

Committee(s): Strategic Planning & Performance Committee Police Authority Board	Dated: 3 rd December 2024 4 th December 2024
Subject: Policing Plan 2025-28 Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police	For Discussion
Report author: Emma Cunnington, Head of Strategy & Planning	

Summary

This report provides an update on the development of the new Policing Plan 2025-28 following the last update to Strategic Performance and Planning Committee (SPPC) in September 2024 and Police Authority Board in October 2024. It also follows and takes on board the feedback from an informal Member workshop, which took place on 7 October 2024.

The report covers how the development of the plan is meeting the previously-agreed principles:

- a) Improved engagement and co-production
- b) Evidence-based and data-driven approach
- c) Working together

At paragraphs 12 and 13, the report presents suggestions for the new operational and organisational priorities, with prioritised commitments underpinning these.

The report also outlines a proposed approach to improving the transparency of performance monitoring and reporting on progress against new priorities (in the short, medium and longer term), an update on how the design of the new Policing Plan will be approached, and details of how City of London Police strategies and governance arrangements will demonstrate strategic alignment with the next Policing Plan.

Recommendation(s)

It is recommended that Members:

- Note the report,

- Provide any further feedback on the proposed new operational and organisational priorities of the new Policing Plan 2025-28 (see paragraphs 12 and 13 in this report), and
- Note that the final draft of the Policing Plan will be presented to the Police Authority Board on 12th February 2025 and then to Court of Common Council on 6th March 2025, in order for the final version to be published on 1st April 2025.

Main Report

Background

1. Members will recall that the Police Act 1996 requires the Court of Common Council to issue, before the beginning of each financial year, a policing plan (prepared by the Commissioner but owned and approved by the Court of Common Council) setting out:
 - a. The Common Council's objectives for the policing of the City of London police area, and for the discharge by the City of London Police of its national or international functions during that year; and
 - b. The proposed arrangements for the policing of that area for the period of three years beginning with that year.
2. The plan must have regard to the national Strategic Policing Requirement (SPR) issued under section 37A. Appendix 2 outlines how the next Policing Plan will align with the SPR.
3. As discussed at the last SPPC and at the Member workshop, the shared principles for developing the new Policing Plan 2025-28 are:
 - a. Improved engagement and co-production – comprehensive engagement is taking place with Members, City residents, City businesses and workers and national economic and cyber crime stakeholders as part of our consultation on the Plan, to ensure it is co-produced by the people we serve. It is important that the Plan is also influenced by our own people, to achieve collective ownership.
 - b. Evidence-based and data-driven approach – using findings from our Force Management Statement and similar work, we must design a plan based on what our demand and threat data analysis is telling us, to ensure our priorities are based on robust evidence as well as considering community priorities and national requirements.
 - c. Working together – City of London Police and the Police Authority team are collaborating on this process. In addition, the Community Safety team is using our public surveying (via Commonplace) to inform the next Safer City Partnership strategy.

4. A note of the Member Workshop on the Policing Plan circulated by the Chair can be found at Appendix 1.

Improved engagement and co-production

5. In the previous paper to SPPC and Police Authority Board, and in the slide deck presented to Members on 7th October, Members received an overview of existing engagement on the Policing Plan to date.
6. Since the last update, we have now launched Phase 2 of the consultation on the [online Commonplace platform](#) as well as engaging with a plethora of stakeholders across the City through different networks and events, including:
 - a. Corporation Multi-Faith Network (posted to Corporation intranet)
 - b. Christian Police Association (shared to all members and asked members of CPA to share further across their networks and places of worship)
 - c. Association of Muslim Police
 - d. City Belonging (sent in newsletter on 11/10/2024)
 - e. Chair of City Black Employee Resource Group (CBERG)
 - f. City of London Police (posted to CoLP intranet)
 - g. City of London Police social media (1st Nov – Twitter and LinkedIn, 8th Nov – Twitter, Facebook, Instagram, 12th Nov – Twitter and LinkedIn, 16th Nov – Twitter and Facebook, 20th Nov – Twitter and LinkedIn, 24th Nov – Twitter, Facebook, Instagram.
 - h. Lord Mayor’s Colloquy (Spoke with attendees about the consultation and urged them to complete it – 16/10/2024)
 - i. Hate Crime Community Engagement Stand at Leadenhall (17/10/2024 - Provided a QR code for individuals to scan to take them to public consultation)
 - j. City Question Time (had a QR code for individuals to scan, CoLP also had a stand to interact with attendees which consisted mostly of residents – 22/10/2024)
 - k. Cluster Meetings
 - l. City Economic Crime Briefing
7. A verbal update on the findings of Phase 2 of the consultation will be provided at the meeting.

Evidence-based and data-driven approach

8. Proposals for the new Policing Plan 2025-28 priorities have been informed by the report presented to Members considered at its meeting on 4 September 2024 which provided an overview of City of London Police’s strategic demand assessment. This product was informed by the latest Force Management Statement and recent business planning findings based on understanding current and forecasted demand.
9. In summary, the report found that:

- a. Despite increasing demand to date, a very good service continues to be provided to communities with response times consistently outperforming the nationally set levels and a 21% positive outcome rate which is one of the highest in the country.
 - b. Theft continues to make up the majority of crime volumes in the City and there is a proven link between footfall in the City and crime. External factors within the City of London over the next 4 years, including increases in student and residential accommodation and leisure facilities, will change the crime and incident demand profile for City of London Police, in particular:
 - Violent and sexual offences linked to licenses premises
 - Theft offences linked to retail and hospitality venues
 - Domestic abuse linked to residential venues
 - Possible increases in anti-social behaviour by a younger population demographic
 - c. Demand associated with mental health incidents has significantly increased and this trend is forecast to continue.
 - d. The size of the workforce is expected to increase following the Labour manifesto commitment to uplift police numbers and a planned uplift in national economic crime capabilities over the next 2 years. This will create additional demand on enabling services and estates.
 - e. New technologies including automation and artificial intelligence are being implemented to increase productivity in investigations, crime analysis, data analysis and reporting, as well as CCTV analytics to improve detection and prevention of crime.
 - f. The future police estates programme provides opportunity to improve productivity in a number of areas through new purpose-built facilities and deployment of improved technology.
 - g. HMICFRS have noted significant improvement in the force's understanding of demand and capabilities and its business planning over the past 2 years. Further improvements could be made through greater use of Corporation data and more explicit reference to performance indicators within its force management statement.
10. The proposed strategic priorities of the new Policing Plan have been informed by the Strategic Policing Requirement which sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The seven threats are Violence Against Women and Girls, Terrorism, Serious and Organised Crime (SOC), National Cyber Incident, Child Sexual Abuse, Public Disorder and Civil Emergencies.
11. The City of London Police has undertaken a multi-stage approach to confirm that we are meeting the capabilities set out in the SPR. The approach includes desktop review, alignment to HMICFRS recommendations, reality testing, linking in with the Force Management Statement, and threat area status rating.

Working together to draft new priorities

12. Working with the Police Authority Team, and following the feedback from the community (including Members) and bearing in mind our evidence-based demand assessment, the City of London Police have suggested the following operational priorities and commitments:

- *Keep people in the City safe and feeling safe*
 - Deliver safe City streets by preventing and reducing crime and anti-social behaviour
 - Protect the City from terrorism
 - Tackle what matters most to our communities, such as acquisitive crime (including theft, robbery and burglary) and violence in all its forms (including violence against women and girls)

- *Put supporting and safeguarding victims and vulnerable people at the heart of everything we do*
 - Improve the information we provide to – and way we communicate with – victims
 - Provide victims with professional support and advice throughout their CJS journey
 - Improve positive outcomes for all victims
 - Safeguard vulnerable people

- *Improve the policing response to economic and cyber crime*
 - Deliver safe virtual streets by protecting people and businesses
 - Proactively pursue offenders
 - Protect people and businesses from the threat of fraud, economic and cyber crime.

13. In addition, we have also considered feedback from our own staff via an internal Commonplace survey, the force's Staff Survey results and demand captured as part of the business planning process. Using this information, the following organisational priorities are suggested:

- *Be one of the most inclusive and trusted police services in the country*

Here at the City of London Police, we want to become one of the most inclusive and trusted police services in line with objectives as part of our EDI strategy (our people, our policies, our public, our partners):

 - Prioritise our *people* to increase diverse representation, improve our standards and ethics, drive inclusive leadership and individual accountability, create an equitable working culture and deliver zero tolerance of any behaviours that compromise this
 - Strengthen our *policies and processes*, to ensure they are equitable, accessible, inclusive and informed by the diverse representation of our police service and independent scrutiny and key decision-making bodies.

- Collaborate with our *public* to build and sustain authentic engagement and relationships with all communities, to ensure their confidence in our policing and improve our standards in response to crime
- Working with *partners* to lead by example by building inclusive relationships with professionals to provide enhanced services for our communities, foster innovative collaboration and establish partnerships that empower our service to deliver our EDI commitments
- *Be an employer of choice*
 - We will attract and recruit the best into the organisation
 - We will develop and retain our people
 - Deliver on the five themes set out in the City of London Corporation's [People Strategy](#) (my contribution, my reward (Ambition 25), my wellbeing and belonging, trustworthy leadership, my talent and development, building brilliant basics)
- *Achieve organisational and commercial proficiency*
 - Become a data-driven and learning organisation that continually improves its effectiveness, efficiency and legitimacy
 - Mature our approach to understanding of demand, capability and cost to plan effectively for the future
 - Deliver a productivity strategy, including the use of AI and automation, to enable efficient processes and better public outcomes.

Performance monitoring

14. Work is underway to define key performance indicators associated with each of the proposed strategic priorities and commitments listed above.
15. Beyond 2025, it is recommended that the Police Authority (and therefore the City of London Police) improve the transparency of how the City of London Police is performing against Policing Plan priorities and commitments. In the short term, we propose publishing the performance packs (currently submitted to SPPC on a quarterly basis) on the City of London Police's website.
16. In the medium term - aligned with publication of the next Plan (to ensure consistent branding) - we propose publishing a more 'bitesize' performance update on CoLP activity in response to Policing Plan priorities.
17. In the longer term, the City of London Police aims to publish data dashboards on the website (akin to the [London Data Store](#)).

Look and feel of the new Policing Plan

18. Work is underway to consider third-party support in designing the look and feel of the new Policing Plan (and performance updates). The new plan should be shorter in length, and more digestible and accessible, potentially with the option of interactive functionality when read online.

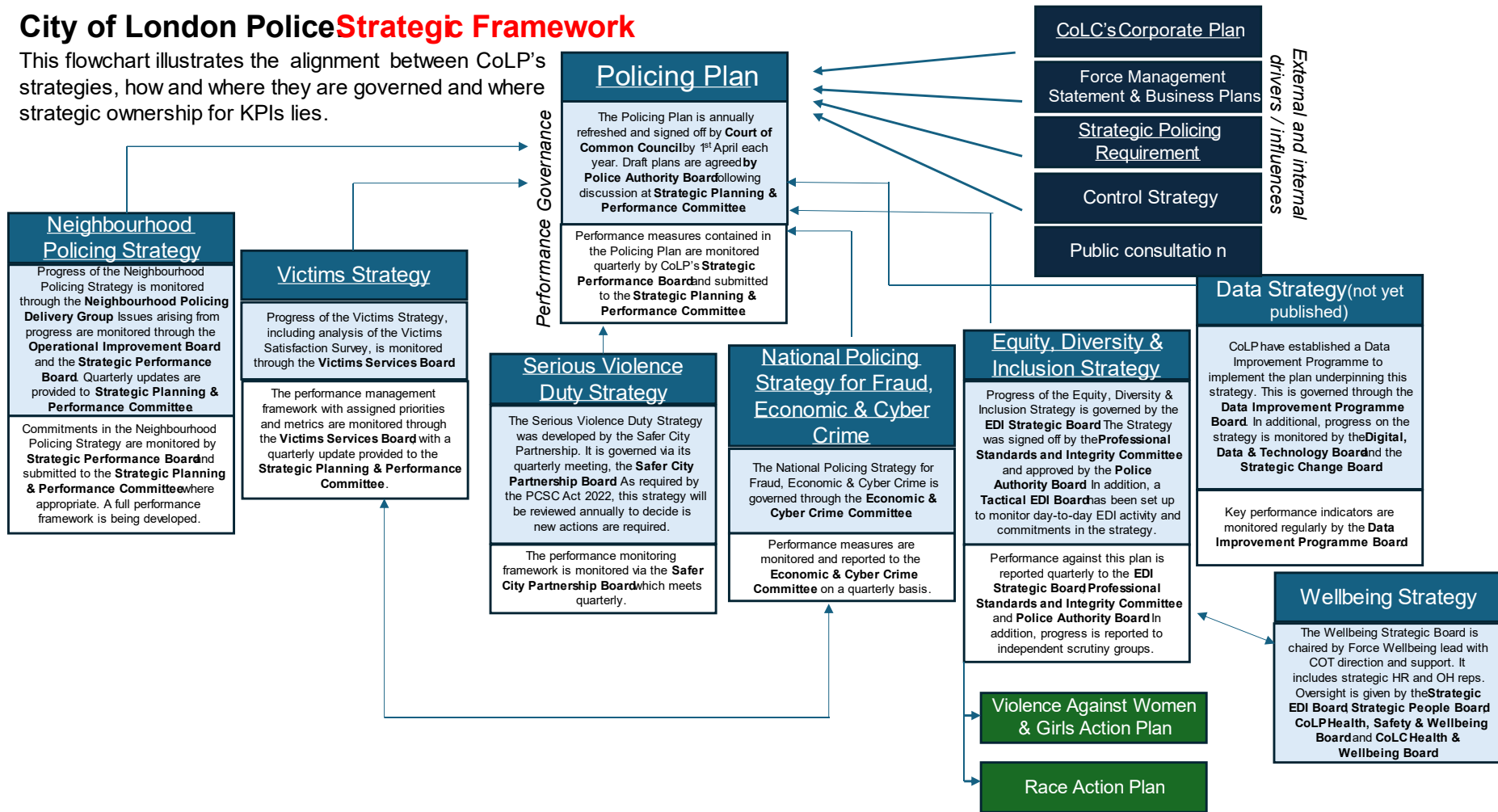
19. To professionalise this work, the Police Authority Team will run a procurement exercise to procure a supplier to help design this as a new product. The contract will also include a requirement to support in the design of the performance update on CoLP activity (draft content provided at Appendix 3) and other comms and engagement work.

Wider strategic context

20. The new Policing Plan will set the strategic direction for City of London Police over the next three years. The flowchart below illustrates how City of London Police's wider strategies and plans, and strategic governance and performance management arrangements, are – and will continue to be – closely aligned with the Policing Plan.

City of London Police Strategic Framework

This flowchart illustrates the alignment between CoLP's strategies, how and where they are governed and where strategic ownership for KPIs lies.



Conclusion

21. This report summarises the approach and proposed strategic priorities of the City of London Police's Policing Plan for 2025-28.

Background papers

- *2024 Force Management Statement - Strategic Demand Assessment* – Report of the Commissioner presented to the Police Authority Board on 4 September 2024.
- *Policing Plan 2025-28 Update* – Report of the Commissioner presented to the Strategic Planning & Performance Committee on 26 September 2024 and the Police Authority Board on 3 October 2024

Appendices

- Appendix 1: Note of the Member Workshop on 7 October 2024 sent to PAB Members on 15 October 2024.
- Appendix 2: Strategic Policing Requirements (SPR): How is the new Policing Plan meeting these?

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Appendix 1

To all Police Authority Board Members – Policing Plan Consultation – next steps

(email sent on 15 October 2024)

Dear colleagues,

On Monday 7th October, City Police presented a Member briefing on the development of the next City of London Policing Plan. I am very grateful to Dawn Oliver, Helen Fentiman, and Madush Gupta for joining and contributing to the discussion on priorities for the next Plan. I've summarised the points raised below.

I am keen that we (the Police Authority Board) provide comprehensive input at this stage, given tight timescales (detailed below) to publication. As such, **can I ask Members to review the attached slides from Monday's session and provide comments to me by next Monday, 14th October.** I will then draft and share a letter from the Board to the City of London Police Commissioner, more formally setting out our provisional priorities for the next Plan.

In terms of next steps:

- City Police are currently consulting City communities on priorities for the next Plan. **Stage II of the consultation is now live ([here](#)) and I would be grateful if Members could share this as widely as possible with their City networks.**
- Under legislation, City Police are responsible for drafting the Policing Plan but its priorities are ultimately determined by the Police Authority Board, under delegated authority from the Court of Common Council. As above, I plan to write shortly setting out our provisional view of what these should be.
- An initial draft will be submitted to SPPC in late November and PAB in early December. Final clearance will be by PAB in February 2025, CoCo in March, and launch in April.

Yours,

Tijs Broeke

Summary of points from 1st member briefing on Policing Plan

- Consultation and co-production – it is important that City Police maximise public engagement with consultation exercises, including City business and worker communities. City Police agreed to host public events on the draft plan and emerging priorities as part of guaranteeing genuine co-production of content.
- Measurement and impact – the Plan needs a strong measurement framework for outputs and outcomes, and clear articulation of real-world impacts and change it will deliver for people in the City.
- Corporation elements – it is important that the Plan captures and reflects wider Corporation work and services – e.g. the role of licensing and community safety, and impacts on policing of projects like Destination City. It

was suggested the City Police present to the Crime and Disorder Scrutiny Committee.

Appendix 2

Strategic Policing Requirements (SPR)

How is the new Policing Plan meeting these?

Introduction

The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of what the current national threats are, and the national policing capabilities needed to counter those threats. The seven threats are Violence Against Women and Girls, Terrorism, Serious and Organised Crime (SOC), National Cyber Incident, Child Sexual Abuse, Public Disorder and Civil Emergencies.

The City of London Police (CoLP) has undertaken a multi-stage approach to confirm that we are meeting the capabilities set out in the SPR. The approach includes desktop review, alignment to HMICFRS recommendations, reality testing, linking in with the Force Management Statement, and threat area status rating.

Violence Against Women and Girls:

- We have focused on key initiatives such as the monthly partnership Operation Reframe aims to build trust and confidence, relentless perpetrator pursuit, and creating safer spaces, by 'reframing the night' through our work with bars, pubs, and other licensed premises across the City.
- Operational aim – *'Keep those who live, work, and visit the City safe and feeling safe'*

Terrorism:

- We have continued to deploy operations such as Project Servator to protect the City from terrorism.
- We have carried out crime prevention stalls across the City to inform communities how to spot, prevent, and decrease the likelihood of being a victim of crime.
- Our consultation has revealed that Terrorism is the utmost priority of our community, receiving 31% of votes, 11% more than second.

SOC:

- We continue to grow and develop our serious and organised crime capability and have taken a whole system approach across prevention, protection, pursue and prepare. The improvement in performance of SOC disruptions is significant with figures for 2023/24 outstripping previous years by some significant degree. We continue to focus on improving our understanding of threat and harm with a particular focus on drug markets, modern slavery and human trafficking, as well as fraud.
- Operational Aim – *'Protect the UK from the threat of fraud, economic and cyber crime'* - this is the first Aim, reiterating CoLP commitment to being NLF.

National Cyber Incident:

- Our Economic and Cyber Crime Academy (ECCA) continues to deliver a range of training courses to police, other law enforcement agencies and international partners, in partnership with the Foreign Commonwealth, Development Office (FCDO) and the National Crime Agency (NCA). We have made excellent progress in realigning our professional training pathway for fraud and economic crime investigators and have embedded over half of our enhanced training course materials within our core courses.
- Operational Aim – *‘Protect the UK from the threat of fraud, economic and cyber crime’* - this is the first Aim, reiterating CoLP commitment to cyber security.
- Organisational Aim – *‘Ensure data and technology are at the heart of our work’*.
- We are also developing an IT and Digital Technology Strategy.

Child Sexual Abuse:

- The creation of the vulnerability and child protection team under the new operating model in Public Protection Unit has given clear ownership of high harm investigations such as child sexual exploitation, alongside safeguarding coordination functions.

Public Disorder:

- Our new Neighbourhood Policing Strategy aims to prevent crime, disorder and anti-social behaviour, and highlights key initiatives and operations within that to ensure we are meeting the threat.
- We continue to build relationships with communities across the Square Mile, attending business events, and hosting both online and in-person Crime Prevention sessions. Recent webinars have focused on national unrest (and the work we are doing in the City) in the wake of the violence in Southport.
- Operational aim – *‘Keep those who live, work, and visit the City safe and feeling safe’*

Civil Emergencies:

- The response to civil emergencies is regularly tested in partnership with City of London Corporation and the wider London Resilience Forum. The greatest threats have not significantly changed: CoLP is not currently responding to any civil emergencies and therefore the demand remains the same:
 1. Understanding emerging threats and risks
 2. Testing and exercising to develop plans to respond to civil emergencies and ensure we are suitably prepared for possible incidents.

