



Local Policing Committee

Date: TUESDAY, 22 SEPTEMBER 2026

Time: 10.00 am

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

Members:

Jason Groves (Chair)	Deputy Helen Fentimen OBE JP
Melissa Collett (Deputy Chair)	Philip Kelvin
Joanna Abeyie	Deputy Benjamin Murphy
Randall Anderson	Michael Mitchell
Tijs Broeke	Deputy Deborah Oliver

Enquiries: Kezia Barrass
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Accessing the virtual public meeting

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

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

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

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

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 18 June 2026.

For Decision
(Pages 5 - 10)

4. **PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 12)

5. **LOCAL POLICING UPDATE**

Report of the Commissioner.

For Information
(Pages 13 - 16)

6. **POLICING PLAN PERFORMANCE REPORT - Q1 2026/27**

Report of the Commissioner

For Information
(Pages 17 - 46)

7. **CITY OF LONDON VICTIMS STRATEGY - UPDATE**

Report of the Commissioner.

For Information
(Pages 47 - 58)

8. **STRATEGIC ENGAGEMENT PLAN PROPOSALS**

Joint report of the Commissioner and the Town Clerk

For Discussion
(Pages 59 - 80)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 18 June 2026.

For Decision
(Pages 81 - 82)

13. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information

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

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

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LOCAL POLICING COMMITTEE Thursday, 18 June 2026

Minutes of the meeting of the Local Policing Committee held at on Thursday, 18 June 2026 at 11.00 am

Present

Members:

Jason Groves (Chair)
Melissa Collett (Deputy Chair)
Deputy Helen Fentimen OBE JP
Michael Mitchell
Deputy Deborah Oliver
Randall Anderson

Officers:

Richard Riley CBE	- Town Clerks Department
Rachael Waldron	- Town Clerks Department
Kezia Barrass	- Town Clerks Department
Phil Connor	- Community & Children's Services
Mark Gettleson	- Communications & External Affairs

City of London Police

Paul Betts	- City of London Police
Amanda Horsburgh	- City of London Police
Kate Lloyd	- City of London Police
Helen Isaacs	- City of London Police
Kerry Goodwin	- City of London Police
Meg Cardy	- City of London Police
Blair Stringman	- City of London Police
Glenn Sebright	- City of London Police
Charley West	- City of London Police

1. APOLOGIES

Apologies were apologies from Tijs Broeke, Deputy Ben Murphy and Joanna Abeyie, who observed the committee online.

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

There were no declarations.

3. ELECTION OF DEPUTY CHAIR

In line with Standing Order 26(6), there being only one Member who has declared a willingness to serve, Melissa Collett is elected Deputy Chair of the Local Policing Committee for the year ensuing.

4. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 12 March 2026.were approved as an accurate record

5. **PUBLIC OUTSTANDING REFERENCES**

Members received a joint report of the Town Clerk and Commissioner.

RESOLVED, - that the report be noted.

6. **POLICING PLAN PERFORMANCE REPORT - Q4 2025/26**

Members received a report of the Commissioner which reported performance against the policing plan for Q4 2025/26.

Members raised concerns about repeated thefts from the Barbican car park, with residents expressing disappointment at the perceived police response, and also noted concerns about increasing antisocial behaviour (ASB) within the Barbican, despite the efforts of the Barbican Estate Office and City of London Police (CoLP), and suggested that some issues may be linked to the night-time economy. Officers responded that cycle thefts in the Barbican had increased which had triggered additional police activity through Operation Kirk, which included a combination of high-visibility patrols and covert policing tactics, resulting in three arrests and the recovery and seizure of 67 bicycles. Officers also reported that ASB was down year-on-year, with most incidents remaining localised. All ASB reports were triaged through the Neighbourhood Policing Team, and over 80 hours of targeted policing activity had been undertaken alongside school engagement work.

Members noted that multiple methods of reporting ASB had meant that some reports were not reaching the Community Safety Team at the Corporation. Members were encouraged to ensure reporting was evidence-led and officers acknowledged the need to engage directly with residents to clarify the reporting process. Officers welcomed Member input on to how to streamline the reporting process.

Members discussed the World Cup and the associated risks of increased alcohol consumption, a rise in violent incidents, and in particular domestic violence. Officers advised that a comprehensive policing plan was in place covering each match and incorporated risk assessments, multi-agency working arrangements and a pan-London response framework. The Police were working closely with licensing teams, and the launch of Martyn's Law would coincide with the tournament.

RESOLVED, - that the report be noted.

7. **LOCAL POLICING UPDATE**

Members received a report of the Commissioner which provided an update on local policing.

Members noted the recent arson attacks in north-west London and the serious incidents affecting places of worship in Golders Green and the Bevis Marks Synagogue. In light of these events, AH advised that the City of London Police (CoLP) recognised the heightened threat environment and the increased need for protective security measures. A command structure had been established to coordinate the response to broader threats affecting Jewish and Israeli sites and places of worship. This work was supported fully by the Counter Terrorism Policing Network.

Members referred to the death of Henry Nowak and sought an update from the Deputy Commissioner regarding police training and any related learning arising from the incident. Officers acknowledged the tragic loss of Henry Nowak and advised that the matter remained subject to an independent investigation by the Independent Office for Police Conduct (IOPC). In relation to officer training, it was explained that City of London Police officers, in line with national policing standards, undertake mandatory annual first aid training and officer safety training. The Force continued to follow guidance from the National Police Chiefs' Council and the Police Race Action Plan.

RESOLVED, - that the report be noted.

8. **CITY OF LONDON VICTIMS STRATEGY - UPDATE**

Members received a report of the Commissioner which provided an update of the City of London Victims strategy.

Members noted that the post-report and post-closure victim satisfaction ratings appeared relatively low. While it was acknowledged that progress had been made, Members suggested it would be helpful to understand what would constitute good performance in this area, including any benchmarks or targets the force was seeking to achieve. Members also requested further information on the distribution of victim satisfaction results and any specific objectives relating to improving victim satisfaction. Officers advised that a new victim satisfaction survey had been drafted and that, as response numbers increase, more meaningful analysis would be possible once the data reaches statistical significance. The police and the City Corporation were working jointly to better understand the underlying evidence base and improve outcomes for victims. This included examining victim attrition rates and assessing outcomes across the entire crime lifecycle. The Victim Services Board monitored investigatory outcomes and victim contact, with evidence showing that a stronger initial response was more likely to lead to positive outcomes for victims, although performance remained governed by established benchmarking frameworks. Officers agreed that the performance framework would be reviewed and further developed to ensure that lessons learned would feed improvements into the process.

RESOLVED, - that the report be noted.

9. **SAFER CITY STREETS CAMPAIGN**

The Committee received a report of the Commissioner on the Safer City Streets Campaign.

Members commented that the campaign was highly visible and effective at capturing public attention and requested that future reports would include information on the campaign's impact, including how feedback is being gathered and how success is being measured.

RESOLVED, - that the report be noted.

10. **LIVE FACIAL RECOGNITION**

The Committee received a report of the Commissioner which outlined the potential future use of Live Facial Recognition (LFR) technology by the City of London Police.

Members noted that LFR remains a topic of significant national debate and welcomed the existence of national guidance from the College of Policing to support deployments. Members stressed the importance of ensuring that such guidance

informs any local use of the technology and suggested that future reports should include information on the positive outcomes achieved through LFR deployments elsewhere.

Concerns were raised regarding reports that facial recognition systems can perform differently across ethnic groups and may generate a higher rate of false positive matches for individuals with darker skin tones and Members queried how the national programme would address these issues to ensure that deployments were fair and equitable.

Officers advised that the City has a strong CCTV network, including high-quality 4K camera systems that support crime detection and proactive monitoring, the current CCTV infrastructure was not designed to support integration with live facial recognition technology. Officers acknowledged the importance of ensuring that any future use of LFR would be appropriately governed and that this was identified as a key reason for developing a comprehensive policy framework, including arrangements for oversight, monitoring, performance measurement and scrutiny of deployments.

Members noted that the Metropolitan Police Service has reported positive outcomes from its use of LFR technology, with more than 2,000 arrests made since the beginning of 2024, including approximately 25% relating to violence against women and girls (VAWG) offences. Any future City of London Police deployment would be informed by evidence from hotspot policing and existing operational experience.

RESOLVED, - that the report be noted.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

13. 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 the Schedule 12A of the Local Government Act.

14. NON-PUBLIC MINUTES

RESOLVED, - that the non-public minutes were approved as an accurate record.

15. NON-PUBLIC OUTSTANDING REFERENCES

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

16. STRATEGIC ENGAGEMENT PLAN PROPOSALS

Members received a joint report of the Town Clerk and the Commissioner on the Strategic Engagement Plan proposals.

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

There were no questions.

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

There was no other business.

The meeting ended at 12:46

Chairman

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

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LOCAL POLICING COMMITTEE

ACTION TRACKER

REFERENCE	MEETING DATE	ACTION/DECISION	ACTION OWNER	DUE DATE	UPDATE	STATUS
LPC – ITEM 8	12 March 2026	Members requested options for future use of cluster panels as part of the development of the Strategic Engagement Plan. It was requested that Members would have an opportunity to review and discuss this paper before publication	Commissioner	18 June 2026	A paper outlining the Safer City Strategic Community Engagement Plan including an options appraisal for the future of Cluster Panels is on the agenda for the June Local Policing Committee. We will seek Member feedback at this meeting and then pull together a new comprehensive Engagement Plan with a new approach for Cluster Panels at the September Local Policing Committee.	<i>Complete - The finalised Strategy and Plan has now been finalised following feedback from Members at the June Local Policing Committee meeting and is on the LPC agenda.</i>

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Agenda Item 5

Committee(s): Local Policing Committee	Dated: 22 September 2026
Subject: Local Policing Update Commander Mandy Horsburgh – Operations and Security	Public
Which outcomes in the <i>City Corporation's Corporate Plan</i> does this proposal aim to impact directly?	For information
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of Commander Mandy Horsburgh	For Information
Report author: Rosemary Acland	

Summary

The *public* updates for Local Policing Operations and Security

Recommendation(s)

Members are asked to:

- Note the report.

Local Policing Committee Update

Local Operations and Security

Safer City Streets highlights

Officers continued to deliver proactive activity aimed at preventing crime and increasing public confidence across the Square Mile. Operation Reframe saw officers and partners undertake targeted activity focused on tackling sexual offending and supporting victims, receiving positive feedback for visible policing and safeguarding activity.

On 30 July, a Neighbourhood Policing Day of Action brought together officers and partners to tackle acquisitive crime during the day and tackle violence against women and girls during evening operations, addressing community concerns and maintaining a visible policing presence and in line with our operational priorities of keeping people in the City safe and feeling safe.

Operational teams responded to a serious incident near Aldgate High Street in early August. Following reports of disorder, officers quickly identified that a male had sustained a life-threatening stab wound and immediately administered a chest seal, actions which are believed to have saved his life. Support Group officers, the Dog Unit, licensing officers and investigative teams worked together to secure evidence, identify suspects and make an arrest

Similarly, excellent teamwork between Response Group A, Tactical Firearms Group and the Joint Command and Control Room led to the arrest of three suspects following the detection of a vehicle linked to a high-value armed robbery on 26 July. The swift and coordinated response prevented further risk and demonstrated the effectiveness of intelligence-led policing.

Barbican ASB reduction –

Following on from some increased tasking hours, joint teamwork, problem solving and partnership work has resulted in a 25% reduction in ASB throughout July with positive feedback from the community following on from community intelligence and directed patrol activity where it was most needed. At the time of writing there is still a decrease showing throughout August but as we are not at month end final figures will need to be reviewed following month end and can be verbally discussed. A plan is still in progress with regards to a consistent ASB reporting system.

Family Fun Day

On Saturday 25 July over 600 staff, officers and their families attended the family fun day, in the Guildhall Yard. The City of London Police Federation organised the event, with generous support from our Chief Officer Team, Police Authority Board, CIS Security, City of London Police Charity for Children, Bishopsgate Crime Prevention Association and commercial partners whose sponsorship helped make the day possible. Colleagues from across the force gave up their time to help organise the event and support it on the day. Feedback from attendees was overwhelmingly positive and planning for next year has commenced.

Operation Makesafe

Operation Makesafe delivered outstanding safeguarding outcomes through targeted engagement with the hospitality sector. The team completed 30 hotel assessments, almost four times the normal average, and achieved engagement levels 300% higher than neighbouring forces. The initiative increased uptake of child exploitation awareness and provided welfare and vulnerability engagement training, enabling hotel staff to identify and respond to previously unseen safeguarding risks. The introduction of a live engagement tracker improved accountability and informed future operational activity, while the proactive engagement model has demonstrated a scalable approach to protecting vulnerable people that could be adopted

more widely across policing.

Project Servator

The City of London Police has secured £96,000 of external funding to support the continuation and enhancement of Project Servator deployments across the City. This investment reflects confidence in the force's delivery of the national Servator model and will strengthen our ability to deliver intelligence-led protective security, visible deterrence and community reassurance activity. The funding will support additional deployments aligned to current threat and risk assessments, including a specific focus on protecting vulnerable locations and sites of interest across the City, particularly those associated with the Jewish community.

This will enhance the force's ability to provide visible reassurance, strengthen community confidence and respond proportionately to the evolving threat environment. A revised business plan is being developed to maximise the benefits of this investment and ensure delivery remains aligned to local intelligence, National Project Servator principles and wider protective security objectives. Further verbal updates can follow as this is fairly new at the time of report.

Operational Highlights

City Belonging Contributions and Engagement

On the 16th of July the City of London Corporation hotel safety kit launch took place at the Guildhall with the Corporation lead (Jenna Stanley) and Commander Horsburgh was in attendance as well as the Victims commissioner.

In short, this toolkit equips hotel staff with the skills to recognise and respond to any safeguarding concerns including, but not limited to, domestic abuse and serious sexual offending. Working collaboratively between our partner Safer City Partnership, City of London police, our safer City and the safer Business network to highlight the important work that is being undertaken in line with our operational priorities of keeping people in the City safe and feeling safe.

On 17 July, approximately 200 people attended the launch of the City Belonging Champions initiative, focused on promoting inclusion, connection and a sense of belonging across the Square Mile. The event provided a valuable opportunity for our officers to engage directly with businesses, employees and community partners while highlighting the crucial role policing plays in creating a safe and welcoming City. Feedback from attendees was overwhelmingly positive, with many participants praising the professionalism, visibility and commitment of City of London Police officers and staff. Survey responses at the event showed high levels of confidence in the force and strong perceptions of safety in the City. External stakeholders also publicly recognised the value of the force's contribution to making the Square Mile a safe and inclusive place to live, work and visit

Operational Activity

Theft from Motor Vehicle

Following on from report of thefts from motor vehicle and working across hotspot policing methodology police were deployed to the areas affected which resulted in the arrest of two males, brilliant work from the officers. Both offenders have been bailed with conditions pending CPS advice. This was in response to a rise in vehicle crime at the location.

Further work is underway to ensure NCP management for further crime prevention and awareness.

Most significantly, there have been zero reported offences at the location since these arrests. Prior to the operation, the area was experiencing between 8 and 10 offences per month, creating considerable impact on victims. This represents a significant crime reduction success and an excellent example of targeted problem-solving policing delivering lasting results

Cycle Team

The team completed an Exchanging Places Road Safety Event in the Barbican on 15th July with 200 people attending. There is another on 16th September on Farringdon Street.

The team are continuing with the 3 E approach. Engaging, educating and enforcement with a behaviour change the main aim. Officers are liaising with TFL and Will Norman, the Cycling Commissioner to help spread the same message across the whole of London.

The team completed an Exchanging Places Road Safety Event in the Barbican on 15th July with 200 people attending. There is another on 16th September on Farringdon Street.

PS Ford completed a presentation to the National Federation for the Blind UK (NFBUK) on the work the team are doing to protect vulnerable road users, especially those with disabilities.

City of London Police have received media coverage past few weeks around the cycle safety work, including a recent article in the Telegraph. Also, the Cycle Team are featured on the new B-Bike Positive Website.

An outstanding intervention was delivered in relation to a politically sensitive rough sleeping encampment. Joint activity involving BTP, the City Corporation, MAPT and NPT at Unilever Green resulted in problematic individuals moving from the location, highlighting the value of effective partnership working

Retail Crime

Shoplifting in the month of July was reduced from 155 offences in 2025 to just 84 in July 2026. This follows effective use of deployment plans, prevention work and local engagement with businesses.

Additional Highlights

Commissioner O'Doherty, PC Sibyl Beaumont, PS Steve Cope and PS Stu Ford completed the Police Unity Tour from Friday 7th August to Sunday 9th August. The tour raised £250,000 this year with 440 cyclists riding from their own force areas to the Arboretum in Staffordshire. The city officers formed part of Chapter One, the largest chapter. They rode from London to cover the 180 miles to the Arboretum.

City of London Corporation Committee Report

Committee(s): Local Policing Committee	Dated: 22 September 2026
Subject: Policing Plan Performance Report – Q1 2026/27	For Information
This proposal: • Delivers Corporate Plan 2024-29 outcomes • Provides statutory duties	• Diverse Engaged Communities • Dynamic Economic Growth • Vibrant Thriving Destination • Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Commissioner of City of London Police
Report author:	T/Ch Insp Megan Cardy, Head of Force Performance

Summary

The appendix to this cover report summarises Policing Plan 2025 – 20228 Performance – as it relates to [local policing performance measures](#) - for Q1 of 2026/27.

Recommendation(s)

Members are asked to:

- Note the report.

Appendices

- Appendix 1 – Policing Plan Performance Report (Local Policing) Q1 – 2026/27

T/Ch Insp Megan Cardy,
Head of Force Performance

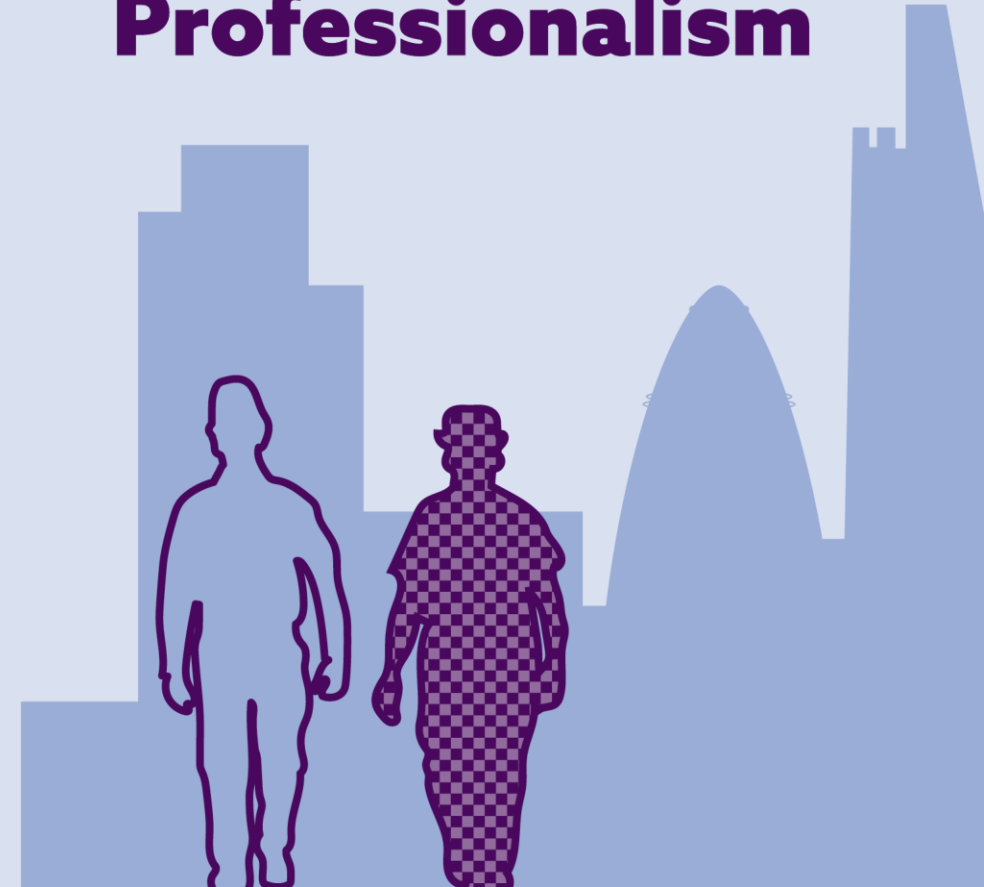
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Policing Plan Performance

Quarter 1 2026/27

Integrity
Compassion
Professionalism



Background –Summary performance

Policing Plan Performance Measure	Committee oversight	Quarterly Performance	Data Trend
Reduce Theft	Local Policing Committee		→
Respond Effectively to Theft	Local Policing Committee		→
Reduce Violence	Local Policing Committee		↓
Respond Effectively to Violence	Local Policing Committee		→
Protect the City from Terrorism	Local Policing Committee		Narrative
Victim Satisfaction	Local Policing Committee		Narrative
Case Compliance with Victims Code of Practice	Local Policing Committee		→
Secure positive outcomes for victims of crime in the City	Local Policing Committee		→
Narrative assessment of engagement activity across the City	Local Policing Committee		Narrative
Maintain or increase Crime Data Integrity standards	Local Policing Committee		→
Use data to make decisions	Local Policing Committee		Narrative

Executive Summary

Keeping people in the City safe and feeling safe

CoLP has successfully reduced violence in a sustained way when seasonal increases had been expected.

Efforts to ensure the hot spots approach is adapting to emerging threats e.g. the increasing “all other theft” crime type are ongoing and are expected to impact the gradual increases seen in this area.

CoLP continues to maintain excellent response rates for incidents and is starting to see this transition in to increasing outcome rates for theft and violence offences.

This quarter we saw a national increase in the terrorism threat level. COLP continues to remain proactive in its counter terrorism protect and prepare approach with numerous initiatives underway.

Put victims at the heart of everything we do

CoLPs victim satisfaction survey continues to progress with adequate response levels. To support this a series of workshops were held with victims to understand their experience in greater detail with positive feedback received from victims in those sessions.

CoLP continues to maintain excellent service levels with regards to victims' rights for its investigations.

A change to reporting outcomes has been introduced across policing from April 2026 this may make outcome rates appear differently to past reporting.



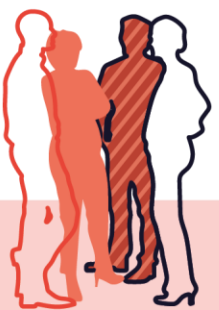
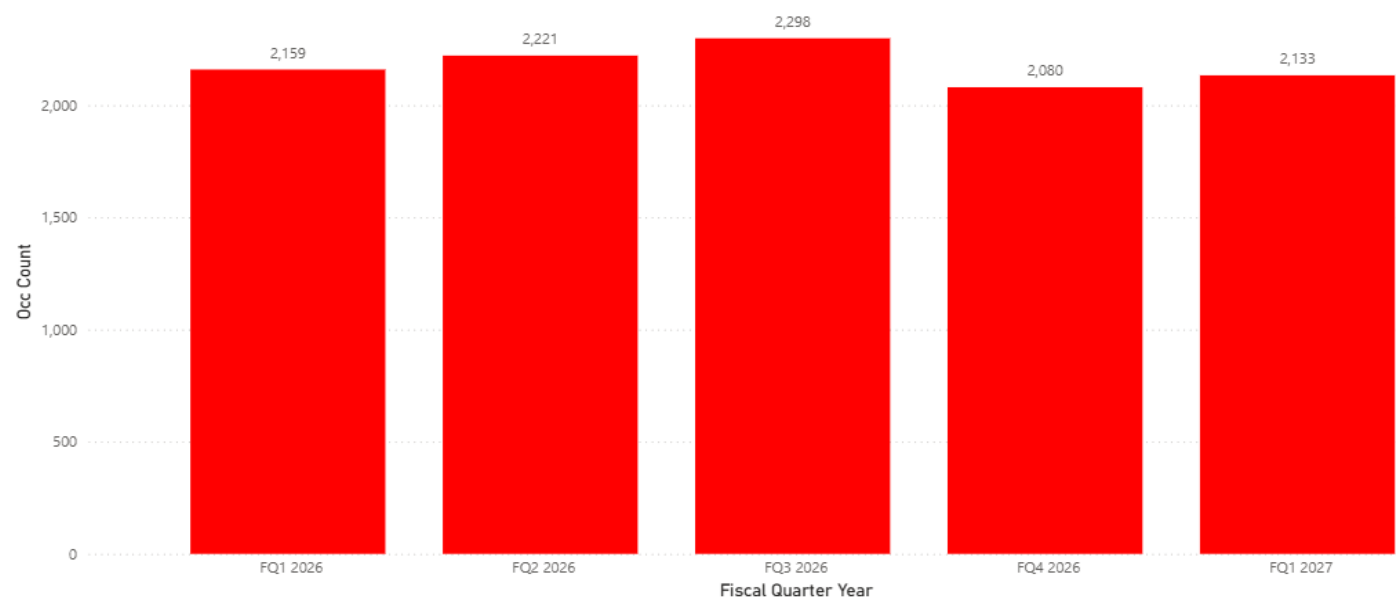
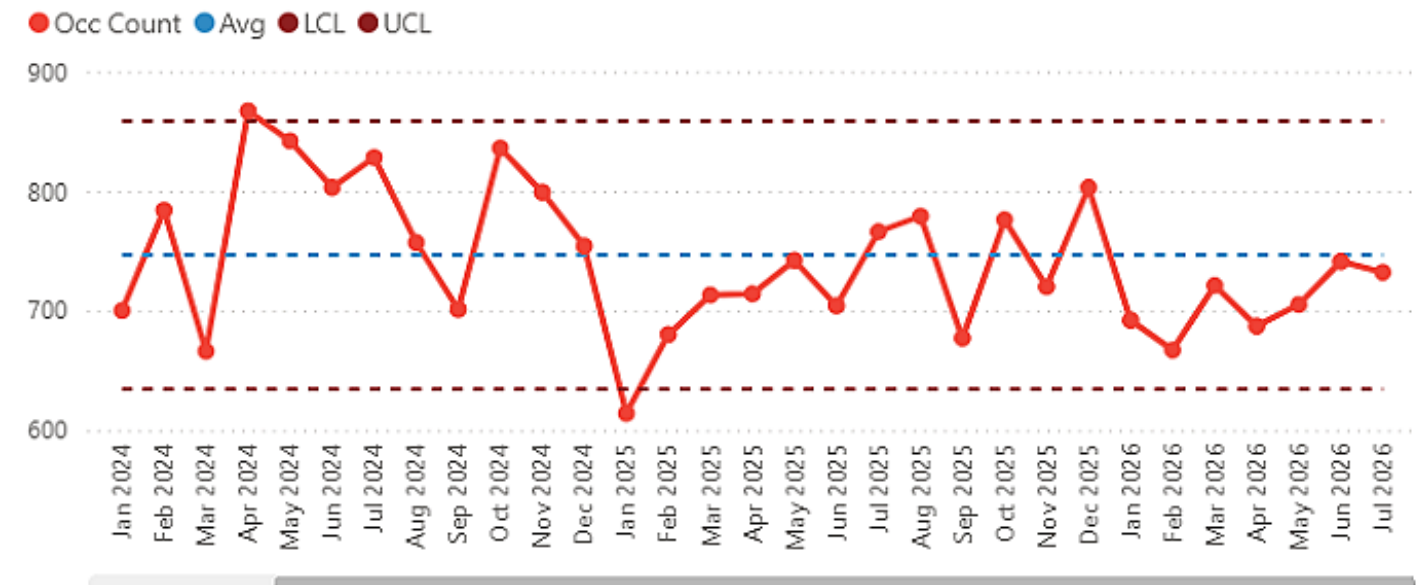
Background – All Crime

The past 12 months (July 2025 – June 2026) has seen a 1.2% reduction in crime (-109 occurrences) compared with the previous 12 months (July 2024– June 2025). This is due to the specific and continued prevention activity targeting hot spot locations for our most prevalent and harmful crime types set out in the policing plan, reducing like for like quarter crime levels since October 2024 to date.

This quarter saw a total of 2133 crimes this is similar to Q1 25/26 last year where we saw 2159 offences (-26 ~ -1.2%). When compared to the previous quarter (Q4 25/26) we have seen a small increase in crime occurrences with a total of 2080 offences (+53 ~ +2.5%), this is a normal seasonal trend.

In our neighbouring force (Metropolitan Police Service) the MPS has seen an overall greater reduction in crime over the past 12 months of -2.5% compared to CoLP’s 1.2% reduction.

This quarter specifically compared to the previous Q4 25/26 the MPS saw an increase of 7.4% compared to COLPs 2.5%, crime trends do not necessarily mirror each other across our forces.



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Background - CoLP's Quarterly Crime profile

The profile for CoLP’s crime has not significantly changed, with theft offences the vast proportion of crime (65%), followed by violence offences (14%). The proportions of these crimes have not significantly changed from the previous quarter.

The largest volume crime types are;

- All other theft (22.7%)
- Shoplifting (17.2%)
- Theft from the person (14.4%)
- Violence without injury (9.4%)
- Public Disorder (7%)

The greatest volume changes in crime type this quarter from the previous quarter are

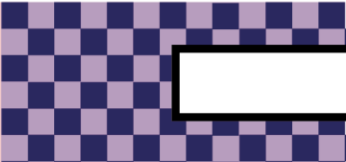
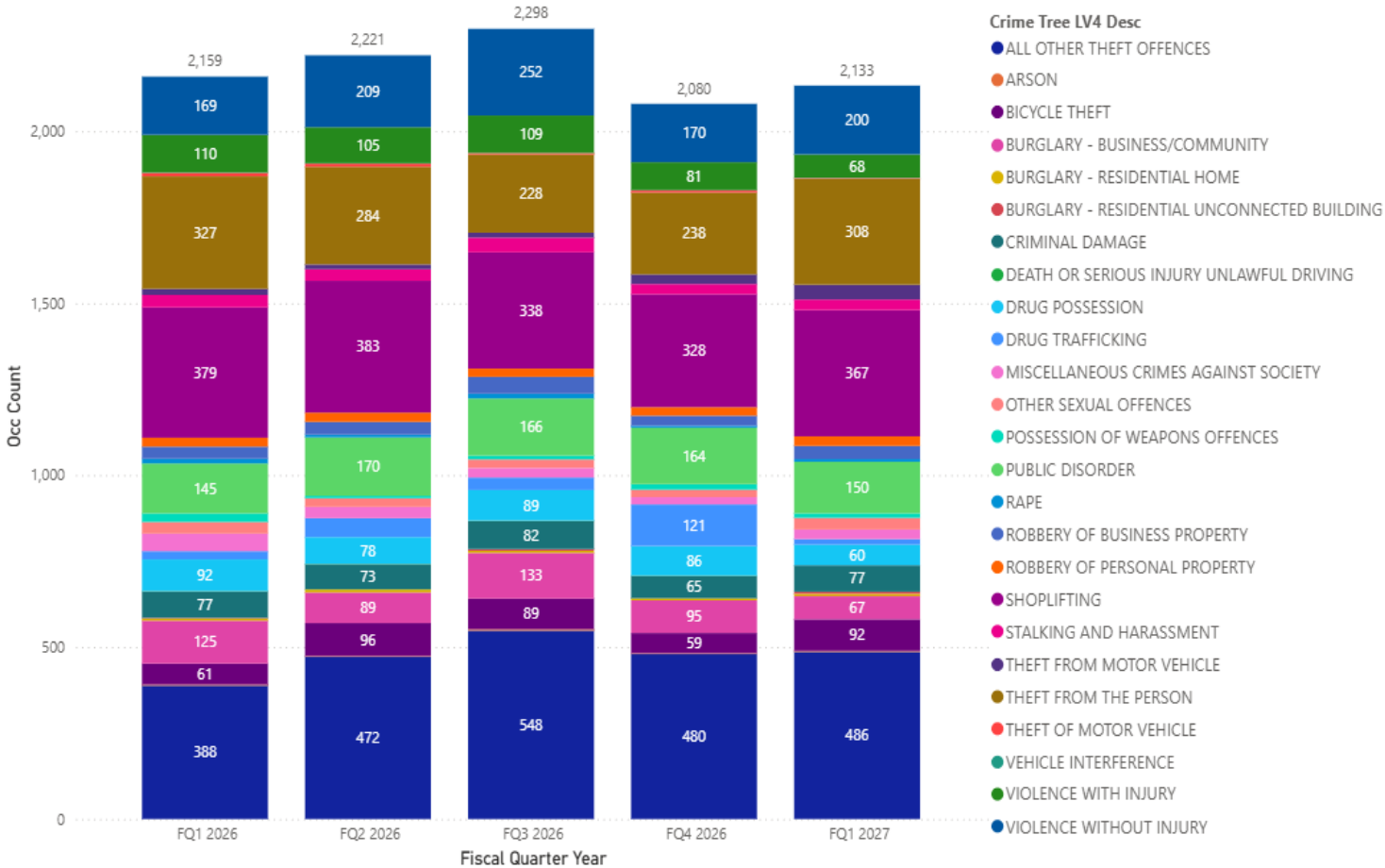
Increase;

- Theft from the person (+70)
- Violence without injury (+30)
- Shoplifting (+39)

Decrease;

- Burglary Business (-28)
- Drug Trafficking (-105)

This substantial decrease in drug trafficking is due to a specific recording issue last quarter that has now been being rectified as part of the collaborative arrangement for drug parcels seized at borders with COLP addresses and as expected have returned to normal levels this quarter.



Keeping people in the City safe and Feeling safe



Reduce and respond to Theft and Violence

Summary Page

Reduce Theft Crime count for 3 priority crime types	% Change	Number change	Respond to Theft % incidents attended within relevant timeframe	Immediate Grade CADs	Significant Grade CADs
Q1 26/27 compared with Q4 25/26	+11%	+115	Q1 26/27	100% (+2.6 on Q4) ↑ (+2.1 on Q1 25/26) ↑	100% (±0 on Q4) → (+5.4 on Q1 25/26) ↑
Q1 26/27 compared with Q1 25/26	+6.1%	+67			
Jul 25 – Jun 26 compared with Jul 24 – Jun 25	-2.5%	-115			

Reduce Violence Crime count for Violence offences	% Change	Number change	Respond to Violence % incidents attended within relevant timeframe	Immediate Grade CADs	Significant Grade CADs
Q1 25/26 compared with Q4 25/26	+6%	+17	Q1 26/27	96.8% (-1.8 on Q4) ↓ (+2.3 on Q1 25/26) ↑	94.6% (-5.4 on Q4) ↓ (-1.5 on Q1 25/26) ↓
Q1 26/27 compared with Q1 25/26	-5.4%	-17			
Jul 25– Jun 26 compared with Jul 24 – Jun 25	-4.9%	-68			

Crime Outcomes	% Change Solved+ rate for theft offences	% Change Solved+ rate for Violence against the Person offences
Q1 Solved+ Rate	11.8%	20.3%
Q1 25/26 compared with Q4 25/26	-2.2%	+4.1%
Q1 26/27 compared with Q1 25/26	-1.3%	-3.9%
Jul 25– Jun 26 compared with Jul 24 – Jun 25	+0.6%	-4.5%



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Page 26

Reduce theft

The most prevalent theft offences in the City of London and therefore the focus of this measure in 2026/27 consist of theft from person, Shoplifting and All Other Theft offences (most commonly theft from premises offences).

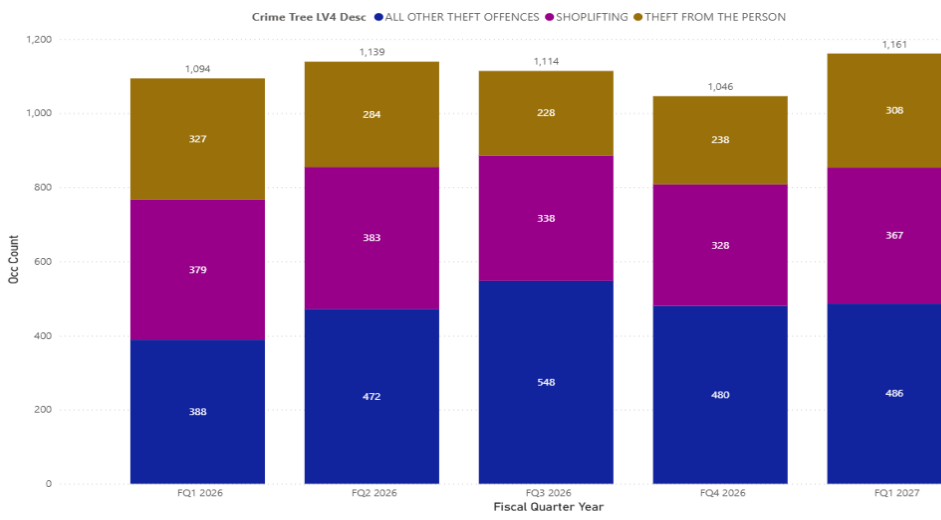
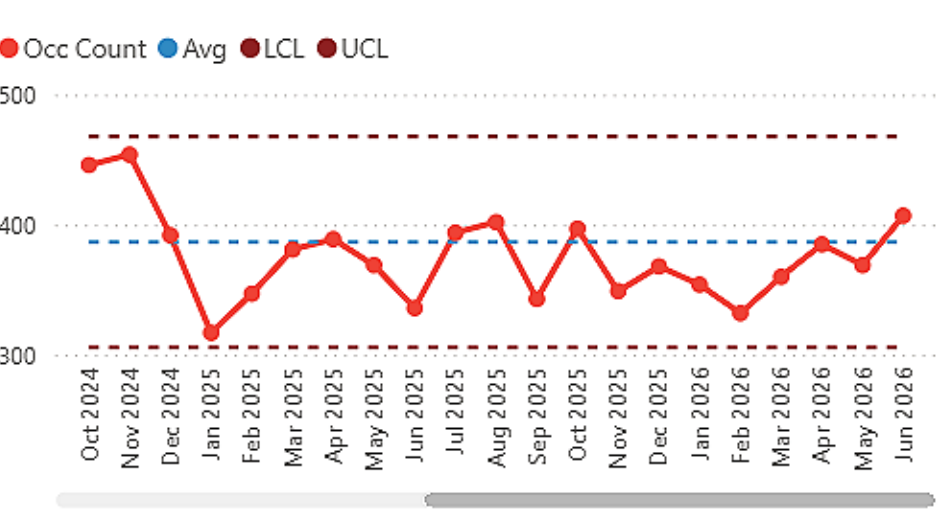
These three theft offences have seen a small increase this quarter (Q1 26/27), however overall, these offences remain within tolerance levels.

When compared to the equivalent quarter last year Q1 25/26, CoLP has seen a 6.1% increase (+67 offences). Furthermore, when compared to last quarter (Q4 25/26) CoLP has seen a 11% increase (+115 offences). Offences are however still on a reducing trend with a 2.5% reduction (-115 offences) comparing the current 12-month period (Jul 25 – Jun 26) with the previous 12 months (Jul 24- Jun 25). Our neighbouring force the Metropolitan Police recorded a greater 9.7% decrease for these offences across the same 12month period. CoLP has seen notable changes in all 3 areas of theft.

All other theft offences have remained relatively stable this quarter compared to the previous quarter (Q4 25/26) increasing by 1.2% (+6 offences). Offences continue to be within tolerance levels. In contrast, when comparing Q1 26/27 to Q1 25/26, all other theft offences increased significantly by 25.3% (+98 offences). Overall, offences are on an upward trend, driven by extremely high levels during Q3, and slightly lower but still increased levels since, with a 12.9% increase (+228 offences) when comparing the current 12-month period (Jul 25 – Jun 26) with the previous 12 months (Jul 24 – Jun 25).

Shoplifting occurrences have seen an 11.9% increase (+39 offences) this quarter compared to the previous Q4. However, compared to Q1 2025/26 we have seen a small decrease in offences by 3.2% (-12 offences). Overall, when comparing the past 12 months to the previous 12 months shoplifting offences have decreased by 2% (-28 offences). In April 2025 Home Office Counting Rule Guidance changed on how offences are recorded with some shoplifting offences now being recorded as robbery offences where violence has been threatened. Overall, retail crime has seen a 4% increase when comparing the past 12 months (Jul- Jun 25/26) to the previous 12 months (Jul- Jun 24/25) (+61 offences).

Theft from person offences increased by 29.4% (+70 offences) this quarter compared to last quarter however, CoLP has seen a 6% decrease compared to Q1 25/26 (-19 offences). Snatch offences remain the most prevalent type of offending in this grouping making up 41% of theft from person offences (126 offences this quarter), a similar level from Q4 25/26 where Snatch offences made up 41% of theft from the person offences. CoLP has seen a significant 22.9% reduction in theft from the person offences (-314 offences) comparing the current 12-month period (Jul 25 – Jun 26) with the previous 12 months (Jul 24- Jun 25). These significant decreases are due to work undertaken through Operation Swipe.



Crime Tree LV4 Desc	Apr 2026	May 2026	Jun 2026	Total
ALL OTHER THEFT OFFENCES	176	143	166	485
SHOPLIFTING	117	116	134	367
THEFT FROM THE PERSON	92	110	106	308
Total	385	369	406	1160

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Data Trend

In response

It should be noted that increases between Q4 and Q1 are not uncommon within the City of London. Historical trends indicate that crime volumes are generally lower during the January to March period compared with April to June, which can contribute to quarter-on-quarter variation as activity levels within the Square Mile increase with improving weather and higher footfall.

Several external factors have influenced theft-related offending during the quarter. Intelligence suggests that increased Metropolitan Police activity targeting organised criminal groups using electric and pedal cycles has displaced some offending into the City of London. This has contributed to increases in snatch thefts, particularly phone thefts, as well as wider theft offences. The national criminal justice environment has also presented challenges, with prolific offenders not always receiving custodial sentences for acquisitive crime due to wider capacity pressures within the prison estate. During the quarter, the City of London Police dealt with an example of a prolific offender who was not convicted at court and subsequently became wanted for multiple further theft offences within the square mile. The absence of court bail conditions and restrictions can increase the risk of reoffending and reduce opportunities for intervention through established offender management processes, which has been seen this quarter.

Despite these challenges, significant work has been undertaken throughout the quarter to tackle theft offending. Hotspot policing continues across the City, with intelligence-led deployments targeted at locations identified through current crime patterns and emerging trends.

Recognising the ongoing impact imposed by acquisitive crime, the Tactical Tasking and Co-ordination Group (TTCG) has approved additional funding to strengthen activity aimed at reducing cycle theft. Resources have also been uplifted to specifically target bag thefts, retail thefts and thefts from licensed premises. Furthermore, additional capability has been introduced to address SNATCH offences, reflecting the increasing focus on phone theft and other opportunistic crimes affecting those working, visiting and residing within the City.

The City of London Police has also continued to manage the impact of significant abstractions throughout the quarter, including commitments associated with the Old Bailey. Despite these demands, both the Proactive Acquisitive Crime Team (PACT) and dedicated cycle teams have maintained a focus on theft reduction and offender disruption.

Looking ahead, a substantial policing effort will continue throughout the summer months and into the lead-up to the Christmas period, which historically represents a higher-risk period for theft offences due to increased visitor numbers and economic activity. Further developments are planned for the force's hotspot dashboard, including enhanced mapping functionality that will provide greater oversight of patrol deployment. This will enable supervisors to identify areas that have not received targeted patrol activity and ensure police presence is directed more efficiently towards locations at greatest risk, maximising opportunities to prevent offences and apprehend offenders.

Overall, while theft offences remain an area of focus and some categories have increased during Q1, significant investment, enhanced operational capability and continued intelligence-led policing place the City of London Police in a strong position to reduce offending and maintain downward pressure on theft-related crime over the coming quarters.

Respond effectively to theft

Incident Response

CoLP continues to provide a good service level in response to theft incidents this quarter attending 100% of occasions where an incident is raised on our command-and-control system usually due to somebody phoning either 999, 101 or our local force control room number.

This quarter 100% (121 offences) of all theft incidents raised as an immediate graded response were attended within the 15 min expected. This is an increase (+2.6%) on Q4 25/26 and keeps CoLP above the 95% service level. Furthermore, when comparing to Q1 25/26 we have increased service levels (+2.1%). These incidents had an average response time of 6.7 mins this quarter. This is a increase from the previous quarter Q4 25/26 (+2.2 mins) but a decrease when compared to Q1 25/26 (-2.2 mins). Over the past 12 months we have consistently been well within the 15 mins response time for immediate grades.

100% (65 offences) of all theft incidents raised as a significant graded incident were attended within the 60 min expected. This is the same as when compared to the previous quarter Q4 25/26 and an increase of +5.4% when compared to Q1 25/26. This is above the 95% service level expected. These incidents had an average response time of 10.8 min a decrease of -5 mins when compared to Q4 25/26 and -4 mins when compared to Q1 25/26.

CoLP continues to have a very low number of theft incidents requiring an extended response, 5 in total this quarter, however these have fallen below the 95% service level with only 80% of extended graded theft incidents attended within the 48hrs expected.

Investigative Response

A new national framework for the recording of investigatory outcomes has been adopted into how CoLP measures its outcomes moving forward. CoLP will adopt a revised national methodology for calculating and reporting investigative outcome rates to the Home Office. The 'solved' rate will be calculated by dividing 'solved' outcomes by the total number of outcomes ('solved', 'resolved', and 'unresolved') recorded during a defined reporting period (for example, a calendar year). 'Resolved' and 'unresolved' rates will be calculated on the same basis.

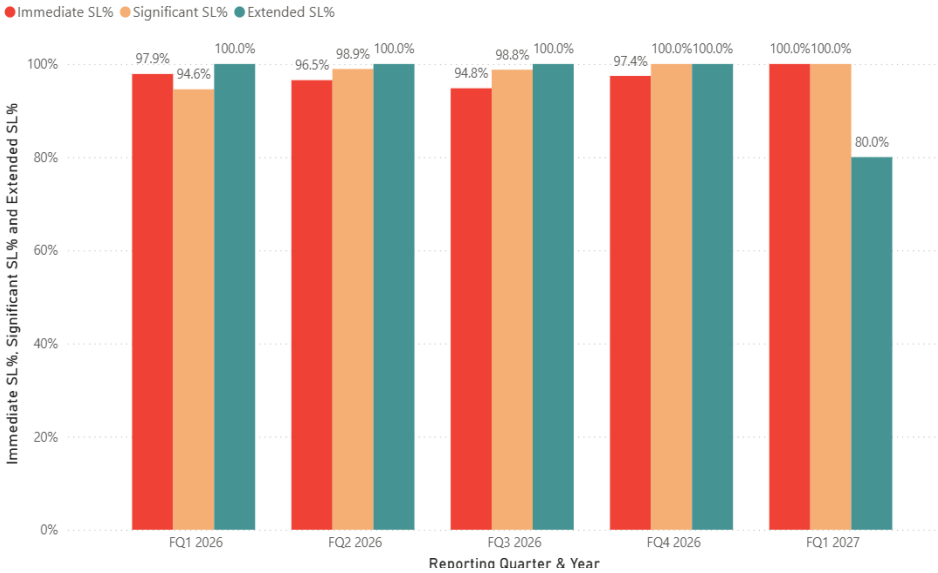
The proportion of solved+ outcome rates does vary significantly between type of offence due to differing suspect identification opportunities aligned to the method of offending.

Overall this quarter CoLP has a solved+ rate of 11.8% for theft offences closed in the quarter this is down from 14% in the previous quarter (-2.2%).

The breakdown for the three focussed offences shows All other theft the main area of reduction this quarter. For offences in that grouping closed this quarter a solved+ outcome rate of 4.8% was achieved, this is a 3.5% decrease from the previous quarter and a 1.6% decrease on the same quarter in 25/26. This is now below the latest published national average rate for these offences of 3.9%.

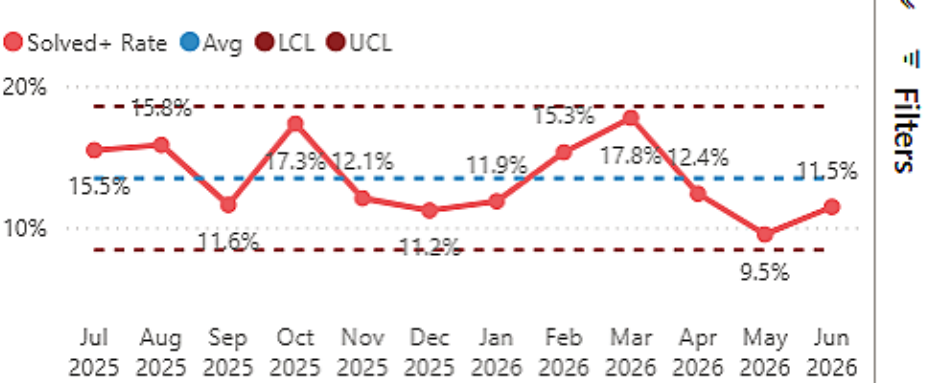
Shoplifting offences closed this quarter showed a solved+ outcome rate of 29.2%, this is not dissimilar to the latest published national average of 29.6%. Theft from the Person offences closed this quarter showed a solved+ outcome rate for the period of 1.4% a 1% increase from the previous quarter and closer to the latest published national average for these offences of 1.6%.

Incident Response



Investigative Response

Solved+ Rate



Incident Response

Prompt attendance rates continue to enable the City of London Police (CoLP) to respond effectively to volume crime by maximising early opportunities for evidence gathering and maintaining victim confidence. This approach is supporting more effective investigations and improved outcomes for victims, with performance continuing to exceed national averages.

Attendance times are expected to remain stable, with service levels returning to the established performance standards through ongoing team monitoring and management oversight. At present, there are no identified factors that are expected to adversely impact CoLP's ability to respond effectively to incidents.

Investigative Response

Operation Swipe remains the principal priority for crime detection, with a specific focus on theft from the person (snatch offences). Following activity under Operation Swipe during this reporting period, a number of investigations (4.8% of occurrences) remain open and are awaiting final outcomes. Work continues to improve positive outcomes and enhance disruption of Serious and Organised Acquisitive Crime, which will remain a priority in future quarters. Further approved funding in future quarters will allow more investigatory capacity which CoLP expects to translate into higher outcome rates for theft-based offences.

Analysis continues to be undertaken to establish the extent to which offenders apprehended by CoLP under Operation Swipe have committed offences beyond the City of London boundary, particularly within the Metropolitan Police Service area. This will support improved long-term offender management and partnership working.

Delayed reporting continues to present challenges, particularly in relation to theft from the person and snatch offences where mobile phones are stolen. These delays can significantly impact investigative opportunities, which often rely on early notification. To mitigate this risk, CoLP has adopted a more proactive preventative approach through Operation Swipe and targeted hotspot policing. Complementary work is also underway to strengthen CoLP's operational capability to monitor and utilise CCTV more effectively across the City.

Positive results have been achieved through this preventative strategy, including incidents where suspects have been detained in possession of stolen phones, resulting in positive outcomes and the return of property to victims. Nevertheless, CoLP recognises the ongoing limitations associated with crimes that result in "no suspect identified" outcomes, particularly given the force's crime profile, where theft offences constitute a significant proportion and where this challenge is reflected nationally.

Further work is underway to review investigative approaches to business robbery and shoplifting, with a focus on increasing positive outcomes for victims and targeting repeat offenders more effectively.

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Reduce Violence

In 2024/25 CoLP began focusing on the most harmful violence offences which include violence against the person offences and violence against women and girls which includes broader offences including sexual offending.

Violence against the person offences have increased this quarter by 6% (+17 offences), compared to the previous quarter Q4 25/26. In addition to this, CoLP has seen a decrease of 5.4% (-17 offences) when compared to Q1 25/26. Analysing data for the most recent 12-month period (Jul 2025 – Jun 2026) and comparing it to the preceding 12 months (Jul 2024 – Jun 2025) CoLP violent offences are on a decreasing trend reducing by 4.9% (-68 offences).

Violence without injury has increased in levels this quarter (Q1 26/27) compared to last quarter (Q4 25/26) (17% ~ +29 offences) and have shown similar increases when compared to Q1 25/26 (17% ~ +30 offences). Violence without injury offences remain the largest proportion of violence against the person offences this quarter (67%). CoLP continues to be well within tolerance levels. Overall, in the last 12 months CoLP is now on a increasing trend increasing by 3.9% when compared to the previous 12 months.

Violence with injury offences have also seen significant decreases this quarter (-16% ~ -13offences) compared to Q4 25/26. Furthermore, we have seen a significant reduction in offences when compared to Q1 25/26 (-38.2% ~ -42 offences). The predominant offence this quarter continues to be the lower harm offence of Assault occasioning ABH (60% of violence with injury offences). CoLP has remained well within tolerance levels in Q1 26/27. Overall in the last 12 months CoLP is on a reducing trend for violence with injury offences decreasing by 18.4%

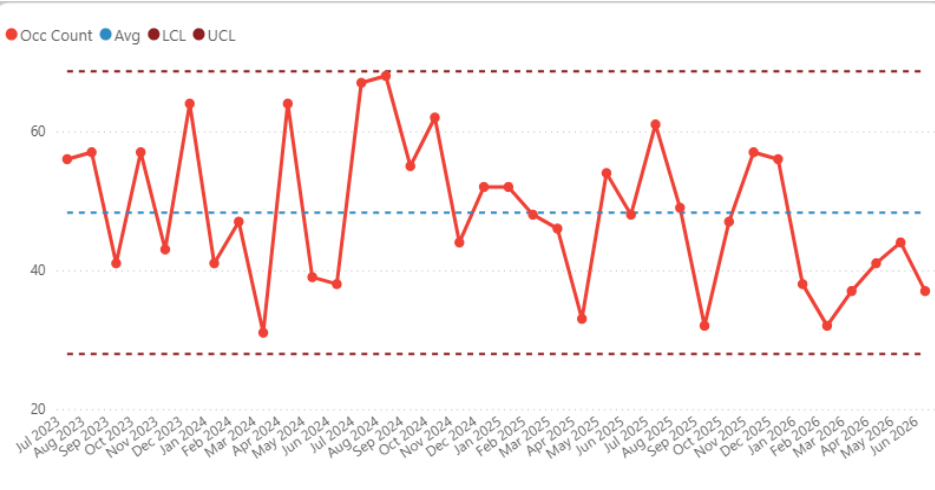
Stalking and harassment offences have remained relatively stable (3% ~ +1 offence) in Q1 26/27 compared to Q4 25/26 and the a decrease in volumes when compared to Q1 25/26 (-14% ~ -5 offences). CoLP has remained well within tolerance levels inQ1 26/27. Overall in the last 12 months CoLP is on a reducing trend for stalking and harassment offences decreasing by 11%.

Offences related to Violence against women and girls has increased (14% +15 offences) in Q1 26/27 compared to Q4 25/26 however have decreased when compared to Q1 25/26(-9.6% ~ -13 offences). We remain well within tolerance levels. Analysing data for the most recent 12-month period (Jul 2025 – Jun 2026) and comparing it to the preceding 12 months (Jul 2024 – Jun 2025) VAWG offences have decreased significantly by 15.6%.

Violence against the person offences continue to be the most prevalent crime type making up 46% of VAWG offences over the past 12 months (245 offences), followed by Public Order offences of threatening words and behaviour at 33% of offences (176 offences), followed by sexual offences which make up 20% of these offences (105 offences).

Violence against women and girls continues to make up the same small proportion (6%) of all crime in this quarter and 19% of violent crime offences this quarter.

Violence against Women and Girls



In response

Violence Against the Person offences have shown positive performance during Q1, with both Serious Violence and Violence with Injury offences reducing despite a number of factors that would ordinarily be associated with increased demand and higher levels of violent crime. During the quarter, footfall within the Square Mile exceeded 33 million workers and visitors, representing a 4% increase compared to the same period last year, while also showing continued month-on-month growth. In addition, alcohol sales reached their highest level of the previous 12 months during the World Cup period and coincided with multiple significant heatwaves across London, both of which are traditionally recognised as factors capable of increasing the risk of violence, disorder and antisocial behaviour as well as VAWG offences.

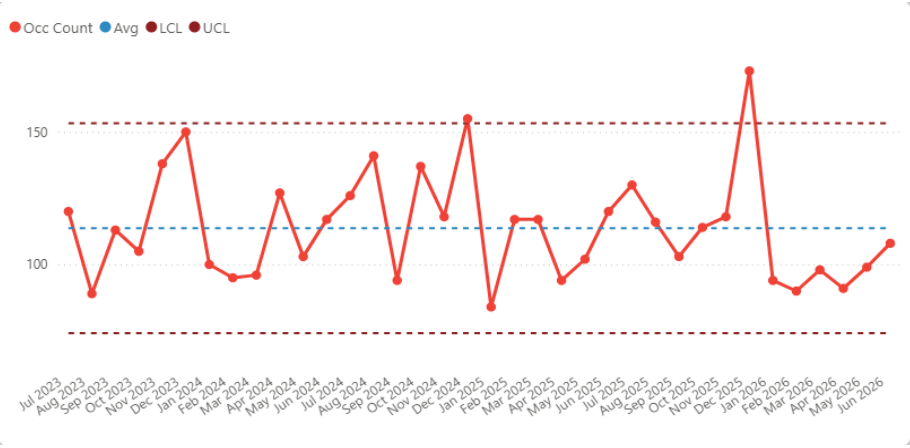
Despite these challenging conditions, the City of London Police recorded reductions in the most harmful categories of violent crime. The force is confident that this positive outcome reflects the continued effectiveness of its intelligence-led hotspot policing model and its ability to anticipate changes in the operating environment. Ahead of the World Cup tournament, crime analysts, intelligence teams and operational leaders worked collaboratively to identify locations and time periods likely to experience the highest levels of demand. This enabled resources to be deployed proportionately and effectively, particularly during peak Nighttime Economy hours and generating significant concentrations of people within licensed premises across the City.

This proactive approach allowed patrol activity to be directed towards emerging risks before incidents occurred, providing highly visible reassurance and creating opportunities for early intervention. The continued collaboration between neighbourhood policing, response teams, specialist resources and intelligence functions has ensured that deployments remain flexible and responsive to changing demand across the Square Mile.

Looking ahead, planning has already been undertaken for the traditionally busier summer period and preparations have been completed for the Christmas season, which historically sees elevated levels of violence associated with increased footfall, social activity and alcohol consumption. The force will continue to utilise data, intelligence and predictive demand modelling to ensure resources are positioned where they can have the greatest preventative impact.

Moving forward there has been a National change to how VAWG offences are to be recorded and understood this is due to come into effect by October 2026 and follows the publication of the Freedom from Violence and Abuse cross government strategy released in December 2025. CoLP will move its recording and reporting of VAWG offences in line with this nationally agreed definition which may mean future reporting looks different for VAWG through this governance.

Violence against the person



Crime Tree LV4 Desc	Apr 2026	May 2026	Jun 2026	Total
STALKING AND HARASSMENT	13	4	14	31
VIOLENCE WITH INJURY	23	25	20	68
VIOLENCE WITHOUT INJURY	55	70	74	199
Total	91	99	108	298

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Respond effectively to violence

Incident Response

CoLP continues to provide a good service level in response to violence this quarter attending 100% of occasions where an incident is raised on our command-and-control system usually as a result of somebody phoning 999, 101 or our local force control room number.

This quarter 96.8% (155 offences) of all violence related crime incidents raised as an immediate graded response were attended within the 15min expected. This is a slight decrease from Q4 25/26 (-1.8%) and to Q1 25/26 (+2.3%). We have consistently been above the 95% service level. These incidents had an average response time of 6.5 mins this quarter. This is a slight increase from Q4 25/26 where our average response time was 6.2 mins (+0.3 mins).

94.6% (56 offences) of all violence related incidents raised as a significant graded incident were attended within the 60min expected, this is an decrease from Q4 25/26 (-5.4%) and to Q1 25/26 (-1.5%). CoLP is now slightly below the 95% service level expected. These incidents had an average response time of 15.6 mins and small increase of +0.3 mins compared to the previous quarter and a decrease compared to the equivalent quarter last year (-1.4 mins).

CoLP continues to have a very low number of violent incidents requiring an extended response, CoLP had 1 extended graded incidents this quarter. It was attended within the 48hrs and has not changed compared to previous quarters..

Investigative Response

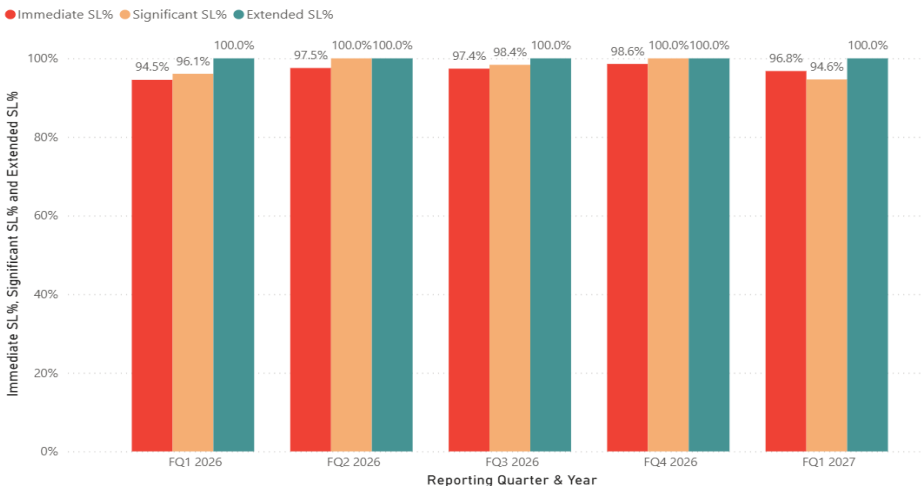
A new national framework for the recording of investigatory outcomes has been adopted into how CoLP measures its outcomes moving forward.

CoLP will adopt a revised national methodology for calculating and reporting investigative outcome rates to the Home Office. The 'solved' rate will be calculated by dividing 'solved' outcomes by the total number of outcomes('solved', 'resolved', and 'unresolved') recorded during a defined reporting period (for example, a calendar year). 'Resolved' and 'unresolved' rates will be calculated on the same basis.

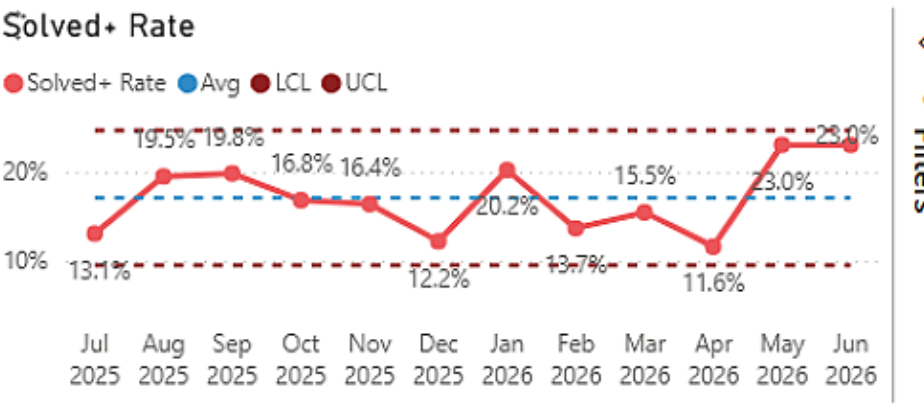
The proportion of solved+ outcome rates does vary significantly between type of offence due to differing suspect identification opportunities aligned to the method of offending.

For all violence offences closed this quarter a solved+ rate of 20.3% was achieved this has increased from 16.2% in the previous quarter (+4.1%). This is above the latest national average solved+ rate of 17.0%, Both Violence with and without injury have increased in the period to 21.6% (+4.2%) and 20.7% (+4.4%) respectively and both are now above the national averages of 21.7% and 18,6% respectively. COLPS Solved + rate gas decreased from 10.5% to 8.3% taking this below the national average of 10.7%. This outcome rate does fluctuate significantly due to the small number of offences in this area. And this is considered within tolerance for the stalking and harassment grouping specifically.

Incident Response



Investigative Response



Incident Response

Analysis undertaken to support tasking and deployment continues to show that violent incidents continue to be concentrated within a relatively narrow timeframe, typically across three days of the week (Thursday to Saturday) and within a 3–5-hour window during the Night-Time Economy (NTE). During this quarter we anticipated spikes during heatwaves and world cup matches alongside these NTE hours and tasked relevant teams effectively for prevention.

During the previous periods a preventative and targeted deployment model ensures that post-midnight increases in demand did not translate into a deterioration of service levels. Demand continues to be closely monitored, with particular focus on weekend resourcing and forward planning to ensure sustained performance during peak periods for immediate and significant grades offences.

In September 2025, CoLP implemented a revised local policing structure, including the introduction of a Force Incident Manager role. Alongside this, an enhanced tasking process has now been embedded to further improve incident response and the efficient use of available resources, ensuring that the right capability is deployed at the right time and in the right location.

Investigative Response

The majority of investigations involving violence, both with and without injury, are managed within the Criminal Investigation Department (CID) and the Volume Crime Unit (VCU). Sexual offences and domestic abuse investigations are undertaken by specialist officers within the Public Protection Unit, which provides seven-day-a-week coverage to ensure appropriate safeguarding and victim support.

There was a significant amount of work undertaken to increase positive outcome rates during Quarter 1 of 2026/27 which has been achieved and overall a strong ambition to maintain these increases throughout the wider financial year. Progress will be supported through the continued reduction of vacancies within CID and VCU, strengthening investigative capacity and resilience.

CoLP is continuing seeking to develop a clearer understanding of how victim reporting practices influence investigative opportunities and outcomes and optimisation approaches to investigatory outcomes will continue to be undertaken. This work will continue to be reviewed through the Crime Standards Board to inform service improvement.

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Data Trend



Protect the City from Terrorism

General Update:

On the 30th April the UK Threat Level was raised to **SEVERE** meaning an attack is **highly likely**. This increase was in response to the series of recent attacks targeting the Jewish community and an increase in Islamist and extreme right-wing terrorism in the UK. There is **no** known threat to the City of London. Tensions and conflict in the Middle East has continued into this quarter, resulting in direct and indirect impact on the UK national security environment. Fortnightly CONTEST(e) meetings were introduced in CoLP, which focused predominately on the Middle East crisis, the threat to Jewish communities, national updates and the consequent CoLP response. In addition a Gold / Silver / Bronze command structure was established in force to oversee protective security posture and resourcing within CoLP in response to the shift in threat. All CT taskings continue to be reviewed regularly in response to the national picture. Monthly CONTEST meetings remain in place as usual.

Protect

- * The training package delivery has continued this quarter by the CTSA Team, both online and in person with over 375 individuals trained across 35 sessions ranging across both SCaN (See, Check and Notify) and ACT (Action Counters Terrorism) sessions.
- * Enhanced engagement with our City based Jewish interest – Bevis Marks Synagogue – has continued. Joint working with the Corporation of London into the delivery of the Local Approach / ACT for Local Authorities has additionally continued this quarter.

Prepare

- * June 2026 saw the team participate in a multi agency exercise sited in Canary Wharf testing a marauding terrorist attack scenario. The exercise involved CoLP officers (armed and unarmed) being deployed on the ground with the exercise also providing the opportunity to test our internal force FIM (Force Incident Manager) FDO (Force Duty Officer) / Gold and Control Room procedures.
- A tabletop exercise with local City businesses, arranged by the CoLP Prepare team, relating to the Palestine Action Group, also took place in April.
- * At the start of June, a successful Emergency Trauma Pack campaign was launched in Paternoster Square, which saw many City based businesses participate.
- * The Prepare team are currently undertaking planning for a tabletop exercise to test an Operation Plato and 2 other scenarios which are scheduled for late 2026.

Prevent

- * The period between 01 April – 01 July 2026 has continued to witness low level reporting of referrals directly into the CoLP CT team with one Prevent referral received . The team have continued to support the MPS when increased referrals are being received across neighbouring London boroughs - five referrals of this nature have been deconflicted and returned to the MPS for further progression, as necessary.

Pursue

- * A total of 35 Op Lightning reports were submitted into CoLP between 01 Apr – 30 June 2026– an increase of 34% when compared to the previous three months of 2026 (Jan – Feb 2026). City based security staff have continued to report the highest number of reports (x 31), with the remaining reports submitted by CoLP officers (x 2) a member of the public (x 1) and general staff at a City location (x 1). Of note, 11 incidents this quarter featured the location of Bevis Marks Synagogue. As of 01 July 2026, all but four reports have been closed after full investigation deemed them nonsuspicious. Enquiries continue on the remaining reports.

**Put victims at the heart of
everything we do**



Put victims at the heart of everything we do

Summary Page

Victim Satisfaction	Q1 26/27	Q4 25/26
Post Reporting Q4 25/26	4.3	3.5
Post Closure Q4 25/26	3.5	3.2

Compliance with Victims Code	Q1 26/27
Average compliance for victims metrics	95.5% (-2% on Q4)

Investigative Outcomes	Solved+ Proportion Q1	Solved+ Proportion Q4	Solved+ rate change
Solved+ rate for All Crime	21.2%	21.2%	0%
Solved+ rate for Victim Based Crimes	15.1%	15.3%	-0.2%



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Victim Satisfaction

Analysis

Both post-reporting and post-closure scores have increased since Q4. The post-reporting survey is sent out within 2-3 days of a crime being reported to CoLP and recorded on Niche. The post-closure survey is sent out within 2-3 days of an outcome being applied to an occurrence. If a case is opened and closed within the period of sending out the surveys (3 days) only the post-closure survey will be sent.

In Q1 2026/2027, we received a total of **59 responses to the victim satisfaction survey**, with a **response rate of 4%**. The response rate is consistent across both post-reporting and post-closure surveys at 4%.

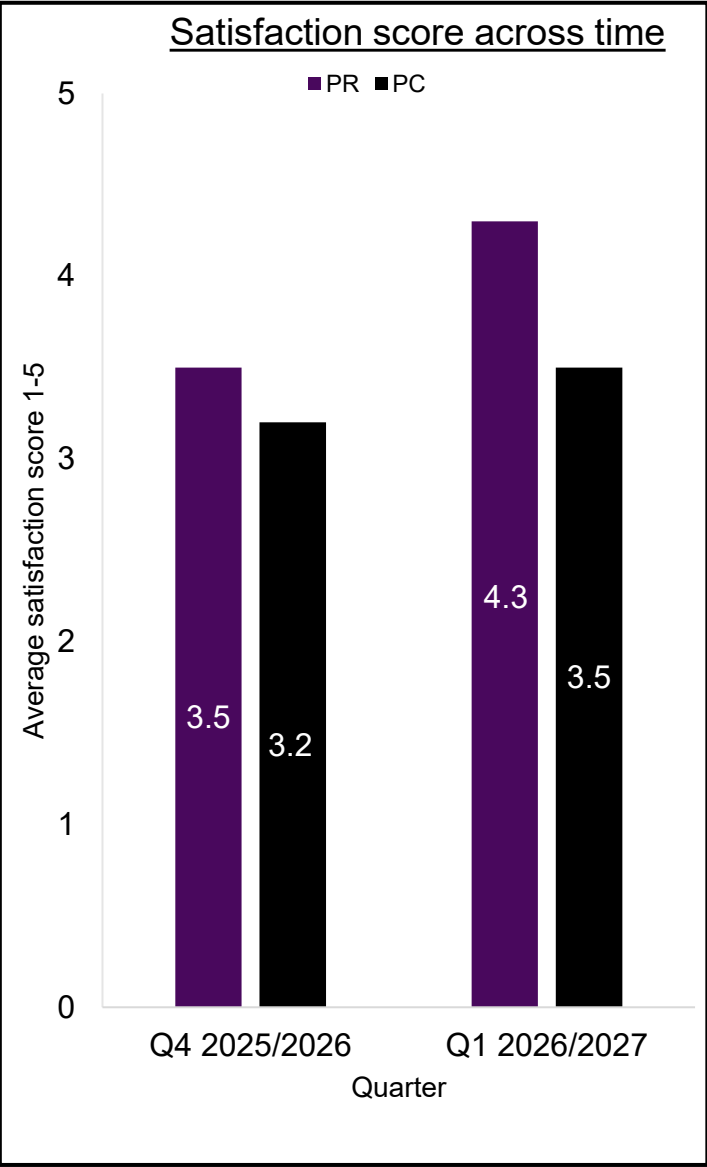
The post-reporting survey consistently scores a higher average overall satisfaction score compared to the post-closure survey.

6 officers mentioned positively in Q1. Key themes highlighted were officers being “helpful”, “supportive” and victims being kept up-to-date. This has been shared with department leads and included in the internal staff newsletter.

Agreed via the Victim Services Board the survey pilot has been extended (to be reviewed in 6 months). Surveys will now be scheduled to send at 7pm to try improve response rates and this will be continuously monitored by the victim services team.

Survey is now linked to occurrence number, and next steps will be looking to build a Power BI dashboard. This means we can link negative feedback and complete reality testing as well as linking demographic information to satisfaction.

Victim Service Board has agreed to now report biannually to improve the meaningfulness of the data.



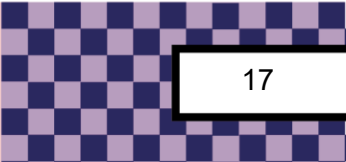
Case Outcome

Data Trend	
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- Case outcome has consistently received the lowest victim satisfaction score across both quarters.
- The victim services team conducted an anonymous officer confidence survey and a deep dive into how occurrences are closed on Niche.
- Findings were taken to the Victim Working Group and Victim Service Board meeting.
- Further work is taking place between victim services team, Crime Management Unit and Learning & Development to improve officer training in victim contact and the communication between officers and victims.

Victim Focus Groups

- Victims who consented to being contacted for further feedback during the victim satisfaction survey were invited to attend a victim focus group or to complete a further feedback survey.
- 4 victims attended online focus groups and the further feedback survey received 7 responses.
- Both the survey and focus groups were focusing on each stage of their journey with COLP (reporting, investigation, outcome etc).
- Overall feedback from victims was mostly positive and suggests that victim satisfaction is heavily influenced not by the final outcome of an investigation, but by whether victims feel listened to, informed and supported throughout their journey.
- Areas of improvement were noted as better explanations of Criminal Justice and Court Processes and handover from police to Court. The Victim services team are now working with witness care to review these processes.
- The insights these focus groups offered were invaluable whilst our quantitative assessment is still limited and so now will be conducted quarterly.



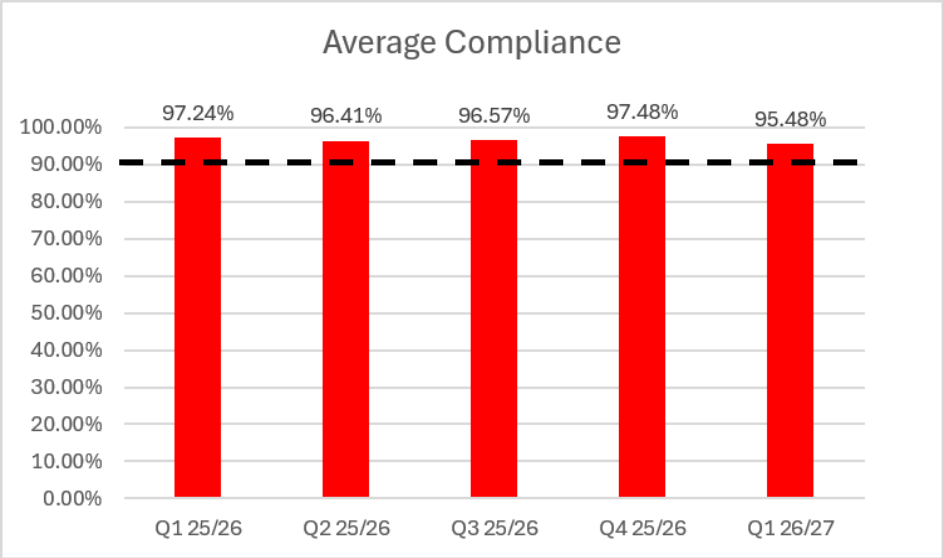
Case Compliance with Victims Code of Practice

CoLP is committed to providing a good level of service to victims. We monitor compliance for the following things within the Victims Code of Practice centrally ;

- Whether we are creating an agreement with the victim to identify what they can expect from CoLP as their investigation progresses (VCOP compliance)
- Whether a victim's needs have been assessed. (VNA Compliance)
- Whether we are keeping the victim informed of the investigation progress as set out in the initial agreement. (Victim Update Compliance)

CoLP monitors this for all victim-based crime investigations, and are developing monitoring through Victim Services Boards for all of the rights within the code.

This quarter CoLP's average compliance is 95.5% across these metrics. This is a slight decrease compared to the last quarter. However, CoLP has set 90% as the compliance level for all these metrics and has consistently been above this for all 3 metrics this quarter and since the new recording changes were put into place.



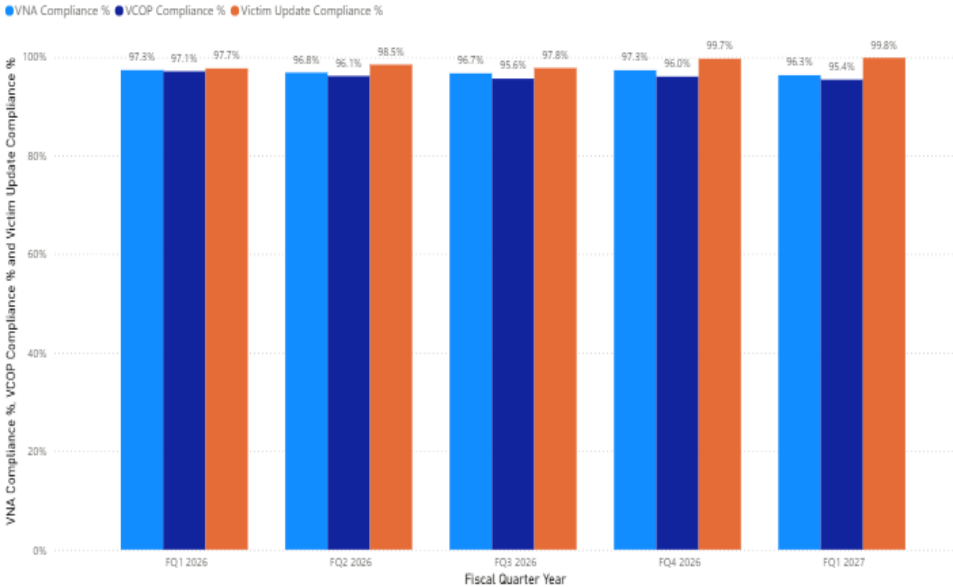
In Response

First, second and senior line managers are continuing to use performance and data dashboards to monitor compliance rates across these metrics. This enables them to view the work across their teams and meet the goals which have been set. We have also continued automatically notifying supervisors and team leads when performance levels drop and have established that this is a successful technological strategy to ensure we meet the needs of our victims.

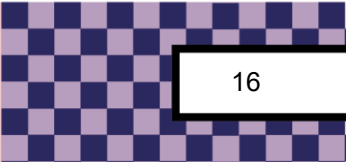
Furthermore, internal dashboard updates allow managers to clearly see their departments and team trends and compliance position.

These performance metrics are also measured at Crime Standards Board, Local Performance Boards and at directorate meetings and are firmly embedded in performance frameworks both tactically and strategically across COLP.

This approach has maintained focus and allowed CoLP to maintain our Quality Assurance Thematic Testing remains in place and checks qualitative aspect of crime management and victims focus. The thematic areas for scrutiny are determined by the crime standards board and delivered through the crime scrutiny group.



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Secure positive outcomes for victims of crime in the City

A new national framework for the recording of investigatory outcomes has been adopted into how CoLP measures its outcomes moving forward.

CoLP will adopt a revised national methodology for calculating and reporting investigative outcome rates to the Home Office. The 'solved' rate will be calculated by dividing 'solved' outcomes by the total number of outcomes ('solved', 'resolved', and 'unresolved') recorded during a defined reporting period (for example, a calendar year). 'Resolved' and 'unresolved' rates will be calculated on the same basis.

The proportion of solved+ outcome rates does vary significantly between type of offence due to differing suspect identification opportunities aligned to the method of offending.

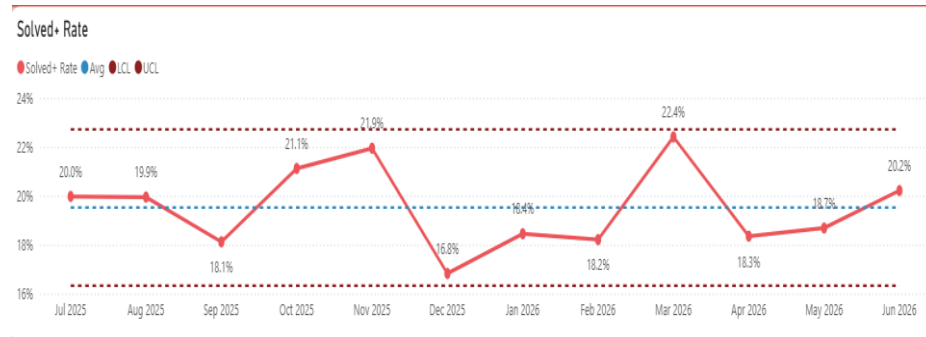
Overall, for all crime offences closed in this quarter we have secured a solved+ rate of 21.2%, the same as the previous quarter.

As a specific focus CoLP is keen to ensure victim-based crimes have a good positive outcome rate. For victim-based crimes (as a subset of all crime) recorded in Q1 26/27 15.1% have a solved+ outcome similar to the most up to date national average of 14.6%. and a 0.2% decrease from the previous quarter.

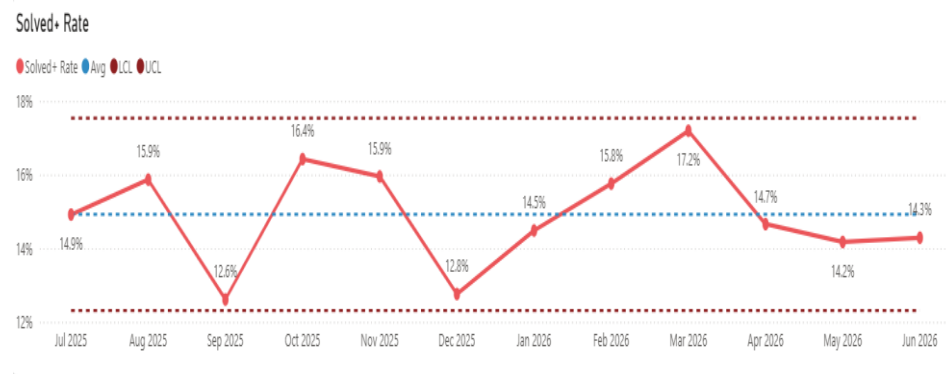
Some notable areas of good positive outcome rates for crimes recorded in Q1 26/27 are

- 29.2% Shoplifting offences
- 43.5% Burglary- Business
- 61.8% Misc. Crimes against society

All Crime



Victim based



In Response

A new national framework for the recording of investigatory outcomes has now been undertaken into how CoLP measures its outcomes moving forward. See appendix 2 for details

CoLP has adopted a revised national methodology for calculating and reporting investigative outcome rates to the Home Office. The 'solved' rate will be calculated by dividing 'solved' outcomes by the total number of outcomes ('solved', 'resolved', and 'unresolved') recorded during a quarter

We will continue to monitor our performance against the national framework to actively improve performance.

Op Swipe will continue to be a strong focus throughout the year to not only support the preventative measures of the operation but also improve investigatory outcomes. It is important to note however, theft offences, especially theft from the person, have very low positive outcome rates nationally and the challenge to increase these continue to be seen by forces across the country.

A specific focus moving forward will to be to continue to understand the barriers being faced during investigations to convert the high number of offences being targeted effectively into positive investigatory outcomes . This will continue to be an ongoing initiative throughout the financial year and more work is being undertaken to understand the barriers in place and accommodate known barriers such as, reporting delays and CCTV monitoring.

We are seeing high positive outcome rates for certain crimes such as shoplifting and increased funding for theft based offences should mean these outcomes remain above the national average.

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Improve our productivity



Crime Data Integrity Standards

2025/26 Quarter 4 Compliance – Crimes Disclosed/Crimes Recorded

Q4	Total (not N100s)		Violence		Sexual		Other		N100s	
	137	134	96.1%		100%		97.4%		100%	
			-3.9%		+1.6%		+3.3%		+33.3%	
			41	39	58	58	38	37	17	17
	Disc	Rec	Disc	Rec	Disc	Rec	Disc	Rec	Disc	Rec
97.8%			+0.5%							

Violence: Includes Modern Slavery, Robbery, Harassment/Stalking, and threatening/offensive communication offences.

Sexual: Includes offences relating to indecent images.

Other: All non-violent and non-sexual offences, including acquisitive crime, damage and state-based offences.

N100s: Rape reports are treated differently to other offences - the Home Office wants notifiable records to be kept of all Rape reports not immediately recorded as a crime. The N100 category was created to notify the Home Office when forces receive reports of Rape where the disclosure comes from a 3rd party, cases where the police have credible evidence to the contrary at the time of the report, or reports of Rape which occurred in other forces.

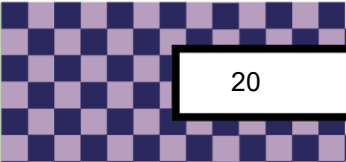


Crime Data Integrity Standards

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			41	39	58	58	38	37	17	17
	Disc	Rec	Disc	Rec	Disc	Rec	Disc	Rec	Disc	Rec
97.8%			+0.5%							

- Internal auditing indicates that the force is continuing to perform at the Outstanding level found by HMICFRS in 2024.
- This is the first time that the force has achieved a quarterly compliance of 100% for Sexual offences (this internal stats format began in July 2023).
- This is also the first time we have achieved a quarterly 100% compliance in N100 recording for nearly two years.



Crime Data Integrity Standards

Current Priorities

- Course of Conduct crimes (Harassment, Stalking, CCB) – an area of focus for HMICFRS who have found many instances of these crimes being 'hidden' in other offences. We will audit domestic and Communication offences to check compliance in CoLP.
- Training – sessions focusing on Fraud 'Call for Service' criteria are being run with Response officers and will be extended to Control and Front Office.
- Retail Robbery – information from the Performance team indicates that CoLP record a high proportion of Robbery crimes compared to other forces. We will audit CoLP Robbery crimes to check recording compliance.
- Crime cancellations – decision making will be audited in Q2 as part our regular audit schedule.



Use data to inform our decisions

There have been no significant change to the viewers or views of the existing dashboards in the period.

Data development has continued with significant work on suspect management in the period to improve the data quality and data availability to both understand the risk held by outstanding suspects and also direct resources appropriately to apprehend them.

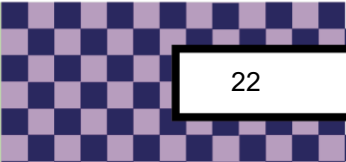
Data development work continues with significant dashboard developments expected in the coming quarter notably; Custody, Complaints and Conduct and Tasking information as well as improving data quality priorities alongside data tool development.

In FQ1 2026 in addition to the operational insights data is being used to drive in our reduction of violence and theft there were some notable additions to how data is used to evidence decisions in force meetings including;

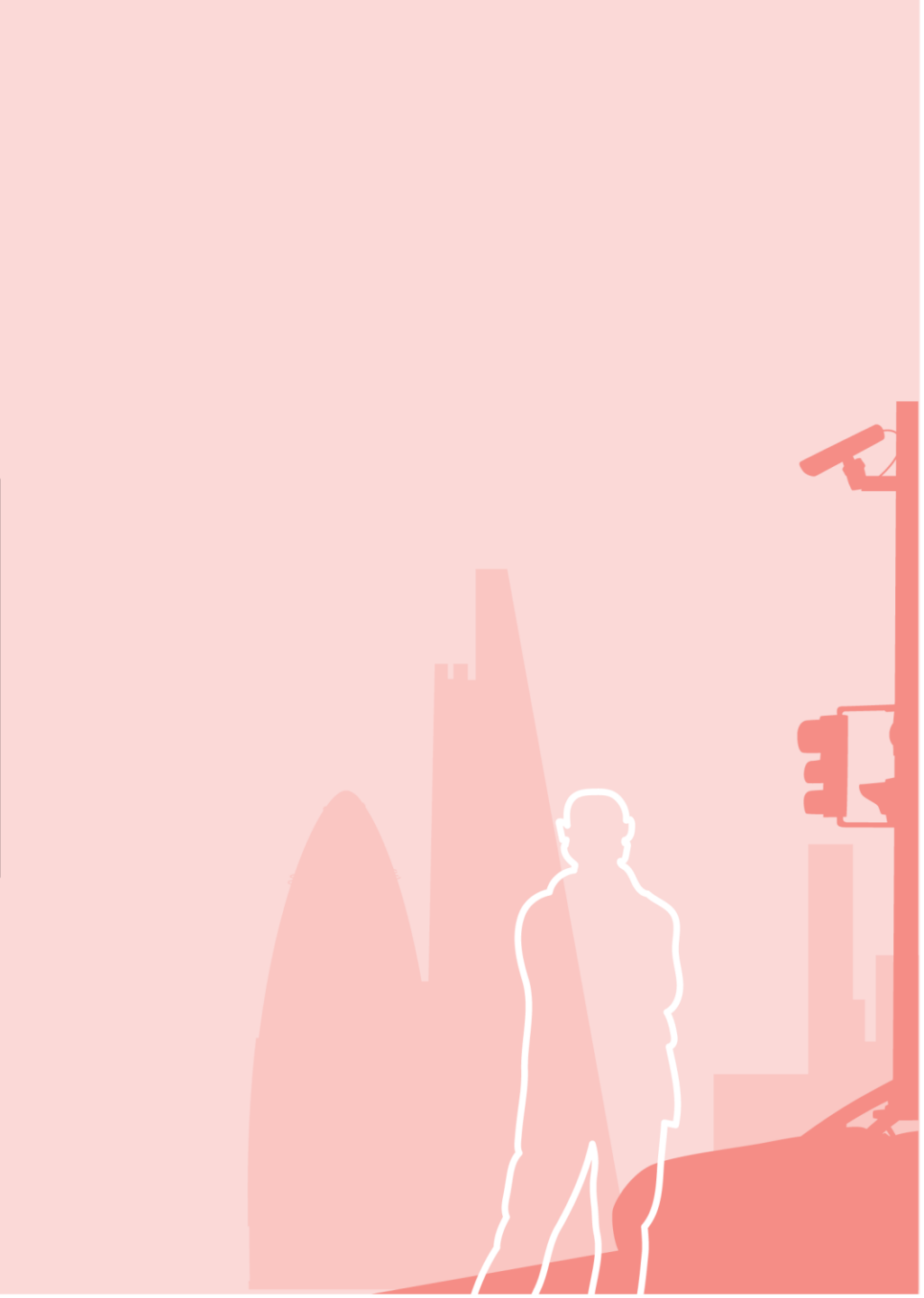
A data led performance review of our peoples experience from application, within the force and when leaving the organisation was presented at People, Culture and Legitimacy board. This has maintained continued direction of the force EDI strategy with some specific actions following to understand disproportionality at certain points of the journey including application, through grievance and complaint processes as well as improving our understanding of disclosure rates of these characteristics. This will now be an annual review through the relevant board to ensure continued understanding.

Victim Services Board has started reviewing data to understand how well it is servicing most of the Victim Code of Practice rights up until point of charge. It has also started reviewing the journey of victims in a more holistic sense looking at whether victims contact preferences are considered and importantly looking at victim disengagement, including how that varies across protected characteristics where possible. This has already led to some interesting discussions and additional actions to increase understanding further.

CoLP continues to strengthen the data quality around its reporting of fraud, money laundering and investigation information related to serious and organised economic crime through its tier 2 and 3 performance structures.



Appendixes



Appendix 1 : Success Measure Assessment

	Service level has been met which is an improvement in performance OR An increasing significant data trend which is positive
	A decreasing significant data trend which is positive
	Service level continues to be met
	There have been limited increases or decreases within tolerance levels
	Service level has not been met which is a decrease in performance OR A decreasing significant data trend which is negative
	Service level continues not to be met
	An increasing significant data trend which is negative

A variety of success measures are utilised in this framework and their assessment status is determined in this table.

Defined Service Level
Where a set service level is defined in this report (e.g. 90% compliance) the performance assessment is assessed on this quarters performance compared to last quarters performance.

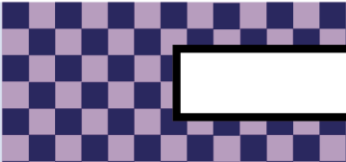
Data Trends
Where Statistical Process Charts are used; Normal random variation is expected, where volumes fall above and below the average and within the expected confidence limits (at 2 standard deviations, 95%). This is what is known as noise. SPC charts help to 'drown' out the noise by showing exceptions.

Significant data trends are identified

- where the data points fall above or below the control limits
- where there is a run of 7 data points above the average or below the average.
- where there is a month on month increase/ decrease for 7 months.

An early indication trend helps highlight emerging issues where 3 data points meet the above criteria and are highlighted through lower tier performance frameworks within COLP.

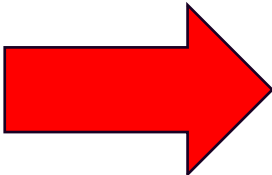
Narrative assessment
Where there is non-defined success measures or statistical data analysis available a review of the qualitative data has been completed and a trend analysis may be applied.



Appendix 2 - Outcome Groupings

There are currently 24 Crime Outcome codes as set out by the Home Office (deferred prosecutions newly added and still to be embedded in our force) new groupings have come in to action from April 2026 as outlined by new Home Office guidance.

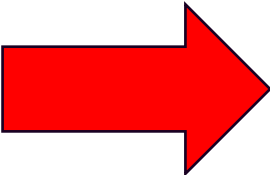
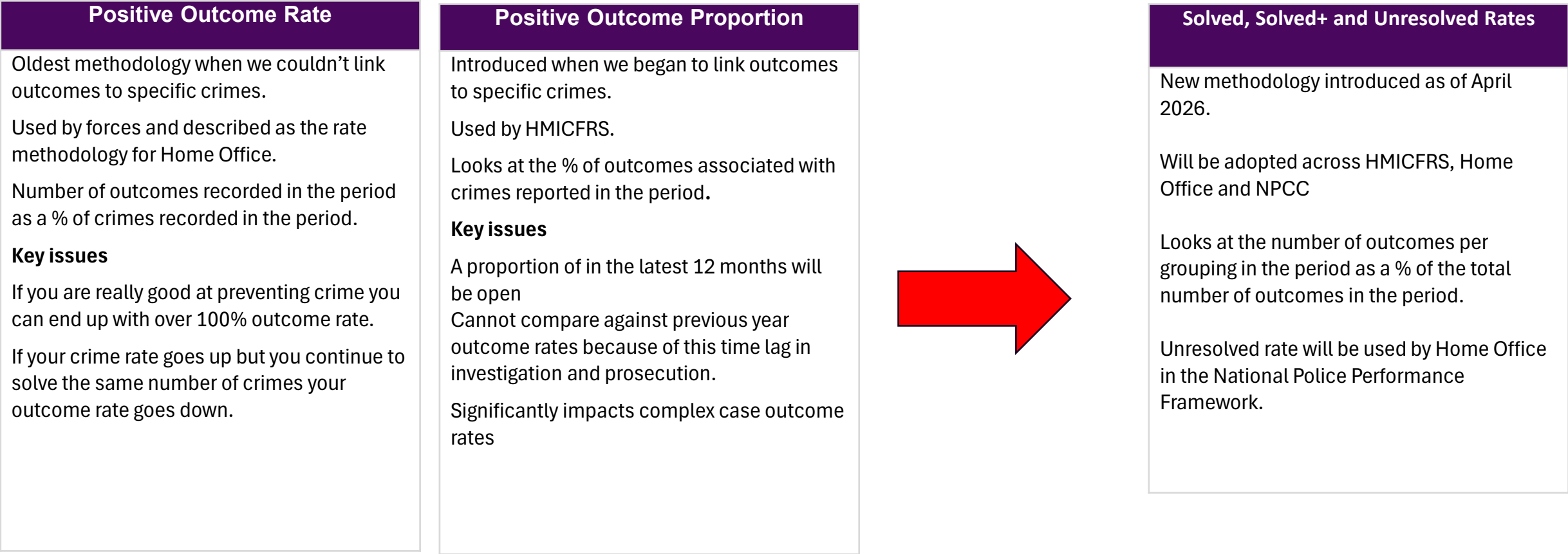
'Positive' or "Judicial"
OC1 – Charge
OC2 – Caution youth
OC3 – Caution adult
OC4 – TIC
OC5 – Offender died
OC6 – PND
OC7 – Cannabis/ Khat warning
OC8 – Community resolution



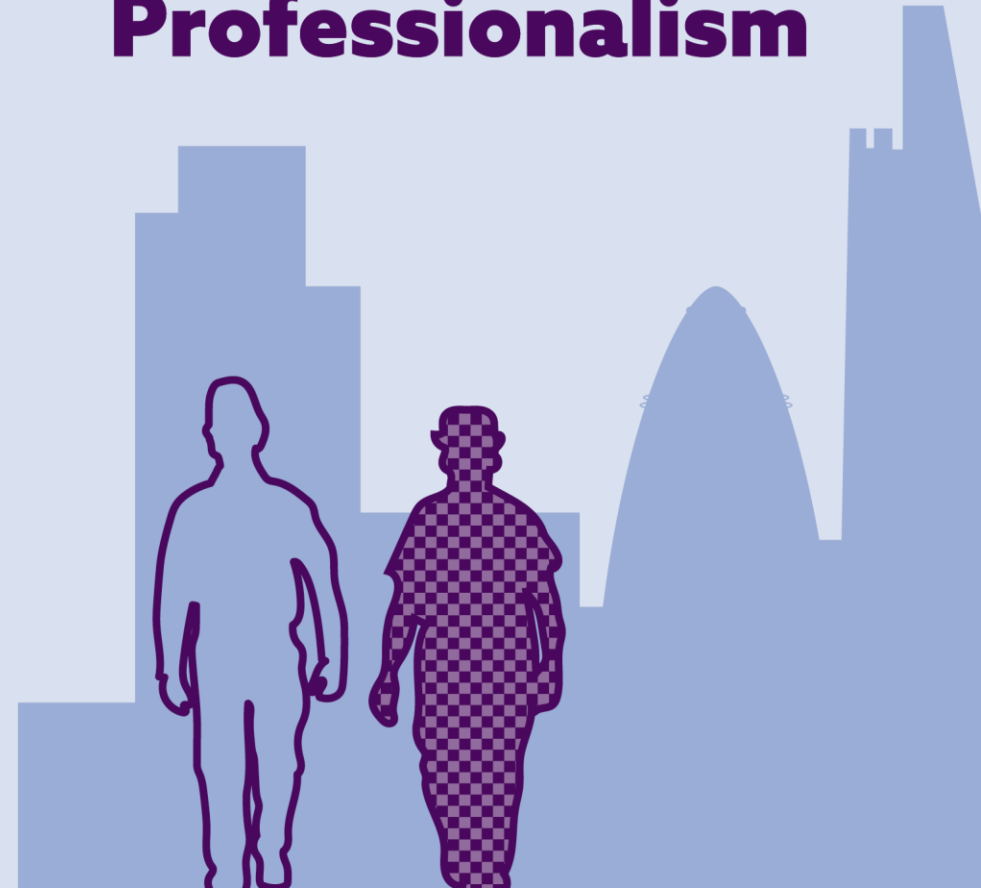
'Solved'	'Resolved'	'Unresolved'
OC1 – Charge	OC5 – Offender died	OC11 – Offender under the age of criminal responsibility
OC2 – Caution youth	OC9 – Not in the public interest (Crown Prosecution Service determination)	OC12 – Prosecution prevented (named suspect too ill)
OC3 – Caution adult	OC10 – Not in the public interest (police determination)	OC13 – Prosecution prevented (named suspect but witness victim too ill or died)
OC4 – TIC	OC20 – Other agency	OC14 – Evidential difficulties (unknown suspect, victim declines action)
OC6 – PND	OC21 – Further action to investigate is not in public interest	OC15 – Evidential difficulties (named suspect, victim supports)
OC7 – Cannabis/ Khat warning	OC22 – Diversionary / Educational or Intervention Activity Completed	OC16 – Evidential difficulties (named suspect, victim declines action)
OC8 – Community resolution	OC23 and OC24 Deferred prosecutions will join this when implemented.	OC17 – Time limit expired
		OC18 – Investigation complete, no suspect identified
		OC19 - Insufficient lines of enquiry (fraud only)

Appendix 2 - Outcome Rate calculations

Outcome rate calculations have also changed to align to one methodology to seek clarity for the public, and identify police efforts for investigations.



Integrity Compassion Professionalism



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City of London Corporation Committee Report

Committee(s): Local Policing Committee – for update	Dated: 22 September 2026
Subject: City of London Victims Strategy - Update	
This proposal: • provides statutory duties • provides business enabling functions	Public report: For information
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	The Commissioner of the City of London Police
Report author:	Victim Services Manager – Charley West

Summary

The City of London Police and Corporation published its first victims strategy in December 2024 (published externally in February 2025). Our commitment to delivering this strategy and improving victims' services and outcomes is reflected in the 2025-28 Policing Plan Priority three: "putting victims at the heart of everything we do". Both internal performance metrics and the City Police's HMIC PEEL inspection results indicate that the City of London Police is providing a good service to victims of crime in the square mile, and we are committed to continually improving.

City of London has received positive HMICFRS inspection results - scoring outstanding on recording crime and overall compliance with the Victim Code of Practice (the minimum standards that the police must provide to victims) is now consistently above 94%.

Involvement of National Lead Force victim care and support teams (NECVCU) on the Victim Services Board has enabled us to capture best practice as to how vulnerable victims are supported with safeguarding and crime prevention advice.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

The 2025 victims strategy drew on national evidence of what is most important for victim experience, and local performance data available at the time, to set four priority areas for the City Police's *local* (i.e. Square Mile) work:

- Better information and communication
- Ensuring procedural justice (i.e. making victims aware of their rights, helping them access services, and treating them fairly and considerately)
- Improved multi-agency working (particularly with local justice partners, and the voluntary sector)
- Professionalism of victims' services (noting that, uniquely, the City does not commission its own 'core' victim support service – it refers victims to the MOPAC-commissioned London-wide service)

The strategy also sets out 'enablers': a new performance framework, improvements to governance, and a commitment to increase resourcing on victims' work. It included several measures for the Corporation to implement and summarised the pre-existing victim's commitments within the National Policing Strategy for Fraud, Economic and Cyber-crime 2023-28.

It should be noted that the strategy was not prompted by any specific concerns or issues with victim performance in the City but reflects our ambition outlined in the policing plan and acknowledges the rising national priority of victims services and outcomes and ready the City for the requirements of new legislation (Victims and Prisoners Act 2024), provide more detail on what the City Police's commitment to "*put victims at the heart of all we do*" means in practice, and improve public trust and confidence in City policing by further improving the victim experience.

Current Position

Strategy delivery

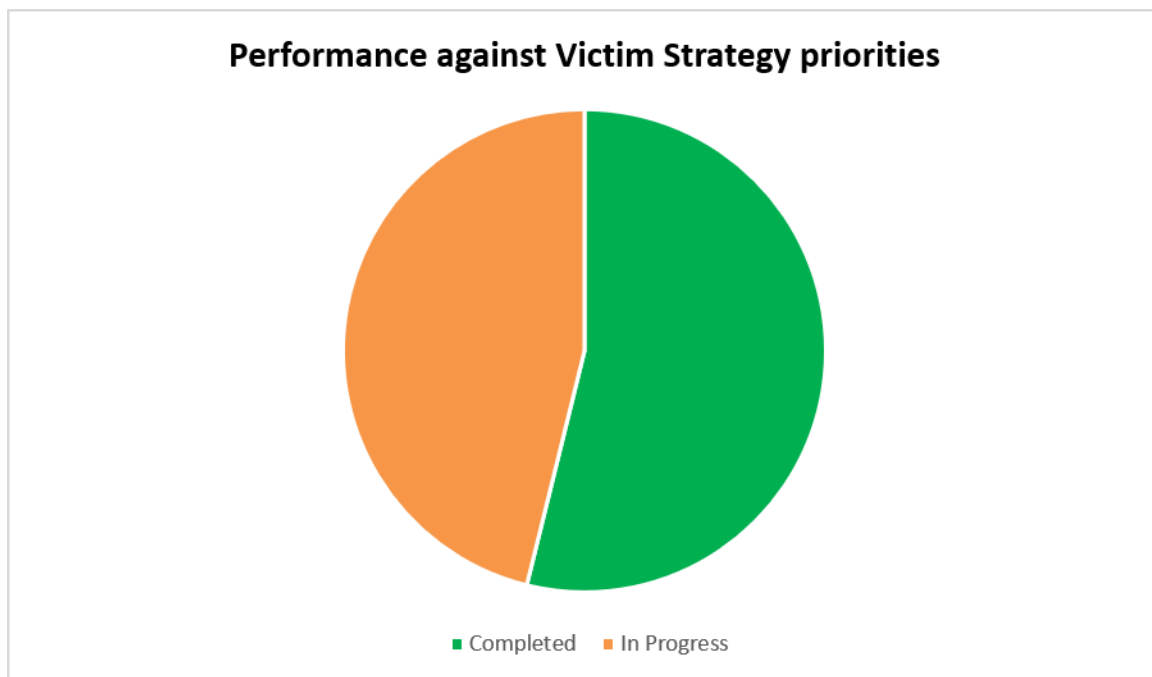
The City of London victims strategy contains thirteen measures (at *Appendix A*) for City of London Police; seven have been delivered and six are in progress. We have previously reported eight in progress and one not started, as well as one area within 'professionalism of victim' services' as unknown; the improvements in this section have now commenced and in progress. The three enabling measures – improved governance, a new performance framework, and recruiting more permanent

resource – have been delivered. All four of the City Corporation’s strategy measures are in progress. Delivery by priority strand is set out at *Table A*.

Table A: Delivery progress by priority	
Priority	*Delivery %
Better information and communication – Reviewing what information is currently provided to victims and how it is provided, what information is available on CoLP and PAB websites and improving the monitoring of victim contact setting.	100%
Procedural justice – Reviewing victim-related training provided to CoLP officers, analysing why victims may not access services and why they disengage from the justice process.	66%
Multi-agency working – Fully mapping victims’ journey in the City, identifying all local voluntary and community sector organisations, deepen partnerships with Local HM Courts and Tribunal Service and Crown Prosecution service, improve understanding of how other local agencies are delivering duties to City victims.	62.5%
Professionalism of victims’ services - Ensure comprehensive compliance with VCOP (Positive), review services provided by the City Police funded Vulnerable Victim’s Advocate, review City of London Corporation services that are relevant to supporting victims and likewise assess if these could be better integrated towards a hub model (not started)	83%
Enabling measures - Improve governance with working level groups, implement new performance monitoring framework, recruit and establish permanent victims’ team.	100%
Corporation measures – Support and expand the City’s Victim Champion, identify areas for greater cross-organisational collaboration through the Safer City Partnership, Corporation to seek to ensure robust mechanisms in place to identify risks of victimisation amongst their employees, encourage City employers to put in place procedures to support victims	62.5%
<i>*Delivery as of August 2026 - % is calculated by giving completed measures a value of 1, in progress measures a value of 0.5, and un-started measures a value of 0. This is, as such, a rough indication.</i>	

Delivery of the victims strategy, and victims services performance more broadly is overseen by the Commander for Operations and Security who chairs the Victim Services Board. This Board is supported by the victim’s working group, made up of relevant tactical leads from across the force and Police Authority. The victims’ working group meetings have increased in frequency to monthly and the victims strategy delivery plan has been refreshed, with milestones and deadlines now set.

Under the 2025-28 Policing Plan and reformed PAB governance model quarterly updates on strategy delivery will be presented to the Local Policing Committee with quarterly summary updates (for public consumption) published on the Police Authority website. The governance arrangements for oversight of victim strategy implementation are set out below.



Progress updates

Service quality

While conducted outside the 'frame' of the victim's strategy, wider City Police work (particularly changes to investigative team structures and manager supervision) has driven improvements in services provided to victims.

As reported last time the compliance with the Victim Code of Practice (the minimum standards that the police must provide to victims) is now **consistently above 94%, CoLP internal minimum standard is set at 90%.**

Of note under the Victims & Prisoners Act 2024 we will be required to have comprehensive data on compliance with the Victim Code of Practice. It is understood there is, at present, no confirmed timescale for when forces will need to implement this. We understand it has been pushed back by the Ministry of Justice (MoJ) and anticipate mandatory reporting to start in April 2028. We have been sighted on proposed metrics and are beginning to work through these; identifying any gaps and looking for solutions. We have continued to work with MoJ through their consultation process on the capability of measuring compliance for both local policing and fraud victims of crime.

Key highlights for CoLP performance include:

- For victim-based crimes (as a subset of all crime) recorded in the past 12 months (Apr 25 - Mar 26), 11.9% (871 occurrences) have reached a positive outcome rate, well above the national average of 7%.

In line with our commitment to better communication and information we have created a victim information leaflet which provides victims with all information, advice and next steps. This has been embedded to the initial victim contact letters that is sent when reporting crime to CoLP and printed copies are also available at the front desk of Bishopsgate police station.

Victim services are now embedded within The City of London Police Op Hampshire working group. Op Hampshire provides a strategy, processes and guidance to help us respond more effectively to assaults and hate crimes on police officers and staff. The victim services team aim to ensure that we are keeping victims at the heart of everything we do, including police officers and staff who become victims in the line of duty.

Victim Support Referrals

As of 19th January 2026, CoLP have changed to an “**opt out**” approach to victim support referrals. Therefore, all victims of crime will be referred to VS unless they specifically request not to be. The exception to this is victims of high harm offences such as domestic abuse or sexual offences who still require consent to refer given the nature of the offences. Since this process started there has been an **increase of 24% of victims referred to Victim Support** (from 16% in Q3 25/26 to 40% in Q1 26/27). The victim services team have run drop-in sessions in the canteen and targeted sessions during shift briefings. The team continue to work with other departments such as CMU (control management unit) and control room to ensure this change is fully embedded. The referrals now shared with VS include a focus on victims’ needs (e.g. preferred method of contact, preferred language, accessibility issues) and victims who initially decline a referral and later change their mind are included in the daily reports.

City Vulnerable Victims Advocate

Victims with vulnerabilities and those of high harm offences who consent to a referral to victim support services are now sent automatically to the City’s funded Vulnerable Victim’s Advocate (VVA) (via the NICHE case management system). Previously officers had needed to complete a manual paper-based referral and it was noted some vulnerable victims were being referred outside of the City’s allocated resource.

In the past quarter (April to June 2026) the VVA has received 113 referrals which is an increase **of over 550%** (from 17 referrals in whole of Q3 25/26). To note - this increase is not due to the fact that vulnerable victims were not previously receiving support or we have had a sudden influx, rather that they are being appropriately referred into the specialist service.

The VVA contract was renewed in April 2026 and given the increase in demand the VVA role has been increased to a 1xFTE position (previously 0.6 FTE), as per the

original agreement back in 2021. This post is funded by the Public Protection Unit (Specialist Operations) and Strategy, Planning and Service Improvement (SPSI). By having a full time position the VVA is able to be involved with more community-based work alongside the Corporation VAWG team who are now hosting monthly drop-in sessions (Safer City Streets: information, advice and support sessions).

Victim Satisfaction Survey

As of January 2026, the victim services team have redesigned the survey and now manage it internally rather than using a third-party provider. Texts and emails are sent from the free Gov UK 'notify' platform (depending on the victims' preferred method of contact) and clear the communication is being sent from CoLP. As well as being more accurate, the new survey allows victims to complete their demographic information which we will now be able to analyse and report on. Whilst it is optional to provide the demographic information, we so far have a **97% completion rate**. Once we have a larger response rate, we aim to compare the demographics to satisfaction score and identify any trends. And finally, through the new survey victims can consent to be contacted for further feedback at a later stage, which allows for the victim services team to hold victim focus groups.

The revised survey was launched on 26 January 2026 and, as of 26th August 2026, has received 193 responses. To date, the average satisfaction score at the post-reporting stage is 3.73 out of 5, while the average post-closure satisfaction score is 3.28 out of 5.

Overall satisfaction levels continue to demonstrate an upward trend. During this period, a number of initiatives have been implemented to improve communication with victims, including the introduction of the victim information leaflet and ongoing work to support officers in providing timely and effective updates regarding case outcomes.

Following an initial six-month review, CoLP has concluded that the survey remains fit for purpose and, at this stage, there is no requirement to commission a third-party provider. A further review will be undertaken in six months' time to ensure the survey continues to meet organisational needs.

In addition, work is underway to identify more efficient methods of linking survey responses to crime data within NICHE, with the aim of improving data quality, reporting capabilities, and the accuracy of performance insights.

Victim Focus Groups

For the first time, CoLP has conducted online victim focus groups. The qualitative insights gathered through these sessions complement the quantitative data obtained

from the Victim Satisfaction Survey and support CoLP's policing priority to **"keep victims at the heart of everything we do."**

Victims who provided consent to be contacted for further feedback during the victim satisfaction survey were invited to participate in a victim focus group facilitated by the victim services team, or alternatively to complete a supplementary feedback survey. Four victims attended the online focus groups, while a further seven responses were received via the additional feedback survey.

Both the survey and focus group discussions explored victims' experiences at each stage of their journey with CoLP, including reporting, investigation, and case outcomes. Prior to participation, expectations were carefully managed by explaining that members of the victim services team are not police officers, that participants were encouraged to provide open and honest feedback, that they were free to leave the session at any time, and that the team could not influence investigations or case outcomes. Following the sessions, victims were provided with the victim services team email address and offered further support where required.

Key themes emerging from both the focus groups and the supplementary survey highlighted high levels of satisfaction with officer communication, empathy, and victim-centred approaches. Victims also positively recognised the thoroughness and persistence of investigations, as well as the accessibility and effectiveness of the reporting process.

The primary area identified for improvement related to the wider criminal justice process, particularly regarding court proceedings and the stages following the charging of a suspect. This aligns with an area of focus within the victim strategy, where work is already underway to strengthen collaboration and improve engagement with His Majesty's Courts and Tribunals Service (HMCTS) and the Crown Prosecution Service (CPS).

Overall, feedback was predominantly positive and suggests that victim satisfaction is influenced less by the final outcome of an investigation and more by whether victims feel listened to, informed, and supported throughout their journey.

The victim services team will continue to facilitate online victim focus groups on a quarterly basis to ensure ongoing engagement and continuous improvement of services provided to victims.

Experience Survey with vulnerable victims

CoLP is currently piloting a new victim experience survey for vulnerable victims, particularly those whose cases are investigated by the Public Protection Unit (PPU). Due to the sensitive nature of these offences, obtaining meaningful feedback can be

challenging. As part of the pilot, investigating officers seek victims' consent to participate in the survey, which is then sent directly by the officer rather than through the victim services team.

This initiative supports the commitments outlined within the victims' strategy and seeks to identify opportunities to gather feedback through a sensitive, trauma-informed approach. The aim is to ensure that the needs and experiences of the most vulnerable victims in the City are understood and reflected in service development, while providing a means of amplifying their voices. This area of work has also been highlighted as a recommendation within HMICFRS inspections.

The pilot was initially intended to run for a three-month period before being reviewed. However, due to a low response rate, the trial has been extended for a further three months. Additional communications have been issued to officers within the Public Protection Unit to promote awareness and encourage participation.

Alongside the pilot, the victim services team is undertaking benchmarking activity with other police forces to identify good practice in obtaining feedback from vulnerable victims and to explore alternative approaches that may increase engagement.

This strategic focus on understanding and improving the entire victim journey reflects CoLP's ongoing commitment to placing victims at the heart of everything we do.

Safer City Street drop-in sessions with City of London Corporation

CoLP victim services team and Multi-Agency Partnership Team (MAPT) have been supporting the City of London Corporation Community Safety Team in the delivery of the Safer City Streets domestic abuse drop-in sessions. The initiative aims to provide monthly engagement opportunities across different areas of the City, targeting a range of resident and community groups.

In June, a community engagement event was held at the Portsoken Community Centre, providing local residents with an opportunity to learn more about the support services available within the City. A trained domestic abuse practitioner was also present to offer advice and support to anyone requiring assistance on the day. The event was well attended and received positive feedback from participants.

Attendees were provided with information and guidance materials, alongside a range of promotional items featuring QR codes linking directly to the Corporation's Community Safety webpage. These items included pens, trolley tokens, nail files and lip balms, enabling residents to easily access information and support services following the event.

In July, the victim services team delivered a community engagement stall at the National Police LGBT+ Conference, held at the Bishopsgate Institute. A further engagement event is planned for August, with the team scheduled to attend a local

student Freshers' Fair to raise awareness of victim support services and promote the range of assistance available to those living, studying and working within the City.

These engagement activities contribute to CoLP's wider commitment to increasing awareness of support services, strengthening community partnerships, and ensuring that victims and vulnerable individuals can access timely information, advice and support.

Next Steps

A new cohort of CoLP probationary officers is expected to commence training in late 2026. In preparation, the victim services team is reviewing the victim-focused training provided as part of the initial officer learning programme linking in with procedural justice priority in the strategy. The team will deliver a bespoke input covering key CoLP specific victim initiatives, including the victim strategy, the victim services opt-out process, the victim satisfaction survey, and the range of support services available to victims across the City. The training provided to transferring officers will also be reviewed to ensure consistency in knowledge and understanding of victim-related responsibilities and services.

In support of Priority 3 of the victim strategy, which focuses on multi-agency working, and in response to feedback received through the victim focus groups and supplementary feedback survey, the victim services team has begun engaging with colleagues within the Administration of Justice (AOJ) and Witness Care Units. Further work will be undertaken to map the post-charge victim journey and identify opportunities to improve victims' experiences of the criminal justice process. This work will also explore how CoLP can strengthen the support provided to victims following charge and throughout court proceedings.

In addition, the victim services team has established links with the Metropolitan Police Service's victim care improvement team to better understand how compliance with the Victims' Code of Practice (VCOP) is measured and to share learning and best practice. These discussions will continue on a regular basis to support ongoing service improvement and promote a consistent approach to victim care across London.

Finally, CoLP is exploring the potential introduction of a digital victim contact portal. Such a platform would enable victims to communicate directly with the officer in charge of their case and receive automated updates containing key information, including crime reference numbers, relevant guidance, and case progression updates. A number of police forces have already implemented similar systems, and the victim services team will be engaging with these forces to evaluate available options and assess how a comparable service could be developed and implemented within CoLP.

Collectively, these initiatives demonstrate CoLP's commitment to continuous improvement, partnership working, and the delivery of a victim-centred service that places the needs and experiences of victims at the forefront of policing activity.

Corporate & Strategic Implications

Strategic implications. Putting victims at the heart of everything we do is one of six Policing Plan priorities, to be delivered through our victim strategy and delivery plan.

Financial implications. N/A

Resource implications. N/A

Legal implications. Implications of the Victims and Prisoners Act 2024 are discussed in the paper.

Risk implications. Risks to delivery of the victims strategy are managed through the governance arrangements set out in the paper.

Equalities implications. CoLP and the Corporation aim to increasingly consider how we can ensure that our service to victims is tailored to meet the needs of individuals across all protected characteristics, however there are challenges with the available data which are being worked through.

Climate implications. N/A

Security implications. N/A

Conclusion

The City of London Police continues to make strong progress in delivering its victims' strategy, with high compliance against the Victims' Code of Practice, increased referrals to support services, and improved access to specialist support for vulnerable victims. New initiatives, including the redesigned victim satisfaction survey, victim focus groups and community engagement activities, have strengthened CoLP's understanding of victims' needs and experiences.

Victim feedback has been largely positive, highlighting the importance of effective communication, empathy and ongoing support throughout the victim journey. CoLP will continue to build on this progress through enhanced training, stronger partnership working, improved victim engagement and the exploration of digital solutions, ensuring that victims remain at the heart of service delivery and future improvements.

Appendices

- Appendix A - Performance Management Framework (update)

Appendix A - Victim Strategy performance management framework update

Measure	Progress
Priority area 1 - Information and communication	
Review information currently provided to victims and how it is provided, aiming to produce short, clear and practical guides to the Justice process and the services available.	Completed
Review the information and resources available on the COLPS and PAB's websites to ensure that it is being kept up to date and reflects the full range of locally available services, regardless of whether the victim has reported the crime or not.	Completed
Ensure all victims who want one can complete a Victim Contract setting out their preferred frequency and form of contact. Improve our monitoring of the use of the contracts and seek to identify further improvements to options for how, and in what format, case updates are communicated.	Completed
Priority area 2 - Procedural justice	
Review victim-related training for City Police officers and staff to ensure it is up to date and fully covers Victims' rights and their obligation to them, how to make the most appropriate referrals to support services and how to engage with victims compassionately and sympathetically.	In Progress
Closely monitor the completion of the VNA to ensure full compliance and that victims' own preferences about the support and advice they want is captured early in the justice process.	Completed
Analyse why City victims may not access the services available to them and why they disengage from the justice process.	In Progress
Priority area 3 - Multi-agency working	
Fully map victim journeys in the City to improve our understanding of victim's experiences at each stage and to ensure we have a complete picture of all local voluntary and community sector organisations who can provide support.	Completed
New VSM will deepen City Police's partnership and engagement with the Local HM Courts and Tribunals Services, Crown Prosecution Service and voluntary and community sector partners to improve join-up of victim engagement throughout investigations.	In Progress
Improve our understanding of how other local agencies are delivering duties to City Victims, such as a Victim's Right to Review, special measures in court and communication of trial and sentencing outcomes. Where relevant, should work together to improve this.	In Progress
The VSM will work with partner agencies to improve coordination of how significant case updates are communicated to victims, ensuring it is done appropriately and sensitively.	In Progress
Priority area 4 - Professionalism of victims services	
Aim to ensure comprehensive compliance with the Victims Code of Practice, utilising available information as set out below in points 4.1A to 4.1E**	In Progress
Review services provided by the City Police funded Vulnerable Victim Advocate (VVA), examining whether this could be amended or expanded to provide a function closer to a "single point of contact" for vulnerable victims.	Completed
Review City of London Corporation services that are relevant to supporting victims and likewise assess if these could be better integrated towards a hub model.	Completed
Enabling measures	

Improve governance with working-level group(s), victim services board + SPPC oversight	Completed
Implement new performance monitoring framework	Completed
Recruit and establish permanent victims team	Completed

**

4.1A	Basic information - Victim crime type and severity - Victim demographics and disproportionality - Victim vulnerability profiles – type, severity, recurrence of victimisation
4.1B	Better information and communication - Victim satisfaction with engagement and communication - Crimes recorded within 24hrs. - Number of victims who received a crime report number within 5 working days.
4.1C	Procedural justice - Victim satisfaction with overall case handling - Victim satisfaction with case outcome - Completion rates of Victim Needs Assessments - Victim disengagement rates and surveyed reasons for withdrawing support - Officer completion rates for victim training
4.1D	Multi-agency working - Victim engagement rates with support services - Victim satisfaction rates with justice process
4.1E	Professionalism of victim services - Case compliance rates with Victim Code of Practice - Victim satisfaction with City Vulnerable Victim Advocate service - Number of eligible victims asking for a review under the NPCC VRR process and number granted a review

City of London Corporation Committee Report

Committee(s): Local Policing Committee – for discussion	Dated: 22 September 2026
Subject: Strategic Engagement Plan proposals	For Discussion
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties	Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Commissioner of City of London Police and Director of Police Authority
Report author:	Emma Cunnington & Preet Desai

Summary

This report presents the new Safer City Community Engagement Strategy 2026-2029 and supporting Delivery Plan 2026-2027, developed jointly by the City of London Police (CoLP) and teams within City of London Corporation. Together, they provide a framework for a more coordinated, evidence-led approach to engagement, responding to statutory community engagement requirements, findings from the 2025 HMICFRS PEEL inspection, and the City of London Policing Plan commitment and City of London Corporate Plan commitment to strengthen engagement practice. The strategy aims to embed a more structured, evidence-based and collaborative approach to engagement, ensuring communities have meaningful opportunities to influence policing priorities and community safety outcomes.

The report also provides an update on extensive engagement activity undertaken by the City of London Police between April and August 2026, including community meetings, crime prevention events, business engagement, resident forums and outreach with diverse communities.

Further work is required to translate the Strategy and Delivery Plan into a fully coordinated operating model, including clear responsibilities across City of London Police and relevant City Corporation teams, shared planning and communications arrangements, and a performance framework focused on reach, outcomes and impact rather than activity alone.

Recommendation(s)

Members are asked to:

- Note the new Safer City Community Engagement Strategy 2026-2029, underpinned by the annual Delivery Plan (Sept 2026-Sept 2027)
- Endorse the further development of a coordinated delivery model setting out responsibilities across City of London Police and City Corporation teams; and
- Note that the City of London Police community engagement and communications requirements will inform the new City Corporation communications strategy.

Main Report

Background

1. Community engagement is a core driver of public confidence and legitimacy in policing, and the ability of the police to prevent and solve crime. Evidence shows it is most effective when embedded in neighbourhood policing and used to identify and act on the issues that matter to local people. Its impact is strengthened further when it is a two-way process, delivered in collaboration with other agencies as part of a place-based approach to solving local problems and delivering sustainable community safety outcomes. Success depends on shared objectives, effective coordination and communication, and accountability for robust implementation. The City of London Policing Plan commits to:
professionalise our approach to engaging with our communities by providing training for our officers, drawing on learning and good practice and collaborating with our partners, including the City Corporation.
2. City of London Police is subject to a statutory community engagement requirement under the Police Reform and Social Responsibility Act 2011 (Chapter 5, Section 34).¹ The Act requires chief police officers to engage with local communities by seeking their views on crime, providing accessible policing information, and holding regular meetings. Neighbourhood boundaries may be defined flexibly to ensure effective engagement. In addition, the Police Reform and Social Responsibility Act 2011 Section 14 strengthened the requirement for PCCs to obtain the views of people living in the police area; and victims of crime in that area. Moreover, Community Safety Partnerships are required under the Crime and Disorder Act 1997 to assess local crime and disorder issues and develop local strategies, with subsequent regulations creating an expectation that community views and concerns inform those assessments and priorities.
3. This work is also informed by findings from HMICFRS PEEL inspection from July 2025, which noted that while the force has a community engagement strategy, it does not have a comprehensive engagement plan setting out how officers will deliver this in practice. HMICFRS further highlighted that neighbourhood policing teams do not routinely evaluate engagement activity, limiting the force's ability to understand what works well, identify gaps, and maximise the impact of

¹ Available at: <https://www.legislation.gov.uk/ukpga/2011/13/section/34>

engagement. Developing a more structured and evidence-based approach to engagement is therefore an important element of continuous improvement.

4. At the Local Policing Committee on 18 June 2026, Members received and discussed proposals for a refreshed three-year Safer City Community Engagement Strategy, underpinned by an annual tactical plan.

Current Position

5. Since that meeting officers within City of London Police have met with teams in the City of London Corporation who engage with communities on crime and safety matters (including City Belonging, Community Safety and Police Authority) to refine the strategic objectives of the three-year Strategy (integrating Member feedback on the original draft) as well as write the annual tactical plan for September 2026 – September 2027. The Strategy and Tactical Plan can be found at *Appendix A* of this report.
6. Since April 2026, City of London Police has undertaken a wide range of engagement activity with residents, workers, businesses, faith groups, young people and other communities. Recurring concerns included phone and bag theft, retail crime, anti-social behaviour and cycling, violence against women and girls, and police visibility.
7. The activity demonstrates significant reach but has not yet been planned, recorded or evaluated consistently against shared strategic objectives. The new framework will therefore move reporting away from a list of individual events towards an assessment of audiences reached, gaps, insight gathered, action taken and resulting impact. A full activity log can be found at *Appendix B*.

Next steps

8. Subject to any additional views from Members, the new Safer City Community Engagement Strategy 2026-2029 will be finalised and implemented across City of London Police and the relevant teams within City of London Corporation. At working level, officers will begin to develop a full performance framework with realistic and insightful metrics to be able to evaluate the success of the Strategy and Delivery Plan. These metrics are likely to include:
 - priority audiences reached, including identified gaps;
 - quality and representativeness of participation;
 - insight generated and shared;
 - evidence of issues influencing decisions, tasking or problem-solving;
 - actions taken and communicated back to communities;
 - trust, confidence, visibility and awareness;
 - sustained workplace and community relationships; and
 - reduced duplication across teams.

9. In addition, the following metrics will also be captured as part of the new National Policing Performance Framework as part of the Neighbourhood Policing Guarantee (the intention is for this data to be captured as part of a Public Perceptions Survey² which will be coordinated by the Police Authority team):
- how well the police understand and deal with local concerns
 - Public experience of ASB in their local area
 - Public awareness of community engagement activity
 - How far the public trust City of London Police
 - Public perception of police visibility in local area
 - Public perception of crime and ASB in a local area
 - Public feelings of safety in the City
10. Officers will develop a clear joint operating model for community engagement across City of London Police and relevant City Corporation teams. This will set out respective responsibilities, decision-making and governance arrangements, routes for sharing insight, links between engagement and communications activity, and how the different teams and channels combine to provide a coherent approach. This work is not yet complete and will be brought back to Members as part of implementation.
11. City of London Police community engagement and communications requirements will also inform the development of the new City Corporation communications strategy. This provides an opportunity to align policing and community safety engagement with the Corporation's wider work to strengthen strategic communications, audience engagement and integrated planning. This will help ensure that policing and community-safety priorities are reflected in corporate audience planning, channels, campaigns, stakeholder engagement, and the developing approach to data and CRM.
- The emerging communications strategy is intended to strengthen the Corporation's ability to deliver its priorities, manage its reputation and engage its audiences, while supporting wider corporate transformation. Three broad themes are emerging as potential foundations for future strategic campaigning: **Prosperity, People and Place**. The Safer City Community Engagement Strategic Plan will contribute to this work by ensuring community insight and engagement are connected to these wider corporate priorities, particularly in relation to serving communities effectively and creating a safe, thriving place to live, work and visit.

Corporate & Strategic Implications

12. Strategic implications – This paper addresses several CoLP and Corporation strategic commitments (see *Appendix A*).
13. Financial implications – none at present although investment in new technology (e.g. CRM system and Neighbourhood Alert system) could require investment.

² To note: the scope of the current survey does not include residents, and if it ends up being a one-off commission, we will not be able to measure improvement annually.

14. Resource implications – this plan brings together a shared commitment for joint ways of working between City Police and Corporation.
15. Legal implications – statutory obligations for community engagement as set out in the Police Reform and Social Responsibility (2011) Act and Crime and Disorder Act 2008.
16. Risk implications – this work acts as a mitigation to City of London Police’s operational risk regarding “Loss of public trust and confidence”.
17. Equalities implications – An Equality Impact Assessment would be undertaken to inform the final plan, in support of partners’ Public Sector Equality Duty.

Conclusion

18. This report sets out a renewed and more structured and outcomes-based approach to community engagement, supporting statutory requirements, strengthening public trust and confidence, and improving neighbourhood policing outcomes. Through joint delivery, clear priorities and robust evaluation, the Safer City Community Engagement Strategy – and associated Plan - will help ensure policing remains responsive, inclusive and evidence-led.

Appendices

Appendix A: Safer City Community Engagement Strategy 2026 – 2029 and associated Delivery Plan (Sept 2026-Sept 2027)

Appendix B: Community Engagement Activity Log – April-August 2026

Background Papers

- Safer City Engagement Strategy proposals, paper presented to Local Policing Committee in June 2026.
- Evaluation of the Strategic Community Engagement Plan 2024, paper presented to Local Policing Committee on 12 March 2026

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Appendix B: Community Engagement Activity – April-August 2026

An overview of engagement activity between April and August 2026 is provided in the table below:

ENGAGEMENT ACTIVITY 1ST APRIL – 18TH AUGUST 2026				
Number	Date	Title	Audience	Top Issues Raised
1	02/04/2026	Coffee with a Cop	Open to all	VAWG
2	07/04/2026	Bank Cluster Panel Meeting - Online	Open to all	Cheapside Shoplifting; Cyclists / Red lights; Theft from Licensed Premises
3	08/04/2026	Bank Cluster Panel Meeting – In Person	Open to all	Cheapside Shoplifting; Cyclists / Red lights; Theft from Licensed Premises
4	09/04/2026	Coventry Uni Engagement Event	Students	Phone snatching; VAWG; Bag theft.
5	14/04/2026	Aviva Pop up Crime Prevention event	Workers	
6	15/04/2026	Liverpool Street Cluster Panel Meeting - Online	Open to all	Shoplifting; Homelessness; Begging
7	16/04/2026	Liverpool Street Cluster Panel Meeting – In Person	Open to all	Shoplifting; Homelessness; Begging
8	16/04/2026	Exchanging Places Event	Open to all – particularly vulnerable road users	
9	21/04/2026	SmartSec Crime Prevention Event	Workers	Bag theft; phone theft; VAWG
10	28/04/2026	Fleet Street Cluster Panel Meeting – In Person	Open to all	Officer visibility and accessibility; victim focused patrols and engagement; homelessness
11	28/04/2026	Barbican Cluster Panel Meeting – In Person	Open to all	Cycling on the Estate (Deliveroo/Just Eat/E-bikes); Homelessness; ASB
12	29/04/2026	Fenchurch Street Cluster Panel Meeting – In person	Open to all	Phone / Bag theft; Shoplifting (focus on Co-op, Minorities); ASB – Residential and anti-social cycling
13	29/04/2026	Fleet Street Cluster Panel Meeting - Online	Open to all	Officer visibility and accessibility; victim focused patrols and engagement; homelessness
14	29/04/2026	Monument Cluster Panel meeting – In Person	Open to all	Greater visibility and engagement from officers; improved intelligence led

ENGAGEMENT ACTIVITY 1 ST APRIL – 18 TH AUGUST 2026				
Number	Date	Title	Audience	Top Issues Raised
				prevention of shoplifting in hot spots; Focus on NTE particularly around Leadenhall.
15	29/04/2026	Minster Building Engagement Event	Workers	
16	30/04/2026	Monument Cluster Panel meeting - Online	Open to all	Greater visibility and engagement from officers; improved intelligence led prevention of shoplifting in hot spots; Focus on NTE particularly around Leadenhall.
17	30/04/2026	Eyes and Ears Scheme	CoLC Street Cleansing Team and Gardeners	
18	06/05/2026	Barbican Cluster Panel Meeting - Online	Open to all	Retail Theft / Shoplifting in Moorgate. Cycle theft is also a concern.
19	07/05/2026	Coffee with a Cop	Open to all	ASB; Retail theft
20	12/05/2026	Paternoster Square Security Forum	Security Managers	Palestine related protest updates re: prosecution of offenders
21	12/05/2026	Fenchurch Street Cluster Panel Meeting - Online	Open to all	Phone/Bag Theft; Shoplifting; ASB – Residential; Possibly adding anti-social cycling
22	13/05/2026	TRP Wellness and security Fair	Workers	Bag theft; Mobile Phone Theft; VAWG
23	19/05/2026	New Change Garden BiD Engagement event	Open to all	Mobile phone theft;
24	21/05/2026	Aldgate Connect BID Safe and Secure Steering Group	Workers, Security Managers	Phone and bag theft, unsafe cycling at Aldgate junction
25	21/05/2026	Cheapside Alliance BID Safe and Secure Steering Groip	Workers, Security Managers	Cheapside Shoplifting; Issues around counter terrorism
26	28/05/2026	Eyes and Ears Scheme	CoLC Street Cleansing Team and Gardeners	
27	02/06/2026	People's Directorate In Person Training Day	CoLC staff	Violence against women and girls (stalking, harassment etc); Retail theft; Confidence in Policing
28	02/06/2026	Faith & Worship Network - St Botolph's Meeting	Faith group	Anti-Social behaviour;Hate crime;Faith and Worship network
29	02/06/2026	Mental Health Catch-Up	Open to all	Mental Health

ENGAGEMENT ACTIVITY 1 ST APRIL – 18 TH AUGUST 2026				
Number	Date	Title	Audience	Top Issues Raised
30	02/06/2026	Workshop: Safety and Wellbeing Campaign/Engaging with Businesses	Workers	Safety and Wellbeing Campaign/Engaging with Businesses
31	02/06/2026	Third Party Reporting	Open to all	Hate crime
32	03/06/2026	Tidal Thames Water Safety Forum	Open to all	Bridge/ Water Safety and Awareness
33	03/06/2026	Third Party Reporting	Open to all	Hate crime
34	03/06/2026	Bike Marking - London Wall	Cyclists and vulnerable road users	Bike theft
35	04/06/2026	Drugs Briefing	Open to all	Drugs
36	04/06/2026	Police & LAS Liaison Meeting	Open to all	Mental Health
37	04/06/2026	Protests webinar	Security Managers	Preparedness for upcoming activity
38	08/06/2026	Suicide Prevention Project	Open to all	Mental Health
39	09/06/2026	Introductory Meeting between Royal London Hospital and CoLP	Open to all	Mental Health
40	09/06/2026	Ludgate Hill phone Marking Event	Open to all	Mobile phone theft
41	09/06/2026	Coventry University Presentation	Young people / Education	Bag theft; Phone theft; VAWG
42	10/06/2026	Bike Marking 20 Gracechurch St	Cyclists and vulnerable road users	Bag, phone and bike theft
43	11/06/2026	Leadenhall Market Phone Marking	Open to all	Phone theft
44	12/06/2026	Retail Crime Forum	Retail employees	Retail Theft
45	12/06/2026	Carers day Event	Open to all	Residential burglary and estate security
46	13/06/2026	Saturday Circuit - Nocturne	Open to all	Anti-social cycling; bike theft; mobile phone theft
47	15/06/2026	Charterhouse Primary School Drugs and Alcohol Awareness Presentation	Young people / education	N/A focus was on drug and alcohol awareness
48	16/06/2026	Lloyds Building Lime St/Leadenhall St Phone Marking Event	Open to all	Phone theft
49	16/06/2026	Community Speed watch	Speeding motorists	Speeding vehicles
50	16/06/2026	Golden Lane Community Centre Residents Drop In	Residents	Anti-social cycling
51	17/06/2026	Catherine Wheel Alley Phone Marking	Open to all	Phone theft

ENGAGEMENT ACTIVITY 1 ST APRIL – 18 TH AUGUST 2026				
Number	Date	Title	Audience	Top Issues Raised
52	17/06/2026	St. Bartholomew's Hospital Facilities Day - Crime Prevention Stand	Workers	Bag theft; Mobile phone theft,; Bike theft
53	17/06/2026	Victim and Survivor Domestic Abuse Surgery	Residents	VAWG
54	18/06/2026	Bow Churchyard Phone Marking	Open to all	Phone theft and shoplifting
55	18/06/2026	Community Speed Watch	Speeding motorists	Speeding vehicles
56	19/06/2026	CoLP Children's Charity Stall	Open to all	None
57	23/06/2026	Exchanging Places Event	Open to all	Cycle theft; Anti-social cycling
58	23/06/2026	Nomura Crime Prevention Stall	Workers	Anti-social cycling; bag theft; mobile phone theft
59	24/06/2026	Wave Training	Workers	None
60	24/06/2026	Bank of America Crime Prevention Stand	Workers	Anti-social cycling; bag theft; mobile phone theft
61	24/06/2026	Wave Training	Licensed premises / Hotel workers	None
62	25/06/2026	Eyes and Ears Scheme	CoLC Street Cleansing Team and Gardeners	
63	25/06/2026	Op Reframe	Open to all particularly vulnerable people in night-time-economy	Bag theft; phone theft; VAWG
64	30/06/2026	Protests Webinar	Security Managers	Protest activists
65	30/06/2026	Moorgate Phone Marking Event	Open to all	Bag theft; Phone theft
66	01/07/2026	Fenchurch Street Station Plaza Phone Marking Event	Open to all	Phone theft; cycle theft. Shoplifting
67	02/07/2026	Aldgate Square Phone Marking Event	Open to all	Phone theft
68	02/07/2026	UBS Crime Prevention Stand	Workers	Bag theft; Mobile phone theft; VAWG - particularly Ask for Angela Scheme
69	02/07/2026	Pride on the Plaza	Open to all	Bag theft; hate crime
70	03/07/2026	Licensed Premises Orientated ACT Training	Workers	None
71	04/07/2026	St Paul's Cathedral School Event	Students, parents, carers and staff	Phone theft; anti-social cycling; shoplifting
72	06/07/2026	City Question Time	Open to all	Anti-social cycling; bag theft; phone theft.
73	07/07/2026	Wave Training	Workers	None
74	10/07/2026	Insight Day	Young people / education	None

ENGAGEMENT ACTIVITY 1 ST APRIL – 18 TH AUGUST 2026				
Number	Date	Title	Audience	Top Issues Raised
75	10/07/2026	Introductory Meeting with Vintner's Place	Workers	Bike theft; Anti-social cycling
76	11/07/2026	The Podium Party	Residents	Anti-social Behaviour; VAWG
77	14/07/2026	Liverpool Street Station Phone Marking Event	Open to all	Anti-social behaviour; bag and phone theft
78	15/07/2026	Exchanging Places Event	Residents and vulnerable road users	Bike theft; Anti-social cycling
79	15/07/2026	CoLCPA Meeting	Business and security workers	VAWG; Retail theft; Fraud
80	16/07/2026	Aldgate Square Phone Marking Event	Open to all	Anti-Social Behaviour, Bag and phone theft
81	17/07/2026	City Belonging Champions Launch	Open to all	Anti-social cycling; bag theft; phone theft.
82	17/07/2026	Friday Prayers Engagement	Open to all	None
83	20/07/2026	Women's Self Defence Class	Workers	VAWG
84	21/07/2026	Wave Training	Open to all	
85	21/07/2026	Wave Training	Open to all	
86	21/07/2026	Coffee With A Cop	Open to all	Anti-social cycling; bike theft
87	21/07/2026	Standard Chartered Great City Race Stand	Open to all	Anti-social cycling, Bike and phone theft.
88	22/07/2026	Right to the City Panel Discussion	Workers	Generally positive feedback (Police are doing a good job and generally feel safe) but VAWG is an issue
89	22/07/2026	Summer Vibes	Residents	
90	22/07/2026	Silk Street Bike Marking	Cyclists and Vulnerable road users	Bike Theft
91	23/07/2026	Mansion House Phone Marking Event	Open to all	Anti-social cycling, bag and phone theft
92	25/07/2026	Forces Family Fun Day	Open to all	None
93	28/07/2026	Sancroft Crime Prevention Event	Workers	
94	28/07/2026	150 Fleet Street Phone Marking Event	Workers	
95	29/07/2026	Summer Vibes	Residents	
96	29/07/2026	Protest Webinar	Security Managers	Protest activity and responses
97	29/07/2026	Minster Bike Marking and Police Awareness stall	Workers	

ENGAGEMENT ACTIVITY 1 ST APRIL – 18 TH AUGUST 2026				
Number	Date	Title	Audience	Top Issues Raised
98	30/07/2026	Op Reframe	Open to all particularly vulnerable people in night-time-economy	Anti-social cycling; Bag and mobile phone theft
99	31/07/2026	Silk Street Bike Marking	Open to all	
100	04/08/2026	100 Bishopsgate Phone Marking Event	Open to all	
101	05/08/2026	Summer Vibes	Residents	
102	06/08/2026	40 Leadenhall Crime Prevention Event	Workers	
103	07/08.2026	Tudor Rose Court Coffee Morning	Residents	
104	08/08/2026	100 Bishopsgate Phone Marking Event	Open to all	
105	13/08/2026	Summer Vibes	Residents	
106	18/08/2026	52 Lime Street Crime Prevention Event	Workers	
107	18/08/2026	Summer Vibes	Residents	



City of London

Safer City Community Engagement Strategy

2026 - 2029



City of London
Corporation's
Corporate Plan
2024-2029

Safer City
Partnership
Community
Safety Strategy

City of London
Policing Plan
2025-2028

City of London
Equity, Diversity
& Inclusion
Strategy
2024-2027

City of London
Police
Neighbourhood
Policing Strategy
2026-2029

Safer City Community Engagement Strategy 2026-2029

Strategic objective: To drive partnership activity through two-way engagement that reaches the full breadth of City communities and workplaces and ensures their priorities shape decision-making, tasking and problem-solving.

This supports four outcomes which align with our strategic priorities:

- **Prevent crime and harm** by using engagement, education and communication to increase public awareness of risks, promote protective behaviour and reduce vulnerability
- **Strengthen trust and confidence** through visible, inclusive and responsive engagement which increases awareness and understanding of partnership activity and decision-making.
- **Strengthen feelings of safety** amongst residents, businesses, workers and visitors through visible and locally tailored engagement that provides reassurance and helps communities to engage with and support one another.
- **Strengthen accountability** by establishing a clear outcomes framework and monitoring regime to ensure engagement is systematically captured, evaluated and communicated, with evidence of impact (including understanding public perceptions).

Safer City Community Engagement Delivery Plan (annual)



Community engagement - how community safety partners listen to, communicate with and work alongside the City's diverse communities through both planned activities and everyday interactions - is a core driver of public confidence and legitimacy in policing and is central to the ability of the police and community safety partners to prevent and solve crime. Evidence shows engagement is most effective when embedded in neighbourhood policing and used to identify and act on the issues that matter to local people. Its impact is strengthened further when it is a two-way process, delivered collaboratively through a mix of place-based, workplace and community networks to solve problems and achieve sustainable community safety outcomes.



The purpose of this three-year Strategy is to set a structured, partnership approach to engaging the City's diverse communities – including residents, workers, businesses and visitors – to:

- Shape policing and community safety priorities
- Prevent crime and harm
- Improve public trust, confidence and feelings of safety, and
- Strengthen accountability

The City of London's unique community profile, with a small resident population and a much larger, diverse working population, means traditional place-based engagement needs to be complemented by workplace and City-wide approaches. Building on the City Belonging Project, cross-Corporation work has strengthened our understanding of the City's demographic and community profiles, while stakeholder mapping has identified who we need to engage, what they need from us and what we need from them. The findings, presented in the June LPC paper on community engagement, provide a foundation for a shared operating model across the City of London Corporation and City of London Police, supporting coordinated relationships and genuine two-way engagement across neighbourhoods, workplaces, businesses and wider community networks.



The Strategy, and supporting delivery plan, has been developed based on the following principles:



- **Community-led:** Engagement is two-way and informs decisions

- **Targeted and inclusive:** Tailored to different communities and under-represented groups



- **Partnership-based:** Delivered jointly across CoLP, Police Authority Team (PAT), Safer City Partnership (SCP) and City Corporation (CoLC)



- **Scalable and universal:** A shared model that connects relationships and channels across both organisations, with the City Corporation maintaining contacts at all workplaces that City of London Police can leverage.



- **Insight-driven:** Engagement generates intelligence that drives action



- **Accountable:** Clear evidence of impact (“you said, we did”) back to communities and through governance arrangements

Our Strategy has been developed to achieve the following objective:

To drive partnership activity through two-way engagement that reaches the full breadth of City communities and workplaces and ensures their priorities shape decision-making, tasking and problem-solving.

Through this overarching objective, we aim to work collaboratively to achieve the following outcomes, aligned to our strategic priorities:

Prevent crime and harm	Strengthen trust and confidence	Strengthen feelings of safety	Strengthen accountability
By using engagement, education and communication to increase public awareness of risks, promote protective behaviour and reduce vulnerability	Through visible, inclusive and responsive engagement which increases awareness and understanding of partnership activity and decision-making	Amongst residents, businesses, workers and visitors through visible and locally tailored engagement that provides reassurance and helps communities to engage with and support one another	By establishing a clear outcomes framework and monitoring regime to ensure engagement is systematically captured, evaluated and communicated, with evidence of impact (including understanding public perceptions)

This strategy will be delivered through a coordinated partnership approach involving the City of London Police, the City of London Police Authority Team, the Safer City Partnership and the City of London Corporation’s Campaigns and Engagement Team. Partners will work together wherever possible to provide a more joined-up experience, share resources and intelligence, and ensure engagement activity translates into tangible action.

City of London community safety partners will combine both **City-wide engagement** on strategic community safety issues and **local neighbourhood engagement** focused on the identifying, understanding and responding to the priorities and concerns affecting particular locations, communities and stakeholders. This will be supported by the City Corporation developing a relationship and usable contact point with every workplace, providing shared engagement infrastructure that City of London Police can leverage. Engagement activity will support neighbourhood policing by identifying local concerns, informing tasking and patrol activity, shaping problem-solving approaches and providing opportunities for communities to influence decision-making.

Recognising the diversity of the communities within the Square Mile, and its unique status as a global business district, engagement activity will be tailored to different audiences and communities including:

Place-based engagement with residents, businesses, workers and visitors within geographic neighbourhoods

Engagement through business, worker and professional networks, enabling participation from the widest possible range of staff

Engagement with communities of interest, including those affected by specific crime types or community safety issues

Engagement with under-represented groups through trusted networks, workplaces, community organisations and representative bodies

Digital engagement opportunities to complement face-to-face activity and increase participation from those who may not otherwise engage

The introduction of **Safer City Forums** (replacing existing ‘Cluster Panels’) will provide the primary mechanism for local priority setting and community dialogue, including providing feedback to communities on the action taken in response to their concerns (“You Said, We Did”). These forums will be supported by a broader programme of structured engagement activity, including workplace and resident engagement events, crime prevention campaigns, business engagement, digital communications, Walk and Talk sessions, community safety initiatives and targeted consultation.



Delivery Plan Actions

A tactical delivery plan, jointly owned by City community safety partners and refreshed annually, will set out the actions partners will take to strengthen our approach to community engagement across the year, to achieve the objectives set out in the Strategy.

It is important to recognise that engagement between the police, partners and the public takes place every day through neighbourhood policing activity, visible patrols, crime prevention work, victim engagement, partnership interventions and routine interactions with communities. The tactical delivery plan is intended to complement, rather than replace, this ongoing engagement activity.

One of the actions in the delivery plan is to produce an annual engagement calendar of structured engagement activity that will take place across the year, to support improved co-ordination and communication, and to maximise participation from across the City's diverse communities.

The full list of actions can be found at Appendix A of this document.

To ensure engagement activity is coordinated, strategically aligned and leads to meaningful outcomes, delivery of the Strategy will be overseen through partnership governance arrangements and apply a consistent approach to measuring performance and impact. This will include ensuring that intelligence, feedback and insight gathered through engagement activity are systematically captured, shared and used to support neighbourhood and City-wide priority setting, operational tasking, problem solving and service improvement.

Partners will use existing Safer City Partnership and community safety governance structures to monitor progress against delivery plan commitments, review emerging community concerns and coordinate engagement activity across organisations. Clear roles and responsibilities will be agreed between the City of London Police, Police Authority Team, Safer City Partnership, City of London Corporation Campaigns and Engagement Team and other partners.

Accountability for delivery of the strategy's objectives – including identifying areas where delivery can be strengthened - will be secured through reporting on progress through established governance arrangements, including oversight by the Local Policing Committee using a shared outcomes framework to measure impact.

Actions for 2026-27 (1/2)

Delivery action	Strategic objective					Action owner			
	1	2	3	4	5	City Police	Police Authority Team	Safer City Partnership team	City Belonging team
Hold at least two Safer City Forums in each Cluster per year – in person and online - as primary local priority setting mechanism.									
Implement and promote the Neighbourhood Alert platform (‘Safer City Community’) across the City of London, as a gateway to deeper engagement.									
Roll out CoLC’s Customer Relationship Management (CRM) system to CoLP, building and maintaining a shared, comprehensive workplace relationship base.									
Explore the potential for digital priority setting opportunities to encourage broader engagement									
Ensure City Belonging Champions are recruited at all workplaces and work with them to obtain a universal picture of business and worker priorities.									
Undertake topic-based engagement with businesses – e.g. Counter Terrorism, Cyber, Protests									
Develop insight-led prevention campaigns aligned to local community safety priorities (e.g. theft, fraud, VAWG, ASB)									
Work with businesses, BIDs and partners to tailor amplify crime prevention messaging and reach to workers									
Increase targeted /tailored engagement with under-represented groups using trusted intermediaries, including City Belonging Networks.									
Develop and publish an annual engagement calendar									

Page 80 of 80

Actions for 2026-27 (2/2)

Delivery action	Strategic objective					Action owner			
	1	2	3	4	5	City Police	Police Authority Team	Safer City Partnership team	City Belonging team
Improve communication and promotion of engagement opportunities across all channels									
Provide training and guidance for officers and staff to deliver high-quality engagement, focusing in particular on the distinct needs of City businesses and communities, including producing standardised presentations, e.g. lunch and learns									
Continue reassurance-focused initiatives (e.g. Walk and Talk, Crime prevention stands, training sessions, Safer City Streets activity, night-time-economy engagement (taxi marshalling), pop-up engagement events)									
Work with partners to improve safety in public spaces (e.g. lighting, infrastructure, design)									
Formalise shared governance for engagement across CoLP, Corporation and partners (e.g. MAPT / Safer City structures) to ensure engagement activity is co-ordinated and strategically aligned and that roles & responsibilities are clear and owned.									
Report bi-annually on action taken in response to local priorities (e.g. “you said, we did” - published priorities, progress updates)									
Demonstrate how intelligence gathered through engagement activity is informing investigations.									
Ensure that local priority setting is supporting tasking (including patrols) and problem-solving activity									
Implement post-engagement evaluation to assess quality, inclusivity and effectiveness of activity									
Create community engagement performance framework – including establishing clear baseline data - to enable oversight of progress against the strategy’s objectives.									
Commission annual perception survey to understand how far engagement activity is contributing to achieving our strategic objectives (e.g. trust, confidence, feelings of safety)									

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