



## Strategic Planning & Performance (Police) Committee

**Date:** TUESDAY, 11 FEBRUARY 2025

**Time:** 11.00 am

**Venue:** COMMITTEE ROOMS, 2<sup>ND</sup> FLOOR, WEST WING, GUILDHALL

**Members:**

Jason Groves (Chair)	Andrew Lentin
Tijs Broeke (Deputy Chair)	Michael Mitchell
Deputy James Thomson CBE	Deborah Oliver
Melissa Collett	John Griffiths
Helen Fentimen OBE	Joanna Tufuo Abeyie

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

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**Ian Thomas CBE**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 3 December 2024.

**For Decision**  
(Pages 5 - 8)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

**For Information**  
(Pages 9 - 10)

5. **DRAFT POLICING PLAN**

Report of the Commissioner.

**For Decision**  
(Pages 11 - 54)

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

Report of the Commissioner.

**For Information**  
(Pages 55 - 74)

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

Report of the Commissioner.

**For Discussion**  
(Pages 75 - 84)

8. **DRINK SPIKING REVIEW DRAFT VFINAL JAN25**

Joint report of the Town Clerk and the Commissioner.

**For Information**  
(Pages 85 - 92)

9. **HMICFRS QUARTERLY UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 93 - 98)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 3 December 2024.

**For Decision**  
(Pages 99 - 100)

14. **VULNERABILITY DEEP DIVE**

Report of the Commissioner.

**For Information**  
(Pages 101 - 126)

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

Report of the Commissioner.

**For Information**  
(Pages 127 - 132)

16. **POWERBI DASHBOARD DEMONSTRATION**

- Demonstration of performance dashboards to follow

**For Information**

17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  
18. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

# Agenda Item 3

## STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Tuesday, 3 December 2024

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Rooms, Guildhall on Tuesday, 3 December 2024 at 12.00 pm

### Present

#### Members:

Jason Groves (Chair)  
Andrew Lentin  
Deborah Oliver  
John Griffiths

#### Officers:

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

#### City of London Police

Paul Betts	- City of London Police
Andy Gould	- City of London Police
Helen Isaac	- City of London Police
Brett McKenna	- City of London Police
Emma Cunningham	- City of London Police
Meg Cardy	- City of London Police
Amanda Horsburgh	- City of London Police
Olivia Hogman	- City of London Police

#### 1. APOLOGIES

Apologies were received from Melissa Collett, Deputy James Thomson and Tijs Broeke.

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

There were no declarations.

#### 3. MINUTES

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 26 September 2024 were approved as an accurate record.

#### 4. PUBLIC OUTSTANDING REFERENCES

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

**RESOLVED**, - that the report be noted.

#### 5. POLICING PLAN PERFORMANCE REPORT - Q2 2024/25

Members received a report of the Commissioner which provided the Policing Plan performance report for Q2 2024/25.

Members discussed the following points:

- Crime had increased across all crime types from the previous year data set. The Chair was keen to ensure there would be a comprehensive plan to address this

increase, to ensure that workers and residents in the City of London feel assured.

- The link between crime in the City and the night time economy was noted. Reassurance was provided by officers on the implementation, in the City, of the 'Ask for Angela' initiative.
- Members requested a detailed briefing to cover the Project Servator initiative relating to Violence Against Women and Girls be brought to this Committee.
- Officers agreed to produce a glossary of operational names as background information accompany future reports.

**RESOLVED**, - that the report be noted.

**6. POLICING PLAN 2025-28 UPDATE**

Members received a report of the Commissioner which provided an update on the Policing Plan 2025 – 28.

The Chair requested an assessment against the previous policing plan for 2022 – 2025 and was assured by officers that this was in progress in response to a recent letter to the Commissioner from the Police Authority Board Chair.

Members noted the absence of the specific reference to 'theft' in the draft priorities for the new Plan, which did not align with the fact that theft was the most reported crime type in the City. Officers outlined that 'neighbourhood crime' was a national definition which included theft but agreed to consider how to be more explicit in the wording to reflect that theft was a priority as the highest-occurring crime type in the City of London.

**RESOLVED**, - that the report be noted.

**7. QUARTERLY HMICFRS INSPECTIONS UPDATE**

Members received a report of the Commissioner which provided a quarterly update on HMICFRS Inspections.

The Chair requested guidance on the expected outcomes in the forthcoming PEEL inspection of the City Police from officers, and it was outlined that the ambition is to evidence improvement in all areas. The Assistant Commissioner outlined his ambition to have no areas graded 'requires improvement'.

Members requested further information about the use of Power BI dashboards, and officers agreed to include a demonstration of the technology at the next Strategic Planning and Performance Committee.

**RESOLVED**, - that the report be noted.

**8. COMMUNITY ENGAGEMENT QUARTERLY UPDATE & MEASURES OF THE STRATEGIC PLAN**

Members received a report of the Commissioner which provided a quarterly update of the community engagement plan and measures of the strategic plan.

Members noted recent positive attendance at cluster panels and requested that number of attendees be included in future in reports to provide insight on effectiveness of the meeting. Officers outlined that attendance figures should not be a performance metric but could be provided for information, in future. Members suggested using business premises within the City to host cluster panels to engage local businesses, linking in with the City Belonging Project, and requested a list be shared of future dated and locations of cluster panel meetings.

**RESOLVED**, - that the report be noted.

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

There were no questions.

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

There was no other business

11. **EXCLUSION OF THE PUBLIC**

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

12. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 26 September 2024 be approved as an accurate record.

13. **CITY OF LONDON POLICE - STAFF "PULSE" SURVEY RESULTS**

Members received a report of the Commissioner which provided the results of the City of London Police staff survey.

14. **COUNTER TERRORISM DEEP DIVE: HOW EFFECTIVE ARE THE CITY OF LONDON POLICE AT WORKING WITH STAKEHOLDERS TO IMPROVE COUNTER TERRORISM SECURITY?**

Members received a report of the Commissioner which provided a deep dive into counter terrorism activity and how effectively the City of London Police work with stakeholders to improve counter terrorism security.

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

There were no questions.

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

There was no other business.

**The meeting ended at 14:09pm**

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Chairman

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

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## Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
	<b>September 2024 – Item 5, Policing Plan</b>	Members asked to consider the options of signage on entrance to the City to enforce a hostile environment for criminals.	Police Authority Director	<b>In progress</b> – Following member’s request last year to explore the use of signage at City entrances to create a hostile environment for criminals, initial scoping work has been undertaken to broaden the scope of this piece to include both crime deterrence and prevention messaging. A draft report is being developed for submission to the June SPPC. This report will analyse existing approaches from the City Police, the Corporation and the external partners (such as the BIDs and Crime Prevention Association), assess evidence from research and successful campaigns, and outline options for enhanced messaging across deterrence and prevention.
	<b>September 2024 – Item 6 HMICFRS update</b>	PA director agreed to scope if further data was available from the Corporation on demographic and business data to inform future demand predictions.	Police Authority Director	<b>In progress</b> – Work is ongoing to set up a ‘future threats and demand group’ to address this and more broadly facilitate better joint-planning, forecasting, and associated information exchange between City Police and relevant Corporation teams and directorates. Added impetus has been given by plans to create a Destination City performance dashboard, so this is being prioritised. An update will be provided when the group is up-and-running.

## Strategic Planning and Performance Committee

OUTSTANDING REFERENCES

	<b>December 2025 Item 5 Policing Plan Performance Report</b>	Members requested a detailed report covering Servitor VAWG	Commissioner	<b>Complete</b> – Detailed report on SPPC February 2025 agenda.
	<b>December 2025 Item 5 Policing Plan Performance Report</b>	Members requested a glossary of operations would be created and shared with Members with reports to ensure better understanding	Commissioner	<b>Complete</b> – COLP have created a glossary of operations which will be included with all agendas of the Police Authority Board and its subcommittees.
	<b>December 2025 Item 7 HMICFRS Inspections</b>	Members requested a demonstration of the Power BI dashboard at next SPPC committee.	Commissioner	<b>Complete</b> - A demonstration has been prepared and included on the agenda for SPPC in February 2025.

# Agenda Item 5

<b>Committee(s):</b> Strategic Planning & Performance Committee – For decision Police Authority Board – For decision	<b>Dated:</b> 11 February 2025  12 February 2025
<b>Subject:</b> Draft Policing Plan 2025-28	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£-
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Commissioner of Police
<b>Report author:</b>	Kate Lloyd, Strategy Director

## Summary

The draft City of London Police Policing Plan 2025-28 (found at Appendix 2) outlines a strategic framework to ensure safety and security within the City of London, aligned with the City of London Corporation’s broader vision and priorities set out in the City Corporation’s Corporate Plan. The Policing Plan has been developed through extensive collaboration, public engagement and an evidence-based approach. Members are requested to review and provide feedback on the draft, which will undergo further refinement before its publication on 1 April 2025.

## Recommendation(s)

Members of Strategic Planning & Performance Committee and Police Authority Board are asked to:

- Note the report.
- Review and provide comments on the draft Policing Plan 2025-28 found at Appendix 2.

Members of the Police Authority Board are asked to:

- Delegate authority to the Town Clerk, in consultation with the Chair, Deputy Chair and wider membership of the City of London Police Authority Board, to

sign off the final version of the Policing Plan 2025-28 content, ahead of presenting the final version to the Court of Common Council on 22 May 2025. (NB: The publication of the final version of the Policing Plan 2025-28 will still take place on 1 April 2025.)

## **Main Report**

### **Background**

1. Members will recall the principles of the development of the Policing Plan 2025-28 including increased engagement & co-production with the public and our own people, using an evidence-based and data-driven approach and working closely together with the City of London Police Authority Team to draft the plan.
2. The draft Plan at Appendix 2 is ready for review and comment by Members. We are still considering the wording of the current mission and performance measures, to support progress monitoring, and are also working through more detailed feedback from the Police Authority team. These will be considered alongside Member feedback as part of the next iteration of the Plan.
3. The Police Authority team have procured a designer (Design 102) for the new Plan - the same company used to design the City of London Corporation's Corporate Plan. Visuals for the 'look and feel' of the new Plan will be provided to Members at the SPPC meeting.
4. In drafting this plan, the City of London Police and Police Authority Team have held an informal session with the Deputy Commissioner and the Chair of Police Authority Board with Chairs of the Police Authority Board's Sub Committees to discuss the crime profile in the City and how this has informed the Policing Plan (20 January 2025). In addition, the Commissioner held a Member briefing session with the whole Court of Common Council on 28 January 2025.

### **Current Position**

5. The next steps involve:
  - a. Consideration of the Plan by the Strategic Planning & Performance Committee
  - b. Approval of the Plan by the Police Authority Board with delegated authority requested to develop final version (12<sup>th</sup> February)
  - c. Plan to "go live" from 1 April 2025
  - d. Plan presented to the Court of Common Council by the Chair of PAB on 22 May 2025
6. A delivery timeline is at Appendix 1.

### **Corporate & Strategic Implications**

#### Strategic implications

7. The City of London Corporation's Corporate Plan sets out a vision for a *vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK*. As well as applying the principles underpinning the Corporation's Plan, our Policing Plan supports actions one to three of the 'Diverse Engaged Communities' Outcome, actions four and five of the 'Dynamic Economic Growth' Outcome and action two of the 'Vibrant Thriving Destination' Outcome.
8. The Safer City Partnership (SCP) operates as the City of London's statutory Community Safety Partnership (CSP). The partnership appoints the SCP Strategic Board which consists of statutory and voluntary organisations who work together to reduce crime and anti-social behaviour. The partnership is responsible for the delivery of a wide variety of strategies and plans with the aim of improving the safety of the community in the City of London. As part of this process a Community Safety Strategy is published every three years which focuses on an identified set of priorities. We will endeavour to ensure that the priorities in the policing plan complement those in the SCP Strategy.

#### Financial implications

9. In developing this plan, consideration has been given to the City of London Police's business planning process and medium term financial plan to ensure that any new commitments do not create additional financial burdens or cost pressures on City of London Police, or can be re-prioritised accordingly as part of the business planning process.

#### Resource implications

10. This plan has been developed in line with the business planning process to ensure any resource implications can be absorbed within the existing resource allocation.

#### Legal implications

11. The *Police Act 1996* requires the Court of Common Council to issue, before the beginning of each financial year, a policing plan (prepared by the Commissioner but owned and approved by the Court of Common Council) setting out:
  - a) the Common Council's objectives ("policing objectives") for the policing of the City of London police area, and for the discharge by the City of London Police of its national or international functions during that year; and
  - b) the proposed arrangements for the policing of that area for the period of three years beginning with that year.
12. The Plan must also have regard to the national [\*Strategic Policing Requirement\*](#) (SPR) which sets out the Home Secretary's view of what the current national threats to public safety are, and the national policing capabilities needed to counter those threats. Several of these threats –

namely violence against women and girls, terrorism, fraud and cybercrime - are reflected in our local Policing Plan where they match our local objectives (based on consultation and our demand profile). However, City of London Police continues to maintain the capability to fulfil its national responsibilities in response to *all* the threats outlined in the SPR, including tackling serious organised crime, child sexual abuse, public disorder, civil emergencies and cross cutting capabilities.

### Risk implications

13. Any risk implications will be picked up through the business planning process and risk management arrangements.

### Equalities implications

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

### Climate implications

15. None.

### Security implications

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

## **Conclusion**

17. The draft Policing Plan 2025-28, informed by extensive consultation and a range of local and national strategies, plans, and priorities – including the Corporation's Corporate Plan and the Strategic Policing Requirement - represents fulfilment of the Court's legal duty and our shared commitment to improving the safety, security and confidence of communities, both locally and nationally. Members are invited to review and provide feedback so the Plan can be refined further ahead of its publication on 1 April 2025.

## **Appendices**

- Appendix 1 – Policing Plan Delivery Timeline
- Appendix 2 – Draft Policing Plan 2025-28 (attached separately)

## **Kate Lloyd**

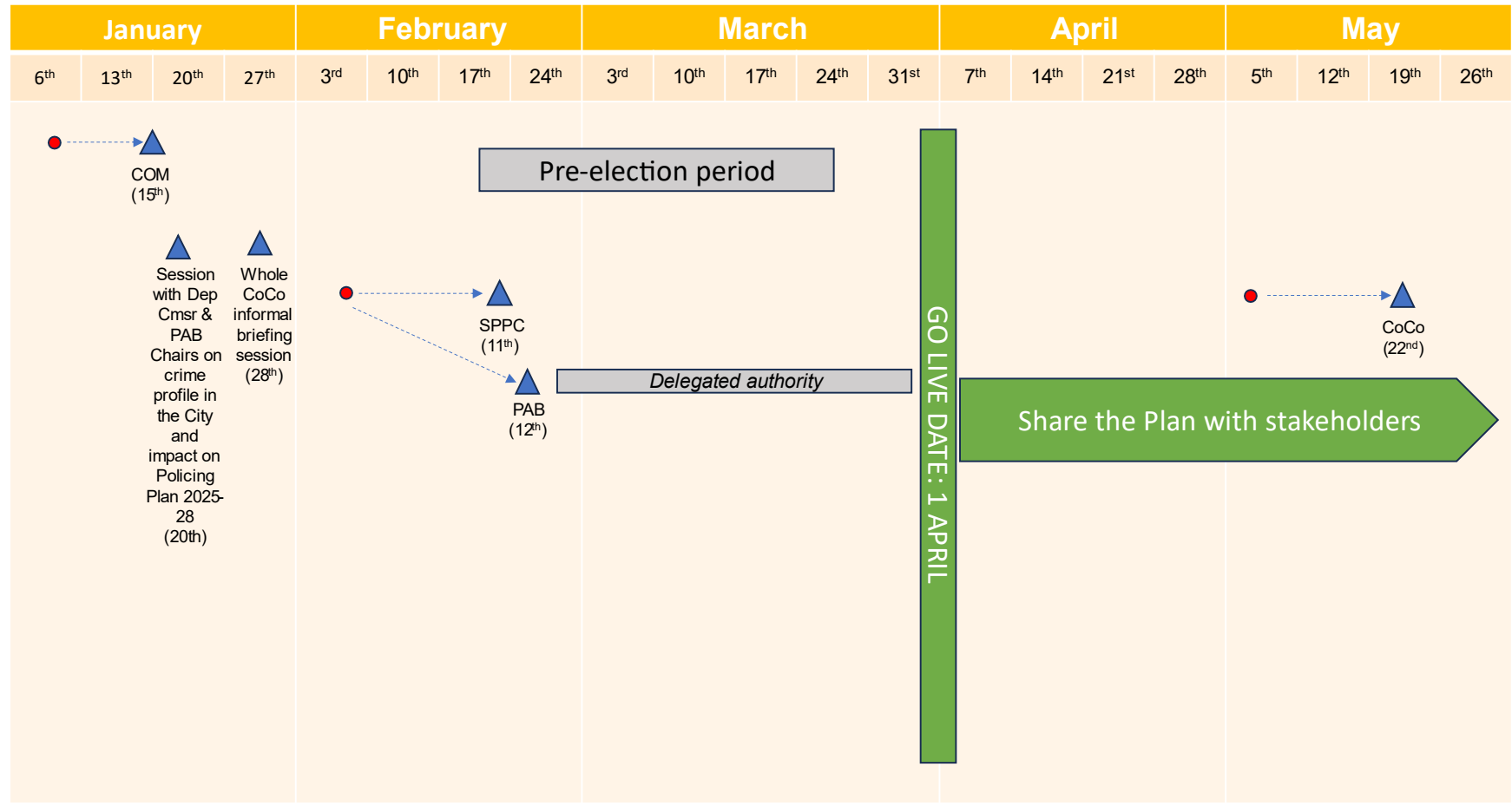
Strategy Director, City of London Police

E: [kate.lloyd@cityoflondon.police.uk](mailto:kate.lloyd@cityoflondon.police.uk)

Appendix 1 – Policing Plan 2023 – 2025 Delivery Timeline



# 2025 Timeline



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**City of London  
Policing Plan 2025-28**

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# Foreword

*Chair's Foreword*

**[photo]**

*[PAB Team to add]*

DRAFT

## Commissioner's foreword

[photo]

I am delighted to present our City of London Policing Plan for 2025 to 2028. This Plan sets out our priorities for keeping the iconic City of London safe alongside our national roles tackling fraud, economic and cyber crime, and our commitment to supporting victims. It will guide our work over the next three years.

Achieving the commitments set out in this Plan will contribute to ensuring that the Square Mile remains one of the safest business districts in the world and that the UK continues to improve the policing response to fraud, economic and cyber crime – with fraud representing the most commonly experienced crime in the UK. In doing so the Plan will contribute to promoting the economic security and prosperity that will ensure the UK can meet its full potential. The Plan also reflects our ambition for the City of London Police to become one of the most trusted and inclusive police services in the country. The Plan also reflects our ambition for the City of London Police to become one of the most trusted and inclusive police services in the country.

As well as setting out *what* City of London Police will focus on to keep people safe over the next three years, this Plan sets out *how* we will achieve our objectives. Our values of professionalism, integrity and compassion will continue to drive our approach and behaviours, as will our commitment to working with our partners and communities to take an increasingly preventative approach to tackling crime and disorder.

This Plan – owned by the Court of Common Council - has been developed in partnership with the City of London Police Authority. The priorities within it reflect the changing demand picture within the City, our national policing responsibilities, and extensive consultation with our partners, residents, and those who work in and visit the City. I am extremely grateful to everyone who has taken the time to contribute to this process.

I am immensely proud to have the privilege of leading the City of London Police and I look forward to working with our partners and communities to keep our streets safe - both in the City and online - across the life of this Plan and beyond.

Pete O'Doherty

**Commissioner of the City of London Police**

# Policing plan summary

<b>Mission</b>	A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion.
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## What we do [external]

<b>Operational priorities</b>	<b>Keep people in the City safe and feeling safe</b>	<b>Support victims in everything we do</b>	<b>Improve the policing response to economic and cyber crime</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Reduce theft</li> <li>• Reduce violence</li> <li>• Protect the City from terrorism</li> </ul>	<ul style="list-style-type: none"> <li>• Implement our Victims Strategy for the City</li> <li>• Implement victim-focussed commitments from the national policing strategy for fraud, economic and cyber crime</li> <li>• Bring perpetrators of crime in the square mile to justice</li> </ul>	<ul style="list-style-type: none"> <li>• Protect people and businesses from economic and cyber crime</li> <li>• Prevent people from engaging in economic and cyber crime</li> <li>• Proactively pursue offenders</li> </ul>

## What we do [internal]

<b>Organisational priorities</b>	<b>Be one of the most inclusive and trusted police services in the country</b>	<b>Be an employer of choice</b>	<b>Maximise our productivity</b>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Implement our Equity Diversity and Inclusion Strategy</li> <li>• Enhance our approach to engaging with communities</li> <li>• Maintain high ethical and professional standards</li> </ul>	<ul style="list-style-type: none"> <li>• Attract, recruit and retain the best talent</li> <li>• Equip our people with the tools and skills they need to succeed</li> <li>• Support the health and wellbeing of our people</li> </ul>	<ul style="list-style-type: none"> <li>• Use data effectively to inform our decision making</li> <li>• Make the best use of our limited resources</li> <li>• Make processes simpler, more effective and more efficient</li> </ul>

## How we do it [external and internal]

<b>Values</b>	<b>Professionalism</b>	<b>Integrity</b>	<b>Compassion</b>
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Description	We will deliver our services professionally and diligently. We will always expect the highest level of professional conduct by our people and commit to their continuous professional development.	We will earn the trust of diverse communities and partners through honesty and always doing the right thing. We will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.	We will act with humanity and kindness, ensuring our people and communities are treated with care and respect. We will create a culture of belonging and mutual trust and respect.
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## Part 1: Background to our Plan

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## Policing in the City of London

The City of London Police has policed the City of London for over 180 years and it remains a unique environment in which to police. Our approach to delivering the objectives set out in this Plan is shaped by these unique circumstances, and by the wider national and global context within which policing is operating, including the changing nature of police demand.

The City of London is about one square mile in size, with around 8,700 residents, over 600,000 workers in a typical day, and over 21 million visitors a year. The City is both the historic and geographic heart of the capital, bordered by seven central London boroughs. It is an important visitor destination considering it is home to countless sites of historic, cultural and economic interest, including St Paul's Cathedral, the Guildhall, the Barbican, the Bank of England and the Stock Exchange. The City's retail and leisure facilities include almost a thousand licensed premises. The City is also one of the most important financial centres in the world and the economic heart of the United Kingdom – with more than 6,000 businesses and generating over £85 billion in economic output annually.

We expect these numbers to continue to grow as the City of London Corporation delivers on the exciting developments set out in its *Destination City Programme* - the Corporation's growth strategy for the Square Mile as a world-leading business and leisure location – which is likely to result in a corresponding increase in the scale and complexity of crime demands in the City.

Nationally, demands on policing are also changing. The 2024 Crime Survey of England and Wales found that whilst traditional volume crime (including burglary and vehicle theft) has generally decreased over the last 10 years (with some notable exceptions such as sexual assault) there have been notable increases in robbery and violence with injury. The cost-of-living continues to have an impact on crime and non-crime demand by affecting both offending behaviours and the nature of victimisation and vulnerability, both of which affect the scale and complexity of demands on policing.

The threat from – and profile – of terrorism is increasingly complex, including an increasing range of beliefs and ideologies alongside conspiracy theories and disinformation. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. Whilst we have not seen a recent attack, the national terrorism threat remains at Substantial (meaning an attack is likely). The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

The increasing globalisation of goods, people, and services, the evolution of technology, and changes in social norms, continue to drive the significant threat from cyber and economic crime (including fraud), which affect more people, more often, than any other crime type and cause significant harm to victims. Cyber and economic crime – including fraud - amounted to over half of all recorded crime



across England and Wales last year and we continue to see increases in national fraud and cyber reporting. Other areas of economic crime, such as corruption and bribery, are also receiving higher levels of public scrutiny.

The wider global context is also relevant to policing, from the need to improve the sustainability of our estate's infrastructure to managing the additional demand from climate activists exercising and protest activity resulting from geopolitical instability and climate change.

The national decline in public trust and confidence in the police and wider criminal justice system continues to have implications for police effectiveness and legitimacy, and in the tight fiscal climate it is also imperative that policing continues to improve its productivity so we can continue to deliver more with less. The public rightly have high expectations of the service they receive from the police, and this includes using data and technology to respond to crime and engage more effectively with our communities.

Our policing model focusses on responding swiftly to calls for service, undertaking high quality investigations, working collaboratively with our partners and communities to prevent the local crime and anti-social behaviour and supporting victims in everything we do. As well as being a local police service, City of London Police leads the national policing response to cybercrime and economic crime (including fraud). Our National Policing Strategy for Fraud, Economic and Cyber Crime 2023 - 2028 sets out our plans for responding to this increasingly complex and globalised threat, including working with national and international law enforcement agencies.

## **About this Plan**

This Plan has been prepared in line with legislation (The Police Act 1996) which requires the Court of Common Council – the City's governing body – to set policing objectives for the City of London Police each financial year. It details our six operational and organisational priorities for the next three years, and how they will be delivered – including through our values - and will be refreshed annually. Our operational priorities focus on the service we provide to the public and our organisational priorities will help us to deliver our operational priorities. The Plan has been informed by extensive consultation, relevant local and national strategies and the national Strategic Policing Requirement. More detail on the evidence base behind the plan is available here: [\[add link\]](#).

## Part 2: Our Plan

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## Mission

City of London Police is *a local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion.*

## Operational priorities

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

We want the City of London to be one of the safest business districts and places to live in the world. The City of London Police provides a 24/7, 365 days a year service to keep those who live, work, study in and visit the City safe and we will continue to work with our partners to maintain our safe streets and public spaces that residents, workers and visitors can enjoy and feel safe in during the day and at night. We will work to prevent, respond to and investigate all forms of crime on our City, from those with highest volume, such as theft, to those that cause the greatest harm, such as terrorism and violence against women and girls. Our neighbourhood officers work with local community safety partners – through the Safer City Partnership - to achieve as part of a problem-solving approach in response to the needs of our communities. The objectives below reflect our focus on addressing the types of crime that our communities told us were the highest priorities for them.

#### Objective a) Reduce theft

Theft makes up more than half of the crime experienced within the City of London. Most thefts are linked to our high daily footfall and night time economy, but this also reflects a wider national trend. We continue to work closely with our communities, both business and residential, and our partners in the Safer City Partnership, to reduce theft, including those associated with retail and licenced premises. To achieve this objective City of London Police will:

- **Work with our partners to provide crime prevention advice** to residents and workers across the City through a range of Operations and campaigns.
- **Work with our Business Crime Reduction Partnership and Business Improvement Districts** to deter offending through situational crime prevention advice to retailers.
- **Deploy our proactive crime teams** to undertake visible patrols and use data led tasking and technology such as CCTV to prevent, disrupt and reduce the most prevalent types of theft in the City.

- **Undertake high quality theft investigations to deter and bring offenders to justice** through our dedicated Volume Crime Unit.

### **Objective b) Reduce violence**

The City of London Police continues to improve the prevention, detection and investigation of violence in all its forms and levels of violence in the City remain low. However, violence linked to our night time economy – including Violence Against Women and Girls - remains an important priority both locally and nationally due to the level of harm it causes. Violence Against Women and Girls is designated as a national threat by the Home Secretary and it was a priority emerging from our public consultation. To achieve this objective City of London Police will:

- **Refresh our Violence Against Women & Girls Strategic Delivery Plan** which sets out our approach to effectively identifying, responding to and preventing violence against women and girls.
- **Continue to deliver Operation Reframe**; a successful partnership initiative with local partners and businesses – including licensed premises and taxi marshals – to create safe spaces for women in our night time economy.
- **Pilot and evaluate the success of the Servator VAWG approach** which trains frontline officers and control room staff to spot and address predatory behaviours linked to potential violence against women and girls.
- **Enhance our approach to hotspot patrolling** by using data analytics, technology, enhanced training and robust tasking to target violence hotspots and reduce violence linked to the night time economy.

### **Objective c) Protect the City from terrorism**

Protecting the City from terrorism remains a high priority for the public and for the police service more widely, so it remains a high priority for City of London Police. The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption, and the City of London Police, alongside our local and national partners, undertake critical work to prevent attacks and ensure we can respond effectively, should an attack occur. The commitments set out in this Plan support the four pillars of the national counter-terrorism strategy (CONTEST) which aim to prevent people turning to terrorism, pursue those who plot to carry out attacks, strengthening our protection against a terrorist attack and prepare to mitigate the impact of any attack. To achieve this objective City of London Police will:

- **Implement protective security tactics** to protect the City from terrorist attack including working with venues to enhance security awareness and improve venue security.
- **Disrupt terrorist activity** by leading the counter-terrorism policing tactic - Project Servator - across law enforcement and businesses locally, nationally and internationally.
- **Collaborate with the Metropolitan Police Service** to maintain high quality counter terrorism capability across London, including joint training and exercising and maintaining the London-wide firearms commitment.
- **Continually improve our approach** by implementing learning from inquiries and reviews and testing and exercising with partners to enhance our preparedness for an attack.

## Priority 2: Support victims in everything we do

The City of London Police will continue to put victims at the heart of everything we do. In [month] 2025 we published our first comprehensive Victims Strategy [link], setting out how we will improve services and outcomes for victims in the Square Mile. The Strategy also summarises how, through the 2023 National Policing Strategy for Fraud, Economic, and Cyber Crime, the City of London Police is improving services and outcomes for victims of these offences at every stage from initial reporting to investigation to ongoing victim support. We know that one of the most important things for victims is how their case is investigated and whether a positive case outcome is secured. While we already achieve the highest overall positive outcome rate in the country, including for domestic abuse and rape, it is critical that we maintain, and where possible improve, this to ensure that more victims can get the justice they deserve. As such, this Policing Plan commits to additional measures on bringing perpetrators of crime in the Square Mile to justice.

### Objective a) Implement our Victims Strategy for the City

Our Victims Strategy sets out how we will improve services and outcomes for victims in the Square Mile through better information and communication, ensuring procedural justice, improved multi-agency working and professionalisation of victims services. The Strategy also includes new commitments on how the City of London Police Authority and City of London Corporation will improve the representation and promotion of victims' interests in the Corporation's internal local government work and external engagements with City businesses and employers. To achieve this objective City of London Police will:

- **Implement measures to improve information for - and communication with - victims** in line with Priority area 1 of our Strategy
- **Implement measures to ensure procedural justice for victims** in line with Priority area 2 of our Strategy
- **Implement measures to improve multi-agency working** in line with the measures set out in Priority area 3 of our Strategy
- **Implement measures to professionalise victim services** in line with the measures set out in Priority area 4 of our Strategy.

### **Objective b) Implement victim-focussed commitments from the National Policing Strategy for Fraud, Economic, and Cyber-crime**

City of London Police published the five-year National Policing Strategy for Fraud, Economic and Cyber-crime in 2023, with improving outcomes for victims as one of its three strategic objectives. To achieve this objective City of London Police will:

- **Launch the new Fraud and Cyber-Crime Reporting and Analysis Service** [new name if announced] to make reporting crimes easier and faster for users, improve the information they subsequently receive, provide targeted advice, significantly improve the speed and quality of information given to law enforcement partners to boost the changes of successful prosecutions and provide real-time information to institutions and organisations to help block and disrupt crime.
- **Increase investment in the National Economic Crime Victim Care Unit**, which now covers all 43 police forces in England and Wales, and provides nationwide access to specialist advocates to help victims of fraud and cyber-crime, providing both emotional support and practical advice to reduce the possibility of repeat victimisation.
- **Increase engagement with England and Wales's 43 police forces on fraud and cyber-crime**, with a focus on the resources and capabilities they need to effectively deal with these offences in their areas, as set out in the most recent Strategic Policing Requirement and City Police's own National Lead Force Improvement Plan.

### **Objective c) Bring perpetrators of crime in the Square Mile to justice**

The City of London Police is proud of having the highest rate of positive outcomes (by which we mean the range of resolutions or disposals available to deal with offenders and secure effective justice consequences on behalf of victims) nationally, but we are not complacent. We want to continue to improve our positive outcome

rates for victims of crime in the City, by bringing more perpetrators of crime to justice. To achieve this objective City of London Police will:

- **Continue to seek charges, prosecution, or out of court disposals** against perpetrators of crime to improve positive outcomes for victims and reduce reoffending.
- **Implement improvements to the supervision of police officers** throughout investigative processes to improve criminal investigations and deliver higher-quality casefiles.
- **Embed the work of the Volume Crime Unit** to improve the pace and quality of volume crime investigations such as theft and shoplifting.
  - **Implement the Operation Soteria model** to improve investigation of rape and serious sexual assaults in line with national best practice.

### **Priority 3: Improve the policing response to economic and cyber crime**

Today, many people are spending an increasing proportion of their lives online, from banking and doing business, to gaming and communicating through social media. As a result, online crime, including fraud and other types of cyber crime now represents a significant proportion of all crime and victimisation, with fraud as the most common crime in the UK. The scale and complexity of many of these types of crime represent significant challenges for policing and its partners. City of London Police remains at the forefront of leading the national policing response to these threats, including developing the capacity and capability of the workforce to protect people and businesses and using data and innovative technologies to continually improve our ability to identify, pursue, investigate and bringing offenders to justice. We will continue to work closely with government, public and private sector partners to support system reforms that will reduce fraud and its impacts to enhance the economic security and prosperity of the UK. The objectives set out below reflect those set out in City of London Police's *National Policing Strategy for Fraud, Economic, and Cyber-crime 2023-2028*.

#### **Objective a) Protect people and businesses from economic and cyber crime**

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

- **co-ordinate consistent messaging and campaigns** to empower people and businesses to reduce the likelihood of them being successfully targeted by criminals online and pointing them to other services where needed.
- **work with forces and regional units to promote and use the Police CyberAlarm system** to support member organisations when cyber issues are identified.
- **Deliver the new Cyber Resilience Centre model** to strengthen cyber resilience across the nation's small and medium-sized enterprise (SME) community and work with the National Business Crime Centre to protect business interests and strength economic growth.

### **Objective b) Prevent economic and cyber crime**

City of London Police will continue to work with local, national and international enforcement agencies, and industry, to prevent people from engaging in economic and cyber crime. To achieve this objective City of London Police will:

- **work with industry and financial institutions** to prevent online offending including provision of real-time information to help stop offenders from being able to target people and businesses.
- **work with Ofcom and industry** to ensure successful implementation of – and compliance with - the measures set out in the Online Safety Bill.
- **work with businesses** to help them innovate – including using technology and automation - to predict and prevent opportunistic criminality.

### **Objective c) Proactively pursue offenders**

City of London Police will support police forces and national and international agencies to proactively pursue offenders and serious organised criminal networks and develop the intelligence to secure prosecutions. To achieve this objective City of London Police will:

- **Improve the speed and quality of information provided to law enforcement agencies** - by exploiting new technology and data analytics capability - so they can pursue offenders and organised criminals and bring them to justice.



- **co-ordinate regional Proactive Economic Crime Teams** to target and pursue high harm offenders through proactive and intelligence led investigations and investigate the complex fraud cases.
- **increase criminal justice outcomes against money laundering** offenders, including seizing more criminal assets.
- **Deliver the new national domestic corruption unit pilot** which will play a central role in delivering the enforcement elements of the government's anti-corruption strategy

## Organisational priorities

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

In the City of London Police's Equity, Diversity and Inclusion (EDI) Strategy 2024-27, published in 2024, we announced our ambition to become one of the most inclusive and trusted police services in the country. We know that widely-publicised failings have damaged the public's confidence in police services. Equity, diversity and inclusion are essential to rebuilding that confidence, to embedding our values of professionalism, compassion and integrity, and to our duty to keep everyone safe. The objectives and commitments below reflect and reinforce the priorities set out in our EDI Strategy, as well as measures to enhance our neighbourhood approach to engaging with communities and to maintain the highest ethical and professional standards.

#### Objective a) Implement our Equity, Diversity and Inclusion Strategy

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

- **Increase the diversity of our workforce and create an equitable working culture** by implementing the *People* strand of our EDI Strategy.
- **Make our policies and processes equitable, accessible and inclusive** by implementing the *Policies and Processes* strand of our EDI Strategy.

- **Improve public confidence in our policing** by implementing the *Public* strand of our EDI strategy
- **Provide enhanced services for our communities** of by implementing the *Partners* strand of our EDI Strategy

### **Objective b) Enhance our approach to engaging with our communities**

City of London Police continues to provide a highly visible, approachable and respectful neighbourhood policing presence that engages with – and is responsive to - the needs and concerns of our communities. We will continue to enhance this offer, in line with the government’s Safer Streets mission, to increase public trust and confidence. To achieve this objective City of London Police will:

- **Deliver a range of structured engagement opportunities** to understand and respond to the concerns of our communities – both locally and nationally - including workers, businesses and under-represented groups.
- **Maintain a named police officer in each City ward** who is contactable and accessible to local communities and responsible for engaging with and responding to the concerns of local communities, in line with the government’s Neighbourhood Policing Guarantee.
- **Professionalise neighbourhood policing** by drawing on good practice and working with the College of Policing to roll out Neighbourhood Policing training to our neighbourhood officers and staff.
- **Make fair decisions and treat people respectfully** including inviting external scrutiny of our use of force and stop and search powers through our Independent Advisory and Scrutiny Group to help us identify, understand and address any disproportionate use.

### **Objective c) Maintain high ethical and professional standards**

Public trust and confidence in policing is vital to secure police effectiveness, efficiency and legitimacy and it has been damaged nationally by widely publicised challenges and failings. City of London Police will engender public trust and confidence by continuing to maintain the highest ethical and professional standards in everything we do. To achieve this objective City of London Police will:

- **Embed the new Code of Ethics** by supporting colleagues to deliver the highest ethical and professional standards in their service to the public.

- **Implement the Authorised Professional Practice on Vetting** to improve the way we identify and respond to risks posed by individuals before they enter policing and during their time in service.
- **Continually improve workforce culture and standards of professional behaviour** by implementing learning from inspections, investigations and inquiries including the Casey Review, the Angiolini Inquiry and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).
- **Ensure our complaints, conduct and vetting processes are fair and proportionate** by encouraging internal and external scrutiny and identifying and addressing any disproportionality.

## **Priority 5. Be an employer of choice**

City of London Police wants to attract the very best people into our organisation and once they arrive, we want them to stay, thrive and to progress. To do this we will have effective attraction and recruitment processes and ensure that once people are here, they feel well equipped (both physically and professionally), valued and supported so they can excel in their roles and deliver outstanding policing services.

### **Objective a) We will attract, recruit and retain the best talent**

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

- **Maintain our officer headcount** to meet uplift targets and the requirements for new officers as part of the government's Neighbourhood Policing Guarantee.
- **Design and deliver an attraction strategy** to attract specialist capabilities in line with the priorities set out in our Strategic Workforce Plan, including tactical firearms, forensics, custody, analysis, and investigations.
- **Grow our Special Constabulary** of warranted, uniformed volunteer police officers to supplement the regular service and help to build links between policing and communities.
- **Strengthen our economic crime capabilities** in the investigation of fraud, domestic corruption and money laundering

## **Objective b) Equip our people with the tools and skills they need to succeed**

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

- **Provide the technology our people need to perform their role effectively and efficiently** including new laptops for all officers and staff in 2025, improvements to wi-fi connectivity and implementation of technology projects within the change portfolio.
- **Work with the Corporation on the delivery of the Future Police Estate Programme** providing a new operating environment across multiple sites from 2027 to support modern policing and improve operational effectiveness.
- **Develop our professional learning and development offer** for officers and staff in line with the priorities set out in our Strategic Workforce Plan, including rolling out the Police Leadership Programme for first and mid-line managers from 2025 and providing training for key professions (e.g. forensics and investigations) including through our Economic and Cyber Crime Academy.

## **Objective c) Support the health and wellbeing of our people**

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

- **Use our Strategic Wellbeing Board**, chaired by a Deputy Commissioner, to oversee and drive initiatives in support of our wellbeing priorities.
- **Use our Wellbeing Ambassadors** across the organisation to support Directorate level wellbeing initiatives.
- **Continue to support officers and staff who have been assaulted** in the course of their duties through the Operation Hampshire approach <sup>1</sup>

## **Priority 6. Maximise our productivity**

City of London Police is contending with a growth in the scale and complexity of policing demand in a challenging financial context. As a result, we must maximise our productivity - by which we mean improving the efficiency and effectiveness of our

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<sup>1</sup> <https://www.oscarkilo.org.uk/services/operation-hampshire>

services - to enable us to meet these demands, including the expectations of the communities we serve. The objectives below set out the ways in which we will maximise our productivity over the life for this Plan, from enhancing our use of data to making sure we are making the best use of our limited resources and improving our processes to make us more efficient and effective.

### **Objective a) Use data effectively to inform our decision making**

City of London Police recognises data as a vital strategic asset to policing. Its effective use can help to drive organisational effectiveness and efficiency by informing operational, tactical and strategic decision-making, including ensuring that our resources are directed to where they are most needed – and where they have most impact. Effective and responsible use of data can also improve our legitimacy by providing us with a better understanding of how crime and policing are affecting different groups of people, as a basis for addressing any inequalities or disparities, and more widely to demonstrate how we are responding to the concerns of our communities. To achieve this objective City of London Police will:

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

### **Objective b) make the best use of our limited resources**

City of London Police will continue to ensure efficient and effective use of our funding and resources to provide value for money and maintain a high quality of service to the public. Through our business planning processes, based on our analysis of demand and our organisational capacity and capability to meet it, we identify organisational risks and opportunities and seek to allocate our limited resources effectively where they can have most impact. To achieve this objective City of London Police will:

- **Deliver value for money in all spending decisions** by continuing to improve our commercial proficiency, reviewing supplies and services and making sure

we get the best outcomes from our procurement exercises.

- **Improve our understanding and forecasting of demand** - through horizon scanning, risk assessment and business planning process - to strengthen our corporate planning.
- **Develop our approach to workforce planning** so we have the right mix of people, with the right mix of skills, in the right places, to deliver on our priorities now and in the future.

### **Objective c) Make processes simpler, more effective and more efficient**

City of London Police will work with a range of partners to review our processes, do things differently and harness the benefits of technology to make our processes more effective and efficient and ensure the best outcomes for our communities and our people. To achieve this objective City of London Police will:

- **Review and streamline processes**, driving continuous improvement through our Productivity Plan with an initial focus in 2025 on operational support (administration of justice) and corporate support (HR, finance, vetting).
- **Make use of innovation and technology** to free-up officers' and staff's time and improve our service to the public.
- **Drive effectiveness in our partnerships** to deliver better community safety outcomes including preventing crime and disorder.

## Our values

Our Policing Plan has our values of *professionalism, integrity and compassion* at its core. Our values closely align with the ethical policing principles set out in the police Code of Ethics (*courage, respect and public service*), which help our officers and staff – both individually and collectively – to ensure they are ethical and professional in the way they respect, listen, respond, improve and serve the public. Our values are central to achieving our mission as they underpin how we interact with the public, how we treat each other and how we achieve our shared objectives. We expect to be held to account for living these values in all we deliver as a police service.

<b>City of London Police values</b>	<b>Professionalism</b> We will deliver our services professionally and diligently. We will always expect the highest level of professional conduct by our people and commit to their continuous professional development.	<b>Integrity</b> We will earn the trust of diverse communities and partners through honesty and always doing the right thing. We will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.	<b>Compassion</b> We will act with humanity and kindness, ensuring our people and communities are treated with care and respect. We will create a culture of belonging and mutual trust and respect.
<b>Ethical Policing Principles</b>	<b>Public Service</b> Working in the public interest, fostering public trust and confidence, and taking pride in providing an excellent service to the public	<b>Courage</b> Making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute	<b>Respect and empathy</b> Encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face

## **Professionalism**

We will deliver our services professionally and diligently. We will always expect the highest level of professional conduct by our people and commit to their continuous professional development. We will live our value of professionalism by:

- conducting professional and thorough investigations into crime, including doing everything possible to protect those who are most vulnerable.
- expecting our officers and staff to be committed to professional development, both for themselves and for those they supervise
- ensuring our employees set an example to others.
- ensuring we meet the requirements and demands of our communities by providing them with high-quality, timely, efficient and effective services.

## **Integrity**

We will earn the trust of diverse communities and partners through honesty and always doing the right thing. We will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change. We will live our value of integrity by:

- expecting our officers and staff to have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.
- Being open to scrutiny, transparent in our actions and responding to criticism with a willingness to learn and change.
- ensuring the public can have confidence in the integrity of the data used and published by us, including making sure all crime is recorded ethically and in accordance with current guidance.

## **Compassion**

We will act with humanity and kindness, ensuring our people and communities are treated with care and respect. We will create a culture of belonging and mutual trust and respect. We will live our value of compassion by:

- taking time to listen to the views and experiences of others
- ensuring our officers and staff act with humanity and kindness, including safeguarding people at vulnerable times.
- valuing diversity, both as an employer and as a public service provider.
- ensuring everyone is treated with care and respect.



## Part 3: Delivering the Plan

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## Funding

Like all police forces in England and Wales, most of our funding comes from the Home Office. This is in the form of a core grant to cover the basic operations of policing, as well as specific grants which cover areas such as counter terrorism policing and our national roles tackling fraud, economic crime and cyber crime. Unlike other Police and Crime Commissioners, the Corporation of London does not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the Corporation applies a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London.

In partnership with the Corporation of London we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services through increased local funding and by mitigating the pressures of rising costs. With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.

Around two-thirds of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2025/26 the budget provides for a force establishment of XXX full time equivalent (FTE) police staff, XXX FTE officers and XXX temporary funded roles. To make sure our expenditure does not exceed our funding in 2025/26 we will need to sustain some £XXm prior year savings and mitigations made since XXX and add £Xm new ones in 2025/26.

We will continue to look at opportunities to manage our budget challenges through driving productivity improvements, maximising cost recovery for funded work, improved procurement, reviewing supplies and services, the use of proceeds from seized assets, improved working patterns to match need, efficient business support, improving supervision ratio, reducing overtime and improved use of mobile technology and agile working.

Figure 1 shows what we are spending our funding on in 2025-2026.

Figure 1: Expenditure breakdown 2025/26
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## Working with others

The City of London Police cannot implement this Plan alone. Effective partnerships - both with local and national agencies and with the communities we serve – is central to delivering the commitments in this Plan. We are proud to work closely with a wide range of organisations – public and private, local, national and international - all of whom play a vital role in keeping people safe in the City and online. Partnership working is woven through the objectives and commitments in this Plan, including

close collaboration with the City of London Corporation (including the Safer City Partnership), the Metropolitan Police Service and British Transport Police, local criminal justice services, community, voluntary and faith groups, businesses and industry associations. And we cannot achieve our priorities without the valuable support of our diverse communities of residents, workers and visitors. Over the lifetime of this plan the City of London Police will continue to listen to, understand and take action in response to the views, experiences and concerns of our communities by ensuring they inform our strategies and plans, and help target our local and national policing activity.

## **Governance, scrutiny and accountability**

City of London Police has a range of strategies, plans, programmes and projects to translate the commitments set out in this plan into tangible delivery on the ground. We have robust internal governance arrangements, from operational and tactical meetings to strategic governance Boards, to monitor and drive progress against these, and our strategic priorities and objectives.

We encourage external advice and scrutiny through our Independent Advisory and Scrutiny Group (IASG)<sup>2</sup> which is made up of a diverse mixture of individuals from residential and business communities across the City. For example, the IASG advises us on the handling of critical incidents and policing policies and tactics including the use of stop and search powers. Independent Custody Visitors (ICVs) are trained volunteers that visit police stations unannounced to check on the treatment and welfare of people held in police custody.<sup>3</sup>

City of London Police is held to account for delivering on the commitments set out in this Policing Plan – and the Commissioner’s wider responsibilities for delivering efficient and effective policing that responds to the needs of the public - by the City of London’s Court of Common Council, which is the police authority for the City of London. The Police Authority Board will use the performance framework at **Appendix A** to hold the City of London Police to account for delivering this Plan.

Police Authority Board and Committee meetings are held in public, and agendas, papers and details of how to watch online can be viewed on the Police Authority webpages.<sup>4</sup>

There are also several national agencies that support the Home Secretary to oversee the work of City of London Police. His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) independently assesses

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<sup>2</sup> <https://www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/equality-and-diversity2/independent-advisory-scrutiny-group/>

<sup>3</sup> <https://www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority/about-police-authority/independent-custody-visiting>

<sup>4</sup> <https://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=142>

the effectiveness and efficiency of police forces and fire & rescue services – in the public interest,<sup>5</sup> and the Independent Office of Police Conduct (IOPC) - the police complaints watchdog for England and Wales – oversees the police complaints system, investigates the most serious complaints and conduct matters involving the police, and sets the standards by which the police should handle complaints.<sup>6</sup>

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<sup>5</sup> <https://hmicfrs.justiceinspectorates.gov.uk/about-us/what-we-do/>

<sup>6</sup> <https://www.policeconduct.gov.uk/about-us>

# Appendix

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## Appendix A: Policing Plan 2025 – 2026 Performance Framework [in development]

*To note: Once the main content within the Plan is finalised we will develop a performance framework providing a clear line of sight between metrics and each of the Policing Plan objectives. As with the last Plan this will likely contain around 15 metrics. For the local policing priority: theft and violence rate metrics plus more activity focussed CT metrics. For the victims priority, metrics will be drawn from the existing victims strategy (including outcomes metrics). For the national econ/cyber priority metrics will be drawn from the national policing fraud/econ/cyber strategy. For the trusted and inclusive priority metrics will be drawn from the EDI strategy. For the employer of choice and productivity priorities metrics will be decided once commitments are firmed up.*

*For reference, metrics from the current policing plan are:*

- 1. Reduce Neighbourhood Crime*
- 2. Reduce Violent Crime*
- 3. Reduce Anti-Social Behaviour*
- 4. City of London Police positive outcome rate is higher than the national average*
- 5. National Positive Outcomes for economic and cyber crime are increased*
- 6. Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation*
- 7. Action Fraud Victim Satisfaction levels are improved*
- 8. COLP Victim Satisfaction Levels are improved*
- 9. COLP is a psychologically and emotionally healthy place to work*
- 10. COLP workforce engagement levels are increased*
- 11. COLP recruitment activity is improving how well its workforce reflects the communities it serves*
- 12. Financial Outturn is within 1% of forecast*
- 13. Staff agree they are well equipped to do their job*
- 14. The public feel safe.*
- 15. The public have confidence in the City of London Police*

## City of London Policing Plan 2025 – 2028: Evidence base

*[To note: this section will be published as a standalone document alongside the Plan, with content added to clarify how each source has informed the Policing Plan]*

City of London's Policing Plan for 2025 – 2028 has been informed by the results of extensive public consultation and a range of local and national strategies, reports and plans. This document provides more information on each of those sources and how they informed the Plan.

### Consultation

#### *Public consultation*

From July to December 2024 City of London Police ran two phases of online public consultation. The consultation was advertised through a range of social media channels and face to face engagement events with residents, businesses and Members of the Common Council. The first phase of consultation (July to August) focussed on asking respondents what their policing priorities were. The top priorities were Terrorism (31%), Theft, Robbery and Burglary (20%), Knife crime (19%) and Violence against women and girls (15%). The second phase of online consultation (October to November 2024) asked respondents for their views on our draft priorities, with most (67%) respondents agreeing that they were the right ones. Across the two consultation phases the online survey received a total of 1778 visitors, with 167 respondents and 233 contributions (either a comment or a reaction).

#### *Workforce consultation*

We surveyed our officers and staff as part of the consultation period, and their responses – along with the findings of our annual staff survey - have informed our organisational priorities. From July to December 2024, we also ran two phases of online / in-person internal consultation for Police Officers and Staff. The consultation was advertised via the City of London Police Intranet and word of mouth at various workshops and discussions. The first phase of consultation (July to August) focused on asking staff and officers what their views are on our organisational priorities and what we should focus on in the next Policing Plan. 48% of our staff and officers said they were very satisfied that we reflected these priorities, and the majority (59%) of staff and officers believe the City of London Police have either completely or somewhat met the commitments of our three organisational priorities. The second phase of consultation (October to November 2024) asked staff and officers how they felt about our proposed organisational priorities for this Plan. 43% of our staff and officers said they were satisfied with these new priorities, and 28% said they felt neutral about them. Feedback was received via the online consultation and in-person workshops where over 100 responses were collected.

## Strategies, plans and reports

### *City of London Corporation Corporate Plan 2024 - 2029*

The City of London Corporation's Corporate Plan sets out a vision for *a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK*. As well as applying the principles underpinning the Corporation's Plan, our Policing Plan supports actions one to three of the 'Diverse Engaged Communities' Outcome, actions four and five of the 'Dynamic Economic Growth' Outcome and action two of the 'Vibrant Thriving Destination' Outcome. The Plan is available here: [www.cityoflondon.gov.uk/about-us/plans-policies/our-corporate-plan](http://www.cityoflondon.gov.uk/about-us/plans-policies/our-corporate-plan)

### *City of London Corporation People Strategy 2024 - 2029.*

The City of London Corporation's People Strategy sets out a framework to ensure that all aspects of people management and development come together to create an organisational environment where employees can contribute their best work efforts. The Strategy will guide the Corporation in how it sets up employees for success; how it supports, challenges and motivates its people; how it maintains and delivers its mission and how it creates an inclusive and equitable environment. The organisational objectives in our Policing Plan support the themes set out in the Strategy. The Strategy is available here: [www.cityoflondon.gov.uk/about-us/plans-policies/our-people-strategy](http://www.cityoflondon.gov.uk/about-us/plans-policies/our-people-strategy)

### *City of London Police Equity, Diversity and Inclusion Strategy 2024 – 2027*

City of London Police's Equity, Diversity and Inclusion Strategy sets out our plans for achieving our commitment to being one of the most trusted and inclusive police services in the country, which we have reflected in this Policing Plan. The Strategy is available here: [www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/equality-and-diversity/equity-diversity-and-inclusion-strategy-2024-2027.pdf](http://www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/equality-and-diversity/equity-diversity-and-inclusion-strategy-2024-2027.pdf)

### *City of London Police Neighbourhood Policing and Engagement Strategy 2024 – 2025*

Our neighbourhood policing and engagement strategy sets out City of London Police's approach to achieving our Policing Plan 2022-2025 priority to *keep those who live, work and visit the City safe and feeling safe*. The Strategy is available here: [www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/nhp/colp\\_neighbourhood\\_strategy\\_2024-25.pdf](http://www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/nhp/colp_neighbourhood_strategy_2024-25.pdf)



### *City of London Police Violence Against Women and Girls Strategic Delivery Plan 2022 - 2023*

City of London Police's Violence Against Women and Girls Strategic Delivery Plan outlines the work we will do to unremittingly tackle violence against women and girls, and to rebuild trust and confidence by ensuring we always police to the highest professional standards. The previous Delivery Plan is available here:

[www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/strategic-delivery-plan.pdf](http://www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/strategic-delivery-plan.pdf)

### *Code of Ethics (College of Policing guidance)*

The 2024 Code of Ethics is inclusive and supports everyone in policing to do the right things in the right way for the right reasons. The Code has two parts: the ethical policing principles and guidance for ethical and professional behaviour in policing.

The Code has the same status as other guidance produced by the College of Policing. The Code of Ethics is available here: [www.college.police.uk/ethics/code-of-ethics](http://www.college.police.uk/ethics/code-of-ethics)

### *Counter Terrorism Strategy (CONTEST)*

CONTEST is the United Kingdom's Strategy for countering terrorism, with the aim of reducing the risk from terrorism to the UK, its citizens and interests overseas, so that people can go about their lives freely and with confidence. The Strategy is available here: [www.gov.uk/government/publications/counter-terrorism-strategy-contest-2023](http://www.gov.uk/government/publications/counter-terrorism-strategy-contest-2023)

### *Crime Survey for England and Wales (CSEW): year ending June 2024*

The Office of National Statistics provides information about crime against households and people aged 16 years and over, using data from police recorded crime and the Crime Survey for England and Wales (CSEW). Detailed findings from the latest release (October 2024) are available here:

[www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenlandandwales/yearendingjune2024](http://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenlandandwales/yearendingjune2024)

### *City of London Victims Strategy 2024 - 2027*

In the context of the rising priority of victims services and outcomes nationwide, and the vital link between these and trust and confidence in policing, the City of London's first comprehensive victims strategy sets out in detail how we will deliver our commitment to put victims at the heart of all we do. The Strategy is available here:

[add link once published]

### *Destination City Programme*

The Destination City Programme is the City of London Corporation's growth strategy for the Square Mile as a world-leading business and leisure location. As well as setting out plans to attract new businesses, Destination City sets out exciting developments in its culture and leisure and offer, built upon the City's unique heritage and culture. The City will change and grow through these plans. It will attract crowds, create new wellness and sporting attractions, enhance the night-time economy, have more car-free areas and see an increase in residential population. More events in the City will require a focus on public safety, not only by deterring criminality, but also on the threats from terrorism. More information on Destination City is available here: [www.cityoflondon.gov.uk/about-us/plans-policies/destination-city](http://www.cityoflondon.gov.uk/about-us/plans-policies/destination-city)

### *Economic Crime Plan 2 [to add]*

### *HMICFRS inspection reports*

HMICFRS produce force level graded and national thematic reports on the effectiveness and efficiency of police forces in England and Wales and make recommendations for improvement. City of London Police acts in response to both local and national findings and recommendations to continually improve the services it provides to the public. HMICFRS assessments and reports relating to the City of London Police are available here: [hmicfrs.justiceinspectorates.gov.uk/police-forces/city-of-london/](http://hmicfrs.justiceinspectorates.gov.uk/police-forces/city-of-london/)

### *Policing Productivity Review*

The Home Office commissioned the National Police Chiefs' Council to review police productivity and provide recommendations to improve efficiency and effectiveness in policing. City of London Police have used learning from this Review to establish its own productivity programme, which is reflected in the objectives sitting underneath the Plan's organisational priority to '*Maximise our productivity*'. The reports setting out the findings and recommendations emerging from the review are available here: [www.gov.uk/government/publications/policing-productivity-review](http://www.gov.uk/government/publications/policing-productivity-review)

### *National Cyber Strategy [to add]*

### *National Fraud Strategy [to add]*

### *National Policing Strategy for Fraud, Economic, and Cyber-crime 2023-2028*

City of London Police produced the five-year National Policing Strategy for Fraud, Economic and Cyber-crime in 2023. The Strategy sets out a new mission to guide the national response to these crimes, including objectives for tackling each area of threat, with measurable objectives at a local, regional and national level. The Strategy has informed the priorities and objectives set out in our Policing Plan. The Strategy is available here:

[www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/colp\\_national-policing-strategy-document.pdf](http://www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/colp_national-policing-strategy-document.pdf)

### *Safer City Partnership Strategy 2022 - 2025*

The Safer City Partnership (SCP) operates as the City of London's statutory Community Safety Partnership (CSP). The partnership appoints the SCP Strategic Board which consists of statutory and voluntary organisations who work together to reduce crime and anti-social behaviour. The partnership is responsible for the delivery of a wide variety of strategies and plans with the overall aim of improving the safety of the community in the City of London. As part of this process a Community Safety Strategy is published every three years which focuses on an identified set of priorities. The priorities are intelligence led based upon analysis from the partnership's strategic assessment and results from public consultations. The current strategy is available here: [www.cityoflondon.gov.uk/assets/Services-DCCS/safer-city-partnership-strategy-2022-2025.pdf](http://www.cityoflondon.gov.uk/assets/Services-DCCS/safer-city-partnership-strategy-2022-2025.pdf)

### *Strategic Policing Requirement (SPR)*

The SPR sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The national threats set out in the SPR are violence against women and girls, terrorism, serious and organised crime, a national cyber incident, child sexual abuse, public disorder, civil emergencies, and cross cutting capabilities. Several of these threats – namely violence against women and girls, terrorism, fraud and cybercrime – are explicitly reflected in our local Policing Plan where they match our local objectives (based on consultation and our demand profile). However, City of London Police continues to maintain the capability to fulfil its national responsibilities in response to *all* the threats outlined in the SPR, including tackling serious organised crime, child sexual abuse, public disorder, civil emergencies and cross cutting capabilities. More information on the SPR is available here:

[www.gov.uk/government/publications/strategic-policing-requirement-2023](http://www.gov.uk/government/publications/strategic-policing-requirement-2023)

### *Safer Streets Mission*

The Government's Safer Streets Mission aims to reduce serious harm and increase public confidence in policing and in the criminal justice system, including halving

knife crime and Violence Against Women and Girls within a decade. Under the mission the Government has also committed to delivering the Neighbourhood Policing Guarantee and putting 13,000 additional police officers, Police Community Support Officers and special constables into neighbourhood policing roles to ensure visible and preventative community policing. More information on the mission is available here: [www.gov.uk/missions/safer-streets](http://www.gov.uk/missions/safer-streets)

*Improving public confidence in the police: An evidence-based guide*

This guide supports senior police leaders and police and crime commissioners to help achieve the government's Safer Streets mission to reduce serious harm and increase public confidence in policing and the wider criminal justice system. It clearly sets out the best available evidence on public confidence in the police, as well as the policing activities that are most likely to have an impact. The guide is available here: [https://assets.college.police.uk/s3fs-public/2025-01/Improving-public-confidence-in-the-police-guide.pdf?VersionId=XpjDwAk0rd7AjDXNdBY75ImCNWDJJ\\_7k](https://assets.college.police.uk/s3fs-public/2025-01/Improving-public-confidence-in-the-police-guide.pdf?VersionId=XpjDwAk0rd7AjDXNdBY75ImCNWDJJ_7k)

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**Contact us** [\[back page\]](#)

*[To note: this page will include public enquiry and reporting a crime options, social media channels and a QR code for accessing the public confidence survey.]*

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# Agenda Item 6

<b>Committee(s):</b> Strategic Planning & Performance Committee – for information	<b>Dated:</b> 11 February 2025
<b>Subject:</b> Policing Plan Performance Report – Q3 2024/25	<b>For Information</b>
<b>This proposal:</b> <ul style="list-style-type: none"><li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li><li>• <b>provides statutory duties</b></li></ul>	<ul style="list-style-type: none"><li>• Diverse Engaged Communities</li><li>• Dynamic Economic Growth</li><li>• Vibrant Thriving Destination</li><li>• Providing Excellent Services</li></ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£-
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Commissioner of City of London Police
<b>Report author:</b>	T/Ch Insp Megan Cardy, Head of Force Performance

## Summary

The appendix to this cover report summarises the Policing Plan Performance for Q3 in 2024/25. The appendix provides an overview of crime trends, crime profile, and then provides an update on the 14 performance measures of the 2022-25 Policing Plan.

## Recommendation(s)

Members are asked to:

- Note the report.

## Appendices

- Appendix 1 – Policing Plan Performance Report Q3 – 2024/25

**T/Ch Insp Megan Cardy**

Head of Force Performance, Corporate Services

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# Policing Plan Performance Report

Quarter 3 2024/25



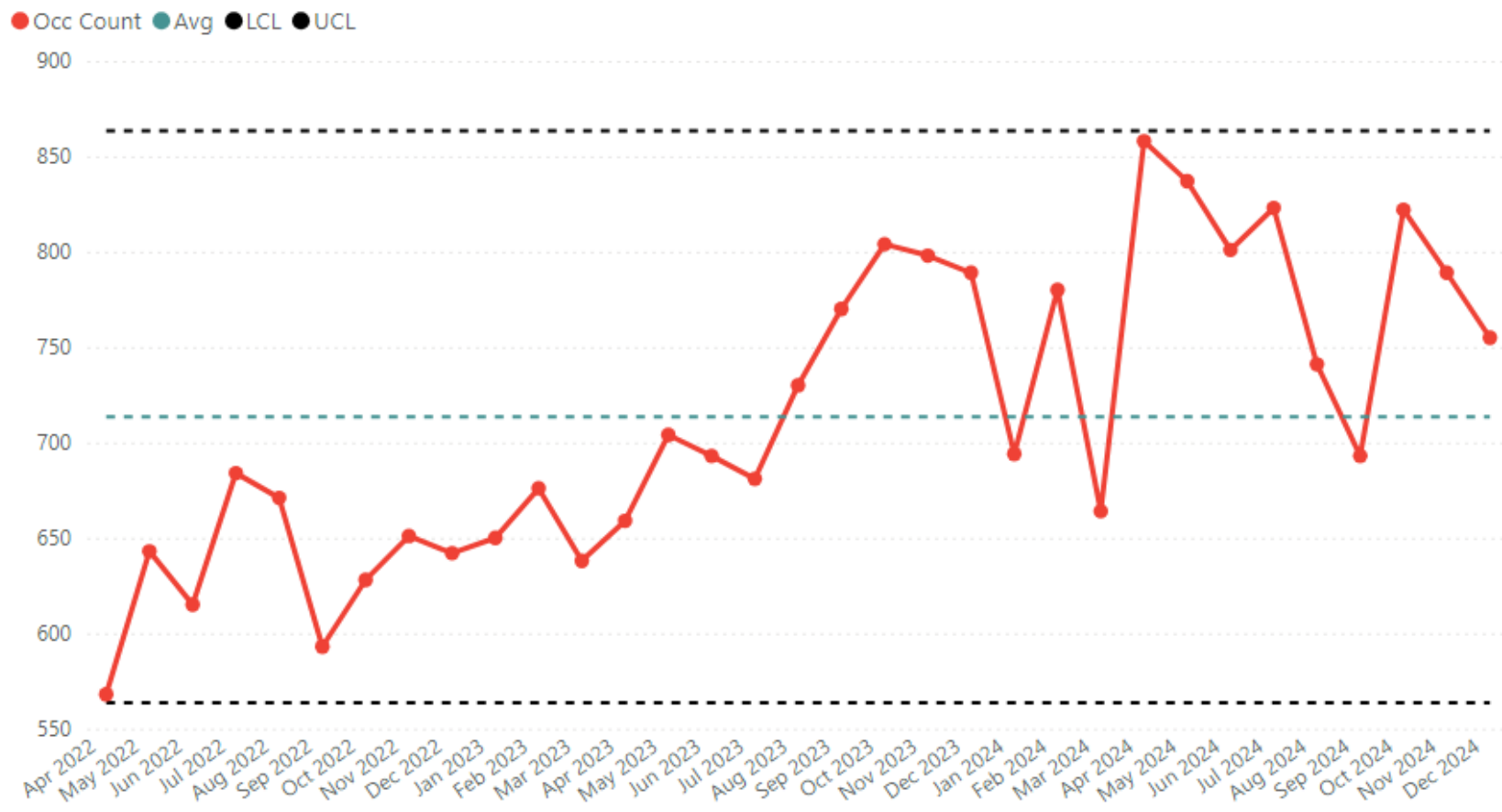
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A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

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# 0.1 Background

# All Crime



Crime Increased this quarter (+109 ~ 5%), however within normal tolerance levels.

We expected crime to increase again October in line with past seasonal variations seen which was realised however crime reduced again in November and December which hasn't been the traditional seasonal trend.

In the 12month period to date (January 24 - December 24) all crime is still significantly higher (+ 8% ~ 665 crimes) than the previous 12 months (January 23 - December 23).

The increase between Quarters 2 and 3 this year ( 2024/25) is significantly lower than the increase seen between Quarters 2 and 3 last year ( 2023/24) which was 10% (210 crimes).

In our neighbouring force (Metropolitan Police Service) they experience a similar trend with crime increasing by 2% in the past 12 months ( Jan 2024 – December 2024), with a 5% decrease from November 2024 to December 2024.

Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
2391	2138	2496	2257	2366

# Keep those who live, work and visit the city safe and feeling safe

## Reduce Neighbourhood Crime

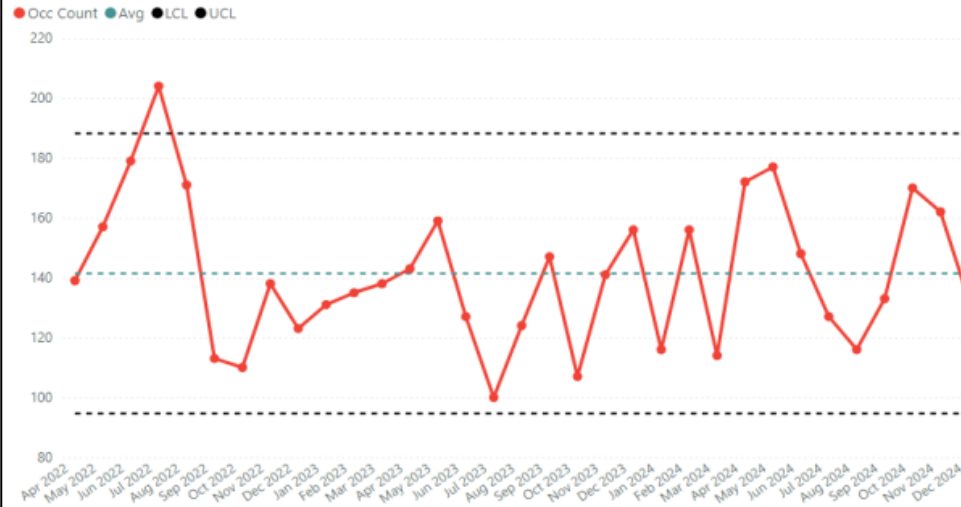
Neighbourhood crime has increased by 23% this quarter (+89) in comparison to last quarter (Q2 24/25) and is an increase of 15% compared to Q3 23/24. Analysing data for the most recent 12-month period (Jan 24 – Dec 24) and comparing it to the preceding 12 months (Jan 24 – Dec 24), there has been a 7% (+116) increase in neighbourhood crime the past 12 months partially due to the peak of crime seen in Q1 24/25.

Neighbourhood crime continues to be driven by ‘theft from the person’ offences making up 85% of neighbourhood crime. This is a similar proportion to past neighbourhood crime.

“Theft from the person” specifically recorded a 34% increase this quarter (+106) compared to last quarter (Q2 24/25) and a 24% increase (+80) from Q3 in 2023/24. These offences continue to primarily relate to theft of phones (76% this quarter) with the main modus operandi for these offences snatches (31% this quarter) and dipping with 21% of offences relating to items taken from a pocket.

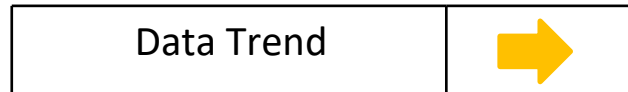
CoLP continue to provide a good service level in response to theft, robbery and burglary incidents attending 100% of occasions where an incident is raised on our command and control system (usually as a result of a call to police) with 90% of all immediate incidents within the 15min timeframe (on average 10min) and 96% of all Significant graded incidents within the 60min timeframe (on average 38min). These are minor increases in time taken to respond but well within the service levels set.

“Theft from the Person” offences are challenging to investigate with a national positive outcome rate of 1% in 2023/24. CoLPs Outcome rate remains slightly higher with a 12month Positive outcome rate for Jan 24- Dec 24 of 2%. The proportion of our offences recorded in 2024/25 that have so far resulted in a positive outcome is 1%, with 85% resulting in no suspect identified, and 6% not yet assigned an outcome. This is consistent with national proportions for “theft from person” offences.



Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
404	386	497	376	465

BURGLARY	3
VEHICLE CRIME	25
ROBBERY OF PERSONAL PROPERTY	41
THEFT FROM THE PERSON	396



### Response

Intelligence led policing continues to tackle neighbourhood crime, identify key offenders for theft offences driving our neighbourhood crime profile.

The acquisitive crime board (ACB) ensures officers across local policing are tasked to hotspot locations and are intelligence led. There is a particular focus on ‘theft from the person’ offences, specifically phone snatches and bag theft offences at present.

Q3 funding for Op Goliath provided proactive plain clothes operations and disruption in Theft From Licensed Premises hotspots, resulting in 38 arrests (some for multiple linked offences) and intelligence gained on wider OCGs. Op Gavroche (gym thefts) instigated for January with proactive crime prevention letter to all gyms and targeted patrols at peak times as this is a seasonal trend we expect to see in Q4.

Additional funding to support prevention activity aligned to phone snatches (Op Niven) has been agreed to provide increased awareness campaigns in the coming quarter, managed through the ACB. Engagement with the MPS is taking place to discuss their permanent phone marking initiative to learn lessons for potential rollout in the City in 2025.

An investigation into a large-scale conspiracy to handle stolen goods, namely smart phones and electronic devices stolen from across London, and the associated money laundering. This is a collaborative approach across CoLP and the MPS and stems from the proactive work from CoLP into phone snatches conducted in 2024. This also includes an industry engagement strand with key technology companies, understanding their proprietary protections and how these are being circumnavigated to reduce opportunities for offenders.

CoLP continues to seek long term offender management tools to prevent reoffending with 2 Criminal Behaviour Orders restricting entry to the city, directly related to neighbourhood crime offenders issued in the period.

## Keep those who live, work and visit the city safe and feeling safe

### Reduce Violent Crime

Violent crime has increased this quarter by 12% (+49) compared to last quarter (Q2 24/25) and 6% (+24) compared to Q3 23/24. With a peak of violence offences recorded in December 24. Analysing data for the most recent 12-month period (Jan 24 – Dec 24) and comparing it to the preceding 12 months (Jan 23 – Dec 23) there has been an 10% increase in violent crime (+141). This is slightly higher than the increase in overall crime across the same period of 8%.

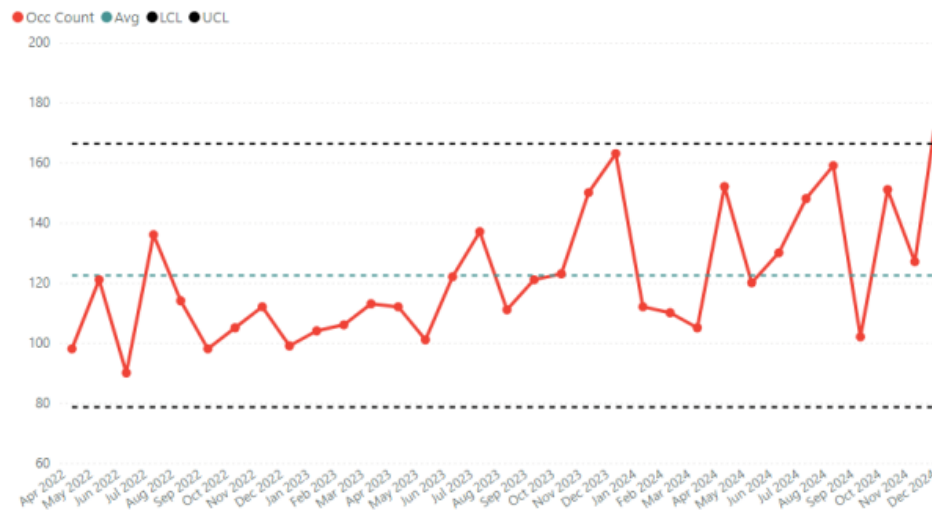
“Violence with injury” and “other sexual offences” have both seen significant increases this quarter beyond upper limits in December 2024. Rape, Violence without injury and Stalking and harassment offences have remained consistent.

For those “violence with injury” offences the predominant offence this quarter continues to be the lower harm offence of Assault occasioning ABH (71% of violence with injury offence ~ 91 crimes) however a minor increase in GBH offences was seen this quarter (+27% ~ +3 Crimes) totalling 14 this quarter (Q3 24/25).

For “other sexual offences” crimes the predominant offence was the non-aggravated “sexual assault on male/ female” offence (75% ~ 31 crimes).

37 Violent Crimes were recorded against officers in Q3 2024/25 ( 6% of violence offences) this is a 28% increase (8 crimes) on last quarter (Q2 2024/25) and a 12% increase (4 crimes) compared with Q3 2023/24.

CoLP continues to provide a good service levels to reports of violence attending 100% of occasions where an incident is raised on our command and control system (usually as a result of a call to police), with 98% of all immediate incidents attended within the 15min timeframe (on average 7 min) and 99% of all Significant graded incidents within the 60min timeframe (on average 20min), these remain similar to last quarter.



Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
436	327	402	409	460

VIOLENCE WITHOUT INJURY	281
VIOLENCE WITH INJURY	129
RAPE	12
OTHER SEXUAL OFFENCES	38

Data Trend
↑

#### Response

A multi-agency approach to policing the night-time economy continues with a focus on hotspot policing. Op Unify is a hotspot, intelligence led operation with hi-visibility patrols with Bishopsgate currently reporting as the priority location.

Op Reframe has continued this quarter with ask for Angela and drink spiking testing taking place. This saw generally positive results, with guidance and education offered to staff and venues that did not perform well.

Op Soteria had the new Target Operating model signed off in line with the national requirement. This continues to support and drive the operational delivery and response across CoLP and is fundamental to the effective response to incidents and positive outcome rate for Serious Sexual Offences (covered in 1.4).

Op Tinsel, the Force’s annual Christmas campaign, took place throughout December, with enhanced resourcing on Thursday, Friday and Saturday nights to both prevent crime and provide a proactive response to incidents. We expect to see an increase of violence offences in Q3 aligned to increases in footfall especially linked to the nighttime economy footfall was 9% higher in Q3 than Q2 this year. These proactive operations increase engagement with staff and encourage reporting, with an increase in the volume and proportion of offences against staff at licensed premises and shops this quarter (+47 ~ 142%).

CoLP continues to monitor the violence against its employees through Op Hampshire.

CoLP is further developing its hotspot policing and problem orientated policing (POP) approach to key crimes. In Q4 we are integrating a new mapping and evaluation tool which will improve how we link our tasking activities to crime and ASB hotspots. We will be able to produce an evidence-base about the force’s activity for operational priorities this utilises national funding to develop hot spot policing initiatives.

# Keep those who live, work and visit the city safe and feeling safe

## Reduce Violence Against Women and Girls (VAWG)

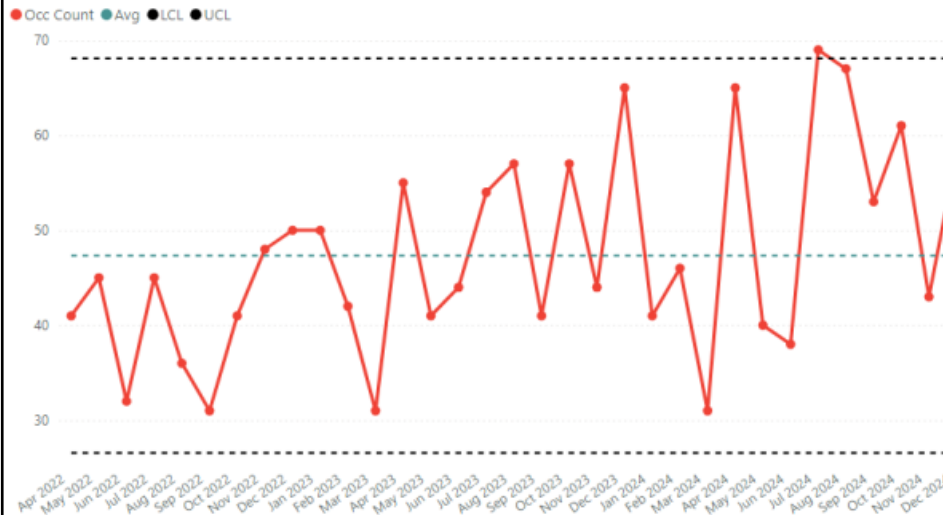
Violence against women and girls has decreased by 14% (-27) this quarter compared to last quarter (Q2 24/25) and by 2% (-4) compared to Q3 23/24. Analysing data for the most recent 12-month period (Jan 24 – Dec 24) and comparing it to the preceding 12 months (Jan 23 – Dec 23) there has been an 5% increase in VAWG crime overall (+31). This is less than both the increase in overall crime seen during the same period of 8%, and the increase in violent crime for the period of 12%.

Violence offences are the most prevalent crime type making up 51% of these offences (82 crimes), followed by sexual offences which make up 25% of these offences (41 crimes), followed by Public Order offences ( threatening words and behaviour) 24% of offences (39 crimes)

These offences are largely lower harm type offences with 50% of violence offences violence without injury and for those with injury these are predominantly (49%) Assault occasioning Actual Bodily Harm crimes the lowest level of harm.

Violence against women and girls continues to make up a small proportion (7%) of all crime in this quarter and 26% of violent crime offences this quarter ( including violence and sexual offences).

The Violence against Women and Girls profile of crime in the city continues not to be Domestic Abuse related (VAWG 15% this quarter) and primarily committed against non CoL residents (82%).



Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
166	118	143	189	162

VIOLENCE WITHOUT INJURY	43
PUBLIC DISORDER	39
VIOLENCE WITH INJURY	39
OTHER SEXUAL OFFENCES	31
RAPE	10

Data Trend

### Response

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

Op Reframe has also continued this quarter providing a reassuring high visibility presence amongst the nighttime economy aligned to licensing and partnership activity. Officers ran safety and crime prevention initiatives into the New Year, including ‘Ask for Angela’ testing at licenced premises, drink spiking workshops and sampling, and initiatives aimed at getting people home safely. Safe havens were available across the City as part of the response, particularly to support women during night-time economy hours.

Q3 saw officers trained in the innovative Op Vigilant approach with behavioural detection officers deployed in the NTE to identify predatory behaviour and take proactive intervention measures with individuals. This has been funded through the Home Office Serious Violence Fund.

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

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



# Keep those who live, work and visit the city safe and feeling safe

## City of London Police positive outcome rate remains above the national average

There are 2 methods of reporting on outcomes nationally. Firstly "the positive outcome rate" which looks at positive outcomes in a period against crimes recorded in the same period. City of London Police consistently exceeds the national average positive outcome rate which is positive. The national positive outcome rate for published data to March 2024 demonstrates an 11.8% outcome rate, this is unchanged from previous rates CoLPs current positive outcome rate for the past 12 months is 21.6% an increase on the previous 12 months.

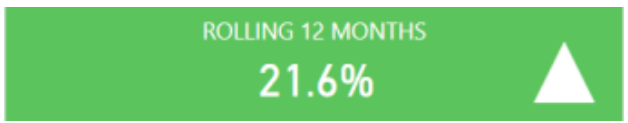
Predictions indicated that performance would be maintained but City have increased their positive outcome rate over the last 12 months, which is a good indicator of the positive work ongoing even with increases in crime.

The second methodology looks at the proportion of crimes recorded in a period and their associated outcome (n.b. there will always be a proportion not yet assigned an outcome whilst investigations continue.)

Nationally 10% of Crimes recorded between April 23 and March 24 ( the latest available period) had received a positive outcome by June 24.

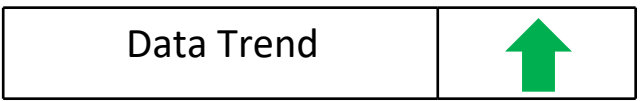
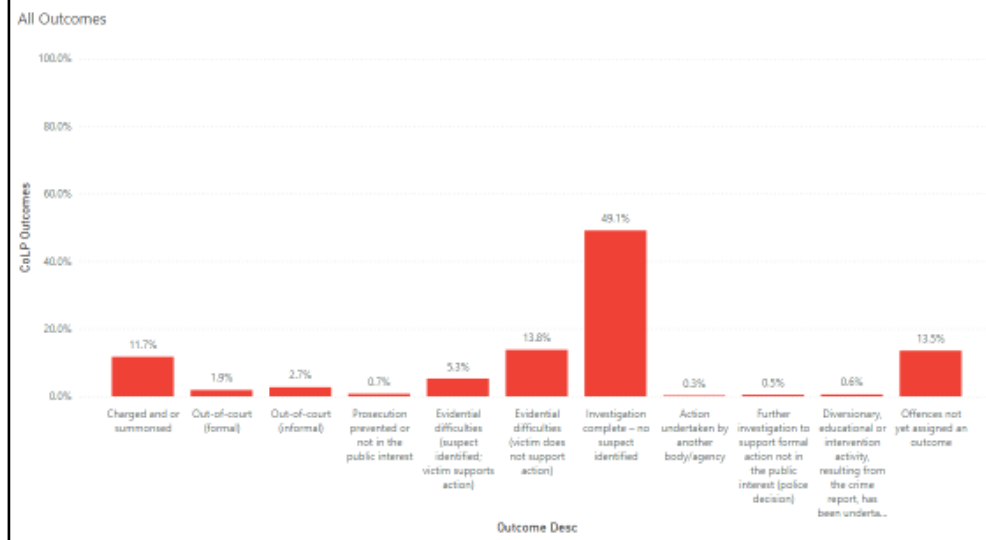
The proportions of outcomes for crimes recorded in the past 12 months are recorded in the graph to the right. Currently this shows a positive outcome proportion of 16.3% for crimes recorded between Jan 24 and Dec 24 which is 6.3% higher than the national average proportion and already 111 more crimes resulting in a positive outcomes that the previous 12 months ( Jan – Dec 23) with 13.5% still under investigation.

However positive outcomes are reviewed CoLP consistently exceeds national averages.



	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
12 month Positive Outcome Rate	18%	19%	20%	21%	22%
Volume of crimes recorded in the period with a Positive Outcome	417	420	484	391	243

*Positive Outcomes are based on Home Office Counting Rule outcome codes 1-4 and 6-8 which include outcomes such as charged/ summons, out of court disposals, and taken into consideration.*



### Response

There has been continued investment in our core criminal investigation and public protection teams, to continue to improve our investigative response and providing the very best service to victims of crime. This level of investment has been matched within our Volume Crime Unit.

City of London Police analyses all outcomes applied to crimes, not just positive outcomes, as well as comparing outcomes for specific crime types through its crime standards board to ensure any anomalies can be considered, understood and where required addressed. There has been nothing of concern identified in this quarter.

There has been a significant focus on reporting compliance with the victim code, and investigative supervision with additional monitoring taking place. There has been investment in training for all supervisors on a new template introduced to improve performance, and this has resulted in a positive increase in compliance. This has led to improved investigations for our volume crimes particularly.

This quarter has seen the introduction of Quality Assurance and Thematic Testing (QATT) introduced to consistently monitor quality of crime supervision and investigation standards and further drive-up positive outcomes. Quality assurance checks take place weekly and across all teams within LP and SO to maintain standards. This has shown an improvement in overall score from 3 out of 5 in September when this was first tested to 4 out of 5 in December with particular improvements in Supervision and investigation standards.

Some notable areas of good positive outcome rates for the past 12 months ( Jan – Dec 2024) are;

- 21.1% Sexual offences
- 21.1% Violence against the person offences
- 31% Shoplifting offences

# Keep those who live, work and visit the city safe and feeling safe

## Reduce Anti-social Behaviour (ASB) incidents

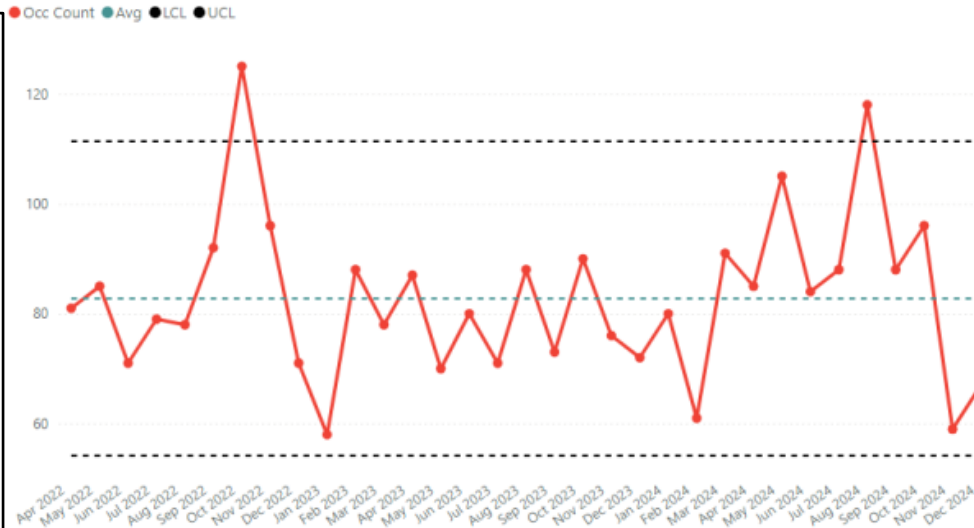
Anti-social behaviour (ASB) incidents continue to be low in volume with a 24% decrease (-72 incidents) this quarter compared to last quarter (Q2 24/25) and a 7% decrease (-16 incidents) is reported compared to Q3 23/24.

The two biggest recorded types of ASB remain inconsiderate behaviour and begging/vagrancy, however an "other" category remains most prevalent. The incident types have been consistent for some time with no noticeable emerging changes.

6.3% of ASB victims this quarter ( Q3 24/25) are recorded as CoL residents with only 1.4% of victims being identified as repeat victims.

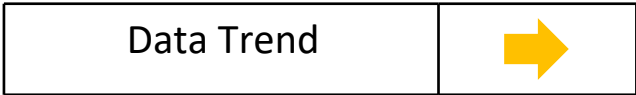
CoLP continues to provide a good service levels to reports of Antisocial Behaviour attending 100% of occasions where an incident is raised on our command and control system (usually as a result of a call to police), with 90% of all immediate incidents attended within the 15min timeframe (on average 8 min) and 99% of all Significant graded incidents within the 60min timeframe (on average 18min), these remain similar to last quarter.

91% of incidents reported as ASB through the control room resulted in an occurrence being created for review by the Partnership and Prevention Hub which assesses repeat victims, locations and suspects to ensure appropriate responses are put in place to deal with the ASB. This is similar in proportion to last quarter.



ASB incidents are recorded as specific occurrence type on Niche.

Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
238	232	274	294	222



### Response

We continue to engage with residential and business communities to ensure the low volumes of ASB are not due to underreporting. This is supported by the ongoing delivery groups and partnership working with the Corporation and other agencies. Additional data from partners will help shape the policing response.

Community engagement has continued through Ward Panel Meetings and local premises targeting issues affecting people at a ward level.


Intelligence led policing allows us to focus on ensuring our resources are aligned to any ASB hotspots or issues identified through analysis. CoLP continue to support partnership plans regarding encampments in the City of London and monitoring the crime and antisocial behaviour linked to these areas to support effective solutions.

In response to the incidents attended this month Community Protection Notices /Warnings were issued on 40 occasions. A further 3 individuals were identified as being in the intervention stage of Operation Luscombe and 3 individuals summonsed to court following further breach of Community Protection Notices under Luscombe - through the partnership response to begging and homelessness.

NHP and the cycle team ran events during national ASB Awareness Week from 18th-24th November, including sessions with carers on two estates, a night duty with partners to find and engage with rough sleepers and Op Luscombe (begging) day of action. The Cycle Team focused on anti-social cycling at hotspot locations, a common priority theme at Ward Panel Meetings.

# 2.1 Protect the UK from the threat of cyber and economic crime

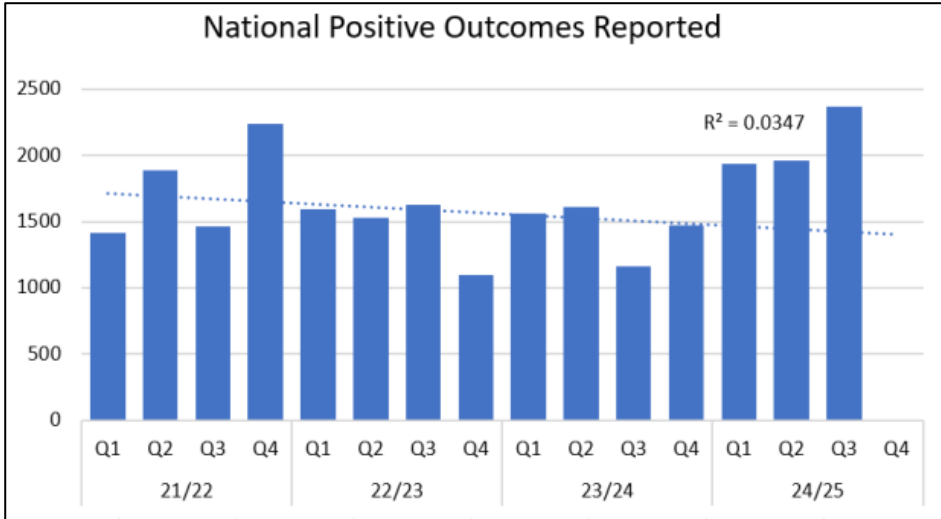
## Increase the number of positive outcomes recorded in relation to fraud nationally

Data Trend 

**Reasons**  
 In Q3 24/25 the national yield of judicial outcomes continued to increase to 2,373, up 104% (+1,211) on the previous year's Q3 (1,162).

Judicial outcomes for Q3 have been boosted by 4 forces returning in-excess of 100 judicial outcomes (Kent, GMP, West Mids & TVP). Kent Police has continued its work around Op Verbena, a Gambling Ponzi Investment Fraud, yielding over 630 outcomes.

A national target of 6,000 judicial outcomes was set for 24/25, and this has now been exceeded by 5% (275) with 6,275 outcomes reported. The combination of a number of large cases being finalised and the continued targeted engagement from the NCOs have been instrumental in reducing outstanding disseminations.



*Total outcomes reported in a period can relate to disseminations from any time. The volume of outcomes fluctuates throughout the year as cases with varying numbers of crimes attached are completed. For example, one investigation into a boiler room might have hundreds of outcomes attached to it and closing the case will give many outcomes, potentially bringing closure to multiple victims.*

Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
1,162	1,474	1,936	1,966	2,373

**Response**  
 The National Fraud Intelligence Bureau has recently implemented a new process for serious and organised crime operation monitoring.

City of London Police continue the evaluation of a solvability pilot that has been active now for the majority of 2023-24 and into 2024-25.

As previously stated, the National Coordinator's Office have continued working with forces regarding reducing their aged disseminations, particularly across the periods of 2019-20 to 2021-22. Forces have responded positively way to this work and in turn this has contributed to boosting the National judicial outcome rate.

Currently NLF are engaged with their regional counterparts in terms of assessment and identification of good practice. This schedule of engagement is anticipated to complete in late April 2025 in which time a comprehensive report will be compiled.





# Protect the UK from the threat of cyber and economic crime

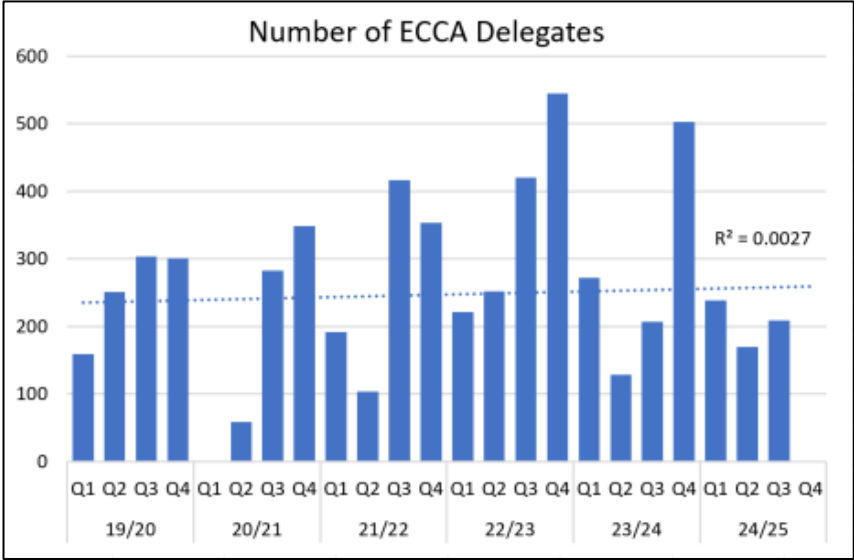
## Law enforcement capabilities to tackle economic and cybercrime developed through training & accreditation

### Data trend

The Academy delivered 18 training courses in Q3, equal to the courses in Q3 23/24 and an increase of 29% (+4) from the previous quarter. Activity for the quarter was steady, with a slight peak in November with 7 courses and 80 delegates. Course numbers often experience a seasonal drop in December due to annual leave.

Delegate numbers were also in line with Q3 23/24, with a rise of 2 delegates year on year. From Q2 to Q3 delegate numbers rose by 233% (+39). This quarter, most delegates were from UK policing with a few from the public sector. 16 forces were represented in October. In addition to traditional courses, 961 delegates attended CPD training in October, and 584 received Crypto training in the quarter.

Satisfaction for the quarter averaged at 88% due to a low of 80% in November, linked to an unsuitable venue which has been resolved. The percentage of delegates completing feedback rose to 81% from 61%.



Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
207	503	239	170	209

**Response**

Despite concerns at the start of the financial year over a lack of funding for forces from the Home Office, the Academy are entering the final quarter of this financial year with all their open courses full or close to full. The Academy created a robust communication plan to engage directly with all stakeholders to maximise course bookings, emphasising value for money, quality, and accreditation. The outcome of this has ensured the Academy are predicting a healthy financial return for the end of the year.

The Academy delivered a Demystifying Cyber Crime Course to COLP officers from LFOR and PECT teams ensuring NLF staff are highly trained and capable. Closed courses delivered to the NCA included Introduction to Economic Crime and Bribery. Other courses were an Economic Crime Specialist Investigators Programme (ECSIP) to Bedfordshire and an open Money Laundering Course. Trainers travelled to SWROCU to deliver Money Laundering and Fraud Investigation Foundation Courses in November. The Academy continues to enrol staff from Interpol onto the online Cyber Courses. Feedback has increased slightly, and general feedback comments are very positive both about the content of the new ECSIP and Foundation Courses, and the current cadre of Associate Trainers.



# Putting the victim at the heart of everything we do

## 3.1 To maintain the percentage of survey respondents who are satisfied with the Action Fraud reporting service

### Data Trend

**Reasons**

**Contact Centre** The Contact Centre focus remains consistent, maintaining FTE delivery across each shift, ensuring levels remain consistently healthy and stable, and reducing average call handling times, which reduced from 11.53 minutes in Q2, to 9.28 in Q3. The service provided by our Advisors has continuously exceeded the satisfaction target of 95% over the long term, with a stable satisfaction rate of 97% noted in Q3; consistent with previous quarters.

**Online Reporting Service** The current online reporting platform cannot be amended as it operates on legacy software that cannot be developed. Online reporting satisfaction therefore predominantly falls below the 85% target. However, Q3 met the target with highs of 87% across November and December.

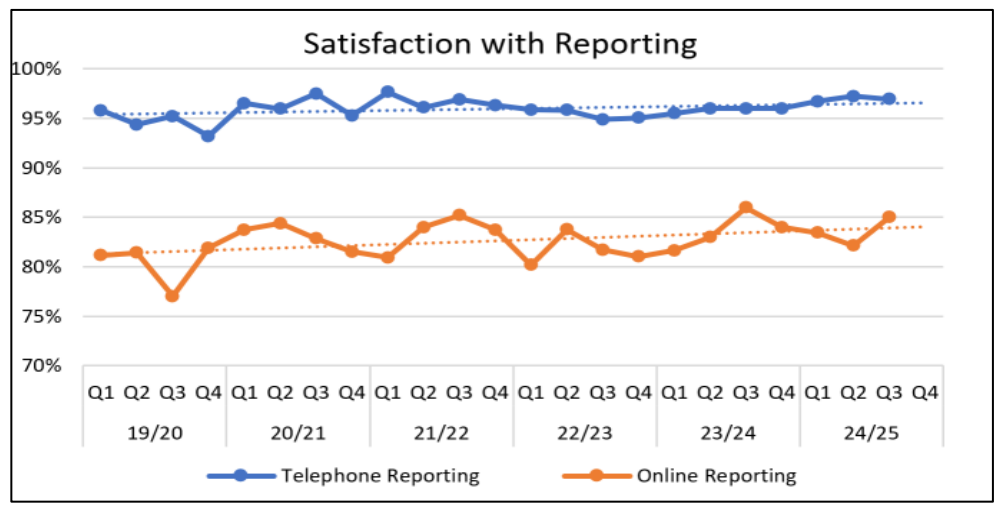
92,706 survey links were delivered in Q3, with a response rate of 1.1% of recipients providing satisfaction feedback. Feedback volumes are extremely low and therefore may not be a true reflection of service user satisfaction.

**Accessibility** – Action Fraud provides services to offer greater accessibility into the service which have improved victim satisfaction. These include a Language Line for users whose first language is not English, and SignVideo, enabling Deaf users who communicate using British Sign Language the ability to contact Action Fraud through an app on their mobile device.

**Response - Service Improvements**

**Contact Centre** We amended the score card to improve reporting quality and developed and implemented an Advisor XP Contact Centre tool offering advisers real time support, to improve the quality and volume of calls answered, and ensure that victims are provided with correct referrals and advice. These amendments have positively impacted voice channel satisfaction.

**Online Reporting Service** The contract with our current supplier will shortly expire. Following transition of service, a new fraud and cybercrime reporting tool will be launched, which has been designed to significantly improve online reporting mechanisms and accessibility. Victim contact fulfilment and associated surveys are also under review and development, to improve the victim journey, online reporting satisfaction and the value and richness of survey feedback. At the date of launch, Action Fraud surveys will be revised to reflect the new branding.



Satisfaction by reporting channel	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
Online Satisfaction	86%	84%	83%	82%	85%
Telephone Satisfaction	96%	96%	97%	97%	97%



## Putting the victim at the heart of everything we do

### City of London Police victim satisfaction levels are improved

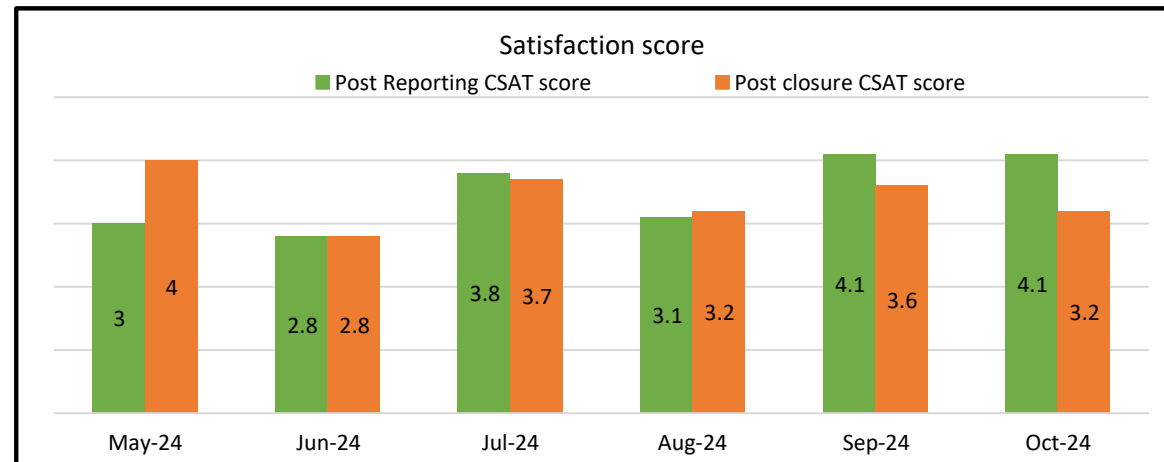
The new victim satisfaction survey went live on the 29<sup>th</sup> May 2024. This data is from the launch date until 11.10.2024. It was identified on this date there surveys were being sent to some victims that were not due to be surveyed. To ensure the integrity of personal data for victims the surveying process was temporarily paused to ensure sufficient control over the data for victims being supplied. A solution defining the appropriate crime types for surveying has been developed and the survey has been reinitiated as of mid December 24.

As a full update on Q3 cannot be provided because of this pause a to date overview for the new surveying tool is provided.

Since the launch in May we have received a total of 154 responses, 104 post reporting items of feedback and 50 post closure items of feedback. The overall average score is 3.6. We currently have a 3.4% response rate to the post reporting survey and 1.5% for the post closure survey.

Alerts are sent for all score 5s and 1 or 2s. This allows for positive feedback to be highlighted and for a service recovery to be launched for any low scoring victims.

The more frequently a topic is mentioned in the comment/sentiment section of the survey, the more important the topic is considered to be by our victims. Currently our most mentioned/important topics are 'feedback and updates', police actions' and 'manners'. Manners are mentioned in a positive way across 11 different crime types and have a positive average satisfaction score of 4. 'Feedback and updates' are mentioned again in a positive way across 9 different crime types and have an average satisfaction score of 3.6. 'Police actions' are mentioned across 11 different crime types and have a positive average satisfaction score of 3.9.



# Putting the victim at the heart of everything we do

## Hate Incidents

There has been a 23% (-27 crimes) decrease in Hate occurrences this quarter compared to last quarter (Q2 24/25) and a 7% (-7) decrease compared to Q3 23/24. Analysing data for the most recent 12-month period (Jan 24 – Dec 24) and comparing it to the preceding 12 months (Jan 23 – Dec 23) there has been an increase of 20% (+61).

Racial hate crimes continue to be the most common motivator in the City this quarter (53% ~ 47 incidents), followed by sexual orientation (10% ~ 9 incidents). This is in line with Q2 2024/25 and the previous 12 months worth of data.

The main crime types relating to hate crime continue to be the below, with physical harm linked to hate crimes remaining rare;

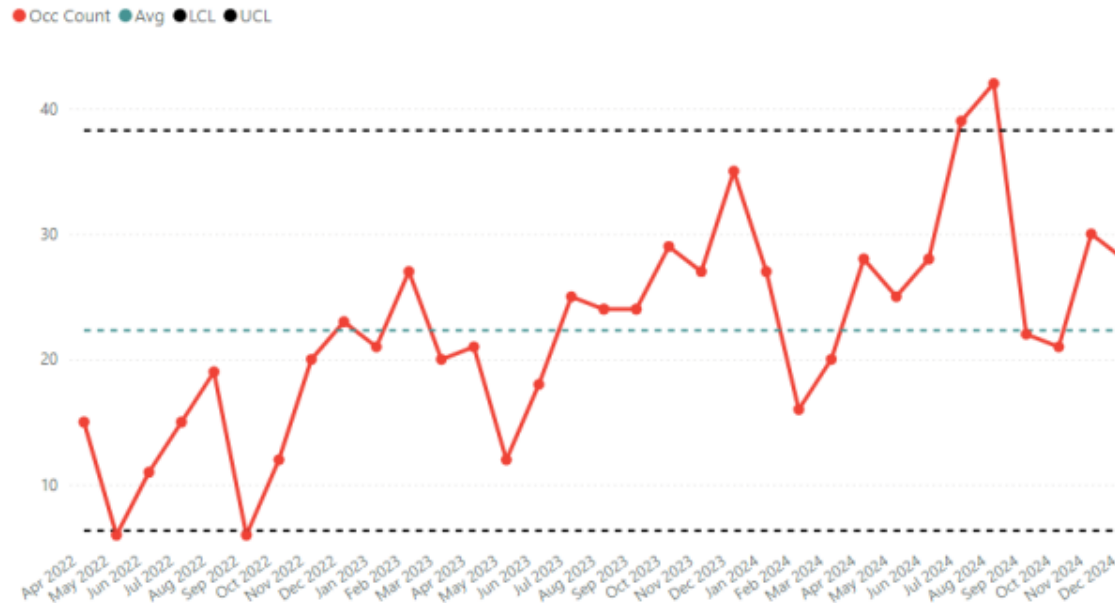
- Public Disorder – 51% ~ (45 incidents)
- Violence without Injury - 16% ~ (14 incidents)
- Non –Crime Hate Incidents – 10% ~ (10 incidents)

(these are non-verified crimes predominantly).

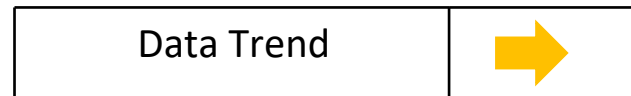
There continues to be significant link between Hate Crime and the NTE hours with 76% of offences this quarter committed between 1600 and 0600. This is an increase on the previous 12 months where on average 63% of Hate Crime was linked to NTE hours.

There has been a minor increase in Op Mayfield ( Israel / Palestine conflict) related crimes with 6 crimes recorded in Q3 2024/25, only 1 of these is recorded as a hate incident.

The volume of Hate Crime against Officers has reduced this quarter by 67% (8 crimes) with only 4 crimes recorded against officers in Q3 2024/25.



Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25
95	67	91	115	88



**Response**  
 We monitor hate crime daily at a designated meeting. CoLP have a dedicated officer that monitors all hate crimes, both in terms of recording, investigation, . There have been ongoing operations at ward officer level to work with communities to increase feelings of safety in the City when it comes to hate crime.

Hate Crime awareness week took place between 12<sup>th</sup> – 19<sup>th</sup> October and CoLP had several stakeholder events taking place around the city.

Engagement work with venues and door staff by the licencing team has encouraged reporting of hate crime offences to police but also early intervention with patrons.

The proactive engagements as part of the broader Op Unify and Hotspot policing taskings will continue to be monitored to determine if the reduction of Hate offences seen this quarter ( the first reduction in a Q3 period) is due to CoLP early intervention and engagement or can be attributed to any other reason.


# 4.1

## Our People

### City of London Police is a psychologically and emotionally healthy place to work

1 CoLP is a psychologically and emotionally healthy place to work								
1	Sep 2024	8%	21%	29%	36%	6%	809	42%
2	Jan 2024	6%	20%	32%	35%	6%	877	42%
3	Jun 2023	7%	17%	29%	39%	7%	888	47%
4	Oct 2022	9%	18%	31%	37%	5%	971	42%

These two measures are supported by the staff survey carried out bi-annually. The Pulse survey results for September 2024 showed the same proportion of our staff (42%) felt that CoLP is a psychologically and emotionally healthy place to work, this is the same proportion to when this survey was first conducted in 2022 and a reduction on June 2023 when this rose to 47%.  
 This is next due for review in Feb / March 2025 following the next survey.

Data Trend 





## Our People

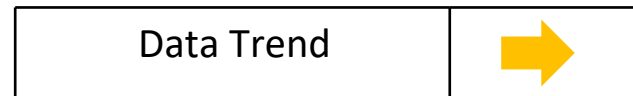
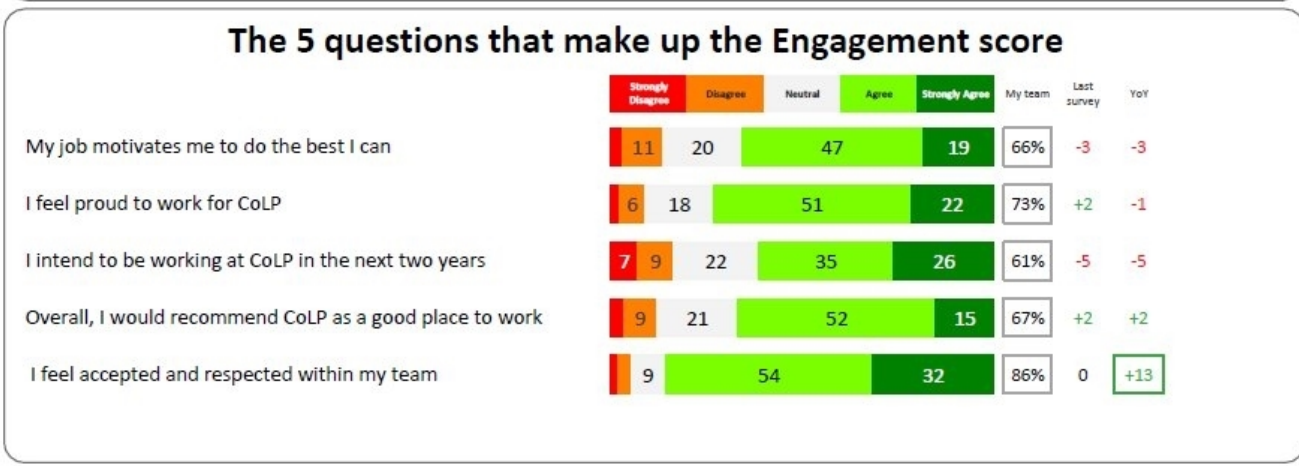
### City of London Police is a psychologically and emotionally healthy place to work



Our workforce engagement score in our employee engagement survey was at 71% at our past pulse survey in September 2024, which is -1 point from our score in January 2024 but +2 points up from our score in the same survey in 2023.

There have been negligible rises and declines across the questions, leading to the same overall “percentage favourable” score of 71%. Any-3, our staff survey provider has stated that our employee engagement score is “high and has remained consistent over time”, which is “excellent” compared with other public sector organisations. There has also been a significant increase in response to one particular questions around acceptance and respect within teams, this demonstrated positive culture changes within teams.

This is next due for review in Feb / March 2025 following the next survey.



# 4.3

# Our People

## City of London Police recruitment activity is improving how well its workforce reflects the communities it serves

Police Officer female profile decreased by 0.1% this quarter with females representing 25.5% of the total officer headcount (996) compared to 25.6% of the headcount at the end of Q2 24/25.

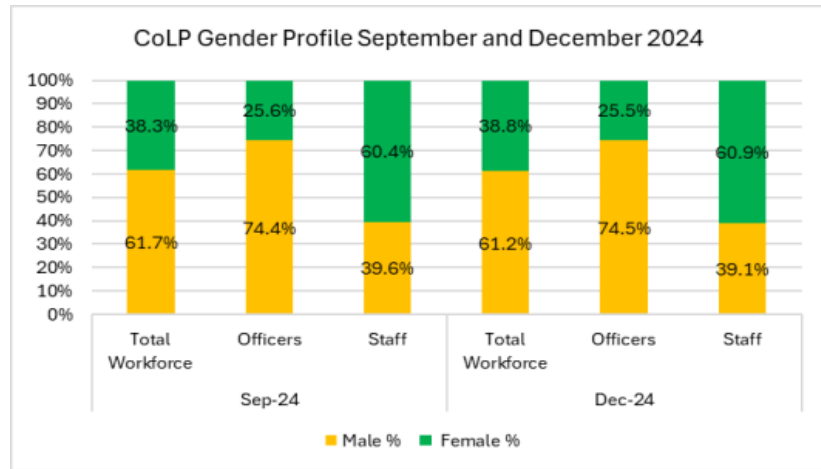
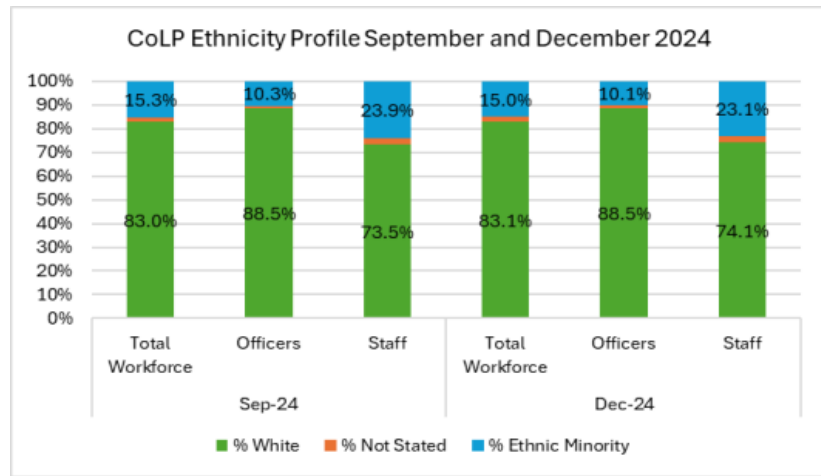
22% of all officer joiners (18 officers) this quarter were female, which is a significant improvement on previous quarters. Although when compared nationally, female representation among CoLP officers is low (national average 37%).

Police staff female profile this quarter (Q3 2024/25) is 60.9% of the total Staff headcount (603) has slightly increased since the last quarter (Q2 2024/25) from 60.4% of 573 headcount.

There has been a slight decrease in the number of officers identifying as from an ethnic minority background this quarter from 10.3% in Q2 2024/25 to 10.1% this quarter (Q3 2024/25). 5.6% of officers that joined the force this quarter were from an ethnic minority background.

Of the total ethnic minority officers, 28% are female and 72% are male. CoLP officer ethnic diversity is higher than the national average for forces in England and Wales (5% average), but low compared to the City of London population.

There has been a slight decrease (-0.8%) in the number of police staff identifying as from an ethnic minority background this quarter, compared to last quarter, to 23.1%. Of the total ethnic minority police staff, 65% are female and 35% are male.



**Response**  
A recent survey in force, asked female staff to tell us if they would consider a career as an officer, and if there was anything preventing them from doing so. There were 44 responses, in which the majority said they had considered becoming an officer and would be most interested in a Detective pathway. However, the salary, work/life balance, shift patterns and impromptu extraction, age and fitness were key themes for barriers to them. To combat this, CoLP has looked at advertising officer roles as full time or part time, and continues to have a Detective entry pathway available each year.

The force launched its promotions pilot scheme to assist in the development of our officers at a variety of different ranks who participated in the promotions boards but fell just short of the pass mark. 9 Sergeants and 5 Inspectors were selected of whom, 36% are female and 14% are from an ethnic minority background.



## Resources

### Financial outturn is within 1% of forecast

Data Trend



The revenue outturn at Q3 (1 April – 31 December) 2024/25 continues to be forecast as a breakeven position (£114.1m) with net pay savings, additional Home Office grant income and use of earmarked reserves offsetting cost pressures within the year.

Whilst it is expected that the final outturn will remain within 1% of this breakeven position, with the tightening police finances, any additional cost pressures in the final quarter of 2024/25 will require the identification of compensating savings





# Appendix A







## Data Trends

The Success Measures are detailed in the below table.

Where Statistical Process Charts are used; Normal random variation is expected, where volumes fall above and below the average and within the expected confidence limits (at 2 standard deviations, 95%). This is what is known as noise. SPC charts help to 'drown' out the noise by showing exceptions (which require investigation as they are significant).

Significant exceptions are where the data points fall above or below the control limits, or where there is a run of 7 data points above the average or below the average. Another exception is where there is a month on month increase for 7 months. These are the big exceptions, but with more work you can also build in additional early warning indications to help highlight emerging issues.

Where there is no statistical data available a review of the qualitative data has been completed and the same trend analysis applied.

Success Measure Performance Assessment	
	A green upwards arrow suggests improvement in the direction of travel.
	A green arrow pointing right is used for consistent performance at 100%.
	A green arrow pointing down means a decreasing trend which is positive.
	Amber means there has been limited increases or decreases within tolerance level.
	A red upwards arrow suggests an increasing trend that is negative.
	A red downward arrow suggests a decrease in performance.



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# Agenda Item 7

<b>Committee(s):</b> Strategic Planning & Performance Committee Police Authority Board	<b>Dated:</b> 11 February 2025 12 February 2025
<b>Subject:</b> Community Engagement Strategic Plan Quarterly Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police	<b>For Discussion</b>
<b>Report author:</b> Emma Cunnington, Head of Strategy & Planning	

## Summary

This report outlines the progress and developments in the City of London Police and City of London Corporation’s joint strategic community engagement plan since November 2024. Approved at Police Authority Board in October 2024, this plan centres on four priorities outlined in the Neighbourhood Policing and Engagement Strategy: crime prevention, protection of vulnerable individuals, intelligence gathering and fostering public trust.

This report assesses the effectiveness of community engagement based on the metrics set out in the Strategic Plan, including outcomes such as public confidence, crime reduction and demographic diversity.

This report also lists various community-safety related engagement activities (across the police, police authority and Corporation) undertaken since November 2024, including public events and initiatives focused on crime prevention, inclusion and hate crime awareness.

## Recommendation(s)

It is recommended that Members:

- Note the report.

## Main Report

### Background

1. At the Strategic Planning & Performance Committee on 26 September 2024 and the Police Authority Board on 2 October 2024, Members received and approved a joint City Police / Police Authority and Corporation strategic community engagement plan. This plan is based on the four priority areas of the City Police's 2023 Neighbourhood Policing Strategy:
  - a. Preventing crime, disorder and anti-social behaviour
  - b. Protecting the vulnerable and repeat victimisation
  - c. Providing a flow of intelligence on a range of issues
  - d. Promoting a culture of trust and confidence.
2. At its meeting on 3 December 2024, the Strategic Planning & Performance Committee agreed that the Plan would achieve the following outcomes:
  - a. To improve public trust and confidence in the City of London Police
  - b. To reduce crime in hotspot areas following targeted crime prevention advice
  - c. To inform the public on how to protect themselves from crime as a result of crime prevention advice
  - d. To increase diversity in demographics of public surveys

### Current Position

3. Members are now presented with the first quarterly return of data from key metrics of the Community Engagement Strategic Plan:

Metric	Data return from November 2024 – January 2025	Strategic Insight / Commentary
a. Number of cluster panel meetings	6	One meeting per cluster was held across November 2024 in partnership with relevant departments within the City of London Corporation. More detail can be found below this table.
b. Number of business engagements	7	Events included: Crime Prevention Stalls Stop the Bleed (Specifically one held at Bloomberg office) VAWG Awareness Stand City Question Time (CoLP stall)

Metric	Data return from November 2024 – January 2025	Strategic Insight / Commentary
		Launch of City Muslim Network (attended by CoLP Engagement) New Year Gym Theft Campaign Op Reframe
c. Number of Dedicated Ward Officer (DWO) – initiated community engagement events	115 total events (65 were officer initiated and 50 were requested by the community)	Types of events included: Crime Prevention stalls Bike Marking Stop the Bleed Walk & Talk
d. Time dedicated to DWO high-visibility cluster patrols	185.5 hours	
e. Volunteer time dedicated to community engagement (hrs)	Return not yet available.	Officers are improving the data capture mechanism to be able to understand volunteer hours more broadly than volunteer hours by Specials, which is what is currently easily captured.
f. Confidence score in the <a href="#">City of London Police's public confidence survey</a>	<ul style="list-style-type: none"> <li>From 1<sup>st</sup> October to 31<sup>st</sup> December 2024, the average confidence score has been 3.31 out of 5. This is a minor increase from previous quarter (3.29 [+0.02])</li> <li>The most positive talking points in responses during this period have included the words or phrases: 'outcome', 'speed of service', 'advice' and 'helpful'.</li> <li>The most negative talking points in responses during this period have included the words or phrases: 'fraud', 'helpful', 'speed of service', 'animal', 'impact' and 'weapon'.</li> </ul>	<p>The response rate has been fairly limited since its launch in July 2024, despite support from the City Corporation in promoting the survey through its existing channels (e.g. digital noticeboards, City Resident, City Belonging newsletter etc).</p> <p>CoLP Communications Team are working on a refreshed plan to promote the survey further, for example by mentioning it in news releases, more social media posts and by creating a physical handout that our own officers can use whilst on patrol.</p>

Metric	Data return from November 2024 – January 2025	Strategic Insight / Commentary																																																									
<p>g. Demographic breakdown (gender, ethnicity, age) of respondents to the City of London Police’s public confidence survey</p>	<p><b>Gender:</b></p> <table border="1" data-bbox="611 376 981 607"> <thead> <tr> <th>Gender</th> <th>Average confidence score</th> <th>Total no of responses</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>3.3</td> <td>23</td> </tr> <tr> <td>Female</td> <td>3.4</td> <td>18</td> </tr> <tr> <td>Other</td> <td>1</td> <td>1</td> </tr> <tr> <td>undisclosed</td> <td>2.1</td> <td>21</td> </tr> </tbody> </table> <p><b>Age:</b></p> <table border="1" data-bbox="611 678 981 947"> <thead> <tr> <th>Age bracket</th> <th>Average confidence score</th> <th>Total no of responses</th> </tr> </thead> <tbody> <tr> <td>16-24</td> <td>5</td> <td>1</td> </tr> <tr> <td>25-34</td> <td>2.8</td> <td>12</td> </tr> <tr> <td>35-64</td> <td>3.3</td> <td>28</td> </tr> <tr> <td>65+</td> <td>4</td> <td>4</td> </tr> <tr> <td>undisclosed</td> <td>4</td> <td>18</td> </tr> </tbody> </table> <p><b>Ethnicity:</b></p> <table border="1" data-bbox="611 1019 981 1384"> <thead> <tr> <th>Ethnicity</th> <th>Average confidence score</th> <th>Total no of responses</th> </tr> </thead> <tbody> <tr> <td>White British</td> <td>3.2</td> <td>24</td> </tr> <tr> <td>White Other</td> <td>4</td> <td>5</td> </tr> <tr> <td>Asian</td> <td>4.4</td> <td>5</td> </tr> <tr> <td>Mixed</td> <td>1.7</td> <td>3</td> </tr> <tr> <td>Black</td> <td>3.7</td> <td>3</td> </tr> <tr> <td>Other</td> <td>3</td> <td>2</td> </tr> <tr> <td>undisclosed</td> <td>2</td> <td>21</td> </tr> </tbody> </table>	Gender	Average confidence score	Total no of responses	Male	3.3	23	Female	3.4	18	Other	1	1	undisclosed	2.1	21	Age bracket	Average confidence score	Total no of responses	16-24	5	1	25-34	2.8	12	35-64	3.3	28	65+	4	4	undisclosed	4	18	Ethnicity	Average confidence score	Total no of responses	White British	3.2	24	White Other	4	5	Asian	4.4	5	Mixed	1.7	3	Black	3.7	3	Other	3	2	undisclosed	2	21	<p>36% of respondents identified as male, whereas 28% of respondents identified as female. Female respondents reported a slightly higher confidence in the City of London Police than male respondents.</p> <p>Whilst the highest average confidence score fell in the 16-24 age bracket, this was only one respondent. The majority of respondents (44%) fell into the 35-64 age bracket. 25-34 year old respondents have the lowest levels of confidence in the City of London Police with an average score of 2.8.</p> <p>The majority of respondents identified as White British (38%) or undisclosed (33%). The highest average confidence score of 4.4 was given by those who identified as Asian.</p>
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<p>h. DWO Nextdoor activity (no of posts)</p>	<p>1 x Next Door Post 17 x #CityNHP posts on X (formerly known as Twitter)</p>	<p>City of London Police have set up a Community Engagement WhatsApp channel, which provides an opportunity for Dedicated Ward Officers to broadcast messages ‘one-way’ to a group of recipients. A WhatsApp channel can be found by people searching online or via an invite link, where any smartphone user can</p>																																																									

Metric	Data return from November 2024 – January 2025	Strategic Insight / Commentary
		<p>then choose to follow the channel.</p> <p>The City of London Police communicates in lots of ways, including social media channels, that offer opportunities to target different audiences and engage in two-way dialogue. We are introducing a (single Local Policing) WhatsApp channel to broadcast the details about activities or events where City of London residents, workers and visitors can interact with their local police service.</p> <p>A City of London Police WhatsApp channel will provide a further community engagement opportunity to share City-specific policing updates to those who live, work and visit the City of London, without needing to download a new app or sign up for another account.</p> <p>It is one of the communication methods we are introducing as part of our 2025 Strategic Community Engagement Plan and supports our Neighbourhood Policing Strategy, especially to further promote understanding about Dedicated Ward Officers and Local Policing Cluster meetings.</p>

Metric	Data return from November 2024 – January 2025	Strategic Insight / Commentary
i. Number of 'you said – we did' problem-solving logs for cluster panel meetings	6	<p>Barbican Cluster: ASB/ Cycle/E scooter E bike: Op Lewis Joint deployment, NHP &amp; Cycle team: Aldersgate. Beech St Tunnel 4 Bike Marking 7 x FPNs (Fixed Penalty notices) 23 TORS (Traffic Offence Report) 47 Key messages</p> <p>Liverpool St Cluster: 1.Retail Theft: Occurrence Management Plan in place for Hotspot location which involves both uniform and plain clothes police officer deployment at key times/locations to prevent &amp; detect theft.</p> <p>2.Begging/ Rough Sleeping: Op Luscombe continued engagement with homeless communities. Diversion route in place with partner agencies for referrals. Regular deployments with Rough Sleeping lead and Dedicated Ward Officers within the cluster area. Future plans for joint up working with CoLP and BTP at Liverpool St.</p> <p>Fenchurch St Cluster: ASB/ Cycle/E scooter E bike: Aldgate Square Op Lewis Joint deployment, NHP &amp; Cycle team planned for Spring 2025.</p>



<b>Metric</b>	<b>Data return from November 2024 – January 2025</b>	<b>Strategic Insight / Commentary</b>

4. Whilst attendance at Cluster Panel meetings is not a performance metric, officers will be monitoring this information, alongside topics raised by the public. The latest review of November's Cluster Panel meetings are below:

<b>Cluster</b>	<b>Date of meeting</b>	<b>No of external attendees</b>	<b>Topics raised by attendees</b>
Bank	6 November 2024	2 in person 3 online	<ul style="list-style-type: none"> <li>• Positive experiences with CoLP following incident at Innholders' Hall</li> </ul>
Liverpool St	7 November 2024	10 in person 5 online	<ul style="list-style-type: none"> <li>• Fraud reporting</li> <li>• Litter picking</li> <li>• Lime docking bikes in non-designated zones</li> <li>• Fear of gang-related violence in East London</li> </ul>
Fenchurch St	7 November 2024	0 in person 7 online	<ul style="list-style-type: none"> <li>• Noise from unlicensed premises at unsocial hours</li> <li>• Urination and defecation</li> <li>• Rough sleepers</li> <li>• Cyclists jumping through red lights</li> </ul>
Fleet	13 November 2024	12 in person 7 online	<ul style="list-style-type: none"> <li>• Urination and defecation</li> <li>• Graffiti</li> <li>• Rough sleepers</li> </ul>
Monument	13 November 2024	8 in person 2 online	<ul style="list-style-type: none"> <li>• Praise for walk &amp; talk initiative</li> <li>• Praise for high-vis patrols over bridges to deter beggars</li> <li>• Praise for response times to an incident at Northern &amp; Shell</li> </ul>
Barbican	27 November 2024	17 in person 1 online	<ul style="list-style-type: none"> <li>• Lime bike users running red lights at Barbican crossing</li> <li>• Pavement cyclists</li> <li>• Waitrose deliveries causing access issues</li> <li>• Homelessness at CLSG, top of Long Lane, Barbican station and entrance to Tesco near Barbican Station</li> <li>• Skateboarding</li> <li>• Filming pornography in Long Lane</li> </ul>

5. This information and insight will provide officers evidence at the end of the Cluster Panel model pilot in December 2025 to assist with evaluation. The topics raised will be looked into by teams and this will feed into 'you said, we did' updates in the future. An interim evaluation debrief session is being held with Local Policing in early February 2025 to make improvements ahead of the April 2025 series of meetings.

Wider community engagement since September 2024

6. Since the last report to the SPPC, the following Police-led or community safety focused engagements have taken place or are due to take place soon:

<b>No.</b>	<b>Date</b>	<b>Engagement</b>	<b>Stakeholder group</b>
1	06/11/2024	Op Morden Crime Prevention Stand, One New Change	Workers / Visitors
2	19/11/2024	Licensing Engagement Forum at Nomura with a focus on Hate Crime	Workers / Businesses
3	25/11/2024 - 10/12/2024	16 days of activism against Gender Based Violence (Social Media posts, Awareness Stand at Blackfriars)	All
4	28/11/2024	Op Reframe, Liverpool Street	Workers / Visitors
5	05/12/2024	Stop the Bleed Session, Bloomberg	Workers / Businesses
6	10/12/2024	VAWG Awareness Stand, Blackfriars	Workers / Visitors
7	10/12/2024	City Question Time	Residents
8	11/12/2024	City Muslim Network Launch Event	Workers / Businesses / Faith Groups
9	12/12/2024	Youth Engagement Event, Bishopsgate	Students / Young People
10	13-17/01/2025	Gym Theft Campaign	Workers / Businesses / Residents
11	16/01/2025	Op Reframe	All
12	23/01/2025	Careers day at Jewish College, Borehamwood	Students / Faith Groups
13	03/02/2025	Faith in the City, City Belonging Launch, Mansion House	Workers / Businesses / Faith Groups
14	03-14/02/2025	London Careers Expo	Businesses
15	05/03/2025	Public Women's Night Walks	Workers / Residents
16	10/03/2025	Public Women's Night Walks	Workers / Residents
17	19/03/2025	Public Women's Night Walks	Workers / Residents
18	24/03/2025	Public Women's Night Walks	Workers / Residents

7. The above engagements reflect the feedback from Members to increase engagement with businesses since September 2024. We have worked with the City Belonging Project team to increase officer presence at launch events of staff networks across the City, noting that this could lead to better engagement opportunities to deliver on our Equity, Diversity and Inclusion strategy. Future engagements will be organised to reflect our Policing Plan 2025-28 priorities which will come into effect from April 2025.

## **Conclusion**

8. This report highlights the City of London Police's commitment to fostering community trust, reducing crime, and improving public safety through robust engagement initiatives. Key progress has been made in implementing the Strategic Community Engagement Plan, particularly in hosting diverse community events, increasing visibility through high-visibility patrols, and engaging with under-represented groups via platforms like WhatsApp channels and the Public Confidence Survey.
9. While the data reflects a minor improvement in public confidence and outlines a comprehensive list of activities, challenges remain in areas such as increasing participation rates in surveys, addressing demographic disparities, and maintaining consistency in volunteer engagement metrics. For example, the disproportionately low response from some age and ethnic groups underscores the need for targeted outreach efforts.
10. Looking ahead, the initiatives such as "You Said, We Did" logs and interim evaluations of cluster panel meetings demonstrate a proactive approach to incorporating community feedback. Continued alignment of engagement efforts with the Policing Plan 2025-28 will further strengthen partnerships and enhance service delivery. In conclusion, the City of London Police has made meaningful strides in implementing its strategic priorities, and with sustained effort and targeted adjustments, it is well-positioned to build on these successes to create a safer and more inclusive City environment.

## **Background papers**

- *Strategic Community Engagement Plan: Keeping those who live, work and visit the City safe and feeling safe* – joint report of the Commissioner of Police and the Police Authority Director presented to the Strategic Planning & Performance Committee on 26 September 2024 and the Police Authority Board on 2 October 2024.
- Community Engagement Quarterly Update & Measures of the Strategic Plan – Report of the Commissioner of Police presented to the Strategic Planning & Performance Committee on 26<sup>th</sup> November 2024 and the Police Authority Board on 3 December 2024.

## **Appendices**

- None

## **Report Author:**

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## City of London Corporation Committee Report

<b>Committee(s):</b> Strategy, Planning, and Performance (Police) Committee  Licensing Committee	<b>Dated:</b> <b>11/02/2025</b>  <b>06/02/2025</b>
<b>Subject:</b> Review of drink spiking in the City of London	<b>Public report:</b>  For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>provides statutory duties</b></li> </ul>	This relates to a measure in the City's statutory Serious Violence Duty strategy
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/a
<b>What is the source of Funding?</b>	N/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/a
<b>Report of:</b>	Town Clerk and Commissioner of City Police
<b>Report author:</b>	Charles Smart (Police Authority), Amanda Wolf (City of London Police)

### Summary

This report reviews the issue of drink spiking in the City, meeting a commitment made in the City's 2024 Serious Violence Duty strategy.

### Recommendation(s)

Members are asked to:

- Note the report.

### Main Report

#### Background – what is spiking?

1. 'Spiking', in legislation, is *administering a noxious substance with or without intent, usually to stupefy the victim and carry out further offences. This can be by*

*Alcohol, Drugs or other substance, most commonly added to a drink but can be by needle point and more recently by Vapes containing drugs or laced with drugs.*

2. This is a review of the issue in the City, fulfilling a commitment made in the City's Serious Violence Duty strategy published January 2024<sup>1</sup>.

### **Background – national discussion and evidence on drink spiking**

3. In recent years the issue of drink spiking has risen in national prominence. The most recent and comprehensive treatment of the issue is a Home Affairs Committee (HAC) inquiry published in April 2022<sup>2</sup>, responding to a sudden increase in reported spiking incidents in 2021 and subsequent media coverage.
4. The HAC report found it is difficult to estimate the scale of drink spiking – with a (small) survey showing 11% of women and 6% of men said they had been spiked, but volumes reported to police much lower at c. 1,900 nationwide in 2019. One survey referenced found 87% of incidents occurred in licensed premises, with a minority at house parties and festivals, while police data at the time showed 88% of spiking victims are female and 73% aged 18-21.
5. It touches briefly on the issue of 'perceived vs actual spiking' – noting the Royal College of Emergency Medicine's submission: "*The academic literature that exists on spiking in the UK concludes that the majority of people who present to emergency departments with concerns about spiking usually do not have illicit drugs in their blood or urine samples*" (but acknowledged that) "*alcohol can be used as a spiking agent by a perpetrator*".
6. Further issues with understanding the scale of drink spiking referenced in the HAC report are: delays in reporting potential cases limiting the scope to collect forensic evidence, limited provision of and resources for obtaining and testing forensic samples (NHS only conducts blood and urine tests where there is a clinical justification for doing so, and this costs £500-£2,000 and can take c. 8 weeks), and inherent difficulties in judging whether someone has been 'spiked' with (additional) alcohol.
7. It recommends or references a wide range of potential measures to tackle the issue – more guidance and training for police and night-time economy staff, better venue security including searches, reviewing CCTV, use of drink protectors in venues, stricter licensing conditions or penalties, and more partnership working and information sharing between agencies (police, NHS & public health, community safety partnerships).
8. It notes that drink testing kits are increasingly being used, but that evidence is mixed on their ability to accurately identify drugs. Noting the very low rates of

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<sup>1</sup> [Link](#)

<sup>2</sup> [Link](#)

prosecutions for drink spiking (<100 a year), it also recommends government address each of the factors that hinder prosecuting the offence.

9. A 'spiking factsheet' published by the Home Office in December 2023<sup>3</sup> aligns with the HOC report. It sets out that subsequent surveys have found that 10% of women and 5% of men say they have been spiked, that on average victims are young (26 years old) and female (74% of cases), and that it primarily occurs in bars and clubs. It noted that in the year April 2022-23 cases reported to police had risen to 6,732.

### Background – national government response

10. In December 2023 the then-government announced a new package of measures<sup>4</sup> to tackle spiking with changes to the legislation, research into self-testing kits, more training for door staff and better education for young people, to raise awareness about the threat. It announced there will also be coordinated police action to crackdown on spiking during key weeks of the year – an approach that it notes has proved successful in tackling other crimes, such as knife crime.
11. In its Kings Speech in July 2024, the new Labour government confirmed it would legislate to make spiking a specific criminal offence. In November 2024, in its most recent announcement on the issue, government re-iterated its commitment to legislate and announced the rollout of anti-spiking and victim support training to 10,000 bar staff nationwide.

### Background – City Police data and analysis

12. The City Police have undertaken two recent reviews of drink-spiking data, one covering November 2020 to February 2023, the next covering April 2023 to March 2024. The results of these are summarised below:

Graph 1 – Volume of spiking incidents reported to or recorded by City Police



<sup>3</sup> [Link](#)

<sup>4</sup> [Link](#)

<b>Summary results of City Police spiking reviews</b>		
	<b>1<sup>st</sup> Review (Nov 2020 to Feb 2023)</b>	<b>2<sup>nd</sup> Review (Apr 2023 to Mar 2024)</b>
Number of reported incidents – in drink	134	44
Number of reported incidents – injection, other, or unknown	10	11
Proportion in licensed premises	92%	91%
Commonest times	Thursday-Saturday evenings	Thursday-Saturday evenings
Proportion of female victims	72%	76%
Proportion of cases where forensic sample taken <sup>5</sup>	36%	36%
Proportion of cases where, when taken <sup>6</sup> , forensic sample found positive evidence of drugs <sup>7</sup>	0%	10% (or 4% of <i>all</i> spiking reports in period)
Proportion of cases with an ‘alcohol qualifier’ on incident log <sup>8</sup>	79%	N/A
Proportion of cases including reported theft	16%	9%
Proportion of cases including reported sexual offence	4%	4%
Proportion with no description of suspect / potential offender	69%	75%
Proportion of cases resulting in identification and arrest	4%	6%

13. Several things are notable from the above:

- Other than a large rise in October / November 2021 (in the months following widespread media coverage of the issue), *reported* spikings are very uncommon in the City, at around 10-20 a quarter, while remaining higher than pre-2021. It is important to bear in mind that national survey evidence suggests a large degree of under-reporting.
- While a majority of spiking reports involve female victims, it should be borne in mind that about a quarter involve male victims. All spiking victims of theft have, to date, been male.

<sup>5</sup>Important to note that it is not always possible to obtain a forensic sample. City Police’s policy is to test all drinks involved in reported spikings wherever possible.

<sup>6</sup> 10 cases were awaiting results in 1<sup>st</sup> review and 5 cases awaiting results in 2<sup>nd</sup>.

<sup>7</sup> A negative test does not necessarily mean the victim has not been spiked – it may, for example, be that the individual was spiked with alcohol or the sample was not received and tested in optimum timeframes

<sup>8</sup> A note by the responding officer suggesting either the suspect, victim, or both were intoxicated



- Only a minority of spiking reports are associated with reports of theft or, very rarely, sexual assault. As such the motive for many reported offences remains largely unclear.
- While 'positive results' have increased, it remains uncommon to find definitive evidence (i.e. a positive toxicology test) of illicit drugs being present in reported spiking incidents. This is a complex area but is likely due to a combination of factors: tests are not able to be conducted or conducted reliably<sup>9</sup>, or victims are predominantly spiked with alcohol alone, or there was no spiking in the alleged incident (i.e. the individual mistakenly believed they had been spiked).
- The proportion of cases resulting in positive identification of a suspect and an arrest is low. A significant issue is that in around three-quarters of reports there is no description given of a suspect (including because of the nature of the offending – predominantly occurring in crowded, dark night-time venues), as above there are also difficulties in definitively confirming that spiking has occurred. City Police investigations frequently find that no suspicious behaviour can be identified from CCTV records, that drinks either cannot be tested or on occasion have been thrown away, or that drink or urine tests do not produce definitive evidence of spiking (with drugs). As such, there are many inherent issues around investigating spiking reports and identifying suspects and an evidence base for any prosecution.

### **Current Position – City approach to drink spiking**

14. The City has a well-developed approach to tackling and preventing drink spiking, across:

- *Awareness and training* – City Police and Corporation licensing teams provide proactive educational sessions and workshops for licensed premises and members of the public (it has, for example, featured as a theme of Operation Reframe). This includes a specific focus on training staff to retain evidence (i.e. drink glasses and bottles) to improve opportunities for forensic testing. The Safer City Partnership has funded the rollout of the Ask for Angela scheme and Welfare and Vulnerability Engagement training to City hospitality venues and licensed premises, providing wider training and awareness of women's safety and tackling violence against women and girls in the night-time economy. Undertaking such training is also recommended for newly-licensed premises.
- *Risk monitoring and responsive action* – The volume and nature of spiking reports are monitored closely by City Police and, as above, are periodically analysed in depth. Any reported spiking incident prompts engagement with the premises in question, including providing practical guidance and re-iterating expectations on venues. More broadly, City licensed premises' overall performance is continually monitored by City Police and Corporation licensing teams under the 'traffic light' system to proactively identify and engage venues of potential concern.

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<sup>9</sup> The optimum time period for forensic testing of urine samples is within 12 hours of drug consumption. The 2<sup>nd</sup> City Police review found that 38% of reports fell in this window.

- *Prevention and reporting* – In addition to training and awareness, as above, the City Police have facilitated provision of 5,000 drink toppers to City licensed premises. They have also introduced a new online reporting form specifically for incidents of spiking, which includes signposting to support services.
- *Investigation and enforcement* – Spiking reports are investigated thoroughly and the City Police has committed to test all samples retrieved, funded by the Late Night Levy. In addition to business-as-usual patrolling, which is already focussed on the night-time economy, City Police are rolling out Operation Servator VAWG with specially-trained officers tackling sexual violence and predatory behaviour in the night-time economy. This will lead to an increased, and better-trained, police presence in the night-time economy to tackle offences including drink spiking. All spiking cases are also referred to the City Police’s Criminal Investigations Department and there is an appointed Single Point of Contact for spiking

### **Proposals - going further**

15. As above, there is already a wide range of activity being delivered across the City Police, Corporation, and Safer City Partnership to tackle drink-spiking – and this has increased since 2022 in line with higher reported volumes (though in overall terms these remain very uncommon) and the rising national priority of the issue.
16. The City Police’s ‘2<sup>nd</sup> review’ earlier in 2024 concluded with recommendations to explore the following, many of which (as noted in italics) have now been delivered in part or in full, with the remainder under ongoing consideration subject to resourcing and proportionality:
  - Training for licensed premises staff on dealing with spiking incidents – *As above, training is already provided voluntarily and in response to incidents in specific premises. Venues are now being tested monthly by City Police on compliance and awareness of schemes (e.g. Ask for Angela), by plainclothes officers. Where relevant, venues receive follow-up engagements with City Police requesting action plans from Directors and working with legal teams to look at licensing conditions. Lastly, City of London Licensing alongside City Police are reviewing the ‘traffic light’ licensing scheme, considering giving venues additional points (towards a negative rating) if they have confirmed spiking incidents, any changes to the scheme will be presented for approval by the Licensing Committee.*
  - Dedicated training on spiking response for night-time patrol officers – *All officers have now been provided with step-by-step guidance on conducting initial investigations of spiking and, as above, Operation Servator VAWG is now providing wider dedicated training on sexual violence in the night-time economy*
  - Additional awareness campaigns, including targeting friends and witnesses of victims (to improve reporting) and perpetrators (to deter offending) – *City Police and Police Authority are continuing to develop their joint comms and engagement work and this includes crime prevention communications elements*

- Providing drink covers – *As above, these have now been rolled out*
- Providing drink-testing kits at licensed premises – *Drink-test kits are being evaluated nationally and we await the results of this. It is important to note that, at present, these are not 100% accurate and can only test three types of drug. Using such kits carries risks of blaming or not believing victims (if, for example, they have been drugged with a substance that the test cannot identify) and of venues being less likely to call the police over incidents. At present, the preferred City approach is to send all samples for more robust lab testing.*

17. In addition to the above, the City's serious violence strategy is being reviewed (in line with national legislation) and will be updated in c. early 2025. To similar timescales, the Safer City Partnership is drafting its next 3-year strategy and the City Police its next Policing Plan. All these provide opportunities to re-assess broader approaches to tackling violence, including violence against women and girls, of which drink spiking is a component.

## **Conclusion**

18. This review has considered the national context, local evidence base, current response, and options to go further to tackle drink spiking in the City. This is a sensitive and complex topic and – noting the many caveats set out above – the *reported* instances of drink spiking and *confirmed* uses of illegal drugs in these both remain, at present, very low in volume.

19. The review has set out the wide range of activity underway to address the issue which it concludes, broadly, is proportionate to the scale and severity of drink-spiking in the City. Additional options to go further have been identified and – as above – are to varying degrees already in progress. The refreshed serious violence strategy, SCP strategy, and Policing Plan are moments to assess options for further action alongside other crime and safety priorities.

## **Background Papers**

- N/a – Various wider documents are indicated by footnotes in the report text

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<b>Committee(s):</b> Strategic Planning and Performance Committee	<b>Dated:</b> February 2025
<b>Subject:</b> Quarterly HMICFRS Inspections Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Commissioner of Police	<b>For Information</b>
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## Summary

This report provides an overview of His Majesty’s Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) related activity over the last quarter.

Since the last report in November 2024 City of London Police now has only (ten) 10 active HMICFRS action plans under review. The force is also in receipt of one (1) national super complaint. As noted in the last update the force is now in a stable operating environment when concerned with the management of HMCIFRS workstreams.

## Recommendation

Members are asked to note the report.

## Main Report

### Background

1. This report provides an overview of activity related to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) areas for improvement since the last meeting of the Strategic Planning and Performance Committee. This report will outline the current operating position of the force in relation to HMICFRS activity and provide an update on the delivery of the PEEL 2025 inspection process.

## **Current Position**

### Inspections since last Committee (November 2024)

2. There have been no thematic inspections since the last committee. The force has now entered the PEEL 2025 inspection process.

### HMICFRS reports published since last Committee (November 2024)

3. There are no reports that have been published since the last update.

### Status of HMICFRS Workstreams & HMICFRS Action Plans Overview:

4. The position of the force with regards to the historic recommendations remains unchanged. As the force moves into PEEL, the strategy team has prioritised reviewing the recommendations from the PEEL 21 inspections. Out of these sixteen (16) recommendations the force is glad to report that it is in a position to sign off fifteen (15).
5. Upon completion of the PEEL inspection in March 2025 the force will continue to progress the closure of historic recommendations with the aim to reduce these to zero (0) by the end of the calendar year.

## **Upcoming Inspections**

### Custody Inspection

6. In previous reports members will note that the force is expecting custody inspection. The force has been given notice that the Metropolitan Police Service (MPS) is now in the process of receiving their custody inspection. This commenced at the beginning of January 2025, this inspection will last for six weeks. The force is prepared to receive this inspection following PEEL 2025 which is due to conclude on 10<sup>th</sup> of March 2025. This is due to the national inspection team being present in London.
7. The force is also aware that out of the four remaining forces awaiting their custody inspection, one force has been notified that their custody inspection will be integrated into the PEEL 2026-28 inspection cycle. The force is liaising with HMICFRS to establish the position of the City of London Police as this will likely be impacted by the move to the new police estate. The force will provide an update on this position to the May 2025 committee.

### Thematic Inspections:

8. The City is aware that forces are now receiving an updated thematic 'Integrity' inspection, drawing together the progress made in the reports 'Vetting recommendations from the thematic: An inspection of vetting, misconduct and misogyny in the police service' and the 'Tackling workforce corruption' 2021 PEEL inspection framework which focused on the delivery of vetting and counter corruption services within a force.
9. Two forces are currently subject to this inspection. The City is actively monitoring this landscape to track any outcomes that will be relevant to the development of our own approach to workforce integrity.
10. The force is not aware of any other thematic inspections scheduled for 2025.

### **Horizon Scanning**

#### HMICFRS National Landscape:

11. The force is participating in the review of the proposed 2026-28 PEEL inspection framework. It is understood that the PEEL inspection process will move to a directed four (4) week in person inspection fieldwork period supported by a preceding six (6) month review of the progress of the force against their most recent PEEL inspection. The new inspection framework is likely to have significant focus on performance, the use of data and business benefits tracking, in addition to the review of core policing activity.
12. HMICFRS are still progressing to a more formal position as the regulator of policing. A parliamentary update is due in March in line with the national budget update. The force is monitoring this position closely and maintaining a positive relationship with HMICFRS colleagues.

#### Inspections under development:

13. The City is continuing to work with HMICFRS colleagues in the development of specific Fraud inspection that will be integrated into the PEEL 26-28 framework. The support has been welcomed from HMICFRS and acts as further point to demonstrate the excellent service that the City provides in its capacity as the national lead force for Economic and Cybercrime.

### **PEEL 2025 Inspection Delivery:**

14. An outline of PEEL 2025 inspection activity is set out in the table below:

<b>Date</b>	<b>Inspection activity</b>
<b>July – September 2024</b>	<b>Insight visits</b> HMICFRS Force Liaison officers visit to identify areas of development and frame the operating landscape of the force.

<b>November 2024 – March 2025</b>	<b>Strategic interviews</b> Department leads and tactical leads interviewed by HMICFRS to confirm the strategic approach of the force.
<b>Thursday 13 February 2025</b>	<b>Strategic Briefing</b> Force presentation delivered by the Commissioner to PEEL inspection team and HMI Lee Freeman – outlining progress since last inspection, current position and plans for the future (in line with <a href="#">PEEL assessment framework</a> )
<b>Monday 24 February 2025 – Monday 10 March 2025</b>	<b>PEEL fieldwork</b> Full inspection team ‘in force’ undertaking a range of activity including final interviews, focus groups and ‘reality testing’ to address remaining lines of enquiry.
<b>May 2025</b>	<b>Draft PEEL report</b> Draft report shared for factual accuracy to ensure the correct information relating to force business is published.
<b>July 2025</b>	<b>PEEL report published</b>

Fig. 1 PEEL 2025 Key milestones.



- 1) PEEL 25 Insights - This is the first stage in the PEEL process begins with informal insight work which is carried out by the forces dedicated HMICFS inspection liaison officers. They will review the forces progress against the PEEL 21 inspection as well as carrying out a general review of the forces operating structure. This will allow the inspection team to gain a more accurate understanding of the forces operating landscape as they progress towards the PEEL 2025 fieldwork. It will also serve as point to triangulate areas of focus for the inspection to ensure that the force has a clear direction of improvement from the PEEL 25 process. The insights process does not inform or impact on the PEEL 2025 gradings.

1.a) PEEL Document Request – In addition to the insights work completed by HMICFRS, the force will be required to provide a selection of strategic documents and data samples which will help inform the PEEL inspection. These will range from samples of police body worn video to governance organigrams and data samples used to inform crime outcomes.

- 2) PEEL 25 Strategic Interviews – These interviews are conducted by the forces’ dedicated HMICFRS liaison officers and HMICFRS national thematic leads. These allow the HMICFRS officers to confirm the current strategic operating landscape of the force, directorate heads and mid-level managers are interviewed only as part of this process. Interviews will focus on the core delivery of daily business and will seek to understand how officers measure performance in their requisite areas of business, in line with the PEEL inspection framework. This process is also allows for inspection teams to



assess the progress of the force and also provides an opportunity for officer and staff to present examples of good practice which can be used to support national best practice.

The strategy team, at the end of the interviews, receives informal feedback to inform improvement.

- 3) PEEL 25 Strategic Presentation – This is the formal presentation delivered by the Commissioner to HMI Lee Freeman and members of the PEEL 25 inspection fieldwork team. Other members of the Chief Officer team and the Strategy team will also be present. A brief Q&A session will be held after the briefing for the Commissioner to answer questions from HMI Freeman. The force is also using this as opportunity to provide case studies outlining the positive work that the City is delivering, with a view to be considered for promising practice.
- 4) PEEL 25 Fieldwork – The fieldwork period is the ‘traditional’ onsite inspection work carried out by the HMICFRS inspectors. This will involve speaking to frontline officers and staff to understand how they operate in their core areas of business and attending internal meetings, training or events. Staff will be either be interviewed as part of a focus group made up of three (3) to five (5) members or observed as they carry out their core duties, followed by an informal discussion of their understanding of process and delivery. The fieldwork period also enables the inspection team to address any outstanding lines of enquiry by requesting information from the force.
- 5) PEEL 25 Draft report - The PEEL draft report will be shared with the force in mid-May 2025, this report is not for publication or dissemination. This allows the chief officer team to review the findings of the PEEL inspection and check the data and narrative points for accuracy. Due to the fact that there are usually several inspectors reporting on different data sets, it is not uncommon to find small discrepancies in data.
- 6) PEEL 25 report published - The full PEEL report is expected to be published in July 2025, full media and public scrutiny. This also serves as a point for the force to formally report the improvement plan for addressing areas of improvement identified through the PEEL 26-28 inspection.

## **Conclusion**

15. The force is now moving at pace towards the February PEEL inspection fieldwork, with strategic interviews and focus groups already underway. The force is continuing to progress the good work established under the operational improvement board reducing the number of HMICFRS historic recommendations and ensuring that all directed HMICFRS activity has a dedicated, governed response driving improvement.

## Appendices

None.

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