

**2020 -  
2023**

# CITY OF LONDON POLICING PLAN



## Foreword from the Commissioner and Chairman of the Police Authority Board

I am pleased to present to you our plan for policing the City of London over the next 3 years.

Policing has faced many difficult challenges over recent years, which has included delivering services with fewer officers and significant constraints on budgets. I am pleased to report that this Plan presents for the first time since 2011 a significant increase in the number of officers for the City of London, which will enhance our ability to meet those challenges head on. Today, there is no greater challenge than the threat we face from terrorism and increasing levels of violent crime. My primary aim is to protect the people and infrastructure of the City of London, ensuring the Square Mile remains a safe and vibrant place to live, work and visit. The priorities outlined in this plan address these threats as well as the concerns raised by you, which includes antisocial behaviour and supporting victims of crime.

This Plan also provides an overview of our important role as Lead Force for Economic Crime. This national role is crucial to providing a robust response to fraud, and given the economic importance of the City of London to the country, has a direct benefit to local communities.

I will ensure this plan is reviewed annually to reflect and respond to emerging threats and to ensure we provide the best possible policing service to the City of London.

Ian Dyson QPM

Commissioner of Police for the City of London.

Together, the Police Authority and the City of London Police have developed priorities that reflect the policing and crime issues that you told us are important to you, that respond to the current threats and also deliver on our commitment as national lead force to tackle economic crime and fraud.

Whilst, the City of London remains one of the safest places to live, the challenges of persistent crime along with new and emerging crime threats are always present and the Police Authority is determined to ensure that we have a service that continues to make the City safe and secure. The recent increase in funding for police officers is a major boost in enabling us to meet the significant challenges we face. It will help strengthen Force resilience and enhance our capabilities in tackling the growing threats of fraud, cyber-crime and terrorism.

As the Chairman of the City of London Safer City Partnership, I am working hard with our local partners to help prevent crime and make the City safer. I welcome the proposal to refresh the community safety plan to support delivery of our policing priorities.

The Police Authority will work with our Police Commissioner to ensure that he has the resources to deliver our priorities. We will also rigorously monitor Force performance to ensure that the City continues to maintain a highly effective and professional police service so that those who live, work and visit the City of London can enjoy a safe and secure environment.

Doug Barrow

Chairman of the Police Authority Board

## Our area

The City of London, one square mile with 8700 residents, 513,000 workers and over 18 million visitors annually.

One of the most important financial centres in the world and the economic heart of the United Kingdom

Home to countless sites of historic, cultural and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the Stock Exchange

## Our roles

Unlike most police forces, we have 2 distinct roles.

We protect the people, places and infrastructure of the City of London, preventing and investigating crime to ensure the City of London remains a safe and low crime area in which to live, work or visit.

We also have a national role as the lead force in tackling the fight against economic crime and home to Action Fraud and the National Fraud Intelligence Bureau.

## About us

Operating budget £150.8m

840 officers

518 staff

organised across:

Local City Policing

Specialist Operations

National Lead Force for Economic Crime

In-house and Shared Services (HR/Finance/Estates)

HQ Functions (Strategy, Governance, Change, Professional Standards, Strategic Intelligence and Corporate Communications)

## Priorities

Counter terrorism

Fraud

Violent and acquisitive crime

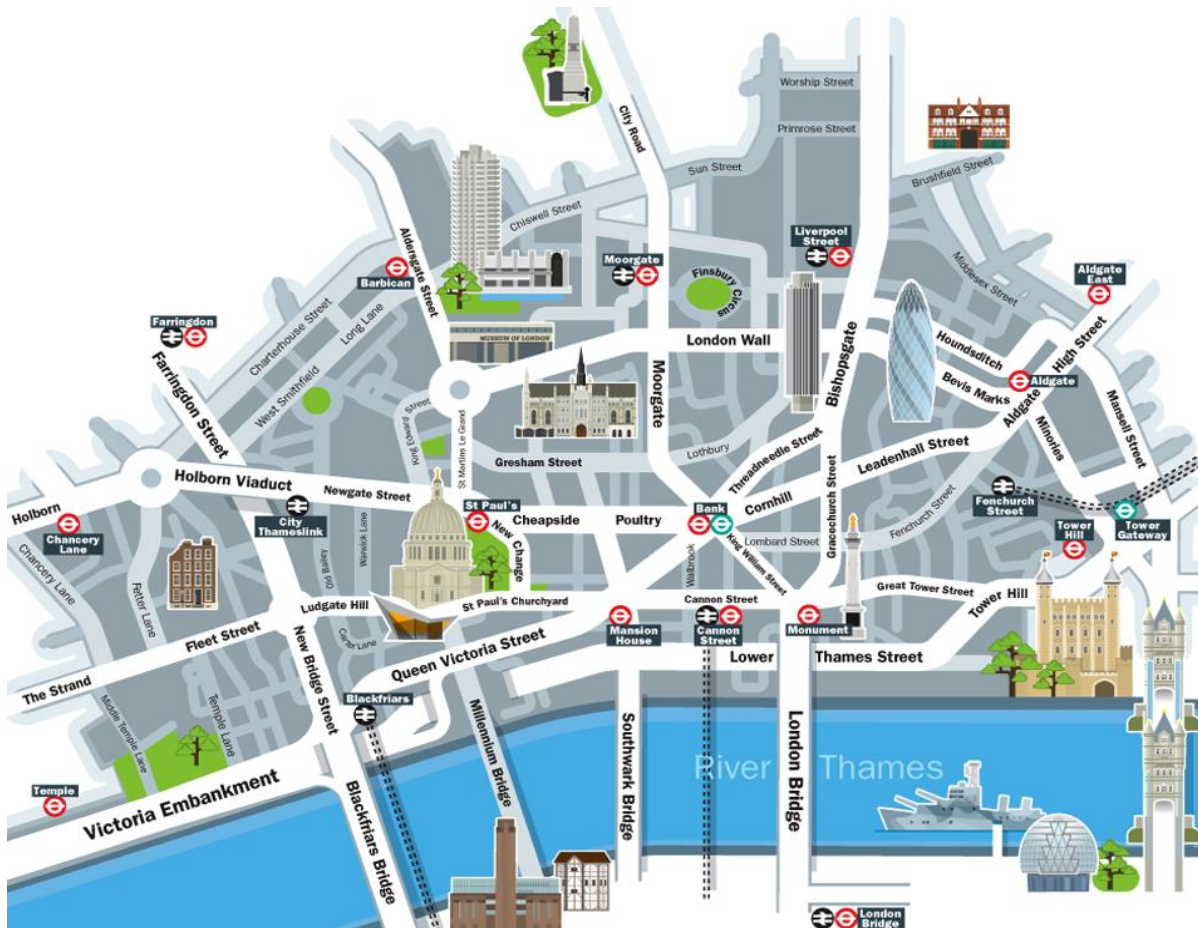
Serious Organised Crime

Neighbourhood Policing (incorporating antisocial behaviour, public disorder, roads policing and vulnerability)

Delivering our vision to make the City of London the safest city area in the world

**Our vision** is to **make the City of London the safest city area in the world**, regarded as a centre of excellence for protective security. This is a key ambition of our Corporate Plan. We protect the people, businesses and infrastructure of the City of London, one of the most important, dynamic and challenging environments in the UK, whilst leading the national response to fraud. Delivering our national lead force responsibilities (see page 5) is a key element of our Corporate Plan.

Our Policing Plan and Corporate Plan aligns directly with the City of London Corporation's Corporate Plan's aim to support a **thriving economy**. We do this by leading on the physical security of the Square Mile, maintaining well established relationships with commercial and law enforcement partners locally, regionally, nationally and internationally. We also support the City Corporation's aim for a **flourishing society** by leading excellence in policing locally through to globally, delivering safer communities, preventing and combatting crime.



**513,000**

workers in the City of London (**9%** of London's total workforce. **1** in **63** UK workers are employed in the City.

**8,700**

approximate number of residents living in the City of London in 2018

**23,580**

-number of businesses with nearly **99%** of those being SMEs but the large firms (**1%**) providing over **50%** of the City's jobs

**18.8m** visitors (in 2016) spending over **£1.7bn**

**£75bn**

the amount the Financial and Professional Services Sector contributed in tax revenue in 2018, equivalent to **11%** of total UK Government tax receipts

## Factors impacting this plan

### Environmental



Completion of **7** new skyscrapers (with a further **5** with planning consent but not yet started), leading to an additional **75,000** workers in the Square Mile.

The City's **6,200** hotel rooms will increase by an additional **2,000** rooms over the next 3 years.

The number of licenced premises has increased from around **700** in 2016 to over **900** currently. This figure is likely to rise further over the course of this plan as new developments come on line.



Crossrail and Thameslink expansion programmes will increase the number of visitors to and people passing through the City, resulting in an increased estimated footfall of **600,000** over the next few years.

The impact of the 'Culture Mile' (which will include a new concert hall and museum) could result in an additional **2m** visitors to the City annually.

### Crime

Crime has been increasing in the City of London over the past two financial years. This is not unlike the national picture with almost all police forces facing similar rises. Gauging the extent of how long this increase will continue is difficult given the enormous range of factors that affect crime, which include the environmental factors (opposite), national and international politics, the economy, and how well other agencies are funded to provide services.



Serious Organised Crime will continue to grow in its impact on the United Kingdom and is identified as a key threat with an estimated cost of **£37 billion** to the economy. The complexity of the nature of the offending and often jurisdictional issues means this will always be a challenge for law enforcement to tackle this problem and is one of the reasons we have adopted this area as a specific priority.

## Our role as National Lead Force for Economic Crime

Together with the City of London Corporation we have the unique ability to position the UK as the world-leader in tackling economic crime, working across the private sector, the National Economic Crime Centre (NECC) and wider policing. We have strong relationships with organisations which have made a substantial investment into our work to tackle fraud nationally. Our expertise, track record and close links to the financial sector support thousands of people every year who have been defrauded out of their pensions, income and savings.

We took responsibility for Action Fraud in 2014 from the Home Office and it now receives more than 700,000 reports of fraud a year. Crime reports have risen by 34% over the last 4 years. Our work recording, reviewing and developing fraud reports saves police forces 4,000 days per year, which equates to £24m across England and Wales. Each one of these reports is vital information: it can be the final part of the jigsaw which stops other people being defrauded or helps to bring a perpetrator to justice.

We also take on the serious and complex fraud cases which would not be tackled by local or regional policing. Our national caseload is over 400 investigations affecting over 10,000 victims. We are increasingly moving towards a more pro-active and efficient use of resources across law enforcement to tackle economic criminals

We are taking building capacity and capability within the UK, by continuing to provide solutions to tackle this growing threat, as individual forces struggle to secure successful prosecutions due to the complexity of cases, the pressure of other priorities and a lack of expertise. We trained over 600 officers from 43 forces and 9 Regional Organised Crime Units between 2018 and 2019 in serious fraud investigation.

In addition, we are asking Police and Crime Commissioners (PCCs) for a greater prioritisation of fraud within their local policing plans and seeking a greater involvement from PCCs in supporting victims. PCCs have a key role in ensuring that asset recovery and proceeds of crime funds are channelled back into the business of tackling economic crime.

We remain committed to ensuring the UK remains a hostile place for economic crime and for serious organised crime groups.

During 2019 - 2020 year we have:

- developed **31,000** crimes for sending on to police forces;
- taken down **30,000** fraudulent websites;
- removed **1,200** social media accounts involved in fraud;
- alerted the financial sector to nearly **9000** bank accounts and compromised credit cards linked to fraud with a value of almost £58m



## Priority activities

Increase our knowledge of serious organised fraud and target resources at the highest harm threats where appropriate

Conduct efficient and effective criminal investigations and attack criminal finances through asset denial

Support the wider law enforcement and partnership response to address the fraud threat and build capability across the counter fraud community

Deter people from involvement or continued involvement in fraud  
Support victims of fraud, prevent repeat victimisation and increase self protection by individuals and businesses

## Priority outcome

The City of London and more widely the UK is protected from the threat of fraud

## Success measures

We understand the impact of serious and organised fraud on our community

Progress criminal investigations to outcome within 2 years or otherwise expeditiously

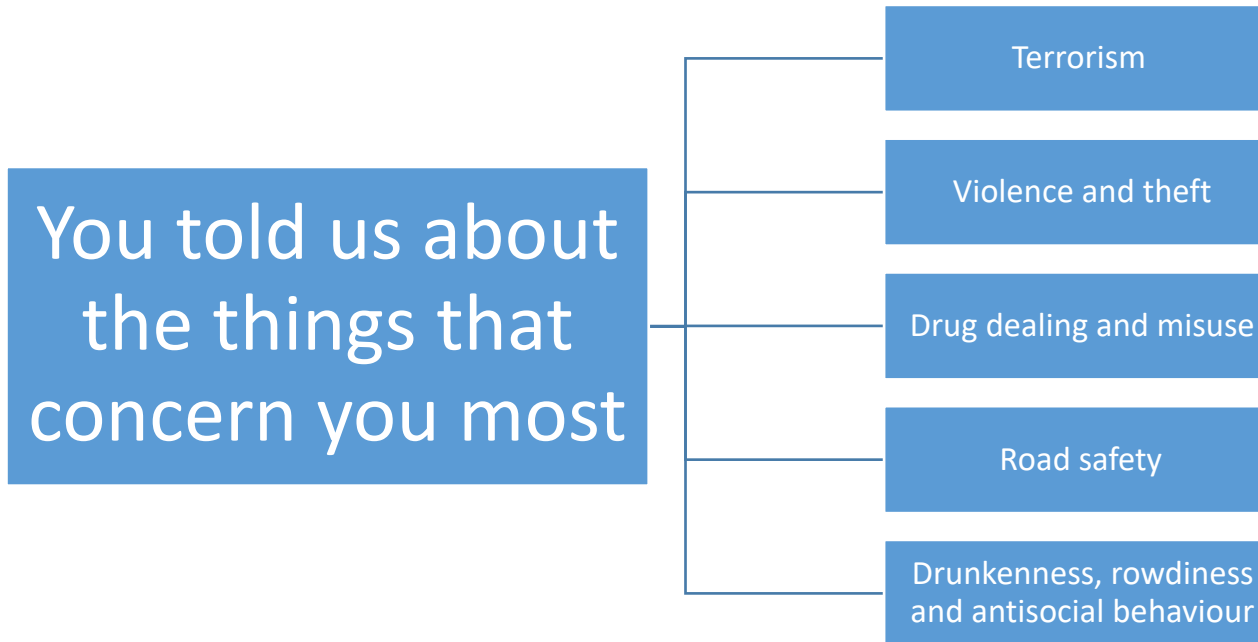
Increase value of assets denied making use of the full range of proceeds of crime legislation

Increase number of force/NECC/multi-agency investigations supported or coordinated

Increase use of serious crime prevention and other ancillary orders

Baseline and grow reach of protect and engagement events in the City

Measure and improve London Economic Crime Victim Care Unit (ECVCU) non-repeat victimisation



**We listened** to your concerns and have ensured our policing plan priorities address them.

Tackling **terrorism** and ensuring the continuing safety of the City of London will remain our number one priority.

Violence and theft represent the highest volume of crime in the City of London. We are committed to reducing levels of **violent crime** and **theft**, and have made tackling these types of crimes a standalone priority.

Our new serious organised crime priority will address the issues of **drug dealing** and **misuse**. Serious organised crime also includes the complex worlds of fraud, cybercrime, modern slavery and child criminal exploitation.

Our neighbourhood priority encompasses roads policing, which supports **road safety**, and includes **tackling drunkenness, rowdiness** and **antisocial behaviour**. Public disorder in the City and dealing with certain types of vulnerability (mental-health related issues, attempted suicide and rough sleeping) is also addressed within this priority.

More detail is given about our priorities over the following 6 pages.



## Our Policing Plan priorities

### Counter terrorism

The threat to the City of London from terrorism remains as serious as ever and in surveys, you tell us that this is your number one concern. We will continue to work tirelessly with partners in law enforcement and other agencies to protect the Square Mile from this threat.

#### Fraud

Incorporating Money Laundering and financial investigation

#### Violent and acquisitive crime

Incorporating knife crime and robbery

#### Serious Organised Crime

Incorporating cyber crime, drugs offences and child criminal exploitation

#### Neighbourhood policing

Incorporating Antisocial behaviour (including drunkenness and rowdy behaviour), public disorder, roads policing and vulnerability

We believe that every victim, of whatever type of crime, should receive appropriate support and the services they are entitled to under the Victims Code. In delivering all our priorities we will support and provide a consistent, excellent service to victims and witnesses, and support vulnerable victims and witnesses through the Criminal Justice System. This approach will build the confidence of victims and witnesses to report crime and remain engaged with the Criminal Justice process.

## Counter Terrorism

The threat from terrorism and extremism remains high and is becoming more diverse and complex in how it is manifested. The City of London's historical, cultural and economic importance means that it will always be an attractive target for those intent on causing high profile disruption. Over recent years we have worked hard to strengthen engagement with our community, and we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity. Our strategies and approach to dealing with terrorism means we are fully able to support the Strategic Policing Requirement, and the national CONTEST strategy, which addresses the most serious threats nationally and which transcend force boundaries. Our priority activities below support the national strategy of preventing people turning to terrorism, pursuing to stop attacks, strengthening our protection against a terrorist attack and preparing to mitigate the impact of any attack. By continuing to protect the City of London from terrorism we continue to protect the UK's interests as a whole.

### Priority activities

Provide up to date protective security advice and guidance to residents and businesses

Use intelligence and analysis to target the deployment of resources to deter, detect and disrupt terrorism

Engage with groups and individuals to prevent them from turning to terrorism and extremism

Work with City businesses to improve awareness and response capabilities in organisations across the City

Deploy and advertise the outcomes of our use of specialist 'behaviour detection officers' (Project **SERVATOR**)

Support the City of London Corporation lead in educating staff from partner agencies and the voluntary sector with regard to preventing terrorism

Engage with our community (including City businesses, schools, other institutions and stakeholders) to identify any venues or individuals who may be engaged in extremist rhetoric

### Priority outcome

The City of London is prepared for and protected from the threat of terrorism

### Success measures

An increased percentage of people who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack

An increased percentage of Servator stops that result in a positive outcome

An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police

## FRAUD

Although we are the national lead force for economic crime (see page 5), we have an obligation to tackle fraud in the City of London and reduce the harm caused by fraud on the lives of our residents, workers and visitors. We will deliver on our obligations under the National Fraud Strategy, which will improve services to victims and our response to this threat.

This approach will also help to maintain the integrity and prosperity of the country's financial heart.

### Priority activities

Strengthen our capabilities to disrupt and prevent fraud

Work collaboratively across policing and with partners to reduce harm to victims and communities, through education, prevention, disruption and enforcement

Increase our knowledge of serious organised fraud and target resources at the highest harm threats

Maintain our specialist focus on money laundering and financial investigation

Engage with our residents, workers, businesses to address their priorities around tackling fraud

Improve our service to victims of fraud by encouraging victims to report fraud and cyber-crime, identifying vulnerable victims to ensure they receive the help and support they need

### Priority outcome

The City of London is protected from the threat of fraud and remains a safe and secure environment for residents, businesses, workers and visitors.

### Success measures

Resources are targeted at the highest harm threats

An increased number of fraud disruptions

A reduction in the number of repeat victims of fraud

An increased level of satisfaction and confidence with the force's response to victims of fraud

## Violent and acquisitive crime priority

Despite recent increases in certain crime types since 2017, levels of crime recorded in the City of London are relatively low, making it one of the safest places in the country. We are not complacent however, and we will not accept the increases in crime that we have experienced over the past 3 years. We will continue to focus on those areas that cause the greatest harm and which our community tells us are the most important to them.

### Priority activities

Maintain a focus on violent crime

Work in partnership and be innovative in our approach to tackling crime, targeting hotspots and known offenders

Adopt a collaborative approach to problem solving to maintain the City of London as a low crime, safe area

Tackle alcohol-related crime through a joined up, partnership approach

Ensure victims can easily report crime and thereafter, receive a professional response

Work with our residents, businesses and workers to encourage them to take an active role in crime prevention

Continue to identify and target persistent offenders to reduce re-offending

### Priority outcome

Levels of violent crime and acquisitive crime fall and the City of London remains a safe, low crime area

### Success measures

A reduction in number of victim-based violent crimes

A reduction in number of victim-based acquisitive crimes

A reduction in the re-offending rate of people committing violent and acquisitive crime

An increase in the percentage of people satisfied that they have received a professional service following reporting a crime

## Serious Organised Crime priority

The Home Office defines serious organised crime as individuals planning, coordinating and committing serious offences, whether individually or in groups and/or as part of transnational networks. The main categories of serious offences covered by the term are fraud (a separate priority for us), cyber-crime, illegal drugs, child criminal exploitation and abuse, illegal firearms, money laundering, bribery and corruption, organised immigration crime, modern slavery and human trafficking. Serious organised crime affects more UK citizens, more often, than any other national threat. Within the City of London the main focus of organised crime groups remains economic crime and fraud (see separate priority), however, in recent times there has been an increase in the number of organised groups that are responsible for the corresponding increase in theft offences

### Priority activities

**CYBER CRIME:** be flexible across geographical boundaries in tackling cyber crime and identify and disrupt ongoing cyber crime impacting the City of London.

**DRUGS:** through our Drug Risk Reduction Strategy, tackle the organised crime groups (OCGs) operating in the City of London. Strengthen our approach to County Lines (HMICFRS area for improvement).

**MODERN SLAVERY and HUMAN TRAFFICKING:** engage with hotels, licensed premises and hard to reach groups to identify vulnerable people and use the National Referral Mechanism for any suspected offences of human trafficking.

**CHILD CRIMINAL ABUSE:** through our public protection unit we will provide a specialist and effective response to all issues relating to child protection. We will continue to work closely with our partner agencies, including Children's Social Care, and use all available multi-agency risk procedures to safeguard children.

### Priority outcome

We have the capacity and capability to tackle serious organised crime effectively to protect the Square Mile and the City of London is viewed as a hostile environment for organised crime groups.

### Success measures

An increase in the number of organised crime groups disrupted

A reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London

A reduction in the number of cyber enabled crimes

Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children

## Neighbourhood priority

Whilst our neighbourhood priority addresses those areas that most often impact on the quality of life in the City of London, such as antisocial behaviour (ASB) and public disorder, it includes areas that can have a 'high harm factor' such as road safety and interactions with those affected by mental health issues. ASB and road safety are routinely cited by the community as issues of concern, whilst the continuing success of the City of London is dependent on it being a place where individuals and businesses can go about their lawful business without being subject to disruption, disorder or intimidation.

### Priority activities

**ROADS POLICING:** Undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk together with proactively targeting offenders who use the roads to cause danger to other road users.

**ANTISOCIAL BEHAVIOUR:** Engage with community groups and partners to identify and address the ASB concerns of individuals and groups. Together with our partners, make best use of available tools to deal with incidents, including levels of drunkenness and rowdiness.

**PUBLIC DISORDER:** Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan, and maintain our capability and capacity to respond to public order incidents.

**VULNERABILITY:** Work closely with partner agencies to support vulnerable people residing in, working in or visiting the City. Ensure officers and staff can appropriately identify and flag those who are vulnerable, using the national Vulnerability Assessment Framework.

### Priority outcome

The City of London is a safe, low crime area with low levels of antisocial behaviour

### Success measures

**Roads policing** - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London

**Antisocial behaviour** - a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London

**Public order** - an increase in the number of positive outcomes following arrests resulting from public order incidents

**Vulnerability** - an increase in the use of the national vulnerability framework to identify those who are vulnerable so that they receive an appropriate level of service

## Working with partners

We recognise that we cannot deliver everything in this plan alone. We work closely alongside a broad range of partners, from local to international, to ensure our service is effective and efficient in protecting victims and communities.

We have forged alliances with groups such as the Global Cyber Alliance, Homeland Security in the US and numerous police forces in other jurisdictions. This helps us to tackle issues relating to organised crime and protective security, which ultimately benefits the City of London and UK citizens.

Our work tackling fraud particularly benefits from close association with organisations which include the Associations of British Insurers, the British Banking Association and CIFAS, amongst others.

Our national lead force responsibilities means we work closely with other national agencies, both strategically and operationally to protect the UK from serious threats



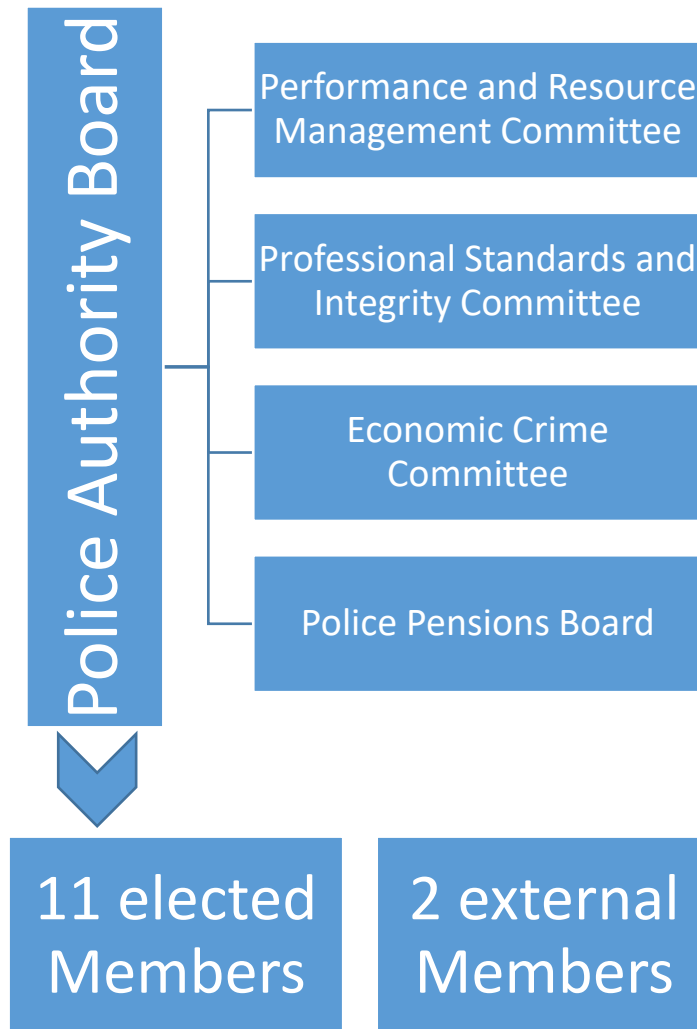
Our work with the SCP tackles local crime and antisocial behaviour issues, ensuring a coordinated, cross sector approach to these issues.

Our partnership work with the Corporation of London ranges from planning for large scale events and a Joint Command and Control Centre, tackling antisocial behaviour to safeguarding vulnerable adults and children.

We deliver a number of services with the MPS and BTP to protect London and provide a seamless policing service across the capital. We also work with agencies such as Transport for London, ensuring a consistent and coordinated approach to tackling issues within London.



## Governance



The City of London Corporation's [Court of Common Council](#) is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. The Court delegates this duty (except for the appointment of the Police Commissioner) to the [Police Authority Board](#) and its sub-committees (see opposite).

The role of the Police Authority Board is to ensure:

- the City of London Police runs an effective and efficient service by holding the Commissioner to account
- value for money in the way the police is run
- policing priorities are set taking into account the views of the community.

The Town Clerk and Chief Executive of the City of London Corporation, who is also the Chief Executive of the Police Authority, works closely with the Chairman of the Police Authority Board and all Members to ensure that there is an effective and efficient police service in the City.

The Chamberlain of London, is the Section 151 Officer for the City of London Police Authority, and performs the functions of the Treasurer to the Authority.

The Comptroller and City Solicitor is the Authority's Monitoring Officer.

## Finance

HMICFRS graded the Force 'GOOD' for efficiency, however, they also required us to address the deficit to balance our budget over the medium term.

Working closely with the City of London Corporation, implementing our new operating model and delivering our savings plan will ensure that this is achieved.

Our sources of income are varied and include:

The Home Office

The City of London Corporation

Transport for London

The Mayor's Office for Policing and Crime

Association of British Insurers

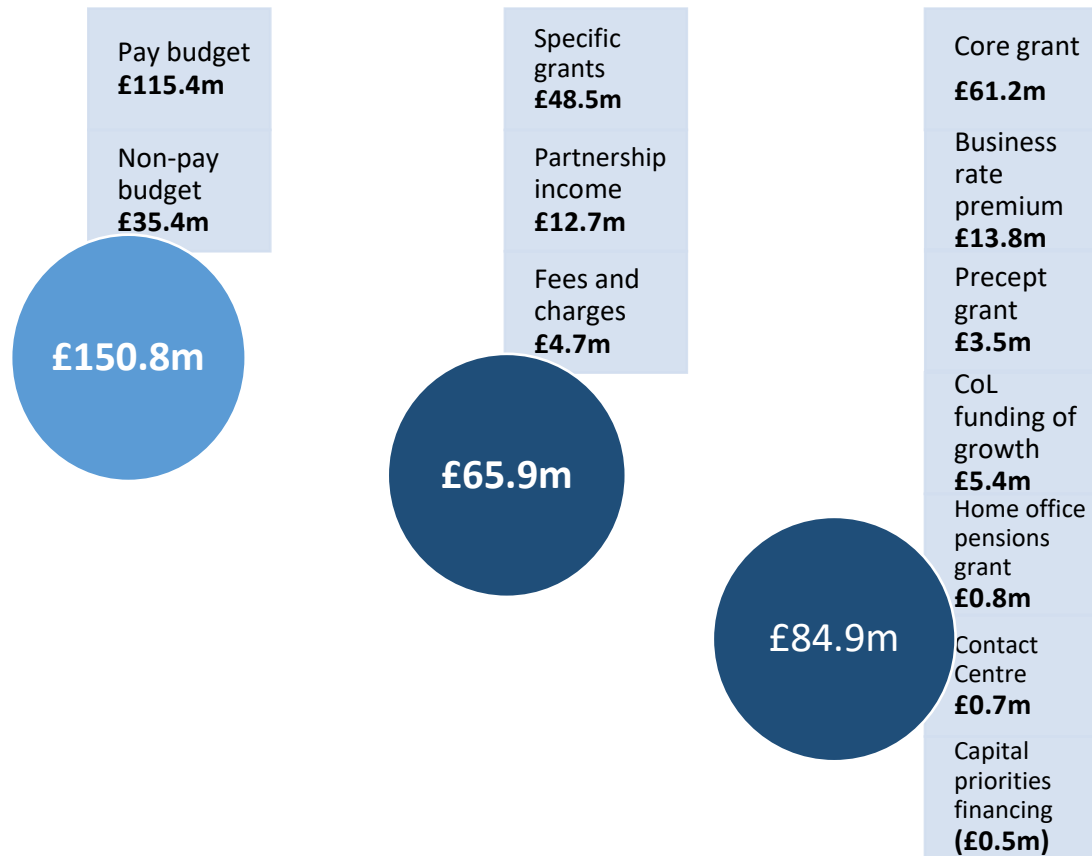
Department for International Development

UK Payments Administration Ltd

We have a balanced budget for 2020-21 and a robust medium term financial plan that covers the term of this plan.

Our medium term financial includes efficiency measures that focuses on savings which we will deliver as a result of our Transform programme.

These will be a combination of pay and non-pay (mainly technology-based) initiatives.



## Efficiency

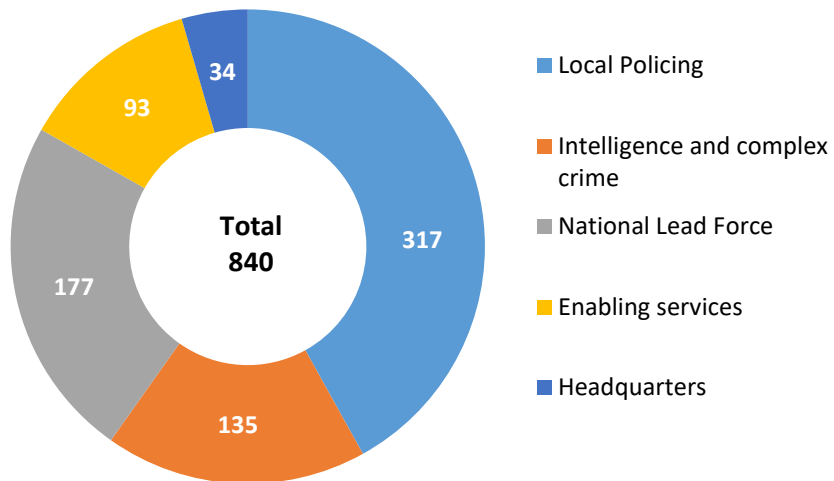
Over the course of 2020-21 we plan to make **£5.7m** savings, increasing to **£6.7m** over 2021-22 and **£7.5m** over 2022-23.

These savings will be achieved from a combination of initiatives that includes:

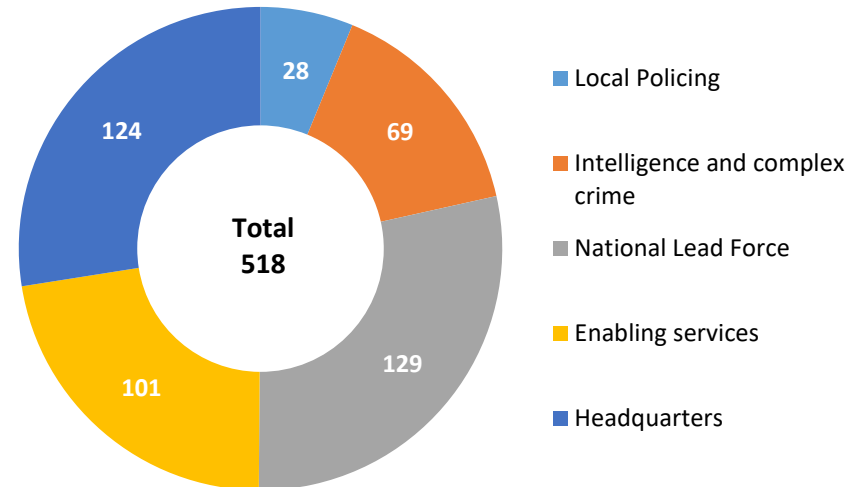
- Changes to our structure and rank ratio
- Increased use of automation and self-service
- Robust management of overtime
- Sharing services with the City of London Corporation
- Roll out of new accommodation
- Expanding collaborative opportunities

## People

Police Officers

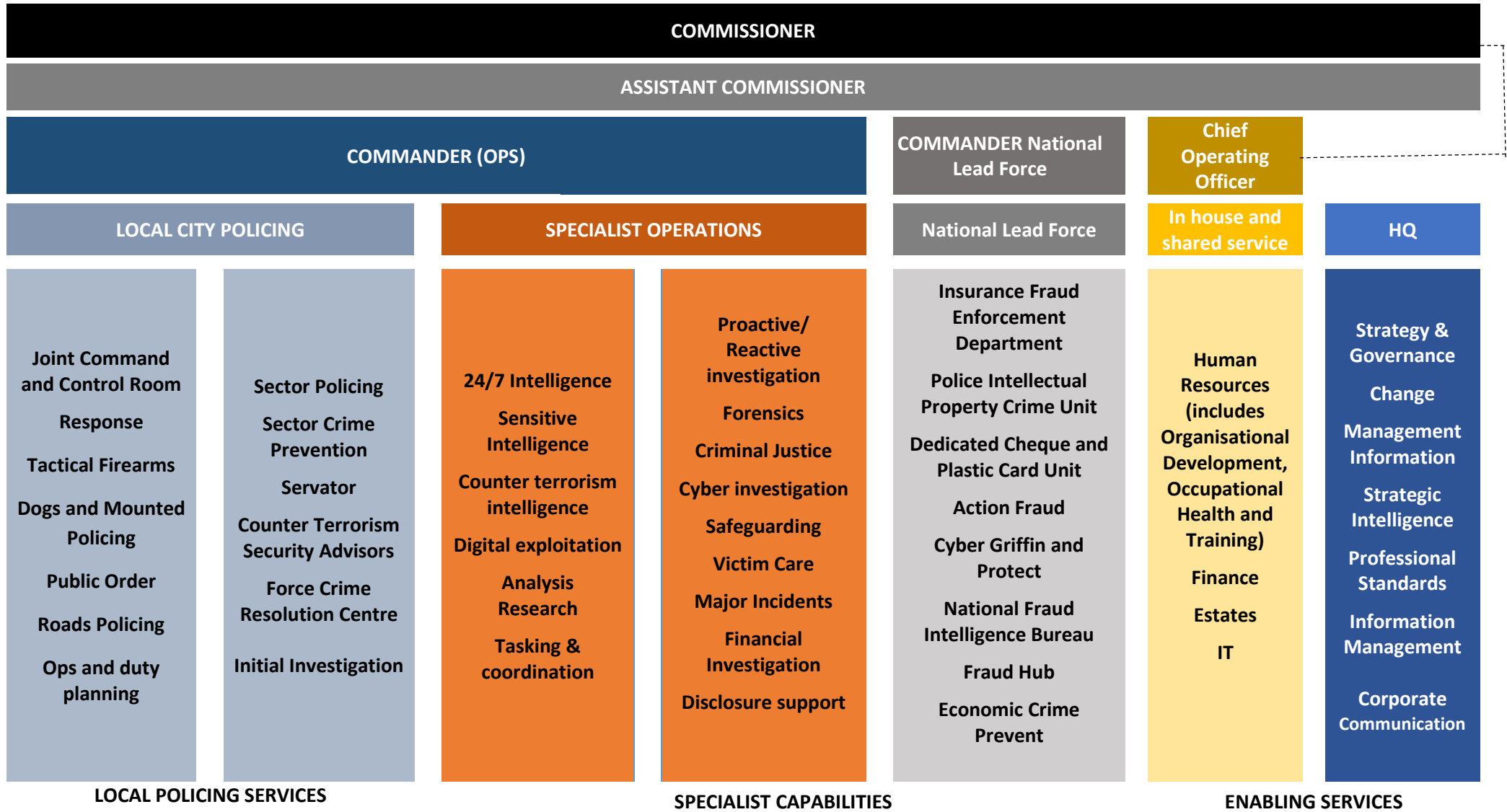


Police Support Staff



In addition to our budgeted establishment detailed on this page, we have a complement of 75 Specials and 11 other volunteers who support delivery of our policing priorities and services.

## How we are structured to deliver our services



## How we performed

HMICFRS - City of London Police Inspections 2019-20

Integrated PEEL Assessment:

Efficiency - GOOD

Effectiveness - GOOD

Legitimacy - REQUIRES IMPROVEMENT

Crime Data Integrity: GOOD

Custody: GOOD

HMICFRS inspections make recommendations and identify areas for improvement. We report to our progress implementing these findings to the Performance and Resource Management Committee, a sub-committee of the Police Authority Board.

## Contact us

[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)

**Provide feedback on this plan to:**

[postmaster@cityoflondon.police.uk](mailto:postmaster@cityoflondon.police.uk)

**101**

Non-emergency police number, in an

emergency always dial **999**

Textphone service **18001 101**

**Follow us on twitter @CityPolice**

**Join us on Facebook City Community Cop**



**Public enquiries and reporting crime:**

**Online at [www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)**

**Bishopsgate Police Station**

182 Bishopsgate, London, EC2M 4NP

Open 24 hours

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**Headquarters** (not open to the public)

City of London Police, Guildhall Yard East, Guildhall

Buildings, London, EC2V 5AE

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**Anti-terrorist hotline 0800 789 321**