



## CITY OF LONDON POLICING PLAN 2022-2025

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

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# FOREWORD

## FROM POLICE AUTHORITY CHAIR AND CITY OF LONDON POLICE COMMISSIONER

### CHAIRMAN'S FOREWORD

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

In 2021 the Board appointed Angela McLaren as the first female commissioner in the City of London Police's 182 year history. Her professional credentials, leadership approach and commitment to equality and inclusion were key factors in her selection. She will be joined by a new chief officer team with the diverse skills and experience necessary to lead a modern police service.

The Board's number one priority continues to be dealing with the threat from terrorism. As part of this Policing Plan, City of London Police will continue to invest in and prioritise its operational capability in this area, including Project Servator, armed policing and the Safer City Programme.

Financial and related professional services choose London and the Square Mile for its regulatory regime and approach to tackling economic crime. It is why the City Police's role as National Lead Force for Fraud is so important. The City of London Police's responsibility for commissioning the national fraud and cybercrime reporting and analysis service is a vital part of this work and continues to be critical to protect and pursue activity across policing. The Board will also support City of London Police's work to enhance its police leadership role in cyber, as the City's tech sector continues to drive innovation in online platforms for businesses across the UK.

The new Commissioner has made clear that a key part of her agenda is to rebuild trust in policing, as an effective police service must have the confidence of its communities. It is for this reason the Board has developed a Diversity Statement to enhance scrutiny of City of London Police's work to secure this trust and strengthen the diversity and inclusivity of its operations. This Policing Plan has a strong focus on victims, diversity and inclusion, and reducing violence against women and girls, particularly in the City's growing night-time economy.

The City of London Police is of fundamental importance to the City and its business and residential communities. The Police Authority Board will continue to challenge and support the City of London Police to deliver the priorities set out in this Policing Plan.

**James Thomson**

Chair of the Police Authority Board





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## FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

I am delighted to present this policing plan. A plan that reflects our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to economic crime, cybercrime and protective security.

We discharge these responsibilities in a changing world. As we emerge from the pandemic, we see the City coming back to life, whilst at the same time, we are all living more of our lives online. These changes impact how we police and we must stay responsive to ensure we keep people safe in both the physical and virtual world. We must also acknowledge this is a very difficult period for policing. Trust, confidence and legitimacy are very much in the spotlight and under the microscope.

This plan intentionally puts victims at its heart and has a strong focus on creating a culture of equity and belonging. Policing is a people business and living our values of professionalism, integrity and treating people with compassion, both inside and outside the organisation, will be key to how we operate.

The way our services are delivered and received by the public and the way our people feel about working in the City of London Police, will be indicators of success. We will seek to attract and retain a diverse range of talent, considerate of the skills and behaviours we need now and in the future. We will develop a truly inclusive culture, where our people feel trusted, well-led, and well-supported by one another. An organisation people are proud to be part of.

Tackling crime requires an understanding of the root causes and a whole-system response. We will continue to work collaboratively with partners, including the Corporation, law enforcement and the public and private sectors to prevent and reduce crime and bring offenders to justice, locally, nationally and internationally. In doing so, we will also increase our engagement across our communities.

The last two years have been particularly difficult for society and for policing. I am proud to be leading the City of London Police and look forward to working collectively to deliver a modern engaging and professional service for all our communities.



**Angela McLaren**

# POLICING PLAN ON A PAGE

Our policing plan has our values at its core. Professionalism, integrity and compassion will underpin everything we do, from how we provide our services to how we interact with our colleagues. The plan has clear operational priorities, namely to protect both our local and national communities and in doing so continuously focus on supporting victims. Our organisational priorities will enable us to deliver our service. We will attract, retain and develop our people and promote a culture of equity and belonging. Our people must have access to the right resources, whilst at the same time ensuring we act with efficiency and effectiveness.

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**

## OPERATIONAL PRIORITIES

- KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE
- PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBERCRIME
- PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

## VALUES

- PROFESSIONALISM
- INTEGRITY
- COMPASSION

## ORGANISATIONAL PRIORITIES

- OUR PEOPLE
- OUR RESOURCES
- EFFICIENCY AND EFFECTIVENESS



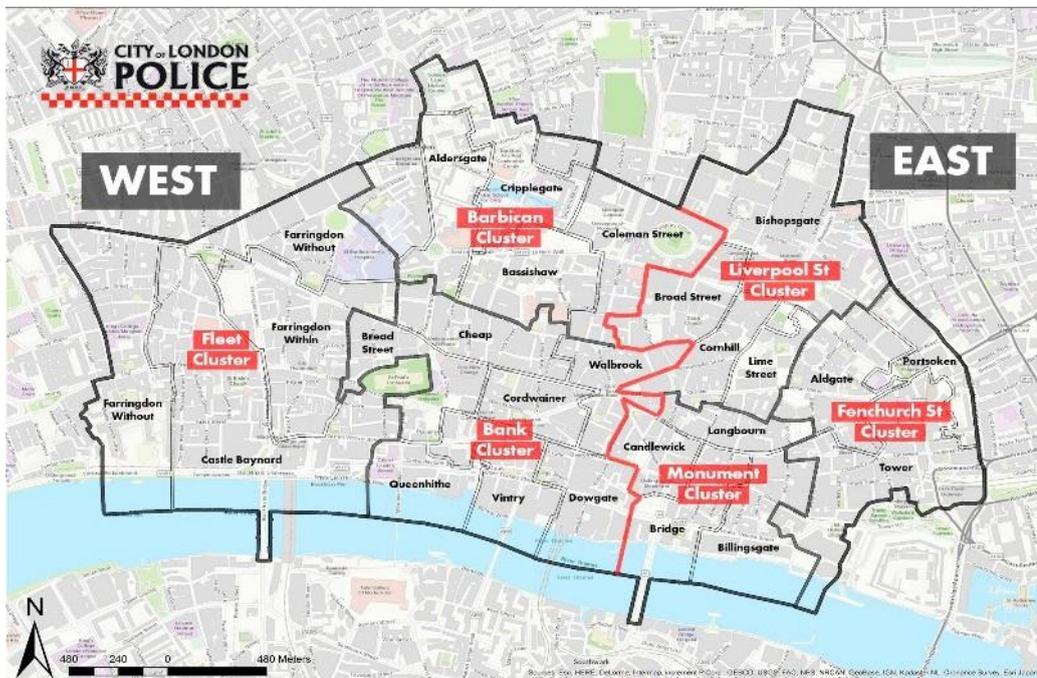
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# SECTION 01 BACKGROUND TO THE PLAN

# CITY OF LONDON POLICE AT A GLANCE

## OUR AREA

- The City of London is one square mile, with around 8,700 residents, and, in a typical year, **587,000 workers per day and over 21 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.
- The City of London is one of the most important financial centres in the world and the economic heart of the United Kingdom.
- As national policing lead for economic and cybercrime, our area extends to the national and international.



**IN 2022 TO 2023 WE  
HAVE... (placeholder awaiting  
update)**

Deployed our Project Servator teams **XXXX** times  
to protect our City against the threat of terrorism

Policed **XX** protests in the City.

Disrupted **XX** Organised Crime

Groups.

recruited **XX** new joiners as part of the

Policing Uplift Programme, **XX%** from

minority ethnic groups.

Cadets recruited **XX%** female and **XX%** from  
minority ethnic backgrounds .

Informed banking of **£XXXXXXXX** money at risk and  
confirmed **£XXXXXXXX** repatriated to victims.

Through Action Fraud and the NFIB, we have diverted over

XXX million additional contacts to police 999/101 centres per year and recorded circa XXXXXX reports.

Alerted the financial sector to 35,400 bank accounts and compromised credit cards linked to fraud with a value of almost £XXX.

Recovered over £XXXXXX in assets compared to £XXXX in 2021/22.

Sought our victims £XXXXXX in compensation.

Deployed Operation Reframe on XXX occasions, leading to XXX positive interventions in protecting women and girls in the City at night.

Worked with partnership to keep the public safe and secure, during Her Majesty Queen Elizabeth II Platinum Jubilee Celebrations.

Worked with policing partners and agencies in supporting the delivery of the largest ever ceremonial operation to mark the death of Queen Elizabeth II and the accession of His Majesty King Charles III .

## POLICING IN A CHANGING WORLD

The COVID-19 pandemic has presented unprecedented challenges for the well-being of our communities. It has accelerated the adoption of technology and increased social isolation for some people, contributing to an increased threat from terrorism, fraud and cybercrime.

In February 2022, the national terrorism threat was lowered to Substantial (meaning an attack is likely). The threat and profile of terrorism is changing. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

The 2022 Crime Survey of England and Wales estimated that there had been a 37% increase in Fraud and Computer Misuse offences compared to 2020.

These crimes affect more people, more often, than any other crime type and cause significant harm to victims. Economic and cybercrime are serious and organised threats. A significant number of people committing fraud are also involved in other forms of serious and organised crime.

Fraud continues to be cyber-enabled, using internet and communication platforms. The proliferation of virtual currencies has also provided new opportunities for criminals to launder the proceeds of their crimes. The City of London Police has a key role to lead the national policing response to these threats.

As crime becomes increasingly more global, City of London Police is at the forefront of working with international law enforcement agencies to fight criminality. Successful programmes to assist international law enforcement to strengthen economic crime and counter terrorism capabilities have resulted in closer working, and the ability to tackle criminality that affects the UK from abroad more effectively. Combating the international threat will require sharing best practice, increased partnership working and using learning from others to influence how services are delivered in the UK.

Various parts of the UK, including the City of London have been focal points for several protest groups engaging in criminal activity over the past year, which has caused disruption to the daily lives of our residents, business communities and visitors. In addition to our specialist capabilities to respond to the public order threats, our existing protocol arrangements with the Metropolitan Police, British Transport Police and Ministry of Defence (under Operation Benbow) has ensured there has been sufficient resources available to flex our response quickly to any escalation of disorder as well as

resourcing pre-planned large-scale events. The Government's pledge to grant additional police powers will aid police forces across the country to tackle disruptive criminal acts, whilst facilitating lawful protest and keeping the public safe.

The Cost-of-Living Crisis has also brought fresh challenges to policing in 2022 and will continue into 2023. The City particularly experiences the impact of this through increases in calls for service around vulnerability, national policing trends will also anticipate a rise in acquisitive crime. Wider national public dissatisfaction is also felt across the City through transport strikes and increased protests which disrupt our residents, those that visit and work in the City.

Since the start of the pandemic, work patterns of people and businesses have changed and restrictions on travel have impacted tourism. As of January 2023, retail and visitor footfall in the City of London area was had increased by 15 per cent from the previous year and is now 75 per cent of pre-pandemic levels. The City of London Corporation is delivering its 'Destination City' Strategy, this aims to meet the challenges of the changing economic landscape and deliver sustainable investment into the future City economy. This is underpinned by an exciting future in the leisure sector for the City, built upon its unique heritage and culture. The City will see a refreshed hospitality and retail offering to its residents and visitors. This will be supported by a future ambitious events program. We will continue to work closely with the City of London Corporation through the Safer City Partnership, to ensure that we appropriately manage the impact of rising attractiveness of our daytime and night-time economies.

The City will change and grow through these plans. It will attract crowds, create new wellness and sporting attractions, enhance the night-time economy, have more car-free areas and see an increase in residential population. More events in the City will require a focus on public safety, not only by deterring criminality, but also on the threats from terrorism.

Our policing style will be highly visible, approachable and responsive to the needs of the community. Our local sector model focuses on those crime and anti-social behaviour problems that matter most to our communities. Strong partnerships with the Metropolitan Police, British Transport Police, Corporation, businesses and licensees will ensure sustained public protection as the leisure economy grows.

In ensuring the City is at the forefront of public safety, we are working alongside the Corporation on the 'Safer City Program', due to conclude in 2023. This will see the delivery of state-of-the-art technology upgrades to maximise safety in the Square Mile. This includes state of the art CCTV infrastructure to improve security, detect crime and keep people safe and feeling safe.

Movements linked to Black Lives Matter (BLM) and Violence Against Women and Girls (VAWG) have created momentum for social change. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Public confidence has suffered, and City of London Police is committed to

restoring trust among its communities.

Being able to attract and retain the very best police officers, staff and volunteers is increasingly important in a competitive labour market alongside the changing societal expectations of how we live and work. A representative workforce and a culture that is genuinely inclusive will help us to retain talent, benefit from diversity of thought and drive innovation and creativity in our services.

The force will benefit from 123 student officer recruits over the coming months as part of the Government's Police Uplift Programme to improve public safety and security. This additional resource will greatly enhance our overall visibility and response to crime. We are strengthening our commitment in neighbourhood policing and will be increasing our dedicated ward officer number from 12 to 18. We will also be investing further in our partnership and prevention hub working with our partners from the Safer City partnership to drive down neighbourhood crime and anti-social behaviour. Our problem solving and crime prevention work will also focus with partners on protecting the vulnerable, reducing the impact of mental ill health within the city, the effect of homelessness and begging and drugs on overall feelings of safety and crime in the square mile.

Data and technology remain central to understanding the threat from future criminality and the impact on policing and the public. Innovation is necessary to deliver a response that is shaped by evidence and leverages the latest technology to stay ahead of the threat.

International and local drivers to improve environmental sustainability are also relevant to policing, from managing the additional demand from climate activists exercising their right to protest, to reducing our carbon footprint and improving the sustainability of our estate's infrastructure. With potentially more car-free areas in the City, we will consider how best our officers patrol and respond to calls for service, using more two-wheeled vehicles where appropriate, in line with the Corporation Climate Action Strategy.

Our plan sees the safety of communities and their feelings of safety, as a 'golden thread' throughout all we do. This will be key to ensuring the UK is able to reach its full potential, attracting future investment and the confidence of businesses to invest, with people seeing the City as the first-choice destination. Our plan places victims of crime at the heart of everything we do, with a relentless focus on reducing crime, bringing offenders to justice and crime prevention.



TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM,  
INTEGRITY AND COMPASSION

# LISTENING TO OUR COMMUNITIES

The policing plan has been informed by numerous national drivers (priorities, strategies and plans), along with engagement from our communities.

## NATIONAL DRIVERS – POLICING PLAN 2022-25





## LISTENING TO COMMUNITIES

In providing a policing service to the City, it is important we listen to our communities and respond to issues the public feel should be a priority area for the City of London Police. Our neighbourhood policing model delivered through our Sector teams now encompasses cluster panel meetings. This provides opportunities for members of the community- residents and business - to meet quarterly to discuss crime and anti-social behaviour problems affecting them and agree local priorities.

Each year we undertake a community survey to capture the views of residents, workers and visitors to the City to identify what they feel are the priority areas for us to focus on.

Over the past three years there have been some consistent themes raised in the community survey. The response and prevention of terrorism; reducing anti-social behaviour; theft of personal items; reducing violence and harassment; and rough sleeping were highlighted this year in the top five concerns and previously we have seen road safety and drug dealing feature as key concerns.

The top five priorities for our community are.



**Terrorism** remains a high priority for the police service, to ensure we protect the people living, working and visiting the City. Recent attacks in the UK and in the City underline the critical work we and our partners do to prevent attacks and ensure we can respond effectively, should an attack occur. This remains an important focus for the provision of our service and forms one of the three pillars of the policing plan.

**Personal theft, anti-social behaviour and rough sleeping** are addressed in the 'keeping the City safe and feeling safe' pillar of the policing plan, as well as putting victims at the heart of everything we do. These form a key part of our success measures of reducing neighbourhood crimes, in partnership with the Corporation.

**Violence and harassment** were the fourth priority identified in our survey. Key to this is our work with the licensing authority and businesses to ensure the night-time economy is a safe place for people to be. We have detailed plans to tackle violence against women and girls and reduce crimes linked to the night-time economy. Our measures for reducing neighbourhood crime directly address this priority, along with support for victims and increased criminal justice outcomes.

While **road safety** was not identified as a top three priority for the public within the survey, we remain focused on this aspect of service, along with the Corporation, to improve the feeling of safety in the use of the roads across the City. We will continue to take part in local, regional, and national days of action to improve road safety and safety awareness.

All of these areas have now been adopted as key priorities for the Safer City Partnership, delivering improvements will be through dedicated Working Groups.

**Drug dealing and reducing the harm from drugs** remains a priority for the service and is linked to our work in disrupting organised crime, the Government's 10-year drug supply strategy and bringing to justice those who supply drugs in the City of London Police area.

Worked into the policing plan each year are the threats, emerging issues and risks across the priority areas set out in the full strategic assessment of the service. These include fraud, terrorism, serious and organised crime, violent and acquisitive crime and our neighbourhood concerns.



## NATIONAL TO LOCAL

Policing is implementing national action plans to focus on Race and Inclusion and to reduce Violence Against Women and Girls (VAWG). The VAWG Strategy is now one year on, we continue to deliver locally alongside other activity to drive up standards of behaviour and create a culture of inclusion and belonging. The National Race Strategy has been reviewed and interpreted locally in force with delivery via a tactical Action Plan which aligns to the National Police Race Action Plan. Encouragingly, the City of London Police has been selected as an 'Ice-breaker' force by the National leads in this area. Our work on Op Servator engagement and our Sponsorship Programme for Black, Asian and minority ethnic groups is being considered as best practice in this regard. We are continuing to work cross-departmentally to collectively show tangible progress in these areas and embed activity through every area of the force.

## OUR PLAN

All this work aims to ensure we deliver a policing service to the public that is valued and legitimately responds to our community priorities, while also tackling other high-harm areas of concern such as economic and cybercrime that form the second pillar of our plan. Together with our partners, our focus on putting the victim at the heart of everything we do will ensure we provide the very best service and relentlessly bring more offenders to justice.

Bringing all this together, our Policing Plan has three operational priorities at a local and national level. To deliver these priorities as an organisation, we will be putting our people at the forefront, and leading with innovation and efficient and effective processes. Our priorities support 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.



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SECTION 02

THE PLAN IN DEPTH

# OVERVIEW

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**





## OPERATIONAL PRIORITIES

### KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

We will prevent and tackle crime, from the most serious offences affecting the most vulnerable, including terrorism and violence against women and girls, through to the lower-level crime we know concerns our communities, such as anti-social behaviour.

### PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBERCRIME

We will lead the policing response to the threat from economic and cybercrime, delivering against national fraud and cyber strategic ambitions.

### PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will constantly improve the victim experience, from first contact to the end of judicial process, focusing on positive outcomes for victims and bringing more offenders to justice.

For appropriate offences, this will include application of a national framework with the aim to reduce re-offending through diversionary activities.

## VALUES

### PROFESSIONALISM

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

### INTEGRITY

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

### COMPASSION

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

## ORGANISATIONAL PRIORITIES

### OUR PEOPLE

We will create a culture of inclusion to attract and retain diverse talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported. We will continue to develop leadership capabilities, embedding a culture of empowerment, continuous learning and improvement in all we do.

### OUR RESOURCES

We will embrace new technologies to fight crime and improve victim experiences. We will enhance our use of data and the digital capabilities in our workforce. We will continue to invest in estates infrastructure to ensure it is fit for modern policing and our fleet is able to meet the changing environment of the City.

### EFFICIENCY AND EFFECTIVENESS

We will ensure efficient and effective use of our funding and resources to provide best value for money. We will work with a range of partners and sectors to maximise efficiencies and ensure the best outcomes for our communities and victims of crime.

TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM,  
INTEGRITY AND COMPASSION

# VALUES

## PROFESSIONALISM, INTEGRITY AND COMPASSION

Our policing plan has our values at its core. These drive how we interact with each other and the public and how we work together to achieve the ambitions set out in this policing plan. We will ensure they are both understood and practiced in all we do. We will expect to be held to account against these values, both as individuals and organisationally in all we deliver as a police service.

### PROFESSIONALISM

- Professionalism is a trait that we value highly: it refers to doing things correctly in a timely manner and taking pride in everything we do.
- We will conduct professional and thorough investigations into crimes, doing everything possible to protect those who are most vulnerable.
- We expect our officers and staff to be committed to professional development, both for themselves and for those they supervise and to be able to make sound operational decisions based on discretion and common sense.
- We also want our employees to set an example to others. Our professionalism will ensure that we meet the requirements and demands of our communities by providing them with high-quality, timely, efficient, and effective services.

### INTEGRITY

- Integrity is about being trustworthy, honest and doing the right thing.
- We expect our officers and staff to have the confidence and support of their colleagues and support of their colleagues to challenge behaviour that falls below expected standards.
- Our behaviour, actions and decisions will always support the public interest and those we work in partnership with.
- We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.
- We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance.

### COMPASSION

- To ensure our communities receive the best possible service, our officers and staff follow our core value 'Acting with humanity and kindness'.
- We believe in mutual trust and respect and in valuing diversity in our role, both as an employer and as a public service provider.
- We will support equality by creating an environment that maximises everyone's talents to meet our own needs and those of the communities we serve.
- We understand that every individual is unique. Compassion is essential to ensure that everyone is treated with care and respect, regardless of their differences.



# OPERATIONAL PRIORITIES

## KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

- Reducing neighbourhood crime and harm
- Protecting the City from terrorism
- Safeguarding and supporting vulnerable people
- Tackling serious and organised crime

### REDUCING NEIGHBOURHOOD CRIME AND HARM

**We will respond to community concerns about neighbourhood crime, including acquisitive crime and anti-social behaviour and encourage safer driving and riding to reduce harm on our roads.**

Our People provide a 24/7, 365 day a year service to keep those who live, work, study and visit the City safe. Our sector model concentrates on working at ward level with partners and communities to prevent and reduce crime and embed long-term problem-solving solutions. This includes expanding our business crime reduction partnership and working with the Business Improvement Districts and Safer City Partnership. The Safer City Partnership is a statutory partnership that **brings together organisations and other partners with responsibility for keeping people safe**. It is responsible for the delivery of the Safer City Strategy. The Safer City Partnership plays a key role in reducing crime and other harms that affect those who live, work, and visit the City of London.

The Partnership has a track record of success over the years in achieving goals:

- It provides a strategic and collaborative platform for different agencies to come together and help make the City a safer and pleasant place.
- It's responsible for delivering high quality community safety interventions for the benefit of the City of London and its neighbouring communities.
- Its local experience and approach is endorsed by the Home Office's Modern Crime Prevention Strategy, which highlights that potential partnerships have to prevent and reduce crime.
- Its ambition is to build upon the existing and strong foundations and oversee further improvements in preventing and responding to crime and anti-social behaviour.

Focusing on community concerns and issues raised by our new local ward panels is a key part of our policing plan and response, creating a series of localised commitments. Anti-social behaviour, including street drinking, rough sleeping, begging and anti-social cycling/skateboarding will remain a priority and activity for long-term problem solving with our partners.

Low overall crime levels in the City make it one of the safest places in the country. However, since the City COVID-19 restrictions have started to ease, there has been a significant increase in footfall in the night-time economy. This has coincided with an increase in violence linked to alcohol and acquisitive crime. With the development of the culture mile, we will continue to work in partnership with our communities, both business and residential, our Safer City Partnership, and continue collaborating with the licensed trade, to reduce crime and vulnerability, focusing on violence against women and girls and reducing theft in the night-time economy.

**We will continue to work in partnership with TFL and the Corporation to focus on keeping the City's road network safe**, encouraging safer driving and riding, with an aim to reduce harm on our roads. We will work towards Vision Zero, eradicating deaths and serious injuries on our roads.

We will use our stop and search powers ethically, responsibly, and lawfully to recover weapons, stolen items, and target those who sell drugs within the City.

The trust and confidence of the community in the use of these powers is key and will be scrutinised through our Independent Advisory Scrutiny Group and by the Police Authority. We will continue to publish and scrutinise data in terms of ethnicity to ensure that we are transparent and that we are using these powers ethically, responsibly, and lawfully.

The City of London is often a focal point for demonstrations, the majority of which are peaceful. We

will continue to work with organisers, in partnership with the Corporation and other stakeholders, minimising disruption to the people who live, work, and visit the City to deliver well planned and safe events. We will continue to work with the Metropolitan Police, British Transport Police and our partners across London, to continually review our response, ensuring that our capacity and capability develops in line with the changing nature of protests.



## PROTECTING THE CITY FROM TERRORISM

**We will continue to enhance and develop our protective security tactics to protect the City from terrorist attack, testing and exercising with a range of key stakeholders and partners to improve our response.**

The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption. Our priority activities 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.

We will implement learning arising from public inquiries and reviews into terrorist incidents locally and nationally to ensure continuous improvement in our approach.

Over recent years, we have strengthened engagement with our community and will continue to develop ways to engage and work with partners in a coordinated way. This includes continued training to enhance security awareness through local delivery of national programmes including *See, Check and Notify (SCaN)* and *Action Counters Terrorism (ACT)*.

The City of London Police will continue to lead the counter terrorism policing tactic Project Servator across law enforcement nationally and internationally. This includes working with organisations, venues and events to help them maximise the effect their staff can have on disrupting terrorist activity. **We are working with Counter Terrorism Policing UK to ensure that we embed the learning from the Manchester Arena Inquiry.**

## SAFEGUARDING AND SUPPORTING VULNERABLE PEOPLE

**Working with partners, we will provide the best response and support to people who are vulnerable or find themselves in a vulnerable situation.**

Supporting victims and safeguarding the vulnerable are key themes of this policing plan. We will use the national vulnerability assessment framework to ensure the appropriate policing and partnership support is provided.

Our response to domestic abuse, stalking and harassment, child abuse, sexual offending and hate crime is led by our Public Protection Unit. This is a significant area that spans the whole policing response, requiring not just the pursuit of offenders, but significant work to prevent crimes and increase the protection of the public.

Coordination of this is guided by a vulnerability action plan which seeks continual improvement, from initial response, through the investigative and judicial processes, to improved outcomes.

Ensuring a high-quality service is pivotal to our response to many areas of safeguarding, including violence against women and girls and is achieved through a strong partnership with the Corporation and other agencies.



## TACKLING SERIOUS AND ORGANISED CRIME

**We will relentlessly pursue organised crime groups that operate in the City and beyond, particularly in the areas of economic and cybercrime, drug supply, modern slavery and immigration crime.**

Serious and Organised Crime (SOC) continues to have a significant impact in the UK, with roughly 70,000 SOC nominals involved in serious and organised criminality. The National Crime Agency, National Strategic Assessment of Serious and Organised Crime states between 550,000 and 850,000 UK-based individuals posing varying degrees of threat to children. SOC is therefore both a local and national priority. As the national policing lead for fraud and cybercrime, economic offences continue to be the highest form of SOC addressed by the City of London Police.

The low resident child population accords with the low level of reported child sexual exploitation and abuse. Instances of domestic servitude, labour exploitation, sexual exploitation and organised immigration crime occurring in the City are also low. However, we will continue to actively target these crime types by developing intelligence and actively targeting criminals in these areas.

The supply of drugs and links to gangs, violence and acquisitive crime are set out in the 2021 UK Government 10-year drug plan, to cut crime and save lives. Organised crime groups are known to operate in the City. There are also links to drug use and supply in the night-time economy. Due to the extensive transport hubs and our surrounding boroughs, county lines activity regularly passes through the City policing area. Our activity in this plan fully supports the new national strategy.

We will also make full use of powers to prevent reoffending.

We will proactively disrupt offenders involved in local crime and SOC and will tackle repeat offenders who cause most harm, through a multi-agency response to manage their behaviour and impact on the community.

Offender management is a proactive commitment to the disruption and face-to-face management of criminals involved in local crime and SOC. We will continue to prioritise the use of serious crime prevention orders (SCPO's) and other ancillary orders that monitor and restrict certain behaviours to prevent future or ongoing criminal activity.

## OPERATIONAL SUCCESS MEASURES

**1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.**

**1.2 Vigilance against terrorism by planning, testing and exercising and preparing and engaging businesses and communities to ensure the City is prepared to respond to terrorism.**

**1.3 Improve current grading of 'good' to 'outstanding' in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications.**

**1.4 Ensure police make appropriate use of their powers to tackle and deter Anti-Social Behaviour.**

**1.5 Increase the number of positive outcomes from identified repeat offenders.**

**1.6 Reduce neighbourhood and violent crime.**

**1.7 Disrupt drugs supply in the City through pursue activity.**

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INTEGRITY AND COMPASSION

# PROTECT THE UK FROM THE THREAT OF FRAUD AND CYBERCRIME

- Leading and coordinating the national police response
- Improving national fraud and cybercrime reporting services
- Developing the skills and knowledge to tackle economic and cybercrime
- Improving the police response to fraud

## LEADING AND COORDINATING THE NATIONAL POLICE RESPONSE

**We will strengthen the national strategic approach to policing economic and cybercrime and work closely with partners to deliver a whole system response to these threats.**

City of London Police is the national policing lead for economic and cybercrime, responsible for setting the national strategy and coordinating the operational response. We will strengthen our approach to tackling economic and cybercrime, at a local regional and national level, aligning these portfolios and developing a joint capability strategy including the creation of a national fraud and cyber coordination centre. The National Fraud Policing Strategy was also refreshed in 2022.

Together, the City of London Police and Corporation have the unique ability to position the UK as the world-leader in tackling economic and cybercrime.

Recognising the fundamental need for a whole-system response,

we will continue to work closely with key partners and stakeholders, in particular industry which has made a substantial investment in our work to tackle fraud, and the National Economic Crime Centre.

## IMPROVING NATIONAL FRAUD AND CYBERCRIME REPORTING SERVICES

**We will improve the fraud and cyber reporting service through a programme of continuous improvement and implementation of a next generation service.**

City of London Police is responsible for delivering the National Fraud and Cyber Reporting Service. It is currently developing a next generation service to provide a more accessible service for the public and organisations to report fraud and cybercrime and improve the flow of crime, information and intelligence reports through the ecosystem. The procurement process is underway, and the delivery of the next generation service is expected to go live in 2024.

Implementation of the next generation service will be underpinned by a continuous improvement programme over the next three years to increase ease of reporting by

individuals and industry (including a new cyber reporting

capability for business), maximise opportunities with financial institutions to stop and recover victim losses, and further roll out the Economic Crime Victim Care Unit. We will continue to raise awareness of the latest threats to help keep the public safe and improve the prioritisation of disseminations to forces to maximise disruption opportunities and prioritise threats with links to organised and violent crime.

## **DEVELOPING THE SKILLS AND KNOWLEDGE TO TACKLE ECONOMIC AND CYBERCRIME**

**We will continue to develop and deliver the highest quality training and continuous professional development to satisfy the needs of UK policing, the wider public sector counter fraud community and government funded international capability building, while generating sufficient income to cover all costs.**

The Economic Crime and Cyber Crime Academy has broadened its remit to incorporate cybercrime and successfully adapted and integrated hybrid learning as part of a new strategy created in 2021. Implementing this strategy and developing its cyber offering will form

a key part of its priorities over the life of this plan.

## **IMPROVING THE POLICE RESPONSE TO FRAUD**

**We will support implementation of the national fraud reform programme, lead and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.**

City of London Police has been working with the Home Office on a national fraud reform program which will see increased pursue and protect capabilities across City of London Police and Regional Organised Crime Units over the next three years. In addition, we are working with Police and Crime Commissioners (PCCs) to influence greater prioritisation of fraud within their local policing and crime plans and seeking a greater involvement from PCCs in supporting victims.

We will continue to broaden our investigative caseload to take a more proactive approach to targeting high harm threats and disrupting organised crime groups, working



as part of a national network of investigators. Our units funded by the banking sector, insurance industry and Intellectual Property Office also have an important role in the whole system, as their reach extends beyond the capabilities of individual forces. A second Intellectual Property Crime Unit established in the Northwest of England extends our national reach and is a blueprint for our ambition to strengthen economic crime capabilities outside of London. We will work with funders to further extend this model.

## IMPROVING THE POLICE RESPONSE TO CYBERCRIME

**We will continue to develop the UK policing response to cybercrime.**

As the national policing lead for cybercrime, City of London Police leads on the delivery of a national cyber programme focused on developing the capacity and capability of policing to combat cybercrime. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre, Home Office and across wider policing. The programme has over 35 projects covering areas such as training and development, equipment, technology, policy, and process.

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. The programme has developed cybercrime units in every force in England and Wales and dark web operational teams in every region, providing a comprehensive victim- focused service.

Recognising prevention is key, the programme has rolled out not for profit Cyber Resilience Centres (CRC) to every region of England and Wales. These public private partnerships provide subsidised or free cyber security

guidance and consultancy for hard-to-reach micro and SMEs. A national CRC has also been developed. This will provide an opportunity to strategically coordinate and develop national services.

City of London Police will continue to develop the Cyber Griffin programme to support businesses and individuals with a footprint in the Square Mile to protect themselves from cyber criminality, whilst also seeking opportunities to develop this model outside of the city. Following COVID-19 social distancing restrictions, the Cyber Griffin operating model was changed through investment in new digital infrastructure enabling delivery of a digital service. Cyber Griffin has worked with some of the largest organisations in the country. We will ensure the cyber protect and pursue teams responsible for protecting the City of London have best in class cyber capabilities and share their experience and

knowledge.



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## TARGETING ILLICIT FINANCE AND PROTECTING INTELLECTUAL PROPERTY

**We will disrupt criminals by targeting the proceeds of crime and support Government strategies to strengthen financial investigation, asset denial and money laundering capabilities across policing.**

As the national policing lead for economic crime, City of London Police has taken responsibility for the National Police Chiefs' Council portfolios for Financial Investigation and Intellectual Property. The importance and opportunity

that financial investigation offers has been recognised by Government, leading to significant reform and investment from the Home Office. Over the next three years, we will see the replacement and upgrade of computer systems utilised across policing within financial investigation, the introduction of new legislation for asset recovery and the introduction of the Economic Crime Levy in 2022.

Stripping criminals of their illicit finances disrupts criminal activity, deprives them of their criminal lifestyles, protects communities from the harm caused by criminal gangs and sends a strong message to those who might otherwise be attracted to criminal lifestyles. Enhanced focus around the illicit finances of SOC is seeing greater use of legislation in the civil, as well as criminal, sphere of justice. In December 2021, the City of London Police, working with the Crown Prosecution Service and supported by other law enforcement bodies, removed £28.75million from SOC in a civil action. Using intelligence generated from suspicious activity reports and the public/private sectors increased analysis of how SOC groups are financed is a priority focus for the City's contribution to reducing the harm of SOC with new investment in capability being made.

## REDUCING BUSINESS CRIME

**We will continue to position the National Business Crime Centre as the national lead and a conduit for information sharing across business and policing. We will work closely with the Corporation to support business crime reduction in the city.**



The business crime portfolio is delivered through the National Business Crime Centre (NBCC), hosted within the City of London Police, which delivers business engagement across a wide range of disciplines. The depth of knowledge, business insight and the breadth of contacts across business, Government and policing, saw the NBCC become the national business engagement lead, supporting the policing response with business engagement for COVID-19 and Operation London Bridge, the death of HM The Queen. The newly launched NBCC website has become the default

location for business providing guidance and advice around the threats and risk for business. Using existing and developing new partnerships within the city, the NBCC will enhance its range of crime prevention guides so new crime trends and emerging crime threats are quickly identified and addressed.

Recognising the new Business Improvement Districts (BIDs) being introduced into the City, the NBCC has carried out a review of the Business Crime Reduction Partnership national standards and will be working with a range of partners to implement the report's recommendations to encourage greater engagement with BIDs. The standards provide a nationally recognized accreditation that improves information sharing and business reassurance. The NBCC will continue to work with the City Security Council with support from their Security Industry Authority Seconded to ensure that the City is at the cutting edge to adopt the forthcoming protect duty.

## OPERATIONAL SUCCESS MEASURES

- 2.1** Prepare, engage, and raise awareness across businesses and communities of threats and risks of economic/cybercrime and measures they can take to protect themselves.
- 2.2** To increase the total number of positive outcomes recorded in relation to fraud across the country.
- 2.3** 100 per cent of Action Fraud cybercrime referrals will be investigated by the City of London Police.
- 2.4** Economic and Cybercrime Academy delegate training numbers are increased; with 90 per

cent satisfaction rate.

- 2.5** Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.
  - 2.6** Maintain our proactive use of legislation to freeze, restrain and protect proceeds of crime by City of London Police.
  - 2.7** Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.
-

# PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

**We will continually improve our response at every stage of the victim journey, ensuring victims receive the very best support. We will continue to seek charges, prosecution, or satisfactory out of court disposals against perpetrators of crime to ensure victims receive the justice they deserve. Our support to victims through their journey will also ensure ease of reporting and access to the right support. Witnesses who come forward to assist police also need the appropriate care to ensure they remain confident in us and the criminal justice process.**

Putting the victim at the heart of everything we do is a golden thread that runs throughout this policing plan. We will explore new ways victims can report crime and ensure they receive a professional response

A new Victims' Champion will coordinate our support to victims, assuring compliance with priorities, leading on service improvements and ensuring we deliver

the best available support to victims of crime. We will develop a new victim's strategy that will be scrutinised by the Police Authority. We will establish mechanisms of regular surveying of victims and audit to understand our impact and provide opportunities for learning and

service improvement. We will ensure all officers and staff are trained in the Victim Code of Practice and to support victims with set clear expectations in respect of contact, follow up and standards.

effectiveness in fighting crime and keeping people safe.

## DELIVERING AN IMPROVED CRIMINAL JUSTICE SERVICE

**We will work with the Crown Prosecution Service to improve the victim experience throughout the criminal justice process and implement digital reforms to support swifter justice.**

Aligned with national ambition, we will ensure our services support the delivery of swift justice that works in the interests of people and protects UK businesses. We will ensure our staff are well equipped to prepare cases for court and improve in areas such as disclosure, delivering against national action plans locally. To break the cycle of crime, drug testing of offenders will continue to take place as part of our custody process and the necessary referrals and action taken with partners to divert offenders into treatment and rehabilitation. In line with national ambitions, we will incorporate improving support to female victims of violence throughout the criminal justice process into our work.

Throughout this policing plan there are a range of measures and activities that aim to improve our

Our aim is to ensure that we are as effective as we can be at detecting crimes. City of London Police has one of the highest positive outcome rates nationally and we wish to maintain that position.

## OPERATIONAL SUCCESS MEASURES

- 3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).**
- 3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse.**

**3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention.**

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**3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the investigation.**

**3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.**

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# ORGANISATIONAL PRIORITIES

We must ensure we deliver a policing service where our people are properly equipped with the right skills, knowledge, equipment and culture. Our code of ethics and values underpin how we treat each other, the public and deliver our service.

## PEOPLE

- Support and develop our staff, ensuring legitimacy, transparency and accountability in everything we do.
- Create an environment where diversity of thought and inclusion thrives.
- Ensure the wellbeing of our staff is at the forefront of what we do.
- Ensure our workforce is representative of the communities we serve.
- Attract and retain the best talent, exploiting the opportunities that come with policing an area like the City for London and our national lead roles.
- Ensure open and fair channels for lateral and upward progression.
- Ensuring leadership engagement at all levels.

## RESOURCES

- Ensure our buildings and infrastructure are modern and fit for delivering 21st Century policing.
- Ensure our fleet is able to meet the changing environment of the City of London and can respond to the diverse requirements of policing .
- Invest in our information technology, making sure our officers and staff have the information and systems to do their jobs.
- Be innovative and data-driven in fighting crime, embracing new technologies such as machine learning and artificial intelligence.
- Invest in the skills of officers in digital investigations, forensics, intelligence and insight to improve our performance in reducing crime and bringing offenders to justice.
- Use technology to improve the service and communication with the communities we serve.

## EFFICIENT AND EFFECTIVE SERVICE

- Ensure efficient and effective use of our funding and resources to provide best value for money, through single service provision, removing duplication and constantly challenging ourselves to be the best we can be.
- Ensure our processes and systems are effective and efficient to support the needs of our communities, for example, making it easy to report crime and access information.
- Ensure our response is tailored to the needs of the communities we serve.
- Work collaboratively with our partners in law enforcement and other sectors to ensure the best outcomes for our communities and victims of crime.
- Drive our recruitment processes to promptly achieve our officer uplift requirements.
- Ensure, through vigorous workforce planning, that our people are allocated in a way that optimises delivery of these policing plan priorities.



# OUR PEOPLE

## COMMITMENT TO EQUITY AND BELONGING

We will develop a truly inclusive culture, where our people feel trusted, well led and well supported by each other.

This requires a change in culture and dedicated resource to drive improvement. A Professionalism, Trust and Confidence lead has been appointed with a team to deliver against a comprehensive Diversity and Inclusion plan. Improving internal culture has been at the forefront with considerable work already begun through the launch of 'Our People Inclusivity Programme' which will provide a long-term framework to develop and embed a culture of inclusion, equity and belonging.

Building and maintaining trust and confidence of the public is key to our success, both locally in the city and with our national responsibilities. Our effectiveness at tackling crime and disorder, the quality of our engagement with the public and the extent to which we treat people with fairness and respect is of utmost importance to the delivery of our plan.

A key to success is attracting and retaining the very best police officers, staff, and volunteers and ensuring our people reflect the community of London in relation to ethnicity, gender, beliefs, sexual orientation, and background. We will continue to build on the recent recruitment campaigns that have increased the visible diversity of our officers, staff and cadets. Internally, we will foster a culture of equity and belonging. The way our people feel about working at the City of London Police, the service it provides and the people they work with must be seen as a key indicator of success in building trust with the public itself.

Significant work has and is being undertaken in the force, this is divided into the following key areas with our ambitions for success.



WORKSTREAM	OVERVIEW OF ACTIVITY
Community Engagement	Increasing our legitimacy and confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime and scrutiny of police powers such as 'stop and search'.
Recruitment Development and Progression	Building a diverse workforce in tune with London, including people from black and minority communities, women and people from the LGBT community. Ensuring we develop our workforce to achieve their potential and be the very best for the community. We will strive to improve our representation of underrepresented groups at all levels of the organisation and in specialist roles.
Culture & Leadership	Work to build leadership capability across the force and build a workforce culture that is truly inclusive and embeds our diversity and inclusion ambitions at all levels of the force. A workplace which people are proud of and one where City of London Police is an employer of choice.

Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people and increase productivity
Retention and exiting	Ensuring that the service retains talent, particularly from under-represented groups. Exploit opportunities for entry and re-entry at different levels and specialisms into the service. Understand why staff are exiting the service and use insight and data to improve retention.

## INDEPENDENT ADVISORY AND SCRUTINY

The City of London Police has an established Independent Advisory and Scrutiny Group (IASG). The group is made up of a wide range of people from different backgrounds. The group provides an independent view and advice on the strategic development and delivery of our policing services. Additionally, the group provides independent assessment on the legitimacy of our activity in relation to use of stop and search powers and 'use of force' and over internal processes such as recruitment and promotion. Over the next three years, we will work with the group to develop their membership and the scrutiny work they do across the service.

The Police Authority Board plays a vital role in helping the City of London Police to build and maintain public trust. In undertaking this role, the Police Authority continues to:

Ensure equality of opportunity	Eliminate bias	Embed diversity and inclusion	Maintain a zero tolerance to racism
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Embedding diversity and inclusion and eliminating bias requires continuous review, education, training and monitoring, by both policing and the bodies that have oversight of policing. Both the Police Authority Board and its Professional Standards and Integrity Committee ensure complaints with any racial allegations are closely scrutinised, monitors diversity in officer and police staff numbers and ensures that stop and search data is published and monitored by external bodies. Through this scrutiny, our plans on diversity and inclusion are closely monitored and challenged.

## AN ORGANISATION THAT LEARNS FROM EXPERIENCE AND CONSTANTLY STRIVES TO IMPROVE

Policing is often difficult and complex. We will continue to embed a culture of continuous learning and development and a culture where we encourage our staff to seek out lessons from other organisations, experiment and test new ideas and more consistently use feedback from colleagues, partners, public and academia to improve our approach. We will actively capture learning and embed appropriate reform from policing events and failures, such as recommendations from the Operation Hotton report, Baroness Casey Review and Child Q report, governance and scrutiny is now in place through a dedicated Renewing and Rebuilding Trust and Confidence Board. We also remain focused on recommendations for improvement from HMICFRS, the College of Policing and others to ensure we are continually striving for excellence in all we do. We will

prioritise our learning and development for our staff to provide the very best technical skills to do the job, but also developing skills around leadership, performance improvement and diversity and inclusion. We will focus on evidence-based policing and encourage use of academia to deliver better services.

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## ORGANISATIONAL SUCCESS MEASURES

- 4.1** Learning and development over 90 per cent completion rates for officer safety; and emergency life support training.
  - 4.2** Learning and development – 100 per cent completion rates for mandatory training including new values, standards and ethics training.
  - 4.3** Overall engagement score – staff survey – year on year increase over the next 3 years.
  - 4.4** To recruit 40 per cent of visible ethnic minority student officers in each new intake and the total number of new joiners to City of London Police each year is at least 51 per cent female to achieve an overall increase of 2.6 per cent per year of female representation across the service.
-

## OUR RESOURCES

Our Policing Plan is underpinned by investment in future technologies, equipment and estate that enables us to be at the forefront of policing and emerging crime threats.

Over the next three years, we will develop a portfolio of change to ensure the City of London Police remains an effective and efficient force. Our roadmap of change summarises some of the key programmes within the portfolio, which will enhance capabilities and deliver a better service for the public.

We will further look at how technology can encourage greater participation of the public in policing and continue to transform and exploit technology to assist and support how we engage with our communities across the City.

Over the next three years we will improve data quality, security, accessibility and availability to improve outcomes for the public. We will ensure our officers and staff are well trained in digital investigation and forensics to be at the forefront of crime investigation.

We will continue to develop a mobile-first, cloud-first approach to ICT, providing secure and easy access to the data that we need across a range of platforms, delivered at point of need, reducing the reliance on officers returning to the workplace to complete their tasks. This will involve an investment of over £3.5 million over the next 3 years. We will ensure our data is available to our people to support timely and informed decision-making, as well as continuing to support the public interest in greater transparency of how we police. We will implement a new command and control system by 2025, ensuring our intelligence, custody and prosecutions systems are integrated and interoperable with the Metropolitan Police Service solution.

Progressive work continues with the Corporation of London to modernise our police estate, ensuring officers and staff are accommodated in modern, fit-for-purpose facilities and we reduce our carbon footprint. We will embrace new ways of working to maximise the efficiency of our estate. We will look for opportunities to ethically generate income, through activities such as training and other services.

Our fleet is another important area for development over the next three years with an investment of £1.2 million. With the changing nature of the City roads to a more car-free and pedestrianised area, we will assess the most effective way to patrol. Whilst policing will always need traditional vehicles to respond to emergencies and carry equipment and people, we need a different fleet in the future.



In partnership with the Corporation of London, we have a key role in safeguarding and promoting the City's future. We will continue to work together to reduce the impact we have on the environment and at the same time support the changing and future economic plans of the City of London. We will take a balanced approach to sustainable policing, demonstrating budgetary responsibility, promoting economic, social and environmental development, but ensuring increasing the trust and confidence the public have in us as a police service remains our main goal. With the Corporation, a substantial investment is being made to deliver a comprehensive new policing estate over the next four years.

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## ORGANISATIONAL SUCCESS MEASURES

- 5.1** Achieve a 100 per cent ULEZ compliant fleet (excluding the horse box) by 2023.
  - 5.2** User experience: we will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, to drive the successful utilization of IT/estate/fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job'.
  - 5.3** Digital investigation training delivered across the service for all investigators over the next 12 months.
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## EFFICIENT AND EFFECTIVE SERVICE

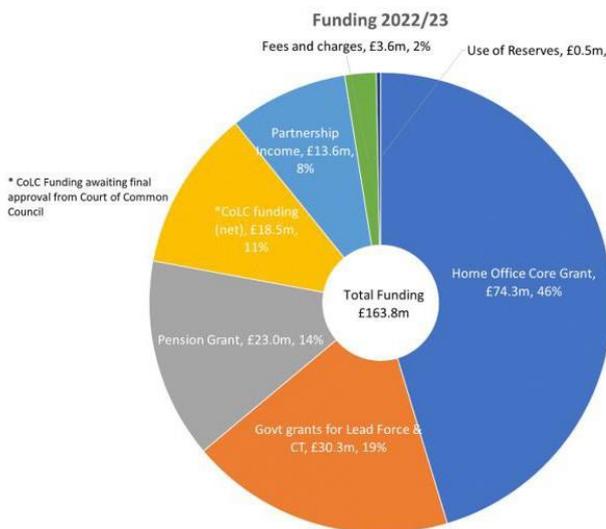
### FUNDING

Like all police forces in England and Wales, most of our funding is from the Home Office. This is in the form of a core grant to cover the basic operations of policing, as well as specific grants. These cover areas such as counter terrorism policing and where we take a national lead role in areas such as fraud and cybercrime.

Unlike other PCCs, the corporation do not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the Corporation of London levy a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London.

In partnership with the Corporation, we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services, through increased local funding and mitigating the pressures of rising costs.

With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.



### FUNDING 2022/23 – PIE CHART BREAKDOWN

Home Office Core Grant, £74.3m 46%

Govt Grants for Lead Force & CT, £30.3m 19%

Pensions Grant, £23m 14%

COL Funding (net), £18.5m 11% (COL funding awaiting final approval from Court of Common Council)

Partnership income, £13.6m 8%

Fees and charges, £3.6m 2%

Use of reserves, £0.5m

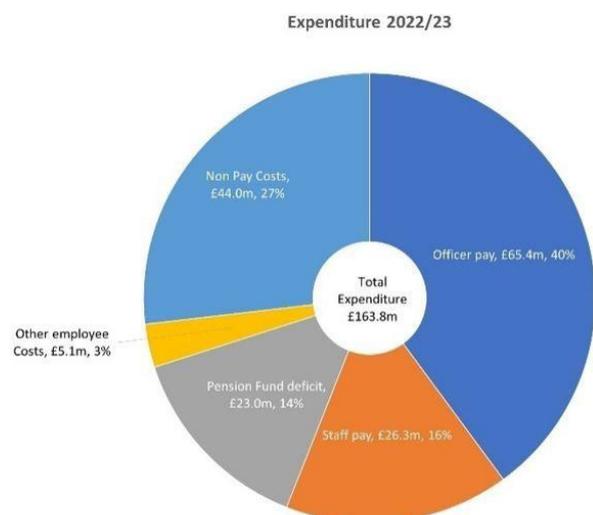
**Total Funding £163.8m**

### WHAT WE SPEND

Around three-quarters of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2021/22 the force establishment was 516 police staff and 934 officers, rising to 993 officers in 2022/23 as a result of the Police Uplift Programme.

To make sure our expenditure does not exceed our funding in 2022/23, we, in partnership with the Corporation, will mitigate the £6.1 million of budget pressures through additional funding and increased efficiency measures. This is in addition to the £9 million of savings we have made since 2020/21. We will look at opportunities to manage our budget challenges through:

- Improved procurement;
- Reviewing supplies and services;
- The use of proceeds from seized assets;
- Review of support services and supervision ratios;
- Improved working patterns to match need;
- Efficient business support;
- Improving supervision ratio;
- Reducing overtime; and
- Improved use of mobile technology and agile working.



### EXPENDITURE 2022/23 - PIE CHART BREAKDOWN

Officer pay, £65.4m 40%

Staff pay, £26.3m 16%

Pension Fund deficit, £23m 14%

Other Employee costs, £5.1m 3%

Non Pay costs £44m 27%

**Total Expenditure £163.8m**



## INSPECTION, AUDIT & IMPROVEMENT

To ensure we continue to deliver policing services at the expected level and are not failing our victims, we are regularly engaged and held to account with inspections from Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS), which makes recommendations and identifies areas for improvement. Like all Home Office police forces, we are subject to the PEEL inspection process, as well as contributing to

HMICFRS's thematic inspections programme on specific aspects of policing. As with all Home Office police forces, we are subject to the Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection process, as well as contributing to HMICFRS's thematic inspections programme on specific aspects of policing. From June 2022 the force has been subject to ongoing thematic inspections, which have focused on how the force tackles Serious and Organised Crime, how we treat victims and respond to crime in the Victim's Services Assessment and how the Force deal with Counter Corruption and Vetting in the Vetting and CCU inspection.

Between November and December 2022, the Force has been subject to a rigorous inspection programme by the HMICFRS within the PEEL framework, the inspection process covers a number of areas which will be judged against a national criteria.

The PEEL report and the other recent thematic inspections are expected to be published at the end of the first quarter of 2023.

HMICFRS currently grades forces' performance from 'Outstanding' through to 'Good' and 'Requires Improvement' and finally 'Inadequate'. Our last PEEL inspection was undertaken in 2018/19 and graded the Force as follows in the five areas of PEEL:

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

\*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.

The HMICFRS have amended gradings for the 2022-2023 inspections from 4 to 5 areas to now show: Outstanding, Good, Adequate, Requires improvement

and Inadequate. The changes to the grading means that it will not be possible to make direct comparisons between the grades awarded in the Forces previous PEEL inspections. However, our Policing Plan will continue to be developed against any HMICFRS grading to ensure that we focus our priorities around any recommendations for improvement made..

All current and previous inspection reports relating to the City of London Police, except for some reports relating to protective security, can be found on the HMICFRS website.

In addition to the inspection process, we participate in an internal audit programme run by our local authority (Corporation of London). This programme is set in consultation with our Police Authority Board to ensure they can have effective oversight into all aspects of the service we are providing to the City.

Both our inspection and audit reports are reported to our Police Authority, which retains oversight on our actions to implement the improvements suggested within these documents. The result of all these programmes is to continually drive improvement in all aspects of services that we deliver to the public.

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## ORGANISATIONAL SUCCESS MEASURES

**6.1** Audit inspections – high risk – implement 90 per cent of audit recommendations within the deadline, increase the percentage of internal audits

rates as adequate and above.  
**6.2** Increase in percentage of people who agree COLP provide an effective service.

**6.3** Improve timeliness to deal with public complaints compared to 2019/20 baseline.  
**6.4** Crime Data Integrity – Completeness of Violent Crime recording; to sustain a rate above 90 per cent.

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# SECTION 03 DELIVERING THE PLAN

# BUSINESS PLANNING AND CHANGE

To meet the ambitions of this plan we cannot stand still. We must ensure we have the right business planning and delivery and be investing in the right change programmes to modernise and professionalise our service delivery.

The City of London Police is delivering a series of projects to improve the service we deliver to our communities.

These projects cover all areas of the force, using innovation, new technology and products to make our processes more efficient and effective, to deliver a better service to the public and release officer and staff time to focus on enhanced and visible policing for our communities.

A high-level representation of current programmes and projects is shown below. A full portfolio of change is currently being developed.



## OPERATIONAL PROJECTS:

Secure City, ongoing to 2026 and beyond.

Fraud and Cybercrime Reporting Service, ongoing to end of 2024.

Cybercrime programme, ongoing to end of 2025.

Emergency Services Mobile Communication Platform, ongoing to end of 2025.

Improved contact, command and control, ongoing to end of 2024.

Improved forensics, ongoing to mid 2025.

Improved interoperability with Criminal Justice Service, ongoing to mid 2026

## ORGANISATIONAL PROJECTS:

Ethics, culture and leadership development, ongoing to end of 2024.

Police accommodation, ongoing to 2026.

Cloud and enhanced security, ongoing to end 2023.

National Enabling Programme, ongoing to 2026.

Enhanced data and analytics programme, ongoing to end 2023.

Fleet improvement, ongoing to the end of 2025.



## WORKING COLLABORATIVELY

We recognise that we cannot deliver everything in this plan alone. We will work closely alongside a broad range of partners, from local to national and international (including British and other governments) to ensure our service is effective and efficient in protecting victims and communities. Engagement will be further developed with the implementation of the Stakeholder Engagement Plan, which underpins this Policing Plan.

### CITY OF LONDON CORPORATION

Our partnership work with the Corporation of London includes planning for large scale events, the Secure City programme and accommodation programme, tackling antisocial behaviour and safeguarding vulnerable adults and children.

### METROPOLITAN POLICE (MPS) AND BRITISH TRANSPORT POLICE (BTP)

We deliver several services with the MPS and BTP to protect London and provide 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.

### SAFER CITY PARTNERSHIP (SCP)

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

### PRIVATE INDUSTRY ASSOCIATIONS

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

### INTERNATIONAL ORGANISATIONS

We have forged alliances with groups such as the Global Cyber Alliance, Homeland Security in the US and numerous police forces and 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.

### 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.



# ROLES AND RESPONSIBILITIES

The 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.

## 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 Police Authority Board 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 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 Controller and City Solicitor is the Authority's Monitoring Officer.

## THE ROLE OF THE COMMISSIONER OF POLICE

- Keeping the communities of the City of London safe and secure.
- Ensuring our national lead force functions are discharged efficiently and effectively.
- Delivering efficient and effective operational policing which responds to the needs of the public.
- Managing resources and expenditure by the police service.

## THREE EXTERNAL BODIES WORK CLOSELY WITH THE CITY OF LONDON POLICE TO SET STANDARDS AND SCRUTINISE PERFORMANCE:



His Majesty's Inspectorate of Constabulary and Fire and Rescue Services is the inspection body which provides regular annual and thematic inspections

HMICFRS - Home

<https://www.justiceinspectors.gov.uk/hmicfrs/>



The College of Policing sets the standard for policing and carries out research

Working together | College of Policing

<https://www.college.police.uk>



The Independent Office for Police Conduct oversees the complaints process nationally

Independent Office for Police Conduct

<https://policeconduct.gov.uk>



# CONTACT US



 [www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority](http://www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority)

 Provide feedback on this plan via:  
[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)

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

 Textphone service **18001 101**

 Follow us on twitter **@CityPolice**

 Like us on Facebook

## PUBLIC ENQUIRIES AND REPORTING CRIME:

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

 Bishopsgate Police Station  
182 Bishopsgate, London, EC2M 4NP  
Open 24 hours

 Headquarters (not open to the public)  
City of London Police  
Guildhall Yard East, Guildhall Buildings London  
EC2V 5AE

 Anti-terrorist hotline **0800 789 321**



