

City of London Policing plan

2020 - 2023



Contents

Foreword from the Commissioner and Chair of the Police Authority Board	3
At a glance	5
Our policing plan must take account the views of our communities	8
The national policing lead for Economic and Cyber crime	9
National Lead Force - protecting the City of London and more widely the UK from the threat of fraud	10
Counter Terrorism – ensuring the City of London is prepared for and protected from the threat of terrorism	13
Serious Organised Crime - ensuring 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	14
Violent and acquisitive crime priority - ensuring levels of these crimes remain low and the City of London is a safe, low crime area	15
Local policing priority - the City of London is a safe, low crime area with low levels of antisocial behaviour	16
Equality and Inclusion	17
Equality and inclusion: where we are now	18
Working with our partners	19
Facts and figures that shape our plan	20
COVID-19	20
Governance	21
Our finances	22
Efficiency	22
Our people	23
How we are structured	24
How we performed	25
Contact us	26



Foreword from the Commissioner and Chair of the Police Authority Board

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

Policing has faced many difficult challenges over recent years, but perhaps none have been as unexpected and wide-ranging as the challenges presented by the Covid-19 pandemic. Last year, I reported the first significant increase in the number of officers for the City of London since 2011, to enhance our ability to meet future challenges. Whilst some crime types have naturally declined over the past year as a result of the restrictions put in place to mitigate the impact of the pandemic, the threat from crime, and particularly the most serious types of crime, has not gone away. Both fraud and cyber-crime have increased. Fraudsters seized criminal opportunities linked to the pandemic and we led a national police response to protect the public from emerging covid-19 fraud threats.

My primary aim remains to protect the people and infrastructure of the City of London, ensuring the Square Mile remains a safe place to live, work and visit. This is especially important as life returns to normal over the course of 2021 and we can expect the City to be once again the vibrant professional, cultural and tourist centre it has become in recent years. 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 details how we will discharge our obligations as the national policing lead for economic and cyber-crime. Our national role is crucial to providing a robust response to fraud and cyber-crime and given the economic importance of the City of London to the country, has a direct benefit to local communities.

The Black Lives Matter movement, which emerged during 2020 was a timely reminder of the importance that diversity and fairness, one of our values, plays in private and public life. We have included in this version of the plan details of our new Equality and Inclusion Strategy, which will ensure we can continue to build on our achievements to date.

I will ensure this plan continues to be 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



The Police Authority's vision for the City is to make it the safest business district in the world; it's vision for the Force is for it to continue to be world-leading in its specialisms for protective security and tackling economic crime.

While the Covid pandemic has significantly reduced footfall in the City, our number one priority continues to be dealing with the threat from terrorism. The City Police is recognised nationally as a specialist in protective security and a secure Square Mile is one of the reasons businesses choose to locate to London and the City. The City Police will continue to work closely with partner agencies to prevent terrorist attacks against the City and its many iconic targets, as well as everyone who lives in, works in, or visits the City.

Financial and related professional services also choose the UK, London and the Square Mile as a place to locate and do business for the access to capital markets, strong regulatory regime and our approach to dealing with and tackling economic crime. It is why the Force's role as National Lead Force role for Fraud is so important. Fraud, once perceived by many as 'victimless crime' against banks and insurers, now targets everyone every day and comprises one-in-three crimes across the country. The Police Authority Board is committed to ensuring the City and the UK remains a hostile place for fraud and cyber enabled crime and on the national stage. We applaud the Force's recent successes in combatting

Covid related fraud but there needs to be much more work and investment across the system as a whole.

Policing in the UK is policing by consent. To have an effective police service it is important that it has the confidence of the community it polices. The Police Authority Board has an important role to play in securing that trust and in strengthening diversity and inclusivity in the City Police. We will ensure the work

that is already done in this area supports the work of the City Corporation's Tackling Racism Taskforce, ensuring the elimination of bias and a zero tolerance towards racism is embedded at every level of the Force.

The City of London Police is of fundamental importance to the City of London and its business and residential communities. The Police Authority Board will continue to challenge and support the City Police to build on its track record of being a specialist in protective security and in tackling fraud in order to deliver the priorities set out in this Policing Plan.

James Thomson

Chair of the City of London Police Authority Board

At a glance

OUR AREA



As national policing lead for fraud and cyber-crime, our area extends to the national and international

As the police force for the City of London we police one of the most important financial centres in the world and the economic heart of the United Kingdom.

The City of London is one square mile with 8,700 residents, and in a usual year 513,000 workers per day and over 18 million visitors annually

It is 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 ROLE



We are the national policing lead in tackling economic and cyber-crime, including operating Action Fraud and the National Fraud Intelligence Bureau.

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.

PRIORITIES



Providing an excellent policing service, locally, nationally and internationally, delivered by:

Leading nationally on the policing response to fraud and cyber crime

Protecting the City of London from terrorism and serious organised crime

Maintaining a strong focus on local policing, including antisocial behaviour, public disorder, roads police, vulnerability and low levels of violent and acquisitive crime.

ABOUT US



Operating budget £153.2m
924 officers
506 staff

Organised across:
National Lead Force for Economic and Cyber-crime

Local Policing

Specialist Operations

Operational and Business Support (HR/Finance/Estates)

HQ Functions (Strategy, Governance, Change, Professional Standards, Strategic and Business Insights and Corporate Communications).

We have refreshed our Policing Plan. This and the following page summarises our ambitions, priorities and approach, showing what we stand for and how we operate.

We are a national police force with a strong local focus and international reach. Our vision is to provide an excellent policing service.

Our ambition is to make the City of London the safest city area in the world and be UK leaders in tackling Economic and Cyber Crime. To achieve this, we will focus on the following operational priorities. (See pages 9-16 for the priorities in detail)



Economic and Cyber crime

We will protect the public and reduce the harm from fraud by providing national leadership and coordinated services that are valued by policing and meet the needs of victims. We will also lead the policing response to wider economic and cyber-crime threats.



Counter Terrorism

We will continue to work tirelessly with partners in law enforcement and other agencies to protect the Square Mile from this threat and be leaders in the provision of protective security.



Serious organised crime

We will ensure 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.



Violent and acquisitive crime

Working with the Safer City Partnership and with a focus on crime prevention, we will ensure levels of violent and acquisitive remain low in the City of London.



Local policing

Our focus on local policing (which includes roads policing, public order, antisocial behaviour and vulnerability) will ensure the City of London remains a safe, low crime area for all those that live, work or visit here.

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.

Our priorities also support delivering our obligations under the Strategic Policing Requirement, which addresses those threats that transcend force borders and require a coordinated or aggregated response. Currently those threats are terrorism, civil emergencies, serious organised crime, public order, a national cyber security incident and child sexual abuse.

Our Corporate Plan 2018-23 sets out what exceptional looks like through five ambitions.

01

Making the City of London the safest City area in the world, regarded as a centre of excellence for protective security. We will use state of the art technology to protect the City of London and put us at the forefront of criminal investigation in a rapidly evolving landscape of crime.

02

Deliver a policing service that is valued by those who live, work and visit the City of London, or are victims of fraud or cyber enabled crime nationally.

03

Be a police force with global influence and impact. We will use our expertise internationally through having a physical presence in key international locations to prevent crime, share best practice and thereby benefit the communities of the City of London and the UK

04

Build new ethical economical partnerships. We will develop innovative public and private partnerships that benefit the City of London and lead to new ways of working.

05

To have an innovative, skilled, agile and diverse workforce in a culture that is inclusive and supports and empowers our people. We recognise this is essential and underpins the successful delivery of our ambitions. We will identify, harness, reward and retain talent, championing a culture of responsibility, inclusivity and opportunity.



Underpinning our approach to everything is our Equality and Inclusion Strategy, our commitment to ensuring that we promote equality, inclusion and human rights in everything that we do, whether that is the way we engage with and police our communities, or the culture of our organisation. (see page 17)

Our policing plan must take account the views of our communities

You told us about the things that concern you most



We listened to your concerns and have ensured our policing plan priorities address them. For 2 years running, your top concerns have been terrorism, road safety and antisocial behaviour, all of which are reflected in the policing priorities for the City of London.

Tackling terrorism and ensuring the continuing safety of the City of London will remain a key priority. Our specialist approach to protective security ensures the City of London remains a safe and secure environment.

Violence and theft represent the highest volume of crime in the City of London. The impact of the Covid pandemic means that levels of these crimes reduced significantly over 2020-21, however, we are committed to maintaining low levels of violent crime and theft as a priority area.

Our 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 local policing 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 8 pages.

The national policing lead for Economic and Cyber crime

In 2020 the Commissioner of City of London Police became the National Police Chiefs' Council (NPCC) Lead for Cyber Crime, as well as Economic Crime. Our role involves setting the national policing strategy and providing operational leadership and coordination of these threats. This is in addition to our responsibilities as the National Lead Force for Fraud.

In this role we will continue to lead projects to transform fraud and cyber capabilities across policing. As most fraud is internet-enabled there are areas where these capabilities overlap. As the national lead for economic and cyber-crime we will seek opportunities for closer alignment of fraud and cyber-crime through development of a joint capability strategy. We will also refresh the National Fraud Policing Strategy published in 2019.

Together with the City of London Corporation we have the unique ability to position the UK as the world-leader in tackling economic and cyber-crime, working across the private sector, the National Economic Crime Centre (NECC), the National Cyber Security Centre (NCSC) and wider policing. We have strong relationships with organisations who have made a substantial investment into our work to tackle fraud nationally. Together, we continue to make efforts to include economic crime as a priority in the national Strategic Policing Requirement.

Key facts

- According to the Crime Survey of England & Wales, fraud and cyber-crime account for a third of all crime with an estimated 4.7 million offences committed in a year.
- There has been a 41% increase in reports to Action Fraud over the last four years
- Last year Action Fraud identified and supported 2,000 highly vulnerable victims requiring immediate protection including around 300 individuals in risk to life incidents or at risk of suicide or self-harm
- Without Action Fraud and the NFIB about a million additional contacts would be made to police 999/101 centres per year and about 600,000 reports would have to be recorded.

Over the course of 2020-21 we:

- developed 33,000 crimes for sending on to police forces;
- took 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
- delivered fraud and cyber crime prevention messaging seen by the public on Twitter and Facebook over 40 million times

National Lead Force - protecting the City of London and more widely the UK from the threat of fraud

As National Lead Force, we have developed a plan to improve the response to fraud based around five outcomes:

The public has confidence in the Action Fraud reporting service.

01

People and organisations are prevented from being victims of fraud, and victims are supported.

02

People and organisations are prevented from being victims of fraud, and victims are supported.

03

Police resources are deployed efficiently and effectively against fraud threats.

04

Policing has the capability and capacity to detect, disrupt and deter perpetrators of fraud.

05

These outcomes align closely with the National Fraud Policing Strategy aims and NECC fraud objectives.

As National Lead Force we take on the serious and complex fraud cases which would not be tackled by local or regional policing. Our national caseload is over 600 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. In 2020 we established a Lead Force Operations Room to better support forces and coordinate national policing operations against priority threats (most recently romance fraud).

Together with forces and regions, we are building capacity and capability within the UK by continuing to provide solutions that tackle this ever-increasing threat. To support this, we trained over 600 officers between 2018 and 2019 in serious fraud investigations, and over 200 fraud investigators in 2020, and continually seek to improve our services to them.

In addition, we are asking Police and Crime Commissioners (PCCs) for a greater prioritisation of fraud within their local policing and crime 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.

Priority activities

- Action Fraud reporting will be accessible and provided through both online and offline channels
- All victims will be provided with an update on their report within 28 days
- All victims reporting to Action Fraud will be provided with crime prevention advice and information about support services to prevent repeat victimisation
- Investigative opportunities will be maximised through timely disseminations to law enforcement agencies from the National Fraud Intelligence Bureau
- Organised crime groups linked to City of London Police investigations will be mapped and disrupted
- Fraud investigation will be professionalised through training and continuous professional development programmes that incorporate good practice and emerging threats to ensure skills remain relevant.

National Lead Force success measures

- 95% of survey respondents are satisfied with the Action Fraud reporting service (telephone and online)
- 90% of surveyed respondents have improved knowledge of fraud threats and protective behaviours following engagement events / direct communications
- The number of judicial outcomes recorded by policing is increased through coordinated campaigns
- City of London Police organised crime groups (OCGs) disruptions are sustained (with higher proportion of major disruptions or seek to increase disruptions against higher harm OCGs)
- Increase use of serious crime prevention and other ancillary orders
- Economic Crime Academy delegate training numbers are sustained with 90% satisfaction rate



Cyber-crime

The NPCC Cybercrime Programme supports the UK Government's National Cyber Security Strategy and Serious & Organised Crime Strategy. The Programme is focused on developing the capacity and capability of policing to tackle cyber dependent crime effectively. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre (GCHQ) and Home Office.

The Programme has delivered Cyber Crime Units in every force in England & Wales and Dark Web Operational Teams in every region, providing a comprehensive victim focused service meeting the NPCC Force Cybercrime Unit Minimum Capability Standard.

The Programme has over 30 projects building capacity and capability in areas such as training and development; equipment, technology, policy and process. National procurement has led to efficiencies of nearly £9m and the delivery of world leading capabilities for forces and regions. The Programme also supports the operational response to major cyber incidents and oversees operational performance nationally. 2019/20 saw a 125% increase in arrests and 118% increase in charges.

The Programme has built an effective, integrated policing capability at the local, regional and national level able to respond to major cyber incidents and reported cybercrime across PURSUE, PROTECT, PREPARE and PREVENT.

Our focus over the next year is to become more data and intelligence driven. We will achieve this through a powerful enhancement of our collaboration with business. We need to move into the future exploiting the opportunities that modern technology and big data brings. Through working with business large and small, we can start to gather, analyse and use threat data in real time and at scale. Alerting organisations to attacks to help them protect themselves and deliver a timelier impactful policing response – whether that is Pursuing UK based criminals, delivering more relevant Protect messaging faster and Preventing more young people from engaging in cybercrime.



Counter Terrorism – ensuring the City of London is prepared for and protected from the threat of 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 national and international role in the training of Project Servator (behavioural detection deployments) helps to protect not only the whole United Kingdom. Our priority activities below support the national strategy of preventing people turning to terrorism, pursuing those who plot to carry out 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.

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 unpredictable Project Servator patrols to disrupt terrorism, including attack planning activity such as hostile reconnaissance

- 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

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 Project 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

Serious Organised Crime - ensuring 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

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.

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



Violent and acquisitive crime priority - ensuring levels of these crimes remain low and the City of London is a safe, low crime area

Despite low overall crime levels in the City of London, making it one of the safest places in the country, increases in violent and acquisitive crime since 2017 have been unacceptably high. During the Covid pandemic, closure of leisure and hospitality facilities and the consequent dramatic reduction in footfall has resulted in significant in year reductions in these areas of criminality. This presents a false picture, and as footfall increases again and the night time economy revives, we expect there to be a commensurate increase in levels of crime. We will work hard however, to ensure that we use the opportunity this presents to maintain these levels remain as low as a possible. 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, particularly the Safer City Partnership
- Ensure victims can easily report crime and thereafter, receive a professional response
- Ensure we take a proactive approach to crime prevention and work with our residents, businesses and workers to encourage them to take an active role in preventing crime
- Continue to identify and target persistent offenders to reduce re-offending

Success measures

- A reduction in the number of victim-based violent crimes compared to 2019/20 levels
- A reduction in the number of victim-based acquisitive crimes compared to 2019/20 levels
- 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



Local policing priority - the City of London is a safe, low crime area with low levels of antisocial behaviour

Whilst our local policing 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

- We will embed our Sector Policing approach to policing the City of London, which will enhance our accountability and response to the areas below.
- **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.

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



Equality and Inclusion

We recognise and value the importance of a diverse, representative workforce. During 2020-21, with the assistance of an independent company, we conducted a full review of our approach and response to equality and inclusion. Out of this review a new strategy was developed, representing our commitment to ensuring that we promote equality, inclusion and human rights in everything that we do, whether that is the way we engage with and police our communities, or the culture of our organisation. Whilst this work commenced shortly before the Black Lives Matter movement gained momentum, the review was timely in that it complemented actions taken by us to address the issues that movement raised and coincided with our contribution to the City of London Corporation led Tackling Racism Taskforce.

Our benchmarking found that we have a foundation of legal compliance in place, for instance Public Sector Equality Duty and gender pay gap reporting mechanisms, policies and procedures and staff training. In line with our vision to develop an inclusive, high performing workforce to deliver excellent service however, we want to have progressed to 'established' on the Inclusion Maturity Model (see below) by 2024, moving towards 'integrated' by 2025.

Achievements

- Launched a refreshed Independent Community Scrutiny Group
- Running a Positive Action Leadership Scheme (PALS) as a pilot, focussing initially on BAME officers and staff to support their personal and professional development
- Provided support and training for our Support Networks and Diversity Champions

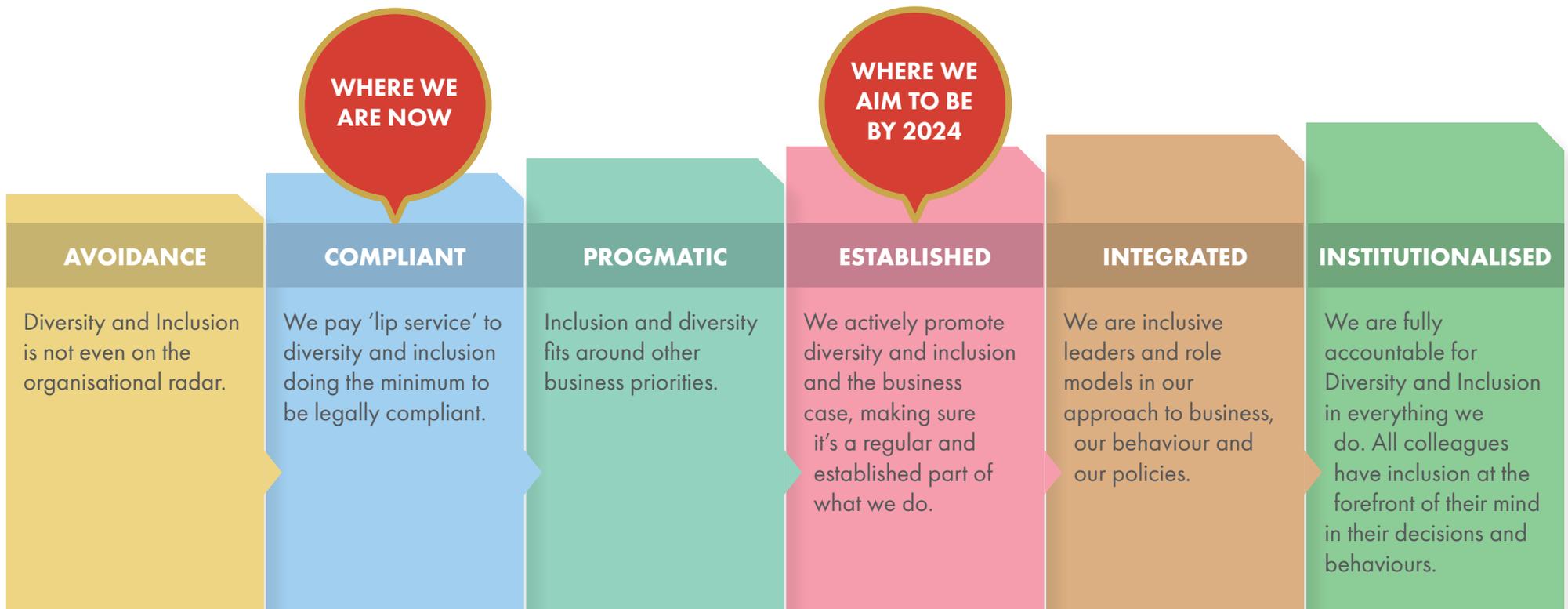
Priority areas for 2021-22

- Reviewing our processes against Equality and inclusion
- Implementing and embedding the priority areas of our Equality and Inclusion action plan
- Improving the diversity of our workforce
- Improving our engagement with diverse and hard to reach communities



Equality and inclusion: where we are now

Inclusion Maturity Model



Working with our partners

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

Metropolitan Police (MPS) and British Transport Police (BTP)

We deliver several 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. Additionally, we work with a number of other forces across a range of matters, including protective security, fraud, intelligence and threats that extend across force boundaries.

International organisations

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.

Safer City Partnership (SCP)

Our work with the SCP tackles local crime and antisocial behaviour issues, ensuring a coordinated, cross sector approach to these issues. The partnership plays a crucial role in promoting crime prevention in the City of London.



City of London Corporation

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.

Private Industry associations

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

National Crime Agency (NCA) and National Economic Crime Centre (NECC)

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

Facts and figures that shape our plan

513,000

workers in the City of London in a typical year (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

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

21.1m

visitors (in 2018) spending over £2bn

£75bn

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

75,000

potential additional population following completion of all new skyscrapers being built or in development

2,000

additional hotel rooms (currently 6,200) over the next 2 years

600,000

potential increase in footfall in the City following the opening of Crossrail

2m

potential increase in visitor numbers annually as a result of the City of London's 'Culture Mile'

COVID-19

Over 2020-21 the Covid-19 pandemic has impacted significantly on the number of workers and visitors to the City.

Whilst it is too early to tell how long and how this will continue to impact the City, it is anticipated that as vaccines are rolled out and population immunity is achieved the volume of people in the City will return to pre-covid levels and then rise.

Over the past year we have adapted the way we work. Making the best use of technology non-frontline staff have been able to work remotely with minimum impact on service delivery. We ensured that those who can only work in the City were able to do so in a Covid secure environment. We are actively reviewing ways we can work differently by exploiting the opportunities presented by the pandemic.

We are continuing to work closely with the City of London Corporation across a range of possible scenarios to ensure policing remains focused and relevant to addressing prevailing harm and risk.

Daytime population down 60%

Crime levels down 54% compared to 2019-20

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 above).

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 considering the views of the community and in accordance with the wider requirements of the Police Act 1996.

The work of the PAB is supported by a Police Authority Team, which ensures the Police Authority's obligations are effectively and efficiently discharged.

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 Chair 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.

* Refers to s151 of the Local Government Act 1972 and refers to the function of the most senior finance officer employed by an organisation

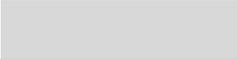
Our finances

Total gross expenditure budget **153.2**

Funded by **£m**

Specific Grant*	(51.1)
Partnership Grant	(13.1)
Fees and Charges	(3.8)
Home Office Core Grant	(64.8)
Business Rate Premium	(11.5)
Precept Grant	(4.6)
Contact Centre Funding	(0.7)
Home Office Pensions Grant	(0.8)
City of London Corporation Funded Growth	(5.4)
Capital Priorities	1.1
Action Fraud Loan Repayment	1.5

*includes £23m pension grant

	Force income
	Force funding

Of the total budget

76%	comes from government grants
13%	comes from the City of London Corporation
8%	comes from partnership income
3%	comes from fees and charges

Efficiency

Over 2020-21 we planned to make £5.7m savings and are on course to achieve £5.9m.

Over 2021-22 we plan to save £5.6m

Our Transform Programme will see the implementation of a new operating model so that we can meet the future challenges of policing the Square Mile as well as our national responsibilities around economic crime and protective security. The programme's principal benefits are improved effectiveness, efficiency and legitimacy.

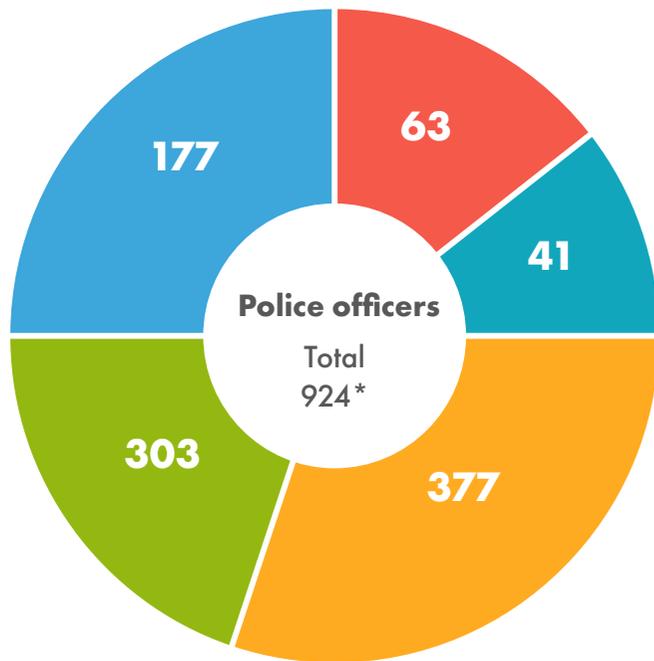
The savings identified through the Transform Programme will be incorporated into our 2021/22 savings plan. A working party is in place to oversee and monitor the savings made, and regular updates on progress are provided to our Police Authority Board.

The areas identified for our 2021/22 savings plan include:

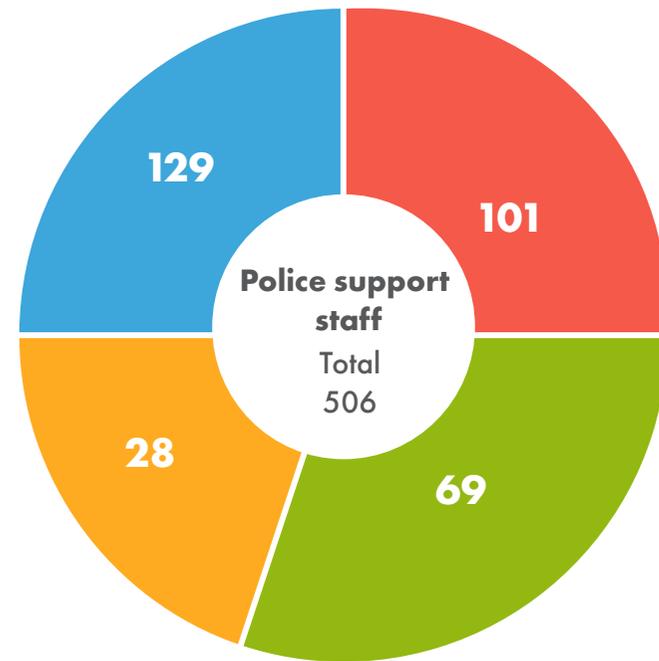
- Reduced average pay costs
- Procurement
- Supplies and services
- Seized assets
- Corporate Plan income
- Increased contributions from funded units
- National Enabling Programme (NEP)

Our people

- Local policing
- Specialist operations
- National lead force (+SOC national uplift)
- HQ and support services
- Year 2 police uplift programme



- Local policing
- Specialist operations
- National lead force
- HQ and support services



The figures on this page show our budgeted establishment. Our establishment has grown again this year due in the most part to Year 2 of the Police Uplift Programme, which also includes a number of posts dedicated to Serious & Organised Crime, specifically for Fraud nationally.

*Note: this represents a reduction of 37 officers from a planned establishment of 961. At the time of this plan was prepared, where those reductions would be made had not been agreed. The numbers allocated across the directorates in the diagram therefore still total 961.

How we are structured



How we performed

Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS) inspect every police force across a range of criteria to ensure forces are delivering expected levels of service and are not failing victims of crime. All of their reports, with the exception of some reports that deal with protective security, are publicly available. In addition to a range of thematic inspections, HMICFRS conducts a rolling programme of 'Integrated PEEL (Police Efficiency, Effectiveness and Legitimacy) Assessments'. HMICFRS grade forces' performance from 'Outstanding' through to 'Good' and 'Requires Improvement' and finally 'Inadequate'.

Efficiency	GOOD
Effectiveness	GOOD
Legitimacy	REQUIRES IMPROVEMENT*
Crime Data Integrity	GOOD
Custody	GOOD

HMICFRS inspections make recommendations and identify areas for improvement. We report on our progress regarding the implementation of these findings to the Policing Plan and Performance Committee, a sub-committee of the Police Authority Board.

Mackey Review	<p>The City of London Corporation commissioned an independent review of the national 'lead force' responsibilities of the City of London Police and the effectiveness of its investigations in the UK. The review by Sir Craig Mackey was published on 24 January 2020 and contained 15 recommendations.</p> <p>An Implementation Delivery Group was established to drive and oversee progress against the recommendations and is reported to the Police Authority Board and its supporting Committees.</p>
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*The Legitimacy 'Requires Improvement' grading related specifically to the lack of community scrutiny regarding stop and search data and IT software for counter corruption purposes. We have fully addressed both issues.

Contact us

 www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority

 Provide feedback on this plan to: postmaster@cityoflondon.police.uk

 101 Non-emergency police number, in an emergency always dial 999

 Textphone service 18001 101

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Public enquiries and reporting crime:

 www.cityoflondon.police.uk

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182 Bishopsgate, London, EC2M 4NP
Open 24 hours

 Headquarters (not open to the public)
City of London Police
Guildhall Yard East, Guildhall Buildings
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 Anti-terrorist hotline 0800 789 321