



Professionalism and Trust Committee (Police)

Date: TUESDAY, 2 DECEMBER 2025
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Michael Mitchell (Chair)	Jason Groves
Deborah Oliver (Deputy Chair)	Deputy Madush Gupta
Joanna Tufuo Abeyie	David Sales
Tijs Broeke	Naresh Hari Sonpar
Melissa Collett	Jacqui Webster
Alderman Professor Emma Edhem	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 14 October 2025.

For Decision
(Pages 5 - 8)

4. **REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 9 - 10)

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

Report of the Commissioner, City of London Police.

For Information
(Pages 11 - 56)

6. **PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE Q2**

Report of the Commissioner, City of London Police.

Note Appendix 3 is non-public and can be found at Item 13.

For Information
(Pages 57 - 90)

7. **STOP & SEARCH AND USE OF FORCE QUARTER 2 UPDATE**

Report of the Commissioner, City of London Police.

For Information
(Pages 91 - 98)

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

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

10. **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 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.

For Decision

11. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 14 October 2025.

For Decision
(Pages 99 - 100)

12. **NON-PUBLIC REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 101 - 102)

13. **PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE Q2**

Non-public appendix to be read in conjunction with Item 6.

For Information
(Pages 103 - 112)

14. **POLICE CONDUCT REVIEWS - RANDOM SAMPLES**

Report of the Commissioner, City of London Police.

For Information
(Pages 113 - 118)

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

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

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PROFESSIONALISM AND TRUST COMMITTEE (POLICE)

Tuesday, 14 October 2025

Minutes of the meeting of the Professionalism and Trust Committee (Police) held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 14 October 2025 at 11.00 am

Present

Members:

Michael Mitchell (Chair)
Deborah Oliver (Deputy Chair)
Tijs Broeke
David Sales
Jacqui Webster

Officers:

Oliver Bolton	- Town Clerk's Department
Sorrel Cooper	- Town Clerk's Department
Richard Riley	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department

City of London Police

Paul Betts	- City of London Police
Jesse Wynne	- City of London Police
Sanjay Andersen	- City of London Police
Carly Humphreys	- City of London Police
Kate MacLeod	- City of London Police

1. APOLOGIES

Apologies for absence were received from Melissa Collett and Jason Groves. Joanna Tufuo Abeyie was observing online.

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

There were no declarations.

3. MINUTES

That the public minutes and summary of the meeting held on the 3 June be approved as a correct record.

4. REFERENCES

The Committee received a joint report of the Town Clerk and the Commissioner.

The Chair expressed concern regarding slippages in addressing the outstanding references highlighted in the report and requested that written updates be provided in advance of the next meeting.

The Chair noted that the work referenced under Item 8 of the report (Action Fraud complaints) fell within the remit of the Economic and Cyber Crime Committee and should therefore be considered by that Committee instead.

RESOLVED, that the report be noted.

5. **EQUITY, DIVERSITY, INCLUSIVITY UPDATE**

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

A member noted that men and junior officers in frontline roles appeared to be less engaged with the relevant training programmes. The Member suggested introducing consequences for missed mandatory training sessions and implementing regular monitoring of quarterly training statistics.

Members discussed potential barriers to training completion, including shift patterns and issues with inaccurate reporting of training data.

The Chair emphasised the importance of developing a performance framework for the EDI Strategy to ensure a clear understanding of the impact and outcomes being sought. The Chair agreed to be part of a follow up discussion about expectations in terms of measurement and reporting.

Officers agreed that it would be helpful to have clarity on the specific requirements of the Committee.

RESOLVED, that the report be noted.

6. **PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE Q1**

The Committee received a report of the Commissioner which provided an update of professional standards, conduct, and vetting of the first quarter of 2025.

Members noted the increase in complaints; officers said that this reflected improved understanding of the complaints process rather than a decline in conduct standards. There was ongoing work to ensure complaint signposting and custody information remained up to date.

The Deputy Chair referred to a point in Appendix 2 regarding group membership, specifically freemasonry. It was suggested that a paper on the policy for declaring freemasonry, discussed at a previous meeting, should be reviewed. A member, also the Chair of the Police Authority Board, proposed writing to the Home Secretary to express concerns and seek resolution on this matter.

Officers reported that an internal review of inspection reports had recently been completed and agreed to present the findings to the Committee at its next meeting.

RESOLVED, that the report be noted.

7. **STOP & SEARCH AND USE OF FORCE QUARTER 1 UPDATE**

The Committee received a report of the Commissioner which provided an update on stop and search and the use of force in the first quarter of 2025.

Members noted a general increase in stop and search activity across the organisation, which was attributed to seasonal variations in offending. The Force reported that following the recent HMICFRS inspection, it had been assessed as “adequate” for stop and search procedures. This represented an improvement on previous findings and officers said that it positioned the Force well for future inspections.

Officers advised that work with the University of East London on data analysis was ongoing, with a further update to be provided at the next meeting. Members were also informed that a new Force Incident Manager role had been introduced to provide oversight and challenge around use of force reporting. Completion rates for use-of-force reporting had increased from 50% to 80% as a result of improved governance and awareness.

Members queried the reliability of data and sought assurance that historic underreporting issues had been resolved. Officers confirmed that significant progress had been made but that further work to improve data accuracy remained ongoing.

It was noted that the Force intended to carry out further analysis of the use of handcuffs, including demographic patterns, and to develop more granular data on the ages of juveniles subject to stop and search.

Members also noted the work of the Stop and Search Working Group, which includes Equality, Diversity and Inclusion representation, to ensure that community feedback and complaints are used to inform practice.

RESOLVED, that the report be noted.

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

There were no questions.

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

There were no items of urgent business.

10. **EXCLUSION OF THE PUBLIC**

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 the Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES**

That the non-public minutes and summary of the meeting held on the 3 June were approved.

12. **POLICE CONDUCT REVIEWS - RANDOM SAMPLE**

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

13. **NON-PUBLIC APPENDIX TO PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE Q1**

The Committee received a report of the Commissioner which provided information on a number of suspended officers in the first quarter of 2025.

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

There were no questions.

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

A member briefed the Committee on a confidential issue involving the gross misconduct of an officer.

The meeting ended at 12.45 pm

Chairman

Contact Officer: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

CITY OF LONDON POLICE: OFFICIAL – RECEIPT ONLY

PROFESSIONALISM & TRUST COMMITTEE

PUBLIC ACTION TRACKER

REFERENCE	MEETING DATE	ACTION/DECISION	ACTION OWNER	DUE DATE	UPDATE	STATUS
P&T – ITEM 6 – 01	14/10/2025	Declarations Paper previously received on Chief Officer declaration on freemasonry be brought back / circulated outside of the Committee.	RR	02/12/2025	The most recent Committee paper on CoLP's notifiable associations policy (from November 2023) was circulated to Members outside of Committee on 14 November 2025.	<i>Completed</i>
P&T – ITEM 7 – 01	14/10/2025	Stop and Search Report from University on stop and search to be received at the next Committee.	JW	TBC/02/26	The report has not yet been received. The University has confirmed that they are finishing the report, and the launch will be arranged for Jan/Feb 2026.	<i>In Progress</i>

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City of London Corporation Committee Report

Committee(s): Professionalism and Trust Committee – For information	Dated: 2 nd December 2025
Subject: Equity, Diversity, Inclusivity (EDI) Update	Public report: For Information
This proposal: • 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

Over the last reporting period, the ICOD team have progressed our work on 'measurement', working with colleagues in our Strategy, Planning and Service Improvement Team to produce a meaningful template, working collaboratively across the force to mitigate our data challenges. A full update on this work is provided at the second half of this paper.

Delivery against our EDI strategy (see Appendix A) continues, key achievements during this period include a review of our Equality Impact Assessment processes and a National Peer Review of some of our 'Violence Against Women and Girls' actions.

Recent internal boards- our EDI Strategic Board (3rd November) and EDI Delivery Board (17th November)- have focused on our forcewide response to the Panorama Documentary, our Staff Networks and Associations Review, along with the ongoing delivery of 'Our People - Inclusivity Programme'. Challenges relating to attendance continue to be addressed via our internal governance and scrutiny channels.

Over this period, we have also provided an update 'one year on' for the Corporation EEDI Sub-Committee.

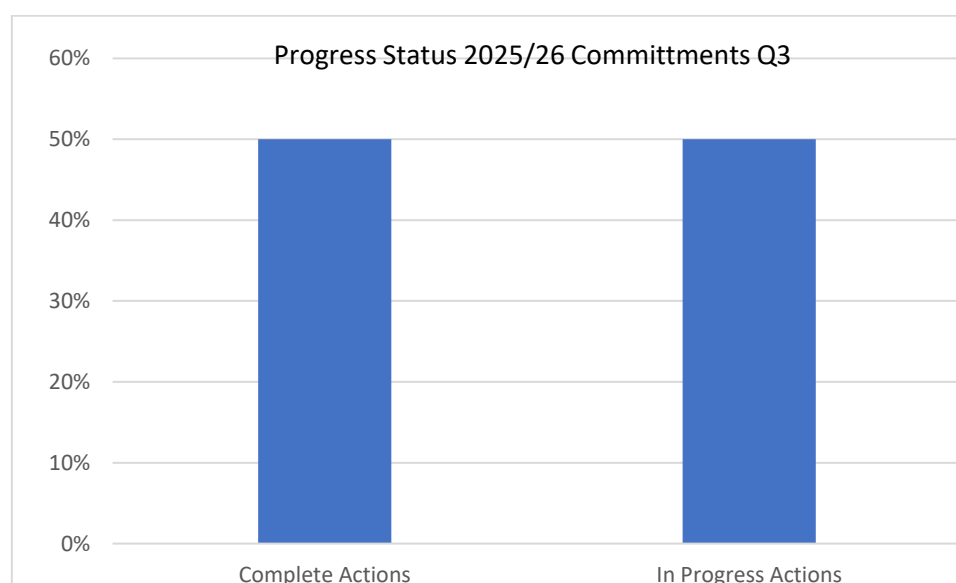
Performance against 2025-26 prioritisation

A reminder of our EDI Strategy, including what we have agreed to deliver the full 3 years, can be found at Appendix A. With all of our 'high priority' actions underway as we move into Quarter 3, we have been able to revisit our original forecast to ensure we are still on track to meet our targets for our first year of delivery. As previously explained, 5 of our actions will be completed slightly later than originally planned-taking us into the first quarter of 2026. Of the 76 actions, 28 were prioritised for delivery in 2025/26, half of these have now been completed. Appendix B shows the detail behind these actions, along with an accompanying 'RAG' rating.

Notable pieces of work completed this quarter include a full review of our 'Equality Impact Assessment' process, delivery of our Inclusivity Programme (with focus on 'black history month' and National Peer Review of our Violence Against Women and Girls Action Plan. Our risk remains around delivery of our commitment to reporting against the measures as detailed in our Strategy alongside developing a robust evaluation framework alongside.

Delivery Overview and Progress Status this Quarter

Actions status	Q1 (Actual)	Q2 (Actual)	Q3 (Actual)	Q4 (Forecast)	Q1 2026 Forecast)
<i>Completed</i>	4	7	14	23	28
<i>In progress</i>	20	21	14	5	0
<i>Not started</i>	4	0	0	0	0

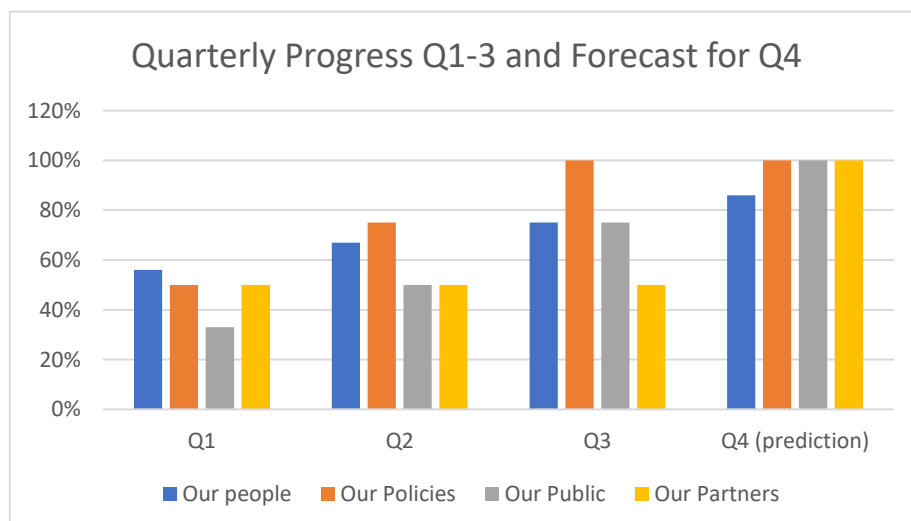


Progress by Pillar and by Quarter

The following progress table 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	Q2	Q3	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)	75% (18 total actions: 9 completed, 9 in progress)	86% (18 actions, 13 completed, 5 ongoing)
<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)	50% (6 total actions: 6 in progress)	75% (6 total actions: 3 completed, 3 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)	50% (2 total actions: 2 in progress)	100% (2 actions, all completed)

The following graph shows the same progress pictorially, with actual progress for the first three quarters and forecast for the latter one:



2025/26 actions completed this quarter	Summary of results
7.1 A cultural audit process to be designed and agreed, pilot undertaken	<i>Pilot is now complete. The cultural audit is now due for evaluation and review (action 7.2)</i>
11.6 Review of Equal Opportunities Policy	<i>This has been completed through a revised EIA process and form.</i>
15.2 – Review of all national plans to ensure adequate capture.	<i>ICOD are now linked in with all national groups and continue to review new policies to ensure alignment.</i>
15.3 Ongoing actioning and monitoring of National VAWG Plan via internal governance and external assessment	<i>COLP have recently been peer reviewed by the National VAWG Team, update included in this paper</i>

Update on Key Developments

Equality Impact Assessments (EIA) Review

Members were previously given an update on our current position with EIAs, following a recent review conducted by ICOD which found that many of our SOPs had been published without EIAs. Of a total of 234 SOPs, 44 had been published without any EIA and 60 had been published with a 'no EIA required' caveat.

In addition to raising this at our own internal Strategic Board, we have since taking a forward a number of actions for improvement, including streamlining the process flow and designing a new form which is more user-friendly. This was presented and ratified at our EDI Delivery Board in November.

We have also created a cadre of 'single points of contact' spread across all Directorates to support the wider force, with members of HR, Change Portfolio and Strategy Teams completing training on the EIA process. This provides additional resource to assist ICOD in quality assuring and sign off. An additional 'train the trainer' course, due for delivery shortly, will provide further resilience.

Our focus is now on ensuring consistent messaging so that people understand what is required from them when any new change of process is initiated, and we can signpost them accordingly via our refreshed EIA 'Sharepoint' site.

Refresh of 'Our People- Inclusivity Programme' for 2026

The last quarter saw a scaled back delivery of our Inclusivity Programme, taking advantage of the holiday period to plan for 'Black History Month' in October, along with our programme of activity for 2026. Sessions on 'Understanding Extremist Ideologies'

and 'Focus on Schizophrenia', to align with World Mental Health Day, have been delivered and evaluation can be found at Appendix C.

Going forwards, November will have seen a flurry of activity, including a series which ICOD have partnered with our Counter Terrorism Team to deliver to coincide with CT Prevent Week- these included sessions on Extreme Right Wing and Prevention of Extremist Violence. Alongside this we have planned activities and messaging for White Ribbon Day, Anti-Slavery and Addiction in Policing.

Finally, members will recall our work on ensuring mandatory attendance and compliance. This was discussed again at the November EDI Delivery Board and a verbal update on progress can be provided.

Cultural Audit

Following the Cultural Audit pilot, key stakeholders provided feedback and the ICOD team put together a toolkit that outlined the core principles of undertaking a team cultural audit at CoLP and the steps required. An independent team were commissioned to undertake their own cultural audit using this toolkit, this has highlighted some further challenges and a full review is now underway. The main themes for learning include resourcing and timeframes. The methodology outlined in the toolkit is effective; however, resourcing and timing are crucial to maintain the integrity of the approach and ensuring both psychological safety and effective outcomes from interviews. The current review will identify teams where an audit is deemed necessary and what resources are required to deliver them.

Staff survey

We have now delivered three full surveys and two pulse surveys via our partnership with 'Any 3'. The final part of our three-year contract will be completed once we have undertaken the pulse survey following our March 25 full survey, this will take place in January 2026. Our engagement score has increased from 66% - 76% over that period which Any 3 say is exceptional; not only have we maintained our score, but we have also increased it from Sept 24. This illustrates that the work done to date across the Force has had an impact on the total workforce.

ICOD have committed to being proactive in supporting the delivery of improvement plans. This has not previously been achieved in force. We have taken a multifaceted approach to this; we have given clear communications about our expectations, and we have put mechanisms in place to support Managers to realise their improvement plans. Once we have completed the next Pulse survey we will have completed our 3-year contract with Any 3. We have already reviewed some survey providers and with the development of 'AI' and their ability to develop more intuitive and comprehensive action plans, it would be beneficial to go out to tender for our next roll out of Surveys. There is also an opportunity for fiscal savings. Prior to tender, we will research the

frequency of future surveys and what we want to measure over the next three years with a proposed date of Sept 2026 for our next full survey.

Key milestones

Pulse Survey January 2026- We have set up bi weekly meetings with Any 3 and HR to ensure the organisation structure is up to date and review the question set and emails required for the launch. We are meeting with Internal Comms in November to create the communication strategy for January in readiness for the launch in January.

Future Survey- We need to establish the focus and frequency of future surveys and will be meeting with Strategy and Planning and the Change Portfolio office to review our Policing Plan and EDI Strategy in November. We have identified potential survey providers and have established the procurement process required. We will present what each provider can offer and the scope of future surveys to the January EDI Strategic Board in readiness for the tender process in the New Year.

Insights

The City of London Police have funded the implementation of 'Insights Discovery', supporting our Policing Plan commitment to invest in the development of our workforce. We trained 10 in house facilitators in 2024 and an additional 7 in 2025. Insights Discovery has played a role in building stronger teams by providing valuable insights into team members' individual personalities, communication styles, and strengths. Understanding and leveraging these insights can facilitate effective team dynamics, improved communication, and enhanced collaboration.

During Quarter 2 we delivered an Insights Workshop to our PALs (Positive Action Leadership Scheme) cohort and 'Leading with Impact' programme, we also delivered one to the Staff Office. After the event, we send the team information on how they can use the knowledge they have learnt and arranged a follow up three months later.

Going forwards, we have capacity to deliver up to 2 workshops per quarter. Each participant gets an Insights Discovery report which outlines their preferred communication style and the impact that this has on others, this is a useful document for people to share as a team and with their Manager. In addition to improving team dynamics, we hope to see longer term impacts on sickness rates, grievance data etc; this is being factored into our approach to measurement and evaluation.

Violence Against Women and Girls (VAWG) Peer Review

ICOD continue to co-ordinate the delivery of our National VAWG Action Plan, much of this work sits across a number of Directorates, especially Professionalism & Trust, Local Policing and Specialist Operations.

In recent months, the National Centre for Violence Against Women and Girls and Public Protection (NCVPP) assessed the Force's response to Op Soteria, a Home Office funded initiative aimed at improving policing's response to rape and sexual assault investigations. Their assessment highlights National learning but also provides a bespoke report for CoLP which includes a summary of the Force's position from the previous 2023 Self-Assessment, alongside feedback on key strengths and areas of development.

Next steps require the force to agree a 'Transformation and Implementation Plan', which is due for sign off by the Chief Officer Team by the end of February 2026. This plan will provide a mechanism for driving systemic change by embedding the Operation Soteria principles into the force and acting as a roadmap for everyone working in this area. The plans are a living document which are updated annually and demonstrate that the force is committed to achieving a capable, confident, and reflective workforce equipped with insight and informed knowledge which can then be applied in practice.

Risks and Challenges

Focus on Measurement and Impact

With a short interim period between the previous PTC board and this, combined with feedback from members in October, decision to focus on the 'measurement' aspect as this remains one of our key challenges and has been the focus for the team over the last month.

We have produced an implementation framework and action plan to support our Strategy. However, we acknowledge we have some data gaps which help us fully understand the journey of colleagues from under-represented groups and the impact of our activities which help us move closer to our mission. To ensure we can monitor – and tell a coherent story about - progress against our EDI ambitions, we need a consolidated dashboard that is strategic (tied to our ambitions), meaningful (explains barriers, journeys disproportionality) and quantifiable (a single view of our workforce, culture and service delivery data with ratios, trends, gaps and benchmarks). It needs to enable us to use insights to target interventions where barriers are greatest and measure their effectiveness. Appendix D provides members with an insight in to what we are progressing, working closely with our Strategy Team.

Alongside this, we will also try to ascertain which activities are 'moving the dial' (tracking activities and their impact) and making the most difference. For example, by comparing areas 'with vs without' intervention to measure impact and return on investment. In the longer term we could aim to use the data sitting behind the Dashboard as an early warning system helping us highlight problems before they escalate by tracking trend data over time and building models to flag when indicators deviate from the expected. This would enable leaders to intervene earlier with tailored solutions.

To deliver the Dashboard (including overcoming the challenges above) have agreed, with support from our Chief Officer Team, that this work needs to be prioritised over

other commitments (considering multiple priorities and limited capacity). Going forwards, we also need to consider further investment in technical, analytical and evaluation capacity / capability – and an agreement for staged delivery in line with this.

Appendices

Appendix A: CoLP EDI Strategy 2024-2027

Appendix B: EDI Strategy- Year 1 Priority Actions

Appendix C: Inclusivity Programme Evaluation Pack July-Sept 2025

Appendix D: Mock Up EDI Dashboard (DRAFT)

Det Supt Kate MacLeod



OUR PEOPLE

Equity, Diversity and Inclusion Strategy
2024-2027

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OUR PEOPLE

Equity, Diversity and Inclusion Strategy 2024-2027



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

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

COMMISSIONER'S FOREWORD



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

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

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





“Equity, diversity and inclusion means I can be trusted to help, no matter who you are.”



OUR ACKNOWLEDGEMENT

There have been widely-publicised policing challenges and failings that have damaged the public's confidence in our police service.

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

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

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



“We value the expertise of our external and independent partners, and will ensure that we work effectively with them to address and confront issues that compromise our service's ability to deliver value-driven policing.”

OUR ALIGNMENT AND COLLABORATION WITH NATIONAL POLICE RESPONSES

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

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



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

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

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

WHAT IS DIFFERENT IN OUR 2024-2027 STRATEGIC PLAN?

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

WHAT YOU SHOULD KNOW ABOUT OUR QUALITATIVE AND QUANTITATIVE DATA

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

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

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

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



“It’s not about ticking boxes or fulfilling quotas.”



WHERE WOULD WE LIKE TO BE IN 2027?

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

Equally, we want to increase trust and confidence among the public we serve, and will use our victim satisfaction surveys, Independent Advisory and Scrutiny Groups, use of force and stop and search data, and partner feedback to measure our relationship with our public and partners.

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



THROUGH PRIORITISING OUR PEOPLE WE WILL:

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



THROUGH STRENGTHENING OUR POLICIES AND PROCESSES WE WILL:

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



BY COLLABORATING WITH OUR PUBLIC WE WILL:

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



THROUGH WORKING WITH OUR PARTNERS WE WILL:

- lead by example by building inclusive relationships with professionals to provide enhanced services for our communities, foster innovative collaboration and establish partnerships that empower our service to deliver our EDI commitments.
- ensure accountability and independent scrutiny of our commitment to become one of the most inclusive police services in the country, we are externally audited by Inclusive Employers. Our 2020 Inclusive Employers benchmark placed us at the ‘compliant’ stage within the Inclusion Maturity Model. This defined our approach to diversity and inclusion, as: ‘we pay lip service to diversity and inclusion, doing the minimum to be legally compliant’. We are disappointed by this scoring and over the last three years we feel we have made significant efforts in progressing into the police service we aspire to be.



“It’s about being able to access everything without needing to ask.”



THE DETAIL:

OUR PEOPLE



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

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

WHERE ARE WE TODAY?

We have a police service populated with a diverse range of skilled and talented people. Nationally, we employ the fifth largest percentage of ethnic minority police officers (10 percent) and the third highest percentage of ethnic minority police staff (24 percent). Additionally, 60 percent of our police staff are female. Disappointingly however, we have one of the lowest representations of female police officers nationally (24 percent).

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

This data only includes the detail of those comfortable with sharing their personal information. We must address how we can improve and increase confidence in sharing these details with us.

Our outreach team will continue their focused efforts on increasing interest in our service, through proactive engagement with schools and education centres with high proportions of ethnic minorities, socio-economically diverse people and those of varying religions and faith.

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

REPRESENTATION

Our approach to inclusive and equitable recruitment processes will continue to ensure we hire the best people from all backgrounds and, where necessary, respond to trends in underrepresentation with equitable hiring processes. Efforts to challenge inequity in



recruitment processes, is already in train, including collaboration with our staff networks, and our leadership accelerator, both of which have seen us attract and engage with an increasing number of ethnic minority and deaf, disabled, and neurodivergent talent. We know this is just the beginning and remain enthusiastic about building careers for talent from all backgrounds. Hiring inclusively is the first step, however, to ensure our people feel psychologically safe, valued, and respected, our workforce will continue to benefit from consistent education through our inclusivity programme and engagement with the varying lived experiences of our partners and people continues.

LEADING BY EXAMPLE AND LEADERSHIP ACCOUNTABILITY

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

STANDARDS AND ETHICS

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

CULTURE

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

ZERO TOLERANCE

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



OUR CONTINUED COMMITMENT

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

WHERE DO WE WANT TO BE?

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

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

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

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

We want those who work for our service to feel a sense of pride in working for City of London Police to feel valued and respected as individuals.

HOW WILL WE MEASURE THIS?

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





OUR POLICIES



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

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

INDEPENDENT, PUBLIC, INTERNAL, AND EXTERNAL ACCOUNTABILITY

Our Independent Advisory and Scrutiny Group (IASG), provides feedback and challenge on matters relating to stop and search, use of force, equality and inclusion and professional standards. We recognise the need to ensure these groups are made up of a diverse range of people, who have relevant lived experience or are directly impacted by the issues we are seeking to learn from, tackle or address. The group is also invited to provide appropriate independent input on critical incident gold groups, capturing community concerns. This relationship is successful in influencing our policies and has expanded to form a Youth Independent Advisory Group (YIAG), who were actively involved in our Stephen Lawrence Day Foundation event. Our partnership with Mentivity, who educate and provide insight into young black people's experiences of interacting with the police, has already seen an improved relationship with the black community. We remain committed to evolving the way we police with the support of these independent groups.

CONTINUOUS LEARNING

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

ENHANCING EQUITY FOR OUR PEOPLE

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



OUR CONTINUED COMMITMENT

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

HOW WILL WE MEASURE THIS?

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

WHERE DO WE WANT TO BE?

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

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

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

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



OUR PUBLIC



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

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

WHERE ARE WE TODAY?

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

The data told us:

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

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

EDUCATION

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



Since 2016, City of London Police has partnered with the Prince's Trust, supporting the Mosaic primary and secondary school mentoring programmes. Mosaic's secondary school mentoring programme creates opportunities for young people growing up in our most deprived communities. We have also supported our people to complete a 12 week placement on the team programme, where officers and police staff undertake a short attachment to co-deliver the team's programme, with a delivery partner organisation, for example, higher education providers and the YMCA.

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

HIGH STANDARDS IN RESPONSE TO CRIME

We will remain visible and accessible to all, especially those communities who have lost faith and trust in policing. Our commitment to delivering recommendations across national plans will help to renew community relationships including, but not limited to, the National Police Race Action Plan, national hate crime guidance and the VAWG action plan. The Police Authority's Independent Custody Visitor Scheme will hold our officers and staff accountable for ensuring inclusive and equitable experiences for all individuals while in custody.

INFLUENCE

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

TACKLING DISPROPORTIONALITY

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

OUR CONTINUED COMMITMENT

- We will continue to engage positively with young people throughout London, while also offering our unique skills and training opportunities to all police cadets across the UK, so that our young people meet and take part in peer-to-peer teaching and learning with diverse range of cadets.
- We will implement regular victim satisfaction surveys to assess and measure the effectiveness and professionalism of our services delivered.
- We will ensure the national plans that promote trust and confidence are embedded into our policing activities and provide metrics to measure the success of these.
- We will continue to engage in accessible ways with all our communities.



- We will review our complaints processes to ensure they are robust and offer a prompt way for us to efficiently respond to the views and needs of our people, public and partners.

HOW WILL WE MEASURE THIS?

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

WHERE DO WE WANT TO BE?

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

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

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

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

OUR PARTNERS



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

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

WHERE ARE WE TODAY?

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



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

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

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

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



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

Mentivity



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

The College of Policing



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

Inclusive Employers

INNOVATIVE COLLABORATION

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

ACCOUNTABILITY

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



INCLUSIVE PROCUREMENT

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

COMMUNITY-BASED ENGAGEMENT AND RECOGNITION

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

OUR CONTINUED COMMITMENT

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

WHERE DO WE WANT TO BE?

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

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

HOW WILL WE MEASURE THIS?

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



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

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

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

OUR PERFORMANCE FRAMEWORK REVIEW

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



Area	Commitments	Action F	Actions	Team owner	Priori	25/26	Status
OUR PEOPLE	1.Senior leaders accountability pledges	1.1	Write and announce pledges	ICOD	High	YES	Completed
	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	Completed
		2.4	Delivery and Evaluation of Sponsorship Scheme	ICOD	High	YES	In progress
		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	Completed
		2.9	Ensure ability to update diversity data for all staff	COMMS	High	YES	In progress
	3.Regular mandatory education on cultures and lived experiences	2.1	Monitoring of recruitment, promotion and retention data	HR	High	YES	Completed
		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	In progress
		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
	4. All leaders to complete mandatory and regular inclusive leadership training.	4.1	Content and Timetable for leadership training to be agreed	L&D	High	YES	Completed
		4.2	Ongoing delivery of staff survey	ICOD	High	YES	In progress
	5. Forcewide Inclusivity objectives into	5.1	Communicate mandatory EDI PDR objective	COMMS	High	YES	In progress
	7. Completion of cultural audits	7.1	A cultural audit process to be designed and agreed, pilot undertaken	ICOD	High	YES	Completed
		7.2	Reporting on pilot to agree on effectiveness and next steps	ICOD	High	YES	In progress
OUR POLICIES	11. Best use of Staff Networks in delivering our policies.	11.1	Complete review of SNAs	ICOD	High	YES	Completed
		11.6	Review of Equal Opportunities Policy	ICOD	High	YES	Completed
OUR PUBLIC	13. Engagement with youth	13.1	Youth IASG to be refreshed	ICOD	High	YES	In progress
	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	Completed
		15.2	Clear ownership and reporting mechanisms agreed	ICOD	High	YES	Completed
		15.3	Ongoing actioning and monitoring of National VAWG Plan via internal governance and external assessment	ICOD	High	YES	Completed
		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
OUR PARTNERS	18. Measure and Review our Partnership	18.1	Review of existing partnerships to take place to establish 'as is' position	ICOD	High	YES	In progress
	21. Build on efforts and create governance / testing ground	21.1	Creation of Ethics Committee	ICOD	High	YES	In progress

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Appendix C

Inclusivity Programme Evaluation July - Sept 2025 Level 1&2 Feedback

Event name	Event Dates	Outline of event
Understanding Ideologies (Face to Face)	11 th July, 24 th July, 14 th August	<p>The session gave a historical timeline of religious and political ideology. It explored how these points in history have shaped the world we see today and how the context is not explored in the mainstream narrative, often creating echo chambers which can lead to extremist thoughts and terrorist attacks across the world.</p>
Focus on – Schizophrenia	23 rd July	<p>Schizophrenia is a mental illness that affects 1 in 100 people at some point in their life. In this session, Helen Nunn and Renato Congias share their experiences.</p> <p>Helen Nunn is a Senior Mental Health Social Worker and part of the Mental Health Street Triage Team that works with the City of London Police. She has worked across the NHS and police for years, with a wealth of knowledge and experience.</p> <p>Renato Congias is a Governor for East London NHS Foundation Trust and member of People Participation. He talks about his experiences living and working with schizophrenia and his experience with the police.</p>

Focus On...Schizophrenia– Level 1 & 2 Impact

Learning Engagement

88%

Felt they learnt more about Schizophrenia

61%

Fully learnt how to support someone with Schizophrenia

52%

Felt they could fully understand the treatments available

Page 47

Attendance Figures

Total Attendees

109

81 Police Staff

28 Police Officers

20 Corporate Services

14 Local Policing

51 National Lead Force

03 Professionalism & Trust

21 Specialist Operations



Satisfaction Rating

4.33/5

Excellent



Knowledge Gain

Knowledge Level Before:


2.27

Knowledge Level After:

3.88

Knowledge Gain


66%



EDI Strategy Considerations

1 Make sure the video of the session is available on CityNet so more staff can watch.

2 Explore best practice when dealing with members of public or victims of crime who have this condition.



Next Steps

Highlight any real-world examples of training in action on CityNet.

Session Details

Date: 23rd July 2025

Speaker: Helen Nunn

EDI Strategy Pillar: PEOPLE

Additional Comments

Very enlightening expose
on a vastly misunderstood
condition.

It was personal and vulnerable
which made it impactful

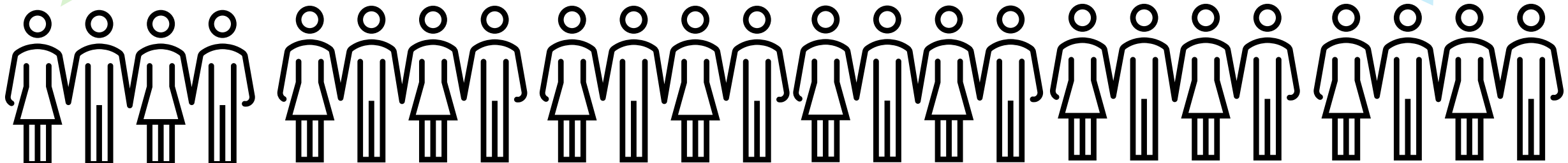
Very thought provoking

Page 48

Was enlightening to hear
from a person with lived
experience

We are lucky to have the
presenter working with us

These are real people who are
frightened and need help. It was so
positive



Focus On...Ideologies linked to Extremism– Level 1 & 2 Impact



Learning Engagement



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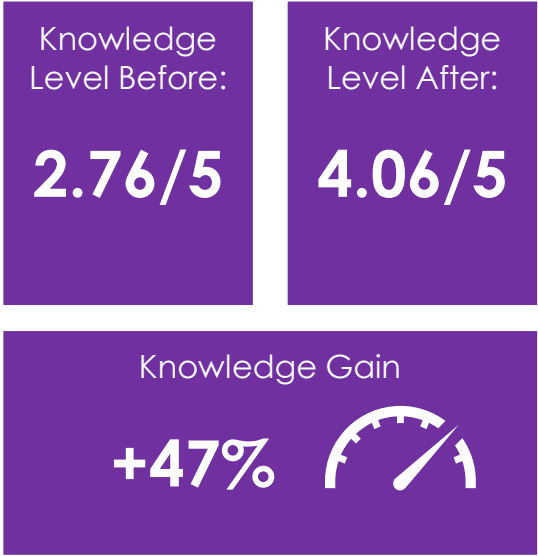
Attendance Figures



Satisfaction Rating



Knowledge Gain



EDI Strategy Considerations

1. Communication needed on how to access support via relevant welfare networks.
2. Supply a mechanism for people to get further advice.

Next Steps

Considering a focus on session to look at the history behind the Israel / Palestine conflict in the New Year.

Session Details

Date: Q2 2025 **3 sessions**
Speaker: Zunaid Patel
EDI Strategy Pillar: PEOPLE



Additional Comments

I will use the references to build my knowledge

This will be useful in future to challenge misinformation

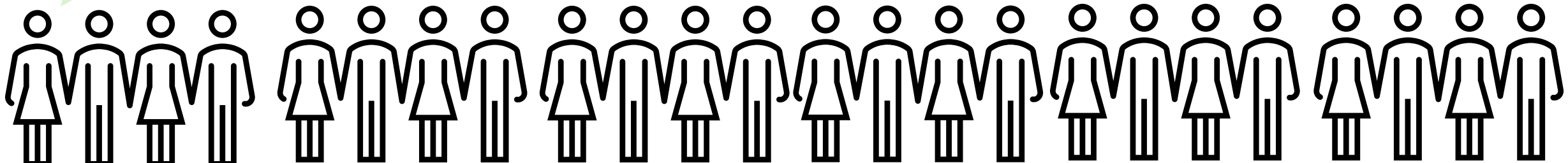
Breaking down the different aspects of Islam to get a better understanding of which parts of the religion are misused in extremism ideology was very interesting.

Page 50

Increased my awareness of how extremism is born

Understanding how world history and history of Islam overlap

Good to have a general overview of different types of ideologies





Appendix D

'Mock Up' CoLP EDI DASHBOARD- DRAFT

2024 – 2027

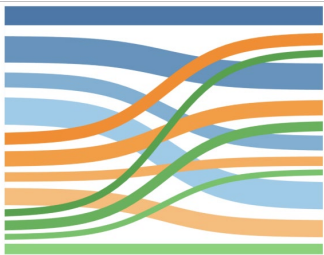
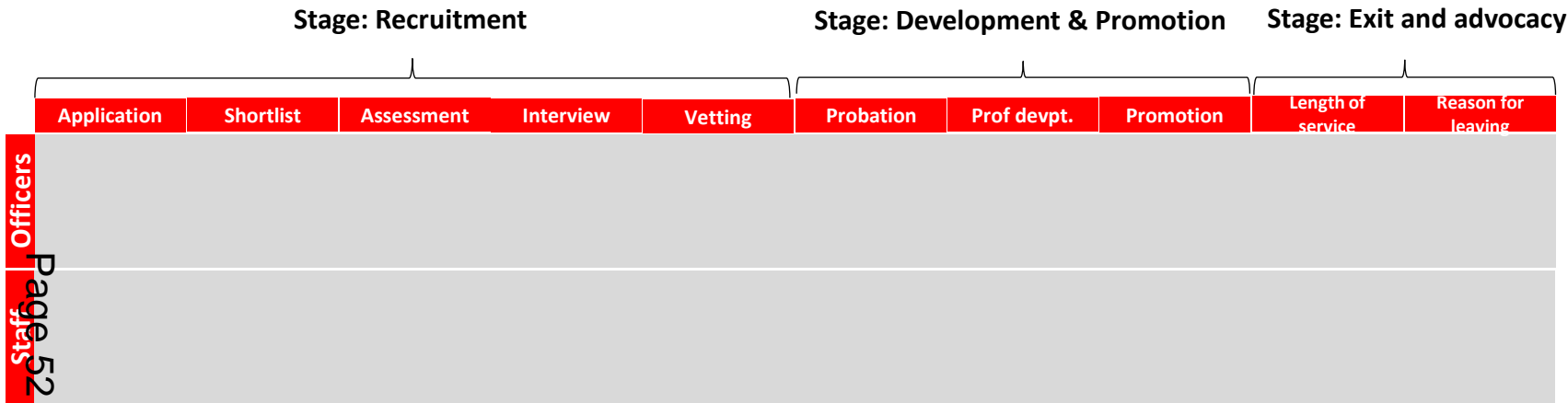
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Quarter X, 202X



Our People

Recruitment and progression



We could try to visualise the journey using a Sankey diagram where the thickness of flow lines can represent the number of people progressing to each stage, and different colours could signify different protected characteristics. Drop off/disproportionality points could be highlighted (and perhaps eventually – hindrance factors/pain points overlayed). We could show UK policing average, plus community/labour market % across the top for comparison purposes.



Our People

Wellbeing and inclusion



We could use a ‘heat map’ style matrix chart with columns representing what we’re measuring (see below) and rows representing different groups, with a RAG status applied to each point denoting whether the data is currently showing us as above (GREEN), close to (AMBER) or well below (RED) a benchmark (that we could set). This approach could enable visual comparison (e.g. sickness absence might be green for White male Constables but red for Black female constables, or fair promotion perception may be amber overall, but red for women at Inspector rank). This would enable us to spot hindrance factors – or clusters of hindrance factors, identify intersectional risks identify where intervention is most urgently needed. **Essentially a risk map for people’s lived experience within the force – making invisible barriers visible.**

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Wellbeing and inclusion indicators

- Sickness rates
- Staff survey scores (engagement score + questions TBC)
- Misconduct investigations
- Grievances (esp. discrimination, bullying and harassment)
- Employment tribunals



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

Our public

Public contact

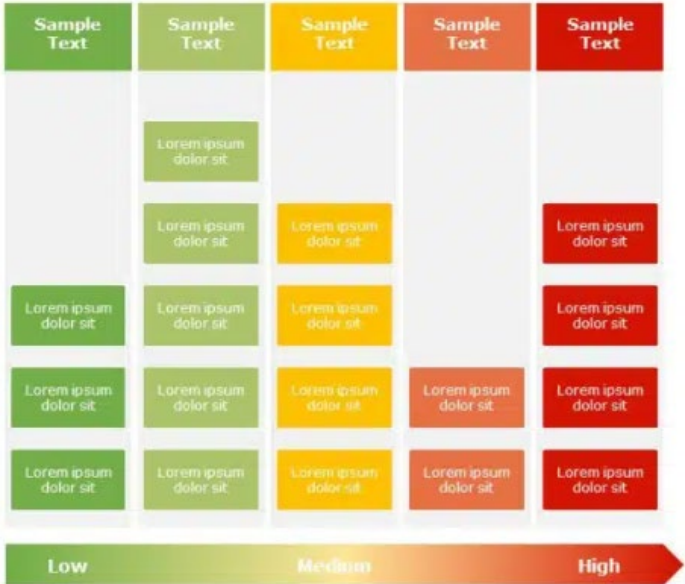


We could use a ‘heat map’ style matrix chart with columns representing what we’re measuring (see below) and rows representing status / direction, with a RAG status applied to each point denoting whether the data is currently showing us as above (GREEN), close to (AMBER) or well below (RED) a benchmark (that we could set). **Essentially a risk map for how the public experience the force – making invisible barriers visible.**

Page 54

Public contact

- Disclosure rates
- Community engagement
- Stop and search
- Use of force
- Arrest
- Disposal type
- Complaints
- Victim satisfaction



Our public

Public perceptions



Headline indicator	Status
Feelings of safety	ARROW WITH RAG
Public trust	ARROW WITH RAG
Public confidence	ARROW WITH RAG
Fair and respectful treatment	ARROW WITH RAG
X	ARROW WITH RAG
Public complaints	ARROW WITH RAG

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

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City of London Corporation Committee Report

Committee(s): Professionalism and Trust Committee – For Information	Dated: 2nd December 2025
Subject: Professional standards, conduct, and vetting Update Q2	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	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?	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:	D/Supt Humphreys/PC Ann Roberts Professional Standards Dept

Summary

- Overall, the volume of Complaints has decreased in Q2 in comparison to Q1 (by 8 cases 13%). However, this remains below the national average in accordance with IOPC data.
- There have been 19 new Conduct Cases recorded this quarter (a decrease of 3 (14%) from Q1).
- There remains a number of officers subject to long-term suspension. Many relate to misconduct cases held sub-judice awaiting for results of long impending criminal investigations or trials. Our forecasting expects that this may amount to four Gross Misconduct hearings over the next 6 months.
- Progress across the Vetting Action Plan has seen a change in the number of completed recommendations from 80% last quarter to 65% this quarter. This is attributed to some actions being re-opened to reflect additional levels of assurance

required by our service improvement team in readiness for our HMICFRS Integrity Inspection.

Recommendations

Members are asked to:

- Note the report.

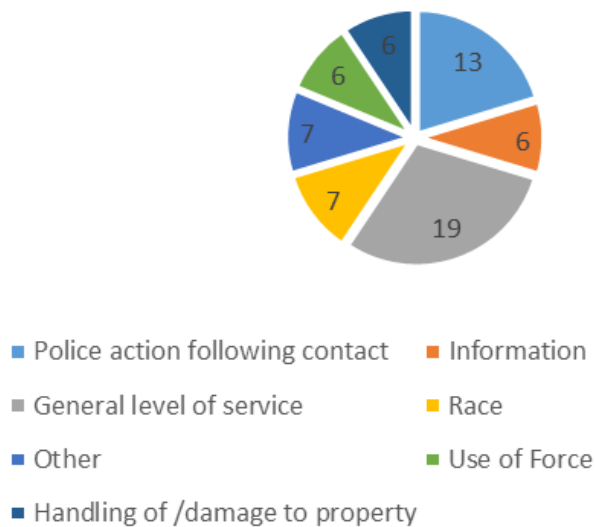
Main Report

I. Key issues from complaints and conduct data and actions taken

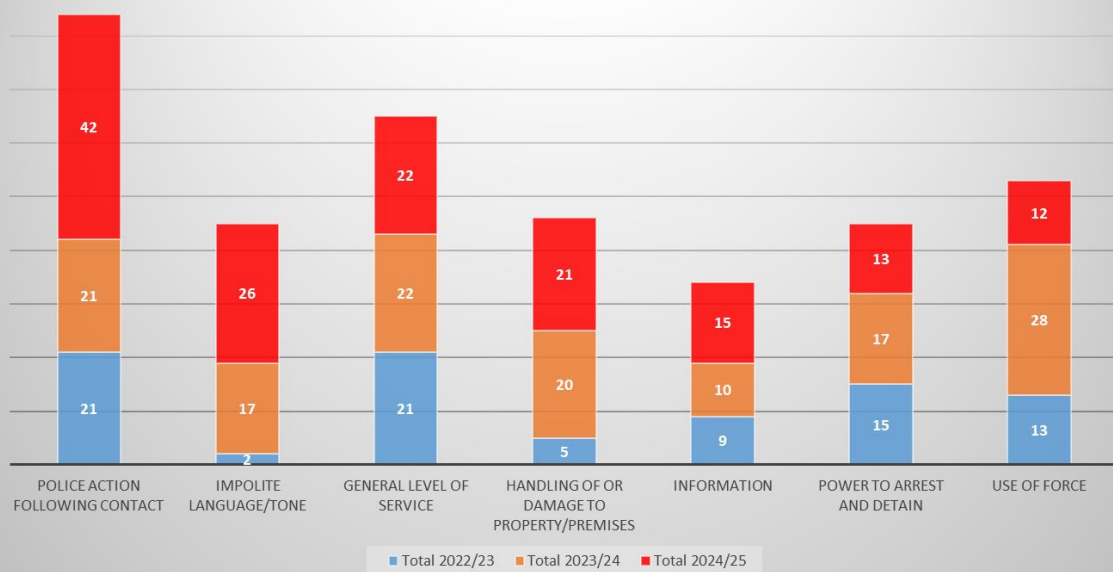
- **Complaint volumes, content, and performance –**

1. This document contains the statistics prepared by the Professional Standards Directorate for the second quarter of 2025/26 (July-Sept).
2. This quarter the total number of CoLP complaint cases logged is 53.
3. This is separated into 14 dealt with under Schedule 3 of the Police Reform Act 2002 and 39 not within Schedule 3. This figure of 53 complaints is a decrease of 8 cases compared against Q1 where a total of 61 complaints were logged: 17 under Schedule 3, and 44 not within Schedule 3. Compared against the same period (Q2) last year 2024/25 the total number of CoLP complaint cases logged was 29. (9 Schedule 3 and 20 not within Schedule 3).
4. Of the 94 allegations recorded during Q2 2025/26 the highest number were in the categories of: General level of service (19) Police action following contact (13) Race (7) Other (7) Information (6) Use of Force (6) Handling/damage to Property (6).
5. This is an increase in allegations recorded against Q1 of 1 (1%).
6. Q2 has 3 out of 5 highest allegation type categories featured in the overall 'Top 5 allegation types' against the full year 2024/25 data which are: General level of service, Police Action following contact, Information and Impolite language and Tone.
7. Allegation types 'General level' of service and 'Police action following contact' have been in the top 5 allegation types for the previous three years.
8. The allegation type 'Police action following contact' remains the highest allegation type across annual (2022/22, 2023/24, 2024/25) and quarterly data. The graph below visually represents the highest allegation types over the previous three years. Power to arrest and detain has returned to the quarterly top 5 this period.

Top 5 allegations Q2 2025-26



Top Allegation categories previous three years. 2022/2025



- The data and trend narrative are shared across all directorates via the PSD SPOCs (Specified Points of Contact), within the PSD Working Group, and PSD membership in the Stop and Search Working Group to ensure that data and learning can be used to improve service delivery. Trends across complaints and conduct data are also informing our PSD 'Protect' Plans for pro-active engagement (outlined in the Q1 2024/25 paper to PSIC). The Protect Engagement function of PSD means that thematic issues and key learning can be shared quickly across relevant areas with interventions implemented as required.

This is also being supplemented by a new PSD Learning Forum which on a monthly basis reviews all learning from the IOPC, NPCC, Home Office, external agencies and

case law. This ensures that learning and changes to practice are disseminated to the appropriate oversight area and implemented without delay.

Q2 – Data examination: -

10. Analysis of the highest allegation categories (the latest Q2 is compared against both the previous quarter(s) and the total years (2024/25) (2023/24) and (2022/23)) where allegations concerning 'Organisational type' allegations involving service delivery/expectations are recorded under (A), and procedural type allegations which incorporates power to arrest and detain (B) and communication type allegations which incorporates impolite language and tone (H) remain the highest areas of complaint type. This is consistent with National data in the IOPC bulletins. In Q2 46% Organisational type allegations were recorded (Q1 = 40%)
11. The total number of allegations finalised during Q2 is 86 compared to 93 in the previous quarter.
12. Of the 86 allegations finalised:
 - 34 Resolved
 - 32 Service provided was acceptable
 - 1 Service Not acceptable
 - 11 Not resolved/No further action
 - 4 Not determined
 - 2 No further action
 - 2 Withdrawn
13. The one allegation finalised where the Service provided was NOT acceptable relates to one case. Allegation type – Other.
14. To note, cases often contain more than one allegation; the number of cases finalised in Q2 is 52, compared to 51 finalised in Q1.
15. Of the cases finalised 18 were logged as Schedule 3, and 34 were not under Schedule 3. There were no cases finalised under the previous regulations.

- **Conduct volumes, content, and performance –**

16. During this quarter, 19 conduct investigations were recorded, and 8 investigations were finalised. There are currently 58 live conduct investigations, of which 28 have been assessed as Gross Misconduct. Of the matters assessed as Gross Misconduct – Discreditable conduct is the highest allegation type and as previously predicted are moving away from matters of a sexual nature. The discreditable conduct matters are varied and include disclosure, social media use and behaviour(s) with colleagues. Most of these cases are complex and subject to lengthy investigation timescales.

Newer conduct matters are varied and appear to be moving away from this allegation type and into Honesty and Integrity matters or Authority, Respect and Courtesy.

17. In total 8 Conduct matters have been finalised (Hearings/Meetings may have been held in a previous quarter):

- 7 cases – No case to answer
- 1 case – Discontinued

18. During Q2, one Misconduct Hearing and one Misconduct Meeting were held.

The misconduct hearing had a finding of Gross Misconduct with the allegations of Discreditable conduct and Authority, respect and courtesy. The outcome was a 5-year written warning. The misconduct meeting allegations were Duties and responsibilities, which were not proven. However, Reflective Practice and learning was advised by the chair.

- **Key wider issues, risks, and mitigations**

- (i) The Professional Standards Department continues to prepare for a HMICFRS Integrity Inspection (due in 2026). A Readiness Assessment, completed by our service improvement team was inducted in September 2025 which benchmarked current performance against the HMICFRS assessment of 'Good'.

The Readiness Assessment identified 41 recommendations, progress is outlined below:

Red/Amber risk of High/Intermediate	In Progress	Complete
Red (17 recommendations)	9	8
Amber (24 recommendations)	13	11

Total complete: 19

Total in progress: 22

Progress across these recommendations is being overseen by a dedicated Inspector within PSD, reporting directly to the Head of PSD. Departmental performance in this area is held to account through weekly Readiness Assessment progress meetings with the Head of PSD, monthly departmental performance meetings, monthly reporting to Deputy Commissioner Betts and reporting to the Organisational Improvement Board.

HMICFRS Integrity Inspection Methodology

The national HMICFRS Integrity inspection framework comprises three (3) thematic areas with a total of six (6) question areas as shown in the table below.

Integrity Framework	Question Area(s)
Thematic Area #1 VETTING Vetting police officers and staff	1. How effectively does the force vet its officers and staff?
Thematic Area #2 PSD Upholding the standards of professional behaviour	2. How effectively does the force promote high standards of behaviour in its workforce? 3. How effectively does the force identify, handle, and investigate potential breaches of <u>the standards of professional behaviour</u> ? 4. Does the force hold police officers and staff accountable for their behaviour in a way that is proportionate, fair, and consistent?
Thematic Area #3 CCU Tackling potential corruption	5. How effectively does the force protect the information it holds? 6. How effectively does the force tackle corruption (including potential corruption)?

From April 2024, the HMICFRS have completed nine inspections, the performance is summarised across the three thematic areas:

- 1) Vetting:
 - 6 forces graded as Requiring Improvement
 - 2 forces graded as Adequate
 - 1 force graded as Good
- 2) PSD:
 - 7 forces graded as Requiring Improvement
 - 2 forces graded as Adequate
 - 0 force graded as Good
- 3) CCU:
 - 6 forces graded as Requiring Improvement
 - 2 forces graded as Adequate
 - 1 force graded as Good

These reports are publicly available, and PSD has reviewed each report to identify lessons learned and good practice.

A re-run of the Readiness Assessment by the service improvement team will be completed in December which will formally re-assess progress.

Vetting:

19. The continuous improvement Action Plan for Vetting established in summer 2024 maintains progress and a number of the actions are also captured within our HMICFRS readiness assessment. Last quarter 80% of actions were reported as completed. The updates of these actions remain consistent, however with support from the service improvement team we have adopted a higher level threshold of compliance, meaning that some actions have been re-opened for further work. This has brought the completed actions back to 65%, however we anticipate that the figure will increase significantly next quarter as the additional work required for assurance will have been completed.

Overview of Action Plan:

Actions	RAG Rating				Total
	Very High	High	Medium	Low	
Number of Actions	3	20	13	4	40
% of Total	7.5%	50%	32.5%	10%	100%
Completed	1	16	5	4	65 (%)
In Progress	2	4	9	0	35 (%)
Not Started	-	-	-	-	0

Forward look

Engagement:

A Listening Circle took place in September, specifically focused on inappropriate behaviour from men towards female employees. This was well attended and has helped inform future engagement work through feedback and recommendations.

One area identified was the need for increased peer support across directorates. PSD already have a SPOC (Specified Point of Contact) in each directorate however these are at a senior level with a more strategic function. PSD are working with ICOD to explore having P&T Professionals at a more operational level who can offer support, advice and sign-post.

The first dilemma poll was released in November which gave all employees a scenario involving improper sexualised off-duty behaviour. The theme of the

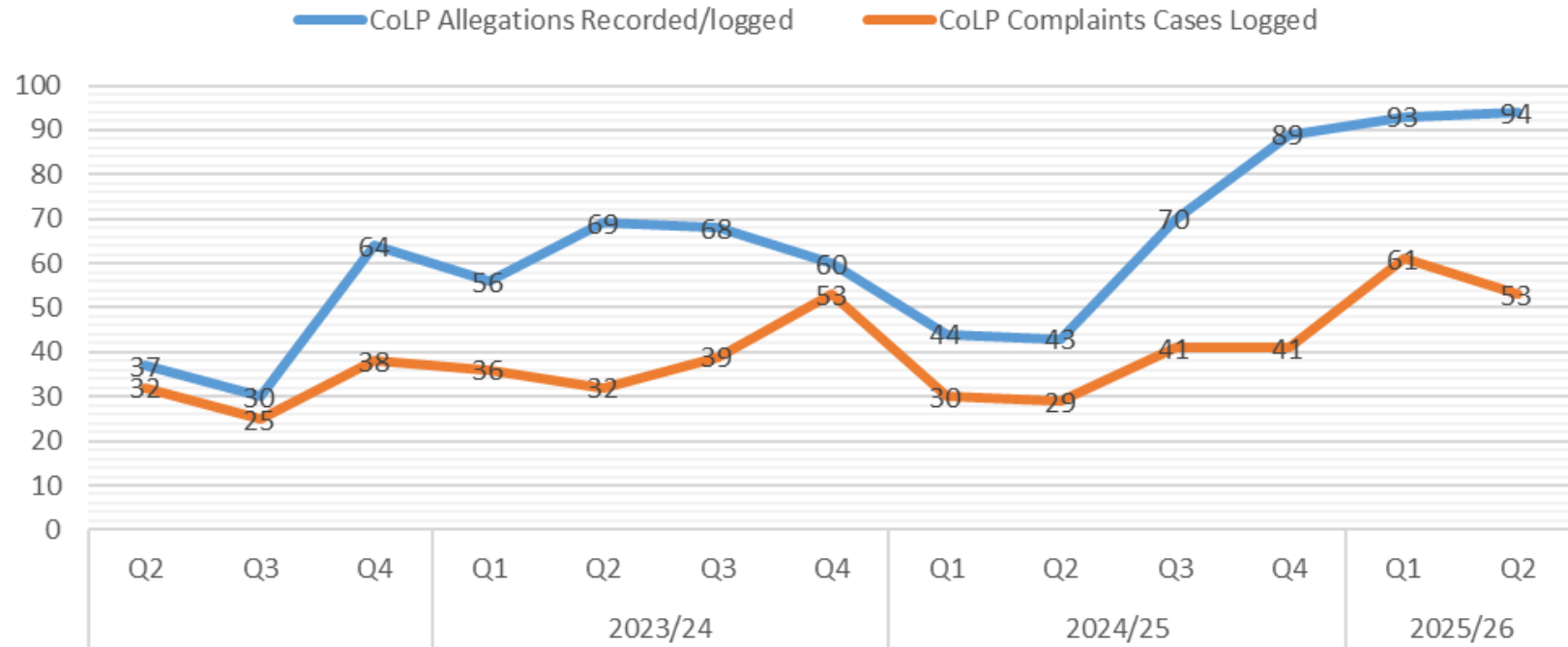
scenario is informed by areas of priority within our PSD Counter-Corruption Control Strategy.

Employees were asked to vote on what action they would take first. The results will be collated 14 days after the poll released and will inform what training and engagement is required, this will be rolled out over the next two months. A follow-up dilemma poll with a similar scenario will be sent out following this and will track improvements in knowledge and behaviour.

Control Strategy:

The Counter-Corruption Unit are publishing their updated Control Strategy (at time of writing). This has been formulated using data attributed to matters reported to PSD and intelligence. The Control Strategy identifies the biggest risk areas to the organisation based on this and sets priority areas of focus for PSD. The Control Strategy has a 'call to action' which outlines the responsibility for all employees to protect the organisation and each other from corruption risks.

City of London Complaint Data



	Summary of public complaints data – Q2 2025/26					
Metric	Current quarter (Q2)	Previous quarter (Q1)	Previous year (Q2)	(%) change (Q on Q)	(%) change (Y on Y)	Comment
Complaints – Schedule 3	14	17	9	18%	56%	A total of 53 cases were logged in Q2 2025/26. This is a decrease of 8 cases (13%) against Q1 2025/26

Complaints – not Schedule 3	39	44	20	11%	95%	The average number of cases logged over the previous 5 quarters is 40 per quarter, Q2 is above average.
Allegations	94	93	43	1%	119%	There were 94 allegations recorded in Q2 2025/26. This is an increase of 1 allegation from Q1 2025/26

						The average number of allegations over the previous 5 quarters is 68 per quarter. Q2 is above average.
Average time to log complaints (days)	N/K	4	1			Timeliness is taken from IOPC published bulletins and available retrospectively, unavailable dataset from Centurion.
Average time to contact complainant (days)	N/K	4	1			
Complaints finalised – Schedule 3	18	16	7	13%	157%	Total of 52 cases were finalised in Q2. This is an increase of

Complaints finalised - not Schedule 3	34	35	20	1%	70%	1 case from Q1 2025/26
Average time to finalise complaint cases (days) – Schedule 3 (including subjudice time YTD)	N/K	93	110			<p><i>Timeliness is taken from IOPC published bulletins and available retrospectively.</i></p> <p><i>Q2 2025/26 data is not available at time of writing</i></p>

Average time to finalise complaint cases (days) – not Schedule 3 (YTD)	N/K	19	43			
Applications for review sent to local policing body	0	1	0	0%	100%	
Applications for review sent to IOPC	0	0	0	0%	0%	
	<p>Nature of allegations – Of the 94 allegations recorded during Q2 2025/26 the highest number were in the categories of General level of service (19) Police Action following contact (13) Race (7) Other (7) Information (6) Use of Force (6) Handling/Damage to property (6)</p> <p>This is an increase in allegations recorded against Q1 of 1</p>					

Allegation types: The top five allegation types at the end of 2024/25 are as follows:-

Police action following contact 17%

Impolite language / tone 11%

General level of service 9%

Handling of or damage to property/premises 9%

Information 6%

Q2 2025/26 contains 3 out of the above top allegation types. General level of service was highest at 20% this quarter. Police action following contact remains in the highest allegation categories and equates for 13% of all allegations logged in Q2.

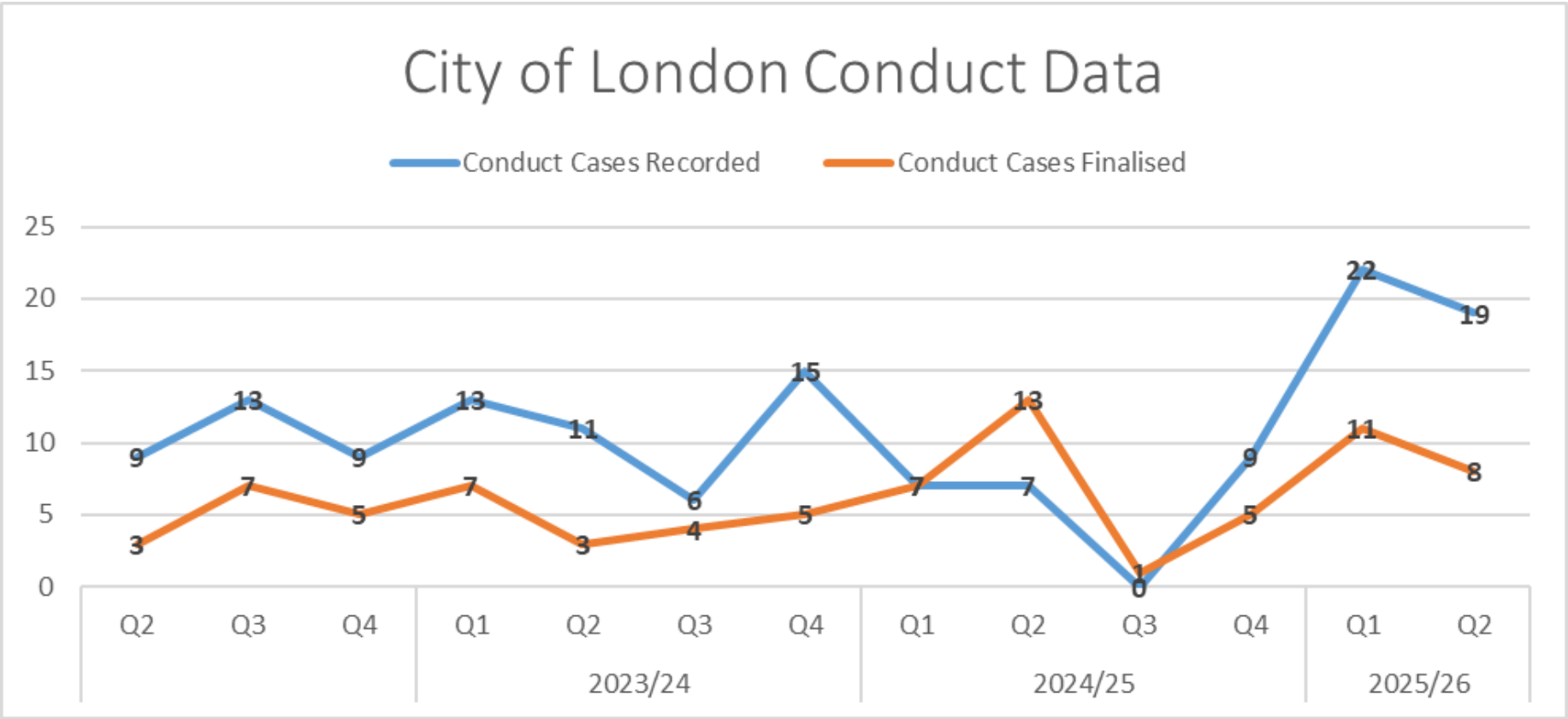
Handling of/and or damage to property had dropped out of the top allegations in Q1 2025/26, however has returned to the top 5 in Q2.

General level of Service and Police action following contact have featured in the annual top 5 data 2022/23, 2023/24 and 2024/25.

Ethnicity and discriminatory behaviour –

33% of complainant's ethnicity is recorded as Unknown and 16% complainants prefer not to say their ethnicity. It is difficult to report on any trends, either locally or nationally due to insufficient CoLP or IOPC data. There is no legal requirement for complainants to provide any EDI data and there is a low declaration rate across all Forces/IOPC.

There were eight allegations (within 5 cases - 2 Non-schedule 3 and 6 Schedule 3) of Discriminatory Behaviour logged during this reporting period. (7 Race and 1 Disability allegations)



	Summary of internal conduct cases and investigations– Q2 2025/26			
Metric	Number	Previous quarter (Q2)	# (%) change (Q on Q)	Comment
New conduct investigations recorded	19	22	14%	
Total live conduct investigations	58	45	29%	Total live cases of which a number are sub-judice
<i>o.w. gross misconduct</i>	28	20	40%	Currently assessed within Live cases

Conduct investigations finalised	8	11	27%	
Investigations finalised within <30 days	6	4	50%	
Officers and staff on suspension	13	11	18%	Includes officer under IOPC investigation
Officers and staff on restricted duties	7	5	40%	Includes officer under IOPC investigation

IOPC independent investigations	3	3		No change
	<p><u>Accelerated misconduct meetings held Q2</u></p> <p>None held</p> <p><u>Misconduct meetings / hearings held Q2</u></p> <p><u>Misconduct Hearing</u> – One held. Gross Misconduct - allegations Discreditable conduct and Authority, respect and courtesy. Outcome was a 5-year written warning imposed.</p> <p><u>Stage 3 Proceedings</u> - None held.</p> <p><u>Misconduct meeting</u> – One held. Allegations Duties and responsibilities, Outcome - not proven. Reflective practise and learning were advised by the chair.</p>			

Conclusion

20. In conclusion, the data presented highlights notable trends and developments within complaints, conduct investigations, and the progress of the Professional Standards Directorate (PSD) during both Q2 and compared to previous yearly data overall. Comparative data against 2023/24 to 2024/25 shows an increase on both complaint data and conduct matters. However, complaint numbers per employee remains below national average.
21. Of the 94 allegations recorded during Q2 2025/26 the highest number were in the categories of: General level of service (19) Police action following contact (13) Race (7) Other (7) Information (6) Use of Force (6) Handling/damage to Property (6).
22. Preparation for a HMICFRS Integrity inspection is a key focus area for the department. Robust governance is in place to track performance and progress against the Readiness Assessment recommendations.

Report Authors

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Appendices - Public

Appendix 1 - Gifts and hospitality register

Appendix 2 - Chief Officers Register of group memberships

Appendices - Non-Public

Appendix 3 - Officers Suspended/Restricted (**NON-PUBLIC**)

<u>Item Type</u>	<u>Hospitality Item</u>	<u>Location type</u>	<u>Directorate</u>	<u>Date</u>	<u>Estimated Value</u>	<u>CoLP Participant(s)</u>	<u>External Organisation</u>	<u>Full description of Gift/Hospitality</u>	<u>Location details</u>	<u>Rationale</u>
Hospitality Item	Invitation to meal and reception	Hotel	National Lead Force Operations	30/09/2025	25	Richard Morrison-Butcher	SASIG	Invitation to Security Awareness Special Interest Group Event, post International Cyber Expo 2025. Included evening meal and reception.	Olympia Novotel	Attended with London based security experts, including CEO of London Cyber Resilience Centre and South East Cyber Resilience Centre as SASIG members (required membership for role). Networking event.
Hospitality Item	Annual Dinner of Chartered Security Professionals	Hotel	Chief Officer Team	29/09/2025	50	Pete O'Doherty	Don Randall Associates Ltd	29/09/2025 Rembrandt Hotel Request for Cmsr to be a guest speaker	Rembrandt Hotel	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments
Hospitality Item	The Sheriff' Breakfast	Guildhall/Mansion House	Chief Officer Team	26/09/2025	100	Pete O'Doherty	CoL Corporation	The Sheriffs-Elect Alderman Robert Hughes-Penney and Deputy Keith Bottomley request the pleasure of the company of Commissioner Pete O'Doherty at The Sheriffs' Breakfast Friday 26th September 2025 at 12.15 for 12.45 pm Guildhall, London, EC2V 5AE	Guildhall	Offered as part of Cmsr's role to attend events and functions. ACCEPTED

Gift Item	Chile Police Challenge Coin	Office premises (external organisation)	National Lead Force Operations	26/09/2025	20	Richard Sinclair	Chilean Police	Challenge Coin provided from the Director of the Chilean Police on visit to COLP	GYE	Director of the Chilean Police attended GYE to discuss cybercrime, fraud and money laundering and presented it to the host at the conclusion of the meeting.
Hospitality Item	Ticket to CoLP Commissioner's Dinner	Livery Hall	National Lead Force Operations	24/09/2025	99	Patrick Holdaway	SecuriGroup - security company	A seat at the CoLP Commissioner's Dinner.	Barber-Surgeons Hall, Monkwell Square, Barbican, London	It's a partnership event as part of my national role, it also supports our own Commissioner.
Gift Item	Chocolates	Office premises (external organisation)	National Lead Force Operations	24/09/2025	10	Oliver Gent	The Pension Regulator	M&S milk chocolate selection - present from the Pension Regulator (TPR), a government affiliated agency, following talk by recipient and colleague at TPR's offices in Brighton .	Brighton	Thank you present following talk to TPR by IFED officers (DC ALLWOOD, DS GENT). 24/09/25 (gift received); talk given on 15/09/25
Hospitality Item	Dinner	Livery Hall	Chief Officer Team	24/09/2025	150	Umer Khan	Worshipful Company of Security Professionals	Invited to attend Commissioner's dinner hosted by Worshipful Company of Security Professionals with the Commissioner.	Barber-Surgeon's Hall, Monkwell Square, Wood Street, EC2Y	Following a meeting at Guildhall Mr Khan was invited by the Master of Worshipful Co. of Security Professionals to this annual dinner, alongside the Commissioner representing CoLP. To decline would be to offend.

Gift Item	2x coats from GB Women's Police Team Kit	Hotel	Chief Officer Team	24/09/2025	45	Paul Betts	GB Police Women's Football Team	Gifted 2x coats from GB Women's Police Team kit.	Champneys Springs, Ashby de la Zouch	As part of the GB Police Women's Football management team and his ongoing support of women in sport, Mr Betts was attending a tournament (24-25th Sept) and was gifted 2x coats to be worn when attending matches (1x warm, 1x waterproof, both secondhand).
Hospitality Item	Lunch	Restaurant	National Lead Force Operations	23/09/2025	30	Patrick Holdaway	Safer Business Network	I was taken out to lunch, prior to my impending retirement, in recognition of my support for this organisation.	Faros, 22-24 Great Portland St. London	It was a partnership meeting and to refuse would have caused offence.
Hospitality Item	Lunch	Guildhall/Mansion House	Chief Officer Team	22/09/2025	25	Paul Betts	Corporation of London	Lunch offered after Resource & Estates Committee (REC) meeting.	Guildhall	Lunch offered to Chief Officers after REC meeting by committee members. Chief Officers expected to attend if diaries allow. To decline would be to offend.
Hospitality Item	Topping Out Ceremony	Government premises	Chief Officer Team	18/09/2025	25	Pete O'Doherty	City of London Corporation	Topping Out Ceremony for the new City of London Law Court building at the Salisbury Square Development Thursday 18th September 2025, 4.00 pm - 7.00 pm Salisbury Square, EC4Y 1EU	Salisbury Square development	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments

Gift Item	Notebooks from Police Supers Association and A.R.U, branded pens from each, and a copy of Matthew Syed 'Black Box Thinking' Book	Hotel	National Lead Force Operations	17/09/2025	20	Richard Sinclair	Police Supers Association and A.R.U (sponsor)	Provided by conference organisers as gift for delegate at national conference	Police Supers Association Conference - Stratford-Upon-Avon	Provided for conference attendees to make notes, and a copy of the book for leadership development
Hospitality Item	Meal at lunch	Restaurant	National Lead Force Operations	15/09/2025	30	Patrick Holdaway	City of London CPA/CSSC	Lunch offered by Don Randall as a thank you for my service to the City of London CPA, CSSC etc	Sweetings, Queen Victoria Street, London	It was a kind gesture .
Hospitality Item	Taiwan Embassy event at new premises	Foreign embassy	Chief Officer Team	10/09/2025	25	Pete O'Doherty	Taiwan Embassy	We have moved to our new office recently. Therefore, we held a small event to celebrate our move-in at our new mansion. If you are available on Wednesday, September 10th, 12:30 – 14:30, I would like to invite you to attend our event. The event will feature an exhibit of artwork created by Taiwanese artists, showcasing the culture of Taiwan. Our office, the Taipei Representative office in the UK (Taiwan Embassy), is located at at 46 Grosvenor Gardens, which is near Victoria Station.	46 Grosvenor Gardens	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments
Gift Item	Bottle of wine	Hotel	National Lead Force Operations	10/09/2025	15	Patrick Holdaway	ACC Jenny Gilmer	ACC Gilmer (South Wales Police) is the NPCC lead for private security and I have been supporting her in my national role, she has given me a bottle of own as a retirement gift.	Hyde Suite Meeting Room - Mercure Hyde Park 8–14 Talbot Square Paddington, London W2 1TS	It would have caused offence not to.

Hospitality Item	Emergency Services Day Flag Raising Ceremony	Guildhall/Mansion House	Chief Officer Team	09/09/2025	50	Pete O'Doherty	City of London Corporation	09/09/2025 from 0845hrs	Guildhall	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments
Hospitality Item	Police Authority Board dinner	Livery Hall	Chief Officer Team	09/09/2025	75	Pete O'Doherty	Police Authority Board - City of London	Tijs Broeke, CCChair of the City of London Police Authority Boardrequests the pleasure of the company ofCommissioner Pete O'Dohertyat DinnerTuesday 9th September 2025 at 6.45 for 7.15 pmDrapers' Hall, Throgmorton Avenue, London, EC2N 2DQDress Code: Black Tie (with miniature medals) / Tunics or Mess Kit (with medals) / National Dress	Drapers' Hall, Throgmorton Avenue, London, EC2N 2DQ	Offered as part of Cmsr's role to attend events and functions. ACCEPTED
Hospitality Item	Dinner	Livery Hall	Chief Officer Team	09/09/2025	150	Paul Betts	Corporation of London	Invited to annual PAB dinner by Police Authority Board members.	Drapers Hall, Throgmorton Ave, London EC2N	Chief Officers attend Police Authority Board meetings and are expected to attend the annual dinner as CoLP representatives should diaries allow. To decline

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										would be to offend.
Hospitality Item	Dinner	Livery Hall	Chief Officer Team	09/09/2025	150	Umer Khan	Corporation of London	Invited to annual dinner by Police Authority Board members.	Drapers Hall, Throgmorton Ave, London EC2N	Chief Officers attend Police Authority Board meetings and are expected to attend the annual dinner as CoLP representatives should diaries allow. To decline would be to offend.
Gift Item	Bottle of wine	Office premises (external organisation)	National Lead Force Operations	04/09/2025	25	Patrick Holdaway	City of London Crime Prevention Association	I am soon due to retire, the City of London CPA gave me a certificate of recognition for my work at the NBCC, as well as a bottle of wine as a gift.	Investec, 30 Gresham Street	The bottle was a gift and presented to me in front of about 100 people, to refuse would have caused offence.I have retained the bottle pending a decision re ownership.
Hospitality Item	Innovation & Technology Dinner	Guildhall/Mansion House	Chief Officer Team	03/09/2025	100	Pete O'Doherty	City of London Corporation	The Mansion House, Walbrook, London EC4N 8BH on Wednesday 3rd September 2025 at 7.00 for 7.30pm	Mansion House	Offered as part of Cmsr's role to attend events and functions. Declined due to AL
Gift Item	Gift voucher for a meal	Emergency Services Premises	National Lead Force Operations	03/09/2025	50	Patrick Holdaway	National Association of Business Crime Partnerships	I am soon to retire and the NABCP gave me a leaving card which included a £50 meal voucher, as a thank you for my work at the NBCC.	Sent via the post	The letter was posted to me so I had no opportunity to refuse, moreover to do so would have caused offence. I've retained the gift pending a decision.

Hospitality Item	Innovation and Technology Dinner	Guildhall/Mansion House	Chief Officer Team	03/09/2025	100	Anthony Gordon	City of London Corporation	The Mansion House, Walbrook, London EC4N 8BH on Wednesday 3rd September 2025 at 7.00 for 7.30pm	Mansion House	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments. Director of Enabling Services, Tony Gordon, attending
Hospitality Item	OSAC UK Summer Reception	Foreign embassy	Chief Officer Team	02/09/2025	50	Pete O'Doherty	OSAC UK	Summer reception at US Embassy 02/09/2025 1700-1900hrs	US Embassy, SW11 7US	Offered as part of Cmsr's role to attend events and functions. Declined due to AL
Hospitality Item	Dinner	Restaurant	Chief Officer Team	28/08/2025	150	Paul Betts	CSSC (Cross-sector Safety & Security Communications)	Invited to a fundraising dinner by Don Randall vice chair of Cross-sector Safety & Security Communications (CSSC).	1 Lombard Street, London EC3V 9AA	Attended on behalf of the Commissioner as Chief Officer representative and to give a short after dinner speech at the event. To decline would be to offend.
Gift Item	Tie and coaster	Emergency Services Premises	Specialist Operations	20/08/2025	20	Robin Norris	First Aid Nursing Yeomanry (PRVC)	First Aid Nursing Yeomanry (PRVC) tie and coaster.	Bishopsgate Police Station	After 5 years I am moving to a role were I will no longer be delivering training to the First Aid Nursing Yeomanry (PRVC), these were given to me as a leaving gift during one of the last training sessions.
	Breakfast	Civic building	Specialist Operations	11/08/2025	10	Sarah Smallwood	Corporation of London	invite to Emergency Services Day breakfast 09/09/25	Guildhall	
Hospitality Item	Lunch and drink	Restaurant	National Lead Force Operations	05/08/2025	20	Lisa Maslen	bp	Pizza lunch and two cups of tea at Carluccios St Pancras Station	Carluccios St Pancras Station	Working lunch with a business colleague

Hospitality Item	Dinner for the Association of Serjeants at Arms Conference	Guildhall/Mansion House	Chief Officer Team	24/07/2025	100	Pete O'Doherty	The City of London Corporation	Thursday 24th July 2025 at 7.00 for 7.30 pm Crypts, Guildhall, London, EC2V 5AE A tour of Guildhall will take place from 6.15 pm	Guildhall	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments
Hospitality Item	Breakfast	Restaurant	National Lead Force Operations	24/07/2025	18	Patrick Holdaway	Elipse Global	Breakfast meeting with business contacts.	Dishoom, Kings Cross	I met with two business colleagues to discuss retail crime and counterfeit goods. They wanted to meet at breakfast to fit in with other commitments.
Hospitality Item	The band of the Royal Yeomanry concert	Guildhall/Mansion House	Chief Officer Team	21/07/2025	0	Pete O'Doherty	City of London Corporation	The band of the Royal Yeomanry concert Monday 21st July 2025 1800-1900hrs Guildhall Yard	Guildhall Yard	Offered as part of Cmsr's role to attend events and functions. Accepted and attended
Hospitality Item	LCCI Annual Summer Party	Museum/Gallery/Cultural	Chief Officer Team	17/07/2025	50	Pete O'Doherty	London Chamber of Commerce and Industry	LONDON CHAMBER OF COMMERCE AND INDUSTRY (LCCI) ANNUAL SUMMER PARTY On Thursday 17 July 2025, 6.30pm - 8.30pm At College Garden, Westminster Abbey, Great College Street, London SW1P 3RX	Westminster Abbey	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments

Gift Item	Gift - Book and challenge coin x2	Civic building	National Lead Force Operations	16/07/2025	44	Richard Sinclair	Chainalysis	Given two copies of the book 'Tracers in the Dark by Andy Greenberg' and two challenge coins from senior member of Chainalysis at a conference.		Chainalysis are a key partner of the City of London Police. Two COLP officers (Sinclair & Heaton) attended a conference in Washington DC and both attendees were handed these items unprompted as a gift from Chainalysis as a token of friendship for attendance and ongoing partnership. This would have been rude to refuse and negatively affected the important public private relationship we have with this international company.
Hospitality Item	Financial & Professional Services Dinner	Guildhall/Mansion House	Chief Officer Team	15/07/2025	100	Nik Adams	City of London	The Financial and Professional Services Dinner at The Mansion House, Walbrook, London EC4N 8BH on Tuesday 15 July 2025 at 7.00 for 7.30pm	Mansion House	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments Accepted and attended by Deputy Commissioner Nik Adams
Gift Item	Gift card for John Lewis	Restaurant	Professionalism and Trust	15/07/2025	100	Karen Beer	Martin Pinto	£100 gift card for John Lewis	John Lewis	a thank you gift for assistance with a medical emergency while off duty

Hospitality Item	Lunch	Restaurant	Professionalism and Trust	15/07/2025	30	Karen Beer	Martin Pinto	Lunch at a restaurant in Smithfields with male helped during medical emergency and his wife.	Borther Marcus Spitalfields	a thank you gift for assistance with a medical emergency while off duty
Gift Item	36th Anniversary Service	Museum/Gallery/Cultural	Chief Officer Team	13/07/2025	80	Pete O'Doherty	Ghanaian Fellowship	Hamper containing a variety of food and toiletries 1 bunch of flowers	Walworth Methodist Church	Offered as part of Cmsr's role to attend events and functions Gift accepted as to refuse would cause offence
Hospitality Item	Reception & Banquet - President of the French Republic	Guildhall/Mansion House	Chief Officer Team	09/07/2025	100	Pete O'Doherty	City of London Corporation	Reception & banquet in honour of His Excellency The President of the French Republic Guildhall 09/07/2025 -1900-2300hrs	Guildhall	Offered as part of Cmsr's role to attend events and functions. Accepted
Hospitality Item	The Constable's Reception	Museum/Gallery/Cultural	Chief Officer Team	08/07/2025	25	Pete O'Doherty	Hm Tower of London	The Constable's Reception HM Tower of London 08/07/2025 1815hrs - 2100hrs	HM Tower of London	Offered as part of Cmsr's role to attend events and functions. Declined due to prior commitments
Hospitality Item	Service of Remembrance	Museum/Gallery/Cultural	Chief Officer Team	07/07/2025	20	Pete O'Doherty	City of London Corporation	Service of Remembrance St Paul's Cathedral	Sr Paul's Cathedral	Offered as part of Cmsr's role to attend events and functions. Accepted
Hospitality Item	Travel, Hotel and Meal for speaker at Centre for Digital Trust and Society Forum 2025	Hotel	National Lead Force Operations	02/07/2025	200	Richard Sinclair	Centre for Digital Trust and Society	Train, room at Maldron Hotel night before and meal for conference speaker	Manchester	Cmdr Gould has asked me to speak on evidence-based cyber protect at this event and all speakers are having this organised for them by the conference organisers
Hospitality Item	British IP Day Summer Parliamentary Reception	Government premises	Chief Officer Team	02/07/2025	25	Pete O'Doherty	Parliament	British IP Day Summer Parliamentary Reception 02/07/2025 - 1830hrs House of Commons Terrace Pavilion	House of Commons Terrace Pavilion	Offered as part of Cmsr's role to attend events and functions. Declined due to AL

Hospitality Item	Letters Patent Presentation Luncheon	Guildhall/Mansion House	Chief Officer Team	02/07/2025	25	Pete O'Doherty	Worshipful Company of Nurses	Worshipful Company of Nurses Letters Patent Presentation Luncheon The Livery Hall, Guildhall 02/07/2025 1215hrs	The Livery Hall	Offered as part of Cmsr's role to attend events and functions. Declined due to AL
Hospitality Item	Corporate Event	Sporting venue	Chief Officer Team	02/07/2025	400	Paul Betts	XPS Group	Mr Betts attended in his own time a corporate event held by XPS Pension Provider a sponsor of the GB women's Police Football Team.	Henley, Oxfordshire	Mr Betts was invited in his role of Deputy Director of GB Women's Football Team as a thank you for his work and also to discuss further opportunities around a 4- Nations tournament in the UK to better represent women in sport and women in policing.

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Appendix 2 - PUBLIC

Chief Officer Team (COT) Membership of Groups

Quarter 2

The City of London Police has eight permanent members of their Chief Officer team, due to temporary vacancies, this equates to an additional one member supporting a vacant position. All nine members have positively confirmed whether they do or do not have membership to an external organisation.

<u>Ref no</u>	<u>Date logged</u>	<u>Rank</u>	<u>Officer declaring</u>	<u>External Organisation</u>	<u>Role/Position held</u>
1	18/11/2023	Temp Commander / DCS	Oliver Shaw	Fraud Advisory Panel (FAP)	Sit on the board of Trustees as CoLP's representative (FAP is a registered charity)
2	18/11/2023	Temp Commander / DCS	Oliver Shaw	Paddington Farm Trust (PFT).	Sit on the board of Trustees (PFT is a registered charity)
6	18/01/2024	Deputy Commissioner	Nik Adams	National Cyber Resilience Centre Group and London Cyber Resilience Centre	Non-Exec Director
7	17/05/2024	Commissioner	Pete O'Doherty	National Cyber Resilience Centre Group	Non-Exec Director
8	17/05/2024	Commissioner	Pete O'Doherty	Worshipful Company of Security Professionals Honorary Freeman	Member
9	17/05/2024	Commissioner	Pete O'Doherty	Abertay cyber Quarter, Abertay University	Advisor

10	17/05/2024	Commissioner	Pete O'Doherty	Royal Humane Society	Panel Member
11	10/09/2024	Chief Operating Officer	Alix Newbold	Negative / No Organisations	N/A
12	10/09/2024	Chief Finance Officer	Alistair Cook	School	Parent Governor
13	10/09/2024	Chief Finance Officer	Alistair Cook	Bursary Trust	Governor
14	10/09/2024	Chief Finance Officer	Alistair Cook	Church	Trustee and Treasurer
15	10/09/2024	Service Delivery Director	Chris Bell	National Cyber Resilience Centre Group	Non-Exec Director
16	10/09/2024	Deputy Commissioner	Paul Betts	Negative / No Organisations	N/A
17	10/09/2024	Commander	Umer Khan	Negative / No Organisations	N/A
18	27/08/2025	Commander	Tor Garnett	Negative / No Organisations	N/A

City of London Corporation Committee Report

Committee(s): Professionalism and Trust Committee - For information	Dated: 02/12/2025
Subject: Stop & Search and Use of Force Quarter 2 Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Diverse Engaged Communities Providing Excellent Services
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?	No
Report of:	Commissioner P O'Doherty
Report author:	Supt J Wynne

Summary

Q2 has seen an reduction in stop and search as the force responds to seasonal criminality with the CoLP area. Bag and cycle thefts continue to be more prevalent at this time of the year and the warmer weather in Q2 has led to more people enjoying the City environment as a result.

Operations continue in support of Pan London demonstrations as the political situation remains fluid globally. Significant numbers of officers were deployed to Notting Hill carnival at the intervention points which has also increased our stop search figures for this quarter. The figures for Notting Hill carnival have not been included in this report as this report relates to the COLP area only. Our officers remain ready to deploy and support, with scrutiny on any uses of police powers accordingly.

The report from the University of East London is being completed and there will be a formal launch of this at the Guildhall in the New Year. The launch will include the report authors presenting the findings to CoLP SLT and partners i.e. IASG. The report will be

available to view prior to the launch and the UEL are aiming to get this across to CoLP before Christmas.

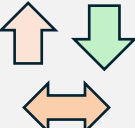



Complaints

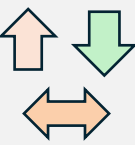

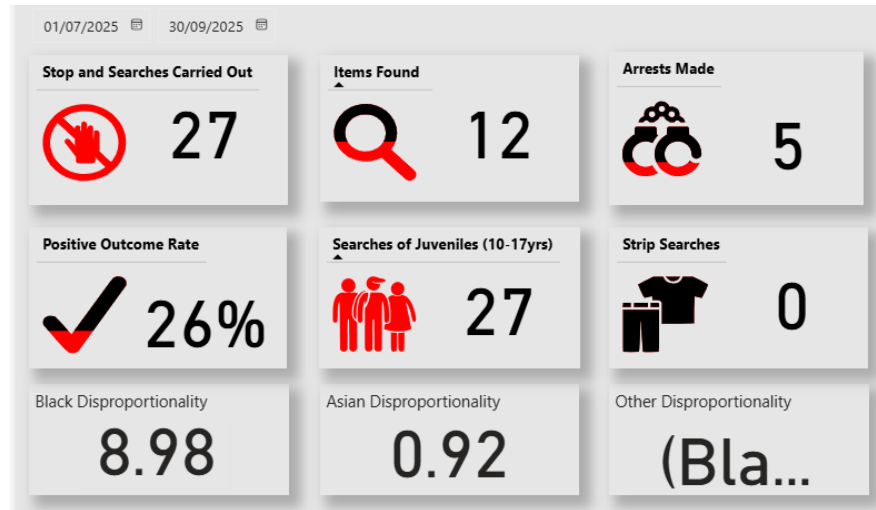
Total no Use of Force complaints – 6

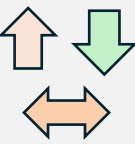




Total number of Complaints Stops, and Stop and Search – 2

Stop and Search and Use of Force Data

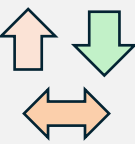




- **Key changes** – see comments below
- **Disproportionality** – see comments below
- **Outcomes** – See below

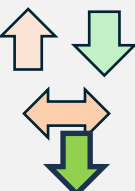


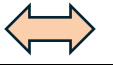
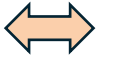

Indicator	Value (number)	Change on previous quarter (number and % if appropriate)	Trend 	Comment (if appropriate)
Stop search	271	- 69 -20.29%		Decrease in stop search. Potentially due to high quality encounter training and bitesize training around stop search
Arrest from stop search	49	- 55 -52.88%		Decrease in arrests – this is due to the additional training on uses of powers
Searches under s.60	0	0		A number of section 60 searches were completed at Nottingham carnival, but they are not recorded in this report as this covers COLP area only. Question to the panel: should this box ask for Section 60 figures by exception? CoLP has

Indicator	Value (number)	Change on previous quarter (number and % if appropriate)	Trend	Comment (if appropriate)
				
Juveniles searched	14	- 31 -68.88 %		<p>not conducted any section 60 searches within the CoLP area for the last 3 years.</p> <p>This is a screen shot from the live system detailing juveniles stop/searched – outcome rates and racial disproportionality</p> 

Indicator	Value (number)	Change on previous quarter (number and % if appropriate)	Trend 	Comment (if appropriate)
Black disproportionality	2.5 4 black self-defined	2.4 in the last quarter		Training ongoing to reinforce our approach to reducing disproportionality in line with our strategic intentions.
Asian disproportionality	1.4 17 Asian self-defined	0.9 in the last quarter		
Total items found	121	-99 -45%		a drop in items found combined with the decrease in searches has led to a drop in the outcome rate of searches. Scrutiny and dip sampling has found no thematic reason for change and negative outcomes of deterrent stop searches are expected. The outcome rate is 31%.
Strip searches ¹ total	0	2 in the last quarter		

¹ See Appendix A for description of types of strip search

Indicator	Value (number)	Change on previous quarter (number and % if appropriate)	Trend 	Comment (if appropriate)
Strip search- More thorough	0	0		
Juvenile strip searches total	0	0		N/A
Juvenile Strip search-More thorough	0	0		None – see above
Juvenile Strip Search -Intimate parts exposed	0	0		None – See above
Use of force	901	-65 6.72 % Decrease		This is due to improved governance with Use of Force form completion. Officers understanding and completion rates have improved from circa 50% to over 80% consistently.

Indicator	Value (number)	Change on previous quarter (number and % if appropriate)	Trend 	Comment (if appropriate)
Juvenile use of force	36	-14 28 % Reduction		This figure will have declined with the above governance process.
Uses of force arrests	555	-52 8.56% decrease		As above
Uses of taser	25	+2 8.69% increase		Increase in Taser use (Drawn or Red dot challenge)
Taser discharges	0	0		
Live complaints relating to stop/ search	2	2 last quarter		
Live complaints relating to use of force	6	+2		

Supt Jesse Wynne
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Stop & Search Lead

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