

**City of London
Policing Plan 2025-28**

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Foreword

Chair's Foreword

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Commissioner's foreword

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I am delighted to present our City of London Policing Plan for 2025 to 2028. This Plan sets out our priorities for keeping the iconic City of London safe alongside our national roles tackling fraud, economic and cyber crime, and our commitment to supporting victims. It will guide our work over the next three years.

Achieving the commitments set out in this Plan will contribute to ensuring that the Square Mile remains one of the safest business districts in the world and that the UK continues to improve the policing response to fraud, economic and cyber crime – with fraud representing the most commonly experienced crime in the UK. In doing so the Plan will contribute to promoting the economic security and prosperity that will ensure the UK can meet its full potential. The Plan also reflects our ambition for the City of London Police to become one of the most trusted and inclusive police services in the country. The Plan also reflects our ambition for the City of London Police to become one of the most trusted and inclusive police services in the country.

As well as setting out *what* City of London Police will focus on to keep people safe over the next three years, this Plan sets out *how* we will achieve our objectives. Our values of professionalism, integrity and compassion will continue to drive our approach and behaviours, as will our commitment to working with our partners and communities to take an increasingly preventative approach to tackling crime and disorder.

This Plan – owned by the Court of Common Council - has been developed in partnership with the City of London Police Authority. The priorities within it reflect the changing demand picture within the City, our national policing responsibilities, and extensive consultation with our partners, residents, and those who work in and visit the City. I am extremely grateful to everyone who has taken the time to contribute to this process.

I am immensely proud to have the privilege of leading the City of London Police and I look forward to working with our partners and communities to keep our streets safe - both in the City and online - across the life of this Plan and beyond.

Pete O'Doherty

Commissioner of the City of London Police

Policing plan summary

Mission	A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion.
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What we do [external]

Operational priorities	Keep people in the City safe and feeling safe	Support victims in everything we do	Improve the policing response to economic and cyber crime
Objectives	<ul style="list-style-type: none"> • Reduce theft • Reduce violence • Protect the City from terrorism 	<ul style="list-style-type: none"> • Implement our Victims Strategy for the City • Implement victim-focussed commitments from the national policing strategy for fraud, economic and cyber crime • Bring perpetrators of crime in the square mile to justice 	<ul style="list-style-type: none"> • Protect people and businesses from economic and cyber crime • Prevent people from engaging in economic and cyber crime • Proactively pursue offenders

What we do [internal]

Organisational priorities	Be one of the most inclusive and trusted police services in the country	Be an employer of choice	Maximise our productivity
Objectives	<ul style="list-style-type: none"> • Implement our Equity Diversity and Inclusion Strategy • Enhance our approach to engaging with communities • Maintain high ethical and professional standards 	<ul style="list-style-type: none"> • Attract, recruit and retain the best talent • Equip our people with the tools and skills they need to succeed • Support the health and wellbeing of our people 	<ul style="list-style-type: none"> • Use data effectively to inform our decision making • Make the best use of our limited resources • Make processes simpler, more effective and more efficient

How we do it [external and internal]

Values	Professionalism	Integrity	Compassion
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Description	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.	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.	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.
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Part 1: Background to our Plan

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Policing in the City of London

The City of London Police has policed the City of London for over 180 years and it remains a unique environment in which to police. Our approach to delivering the objectives set out in this Plan is shaped by these unique circumstances, and by the wider national and global context within which policing is operating, including the changing nature of police demand.

The City of London is about one square mile in size, with around 8,700 residents, over 600,000 workers in a typical day, and over 21 million visitors a year. The City is both the historic and geographic heart of the capital, bordered by seven central London boroughs. It is an important visitor destination considering it is home to countless sites of historic, cultural and economic interest, including St Paul's Cathedral, the Guildhall, the Barbican, the Bank of England and the Stock Exchange. The City's retail and leisure facilities include almost a thousand licensed premises. The City is also one of the most important financial centres in the world and the economic heart of the United Kingdom – with more than 6,000 businesses and generating over £85 billion in economic output annually.

We expect these numbers to continue to grow as the City of London Corporation delivers on the exciting developments set out in its *Destination City Programme* - the Corporation's growth strategy for the Square Mile as a world-leading business and leisure location – which is likely to result in a corresponding increase in the scale and complexity of crime demands in the City.

Nationally, demands on policing are also changing. The 2024 Crime Survey of England and Wales found that whilst traditional volume crime (including burglary and vehicle theft) has generally decreased over the last 10 years (with some notable exceptions such as sexual assault) there have been notable increases in robbery and violence with injury. The cost-of-living continues to have an impact on crime and non-crime demand by affecting both offending behaviours and the nature of victimisation and vulnerability, both of which affect the scale and complexity of demands on policing.

The threat from – and profile – of terrorism is increasingly complex, including an increasing range of beliefs and ideologies alongside conspiracy theories and disinformation. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. Whilst we have not seen a recent attack, the national terrorism threat remains at Substantial (meaning an attack is likely). 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 increasing globalisation of goods, people, and services, the evolution of technology, and changes in social norms, continue to drive the significant threat from cyber and economic crime (including fraud), which affect more people, more often, than any other crime type and cause significant harm to victims. Cyber and economic crime – including fraud - amounted to over half of all recorded crime

across England and Wales last year and we continue to see increases in national fraud and cyber reporting. Other areas of economic crime, such as corruption and bribery, are also receiving higher levels of public scrutiny.

The wider global context is also relevant to policing, from the need to improve the sustainability of our estate's infrastructure to managing the additional demand from climate activists exercising and protest activity resulting from geopolitical instability and climate change.

The national decline in public trust and confidence in the police and wider criminal justice system continues to have implications for police effectiveness and legitimacy, and in the tight fiscal climate it is also imperative that policing continues to improve its productivity so we can continue to deliver more with less. The public rightly have high expectations of the service they receive from the police, and this includes using data and technology to respond to crime and engage more effectively with our communities.

Our policing model focusses on responding swiftly to calls for service, undertaking high quality investigations, working collaboratively with our partners and communities to prevent the local crime and anti-social behaviour and supporting victims in everything we do. As well as being a local police service, City of London Police leads the national policing response to cybercrime and economic crime (including fraud). Our National Policing Strategy for Fraud, Economic and Cyber Crime 2023 - 2028 sets out our plans for responding to this increasingly complex and globalised threat, including working with national and international law enforcement agencies.

About this Plan

This Plan has been prepared in line with legislation (The Police Act 1996) which requires the Court of Common Council – the City's governing body – to set policing objectives for the City of London Police each financial year. It details our six operational and organisational priorities for the next three years, and how they will be delivered – including through our values - and will be refreshed annually. Our operational priorities focus on the service we provide to the public and our organisational priorities will help us to deliver our operational priorities. The Plan has been informed by extensive consultation, relevant local and national strategies and the national Strategic Policing Requirement. More detail on the evidence base behind the plan is available here: [\[add link\]](#).

Part 2: Our Plan

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Mission

City of London Police is *a local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion.*

Operational priorities

Priority 1: Keep people in the City safe and feeling safe

We want the City of London to be one of the safest business districts and places to live in the world. The City of London Police provides a 24/7, 365 days a year service to keep those who live, work, study in and visit the City safe and we will continue to work with our partners to maintain our safe streets and public spaces that residents, workers and visitors can enjoy and feel safe in during the day and at night. We will work to prevent, respond to and investigate all forms of crime on our City, from those with highest volume, such as theft, to those that cause the greatest harm, such as terrorism and violence against women and girls. Our neighbourhood officers work with local community safety partners – through the Safer City Partnership - to achieve as part of a problem-solving approach in response to the needs of our communities. The objectives below reflect our focus on addressing the types of crime that our communities told us were the highest priorities for them.

Objective a) Reduce theft

Theft makes up more than half of the crime experienced within the City of London. Most thefts are linked to our high daily footfall and night time economy, but this also reflects a wider national trend. We continue to work closely with our communities, both business and residential, and our partners in the Safer City Partnership, to reduce theft, including those associated with retail and licenced premises. To achieve this objective City of London Police will:

- **Work with our partners to provide crime prevention advice** to residents and workers across the City through a range of Operations and campaigns.
- **Work with our Business Crime Reduction Partnership and Business Improvement Districts** to deter offending through situational crime prevention advice to retailers.
- **Deploy our proactive crime teams** to undertake visible patrols and use data led tasking and technology such as CCTV to prevent, disrupt and reduce the most prevalent types of theft in the City.

- **Undertake high quality theft investigations to deter and bring offenders to justice** through our dedicated Volume Crime Unit.

Objective b) Reduce violence

The City of London Police continues to improve the prevention, detection and investigation of violence in all its forms and levels of violence in the City remain low. However, violence linked to our night time economy – including Violence Against Women and Girls - remains an important priority both locally and nationally due to the level of harm it causes. Violence Against Women and Girls is designated as a national threat by the Home Secretary and it was a priority emerging from our public consultation. To achieve this objective City of London Police will:

- **Refresh our Violence Against Women & Girls Strategic Delivery Plan** which sets out our approach to effectively identifying, responding to and preventing violence against women and girls.
- **Continue to deliver Operation Reframe**; a successful partnership initiative with local partners and businesses – including licensed premises and taxi marshals – to create safe spaces for women in our night time economy.
- **Pilot and evaluate the success of the Servator VAWG approach** which trains frontline officers and control room staff to spot and address predatory behaviours linked to potential violence against women and girls.
- **Enhance our approach to hotspot patrolling** by using data analytics, technology, enhanced training and robust tasking to target violence hotspots and reduce violence linked to the night time economy.

Objective c) Protect the City from terrorism

Protecting the City from terrorism remains a high priority for the public and for the police service more widely, so it remains a high priority for City of London Police. 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, and the City of London Police, alongside our local and national partners, undertake critical work to prevent attacks and ensure we can respond effectively, should an attack occur. The commitments set out in this Plan support the four pillars of the national counter-terrorism strategy (CONTEST) which aim to prevent people turning to terrorism, pursue those who plot to carry out attacks, strengthening our protection against a terrorist attack and prepare to mitigate the impact of any attack. To achieve this objective City of London Police will:

- **Implement protective security tactics** to protect the City from terrorist attack including working with venues to enhance security awareness and improve venue security.
- **Disrupt terrorist activity** by leading the counter-terrorism policing tactic - Project Servator - across law enforcement and businesses locally, nationally and internationally.
- **Collaborate with the Metropolitan Police Service** to maintain high quality counter terrorism capability across London, including joint training and exercising and maintaining the London-wide firearms commitment.
- **Continually improve our approach** by implementing learning from inquiries and reviews and testing and exercising with partners to enhance our preparedness for an attack.

Priority 2: Support victims in everything we do

The City of London Police will continue to put victims at the heart of everything we do. In [month] 2025 we published our first comprehensive Victims Strategy [\[link\]](#), setting out how we will improve services and outcomes for victims in the Square Mile. The Strategy also summarises how, through the 2023 National Policing Strategy for Fraud, Economic, and Cyber Crime, the City of London Police is improving services and outcomes for victims of these offences at every stage from initial reporting to investigation to ongoing victim support. We know that one of the most important things for victims is how their case is investigated and whether a positive case outcome is secured. While we already achieve the highest overall positive outcome rate in the country, including for domestic abuse and rape, it is critical that we maintain, and where possible improve, this to ensure that more victims can get the justice they deserve. As such, this Policing Plan commits to additional measures on bringing perpetrators of crime in the Square Mile to justice.

Objective a) Implement our Victims Strategy for the City

Our Victims Strategy sets out how we will improve services and outcomes for victims in the Square Mile through better information and communication, ensuring procedural justice, improved multi-agency working and professionalisation of victims services. The Strategy also includes new commitments on how the City of London Police Authority and City of London Corporation will improve the representation and promotion of victims' interests in the Corporation's internal local government work and external engagements with City businesses and employers. To achieve this objective City of London Police will:

- **Implement measures to improve information for - and communication with - victims** in line with Priority area 1 of our Strategy
- **Implement measures to ensure procedural justice for victims** in line with Priority area 2 of our Strategy
- **Implement measures to improve multi-agency working** in line with the measures set out in Priority area 3 of our Strategy
- **Implement measures to professionalise victim services** in line with the measures set out in Priority area 4 of our Strategy.

Objective b) Implement victim-focussed commitments from the National Policing Strategy for Fraud, Economic, and Cyber-crime

City of London Police published the five-year National Policing Strategy for Fraud, Economic and Cyber-crime in 2023, with improving outcomes for victims as one of its three strategic objectives. To achieve this objective City of London Police will:

- **Launch the new Fraud and Cyber-Crime Reporting and Analysis Service** [new name if announced] to make reporting crimes easier and faster for users, improve the information they subsequently receive, provide targeted advice, significantly improve the speed and quality of information given to law enforcement partners to boost the changes of successful prosecutions and provide real-time information to institutions and organisations to help block and disrupt crime.
- **Increase investment in the National Economic Crime Victim Care Unit**, which now covers all 43 police forces in England and Wales, and provides nationwide access to specialist advocates to help victims of fraud and cyber-crime, providing both emotional support and practical advice to reduce the possibility of repeat victimisation.
- **Increase engagement with England and Wales's 43 police forces on fraud and cyber-crime**, with a focus on the resources and capabilities they need to effectively deal with these offences in their areas, as set out in the most recent Strategic Policing Requirement and City Police's own National Lead Force Improvement Plan.

Objective c) Bring perpetrators of crime in the Square Mile to justice

The City of London Police is proud of having the highest rate of positive outcomes (by which we mean the range of resolutions or disposals available to deal with offenders and secure effective justice consequences on behalf of victims) nationally, but we are not complacent. We want to continue to improve our positive outcome

rates for victims of crime in the City, by bringing more perpetrators of crime to justice. To achieve this objective City of London Police will:

- **Continue to seek charges, prosecution, or out of court disposals** against perpetrators of crime to improve positive outcomes for victims and reduce reoffending.
- **Implement improvements to the supervision of police officers** throughout investigative processes to improve criminal investigations and deliver higher-quality casefiles.
- **Embed the work of the Volume Crime Unit** to improve the pace and quality of volume crime investigations such as theft and shoplifting.
 - **Implement the Operation Soteria model** to improve investigation of rape and serious sexual assaults in line with national best practice.

Priority 3: Improve the policing response to economic and cyber crime

Today, many people are spending an increasing proportion of their lives online, from banking and doing business, to gaming and communicating through social media. As a result, online crime, including fraud and other types of cyber crime now represents a significant proportion of all crime and victimisation, with fraud as the most common crime in the UK. The scale and complexity of many of these types of crime represent significant challenges for policing and its partners. City of London Police remains at the forefront of leading the national policing response to these threats, including developing the capacity and capability of the workforce to protect people and businesses and using data and innovative technologies to continually improve our ability to identify, pursue, investigate and bringing offenders to justice. We will continue to work closely with government, public and private sector partners to support system reforms that will reduce fraud and its impacts to enhance the economic security and prosperity of the UK. The objectives set out below reflect those set out in City of London Police's *National Policing Strategy for Fraud, Economic, and Cyber-crime 2023-2028*.

Objective a) Protect people and businesses from economic and cyber crime

City of London Police will continue to work with local and national partners to provide UK citizens and businesses with the knowledge and tools they need to protect themselves from economic and cyber crime. To achieve this objective City of London Police will:

- **co-ordinate consistent messaging and campaigns** to empower people and businesses to reduce the likelihood of them being successfully targeted by criminals online and pointing them to other services where needed.
- **work with forces and regional units to promote and use the Police CyberAlarm system** to support member organisations when cyber issues are identified.
- **Deliver the new Cyber Resilience Centre model** to strengthen cyber resilience across the nation's small and medium-sized enterprise (SME) community and work with the National Business Crime Centre to protect business interests and strength economic growth.

Objective b) Prevent economic and cyber crime

City of London Police will continue to work with local, national and international enforcement agencies, and industry, to prevent people from engaging in economic and cyber crime. To achieve this objective City of London Police will:

- **work with industry and financial institutions** to prevent online offending including provision of real-time information to help stop offenders from being able to target people and businesses.
- **work with Ofcom and industry** to ensure successful implementation of – and compliance with - the measures set out in the Online Safety Bill.
- **work with businesses** to help them innovate – including using technology and automation - to predict and prevent opportunistic criminality.

Objective c) Proactively pursue offenders

City of London Police will support police forces and national and international agencies to proactively pursue offenders and serious organised criminal networks and develop the intelligence to secure prosecutions. To achieve this objective City of London Police will:

- **Improve the speed and quality of information provided to law enforcement agencies** - by exploiting new technology and data analytics capability - so they can pursue offenders and organised criminals and bring them to justice.

- **co-ordinate regional Proactive Economic Crime Teams** to target and pursue high harm offenders through proactive and intelligence led investigations and investigate the complex fraud cases.
- **increase criminal justice outcomes against money laundering** offenders, including seizing more criminal assets.
- **Deliver the new national domestic corruption unit pilot** which will play a central role in delivering the enforcement elements of the government's anti-corruption strategy

Organisational priorities

Priority 4. Be one of the most inclusive and trusted police services in the country

In the City of London Police's Equity, Diversity and Inclusion (EDI) Strategy 2024-27, published in 2024, we announced our ambition to become one of the most inclusive and trusted police services in the country. We know that widely-publicised failings have damaged the public's confidence in police services. Equity, diversity and inclusion are essential to rebuilding that confidence, to embedding our values of professionalism, compassion and integrity, and to our duty to keep everyone safe. The objectives and commitments below reflect and reinforce the priorities set out in our EDI Strategy, as well as measures to enhance our neighbourhood approach to engaging with communities and to maintain the highest ethical and professional standards.

Objective a) Implement our Equity, Diversity and Inclusion Strategy

Our EDI strategy sets out that we will achieve our ambition to become one of the most inclusive and trusted police services in the country by prioritising our people, strengthening our policies and processes, collaborating with our public and working with our partners. To achieve this objective City of London Police will:

- **Increase the diversity of our workforce and create an equitable working culture** by implementing the *People* strand of our EDI Strategy.
- **Make our policies and processes equitable, accessible and inclusive** by implementing the *Policies and Processes* strand of our EDI Strategy.

- **Improve public confidence in our policing** by implementing the *Public* strand of our EDI strategy
- **Provide enhanced services for our communities** of by implementing the *Partners* strand of our EDI Strategy

Objective b) Enhance our approach to engaging with our communities

City of London Police continues to provide a highly visible, approachable and respectful neighbourhood policing presence that engages with – and is responsive to - the needs and concerns of our communities. We will continue to enhance this offer, in line with the government’s Safer Streets mission, to increase public trust and confidence. To achieve this objective City of London Police will:

- **Deliver a range of structured engagement opportunities** to understand and respond to the concerns of our communities – both locally and nationally - including workers, businesses and under-represented groups.
- **Maintain a named police officer in each City ward** who is contactable and accessible to local communities and responsible for engaging with and responding to the concerns of local communities, in line with the government’s Neighbourhood Policing Guarantee.
- **Professionalise neighbourhood policing** by drawing on good practice and working with the College of Policing to roll out Neighbourhood Policing training to our neighbourhood officers and staff.
- **Make fair decisions and treat people respectfully** including inviting external scrutiny of our use of force and stop and search powers through our Independent Advisory and Scrutiny Group to help us identify, understand and address any disproportionate use.

Objective c) Maintain high ethical and professional standards

Public trust and confidence in policing is vital to secure police effectiveness, efficiency and legitimacy and it has been damaged nationally by widely publicised challenges and failings. City of London Police will engender public trust and confidence by continuing to maintain the highest ethical and professional standards in everything we do. To achieve this objective City of London Police will:

- **Embed the new Code of Ethics** by supporting colleagues to deliver the highest ethical and professional standards in their service to the public.

- **Implement the Authorised Professional Practice on Vetting** to improve the way we identify and respond to risks posed by individuals before they enter policing and during their time in service.
- **Continually improve workforce culture and standards of professional behaviour** by implementing learning from inspections, investigations and inquiries including the Casey Review, the Angiolini Inquiry and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).
- **Ensure our complaints, conduct and vetting processes are fair and proportionate** by encouraging internal and external scrutiny and identifying and addressing any disproportionality.

Priority 5. Be an employer of choice

City of London Police wants to attract the very best people into our organisation and once they arrive, we want them to stay, thrive and to progress. To do this we will have effective attraction and recruitment processes and ensure that once people are here, they feel well equipped (both physically and professionally), valued and supported so they can excel in their roles and deliver outstanding policing services.

Objective a) We will attract, recruit and retain the best talent

City of London Police will continue to improve its approach attraction, recruitment and retention to ensure we build a diverse and skilled workforce with the right calibre and mix of staff at all levels of the organisation. To achieve this objective City of London Police will:

- **Maintain our officer headcount** to meet uplift targets and the requirements for new officers as part of the government's Neighbourhood Policing Guarantee.
- **Design and deliver an attraction strategy** to attract specialist capabilities in line with the priorities set out in our Strategic Workforce Plan, including tactical firearms, forensics, custody, analysis, and investigations.
- **Grow our Special Constabulary** of warranted, uniformed volunteer police officers to supplement the regular service and help to build links between policing and communities.
- **Strengthen our economic crime capabilities** in the investigation of fraud, domestic corruption and money laundering

Objective b) Equip our people with the tools and skills they need to succeed

City of London Police continues to invest in its workforce to ensure our people are equipped with the tools and skills they need to excel in their roles and deliver an outstanding service to the public. To achieve this objective City of London Police will:

- **Provide the technology our people need to perform their role effectively and efficiently** including new laptops for all officers and staff in 2025, improvements to wi-fi connectivity and implementation of technology projects within the change portfolio.
- **Work with the Corporation on the delivery of the Future Police Estate Programme** providing a new operating environment across multiple sites from 2027 to support modern policing and improve operational effectiveness.
- **Develop our professional learning and development offer** for officers and staff in line with the priorities set out in our Strategic Workforce Plan, including rolling out the Police Leadership Programme for first and mid-line managers from 2025 and providing training for key professions (e.g. forensics and investigations) including through our Economic and Cyber Crime Academy.

Objective c) Support the health and wellbeing of our people

City of London Police is committed to supporting the physical, psychological and social wellbeing of our officers and staff, including providing a healthy and safe working environment and offering a range of services providing mental health and wider wellbeing support. Our wellbeing priorities are mental health, sleep and fatigue recovery and preventative action. To achieve this objective City of London Police will:

- **Use our Strategic Wellbeing Board**, chaired by a Deputy Commissioner, to oversee and drive initiatives in support of our wellbeing priorities.
- **Use our Wellbeing Ambassadors** across the organisation to support Directorate level wellbeing initiatives.
- **Continue to support officers and staff who have been assaulted** in the course of their duties through the Operation Hampshire approach ¹

Priority 6. Maximise our productivity

City of London Police is contending with a growth in the scale and complexity of policing demand in a challenging financial context. As a result, we must maximise our productivity - by which we mean improving the efficiency and effectiveness of our

¹ <https://www.oscarkilo.org.uk/services/operation-hampshire>

services - to enable us to meet these demands, including the expectations of the communities we serve. The objectives below set out the ways in which we will maximise our productivity over the life for this Plan, from enhancing our use of data to making sure we are making the best use of our limited resources and improving our processes to make us more efficient and effective.

Objective a) Use data effectively to inform our decision making

City of London Police recognises data as a vital strategic asset to policing. Its effective use can help to drive organisational effectiveness and efficiency by informing operational, tactical and strategic decision-making, including ensuring that our resources are directed to where they are most needed – and where they have most impact. Effective and responsible use of data can also improve our legitimacy by providing us with a better understanding of how crime and policing are affecting different groups of people, as a basis for addressing any inequalities or disparities, and more widely to demonstrate how we are responding to the concerns of our communities. To achieve this objective City of London Police will:

- **Provide safe and secure data systems** that protect sensitive information while enabling timely access to authorised personnel.
- **Produce high quality and accessible data** that enables confidence data-led decisions and efficient use of resources.
- **Improve data culture and skills** so everyone takes responsibility for responsible data recording and feels empowered to make confident data-driven decisions.
- **Prepare to harness emerging data and data-driven technology** to unlock new capabilities and optimise resources in line with our strategic priorities.

Objective b) make the best use of our limited resources

City of London Police will continue to ensure efficient and effective use of our funding and resources to provide value for money and maintain a high quality of service to the public. Through our business planning processes, based on our analysis of demand and our organisational capacity and capability to meet it, we identify organisational risks and opportunities and seek to allocate our limited resources effectively where they can have most impact. To achieve this objective City of London Police will:

- **Deliver value for money in all spending decisions** by continuing to improve our commercial proficiency, reviewing supplies and services and making sure

we get the best outcomes from our procurement exercises.

- **Improve our understanding and forecasting of demand** - through horizon scanning, risk assessment and business planning process - to strengthen our corporate planning.
- **Develop our approach to workforce planning** so we have the right mix of people, with the right mix of skills, in the right places, to deliver on our priorities now and in the future.

Objective c) Make processes simpler, more effective and more efficient

City of London Police will work with a range of partners to review our processes, do things differently and harness the benefits of technology to make our processes more effective and efficient and ensure the best outcomes for our communities and our people. To achieve this objective City of London Police will:

- **Review and streamline processes**, driving continuous improvement through our Productivity Plan with an initial focus in 2025 on operational support (administration of justice) and corporate support (HR, finance, vetting).
- **Make use of innovation and technology** to free-up officers' and staff's time and improve our service to the public.
- **Drive effectiveness in our partnerships** to deliver better community safety outcomes including preventing crime and disorder.

Our values

Our Policing Plan has our values of *professionalism, integrity and compassion* at its core. Our values closely align with the ethical policing principles set out in the police Code of Ethics (*courage, respect and public service*), which help our officers and staff – both individually and collectively – to ensure they are ethical and professional in the way they respect, listen, respond, improve and serve the public. Our values are central to achieving our mission as they underpin how we interact with the public, how we treat each other and how we achieve our shared objectives. We expect to be held to account for living these values in all we deliver as a police service.

City of London Police 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.
Ethical Policing Principles	Public Service Working in the public interest, fostering public trust and confidence, and taking pride in providing an excellent service to the public	Courage Making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute	Respect and empathy Encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face

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. We will live our value of professionalism by:

- conducting professional and thorough investigations into crime, including doing everything possible to protect those who are most vulnerable.
- expecting our officers and staff to be committed to professional development, both for themselves and for those they supervise
- ensuring our employees set an example to others.
- ensuring we meet the requirements and demands of our communities by providing them with high-quality, timely, efficient and effective services.

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. We will live our value of integrity by:

- expecting our officers and staff to have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.
- Being open to scrutiny, transparent in our actions and responding to criticism with a willingness to learn and change.
- ensuring the public can have confidence in the integrity of the data used and published by us, including making sure all crime is recorded ethically and in accordance with current guidance.

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. We will live our value of compassion by:

- taking time to listen to the views and experiences of others
- ensuring our officers and staff act with humanity and kindness, including safeguarding people at vulnerable times.
- valuing diversity, both as an employer and as a public service provider.
- ensuring everyone is treated with care and respect.

Part 3: Delivering the Plan

[photo]

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Funding

Like all police forces in England and Wales, most of our funding comes 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 which cover areas such as counter terrorism policing and our national roles tackling fraud, economic crime and cyber crime. Unlike other Police and Crime Commissioners, the Corporation of London does not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the Corporation applies 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 of London we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services through increased local funding and by 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.

Around two-thirds of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2025/26 the budget provides for a force establishment of XXX full time equivalent (FTE) police staff, XXX FTE officers and XXX temporary funded roles. To make sure our expenditure does not exceed our funding in 2025/26 we will need to sustain some £XXm prior year savings and mitigations made since XXX and add £Xm new ones in 2025/26.

We will continue to look at opportunities to manage our budget challenges through driving productivity improvements, maximising cost recovery for funded work, improved procurement, reviewing supplies and services, the use of proceeds from seized assets, improved working patterns to match need, efficient business support, improving supervision ratio, reducing overtime and improved use of mobile technology and agile working.

Figure 1 shows what we are spending our funding on in 2025-2026.

Figure 1: Expenditure breakdown 2025/26
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Working with others

The City of London Police cannot implement this Plan alone. Effective partnerships - both with local and national agencies and with the communities we serve – is central to delivering the commitments in this Plan. We are proud to work closely with a wide range of organisations – public and private, local, national and international - all of whom play a vital role in keeping people safe in the City and online. Partnership working is woven through the objectives and commitments in this Plan, including

close collaboration with the City of London Corporation (including the Safer City Partnership), the Metropolitan Police Service and British Transport Police, local criminal justice services, community, voluntary and faith groups, businesses and industry associations. And we cannot achieve our priorities without the valuable support of our diverse communities of residents, workers and visitors. Over the lifetime of this plan the City of London Police will continue to listen to, understand and take action in response to the views, experiences and concerns of our communities by ensuring they inform our strategies and plans, and help target our local and national policing activity.

Governance, scrutiny and accountability

City of London Police has a range of strategies, plans, programmes and projects to translate the commitments set out in this plan into tangible delivery on the ground. We have robust internal governance arrangements, from operational and tactical meetings to strategic governance Boards, to monitor and drive progress against these, and our strategic priorities and objectives.

We encourage external advice and scrutiny through our Independent Advisory and Scrutiny Group (IASG)² which is made up of a diverse mixture of individuals from residential and business communities across the City. For example, the IASG advises us on the handling of critical incidents and policing policies and tactics including the use of stop and search powers. Independent Custody Visitors (ICVs) are trained volunteers that visit police stations unannounced to check on the treatment and welfare of people held in police custody.³

City of London Police is held to account for delivering on the commitments set out in this Policing Plan – and the Commissioner’s wider responsibilities for delivering efficient and effective policing that responds to the needs of the public - by the City of London’s Court of Common Council, which is the police authority for the City of London. The Police Authority Board will use the performance framework at **Appendix A** to hold the City of London Police to account for delivering this Plan.

Police Authority Board and Committee meetings are held in public, and agendas, papers and details of how to watch online can be viewed on the Police Authority webpages.⁴

There are also several national agencies that support the Home Secretary to oversee the work of City of London Police. His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) independently assesses

² <https://www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/equality-and-diversity2/independent-advisory-scrutiny-group/>

³ <https://www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority/about-police-authority/independent-custody-visiting>

⁴ <https://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=142>

the effectiveness and efficiency of police forces and fire & rescue services – in the public interest,⁵ and the Independent Office of Police Conduct (IOPC) - the police complaints watchdog for England and Wales – oversees the police complaints system, investigates the most serious complaints and conduct matters involving the police, and sets the standards by which the police should handle complaints.⁶

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⁵ <https://hmicfrs.justiceinspectorates.gov.uk/about-us/what-we-do/>

⁶ <https://www.policeconduct.gov.uk/about-us>

Appendix

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Appendix A: Policing Plan 2025 – 2026 Performance Framework [in development]

To note: Once the main content within the Plan is finalised we will develop a performance framework providing a clear line of sight between metrics and each of the Policing Plan objectives. As with the last Plan this will likely contain around 15 metrics. For the local policing priority: theft and violence rate metrics plus more activity focussed CT metrics. For the victims priority, metrics will be drawn from the existing victims strategy (including outcomes metrics). For the national econ/cyber priority metrics will be drawn from the national policing fraud/econ/cyber strategy. For the trusted and inclusive priority metrics will be drawn from the EDI strategy. For the employer of choice and productivity priorities metrics will be decided once commitments are firmed up.

For reference, metrics from the current policing plan are:

- 1. Reduce Neighbourhood Crime*
- 2. Reduce Violent Crime*
- 3. Reduce Anti-Social Behaviour*
- 4. City of London Police positive outcome rate is higher than the national average*
- 5. National Positive Outcomes for economic and cyber crime are increased*
- 6. Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation*
- 7. Action Fraud Victim Satisfaction levels are improved*
- 8. COLP Victim Satisfaction Levels are improved*
- 9. COLP is a psychologically and emotionally healthy place to work*
- 10. COLP workforce engagement levels are increased*
- 11. COLP recruitment activity is improving how well its workforce reflects the communities it serves*
- 12. Financial Outturn is within 1% of forecast*
- 13. Staff agree they are well equipped to do their job*
- 14. The public feel safe.*
- 15. The public have confidence in the City of London Police*

City of London Policing Plan 2025 – 2028: Evidence base

[To note: this section will be published as a standalone document alongside the Plan, with content added to clarify how each source has informed the Policing Plan]

City of London's Policing Plan for 2025 – 2028 has been informed by the results of extensive public consultation and a range of local and national strategies, reports and plans. This document provides more information on each of those sources and how they informed the Plan.

Consultation

Public consultation

From July to December 2024 City of London Police ran two phases of online public consultation. The consultation was advertised through a range of social media channels and face to face engagement events with residents, businesses and Members of the Common Council. The first phase of consultation (July to August) focussed on asking respondents what their policing priorities were. The top priorities were Terrorism (31%), Theft, Robbery and Burglary (20%), Knife crime (19%) and Violence against women and girls (15%). The second phase of online consultation (October to November 2024) asked respondents for their views on our draft priorities, with most (67%) respondents agreeing that they were the right ones. Across the two consultation phases the online survey received a total of 1778 visitors, with 167 respondents and 233 contributions (either a comment or a reaction).

Workforce consultation

We surveyed our officers and staff as part of the consultation period, and their responses – along with the findings of our annual staff survey - have informed our organisational priorities. From July to December 2024, we also ran two phases of online / in-person internal consultation for Police Officers and Staff. The consultation was advertised via the City of London Police Intranet and word of mouth at various workshops and discussions. The first phase of consultation (July to August) focused on asking staff and officers what their views are on our organisational priorities and what we should focus on in the next Policing Plan. 48% of our staff and officers said they were very satisfied that we reflected these priorities, and the majority (59%) of staff and officers believe the City of London Police have either completely or somewhat met the commitments of our three organisational priorities. The second phase of consultation (October to November 2024) asked staff and officers how they felt about our proposed organisational priorities for this Plan. 43% of our staff and officers said they were satisfied with these new priorities, and 28% said they felt neutral about them. Feedback was received via the online consultation and in-person workshops where over 100 responses were collected.

Strategies, plans and reports

City of London Corporation Corporate Plan 2024 - 2029

The City of London Corporation's Corporate Plan sets out a vision for *a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK*. As well as applying the principles underpinning the Corporation's Plan, our Policing Plan supports actions one to three of the 'Diverse Engaged Communities' Outcome, actions four and five of the 'Dynamic Economic Growth' Outcome and action two of the 'Vibrant Thriving Destination' Outcome. The Plan is available here: www.cityoflondon.gov.uk/about-us/plans-policies/our-corporate-plan

City of London Corporation People Strategy 2024 - 2029.

The City of London Corporation's People Strategy sets out a framework to ensure that all aspects of people management and development come together to create an organisational environment where employees can contribute their best work efforts. The Strategy will guide the Corporation in how it sets up employees for success; how it supports, challenges and motivates its people; how it maintains and delivers its mission and how it creates an inclusive and equitable environment. The organisational objectives in our Policing Plan support the themes set out in the Strategy. The Strategy is available here: www.cityoflondon.gov.uk/about-us/plans-policies/our-people-strategy

City of London Police Equity, Diversity and Inclusion Strategy 2024 – 2027

City of London Police's Equity, Diversity and Inclusion Strategy sets out our plans for achieving our commitment to being one of the most trusted and inclusive police services in the country, which we have reflected in this Policing Plan. The Strategy is available here: www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/equality-and-diversity/equity-diversity-and-inclusion-strategy-2024-2027.pdf

City of London Police Neighbourhood Policing and Engagement Strategy 2024 – 2025

Our neighbourhood policing and engagement strategy sets out City of London Police's approach to achieving our Policing Plan 2022-2025 priority to *keep those who live, work and visit the City safe and feeling safe*. The Strategy is available here: www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/nhp/colp_neighbourhood_strategy_2024-25.pdf

City of London Police Violence Against Women and Girls Strategic Delivery Plan 2022 - 2023

City of London Police's Violence Against Women and Girls Strategic Delivery Plan outlines the work we will do to unremittingly tackle violence against women and girls, and to rebuild trust and confidence by ensuring we always police to the highest professional standards. The previous Delivery Plan is available here:

www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/strategic-delivery-plan.pdf

Code of Ethics (College of Policing guidance)

The 2024 Code of Ethics is inclusive and supports everyone in policing to do the right things in the right way for the right reasons. The Code has two parts: the ethical policing principles and guidance for ethical and professional behaviour in policing.

The Code has the same status as other guidance produced by the College of Policing. The Code of Ethics is available here: www.college.police.uk/ethics/code-of-ethics

Counter Terrorism Strategy (CONTEST)

CONTEST is the United Kingdom's Strategy for countering terrorism, with the aim of reducing the risk from terrorism to the UK, its citizens and interests overseas, so that people can go about their lives freely and with confidence. The Strategy is available here: www.gov.uk/government/publications/counter-terrorism-strategy-contest-2023

Crime Survey for England and Wales (CSEW): year ending June 2024

The Office of National Statistics provides information about crime against households and people aged 16 years and over, using data from police recorded crime and the Crime Survey for England and Wales (CSEW). Detailed findings from the latest release (October 2024) are available here:

www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenlandandwales/yearendingjune2024

City of London Victims Strategy 2024 - 2027

In the context of the rising priority of victims services and outcomes nationwide, and the vital link between these and trust and confidence in policing, the City of London's first comprehensive victims strategy sets out in detail how we will deliver our commitment to put victims at the heart of all we do. The Strategy is available here:

[add link once published]

Destination City Programme

The Destination City Programme is the City of London Corporation's growth strategy for the Square Mile as a world-leading business and leisure location. As well as setting out plans to attract new businesses, Destination City sets out exciting developments in its culture and leisure and offer, built upon the City's unique heritage and culture. 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. More information on Destination City is available here: www.cityoflondon.gov.uk/about-us/plans-policies/destination-city

Economic Crime Plan 2 [to add]

HMICFRS inspection reports

HMICFRS produce force level graded and national thematic reports on the effectiveness and efficiency of police forces in England and Wales and make recommendations for improvement. City of London Police acts in response to both local and national findings and recommendations to continually improve the services it provides to the public. HMICFRS assessments and reports relating to the City of London Police are available here: hmicfrs.justiceinspectorates.gov.uk/police-forces/city-of-london/

Policing Productivity Review

The Home Office commissioned the National Police Chiefs' Council to review police productivity and provide recommendations to improve efficiency and effectiveness in policing. City of London Police have used learning from this Review to establish its own productivity programme, which is reflected in the objectives sitting underneath the Plan's organisational priority to '*Maximise our productivity*'. The reports setting out the findings and recommendations emerging from the review are available here: www.gov.uk/government/publications/policing-productivity-review

National Cyber Strategy [to add]

National Fraud Strategy [to add]

National Policing Strategy for Fraud, Economic, and Cyber-crime 2023-2028

City of London Police produced the five-year National Policing Strategy for Fraud, Economic and Cyber-crime in 2023. The Strategy sets out a new mission to guide the national response to these crimes, including objectives for tackling each area of threat, with measurable objectives at a local, regional and national level. The Strategy has informed the priorities and objectives set out in our Policing Plan. The Strategy is available here:

www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/colp_national-policing-strategy-document.pdf

Safer City Partnership Strategy 2022 - 2025

The Safer City Partnership (SCP) operates as the City of London's statutory Community Safety Partnership (CSP). The partnership appoints the SCP Strategic Board which consists of statutory and voluntary organisations who work together to reduce crime and anti-social behaviour. The partnership is responsible for the delivery of a wide variety of strategies and plans with the overall aim of improving the safety of the community in the City of London. As part of this process a Community Safety Strategy is published every three years which focuses on an identified set of priorities. The priorities are intelligence led based upon analysis from the partnership's strategic assessment and results from public consultations. The current strategy is available here: www.cityoflondon.gov.uk/assets/Services-DCCS/safer-city-partnership-strategy-2022-2025.pdf

Strategic Policing Requirement (SPR)

The 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 national threats set out in the SPR are violence against women and girls, terrorism, serious and organised crime, a national cyber incident, child sexual abuse, public disorder, civil emergencies, and cross cutting capabilities. Several of these threats – namely violence against women and girls, terrorism, fraud and cybercrime – are explicitly reflected in our local Policing Plan where they match our local objectives (based on consultation and our demand profile). However, City of London Police continues to maintain the capability to fulfil its national responsibilities in response to *all* the threats outlined in the SPR, including tackling serious organised crime, child sexual abuse, public disorder, civil emergencies and cross cutting capabilities. More information on the SPR is available here:

www.gov.uk/government/publications/strategic-policing-requirement-2023

Safer Streets Mission

The Government's Safer Streets Mission aims to reduce serious harm and increase public confidence in policing and in the criminal justice system, including halving

knife crime and Violence Against Women and Girls within a decade. Under the mission the Government has also committed to delivering the Neighbourhood Policing Guarantee and putting 13,000 additional police officers, Police Community Support Officers and special constables into neighbourhood policing roles to ensure visible and preventative community policing. More information on the mission is available here: www.gov.uk/missions/safer-streets

Improving public confidence in the police: An evidence-based guide

This guide supports senior police leaders and police and crime commissioners to help achieve the government's Safer Streets mission to reduce serious harm and increase public confidence in policing and the wider criminal justice system. It clearly sets out the best available evidence on public confidence in the police, as well as the policing activities that are most likely to have an impact. The guide is available here: https://assets.college.police.uk/s3fs-public/2025-01/Improving-public-confidence-in-the-police-guide.pdf?VersionId=XpjDwAk0rd7AjDXNdBY75ImCNWDJJ_7k

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Contact us [\[back page\]](#)

[To note: this page will include public enquiry and reporting a crime options, social media channels and a QR code for accessing the public confidence survey.]

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