



## Crime and Disorder Scrutiny Committee

**Date:** THURSDAY, 29 MAY 2025

**Time:** 11.00 am

**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

Tijs Broeke	Shravan Joshi MBE
Deputy Helen Fentimen OBE JP	Deborah Oliver
Deputy John Fletcher	Deputy Tom Sleigh
Sarah Gillinson	Deputy James Thomson CBE
Steve Goodman OBE	James Tumbridge
Deputy Christopher Hayward	

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

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

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

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

## **AGENDA**

1. **APOLOGIES**

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

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

To receive the Order of the Court of Common Council dated 25th April 2025, appointing the Committee and setting its Terms of Reference.

**For Information**  
(Pages 5 - 6)

4. **ELECTION OF CHAIR**

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

**For Decision**

5. **ELECTION OF DEPUTY CHAIR**

To elect a Chairman in accordance with Standing Order No. 29.

**For Decision**

6. **MINUTES**

To approve the public minutes of the meeting held on 14 November 2024.

**For Decision**  
(Pages 7 - 10)

7. **SAFER CITY PARTNERSHIP STRATEGY 2025 - 2029**

Report of Executive Director of Community and Children's Services.

**For Information**  
(Pages 11 - 38)

8. **SAFER CITY PARTNERSHIP STRATEGY 2025 - 2029: DELIVERY PLAN AND GROUPS**

Joint report of the Executive Director of Community and Children's Services and the City Police Chief Superintendent.

**For Information**

(Pages 39 - 44)

9. **COMMUNITY SAFETY DELIVERY IN THE CITY OF LONDON**

Report of the Executive Director of Community and Children's Services.

**For Information**  
(Pages 45 - 50)

10. **SERIOUS VIOLENCE SUB-GROUP AND HOTSPOT RESPONSE GRANT UPDATE**

Report of the Town Clerk.

**For Information**  
(Pages 51 - 64)

11. **LATE NIGHT LEVY - 12 MONTH REPORT (1 OCT 2023 - 30 SEP 2024)**

Report of the Executive Director of Environment.

**For Information**  
(Pages 65 - 74)

12. **CASTLE BAYNARD, ROUGH SLEEPING AND ENCAMPMENTS**

The Executive Director of Community and Children's Services to be heard.

**For Information**

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

14. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

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KING, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Friday 25 <sup>th</sup> April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026.
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## **CRIME AND DISORDER SCRUTINY COMMITTEE**

### 1. **Constitution**

A Non-Ward Committee consisting of the Chairman and Deputy Chairman<sup>1</sup> of the:

- Policy and Resources Committee, or their representatives;
- City of London Police Authority Board or their representatives;
- Community and Children's Services Committee or their representatives;
- Licensing Committee, or their representatives.
- Planning and Transportation Committee, or their representatives
- Health and Wellbeing Board, or their representatives
- Port Health and Environmental Services Committee, or their representatives

Appointed in accordance with section 19 of the Police and Justice Act 2006.

### 2. **Quorum**

The quorum consists of any three Members.

### 3. **Membership 2025/26**

The Members referred to in paragraph 1 above

### 4. **Terms of Reference**

To be responsible for:-

- (a) To review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;
- (b) To make reports or recommendations to the local authority with respect to the discharge of those functions.

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<sup>1</sup> These appointments are to be made with the approval of the committee in question and are, therefore, not considered to be ex-officio positions.

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## **CRIME AND DISORDER SCRUTINY COMMITTEE** **Thursday, 14 November 2024**

Minutes of the meeting of the Crime and Disorder Scrutiny Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 November 2024 at 2.00 pm

### **Present**

#### **Members:**

Deborah Oliver (Chair)  
Ruby Sayed (Deputy Chairman)  
Helen Fentimen OBE JP  
Mandeep Thandi  
Deputy John Fletcher

#### **Officers:**

Richard Riley CBE	- Town Clerk's Department
Charles Smart	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Isaac Thomas	- Town Clerk's Department
Simon Cribbens	- Community & Children's Services Department
Valeria Cadena	- Community & Children's Services Department
Gavin Stedman	- Environments
Helen Isaacs	- City of London Police

### **1. APOLOGIES**

Apologies were received from Deputy Chris Hayward, Deputy Shravan Joshi and Tijs Broeke. Mary Durcan and Graham Packham were observing online.

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

There were no declarations.

### **3. MINUTES**

**RESOLVED**, - that the public minutes and non-public summary of the meeting held on 11 June 2024 were approved as an accurate record.

### **4. UPDATES ON SAFER CITY PARTNERSHIP POLICY PRIORITIES**

#### **a) SERIOUS VIOLENCE SUBGROUP UPDATE**

Members received a report of the Town Clerk which provided an update on the Serious Violence Subgroup.

Members discussed the 'Safe Spaces' scheme and queried if there was formal accreditation that could be provided to businesses that had participated to make visitors to the City aware of the safe spaces and to increase the overall uptake. Officers outlined that there were 33 safe havens within the City and that the City of London Police had engaged extensively with hotels in the City and agreed to provide further information on this at the next Committee.

Members noted that the Ask for Angela Scheme was embedded in licensing regulations, and all new venues were required to train their staff on the scheme. City of London Police officers agreed circulate information with Members on recent Ask for Angela spot checks.

Members expressed concern that slippage time was evident on the Serious Violence Duty Strategy delivery plan and requested that deadlines would be included to prevent further delays.

Members requested that all reports would include guides to operations listed and expanded acronyms to ensure that Members and the public would have improved context and understanding of the report.

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

**b) REDUCING NEIGHBOURHOOD CRIME AND ANTI-SOCIAL BEHAVIOUR STRATEGY IMPLEMENTATION**

Members received a report of the Director of City Operations which outlined the strategy implementation for reducing neighbourhood crime and anti-social behaviour.

Officers outlined that this strategy was due to end in 2025, and that work was ongoing to set the priorities for the strategy for 2025 – 28.

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

**c) CITY OF LONDON REDUCING RE-OFFENDING DELIVERY GROUP**

Members received a report of the National Probation Service which provided an update on the City of London reducing re-offending delivery group.

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

**5. WIDER WORK OF THE SAFER CITY PARTNERSHIP**

**a) SAFER CITY PARTNERSHIP STRATEGY 2025-2028 TIMELINE**

Members received a report of the Executive Director of Community and Children's Services which outlined the Safer City Partnership Strategy 2025 – 2028 timeline. Members discussed how to ensure that residents without access to online platforms would be able to participate in the consultation. Officers outlined that work would be undertaken with the community and businesses face to face, and agreed to circulate the consultation plan once this had been finalised.

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

**b) ALLOCATING SAFER CITY PARTNERSHIP PROCEEDS OF CRIME ACT FUNDING**

Members received a report of the Executive Director of Community and children's services which outlined how the City of London Corporation receives and administers proceeds of crime act funding.

Members discussed the Taxi Marshalling scheme and noted that this was funded for a 6 month period as a pilot and further funding for another 12 months would be applied for. The Chair noted the risks related to the cessation of the scheme and encouraged officers to measure the impacts of the scheme to aid in its continuation.

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

**6. ADDITIONAL UPDATES**



**a) LATE NIGHT LEVY 12 MONTH REPORT**

Members received a report of the Executive Director of Environment which outlined the 12 month late night levy.

Members noted that the Late Night Levy had been operational in the City of London since October 2014 and applied to premises licensed to sell alcohol after midnight. This levy had not decreased the number of licensed premises

Members asked for clarification and justification of the context of the priorities and their establishment; officers outlined that the Licensing Committee considers a report annually that covers the funding requirements of nighttime economy, which included but were not limited to managing nighttime noise, Uri-lifts and cleansing. Officers agreed to provide further information on this expenditure at the next Committee meeting.

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

**b) CITY OF LONDON POLICING PLAN DEVELOPMENT**

Members received a verbal report which charted the development of the City of London Policing Plan.

Members discussed how accessible the plan consultation would be to residents in the City and noted that BIDS were working businesses and residents to ensure opportunities to provide feedback on the plan. Officers shared that City of London Police had good engagement with security managers of businesses but had struggled to reach senior executives. Officers agreed to consider how to communicate cluster panels to improve on future attendance and wider awareness of each session.

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

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

There were no questions.

**8. ANY OTHER BUSINESS**

There was one item of business.

Officers outlined ongoing work on the review of the Safer City Partnership collaboration with the City of London Police, and shared that this would be considered at the next Committee.

**9. EXCLUSION OF THE PUBLIC**

**RESOLVED** - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items 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.

**10. SERIOUS VIOLENCE NON-PUBLIC APPENDICES**

Members received a report of the Town Clerk which provided the non-public appendices of the Serious Violence Subgroup Update, which was considered in conjunction with item 4a.

Members queried the justification for these appendices being excluded from the public session and requested that this would be reviewed for the next meeting of the Committee.

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

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

There were no questions.

**12. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

There was no other business.

**The meeting ended at 15:37**

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Chairman

**Contact Officer: Kezia Barrass**  
**[kezia.barrass@cityoflondon.gov.uk](mailto:kezia.barrass@cityoflondon.gov.uk)**

## City of London Corporation Committee Report

<b>Committees:</b> Crime and Disorder Scrutiny Committee Safer City Partnership	<b>Dated:</b> 29 May 2025 30 May 2025
<b>Subject:</b> Safer City Partnership Strategy 2025 - 2029	<b>Public report:</b> CDSC For Information SCP For decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• Delivers Corporate Plan 2024-29 outcomes</li> <li>• Delivers SCP statutory duties</li> </ul>	Vibrant Thriving Destination Providing Excellent Services
<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>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of: Judith Finlay – Executive Director of Community and Children's Services</b>	
<b>Report author: Valeria Cadena – Community Safety Manager, Community and Children's Services</b>	

### Summary

The Safer City Partnership (SCP) Strategy for 2025-2029 outlines a comprehensive approach to ensuring the City of London remains a safe and welcoming place for all. This strategy focuses on addressing crime, disorder, and vulnerabilities through collaborative efforts that benefit residents, workers, learners, and visitors alike. This strategy delivers the statutory requirement established in the Crime and Disorder Act 1998 section 6.

### Recommendation

Members are asked to:

- Note the report – Crime and Disorder Scrutiny committee
- Approve the 2025 – 2029 Strategy – Safer City Partnership

# Main Report

## Background

1. The vision of the SCP is to keep the Square Mile as a safe place for people to live, learn, work, and visit. The primary objective is to prevent and tackle crime, disorder, and anti-social behaviour in the City of London through multi-agency action. This involves addressing immediate impacts and supporting vulnerable groups—whether victims, offenders, or both—to maintain a safe and secure environment
2. The strategic underpinning of this approach was formalised by the introduction of 'Community Safety Partnerships' in the Crime and Disorder Act 1998 to bring together local partners to formulate and implement strategies to tackle crime, disorder and antisocial behaviour (ASB) in their communities.
3. A Community Safety Partnership is made up of representatives from the police, local authority, and the fire, health and probation services (known as responsible authorities) who appoint co-operating and participating bodies to deliver the strategy in the local level. It works on the principle that no single agency can address all drivers of crime and antisocial behaviour. In the City of London, the partnership is known as the Safer City Partnership (SCP).

## Current Position – Priority Areas

4. The SCP Strategy 2022 – 2025 has come to an end, with many positive outcomes, partnership work and initiatives identified in the current strategy document. Based on insights from the strategic assessment produced in 2024, public consultation pre and post strategy and statutory duties, the SCP has identified four key focus areas for the Strategy 2025 - 2029
  - 4.1. **Violence Against Women and Girls (VAWG)** The leisure industry and night-time economy (NTE) in the City create environments where opportunistic VAWG incidents can occur. Although the overall incidence rate of VAWG in the City remains low, it is a serious issue that requires targeted preventative and supportive measures.
  - 4.2. **Serious Violence (SV)** Local authorities are required to work together to prevent and reduce serious violence as part of The Police, Crime Sentencing and Courts Act 2022. The impact of serious violence, though relatively low in comparison to other areas, is profound and often linked to the NTE.
  - 4.3. **Anti-Social Behaviour (ASB)** ASB disrupts community cohesion and quality of life. Issues like noise disturbances, public disorder, and environmental offenses necessitate community-driven and multi-agency solutions.

- 4.4. **Acquisitive Crime (AC)** Acquisitive crime, particularly theft, accounts for a significant proportion of crime in the City of London. Addressing environmental prevention, deterrence, and multi-agency working will be essential.

## **SCP Strategy Overarching Principles**

5. The SCP strategy is structured around three overarching principles that will be applied across the work of the delivery groups and SCP partners:

5.1. **Effective and Accountable Partnerships** The SCP aims to build strong, transparent, and inclusive partnerships capable of tackling complex and cross-cutting issues. This includes regular engagement between strategic leads, clear public-facing accountability, and strengthening the visibility of partner roles

5.2. **Evidenced and Intelligence-Led Action** By prioritising evidence and intelligence-led approaches, the SCP aims to target interventions more effectively and monitor trends over time. This ensures that partnership resources are directed where they can have the most impact.

5.3. **Prevention-Focused Interventions** Addressing the root causes of crime requires proactive measures and community engagement. The SCP champions a preventative approach—acting early to reduce risk, change behaviours, and promote safer environments.

## **Strategic Alignment**

6. The SCP Strategy aligns with the City of London Police's Policing Plan 2025–2028. Both share a common commitment to keeping the City safe, inclusive, and resilient, with a particular focus on prevention, victim support, and community engagement. The SCP contributes directly to the delivery of the Policing Plan by supporting vulnerable groups, using shared data and evidence to inform problem-solving, and amplifying the voice of communities through engagement and partnership accountability.

## **Governance and Implementation**

7. The SCP will use project management frameworks to delineate responsibilities and ensure efficient coordination. Regular update reports to the Crime and Disorder Scrutiny Committee will review performance, focusing on outcomes and holding members accountable. The SCP will also explore additional funding

streams and integrate funding discussions into partnership reviews to ensure the long-term viability of key initiatives.

### **Monitoring and Evaluation**

8. The SCP will conduct regular evaluations against SMART objectives, involving all statutory members. Clear metrics for success will be developed, tied to each strategic priority, such as reductions in crime rates, increased public confidence, and improved community engagement. Annual progress reports will be shared with the SCP Board, public stakeholders, and co-opted participants.

### **Communication and Engagement**

9. The SCP is committed to ensuring that this strategy and associated materials are accessible and inclusive. Public-facing materials will include a clear commitment to equity, equality, diversity, and inclusion, ensuring transparency and reinforcing the shared ambition to serve and reflect the needs of all City communities.

### **Public Consultation**

10. To ensure the strategy is shaped by those who live, work, and operate in the Square Mile, two separated consultations were carried out. The first one joined with the City Police to get the views of the public on safety in the City and understand their priorities.
11. The second consultation was specific to the SCP Draft Strategy conducted in Spring 2025. The consultation aimed to gather views from a broad cross-section of the community—including residents, workers, businesses, and voluntary and community sector (VCS) organisations—on the proposed strategic priorities and actions set out in the draft strategy. The feedback received highlighted key themes such as the need for more visible policing, improved lighting, and clearer communication. The SCP has incorporated this feedback into the final strategy to ensure it resonates with local experiences and addresses community concerns effectively.

### **Next steps**

12. The SCP Strategy will be delivered by a management framework and Strategy Implementation Groups, please see paper report on SCP delivery plans and groups.

### **Corporate & Strategic Implications**

13. *Strategic implications* – the proposal deliver to the Corporate Plan 2024-2029
14. *Financial implications* – none
15. *Resource implications* – A resourcing plan for the 5-year strategy will be developed taking into account core budgets and opportunities to seek external grant funding.
16. *Legal implications* – The SCP Strategy 2025-2029 delivers our statutory commitment to prepare and deliver local strategies to prevent and reduce crime, established in the Crime and Disorder Act 1998.
17. *Risk implications* – none
18. *Equalities implications* – The strategy is underpinned by the City Corporation's Equality Objectives 2024–2029 and a shared commitment to equity, equality, diversity, and inclusion. The SCP recognises that safety and the perception of safety are not experienced equally across communities. Through this strategy, the SCP will work to ensure that all residents, workers, and visitors—regardless of identity, background, or circumstance—feel seen, heard, and safe.
19. Climate implications – none.
20. Security implications – none.

## **Conclusion**

21. The Safer City Partnership Strategy 2025-2029 provides a clear roadmap for fostering safety, inclusion, and resilience in the City of London. By focusing on prevention, collaboration, and intelligence-led actions, this strategy aims to create a safer, more secure environment for all who live, work, and visit the City of London

## **Appendices**

- Appendix 1 - Safer City Partnership Strategy 2025 – 2029
- Appendix 2 – Consultation Feedback Report

**Valeria Cadena**

Community Safety Manager

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## **DRAFT: Safer City Partnership Strategy 2025-2029**

The Safer City Partnership works to ensure the City of London is a safe and welcoming place for all. The partnership focuses on addressing crime, disorder, and vulnerabilities through collaborative efforts that benefit the entire community—residents, workers, learners, and visitors alike.

The Safer City Partnership is made up of statutory members, each bringing unique expertise to its work:

- The City of London Corporation: Leading on community engagement and service provision.
- The City of London Police: Responsible for enforcement and intelligence.
- NHS North East London Integrated Care Board: Addressing health-related vulnerabilities.
- The National Probation Service - London: Supporting offender rehabilitation.
- London Fire Brigade: Contributing to safety planning and response.

In addition to its statutory members, the Safer City Partnership works closely with a wide range of delivery partners including the British Transport Police, London Ambulance Service, East London Foundation Trust, The Guinness Partnership, City and Hackney Public Health, the City and Hackney Safeguarding Adults and Children Partnerships, Victim Support, the City of London Crime Prevention Association, the Safer Business Network, and the City's Business Improvement Districts.

This strategy provides a shared framework that reflects the contribution and interests of these members and partners, recognising their crucial role in community safety, early intervention, public protection, and prevention. It supports alignment across sectors, ensures collective ownership of the principles, and strengthens the coordination of frontline delivery in the Square Mile.

The 2022–2025 Safer City Partnership Strategy set the foundation for this collaborative approach. It focused on strengthening joint responses to crime and vulnerability, improving outcomes for victims, and building safer, more inclusive spaces across the City of London. Delivered in partnership with statutory and delivery partners, the strategy supported targeted action on key themes including anti-social behaviour, serious violence, violence against women and girls, hate crime, reoffending, and safeguarding. The infographic below highlights some of the key achievements from that period.

# SAFER CITY PARTNERSHIP ACHIEVEMENTS 2022–2025 – AT A GLANCE

## TACKLING ANTI-SOCIAL BEHAVIOUR (ASB) AND CRIME

- Delivered a city-wide ASB and neighbourhood crime implementation plan.
- Strengthened police collaboration through initiatives like Operation Luscombe.
- Introduced and expanded ParkGuard CSAS powers for community reassurance.
- Ran Safe Street campaigns and targeted resident communications.
- Improved resident engagement by refreshing Cluster Panels.
- Reformed the Community Multi-Agency Assessment Conference (CCM) for place-based ASB referrals.
- Upgraded City surveillance with 4K digital cameras.

## REDUCING VIOLENCE AGAINST WOMEN AND GIRLS (VAWG)

- Delivered the VAWG Action Plan with measurable outcomes.
- Launched a quarterly VAWG Forum to drive coordination.
- Expanded Safe Haven Spaces to 35+ venues, including all Corporation buildings.
- Delivered impactful public campaigns and support services, including taxi marshals and counselling.
- Led Operation Reframe with the police and key stakeholders.
- Delivered WAVE and Ask Angela training across hospitality venues.
- Reviewed and implemented the Sanctuary Scheme for domestic abuse victims at risk of homelessness.

## ADDRESSING SERIOUS VIOLENCE

- Published the first Serious Violence Strategy under SCP leadership.
- Strengthened links with the business and voluntary sectors (e.g., Safer Business Network).
- Used Operation Reframe as a joint action hub.
- Improved multi-agency intelligence sharing to disrupt violence.
- Delivered Operation Vigilant, boosting NTE patrols and training officers to prevent sexual offences.

## TACKLING DISCRIMINATION AND HATE CRIME

- Launched dedicated hate crime reporting tools and a public webpage.
- Hosted Victim Support drop-in sessions to raise awareness among staff.
- Ran public hate crime awareness campaigns.
- Promoted hate crime awareness through events like the Licensing Forum.
- Introduced a new risk assessment model to ensure robust and victim-centred investigations.

## REDUCING REOFFENDING

- Established the Reducing Reoffending Delivery Group with Hackney.
- Strengthened joint working with probation and MAPPA partners.
- Piloted diversion pathways (e.g., Divert London) to address perpetrator behaviour and reduce repeat offending.

## SAFEGUARDING VULNERABLE ADULTS AND CHILDREN

- Fully integrated into the City and Hackney Safeguarding Partnerships.
- Produced specialist resources to support professionals in safeguarding cases (e.g. CSE).
- Improved referral pathways and response times.
- Delivered Operation MakeSafe in hotels and trained staff on risks including drink spiking and exploitation.
- Held joint strategic sessions between CoLP and safeguarding leads.

## **Safer City Partnership Vision**

To keep Square Mile as a safe place for people to live, learn, work and visit.

### **Objective**

Prevent and tackle crime, disorder, and anti-social behaviour in the City of London through multi-agency action, addressing immediate impacts and supporting vulnerable groups—whether victims, offenders, or both—to maintain a safe and secure environment.

### **Focus Areas**

The Safer City Partnership has identified four key focus areas that are of critical importance. These areas have been determined based on insights from the strategic assessment, and statutory duties outlined in the Crime and Disorder Act 1998. The strategic assessment highlights patterns, trends, and vulnerabilities in the City of London, ensuring that these focus areas are grounded in available evidence and align with statutory requirements for community safety.

#### **1. Violence Against Women and Girls:**

- The City's leisure industry and night-time economy (NTE) creates environments where opportunistic Violence Against Women and Girls incidents can occur, often influenced by behaviours such as alcohol consumption associated with the NTE. While the overall incidence rate of Violence Against Women and Girls in the City of London remains low, it is still a serious and pressing issue that requires targeted preventative and supportive measures.

#### **2. Serious Violence:**

- As part of The Police, Crime Sentencing and Courts Act 2022 local authorities are required to work together to prevent and reduce serious violence. Though relatively low in comparison to other areas, the impact of serious violence is profound. Many incidents are linked to the NTE, requiring a focus on prevention, deterrence, and targeted interventions. Although this is one of the focus areas within this strategy, it has also been prepared as a standing alone item.

#### **3. Anti-Social Behaviour:**

- Anti-Social Behaviour disrupts community cohesion and quality of life. Issues like noise disturbances, public disorder, and environmental offenses necessitate community-driven and multi-agency solutions.

#### **4. Acquisitive Crime:**

- a. Accounting for a significant proportion of crime in the City of London, it can undermine trust and safety. Theft remains the highest contributing part of acquisitive crime with some burglary. Addressing environmental prevention, deterrence and multi-agency working will be essential.

## **How This Strategy Aligns with Focus Area Action Plans**

Each of the four focus areas of the Safer City Partnership listed above has its own discrete multi-agency action plan. These action plans set out specific, operational activities led by relevant partners across the City of London.

This overarching Safer City Partnership strategy does not duplicate those detailed plans. Instead, it provides a strategic framework that identifies where and how the Safer City Partnership's three principles—Effective and Accountable Partnerships, Evidenced and Intelligence-Led Action, and Prevention-Focused Interventions—will support, enable or enhance delivery of those actions.

The alignment tables within this strategy clearly show which actions from each focus area will be championed through the Safer City Partnership's collective efforts and governance structures.

## **Equity, Equality, Diversity and Inclusion**

This strategy is underpinned by the City Corporation's Equality Objectives 2024–2029 and our shared commitment to equity, equality, diversity, and inclusion (EEDI). We recognise that safety and the perception of safety are not experienced equally across communities. Through this strategy, the Safer City Partnership will work to ensure that all residents, workers, and visitors—regardless of identity, background or circumstance—feel seen, heard, and safe. The Safer City Partnership will continue to engage with the EEDI team and draw on their expertise to strengthen inclusive practice across our work, ensuring that our engagement, data use, and delivery are accessible, representative, and responsive to the diverse needs of our communities.

## **How Consultation Shaped This Strategy**

This strategy has had two separated consultations. The first one join with the City Police to get the views of the public on safety in the city and understand their priorities. The second consultation was specific to the SCP draft strategy conducted in spring 2025. Input gathered from across the City's communities helped test the strategy's principles and identify opportunities to strengthen alignment, clarify responsibilities, and improve delivery. The feedback received informed refinements to the final strategy, ensuring it reflects local insight, supports better coordination between partners, and places greater emphasis on transparency, inclusion, and community confidence.

## **Strategic Principles**

The strategy is structured around three overarching principles that will be applied across the work of the delivery groups and Safer City Partnership partners.

### ***Introduction to Principles***

Prevention is a cornerstone of effective crime reduction and community safety. By proactively addressing the root causes of crime, we not only reduce immediate risks but also create the foundations for long-term security and resilience. This preventive focus is complemented by evidence-driven approaches and strong,

accountable partnerships, which together amplify the impact of our efforts. These principles are in line with the Community Safety Partnerships review (2023)<sup>1</sup>, which sought to improve transparency, accountability, and effectiveness, making it easier for them to serve the needs of their communities in tackling crime, disorder, and antisocial behaviour.

Further, the principles were developed from public consultation and align with the City of London Corporation's Corporate Plan 2024–2029, particularly its outcomes of providing excellent services, fostering diverse and engaged communities, and ensuring the City of London remains a safe and thriving destination.

### **Strategic Alignment with the City of London Policing Plan 2025–2028**

This strategy has been developed in alignment with the City of London Police's Policing Plan 2025–2028. Both share a common commitment to keeping the City safe, inclusive, and resilient, with a particular focus on prevention, victim support, and community engagement.

The Safer City Partnership contributes directly to the delivery of the Policing Plan by:

- Supporting vulnerable groups and enhancing public confidence via targeted outreach and joint campaigns.
- Using shared data and evidence to inform intelligence-led problem solving.
- Amplifying the voice of communities through engagement, scrutiny, and partnership accountability.

The Safer City Partnership will place increased emphasis on improving public awareness of the extensive work already underway across the Partnership. The focus will be on promoting existing programmes, clarifying organisational responsibilities, and improving access to information across organisations.

### *Principles*

#### **1. Effective and Accountable Partnerships:**

- a. Foster effective and accountable partnerships that bring additional value and impact in securing a safer City of London. Collaborative efforts should leverage the unique capacities of each organisation to maximise impact.

#### **2. Evidenced and Intelligence-Led Action:**

- a. Drive decisions and interventions through robust evidence and intelligence-led approaches to ensure targeted, effective outcomes.

#### **3. Prevention-Focused Interventions:**

- a. Emphasise prevention-focused measures to address vulnerabilities, reduce risks, and foster inclusive and safe communities.

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<sup>1</sup> <https://www.gov.uk/government/consultations/community-safety-partnerships-review-and-antisocial-behaviour-powers/outcome/community-safety-partnerships-review-and-antisocial-behaviour-powers-government-response>

## **Principle 1: Effective and Accountable Partnerships**

### *Why This Principle?*

The Safer City Partnership's first principle is to build strong, transparent, and inclusive partnerships that are capable of tackling complex and cross-cutting issues. This includes regular engagement between strategic leads, clear public-facing accountability, and strengthening the visibility of partner roles.

Recognising the current pressures on capacity and resources, this work will focus on using existing functions more effectively and working closely with the Corporate Strategy and Performance Campaigns and Engagement team to maximise impact.

To support this, the Safer City Partnership will now apply this partnership lens to the actions set out below from the Anti-Social Behaviour, Serious Violence, Acquisitive Crime and Violence Against Women and Girls delivery plans. These are not Safer City Partnership -led actions, but by aligning with this strategic principle, the Safer City Partnership will add value—through coordination, oversight, shared engagement channels, and governance structures. This approach will help ensure that the right partners are connected, responsibilities are clear, and communities feel better informed and involved.

The Safer City Partnership will support delivery of the following actions through:

- Holding regular communications sessions with focus area leads to align messages and promote joint work
- Using existing outreach networks to support community-based delivery, particularly for vulnerable groups
- Ensuring clearer communication about the roles of Safer City Partnership, City Corporation and City Police
- Promoting shared public engagement opportunities, such as 'Question Time'
- Improving signposting for residents, businesses and community groups not already linked into formal channels
- Providing public-facing updates through the Crime and Disorder Scrutiny Committee and related channels

Inclusion sits at the heart of effective partnership working. The Safer City Partnership will ensure that engagement and decision-making structures reflect the diversity of the City of London's communities. This includes working with staff networks, service providers, and community groups to elevate underrepresented voices and ensure that all partners have equitable access to contribute to Safer City Partnership work.

CRIME FOCUS AREA	ACTION	REASON FOR INCLUSION
<b>ANTI-SOCIAL BEHAVIOUR</b>	Raise internal awareness of the Community Multi-Agency Risk Assessment Conference (CCM) that provides support to vulnerable victims of Anti-Social Behaviour and explore multi agency opportunities to manage situational Anti-Social Behaviour	Improves multi-agency support and coordination for vulnerable individuals and hotspot Anti-Social Behaviour.
<b>ANTI-SOCIAL BEHAVIOUR</b>	Provide training for all agencies on the new Anti-Social Behaviour and Crime Act 2025	Ensures consistent, informed response to Anti-Social Behaviour across partner organisations.
<b>ANTI-SOCIAL BEHAVIOUR</b>	Review Anti-Social Behaviour management processes at the Barbican Estate	Improves clarity, accountability, and resident engagement in Anti-Social Behaviour resolution.
<b>ACQUISITIVE CRIME</b>	Develop a partnership approach to the issuing of Smart DNA sprays to the retail community as part of the wider retail crime strategy in the City of London	Enhances collective capability through multi-agency collaboration and increases deterrence through coordinated tools and messaging
<b>ACQUISITIVE CRIME</b>	Develop processes for reporting retail crime offences with retailers and partners	Builds clarity and consistency in reporting pathways and improves partnership response to shoplifting and business-targeted theft.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Engage with internal staff networks to raise awareness of VAWG/DA.	Supports a whole-system organisational culture change and ongoing staff engagement.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Promote city & hackney safeguarding children partnership training, including VAWG/DA.	Increases frontline awareness and consistency across services.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Encourage businesses and licensed premises to offer training to help staff recognise vulnerabilities and support customers.	Builds sector-specific awareness and accountability to tackle VAWG in public spaces.
<b>SERIOUS VIOLENCE/ VIOLENCE AGAINST WOMEN AND GIRLS</b>	Fund a business engagement officer in the Safer Business Network (SBN).	Supports multi-agency partnership on business and public safety engagement, with reporting to SCP's VAWG group.

## Principle 2: Evidenced and Intelligence-Led Action

### *Why This Principle?*

Fragmented, inconsistent or partial data can hinder effective decision-making and resource allocation. By prioritising evidence and intelligence-led approaches, the Safer City Partnership aims to target interventions more effectively and monitor trends over time. An intelligence-led approach ensures that partnership resources are directed where they can have the most impact.

However, what can be achieved under this principle will be dependent on both funding opportunities and the successful recruitment/resourcing of a dedicated Safer City Partnership Analyst role to coordinate intelligence gathering, data presentation, and shared insight.

The actions in the table below have been drawn from across the partnership's focus area action plans. By applying this Safer City Partnership principle to those actions, the Safer City Partnership will ensure they are supported by evidence, tracked through appropriate data, and aligned with emerging risk. This will also help maximise transparency and accountability for how decisions are made and where activity is focused.

The Safer City Partnership will support delivery of the following actions through:

- Creating a centralised data repository accessible to key partners dependant on available resources
- Reviewing and enhancing current data sharing agreements
- Using analytics tools such as dashboards, mapping and forecasting to guide decision-making
- Encouraging partners to share operational data and community insight consistently
- Commissioning shared intelligence products that support cross-partner activity
- Embedding performance tracking into the governance of thematic action groups

The Safer City Partnership is committed to ensuring that data used to inform decisions reflects the lived realities of all communities. Where possible, we will work with partners to disaggregate data by protected characteristics, ensuring we can identify and address any disproportionate impacts or unmet needs. We will also make better use of qualitative insight from diverse groups to shape interventions that are inclusive and effective.

CRIME FOCUS AREA	ACTION	REASON FOR INCLUSION
ANTI-SOCIAL BEHAVIOUR	Monitor the use of CSAS powers delegated to Parkguard to ensure appropriate and proportional use	Promotes transparency and intelligence-led use of enforcement powers.



<b>ANTI-SOCIAL BEHAVIOUR</b>	Review effectiveness of increased Cleansing resources specifically targeted at nighttime and Anti-Social Behaviour issues	Supports evidence-based resource deployment in response to environmental Anti-Social Behaviour issues.
<b>ANTI-SOCIAL BEHAVIOUR</b>	Monitor the Operation Luscombe review implementation	Strengthens accountability and performance of joint enforcement and support approaches.
<b>ANTI-SOCIAL BEHAVIOUR</b>	Feed concerns and information to the Secure City operating model for CCTV coverage in the Square Mile	Improves situational awareness and prevention through enhanced surveillance planning.
<b>ANTI-SOCIAL BEHAVIOUR</b>	Develop a combined data set between the City of London Police & City of London Corporation which will provide a full picture of Anti-Social Behaviour in the City	Enables intelligence-led response and partnership action based on comprehensive data.
<b>SERIOUS VIOLENCE</b>	Conduct analysis of lighting and CCTV coverage in violent crime hotspots	Uses hotspot evidence to guide crime prevention through design.
<b>SERIOUS VIOLENCE</b>	Deliver specific recommendations to Destination City programme on pedestrian route safety	Informs evidence-based design decisions to mitigate violence.
<b>SERIOUS VIOLENCE</b>	Conduct a risk and threat assessment of serious violence affecting homeless communities	Responds to identified vulnerability trend with targeted analysis.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Compile data-focused assessments to support intelligence-led decisions.	Supports consistent monitoring and insight to shape prevention and support services.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Increase use and sharing of data through group member contributions.	Enhances the Violence Against Women and Girls data picture through multi-agency collaboration.
<b>SERIOUS VIOLENCE/ VIOLENCE AGAINST WOMEN AND GIRLS</b>	Fund a part-time analyst in safer business network to map city crime data.	Provides VAWG data inputs to SCP and VAWG delivery group.
<b>ACQUISITIVE CRIME</b>	Conduct police and partner operations in identified hot spots to deter criminal activities	Enables targeted activity based on data, trends and geographic profiling of offending locations.

### Principle 3: Prevention-Focused Interventions

*Why This Principle?*

Addressing the root causes of crime requires proactive measures and community engagement. Inclusive and prevention-focused strategies build trust and resilience, reducing opportunities for crime and fostering safer communities. Effective prevention also includes behaviour change approaches that incorporate dedicated communication and engagement resources and the ability to implement accompanying actions, such as training and environmental improvements.

The Safer City Partnership's third principle is to champion this preventative approach—acting early to reduce risk, change behaviours, and promote safer environments. This includes investing in public education, targeted support services, place-based design improvements, and building staff and community capacity to recognise and respond to risk.

The actions below have been drawn from across the partnership's focus area action plans. By applying the Safer City Partnership's prevention lens to these actions, we will increase their visibility, ensure they are supported by wider communications and engagement activity, and promote a consistent message across the system. This approach also helps ensure that the partnership's investment in prevention is joined-up, proportionate, and aligned with community need.

The Safer City Partnership will support delivery of the following actions through:

- Coordinating tailored behaviour change campaigns for key audiences
- Supporting communications and engagement activity through shared channels
- Highlighting situational crime prevention needs, such as lighting or CCTV
- Promoting clear, accessible pathways to support for victims and vulnerable individuals
- Providing or championing training for Night-Time Economy and frontline staff
- Partnering with commissioned services to deliver targeted early interventions

Prevention must be inclusive to be effective. The Safer City Partnership will ensure that campaigns, training, and early interventions are designed and delivered in ways that reflect the cultural and linguistic diversity of our communities. This includes promoting accessible formats, using plain language, and collaborating with trusted voices to engage communities who may face additional barriers to accessing support or safety-related information.

CRIME FOCUS AREA	ACTION	REASON FOR INCLUSION
ANTI-SOCIAL BEHAVIOUR	Raise awareness of unacceptable behaviour, and the consequences of perpetrating Anti-Social Behaviour including in the NTE	Supports prevention and behaviour change through education and communication campaigns.
ANTI-SOCIAL BEHAVIOUR	Develop a combined, forward-looking Communications Plan	Improves consistent public messaging to prevent Anti-Social Behaviour and increase awareness.
ANTI-SOCIAL BEHAVIOUR	Provide clear guidance for the partnership response to Anti-Social	Clarifies multi-agency response to Anti-Social Behaviour related to rough

	Behaviour caused by people rough sleeping in the Square Mile...	sleeping, balancing enforcement and support.
<b>SERIOUS VIOLENCE</b>	Fund trial of Circles programme for behavioural change in sexual offenders	Targets prevention by addressing perpetrator behaviour directly.
<b>SERIOUS VIOLENCE</b>	Review domestic abuse screening coverage in City healthcare settings	Improves early identification of risk and intervention opportunities.
<b>SERIOUS VIOLENCE/ VIOLENCE AGAINST WOMEN AND GIRLS</b>	Provide training and support to hotels on vulnerability and exploitation.	Critical to addressing risks in accommodation settings; reported to VAWG group.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Promote the City's Independent Sexual Violence Advocate offer and reduce wait times.	Increases early access to specialist sexual violence support and reduces unmet need.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Deliver community engagement sessions to promote VAWG/DA services.	Improves community understanding and access to local VAWG services.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Deliver campaigns to raise awareness of sexual harassment and abuse in the city.	Direct public communication aligns with behaviour change and early prevention.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Promote the WAVE / ask for Angela e-learning to businesses and licensed premises.	Directly supports public safety and prevention in the nighttime economy.
<b>VIOLENCE AGAINST WOMEN AND GIRLS</b>	Promote IDVA independent domestic violence advocate provision internally (City of London Corporation & City of London Police) so staff know where to refer victims.	Ensures those responding to VAWG can offer swift, correct referral support.
<b>ACQUISITIVE CRIME</b>	Raising public awareness about acquisitive crime and encouraging people to be more vigilant	Supports behaviour change by encouraging proactive public safety habits and increasing guardianship.
<b>ACQUISITIVE CRIME</b>	Marking streets with stencils to remind people to keep an eye on their phones and property when they're not paying attention	Delivers environmental cues to disrupt opportunistic theft and improve situational awareness.
<b>ACQUISITIVE CRIME</b>	Campaigning to promote awareness in September when	Aligns crime prevention messages with periods of increased risk and ensures

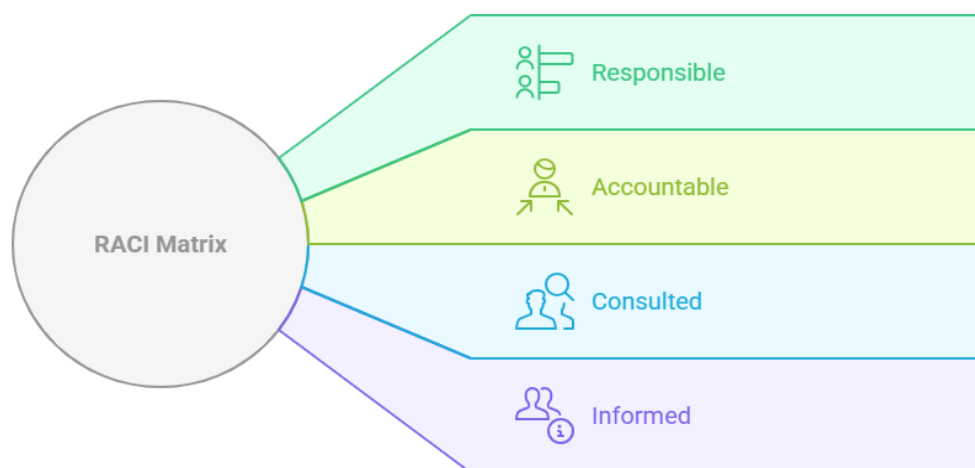
universities and people return to the city for their studies

campaigns are seasonally and contextually targeted.

## Governance and Implementation

### Accountability

- **Project Management Frameworks:** Use tools like RACI matrices to delineate responsibilities and ensure efficient coordination. This ensures tasks are clearly allocated and progress is tracked.



- **Scrutiny and Oversight:** Regular update report to the Crime and Disorder Scrutiny Committee to review performance, focusing on outcomes and holding members accountable. Regular updates will also be taken to bodies with membership that will support the Safer City Partnership in achieving its outcomes. These include: Integrated Care Board, City of London Health and Wellbeing Board, Department of Community and Children's Services Committee, Homelessness and Rough Sleeping Sub-Committee.

### Funding, Resources and Skill Sets

- **Diversified Funding:** Explore additional funding streams such as grants, government programs, and contributions from Business Improvement Districts (BIDs). Focus areas include prevention initiatives and technology upgrades (e.g., resources for data collection and analysis).
- **Sustainability Planning:** Integrate funding discussions into partnership reviews to ensure long-term viability of key initiatives.
- **Skills required:** Communication, Engagement, Design, Data Analysis (Excel, Power BI, AI).
- **Resource Allocation:** Resources available to or coordinated by the Safer City Partnership will be utilised to deliver against the principles and actions outlined in the strategy. This may include resources contributed by partners, such as those involved in housing interventions, emergency response, or community networks.

### *Monitoring and Evaluation*

- **Performance Reviews:** Conduct regular evaluations against SMART objectives, involving all statutory members. This includes quarterly progress assessments and adjustments based on emerging data trends.
- **Outcome Metrics:** Develop clear metrics for success tied to each strategic principle, such as reductions in crime rates, increased public confidence, and improved community engagement.
- **Annual Reporting:** Produce comprehensive progress reports to be shared with the Safer City Partnership Board, public stakeholders, and co-opted participants. Reports should highlight achievements, challenges, and planned next steps.
- **Feedback Integration:** Use community and stakeholder feedback to refine strategies, ensuring the partnership remains responsive to evolving needs.
- **EEDI:** The Safer City Partnership will track whether actions are reaching and benefiting all groups, particularly those most at risk or marginalised. Community feedback, lived experience, and frontline insight will be used alongside quantitative data to understand impact. Any significant service change or newly commissioned activity will be assessed using the City Corporation's Equality Impact Assessment process to ensure compliance with the Public Sector Equality Duty and best practice in inclusive service design.

### *Communication and Engagement*

The Safer City Partnership is committed to ensuring that this strategy and associated materials are accessible and inclusive. We will work to ensure that content is available in plain language and appropriate formats, and that messages are tested through engagement with a diverse range of stakeholders. Our public-facing materials will include a clear commitment to equity, equality, diversity and inclusion, ensuring transparency and reinforcing our shared ambition to be a partnership that serves and reflects the needs of all City communities. The Safer City Partnership will also strengthen collaboration with the Corporate Strategy and Performance Campaigns and Engagement team to embed inclusive design and messaging into communications and ensure that all communities are reached and represented. The Safer City Partnership also recognises the expertise of the Corporation's EEDI team and will continue to draw on their guidance to embed inclusive practice across all areas of work.

### **Conclusion**

The Safer City Partnership Strategy 2025-2029 provides a clear roadmap for fostering safety, inclusion, and resilience in the City of London. By focusing on prevention, collaboration, and intelligence-led actions, this strategy aims to create a safer, more secure environment for all who live, work, and visit the City of London.

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## Appendix 2

### Safer City Partnership Draft Strategy 2025–2029: Consultation Feedback Report

#### Introduction

1. This report summarises the feedback received through the public and stakeholder consultation on the draft Safer City Partnership (SCP) Strategy 2025–2029. The consultation aimed to gather views from a broad cross-section of the community—including residents, workers, businesses, and voluntary and community sector (VCS) organisations—on the proposed strategic priorities and actions set out in the draft strategy.
2. The SCP strategy outlines a multi-agency approach to tackling crime, anti-social behaviour, and vulnerabilities in the City of London, and is aligned with the City of London Police’s Policing Plan 2025–2029. Recognising the importance of community insight, the consultation was designed to test whether the strategy’s priorities resonated with local experiences, and to identify opportunities for further alignment, clarity, and action.
3. This report presents the key themes that emerged from the consultation, including both city-wide priorities—such as the need for more visible policing, improved lighting, and clearer communication—and group-specific concerns from residents, workers, and business representatives. It also outlines how the SCP will respond to the feedback, ensuring the final strategy is shaped by those who live, work, and operate in the Square Mile.

#### Consultation Approach

4. The SCP public consultation launched on **13th March 2025** via an online engagement page. Feedback was sought from residents, workers, businesses, and voluntary and community sector (VCS) organisations. The consultation was promoted through a wide range of channels—including direct emails, drop-in events, and public information points—to ensure broad accessibility and engagement. While the response rate was low, with only 12 online submissions and no in-person contributions, this is not considered reflective of the consultation method itself, which was robust. The reasons for low participation may warrant further exploration ahead of future strategy consultations. Consultation included:

- **Businesses:** Shared with Safer Business Network, BIDs (through Primera) and Don Randall Associates.
- **Residents:** Consultation link shared through a resident email mailout on **1st and 2nd April**. This included invitations to attend two resident drop-in sessions:
  - Golden Lane Community Centre: 17th April 2025, 10:00 – 12:00
  - Portsoken Community Centre: 24th April 2025, 10:00 – 12:00
- **VCS Groups:** Consultation shared via Hackney CVS's VCSquared bulletin, with additional drop-in sessions promoted:
  - Portsoken: Tuesday 1st April, 10:00 – 12:00
  - Golden Lane: Wednesday 16th April, 10:00 – 12:00
- **Flyers with QR Codes** to the consultation page were distributed at:
  - City Information Centre
  - Guildhall Art Gallery
  - Billingsgate Roman House & Baths

## Summary of Feedback Received

5. Feedback was collected from three key groups: residents, workers, and business representatives. (See a fuller breakdown on the feedback with quotes at the bottom of this report). The main themes raised were:
  
6. **Residents:**
  - Requests for **more visible policing**, especially in estates and areas affected by nightlife.
  - Concerns about **reduced feelings of safety**, with specific examples of break-ins and theft.
  - Calls for **better engagement with residents not part of formal associations**.
  - Support for **CCTV expansion and improved lighting**.
  - Desire for **clearer communication** and ongoing updates from SCP and City Police.



## 7. Workers:

- Emphasis on **transport safety**, especially during evening commutes.
- Support for **awareness campaigns** and visible signage about where to get help.
- Requests for better coordination between **Police, SCP, and businesses**.
- Interest in **crime prevention training** for workers in hospitality and retail.
- Suggestions including **broken windows theory** to address visible disorder early.

## 8. Businesses:

- Support for a **more visible policing presence**.
- Call for **business inclusion in city-wide prevention efforts**.
- Requests for a **city-wide Business Crime Reduction Partnership (BCRP)**.
- Support for use of **CSAS accredited wardens**.
- Need for **better communication about crime trends and SCP initiatives**.
- Appreciation for SCP's efforts to tackle shoplifting and fraud.

9. These themes reflect a city-wide desire for greater visibility, transparency, and community-centred safety planning. They also highlight the role of the SCP in filling gaps not covered directly by the Police Plan, particularly around **engagement, inclusion, and messaging**.

## How the Consultation Feedback Has Been Used

### Clarified Roles: SCP vs. Police Plan vs. Joint Work

10. The table below has been used to understand what actions are currently being undertaken, or could be undertaken as part of the SCP Strategy.

<b>Feedback Theme</b>	<b>Lead Responsibility</b>	<b>Joint Working</b>	<b>Related Action/Notes</b>
<b>Visible police presence and patrols</b>	City of London Police	SCP supports with community priorities	Expanding via hotspot policing and additional government funding for neighbourhood police officers.
<b>CCTV and improved lighting</b>	City of London Corporation	Police support through hotspot analysis	Measure in Serious Violence Strategy refresh to review CCTV coverage across identified crime hotspots. Includes recommendations to the Destination City Programme on incorporating safety considerations—such as lighting and CCTV—into the design of new pedestrian walkways. In parallel, the Corporation recently invested £16 million in a new CCTV network as part of the Secure City Programme
<b>CSAS-accredited wardens</b>	SCP/City of London Police	SCP evaluates Parkguard service	CSAS accreditation secured for Parkguard, expanded patrols under hotspot policing grant already in train
<b>BCRP coordination and support</b>	City of London Police	To be included within SCP approach	City Police already developing plans for a City-wide BCRP with City BIDs
<b>Broken Windows Theory<sup>1</sup> (situational prevention)</b>	SCP	Police endorse where relevant	SCP integrates into environmental strategy (e.g. CPTED); Police to identify disorder trends for targeted action
<b>Public communication</b>	SCP	Police assist with amplification	SCP leads on content, branding and scheduling; Police distribute through

<sup>1</sup> *The Broken Windows Theory, proposed by James Q. Wilson and George Kelling, posits that visible signs of disorder and neglect, such as broken windows, graffiti, and litter, can signal a lack of social control and encourage further crime and antisocial behaviour. The theory suggests that addressing these minor issues promptly can prevent a decline into more serious crime.*

<b>and safety messaging</b>			patrols, newsletters, and public engagement platforms
<b>Victim support services</b>	SCP	Police, Community and VCS	Police deliver direct services via Victims Strategy; SCP ensures community and VCS pathways are aligned and promoted
<b>Engagement with 'unaffiliated' residents</b>	City of London Police	City of London Corporation	Significant recent CoLP work on resident & community engagement involving Corporation
<b>Transport hub and night-time economy safety</b>	City of London Police	British Transport Police	Hotspot response grant heavily focused on NTE safety in place; transport safety should involve British Transport Police for tube/train incidents occurring in the City
<b>Crime trend monitoring and data sharing</b>	Joint	Joint dashboard and analysis coordination	Ideal to have shared dashboards/visualisations but analytical capacity in SCP remains a significant barrier

## **Actions taken forward into SCP Strategy 2025 - 2028**

11. Much of the work highlighted through the consultation is already well underway, including initiatives around CCTV (via the Safe City programme), improved lighting, and community engagement. As such, the priority for the Safer City Partnership is not to introduce new actions, but to significantly enhance public awareness of these efforts. By focusing on transparent and proactive communication, we aim to ensure that the public is not only safer but also better informed about the work being done to protect and support them.

## **Communication and Engagement**

12. These actions focus on promoting transparency, clarifying roles, and connecting people with services and events already available.

## ► Promote Existing Engagement Opportunities

- **Enhance promotion of current forums and include clear ways to engage** - such as *Question Time*, where the Corporation and Police take questions from the public—so residents and workers know when and how to engage.

*“More meetings.”*

*“Attend and consult via resident association meetings.”*

- **Improve visibility and accessibility of engagement routes for ‘fringe’ residents and non-traditional stakeholders**, including those outside estate structures (e.g. short-term renters, faith groups, small businesses).

*“Us ‘fringe’ residents who don’t belong to a group, association or estate...”*

*“Just keep more in touch... and more bold moves...”*

## ► Increase Public Awareness of Existing Initiatives

- **Publicise the Safe City CCTV programme**, a joint Corporation–Police initiative enhancing coverage in crime hotspots and provide clear messaging on what improvements are being made.

*“Needs to be more CCTV in the streets...”*

- **Promote appropriate Corporation feedback channels**, and share information about how lighting is being considered in pedestrian and urban design plans (e.g. via Destination City).

*“Make sure all bus stops are well lit...”*

- **Raise visibility of existing safety campaigns** (e.g. theft, ASB, and VAWG prevention), ensuring public messaging is clear, consistent, and well-branded.

*“Make the safety initiatives prominent...”*

*“The sticker on Leadenhall St pavement re phone theft occurring – really good/bold.”*

- **Clarify the respective roles and responsibilities of SCP, City of London Corporation, and City Police** through accessible signage, web content, and printed materials.

*“Could explain what the corporation does versus the police...”*

## ► Improve Communication around Victim and Community Services

- **Promote awareness of existing victim support services**, particularly those delivered through the community and voluntary sector, ensuring pathways for reporting and accessing help are well publicised.

*“Supporting victims to report crimes and information on how to do this.”*

## Narrative Feedback Summaries with Quotes

### Residents (3 responses)

- **Visibility and policing:** “More visible police presence (patrols on foot).” / “More policemen on the street.”
- **Decline in safety:** “Over the last couple of years [we] have felt less safe...” / “Pubs/bars on our road (Creechurch Lane) are now regularly broken into/robbed.” / “Supermarkets on Fenchurch/Houndsditch have had to install security screening...”
- **CCTV and lighting:** “Needs to be more CCTV in the streets rather than just relying on buildings’ own security systems...”
- **Communication and engagement:** “Just keep more in touch... and more bold moves...” / “More meetings.” / “Attend and consult via resident association meetings.”
- **Inclusion:** “Us ‘fringe’ residents who don’t belong to a group, association or estate... plus hotel and apart-hotel operators, Airbnb et al, churches... Lime bikes operators et al...”
- **Prevention campaigns:** “The sticker on Leadenhall St pavement re phone theft occurring – really good/bold. Should be promoted.”

### Workers (8 responses)

- **Public safety and visibility:** “Make sure all bus stops are well lit...” / “As a visitor... I would not have known where to go for help if I had problems... something should have been displayed in the station on exit...”
- **Prevention campaigns and messaging:** “Make the safety initiatives prominent for people travelling into the City...”
- **Role clarity:** “Could explain what the corporation does versus the police and other organisations.” / “Better communication.”

- **Strategic suggestions:** “A city wide BCRP to coordinate activity.” / “Target hardening to prevent crime, broken windows theory.” / “Continued joint campaigns with the police.”
- **Victim support:** “Supporting victims to report crimes and information on how to do this.”

### **Businesses (1 response)**

- **Strategy endorsement:** “Good to see continued support to prevention of violence against women and girls (Our Safer City).”
- **Awareness and communication:** “Be good to invite businesses in to share what's happening across the City as 'awareness' remains a challenge.” / “Better communication about safety trends and emerging risks.”
- **Partnerships and prevention:** “More visible police presence (patrols on foot)” / “Training and support for businesses and VCS staff on safety and crime prevention.” / “Stronger coordination between SCP, businesses, and VCS organisations.” / “A BCRP, maybe CSAS accredited wardens.”

## City of London Corporation Committee Report

<b>Committees:</b> Crime and Disorder Scrutiny Committee Safer City Partnership	<b>Dated:</b> <b>29 May 2025</b> <b>30 May 2025</b>
<b>Subject:</b> Safer City Partnership Strategy 2025 – 2029: Delivery Plan and Groups	<b>Public report:</b> CDSC For Information SCP For decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>Delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>Delivers SCP statutory duties</b></li> </ul>	Vibrant Thriving Destination Providing Excellent Services
<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>	
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of: Judith Finlay – Executive Director of Community and Children's Services and Helen Isaac, City Police Chief Superintendent</b>	
<b>Report author: Valeria Cadena – Community Safety Manager, Community and Children's Services</b>	

## Summary

The Safer City Partnership (SCP) Strategy for 2025 - 2029 outlines a comprehensive approach to ensuring the City of London remains a safe and welcoming place for all. This document explains how the strategy will be delivered and details the various delivery groups involved.

## Recommendation

Members are asked to:

- Note the report – Crime and Disorder Scrutiny Committee
- Approve the 2025 – 2029 Strategy – Safer City Partnership

# Main Report

## Background

1. The Safer City Partnership (SCP) Strategy for 2025 - 2029 will be the main instrument used by the Safer City Partnership Strategy Board to address crime, disorder, and vulnerabilities through collaborative efforts that benefit all communities in the Square Mile. This document explains how the strategy will be delivered and details the various multi-agency delivery groups involved in this pivotal collaborative work.

## Delivery Mechanisms

2. The SCP Strategy will be delivered through a coordinated approach involving multiple delivery groups, each focusing on specific areas of the strategy. The key components of the delivery mechanism include:
  - 2.1. **Strategic Assessments and Partnership Plans:** The SCP Strategy Board is responsible for preparing strategic assessments and implementing partnership plans. These plans will be based on data-driven insights and community feedback to address the most pressing safety concerns. These assessments will also guide the ongoing work and therefore contribute to changes and modifications of actions included in the plans.
  - 2.2. **Information Sharing:** Effective information sharing between Responsible Authorities and Co-operating or Participating Persons is crucial for the successful delivery of the strategy. This ensures that all stakeholders are informed and can collaborate effectively.
  - 2.3. **Quarterly Monitoring and Reporting:** The SCP Strategy Board will hold quarterly forums to monitor progress, address challenges, and ensure that the strategy remains on track. These forums will provide an opportunity for stakeholders to review performance and make necessary adjustments.

## Delivery Groups

3. The SCP Strategy is structured around three overarching priorities that will be applied across the work of the delivery groups and SCP Partners: The SCP Strategy will be implemented through four key delivery groups, each with specific responsibilities and objectives. The delivery groups will be chaired by officers in senior positions such as the Corporation Directors or Assistant Directors and/or City Police Chief Inspector or above. This will provide reasonable level of authority to make decisions into plans and operations. The key delivery groups include:
  - 3.1. **Anti-Social Behaviour (ASB) Delivery Group:** This group focuses on addressing issues related to anti-social behaviour, such as noise disturbances, public disorder, and environmental offences. It aims to implement community-driven and multi-agency solutions to enhance community cohesion and quality of life. This group meets bi-monthly, and it's chaired by Ian Hughes Director of City Operations.



- 3.2. **Violence Against Women and Girls (VAWG) Delivery Group:** This group focuses on addressing issues related to violence against women and girls including domestic abuse. It meets quarterly and aligns its efforts with other relevant strategies to ensure a comprehensive approach. The chair of the meeting is Rachel Talmage, Head of Children Social Care, and the deputy chair is Caroline Hay, City Police Chief Inspector.
- 3.3. **Serious Violence (SV) Delivery Group:** This group is dedicated to preventing and reducing serious violence through proactive measures, including education, outreach, and enforcement. It works closely with schools, community centres, and law enforcement agencies. It's chaired by the City Police Chief Inspector Lorenzo Conigliaro and meets monthly.
- 3.4. **Acquisitive Crime (AC) Delivery Group:** This group addresses issues related to acquisitive crime, particularly theft. It focuses on environmental prevention, deterrence, and multi-agency working to reduce the incidence of acquisitive crime in the City of London. This will be a new group and therefore actions in the delivery plans are still being discussed. It will be chaired by the City Police Chief Inspector Paul Southam.

## SCP Strategy Overarching Principles

- 4. The SCP Strategy is structured around three overarching principles that will be applied across the work of the delivery groups and SCP partners:
  - 4.1. **Effective and Accountable Partnerships:** The SCP aims to build strong, transparent, and inclusive partnerships capable of tackling complex and cross-cutting issues. This includes regular engagement between strategic leads, clear public-facing accountability, and strengthening the visibility of partner roles.
  - 4.2. **Evidenced and Intelligence-Led Action:** By prioritising evidence and intelligence-led approaches, the SCP aims to target interventions more effectively and monitor trends over time. This ensures that partnership resources are directed where they can have the most impact.
  - 4.3. **Prevention-Focused Interventions:** Addressing the root causes of crime requires proactive measures and community engagement. The SCP champions a preventative approach—acting early to reduce risk, change behaviours, and promote safer environments.

## Strategic Alignment

- 5. The SCP Strategy aligns with the City of London Police's Policing Plan 2025–2028. Both share a common commitment to keeping the City safe, inclusive, and resilient, with a particular focus on prevention, victim support, and community engagement. The SCP contributes directly to the delivery of the Policing Plan by supporting vulnerable groups,

using shared data and evidence to inform problem-solving, and amplifying the voice of communities through engagement and partnership accountability.

### **Governance and Implementation**

6. The SCP will use project management frameworks to delineate responsibilities and ensure efficient coordination. Regular update reports to the Crime and Disorder Scrutiny Committee will review performance, focusing on outcomes and holding members accountable. The SCP will also explore additional funding streams and integrate funding discussions into partnership reviews to ensure the long-term viability of key initiatives.

### **Monitoring and Evaluation**

7. The SCP will conduct regular evaluations against SMART objectives, involving all statutory members. Clear metrics for success will be developed, tied to each strategic priority, such as reductions in crime rates, increased public confidence, and improved community engagement. Annual progress reports will be shared with the SCP Board, public stakeholders, and co-opted participants.

### **Communication and Engagement**

8. The SCP is committed to ensuring that this strategy and associated materials are accessible and inclusive. Public-facing materials will include a clear commitment to equity, equality, diversity, and inclusion, ensuring transparency and reinforcing the shared ambition to serve and reflect the needs of all City communities.

### **Corporate & Strategic Implications**

9. *Strategic implications* – the proposal delivered to the Corporate Plan 2024-2029
10. *Financial implications* – TBC
11. *Resource implications* – A resourcing plan for the 5-year strategy will be developed taking into account core budgets and opportunities to seek external grant funding.
12. *Legal implications* – The SCP Strategy 2025-2029 delivers our statutory commitment to prepare and deliver local strategies to prevent and reduce crime, established in the Crime and Disorder Act 1998.
13. *Risk implications* – none
14. *Equalities implications* – The Strategy is underpinned by the City Corporation's Equality Objectives 2024–2029 and a shared commitment to equity, equality, diversity, and inclusion. The SCP recognises that safety and the perception of safety are not experienced equally across communities. Through this strategy, the SCP will work to ensure that all residents, workers, and visitors—regardless of identity, background, or circumstances - feel seen, heard, and safe.

15. Climate implications – none.

16. Security implications – none.

## **Conclusion**

17. The Safer City Partnership Strategy 2025 - 2029 provides a clear roadmap for fostering safety, inclusion, and resilience in the City of London. By focusing on prevention, collaboration, and intelligence-led actions, this strategy aims to create a safer, more secure environment for all who live, work, and visit the City of London.

## **Appendices**

- None

## **Valeria Cadena**

Community Safety Manager

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## City of London Corporation Committee Report

<b>Committees:</b> Crime and Disorder Scrutiny Committee Safer City Partnership	<b>Dated:</b> 29 May 2025 30 May 2025
<b>Subject:</b> Community Safety delivery in the City of London	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> </ul>	Vibrant Thriving Destination Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£tbc
<b>What is the source of Funding?</b>	tbc
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	No – but this process is in train
<b>Report of: Judith Finlay – Executive Director of Community and Children's Services</b>	
<b>Report author: Simon Cribbens – Assistant Director, Community and Children's Services</b>	

### Summary

This report describes the need for an expanded and changed Community Safety function within the City Corporation to respond to changing demands and context, and to mitigate the strategic and operational constraints of the current model. It proposes a direction of travel, in which an expanded function strengthens the ability of the City Corporation to fulfil its partnership working with the City of London Police to tackle crime and disorder.

### Recommendation

Members are asked to:

- Note the report.

### Main Report

### Background

1. Community Safety is a partnership approach to reduce crime and disorder in local communities, requiring both strategic and operational input from partners – notably the local authority and local police.
2. The strategic underpinning of this approach was formalised by the introduction of 'Community Safety Partnerships' in the Crime and Disorder Act 1998 to bring together local partners to formulate and implement strategies to tackle crime, disorder and antisocial behaviour (ASB) in their communities.
3. A Community Safety Partnership is made up of representatives from the police, local authority, and the fire, health and probation services (known as responsible authorities). It works on the principle that no single agency can address all drivers of crime and antisocial behaviour. In the City of London the partnership is known as the Safer City Partnership (SCP).
4. Local authorities are the key drivers and co-ordinators of these local strategies and carry a range of legal duties in this area. Almost every local authority in England and Wales will deliver its community safety responsibilities through a dedicated Community Safety Team (CST). The size and role of such teams will vary depending on local drivers and priorities. Roles include facilitating the statutory strategic partnership, devising complex multi-agency plans and strategies, commissioning of the local strategic assessment of crime and disorder, engaging communities, and providing an operational response to a broad variety of issues from ASB to preventing serious violence.
5. Local authorities have a range of powers – such as Community Protection Notices and Public Space Protection Orders - that enable them to operate alongside or in co-ordination with the police to tackle issues such as ASB.
6. As with any other local authority, the City Corporation must comply with a broad range of statutory functions both in terms of its provision of a Community Safety Partnership and a variety of other legislation including, but not limited to, Prevent, Serious Violence and Domestic Abuse.

## **Current Position**

7. The City Corporation spends £0.43m annually on Community Safety and has the smallest community safety function in London. The average local authority spend in the capital on Community Safety is £2.7m. This reflects the unique characteristics of the City of London, with a very small resident population and large daytime working population. The City is also unique in London in having its own police force and Police Authority Board.
8. The Square Mile does not share the scale and breadth of issues experienced in other London local authority areas. However, many of the crime and disorder issues facing the City are common across local authorities with significant business districts and night-time economies - including theft, aggressive begging, alcohol-related crime and disorder, and violence against women and girls.

9. The current resourcing and established structure of the City Corporation's CST (one manager, three community safety officers and administrative support) reflects a historic approach which focusses on the strategic and co-ordinating roles and functions. The operational response to issues such as ASB has rested with the police, or those services within the City Corporation that exercise specific powers such as those in relation to noise, licencing and ASB on housing estates.
10. The CST sits within the Department of Community and Children's Services, but works across and delivers alongside services in other departments – particularly City Operations, Port Health and Public Protection and the Police Authority Board.
11. The Community Safety function is being delivered in a changing context. There has been a significant and continuing growth in the nighttime economy with which much of the City's ASB and crime and disorder is associated. The City has also seen a significant increase in encampments of rough sleeping – with which there are also associated ASB issues.
12. In this changing environment there has been a growing expectation on the team to respond more tactically and operationally. The constraints of the current model – and the limitation that imposes on the team - have caused frustration with partners, notably the City of London Police.
13. Changing demand and needs has not been met with changed resource. Therefore, the CST has been unable to deliver to the level it wishes to, and that would best meet community and partner needs. It presents the risk that the City Corporation could fall short of meeting all its statutory duties, or providing adequate protection or prevention in some crime and disorder issues.
14. There has also been a growing focus, including by central Government, on the issue of reducing violence, and violence against women and girls in particular. These are priorities under the current SCP strategy. There is a good deal of activity in this space in the City. But the crime figures are going in the wrong direction (the City Police reported to the most recent Strategic Planning and Performance (Police) Committee in February 2025 that violent crime in the City has increased by an average of 9% each quarter since Q3 2022/23, with violence against women and girls increasing by an average of 3% per quarter over the same period. Volumes of rape and other sexual offences are currently 38% higher than the high crime year of 2019/20.
15. It remains the case that compared with other areas of the country, the City is a safe place – and is not blighted by some of types of crime (such a knife crime) which other local authorities experience. The City's small population and low levels of crime and disorder have mitigated this risk. However, there is need for the City Corporation – through its CST – to play a fuller part in contributing to a truly effective partnership approach with the City Police to ensure that the City remains safe, and that residents, workers and visitors feel safe.

16. In response to the challenges set out, a review of the CST's partnership working with the City Police was commissioned to identify how the CST can effectively fulfil its statutory and operational responsibilities while maintaining a productive partnership with the City Police.

### **Review of partnership working with City of London Police**

17. The review was undertaken by a specialist community safety consultant who had previous knowledge and experience of the city's community safety delivery.

18. In its summary the report concludes that:

*The City Corporation needs to consider its preferred direction for the CST. If the expectation upon the CST is to remain – that is, to fulfil the entirety of the strategic and operational tasks incumbent upon any London local authority – then the Corporation must resource the CST adequately. This is not just a matter of funding additional posts, but to invest in the training and support of existing staff and processes to ensure they are able to deliver the entirety of the required functionality.*

19. The report highlights three key areas of development.

**Operational response to issues of ASB:** *Operational activity, in particular around ASB, is causing the most friction between partners as the team is expected to have similar resourcing levels to other community safety teams in London and the surrounding area. Currently, this is not the case.*

**Analytical capacity:** *The lack of analytical capacity is a severe issue for the CST and wider partnership. The CST has had limited access to analytical products and unlike other City and COLP partners. As a result, there is no analytical resource to influence strategic commissioning, partnership activity, or problem solving, and little in the way of evaluation or performance management as a result.*

**Engagement:** *Engagement with business and residential communities by the CST is lacking due to the capacity issues outlined above, and there is a need for better collaboration to address crime and disorder issues, both in terms of a short-term tactical response, and in long term strategic planning to address future risks.*

20. The report concludes that the CST's operational delivery is challenged by a lack of resources; as a result, there is a focus on strategic work rather than actual delivery. It notes that:

*There is a case to be made for the CST to become a purely strategic function, supporting the SCP, administering subgroups, and commissioning services through both direction setting and procurement; and leaving operational activity to either be administered by the City of London Police or by another department*



*within the City Corporation, although this might fragment the City Corporation's approach to an even greater extent.*

21. However, the report recommends an enlarged CST that resources both strategic and operational activity.

## **Proposals and next steps**

22. A report to the City Corporation's Senior Leadership Team in March set out the case for developing the Community Safety function - and therefore the CST - to enable it to meet operational and strategic needs, and strengthen its capacity to work with key partners, especially the City of London Police. The report – and the approach it recommends – received strong support.
23. The CST also successfully bid for Proceeds of Crime Act funding to secure an additional one-year post. This role will focus on ASB associated with hotspots and encampments of street homeless people – and other street based ASB issues. The officer – who has already joined the team – will work closely with colleagues across the City Corporation and the City Police.
24. Officers will work with the Chamberlain and Members to seek additional resourcing to respond to the recommendations of the review and deliver the ambition of the CST to work more closely with the City Police. It is estimated that recommended level of resourcing could cost £220,000 per annum. However, this figure is indicative, and further work will be necessary to define the exact requirements.

## **Corporate & Strategic Implications**

25. *Strategic implications* – the proposal deliver to the Corporate Plan 2024-2029 and the Safer City Partnership Strategy.
26. *Financial implications* – it is estimated that additional roles and functions within the CST could cost £220,000.
27. *Resource implications* – an expanded CST role may require greater support from the City Corporation's legal team and communications team.
28. *Legal implications* – increased capacity, and closer working with the City Police, will strengthen the City Corporation's ability to meet its legal duties. The City Corporation must comply with a broad range of statutory functions both in terms of its provision of a Community Safety Partnership and a variety of other legislation including, but not limited to, Prevent, Serious Violence and Domestic Abuse.
29. *Risk implications* – The under-resourcing of the CST creates a risk – both to the community and the City Corporation – that the City Corporation may fail to meet

its statutory duties, or provide adequate protection or prevention in some crime and disorder issues. These both present a reputational risk.

30. *Equalities implications* – effective community safety provides a positive impact on people protected by existing equality legislation, some of whom are overrepresented among those impact by crime and disorder.

31. Climate implications – none.

32. Security implications – none.

## **Conclusion**

33. This report emphasizes the need for an expanded and changed Community Safety function within the City Corporation to respond to evolving demands and context. It highlights the importance of strengthening the partnership with the City of London Police to tackle crime and disorder effectively. The report recommends an enlarged Community Safety Team (CST) that resources both strategic and operational activities to ensure the City Corporation can fulfil its statutory duties and provide adequate protection and prevention in crime and disorder issues

## **Appendices**

- None

## **Simon Cribbens**

Assistant Director – Commissioning and Partnerships

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## City of London Corporation Committee Report

<b>Committee(s):</b> Crime and Disorder Scrutiny Committee – For information	<b>Dated:</b> 29/05/2025
<b>Subject:</b> Serious violence sub-group and hotspot response grant update	<b>Public report:</b> For information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• provides statutory duties</li> </ul>	It delivers Serious Violence Duty legislation
<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 Clerks' Department, City Police Commissioner
<b>Report author:</b>	Charles Smart

### Summary

The slide pack at Appendix 1 sets out the regular update on the work of the Safer City Partnership's serious violence sub-group, which is implementing the Serious Violence Duty in the City. The same update is presented in parallel to this committee and the SCP Board on 30 May. It also updates on plans for 'hotspot response' grant-funded initiatives in 2025/26.

As the slides at Appendix 1 and the 'strategy refresh' published earlier this month (see footnote below) detail progress on strategy delivery, updated analysis on serious violence, and the City's strategic approach, this cover report focusses on providing supplementary background information.

### Recommendation(s)

Members are asked to:

- Note the report.

# Main Report

## Background

1. Legislation introduced in 2023 requires all local areas to develop and implement multi-agency strategies to reduce serious violence – the Serious Violence Duty. The City developed its strategy within the Safer City Partnership (SCP) – our local community safety partnership whose membership encompasses the same agencies required to collaborate under the Duty (such as police, health, probation, fire and rescue).
2. Our initial strategy was published in January 2024 and – as the slides at Appendix 1 summarise and as the updated ‘refresh’<sup>1</sup> sets out in full detail – has as of May 2025 been largely delivered.
3. Legislation requires local strategies to be ‘refreshed’ annually and the City’s ‘refresh’ was published in May 2025 (see footnote above), containing updated analysis on serious violence, a review of whether strategic priorities remained correct in light of these (concluding that they do), and nine additional measures to make progress on these priorities. Again, these are summarised in the slides at Appendix 1 and detailed in full in the published strategy.
4. The main change in approach has been more focus on additive, collaborative ‘partnership’ actions. The initial strategy included measures that were the sole responsibility of one partner agency (such as to increase police engagement with the hotel sector) and some which the Partnership was ‘monitoring’ but not itself delivering (such as the City Police’s implementation of Op Soteria, the national programme to improve investigation of rape and serious sexual offences).
5. The refreshed strategy was developed concurrently with the new (2025-28) Policing Plan, which sets out new ‘policing-only’ action on serious violence. It was also developed alongside the wider Safer City Partnership strategy, which has sought to delineate more clearly between action on ‘serious violence’ and on ‘violence against women and girls’ (another SCP priority). As such the refresh measures have, in practice, a narrower scope.
6. On ‘hotspot response’, the City received £1 million grant funding from the Home Office in 2024/25 to implement visible policing and ‘uniformed presence’ initiatives to reduce serious violence and anti-social behaviour. Technically, this lies outside of the Safer City Partnership (it is a joint Police Authority-City Police project) but it links closely to the Serious Violence Duty so is referenced both in the slides here and in the SV Duty refresh for information.
7. In 2025/26, the City has again received £1 million grant funding and the proposed use of this is summarised in the slides at Appendix 1.

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<sup>1</sup> Published May 2025 and available [here](#)

## **Current Position**

8. On the Serious Violence Duty, as above a refreshed strategy has been published this month and implementation will commence from June, overseen by the SCP's serious violence sub-group and reported on both to this committee and to the SCP Board. Members are encouraged to review the published refresh (see footnote above) for full detail, including the current position on the volume and nature of serious violence in the City.
9. On the 'hotspot response' programme, plans for 2025/26 have been agreed internally and submitted to the Home Office. Quarter 1 of the financial year (Apr-Jun) is a transition period as the programme shifts from the 2024/25 initiatives (summarised at Annex B of SV strategy refresh, see footnote above) to the 'problem-oriented' approach of 2025/26 (under which funding is being allocated more flexibly across a range of serious violence and anti-social-behaviour 'problems' – as summarised in the slides at Appendix 1 of this report).

## **Key Data**

10. Detailed updated analysis on serious violence in the City is set out in the published SV Duty refresh, see footnote above.

## **Corporate & Strategic Implications**

Strategic implications – The SV Duty and the hotspot response programme seek to make the City safer, and so support the Corporate Plan outcome of making the City a vibrant, thriving destination.

Financial implications – None. SV Duty and hotspot response measures are fully-funded.

Resource implications – SV Duty and hotspot response programmes both entail additional administrative work from the Corporation and partner agencies, but these are within resource capacity.

Legal implications – Delivery of SV Duty fulfils legislative requirement on the Corporation and public-sector partners

Risk implications – SV Duty and hotspot response both seek to reduce risk of violence and anti-social behaviour in the City, with the SV Duty having a specific priority focus on identifying and mitigating threats from a changing City.

Equalities implications – SV Duty has a specific priority focus on reducing sexual and domestic violence. While this is regardless of sex, gender, or sexual orientation, it should be noted that victims of these offences are predominantly (76%) female. Members will note that the Safer City Partnership has a separate focus on tackling violence against women and girls more specifically.

Climate implications – none.

Security implications – SV Duty and hotspot response seek to make the City more secure, in terms of reduced violence.

## **Conclusion**

11. The serious violence sub-group is, through its refreshed Serious Violence Duty strategy, embedding a partnership approach to violence reduction in the City. This is complemented strongly by the hotspot response programme, providing significant additional activity to reduce and prevent violence.

## **Appendices**

- Appendix 1 – *Serious violence sub-group and hotspot response 2025/26 update*

### **Charles Smart**

Policy Officer, Police Authority team, Town Clerk's department

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# Serious violence sub-group and hotspot response 2025/26 update

May 2025

# Summary

- **Serious Violence Duty 2024/25** – our initial strategy is (more or less) complete
- **Serious Violence Duty 2025/26** – we have completed and published an annual ‘refresh’ with updated analysis and more actions
- **Hotspot response grant 2025/26** - we have again received £1 million grant funding for this, and are now transitioning (over Apr-Jun) to a new ‘problem-oriented’ approach



# 2024/25 SV Duty strategy summary

- Published January 2024
- Three priorities agreed from initial strategic needs assessment:
  - a) Reduce violence in night-time economy (NTE)
  - b) Reduce sexual and domestic violence
  - c) Proactively identify and mitigate threats and risks from a changing City (plus enabling measures on data sharing, analysis, information gathering)
- **21** measures, of which **16** delivered, **1** in progress, **3** deferred or discontinued, **2** are ongoing work delivered by others – *see next slide*

# 2024/25 SV Duty strategy – delivery overview

- **Delivered** measures include a new **Taxi Marshalling** scheme, expanded use of 'Touch DNA' to better identify perpetrators, Corporation becoming a 'Beacon' member of **Employers Initiative on Domestic Abuse**, and a **review of drink-spiking** in the City
- **In progress** measure is establishing a 'future demand group' to identify upcoming threats and issues – this has now met for first time with plan to meet every several months
- **Deferred or discontinued** measures – improved **sharing of health data** and an assessment of **uniformed presence in NTE** are now in 2025/26 refresh, while exploring implementation of 'PIPA' **behavioural change programme** for domestic abuse perpetrators has been discontinued (and, partly, superseded by new partnership with Hackney Domestic Abuse Intervention service)
- **Ongoing work by others** are City Police's **implementation of the national Op Soteria programme** to improve investigation of rape and sexual assault offences (progressing in line with nationally-set timescales) and **review of Violence Against Women and Girls capabilities** (awaiting response to submission to national policing inspector HMICFRS)

*NB – a detailed summary of delivery to date for every measure has been published as an annex to 2025/26 strategy refresh*

# 2025/26 SV Duty strategy summary

- Published May 2025
- Updated analysis – *see next slide* – confirms the three priorities of initial strategy remain right
- **9** new actions, with a more explicit focus on *partnership* activity (i.e. joint delivery)
- Also, no ‘policing-only’ actions this time – these are in 2025-28 Policing Plan
- No change to governance and oversight – monthly meetings of SV sub-group chaired by police authority and City Police leads, reporting to Safer City Partnership

# 2025/26 SV Duty strategy updated analysis

Figure 1 – Serious violence volumes by year – March 2019 to February 2025

Occ Count by 6 Year Groupings

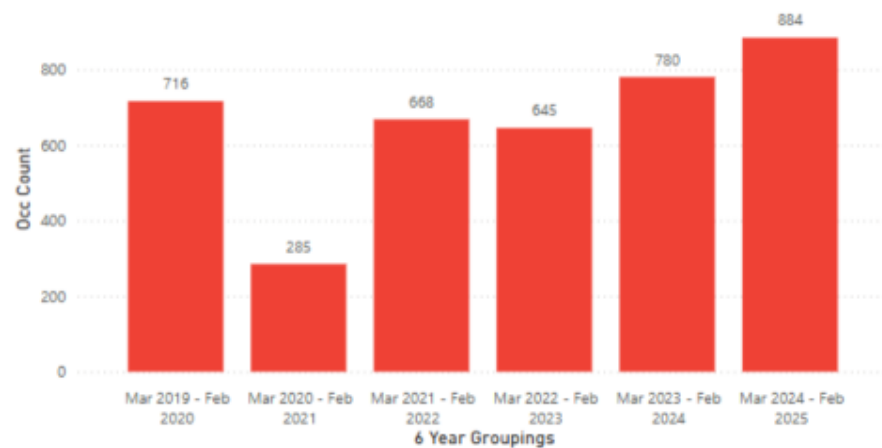
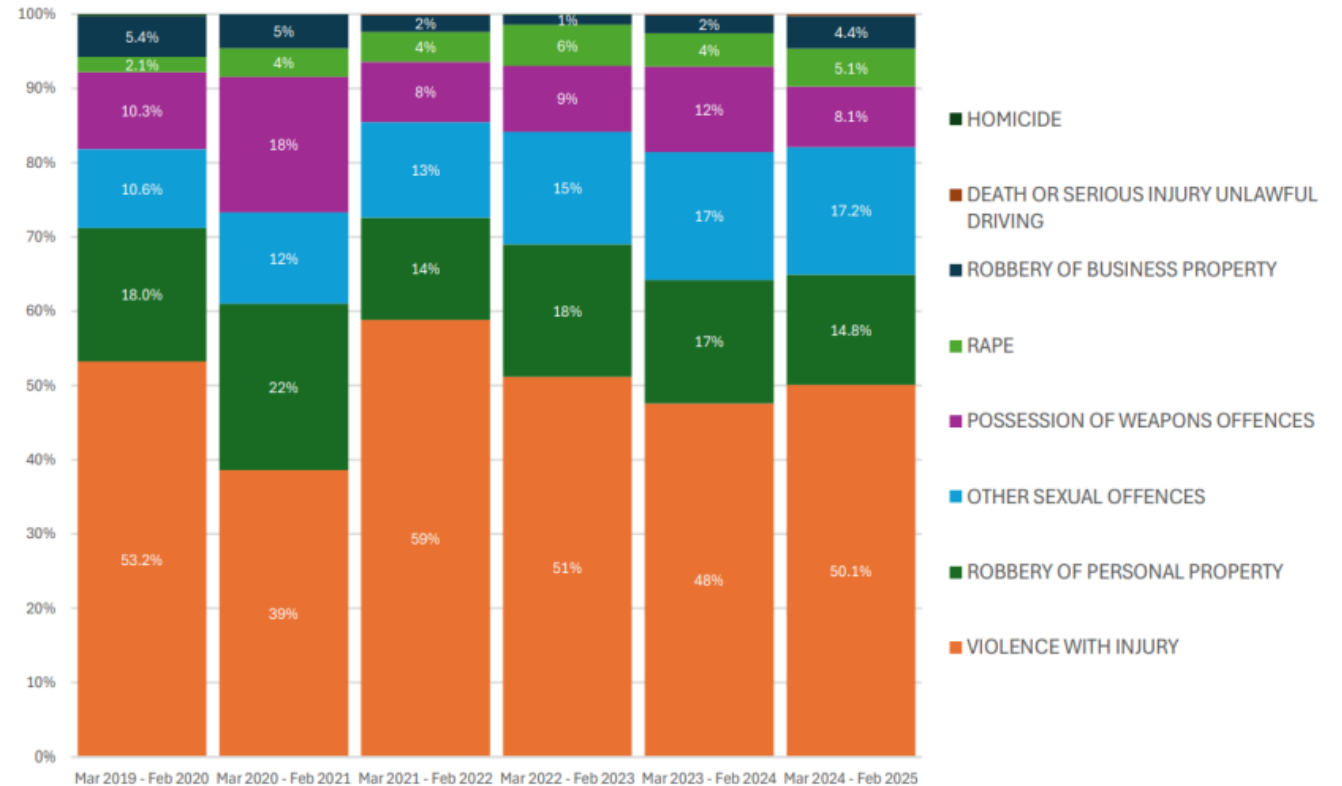


Figure 3 – Shares of serious violence by offence category – March 2019 to February 2025



***In very brief summary = Serious violence is rising but remains low in volume and as a proportion of crime. The types of serious violence are largely unchanged (mainly violence with injury) but sexual offending continues to rise and business robberies have risen too. Serious violence occurs largely in night-time-economy hours and locations. Positive outcome rates (i.e. conviction or other 'disposal') for many types of serious violence have improved significantly year-on-year.***

# 2025/26 SV Duty new measures

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<b>Enabling measures</b>	Seek to improve sharing of ambulance callout and hospital admissions data
<b>Reduce violence in NTE</b>	Review uniformed presence in City's NTE and evaluate 2024/25 hotspot policing impacts
	Commission updated research on City's licensing landscape
	Analyse lighting and CCTV coverage in violent crime hotspots
<b>Reduce sexual and domestic violence</b>	Aim to fund a trial of <i>Circles</i> behavioural change programme for sexual offenders
	Review coverage of domestic abuse screening in City healthcare settings
<b>Threats from changing City</b>	Make detailed assessment of threats and mitigations of higher footfall under Destination City programme
	Deliver specific recommendations on designing pedestrian walkways to reduce violence to DC programme
	Conduct brief risk & threat assessment of serious violence affecting homeless and rough-sleeping communities

# Hotspot response grant 2025/26 – new approach

<i><b>We will target these problems...</b></i>	<i><b>...in these (ward) hotspots</b></i>
<ul style="list-style-type: none"><li>• Violence in the NTE</li><li>• Sexual offending</li><li>• Rough-sleeping-and-begging-related crime and ASB</li><li>• Robbery of personal property including snatch thefts</li><li>• Retail-related ASB and business robbery</li></ul>	<ul style="list-style-type: none"><li>• Bishopsgate</li><li>• Tower</li><li>• Castle Baynard</li><li>• Farringdon Within</li><li>• Portsoken</li><li>• Bread</li><li>• Cheap</li></ul>

- £810k will fund multiple initiatives and activities targeting the above problems – mainly City Police, but with continued funding for Parkguard community safety patrolling too
- £190k will fund project analytical activity (dedicated analyst support, training, and new tools)
- At present (Apr-Jun) we are in ‘transition’ from 2024/25 to 2025/26 initiatives and approach – so above will be operational from 1 July

# Hotspot response 2025/26 – more on new approach

- Officers receiving new problem-solving training have been assigned to each 'problem' to analyse it in detail – this can unlock more ways to use grant funding
- New tech will, in time, automatically track patrol activity in hotspots
- Provisionally, a new 0.5 FTE officer will provide dedicated oversight and project management
- Governance will be reviewed – may no longer be done jointly with SV Duty delivery

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## City of London Corporation Committee Report

<b>Committee(s):</b> Licensing Committee Crime and Disorder Scrutiny Committee	<b>Dated:</b> 06/02/2025 29/05/2025
<b>Subject:</b> Late Night Levy – 12 Month Report (1 Oct 2023 – 30 Sep 2024)	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>provides statutory duties</li> </ul>	Licensing authority duty under the Police Reform and Social Responsibility Act 2011 (as amended by the Policing and Crime Act 2017) to publish information about how revenue raised from late night levy is spent.
<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>	Katie Stewart, Executive Director of Environment
<b>Report author:</b>	Aggie Minas, Licensing Manager

### Summary

A late-night levy ('the levy') has been operating within the City of London since 1 October 2014. This report looks at the tenth year of operation, setting out the number of premises paying the levy, income collected and how that money has been spent to date.

Evidence shows the number of premises liable to pay the levy at the beginning of the tenth levy year, due to their terminal hour for selling alcohol being after midnight, remains the same as the first levy year. The levy is therefore not a barrier to incoming and expanding businesses in the City's night-time economy.

Income from the levy is used to support the management of the night-time economy. It enables the Licensing service to operate its unique risk scheme and its best practice accreditation scheme (Safety Thirst). It is also used by the Environment Department's Cleansing service and City Police to provide additional resources and

targeted support in managing the night-time economy and any alcohol related crime and disorder, anti-social behaviour and public nuisance.

## **Recommendation(s)**

Members are asked to:

- Note the report

## **Main Report**

### **Background**

1. The Police Reform and Social Responsibility Act 2011 introduced the power for licensing authorities to charge a levy to premises that are licensed to sell alcohol after midnight in the authority's area, as a means of raising a contribution towards the costs of policing the late-night economy.
2. On the 28 April 2014 this committee considered a report on the introduction of such a levy within the City of London and recommended to the Court of Common Council on 12 June 2014 that the levy be adopted. The levy was adopted and introduced in the City from 1 October 2014.
3. The levy is applied to all premises selling alcohol after midnight between the hours of 00:01 and 06:00. This includes premises that only sell alcohol after midnight on limited occasions such as New Year's Eve.

### **Current Position**

#### **Premises Liable**

4. In October 2014, when the levy was introduced in the City, there were 308 premises subject to the levy. During the tenth levy year (October 2023 to September 2024) 303 premises were subject to the levy (down from 310 premises in year nine). This indicates that the levy is not a barrier to incoming and expanding businesses in the City wanting to sell alcohol after midnight.
5. Once agreed by the Licensing Authority, the collection of the levy is mandatory and failure to pay must result in a suspension of the licence.

#### **Generated Income**

6. The amount of the levy is prescribed nationally and is based on the premises rateable value. The annual charges for the levy, and weekly equivalents, are set out in the table overleaf:

**Table 1: Levy Payable by Premises**

Rateable Value (£)	Rateable Band	Amount of Levy (£)	
		Annual Levy	Weekly Equivalent
0 – 4,300	A	299	5.75
4,301 – 33,000	B	768	14.77
33,301 – 87,000	C	1,259	24.21
87,001 – 125,000	D	1,365 (2,730*)	26.25 (52.50*)
125,001 +	E	1,493 (4,440*)	28.71 (85.39*)

*\* Where a multiplier applies for premises used exclusively or primarily for the supply of alcohol for consumption on the premises (bands D & E only)*

7. The total amount collected in the tenth levy year, and the apportionment between administration costs, the City Police and the City Corporation, is shown in Table 2 below. The previous three levy years are shown for comparative purposes, along with the projected income for the first half of the eleventh Levy Year.

**Table 2: Levy Income and Apportionment by Levy Year**

Levy Year	Total Collected £000	Admin Cost £000	Police Share (70%) £000	City Share (30%) £000
7 (Oct 20 – Sep 21)	410	15	276	119
8 (Oct 21 – Sep 22)	390	15	263	112
9 (Oct 22 – Sep 23)	458	15	310	133
10 (Oct 23 – Sep 24)	436	15	295	126
11 (Oct 24 – Mar 25) (part year)	173	5	118	50

8. Income from the levy during year eight is a little lower than in previous years. This can be attributed to (a) short-term pandemic effects as hospitality premises were gradually reopening throughout 2021-22 and income is consistent with the trade operating at approximately 70% of pre-pandemic levels at the time, and (b) a 'soft' approach to licence suspensions during the pandemic, allowing premises additional time to pay their annual fees. As a result, some of that income was recovered during the ninth levy year, resulting in the increase in income between levy years eight and nine.
9. Income from levy year ten has returned to a level comparable to pre-pandemic income.

10. Legislation permits a local authority to give a 30% discount on the levy payment for those premises that participate in a best practice scheme. The scheme must show why membership of it is likely to result in a reduction of alcohol-related crime and disorder, there is a requirement for active participation by scheme members and those members who do not participate appropriately can be removed from the scheme. The scheme currently used by the City Corporation is the Safety Thirst accreditation scheme (the scheme).
11. The scheme has been running for many years but was completely revamped in 2014 prior to the levy being adopted. It lays down a set of criteria drawn from the City's Code of Good Practice for Licensed Premises, covering the four licensing objectives that premises must meet to join the scheme. Members of the scheme receive a 30% discount in their levy payments.
12. The number of premises achieving membership of the scheme during 2024 was 75 of which 68 were subject to the levy.
13. The City Corporation are required to spend their allocation of levy money in specific areas namely:
- The reduction or prevention of crime and disorder
  - The promotion of public safety
  - The reduction or prevention of public nuisance
  - The cleaning of any highway maintainable at the public expense within the City of London (other than a trunk road) or any land to which the public are entitled or permitted to have access with or without payment and which is open to the air.
14. Since the late-night levy was introduced in 2014 the total amount collected (as projected to 31 March 2025) is as follows:
- |                        |  |
|------------------------|--|
| Total collected        | £4,582,000                               |
| Administration costs   | £165,000                                 |
| Police share of levy   | £3,091,000 (70% minimum statutory share) |
| City Corporation share | £1,326,000                               |
15. Since the late-night levy was introduced in 2014 the total amount spent by the City Corporation (as projected to 31 March 2025) is as follows:
- |                 |            |
|-----------------|------------|
| Total Spent     | £1,217,000 |
| Unspent balance | £109,000   |
| Total:          | £1,326,000 |
16. The City's current annual committed spend exceeds the forecast annual income. This is due to a combination of inflation price increases, and the City Corporation supporting the Police led partnership initiative Operation Reframe, described in more detail at paragraph 21 below. Over time, this will use up the City's unspent balance.

17. Of the total levy funds apportioned to the City Corporation during 2024/25 the amounts shown in Table 3 below have so far been spent or committed. The previous three years have been shown for comparative purposes.

**Table 3: City Corporation Levy Expenditure to 31 March 2025**

*(Expenditure shown by financial year)*

<b>Financial Year</b>	<b>Area of expenditure</b>	<b>Cost £000</b>	
2021/22	Out of Hours Team	41	137
	Funding of Licensing posts	58	
	Cleansing	38	
	<b>Total 2021/22</b>		
2022/23	Out of Hours Team	41	128
	Funding of Licensing posts	45	
	Cleansing	38	
	Supporting Operation Reframe	1	
	Urilifts	3	
	<b>Total 2022/23</b>		
2023/24	Out of Hours Team	41	105
	Funding of Licensing posts	23	
	Cleansing	38	
	Supporting Operation Reframe	3	
	<b>Total 2023/24</b>		
2024/25	Out of Hours Team	41	143
	Funding of Licensing posts	55	
	Cleansing	42	
	Supporting Operation Reframe	5	
	<b>Total 2024/25 (projected)</b>		

18. **Out of Hours Team.** The out of hours team gives additional support to the Corporation's Pollution Control Team and operates Monday to Friday between 17:00 and 08:00 and provides a 24-hour service at weekends. The team consists of Street Environment Officers and can provide a rapid response to complaints relating to public nuisance and anti-social behaviour – usually in the form of noise. In addition, the team can identify areas where, although no complaint has been received, problems do, or may exist. This information is fed back to the Licensing Service who can visit the premises concerned and discuss ways in which problems can be avoided.

19. **Part funding of Licensing Team posts.** To mitigate problems occurring in the night-time economy, the City Corporation introduced a risk (traffic light) scheme whereby incidents relating to licensed premises carry a score which is recorded and used to identify where problems may escalate. The Licensing team, City Police or other responsible authority are then able to meet with the premises and discuss ways in which problems can be avoided. In addition, the Licensing team operate a Safety Thirst scheme which ensures premises meet standards laid down in the Corporation's licensing code of practice for which they receive a 30%

discount off the late-night levy if applicable. The scheme was previously operated by staff with no means of sustaining their funding. Although the risk and traffic light schemes are for all premises, over 90% of participating premises sell alcohol after midnight.

20. The Environment Department provides a cleansing service through their term contractor that is funded from the late-night levy. This service covers all areas of the City of London and operates Thursday to Sunday (inclusive) during the hours that the levy is applicable.
  - a. The levy funded cleansing team visit locations throughout the City, sweep, clear litter, wash, disinfect and deal with any anti-social behaviour issues and staining identified around licensed premises. They also provide a service for one-off licensed events. Scheduled flushing and washing is carried out on streets around these locations, as well as removal of flyers and other related litter that is generated by the night-time economy. Part of the enhanced service also covers the flushing and washing of transport hubs.
  - b. This service has a positive effect on the cleanliness and image of the City. The cleansing management team believe that this service addresses the additional challenges raised by the increasing night-time economy. The service is monitored by the Street Environment Team (COL) and Veolia Managers to make sure the required standards are achieved
21. **Operation Reframe.** Operation Reframe is a City Police led partnership approach to facilitate the night-time economy by providing a high visibility presence, with the goal of make people feel safe in the City of London, in line with Safer Streets Campaign and preventing violence against women and girls. It involves targeted engagement with licensed premises around security and management, engaging with persons on the street that appear under the influence of alcohol and/or vulnerable and directing them to a staffed 'safe zone', promoting the 'Ask for Angela' safety initiative, highlighting the risks of drink-spiking, and carrying out visible drink-spiking tests in agreement with premises. The City Corporation has provided resources to assist City Police during Operation Reframe partnership evenings in the form of staff experienced in licensing and environmental health.

### **How the Levy has been spent – City of London Police**

22. Unlike the City Corporation, the City of London Police does not have restrictions on how they can spend their allocation of the levy. However, it has been indicated that the money would be used to fund additional work related to policing of the night-time economy.
23. A Late-Night Levy Planning Board (LNLPB) meets quarterly to discuss levy spend by the Police and to co-ordinate expenditure between the police and the City Corporation.

24. LNLBPB meetings are chaired by the Chief Superintendent of Uniformed Policing and attended by other representatives of CoLP and COL including Licensing, Environmental Health, Community Safety and Finance.
25. The governance of this meeting replaces the requirement for requests for levy funds to go to Force Tasking for approval.
26. Details of the City of London Police levy expenditure can be seen as Appendix 1.

### **Engagement with premises paying the Late-Night Levy**

27. An information leaflet for licensed premises who contribute to the late-night levy will be printed by the Licensing Service, setting out how levy income has been invested in policing and managing the Corporation's nighttime economy. The leaflet will be circulated to members and delivered to all levy-paying premises by end of March 2025. It will offer trade representatives an opportunity to feedback to the City Corporation their views on future spend.
28. The Licensing Service presents at and engages with licensees at the annual City Police Licensing Forum. At these forums, the Licensing Service covers a range of licensing topics, including late night levy spend and guidance on how licensees can participate in the City Corporation's approved Safety Thirst accreditation scheme that enables a 30% discount on the levy. Late-night levy spend will remain an active item on the agenda and will always seek feedback from those who contribute to the levy on how the levy should be spent.

### **Corporate & Strategic Implications**

29. **Vibrant Thriving Destination:** The proposals in this report will help to meet the aims contained within the Corporate Plan 2024-29 by attracting businesses and people to a safe, secure, and dynamic location. Providing resources to manage the nighttime economy reduces the risk of crime and anti-social behaviour, creating a safe environment for people to socialise in. the proposals also align with the government's aims in tackling violence against women and girls.
30. **Providing Excellent Services:** Protecting and promoting public safety and consumer protection at licensed premises.

### **Financial implications**

31. Any money retained by the City Corporation from the levy income must be spent on the areas referred to in paragraph 13, although it does not have to be spent in the same levy year in which the income was generated. Any expenditure in excess of the income received would need to be met from existing local risk budgets.
32. **Resource implications** : none identified
33. **Legal implications** : none identified

34. **Risk implications:** none identified

35. **Equalities implications** – none identified

36. **Climate implications:** none identified

37. **Security implications:** none identified

## **Conclusion**

38. The number of premises paying the levy remains broadly the same as year one.

39. Forecasts for the eleventh levy year (1 October 2024 to 30 September 2025) are that income is likely to be maintained at level to that achieved in 2023-2024.

40. With Police achieving results which are likely to directly reduce the incidence of alcohol related crime and disorder, the levy money is continuing to have a positive effect on the night-time economy.

## **Appendices**

- Appendix 1 – Police Expenditure

## **Background Papers**

[Home Office 'Amended Guidance on the Late-Night Levy' – 13 July 2023.](#)

[City Corporation Late Night Levy Report 23 April 2024](#)

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Financial Year	2021/22	2022/23	2023/24
<b>FUNDING</b>	£	£	£
Brought forward from previous period	297	361	340
Levy income	275	307	289
<b>Total Funds</b>	<b>572</b>	<b>668</b>	<b>629</b>
<b>EXPENDITURE</b>			
Licensing Inspector & Officer	155	159	176
CCTV Van Maintenance	6	6	
Overtime	48	153	119
Operational costs	2	10	8
<b>Total Expenditure</b>	<b>211</b>	<b>328</b>	<b>303</b>
<b>Carried forward</b>	<b>361</b>	<b>340</b>	<b>326</b>

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