response to an increase in the volumes recorded and potential associated vulnerabilities. The findings and learnings from this thematic review will be fed into Crime Standards Board in April, and will look to improve compliance specifically in relation to Hate Crime.

Some notable areas of good positive outcome rates for crimes victim based crimes recorded in the past 12 months (April 24 – March 25) are;

- 27% Shoplifting offences
- 18.5% Hate Crime offences
- 16.7% Violence against the person offences
- 14.2% Domestic Abuse

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

Reduce Anti-social Behaviour (ASB) incidents

Anti-social behaviour (ASB) incidents continue to be low in volume with a 12% decrease (-25 incidents) this quarter compared to last quarter (Q3 24/25) and an 18% decrease (-41 incidents) is reported compared to Q4 23/24.

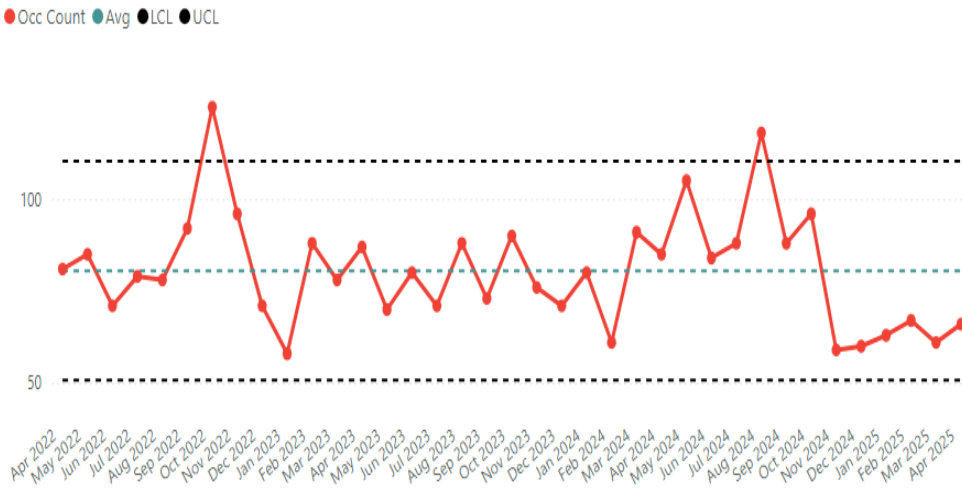
The two biggest recorded types of ASB remain inconsiderate behaviour and begging/vagrancy, however an “other” category remains most prevalent. The incident types have been consistent for some time with no noticeable emerging changes.

50% of ASB victims/informants this quarter (Q3 24/25) are recorded as having a COL address It appears largely victims/informants are performing their role at work when calling police so are not CoL residents but would have a work address within CoL.

Only 18% of victims being identified as repeat callers.

CoLP continues to provide a good service levels to reports of Antisocial Behaviour attending 100% of occasions where an incident is raised on our command and control system (usually as a result of a call to police), with 100% of all immediate incidents attended within the 15min timeframe (on average 6 min) and 98% of all Significant graded incidents within the 60min timeframe (on average 21min), these remain similar to last quarter.

96% of incidents reported as ASB through the control room resulted in an occurrence being created for review by the Neighbourhood team which assesses repeat victims, locations and suspects to ensure appropriate responses are put in place to deal with the ASB. This is similar in proportion to last quarter.



ASB incidents are recorded as specific occurrence type on Niche.

Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25
232	274	294	216	191

Data Trend

➡

We continue to engage with residential and business communities to ensure the low volumes of ASB are not due to underreporting.

Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis. CoLP continue to support partnership plans regarding encampments in the City of London and monitoring the crime and antisocial behaviour linked to these areas to support effective solutions.

Since December 2024 an improved collaborative approach has seen an increase in information sharing that has led to several multi agency days of activity. These have involved reducing/removing hazardous or discarded tents/structures/debris/refuse, along with increased joint patrols and interventions.

This group has now agreed a monthly, multi-agency, intelligence led day of activity to ensure a consistent approach to standards and enforcement at each site.

In response to the incidents attended this month Community Protection Warnings were issued on 33 occasions, a further 5 Community Protection Notices for breach of those warnings were issued. A further 5 individuals were identified as being in the intervention stage of Operation Luscombe this quarter.

The Cycle Team focused on anti-social cycling at hotspot locations, a common priority theme with over 860 traffic offences reported this quarter. As well as other positive outcomes to this proactivity including arrests, Intelligence submissions and over 100 E-Bike seizures.

COLP continues to work with partners to promote changes to legislation and inform the national strategic approach including in March supporting a visit from Lord Hogan Howe who is seeking legislative changes in this area.

2.1 Protect the UK from the threat of cyber and economic crime

Increase the number of positive outcomes recorded in relation to fraud nationally

Data Trend



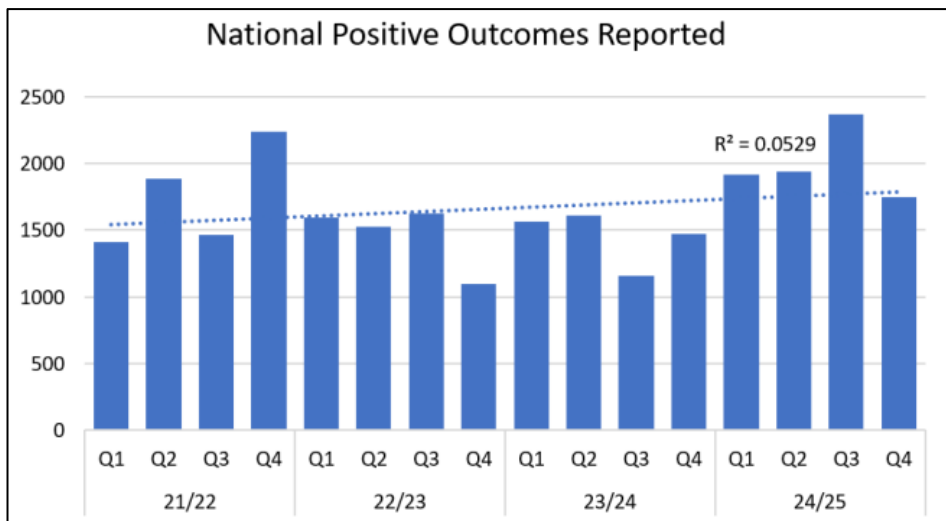
Reasons

In Q4 24/25 the national yield of judicial outcomes was less than Q3 24/25 (26% ~618), however is an increase 19% (+272) on the Q4 2023/24. As there can be significant fluctuations within fraud outcome volumes due to large multiple vict8im cases, it is often best to compare rolling 12month volumes. The volume of outcomes for the past 12 months (April 24 – March 25) has increased 37% (+ 2158) when compared with the preceding 12 months (April 23 – march 24).

Q4 continued the annual trend, with forces returning robust volumes of Judicial outcomes, including three forces returning over 100 outcomes, (Greater Manchester Police, Metropolitan Police Service and Lancashire).

A national target of 6,000 judicial outcomes was set for 24/25, and this has now been exceeded by 33% (1,969) with 7,969 outcomes reported. This is due to a combination of factors such as large cases being finalised during the period, and the continued targeted engagement from the National Coordinators Office to reduce outstanding investigations.

Total outcomes reported in a period can relate to disseminations from any time. The volume of outcomes fluctuates throughout the year as cases with varying numbers of crimes attached are completed.



Q4 23/24	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25
1,474	1,914	1,940	2,367	1,748

Response

City of London Police continue the evaluation of a solvability pilot that has been active now for the majority of 23/24 and into 24/25.

The National Coordinator’s Office (NCO) have continued working with forces, encouraging them to reduce their aged disseminations. Forces have responded to this work and in turn this has contributed to boosting the national judicial outcome rate.

During the year nine regions have been subject to assessment with regard to their economic crime and cyber capabilities. The NCO are currently compiling reports for each region which will be shared individually, following which an overarching document for wider sharing will be compiled, outlining the key findings.



2.2

Protect the UK from the threat of cyber and economic crime

Law enforcement capabilities to tackle economic and cybercrime developed through training and accreditation

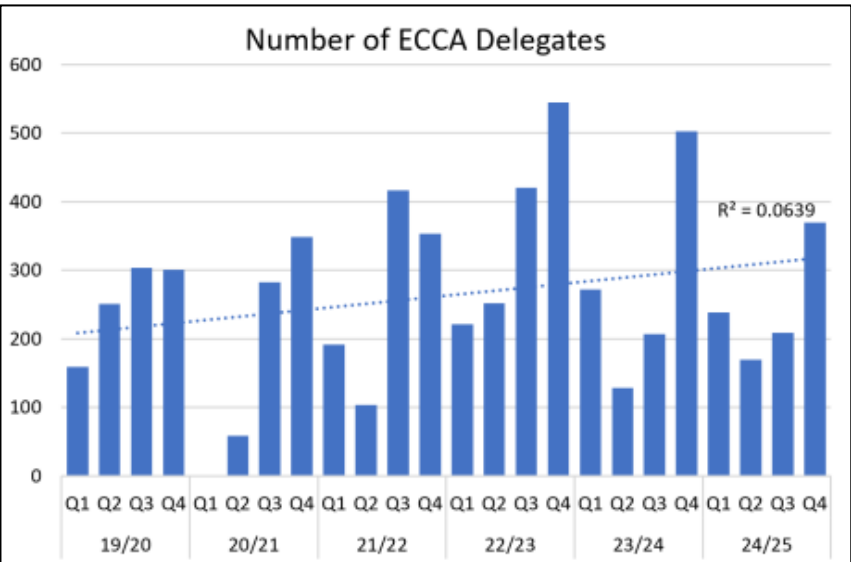
Data trend



The Academy delivered 31 training courses in Q4, a fall of 22.5% (-9) from the courses in Q4 23/24, but an increase of 72% (+13) from the previous quarter. Activity for the quarter was steady, with a slight peak in January at 11 courses and 138 delegates.

Course numbers typically experience a peak in the 4th quarter and this year was no exception, as from Q3 to Q4 delegate numbers rose by 77% (+161). However, numbers were down year on year falling by 26% (-133) from Q4 23/24. This quarter, most delegates were from UK policing with a few from the public sector or non-UK policing. 20 forces were represented in January, demonstrating the breadth of influence the Academy has. In addition to traditional courses, 824 delegates attended CPD training, and 749 received Crypto training in the quarter.

Satisfaction for the quarter recovered to 94% from a low of 80% in November. The percentage of delegates completing feedback was 77%.



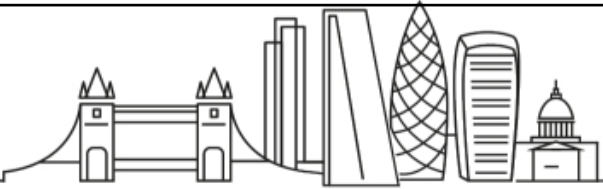
2023/24	2024/25			
Q4	Q1	Q2	Q3	Q4
503	239	170	209	370

Response

Despite concerns at the start of the financial year over a lack of Home Office funding for forces, the Academy entered the final quarter of this financial year with all their open courses full or close to full. They were also successful in securing a number of closed courses with various agencies.

The ECCA demonstrated their expertise this quarter by providing bespoke Money Laundering courses for Police Scotland, specially written for their practitioners. Other bespoke courses included a Foundation Course for Cambridgeshire Constabulary, a Manager's course for Lancashire Police, and Victim Care and Demystifying Cyber Crime (DCC) courses for the NCA. An Economic Crime Specialist Investigators Programme (ECSIP) was delivered to Trading Standards, one of the first to the Public Sector. Courses for UK law enforcement included Money Laundering Courses to the Home Office and the NWROCU, an ECSIP for Police Scotland, a Bribery course and an ECSIP for the NCA. ECCA travelled to Warsaw to deliver a Bribery and Corruption Course to delegates from the Ukraine State Bureau of Investigation. This received fantastic feedback with another planned. The Cyber trainer travelled to Azerbaijan to deliver a DCC course.

Moving into 2025-26 the ECCA are in a similar position as they were in at the start of this financial year, with no confirmed budgets or funding for forces.



Putting the victim at the heart of everything we do

3.1 To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service

Data Trend



Reasons

Contact Centre: In Q4, the Average Speed to Answer a call (ASA) reduced from 9.28 minutes in Q3, to 7.23. We are currently liaising with the technology team to identify opportunities to improve the Interactive Voice Response (IVR) messaging to reduce the ASA.

The Average call Handle Time (AHT) in Q4 reduced from 23.92 minutes in Q3 to 23.82. The Contact Centre is focused on call handle time reduction and maintaining 95FTE delivery across each shift. To improve efficiency, an SME group is conducting targeted coaching with Advisors with higher AHT, and we have introduced a voucher incentive for team leaders that drive the biggest improvement in AHT. The service provided by Advisors continuously exceeds the satisfaction target of 95% over the long term. Satisfaction noted a slight uptrend in Q4 at 98%, an improvement on all quarters in the financial year period.

Online Reporting Service: The current online reporting tool operates on legacy software that cannot be developed or amended. Therefore, Online reporting satisfaction predominantly falls below the 85% target.

Victim Survey: 94,404 survey links were delivered in Q4, with a response rate of 1.2% recipients providing satisfaction feedback. Survey links are autogenerated at the point of reporting, when victims may feel vulnerable and distressed, therefore feedback volumes are extremely low and may not be a true reflection of service user satisfaction.

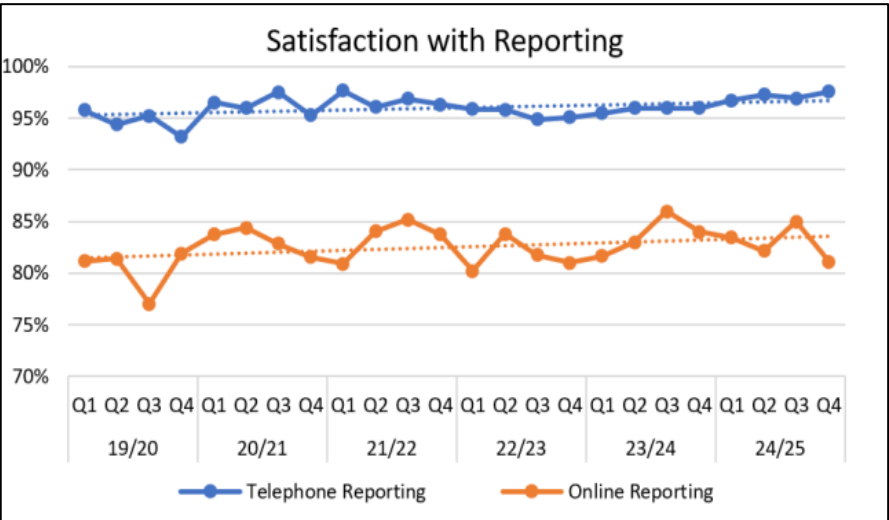
Accessibility: Action Fraud provides services to offer greater accessibility into the service, improving victim satisfaction - a language line for users whose first language is not English, and SignVideo, which provides Deaf users, who communicate using British Sign Language, the ability to contact Action Fraud through an app on their mobile device

Response - Service Improvements

Contact Centre: Score card amendments and the development of an Advisor XP Contact Centre tool (offering advisers real time support), have positively impacted voice channel satisfaction by increasing Advisor capacity to answer calls, enhancing the quality of advice provided, and ensuring victims are provided with correct referrals and/or advice.

Online Reporting Service: A new fraud and cyber crime reporting tool, designed to significantly improve online reporting mechanisms and accessibility, will launch in 2025. It is envisaged that this will bring online victim satisfaction in line with voice satisfaction.

Victim Survey: Victim contact fulfilment, and the associated surveys, are under review. Amendments will improve the victim journey, online reporting satisfaction and the value and richness of survey feedback. All Action Fraud branding in survey templates will be replaced at launch.



Satisfaction by reporting channel	2023/24				2024/25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Online Satisfaction	82%	83%	86%	84%	83%	82%	85%	81%
Telephone Satisfaction	96%	96%	96%	96%	97%	97%	97%	98%



3.2

Putting the victim at the heart of everything we do

City of London Police victim satisfaction levels are improved

The new victim satisfaction survey went live on the 29th May 2024. It was identified in October surveys were being sent to some victims that were not due to be surveyed. To ensure the integrity of personal data for victims the surveying process was temporarily paused to ensure sufficient control over the data for victims being supplied. A solution defining the appropriate crime types for surveying has been developed and the survey has been reinitiated as of January 2025.

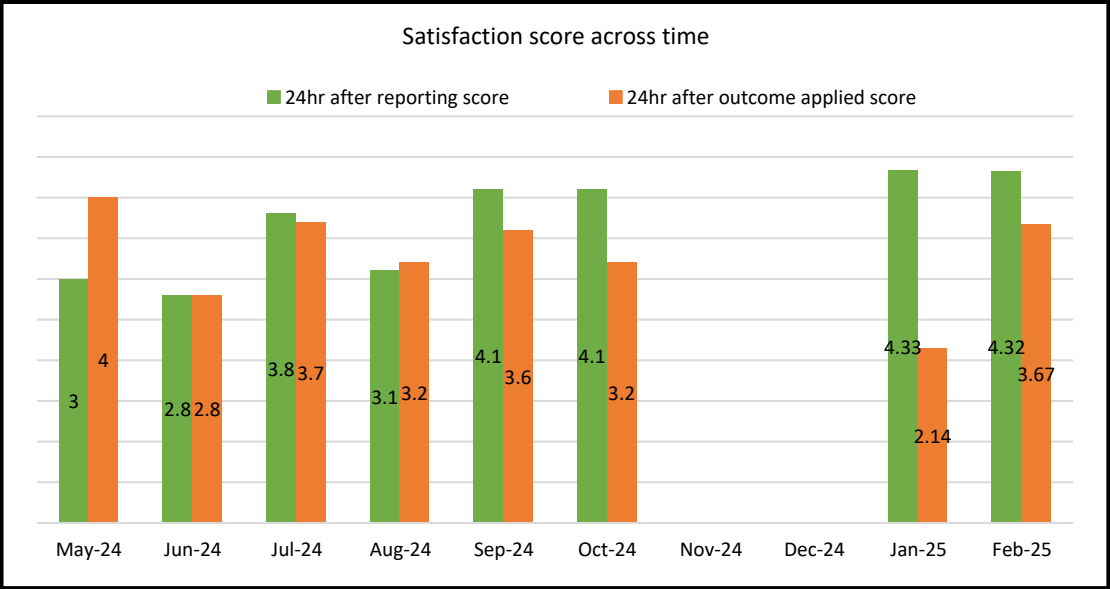
The response rate has improved from the previous survey methodology but there have not yet been enough responses to determine statistically sound insights. However early insights based on the data available show that there is a lower score following outcome application than following reporting but generally we are receiving positive scores.

At the end of Q4 2024/25 there were a total of 250 items of feedback on the victim satisfaction survey. The overall average score is 3.61 which has not changed since Q3. We currently have a 5.2% response rate to the 24hr after reporting survey and 4.5% for the 24hr after outcome being applied survey, these have both increased since Q3. In Quarter 1 of 2025/26 CoLP is working with our survey provider to make changes to the current survey to try and increase this response rate further, including looking at the times most responses are received and how people are responding.

The more frequently a topic is mentioned in the comment/sentiment section of the survey, the more important the topic is considered to be by our victims. Currently our most mentioned/important topics are **Steps taken** and **Helpful** mentioned in a positive way and **Speed of service** and **Outcome mentioned** in a negative way. Specifically, this quarter there was positive feedback on the ease of reporting particularly mentioning the online reporting tool.

CoLP continued to provide immediate service recovery for any very low scoring responses and use this as a platform to demonstrate positive feedback through our staff recognition programs for high scoring responses.

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3.3

Putting the victim at the heart of everything we do

Hate Incidents

There has been a 22% (+19) increase in Hate occurrences this quarter compared to last quarter (Q3 24/25) and a 58% (+39) increase compared to Q4 23/24. Analysing data for the most recent 12-month period (April 24 – March 25) and comparing it to the preceding 12 months (April 23 – March 24) there has been an increase of 35.3% (+104).

Racial hate crimes continue to be the most common motivator in the City this quarter (49% ~ 52 incidents), followed by sexual orientation (17% ~ 18 incidents). This is in line with Q3 2024/25 and the previous 12 months worth of data.

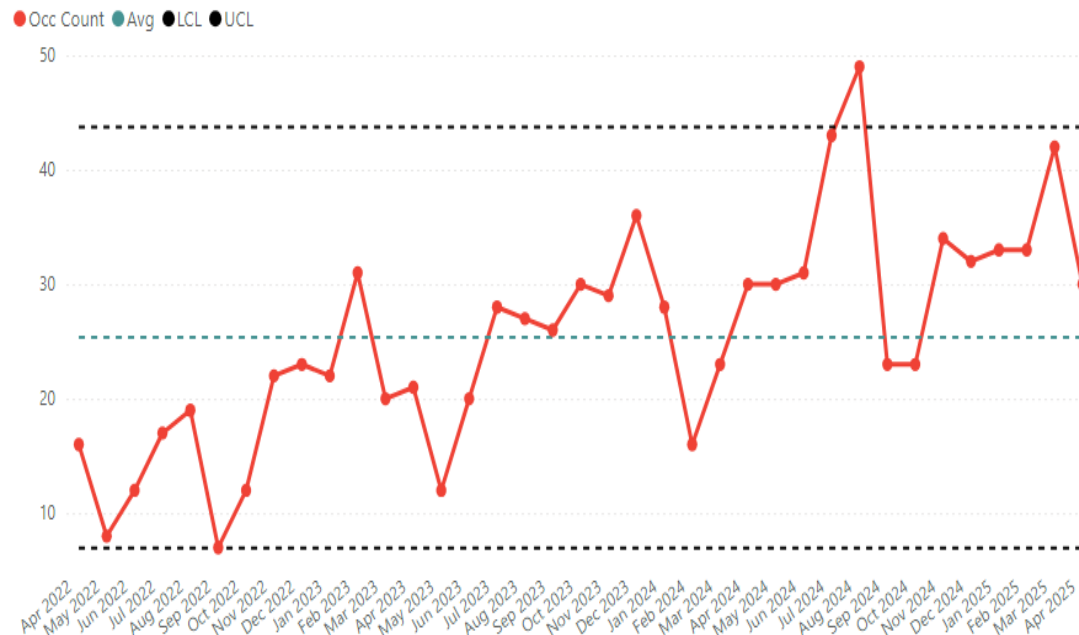
The main crime types relating to hate crime continue to be the below, with physical harm linked to hate crimes remaining rare;

- Public Disorder – 49% ~ (52 incidents)
- Non-Crime Hate Incidents – 23% ~ (24 incidents)
- Violence without Injury - 13% ~ (14 incidents)

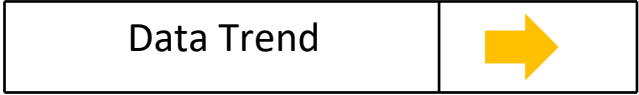
A significant proportion (11) of the non- crime hate incidents relate to complaints of a broadcast made from GB news relating to the conflict in the middle east.

There continues to be significant link between Hate Crime and the NTE hours with 64% of offences this quarter committed between 1600 and 0600. This is a decrease on last quarter Q3 24/25 however is in line with the previous 12 months where on average 63% of Hate Crime was linked to NTE hours.

The volume of Hate Crime against Officers has reduced this quarter with only 2 crimes recorded against officers in Q4 2024/25.



Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25
67	91	115	87	106



Response

We monitor hate crime daily at a designated meeting. CoLP have a dedicated role to monitor all hate crimes, in terms of correctly recording offences and investigation. A new officer takes up this post in Q1 25/26 with a specific remit to develop partnership and community links to understand the extent of the issues associated with hate crime, encourage reporting and prevent future occurrences.

Engagement work with venues and door staff by the licencing team has encouraged reporting of hate crime offences to police but also early intervention with patrons. We know this has been an area of under reporting historically and our licensing team has carried out a survey to improve our understanding of this.

The Volume Crime Unit has received training on Hate Crime which will now be rolled out to front line officers in the next quarter. Input included the importance of obtaining full details within the offence to identify correct hate crime categories and why this is important in terms of being able to target particularly locations and times to prevent/deter/detect hate crime in line with our recent Hotspot training. It also included ways we can better support victims to improve trust and confidence in reporting.

Specifically relating to the GB News reports, it is not expected this is going to be an ongoing source of reporting as the headquarters have now moved outside of City of London.

City of London Police is a psychologically and emotionally healthy place to work

CoLP is a psychologically and emotionally healthy place to work



The COLP Staff Survey was published again in February 2025 with the results returning at the beginning of April 25.

There has been a positive improvement in the number of people who agree with the statement “City of London Police is a psychologically and emotionally healthy place to work”.

On this occasion 51% agree and strongly agree with a further 28% neutral this is an increase of 9% on September 2024 and 10% on January 2024. The number who disagreed or strongly disagreed has also reduced with only 21% of persons disagreeing or strongly on this occasion compared to 29% in September 24 and 26% in January 24. The proportion with a neutral response was the lowest it has been too at 28%.

This shows an overall positive trend across all areas for this survey question compared both to last quarter and January 2024.

This survey allows individual team managers to understand the sentiment of their teams and is supported by the Inclusivity, Culture and Organisational Development team who continue to work to embed best practice from high performing teams across the force.



4.2

Our People

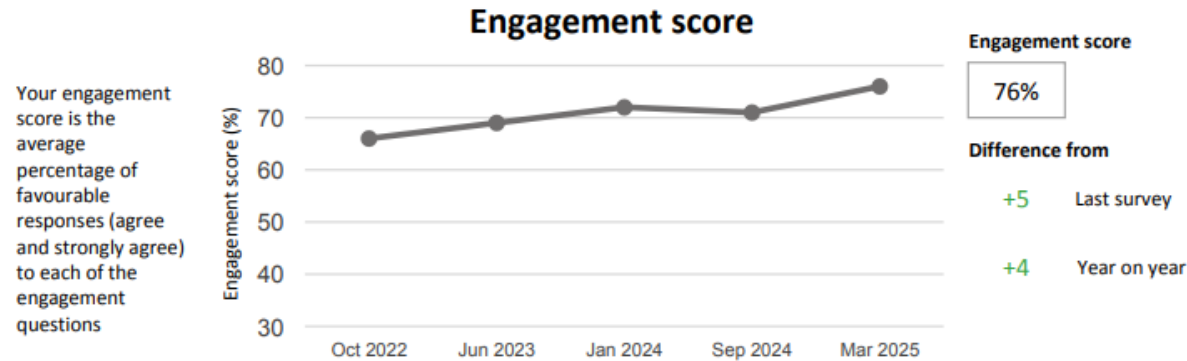
City of London Police workforce engagement levels have increased

The COLP Staff Survey was published again in February 2025 with the results returning at the beginning of April 25.

There has been a positive increase in engagement score from 71% in September 2024 to 76% in March 2025. This is the highest level of engagement the survey has seen.

There are 5 questions that make up the engagement score. CoLP saw positive increases in 3 of these covering retention, motivation and view on CoLP as an employer. There are very low scores across all 5 of these questions for those who disagree and Strongly disagree with 14% not intending to be working at CoLP in the next 2 years. There are a number of drivers that feed responses to that question.

5% do not feel accepted and respected within their team, whilst CoLP would like this to be 0% this is considered positive and has not increased compared to previous quarter.



CoLP has worked hard to improve the response rate to the staff survey on this occasion with incentives for those responding to the survey, the results of this will be reviewed in greater detail to measure their success.

The 5 questions that make up the Engagement score



4.3

Our People

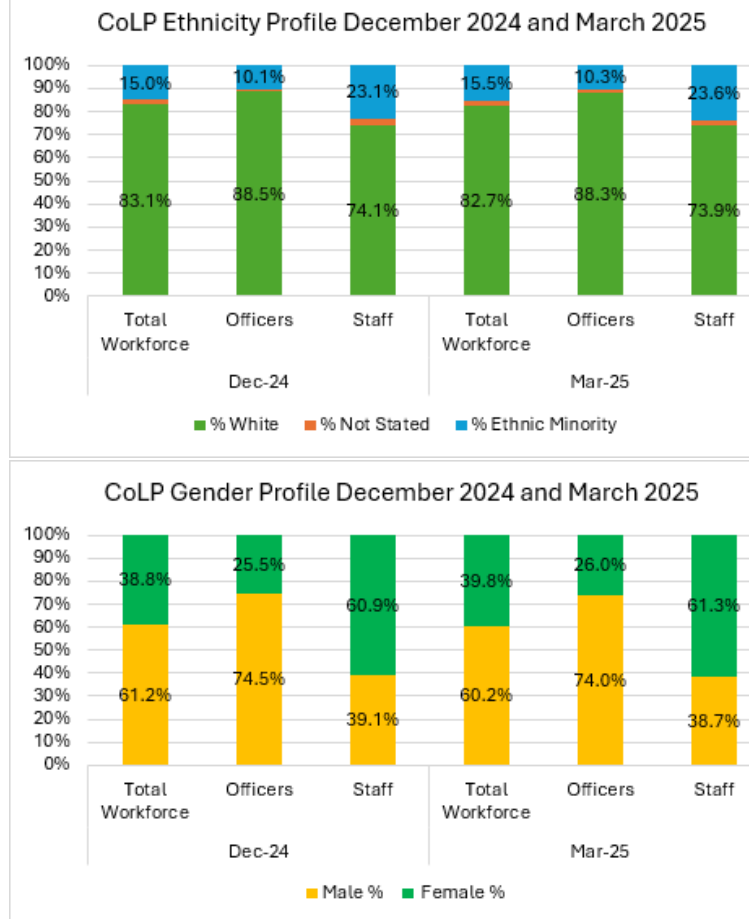
City of London Police recruitment activity is improving how well its workforce reflects the communities it serves

Police Officer female has profile increased by 0.5% this quarter with females representing 26% of the total officer headcount (1000) compared to 25.5% at the end of Q3 24/25. 47% of all officer joiners (17 officers) this quarter were female, which is a significant improvement on previous quarters.

The number of officers identifying as from an ethnic minority background this quarter has slightly increased from 10.1% in Q3 2024/25 to 10.3% this quarter (Q4 2024/25). 11.7% of officers that joined the force this quarter were from an ethnic minority background. Of the total ethnic minority officers, 28% are female and 72% are male.

Police Staff female profile this quarter (Q4 2024/25) is 61.3% of the total Staff headcount (643) has slightly increased since the last quarter (Q3 2024/25) from 60.9% of 603 headcount. There has been a slight increase (0.5%) in the number of police staff identifying as from an ethnic minority background this quarter - 23.6%, compared to last quarter - 23.1%. Of the total ethnic minority police staff, 65% are female and 35% are male. 63% of staff joiners were female and 28.8% identified as from an ethnic minority background this quarter.

when compared nationally, female representation among CoLP officers is low (national average 37%). CoLP officer ethnic diversity is higher than the national average for forces in England and Wales (5% average) but low compared to the City of London population.



Response

CoLP continues to advertise officer roles as full time or part time and the flexibility around working patterns that is available.

We have successfully managed to recruit into our investigator roles a more diverse intake of people in Q4, particularly for female officers.

The detective entry pathway is also available each year. The Police Now intake in Quarter 4 had a 66% female proportion which is positive shows the benefit of this programmes attracting a different demographic to general entry pathways.

CoLP has new leaders joining in Q1 25/26 and has recruited in to the latest neighbourhood policing uplift too this will further increase the diversity in force.

COLP recognises that the time to parity for both gender and ethnicity is important, however there are challenges to influencing this. CoLP has a positive staff and officer retention profile, with low attrition rates which limits the volume of people that can be brought into an organisation and thus extends the timeframe for changing demographics.



Data Trend



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

Financial outturn is within 1% of forecast

Data Trend



The provisional revenue outturn for 2024/25 is £116.3m against the latest approved budget of £116.3m resulting in a breakeven position, as forecast at Q3.

This balanced outturn position is after the transfer to reserve of £1.5m of unspent revenue funding to manage timing differences in programme and project spend.



Appendix A







Data Trends

The Success Measures are detailed in the below table.

Where Statistical Process Charts are used; Normal random variation is expected, where volumes fall above and below the average and within the expected confidence limits (at 2 standard deviations, 95%). This is what is known as noise. SPC charts help to 'drown' out the noise by showing exceptions (which require investigation as they are significant).

Significant exceptions are where the data points fall above or below the control limits, or where there is a run of 7 data points above the average or below the average. Another exception is where there is a month on month increase for 7 months. These are the big exceptions, but with more work you can also build in additional early warning indications to help highlight emerging issues.

Where there is no statistical data available a review of the qualitative data has been completed and the same trend analysis applied.

Success Measure Performance Assessment	
	A green upwards arrow suggests improvement in the direction of travel.
	A green arrow pointing right is used for consistent performance at 100%.
	A green arrow pointing down means a decreasing trend which is positive.
	Amber means there has been limited increases or decreases within tolerance level.
	A red upwards arrow suggests an increasing trend that is negative.
	A red downward arrow suggests a decrease in performance.



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