



**CITY OF LONDON POLICE
NEIGHBOURHOOD POLICING AND ENGAGEMENT STRATEGY
2023-2025**

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INTRODUCTION

City of London Neighbourhood Policing comprises dedicated ward officers and a partnership and prevention hub. Along with other policing functions, it contributes to keeping those who live, work and visit the City safe and feeling safe by focussing on long-term problem solving, prevention, reassurance and community engagement.

What makes the City unique is its low residential and high transient community. Since the last census the residential population of the City of London has grown by 17%, the third largest increase across London. The City has 8,600 residents, and around 587,000 workers who attend the City most weekdays. This workforce is one of the youngest, most highly skilled and international in the country. The communities we police include a further 21 million visitors annually. 12% of victims of crime in the City are resident in the area. The remainder are from the large commuter workforce and number of tourists.

The City of London Corporation's planning policy is to diversify from a predominantly business-oriented economy. Its new Culture Mile and Destination City programmes aim to increase footfall by 5% on pre-pandemic levels during the day, evenings and weekends through a range of leisure and cultural attractions. Approved plans mean hotel room numbers will increase by 7% over the next 4 years. New student accommodation developments, which will be completed in the coming years, provide rooms for around 2,000 students have also recently been approved.

Our neighbourhood policing adapts to the uniqueness of the City and its changing landscape by working with many partners including the City of London Corporation, Business Improvement Districts and the third sector to understand the priorities of our communities and create a safer City for all.

**Commander Umer Khan,
Chief Officer Lead for Neighbourhood Policing**





STRATEGY

The neighbourhood policing and engagement strategy is aligned to our [Policing Plan 2022-2025](#) priority to **keep those who live, work and visit the City safe and feeling safe.**

Our aims are to work closely and engage with our communities and partners to:

- prevent crime, disorder and antisocial behaviour
- protect the vulnerable and reduce repeat victimisation
- provide a flow of community intelligence on a range of issues
- promote a culture of trust and confidence

We will achieve these aims through implementation of the [College of Policing Neighbourhood Policing Guidelines](#) of:



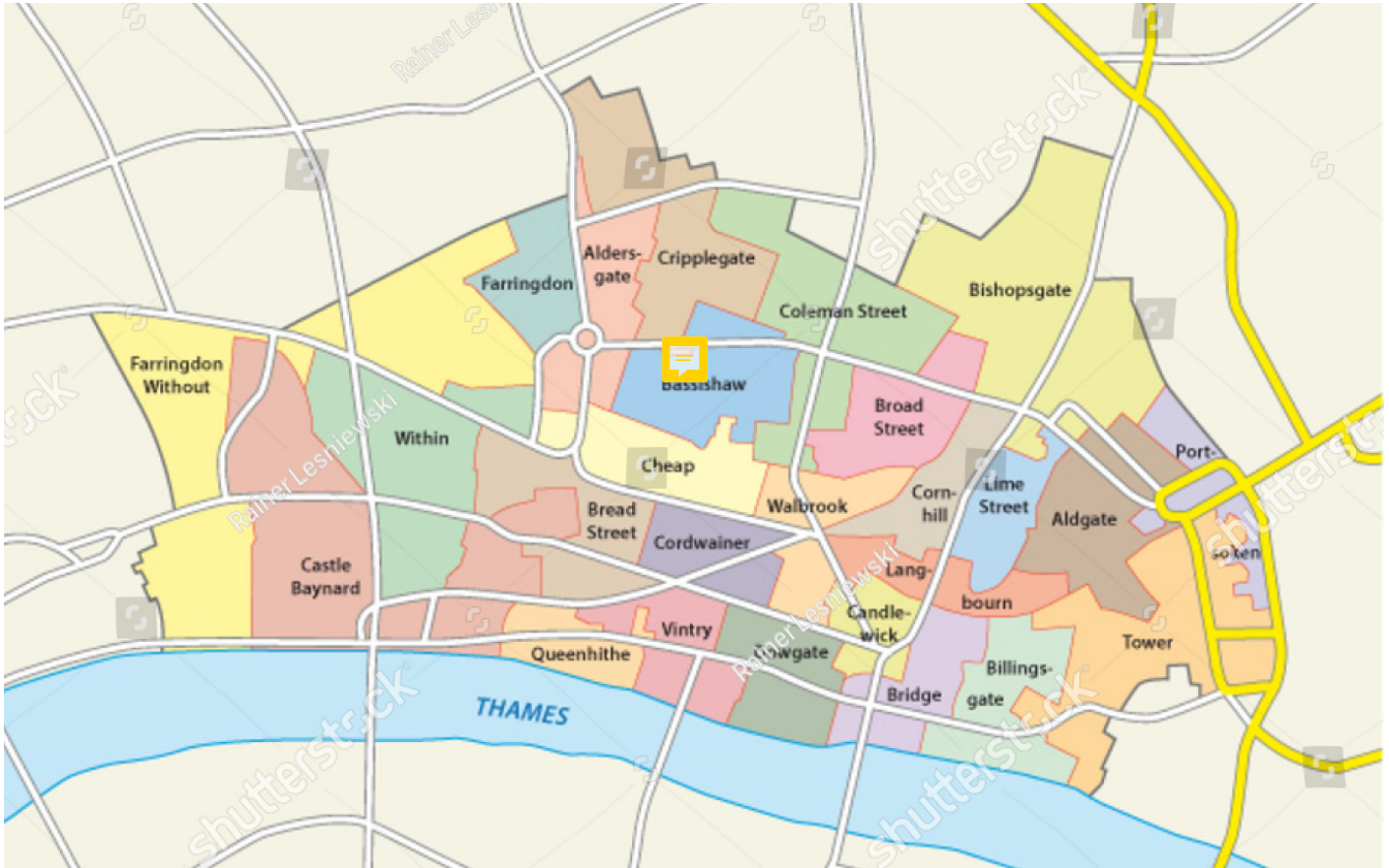
This strategy complements the City of London Policing Plan 2022-2025 and [City of London Safer City Partnership Community Safety Strategy 2022-2025](#).

The City of London is relatively small at 1.12 square miles (2.90 km) in size. Neighbourhood Policing divides this area into Sectors and Cluster of Wards to refocus resources and keep the community at the forefront of all activity, with an emphasis on problem solving, demand reduction, and close partnership working. This establishes functional and empowered leadership, with a spotlight on preventative proactive policing.

These policing areas have been modelled based on a number of datasets, including but not limited to; geography, topography, crime data, crowded spaces, and predicted future demand;

The East comprises 12 Wards across its three Clusters of Liverpool Street, Monument and Fenchurch Street – Coleman Street, Bishopsgate, Broad Street, Cornhill, Lime Street, Aldgate, Portsoken, Langbourn, Candlewick, Bridge, Tower and Billingsgate.

The West comprises 13 Wards across its three Clusters of Bank, Barbican and Fleet Street – Farringdon Without, Castle Baynard, Farringdon Within, Queenhithe, Vintry, Dowgate, Bread Street, Cordwainer, Walbrook, Cheap, Bassishaw, Aldersgate and Cripplegate.



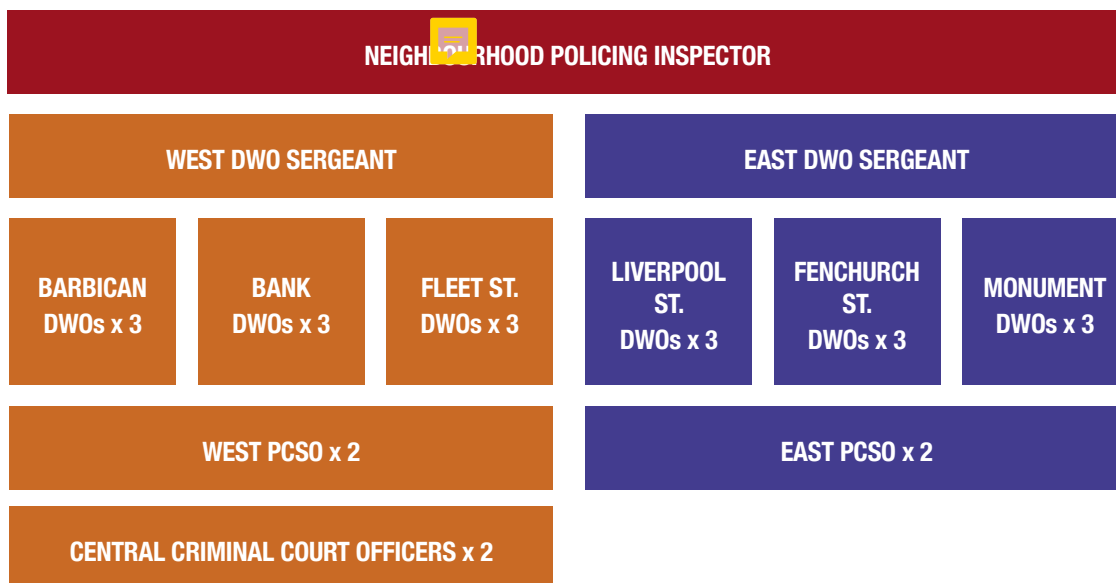
The Neighbourhood Policing Team consists of two distinct functions to deliver localised provisions and services. It is a model that focuses on long-term problem solving, prevention, reassurance and community engagement.

Visibility, accountability and area ownership is delivered by Dedicated Ward Officers (DWOs), who lead on crime and disorder within a Cluster. Following The Home Office Police Uplift Programme, the number of DWOs has increased, and working times flexed to better reflect the changing demand associated with the Night Time Economy. Consequently, there are three DWOs per Cluster, enhancing operational resilience and affording consistency in long-term problem solving. These officers are supported and work in synergy with a Partnership and Prevention Hub, that serves as a central platform where information is gathered and analysed to identify crime trends and create proactive strategies for crime prevention. By harnessing data-driven insights and fostering a deep understanding of the community's unique challenges and concerns, the Hub enables the DWOs to tailor their efforts to the specific needs of their respective areas.

Together, they engage in regular initiatives, establish meaningful connections with residents and forge partnerships with local organizations, businesses, and community leaders. This collaborative and proactive approach cultivates trust, enhances communication, and empowers communities to play an active role in keeping their neighbourhood safe.

The infographics below sets out our Neighbourhood Policing model:

DWO



P&P HUB





PREVENT CRIME, DISORDER AND ANTI-SOCIAL BEHAVIOUR

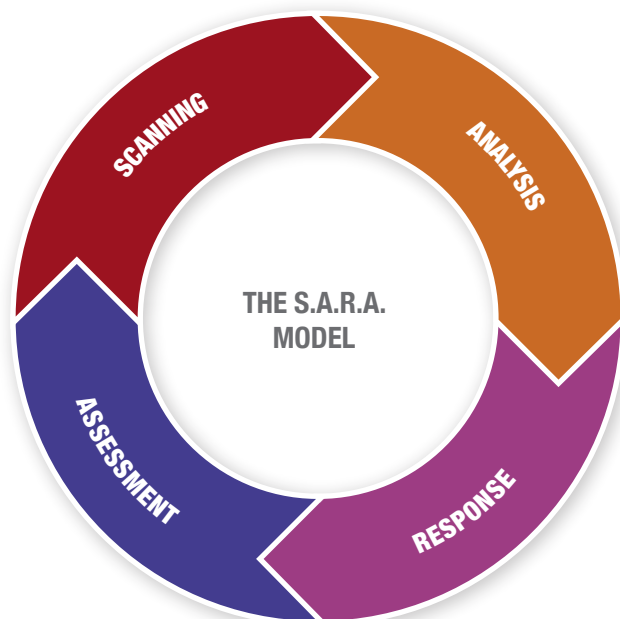
Overall, crime levels remain low and, in a survey, conducted by City of London Corporation in 2022, 88% of residents and 85% of workers agreed that the City is a safe place.

The growing number of licensed premises (over 900) including over 400 pubs, clubs and bars) has resulted in larger numbers of people visiting the City at weekends compared to pre-pandemic. This has changed the nature of our communities and crime in the City. A larger proportion of crimes are now happening at weekends and during night time economy hours. There has been a rise in almost all types of crime across the night time economy and acquisitive crime accounts for the highest volume of crime in the City.

Our priorities take into account demand, harm to the public and the concerns of our communities. Our priorities for 2023 are acquisitive crime, violence against women and girls and anti-social behaviour affecting our residents.

A problem-solving approach to policing helps to tackle the root cause of an issue. By analysing data, trends and patterns, we can create targeted, evidence-led interventions, and ensure the effective allocation and prioritisation of resources. We use the SARA model in the City; it is a well-known problem solving framework which stands for:

- **Scanning** – identifying and prioritising community issues and crime problems through data analysis, community input, and observation techniques.
- **Analysis** – gathering relevant information pertaining to the problem(s), then conducting research and analysing underlying causes and contributing factors.
- **Response** – developing and implementing interventions to address the problems effectively. This may involve collaboration with the City of London Corporation, community groups, and/or other stakeholders.
- **Assessment** – evaluating the effectiveness of the responses and interventions, i.e., did they work? Thereafter, making the necessary adjustments for continuous improvement.





ENGAGING COMMUNITIES

- We will ensure consistent two-way dialogue with communities through formal and informal forums such as Cluster Panel Meetings and Neighbourhood Surgeries, to understand the priorities and expectations of our communities, so we can provide a policing service that is reflective of their specific needs and concerns.
- We will establish and strengthen local partnerships with diverse community groups, such as Resident Associations, Business Improvement Districts and Licensing Forums, to work together to promote community cohesion.
- We will work with CoL Engagement Teams to enable efficient, timely and direct crime prevention messaging to specific groups within our communities as necessary.



SOLVING PROBLEMS

- We will promote a problem-solving culture across Neighbourhood Policing and the wider Force, to address the root cause(s) of crime, in line with the College of Policing Effective implementation of problem-oriented policing Guidelines.
- We will use SARA-methodology to address crime and anti-social behaviour, ensuring the impact(s) of responses are evaluated. Plans will be made accessible internally for shared situational awareness.
- We will employ a systematic approach to help maintain compliance, ensure public safety, and promote responsible practices within licensed premises.



TARGETING ACTIVITY

- We will ensure the allocation of specialist local resources is evidence-based, and consider new, innovative solutions to problems, such as the new dedicated Cycle Team to address acquisitive crime and ASB.



PROMOTING THE RIGHT CULTURE

- We will encourage peer learning, support and networking by allocating time for attendance at conferences, seminars and events in this sphere.
- We will vigorously promote the highest standards of behaviour with a focus on delivering a quality community led service.



BUILDING ANALYTICAL CAPABILITY

- We will ensure officers and staff have access to and training in the use of analytical tools and products, to inform localised activity and problem solving.
- We will share data and analytical tools with the City of London Corporation and other stakeholders, including colleagues in the third sector, taking a collaborative approach to problem solving.
- We will regularly evaluate the effectiveness of policing activity, to ensure its evidence-led, and meeting the needs of all communities.



DEVELOPING OFFICERS, STAFF AND VOLUNTEERS

- We will have a continuous professional development programme to improve prevention and problem-solving skills within the workforce and professionalise the role of dedicated ward officers. This includes supporting DWOs and the P&P Hub to achieve the ProQual Level 3 Certificates in Crime Prevention and Strategic Problem Solving; with all officers expected to be qualified by the end of 2023.



DEVELOPING, SHARING AND LEARNING

- We will be open and transparent, by supporting peer reviews, proactively benchmarking with other Forces, and volunteering for pilots.
- We will work with universities, schools and other educational establishments to bring new perspectives to policing and problem solving.



PROTECT THE VULNERABLE AND REDUCE REPEAT VICTIMISATION

Neighbourhood policing has an important role in identifying and supporting vulnerable people in the community. Our focus is to build positive relationships with communities, adopting a proactive, community-centred approach which enables us to provide tailored and targeted support. Neighbourhood officers will provide immediate support to victims, facilitating access to other necessary services, and work closely with repeat victims to develop bespoke plans subject to circumstance. By understanding crime patterns and trends, neighbourhood officers can identify vulnerability and intervene proactively, collaborating with other agencies to address any underlying factors contributing to the issue.



ENGAGING COMMUNITIES

- We will actively participate in safeguarding initiatives aimed at protecting vulnerable people. The team will educate the community about recognizing signs of vulnerability, provide advice on personal safety, and raise awareness about relevant support services.
- We will work with the City of London Corporation Engagement and Community Safety Teams to enable timely communication with vulnerable groups within our communities as necessary.
- We will support Operation Reframe; a partnership approach to making the night-time economy as safe as possible, by providing a reassuring high visibility presence and early intervention.



SOLVING PROBLEMS

- We will use/develop victim and suspect typologies for domestic abuse to inform our prevention strategy.
- We will ensure repeat callers linked to anti-social behaviour are identified.



TARGETING ACTIVITY

- We will host public awareness campaigns such as [‘Ask for Angela’](#) to educate communities about what support and resources are available to vulnerable victims.



PROMOTING THE RIGHT CULTURE

- We will train officers and staff on how to interact with vulnerable victims, including de-escalation tactics. The team also learn to recognise their own biases and therefore, avoid responses that might inadvertently harm victims.



BUILDING ANALYTICAL CAPABILITY

- We will create Subject Matter Experts for several thematic areas across Neighbourhood Policing, including homelessness and hate crime.



DEVELOPING OFFICERS, STAFF AND VOLUNTEERS

- We will provide continuous professional development to ensure our people are able to identify vulnerability and crimes such as modern slavery and human trafficking and child sexual exploitation and abuse.



DEVELOPING, SHARING AND LEARNING

- We will collaborate with the City of London Corporation, and other statutory and non-statutory partners to provide coordinated support to vulnerable people through forums such as the Community MARAC.



PROVIDE A FLOW OF COMMUNITY INTELLIGENCE ON A RANGE OF ISSUES

We will engage with our communities to understand their priorities and expectations and provide a policing service that is reflecting of their specific needs and concerns. Through two-way dialogue we will gather intelligence to help identify and prevent crime and anti-social behaviour issues in the City working in collaboration with our partners.



ENGAGING COMMUNITIES

- We will develop a City of London Community Profile, refreshed annually, that brings together data from various sources to map our communities, and ensure that our engagement activities have clear purpose, are well informed, and are targeted appropriately.
- We will work with CoL Engagement and Community Safety Teams to explore all opportunities for two way dialogue with our communities.
- We will help the force to understand the drivers for the significant changes to crime trends based on local knowledge and understanding.



SOLVING PROBLEMS

- We will map demand across all of our communities including commuter and visitor populations to provide a better understanding of demand and our victimology to inform a broader prevention strategy.



TARGETING ACTIVITY

- We will work with partners to target locations, groups and individuals requiring engagement, early intervention, prevention, or enforcement.
- We will contribute intelligence on threats linked to specified offences (MSHT, CSEA) being committed in the City in hotels, construction sites and the vast hospitality industry in the next 12 months.



PROMOTING THE RIGHT CULTURE

- We will demonstrate a commitment to Neighbourhood Policing from the very top, and lead by example to promote an organisational culture of fairness, respect, and one which actively seeks public participation in local policing services.



BUILDING ANALYTICAL CAPABILITY

- Maximising opportunities to share analytical capability with the City of London Corporation and wider stakeholders, including the third sector to identify threat, harm and risk.
- We will collaborate with Parkguard Enforcement Officers on joint operations and initiatives targeting specific community issues, such as anti-social behaviour. They pass timely information and intelligence to us, contributing to overall crime prevention and detection efforts, utilising appropriate use of legislation and enforcement powers.



DEVELOPING OFFICERS, STAFF AND VOLUNTEERS

- We will support officers and staff with a programme of continuous professional development centred around the neighbourhood policing guidelines including the gathering and handling of community intelligence. This will involve appropriate training courses, partnership workshops and events.



DEVELOPING, SHARING AND LEARNING

- We will establish platforms to share community intelligence, ensuring relevant information reaches the right people in a timely manner. We will also consider new, innovative, technological solutions such as City INTEL, to make intelligence gathering and sharing more efficient, enhancing our operational effectiveness.



Learning Intention

- The learning intention of this lesson is to...
- The learning intention of this lesson is to...
- The learning intention of this lesson is to...
- The learning intention of this lesson is to...
- The learning intention of this lesson is to...

CP 588
POLICE

4
Positive
Hand in

PROMOTE A CULTURE OF TRUST AND CONFIDENCE

We will build trust and confidence with our communities by operating with integrity, fairness and respect. Through our community engagement and governance structures we will be accountable and transparent in our approach to helping to make the City a safe place to live, work and visit.



ENGAGING COMMUNITIES

- We will provide named Dedicated Ward Officers across the city, who are accessible and accountable for local policing issues, who commit to an annual calendar of community events.
- We will use online engagement tools and social media to listen to, inform and understand our communities.
- We will provide platforms and forums to listen to young people and seek their views on policing provisions in the city driven by a dedicated schools officer.
- We will involve communities in our decision making through Independent Advisory and Scrutiny Groups, networks and other consultative groups.
- We will work with CoL Engagement Teams to seek opportunities to promote a sense of belonging within our communities.



SOLVING PROBLEMS

- We are investing in new software to seek feedback from our communities. This will allow us to broaden our understanding of community needs and feelings of safety.



TARGETING ACTIVITY

- We will organise Neighbourhood Policing activity with volunteers, including Special Constables and Police Cadets. A Co-ordinator will oversee all functions of the Special Constabulary and will champion the effective support and deployment of the team, with aspirations to double its size over the next 3 years.



PROMOTING THE RIGHT CULTURE

- We will embed the [Equality and Inclusion Strategy 2020-2025](#), building a diverse team reflective of our communities, and supporting local initiatives to build public trust and confidence.
- We will deliver the [NPCC: Police Race Action Plan Improving policing for Black People](#), and periodically reviewing localised engagement plans to ensure that all communities are treated fairly and with respect.
- We will support the [Violence Against Women and Girls Strategic Delivery Plan \(2022-2023\)](#) with localised initiatives and operations to build trust and confidence, pursue offenders, and make the city a safer place.

- We will demonstrate a strong commitment to Neighbourhood Policing by implementing appropriate governance structures and resourcing, and clearly defining Neighbourhood Policing in the city.
- We will create an environment where officers and staff understand the value of neighbourhood policing, and in turn the community, by limiting abstractions to focus on community needs.



BUILDING ANALYTICAL CAPABILITY

- We will reward and recognise good work both internally and externally, to highlight best practice across Neighbourhood Policing and our partners.



DEVELOPING OFFICERS, STAFF AND VOLUNTEERS

- We will aim to build a diverse Neighbourhood Team that is reflective of our communities, and through a number of mechanisms be publicly accountable for the service we provide.



DEVELOPING, SHARING AND LEARNING

- We will proactively establish, or build upon existing partnerships with city businesses, educational establishments and religious institutions to understand inhibitors, afford external scrutiny regarding local policing provisions, and work together to overcome these.



GOVERNANCE

City of London Police is overseen by the City of London Police Authority Board of the City of London Corporation. The Board’s role is to make sure the City of London Police runs an effective and efficient service and to set policing priorities taking into account the views of the community.

The Neighbourhood Policing Strategy is aligned to the Policing Plan. Performance against the Policing Plan is monitored by the Police Authority Board’s Strategic Planning & Performance Committee. These meetings are open to the public.

City of London Police is also monitored through His Majesty’s Inspectorate of Constabulary, Fire & Rescue Services who make recommendations on how to improve services including through its Police Efficiency Effectiveness and Legitimacy inspection framework.

We will be accountable to our communities for delivery of this strategy and resolving cluster-based crime and disorder concerns through our cluster panel meetings and surgeries. These forums will facilitate open two-way dialogue with police and partners, to align priorities and understand public concerns, and provide localised transparency, accountability and involvement in decision making.

Implementation of the strategy will be overseen by the Commander Operations & Security supported by a tactical lead (Chief Inspector) and operational lead (Inspector). Progress will be monitored through a Superintendent-chaired Neighbourhood Policing Delivery Group. A Neighbourhood Policing Performance Framework which embeds key performance indicators coupled with Neighbourhood Policing Principles will be used to monitor performance.

The organigram below illustrates internal and external governance mechanisms that are in place to ensure this strategy is delivered:

