

City of London Police

Policing Plan

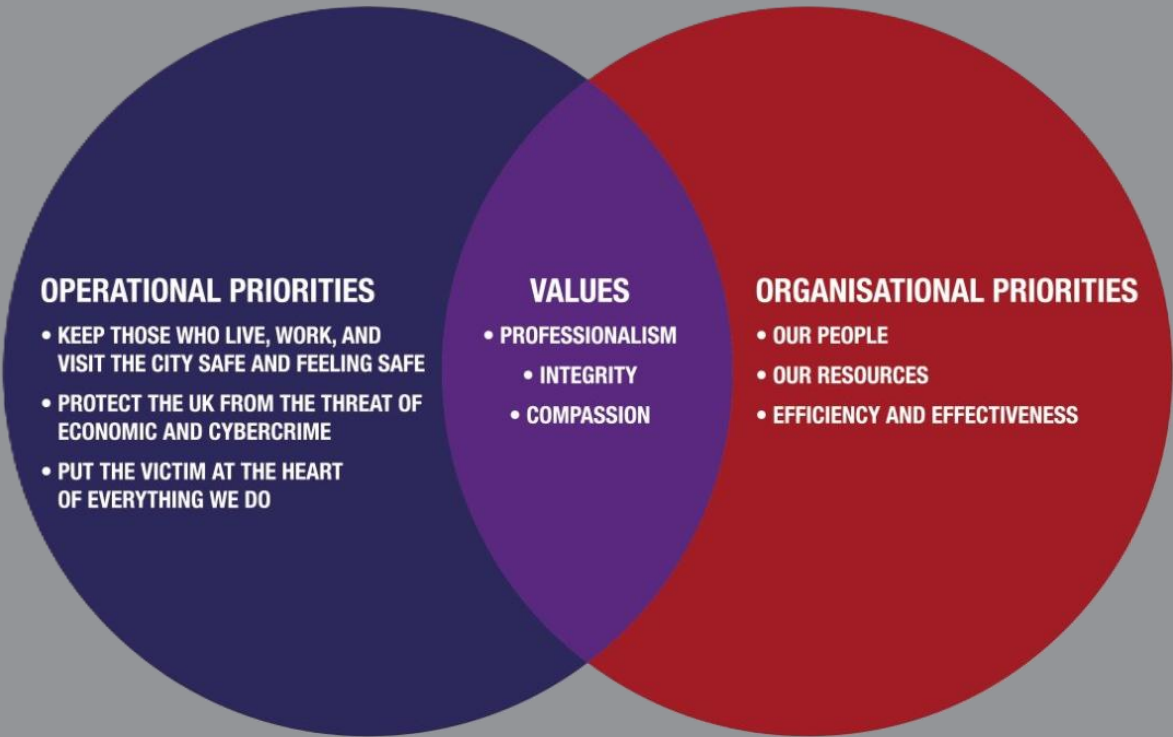
Annual Report 2024-25



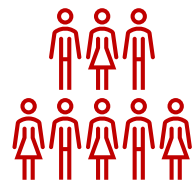
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Our Policing Plan 2022-25

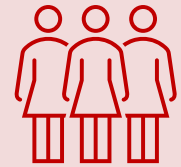


Headline achievements - Policing Plan 2022-25



We hit our uplift target for 2024/25 with **1000** police officers at 31/03/2025.

We launched a local **violence against women and girls’ plan** to ensure we are making our spaces safer and relentlessly pursuing offenders.



We published a Victims Strategy in collaboration with the City of London Corporation to further embed our work to put victims at the heart of everything we do.

We **launched our cycle team** within the City of London in response to public feedback. The team provides high-visibility engagement, education, and enforcement across the City of London's road network



We introduced **routine screening of detainees for ADHD** when in custody to provide support and early intervention to prevent reoffending.



We have achieved **Silver standard** with Inclusive Employers: the highest award achieved by any police force in the country (Sept 2024).



Action Fraud launched a national campaign to raise awareness of fraud and to provide preventive advice. The **12 types of fraud** featured in this year’s Christmas campaign resulted in victims losing a combined total of £224 million during the 2023 festive period.

The City of London Police are amongst the best police forces in the country for positive outcomes. For crimes reported between April 2023 and March 2024 the current outcome proportions are 18.5%.



Launched a new private sector partnership to identify cryptocurrency-related threats. Analysis over a three-month period as identified cryptoasset seizure opportunities with a value in-excess of £50 million.



Commissioner's Foreword



It is with great pleasure to present this annual report which sets out our progress against our Policing Plan 2024/25 annual refresh.

Since our last update, we have remained committed to upholding the safety of our communities and putting the victim at the heart of all we do. Alongside the City of London Corporation, we published our first joint Victims' Strategy, to improve services and outcomes for victims of crime in the Square Mile. This strategy will continue to underpin our priority to put the victim at the heart of our work in the City, and beyond with our national role. Our National Economic Crime Victim Care Unit (NECVCU) has worked tirelessly to provide victims of fraud and cyber-crime a national standard of care and support. As of October 2024, the team have supported over half a million victims across the UK.

We have the highest outcome rates in the country at 21.7% compared to a national average of 11% and consistently deliver some of the quickest incident response times in the UK to our public.

Our teams have been hard at work to keep those who live, work and visit the City safe and feeling safe. With cycling issues being prevalent within our communities. In 2024 we released our new Neighbourhood Policing Strategy with aims to prevent, protect, provide a flow of community intelligence, and promote a culture of trust and confidence. Alongside this strategy, we have kickstarted our engagement plan, through recurring crime webinars and community cluster panels with residents and workers. Our Cycle Team have been patrolling the Square Mile throughout the last year, with; 3211 hours of deployment, 98 arrests being made, 1976 traffic offence reports, and 310 e-bike seizures being just a few figures that display our commitment to road and cycle safety. As part of our engagement plan, we have successfully hosted bicycle and phone marking events, to prevent theft. April 2025 saw the launch of our new and innovative Phone Snatching initiative, which has received significant media interest, with City of London streets marked with blue plaques, raising the public awareness around this issue. Various operations such as Operation

Reframe and Tinsel have also been in effect over the past year. Reframe aimed at educating the public and licensed premises about the offences of sexual touching to crack down on Violence Against Women and Girls, and Tinsel focusing on prevention and response to crime including theft and violence during the Christmas period.

As we continue to lead the way responding to and preventing fraud, economic, and cyber crimes, we have undertaken a range of initiatives to protect the UK from these emerging threats. Operation Henhouse III, in partnership with the National Crime Agency (NCA) was called into play to intensify our investigation into fraud. Henhouse III resulted in 440 arrests, and seizures worth £19 million, now entering its fourth year, we have seen a 52% increase in arrests compared to the previous year. The City of London Police is proud to be leading the Domestic Corruption Unit pilot for England and Wales in partnership with the Joint Anti-Corruption Unit. This pilot has been to identify the challenges the UK faces from corruption and design a whole system approach to address them. 2024 saw the national roll out of a new Fraud and Economic Crime App. The App aims to upskill police personnel and respond to fraud-related offences, ultimately providing victims with a consistent and competent response, no matter where they are in the UK. The replacement system for Action Fraud (FCCRAS) progressed rapidly during 2024 with implementation of parts of the new system. The new system will deliver a more streamlined journey for victims, and a significantly increase capability to identify and pursue offenders.

The proactive economic crime teams (PECT's) have now been fully embedded in all regions delivering the consistent and coordinated response to fraud and economic crime. This year saw significant national operations targeting cross border criminal involved across a whole spectrum of fraud and cyber enabled offences. Just recently, we hosted the Serious Organised Crime Economic Exchange (SOCEX), the largest law enforcement conference focusing on financial crime. Our work has been supported by the new Labour Government, who we are now in collaboration with to crack down on illicit finance and organised immigration crime, a partnership marked by Sir Keir Starmer's visit to our HQ earlier in the year.

I am proud to lead the fantastic team here at the City of London Police and look forward to continuously working with our growing communities to deliver policing that is modern, engaging, and professional.

Pete O'Doherty
Commissioner, City of London Police

Chair's Foreword



Last year – my first as Chair of the City of London Police Authority Board – has highlighted the unique challenges of policing the Square Mile and the breadth of the City of London Police's national work and contributions beyond the City.

Locally, the City Police has successfully handled major events including the annual Lord Mayor's Show, an increase in high-profile protests, and the ongoing growth in worker and visitor numbers in the Square Mile. It has expanded its visible presence on the City's streets, including through new hotspot policing initiatives targeting violence and anti-social behaviour, while continuing to deliver

community-oriented neighbourhood policing and specialist counter-terror work.

In turn, recorded anti-social behaviour has continued to fall, the City has maintained the lowest rates of serious violence in the capital, and delivered positive outcome rates well above the national average. This underlines the vital contribution the City Police makes to ensuring the Square Mile is a safe, secure, and dynamic location.

In its national policing roles, the City Police has – among many other successes – expanded the National Fraud Squad, continued the development of its next-generation fraud and cyber crime reporting service to replace Action Fraud, begun piloting a new Domestic Corruption Unit, and widened the reach and engagement of the Cyber Griffin programme protecting businesses from cyber-crime.

At a time when national government is highlighting the growing importance of economic security, the City Police is demonstrating the importance of an effective response on fraud, economic and cyber-crime to national economic security and growth.

Last year saw the publication of two important strategies on victims and on equity, diversity, and inclusion (EDI). Their respective ambitions – to improve victims services and outcomes and to become one of the most inclusive and trusted police services in the country – are mutually-reinforcing and their successful delivery will be key priorities for myself and colleagues on the Police Authority Board.

The City Police also grew last year, with a bigger budget and more officers and staff. As we now look ahead to implementation of the new Policing Plan over the next three years, the Board and I will also be focussing on the use of these new resources – making sure they are being used efficiently and effectively to deliver Policing Plan priorities.

Lastly, I am extremely pleased that Pete O'Doherty has been confirmed as Commissioner of the City of London Police. I look forward to working closely with him and his chief officer team to build on the successes of 2024/25, ensuring that the Square Mile remains one of the safest business district in the world and protecting our nation's economic security.

Tijs Broeke

Chair, City of London Police Authority Board

Operational Priorities

We set performance measures against our Policing Plan priorities which are monitored by the Police Authority. This year the performance measures related to:

| Keep those who live, work and visit the City safe and feeling safe | | | |
|--|---|--|---|
|  Reducing neighbourhood crime and harm |  Protecting the City from terrorism |  Tackling anti-social behaviour and reducing violent crime |  Tackling serious and organised crime |
| Protect the UK from the threat of economic and cyber crime | | | |
|  Working with businesses and communities to protect themselves from economic and |  Improving the police response to economic and cyber crime |  Targeting fraud offenders and bringing them to justice |  Disrupting criminal money flows and seizing proceeds of crime |
| Put the victim at the heart of everything we do | | | |
|  Delivering an improved criminal justice service |  Helping victims who report to Action Fraud recover their money |  Safeguarding and supporting vulnerable people |  Improving national fraud & cyber crime reporting services |

| Keep those who live, work and visit the City safe and feeling safe | | | |
|--|--|---|--|
| We have seen a 50% increase in the number of dedicated ward officers. | Deployed Project Servator teams 1075 times to protect the City from the threat of terrorism. | Deployed Operation Reframe on 9 occasions, leading to 1058 licensed premises checks focusing on protecting women and girls in the City at night. | We have seen a 24% increase in disruptions of Organised Crime Group activity across 2024/25 compared to 2023/24. |
| Protect the UK from the threat of economic and cyber crime | | | |
| Within the last financial year, we held 82 academy courses for 998 delegates. | Visited all 9 police regions to support and share good practice with fraud and economic crime teams, and launched a new National Performance Framework. | Co-ordinated the delivery of operational National Fraud Squad resources nationally and in every region in the UK. | The National Strategic Economic Crime Briefing was hosted by CoLP in October at the Barbican, with around 190 attendees from police forces, regional crime units, NCA, NPCC, CPS and NECC. |
| Put the victim at the heart of everything we do | | | |
| The new Victims Strategy written this year will include 12 performance measures to ensure we put the victim at the heart of everything we do. | Service take-up is higher for City victims of higher-harm crime: 19% for Enhanced Priority Referrals, 43% for victims of domestic abuse, and 34% for repeat victims | Huge amounts of work has been undertaken to get ready for the replacement of Action Fraud/NFIB system with the next generation Fraud and Cyber Crime Reporting Analysis Service ready for financial year 2025/26. | National Economic Crime Victim Care Unit has engaged with and supported 66,509 victims of fraud and cyber crime in the past 12 months. |

Keep those who live, work and visit the City safe and feeling safe

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

CYCLE TEAM

Prior to Covid we were seeing a rise in those cycling to work, especially on the hire cycles and a rise in EAPC's (Electronically Assisted Pedal Cycles).

Op Lewis was created due to cycling anti-social behaviour being the biggest complaint from our community. When members of the public see the team deploying by busy crossings or junctions we are always thanked for our efforts, which shows it is something that is important to them. Since their set up (up to February 2025) they have a total of 3211 hours deployment, with 98 arrests, 1976 traffic offence reports and 310 e-bike seizures.

OPERATION REFRAME

'Don't cross the line campaign' focused on educating the public and licensed premises about the offences of sexual touching. 44 licensed premises were visited promoting 'don't cross the line' and the risk of drink spiking. A number were tested on the 'Ask for Angela' response which was positive and reinforced CoLP's commitment, alongside licensed premises, to make the City a safe place to work, socialise and visit. Nine operations have been carried out of the last

12 year.

EVERY CRIME REVIEWED

City of London Police review every crime no matter it's reporting method which increases the chances of a successful outcome. There has been continued investment in our core criminal investigation and public protection teams, to continue to improve our investigative response and providing the very best service to victims of crime. This level of investment has been matched within our Volume Crime Unit.

PROJECT SERVATOR

2024 marked 10 years since the launch of the revolutionary Project Servator in the City. This aims to disrupt a range of criminality, including terrorism, whilst providing a reassuring presence for our communities. Developed in partnership with the National Protective Security Authority, the City of London Police was the first UK police force to implement this style of police deployments in 2014.

To celebrate this milestone, our National Disruptive Effects Unit (NDEU) hosted an event at the ExCeL London supported by Commissioner Pete O'Doherty, Deputy Head of Counter Terrorism Policing Jon Savell, and the Deputy Director General of MI5.

Keep those who live, work and visit the City safe and feeling safe

Attended by representatives from 27 police forces and government partners, it showcased the growth of Project Servator and recognised the efforts of officers who have contributed to its success over the last decade.

COUNTY LINES INTENSIFICATION WEEK

The City of London Police continues the proactive disruption, dismantling and pursuit of Serious and Organised crime and those involved in Class A drug supply within the city. December saw the County Lines Intensification week in a bid to remove drugs from our streets and to support children and vulnerable adults at risk of exploitation.

INCREASED CAPACITY IN NEIGHBOURHOOD POLICING

With the 23% increase in Police Officer roles over the last three years, we have used these to invest in our neighbourhood policing capacity. There has been the creation of a cycle team and 14 additional posts resulting in a 50% increase in Dedicated Wards Officer constable roles. These roles are targeted at high visibility policing engaging directly with our communities and visitors to the City, with a key role in crime prevention.

CLUSTER MEETINGS

We continue to deliver Community Engagement Meetings (Cluster Panels) bi-annually. These meetings, attended by Dedicated Ward Officers (DWOs) are an opportunity for our communities to sit down and have a conversation with officers.

HOTSPOT POLICING

Over the last year hotspot policing has been trailed across the City of London. The initiative primary aim is crime prevention. Hotspots have been identified through data analysis and intelligence gathering with the goal is to deter crime by increasing police presence, improving problem-solving, and addressing the underlying factors contributing to crime in these areas.

In total the City Police with partners have delivered 11,854 hours of policing activity for 24/25, with January - March the highest recorded months since the programme began. A full evaluation of the impact of hotspot policing is currently underway ensuring the City of London Police are using an evidence led approach and 'what works' in prevention activity and resource allocation.

Protect the UK from the threat of economic and cyber crime

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

Throughout 2024, The City of London Police continued to lead and co-ordinate the policing response to fraud, economic and cyber crime.

As the national policing lead, we proactively engage with decision makers at the highest levels. This year the formation of a new Labour Government has provided us with the opportunity to engage with a new ministerial team who are committed to fighting fraud, economic and cyber crime. We were very proud to **welcome the Prime Minister** in the first week of 2025 and tell him about all the amazing work being undertaken by teams across the country.



CITY OF LONDON POLICE HOSTS SERIOUS AND ORGANISED CRIME EXCHANGE

The Serious and Organised Crime Exchange (SOCEX) conference, which is held to enhance the UK's response to fraud, economic and cyber-crime, took place in November and was opened by the City of London Police's Deputy Commissioner Nik Adams. SOCEX brings together over 400 operational law enforcement professionals and government and industry representatives.

Attendees heard from influential speakers and attended workshops on key issues and emerging trends in the world of economic crime including fraud, money laundering and asset recovery. This will help them to better support victims, proactively pursue offenders, protect people and businesses and improve joint working across agencies.

SOCEX took place during International Fraud Awareness Week, highlighting the importance of the role of law enforcement agencies and the private sector sharing expertise and resources to tackle the threat posed by fraud.

CELEBRATING OUR NATIONAL LEAD FORCE THIS INTERNATIONAL FRAUD AWARENESS WEEK

International Fraud Awareness Week took place between 17 and 23 November, where we celebrated the hard work that our National Lead Force (NLF) do to tackle fraud nationally and globally. As well as our national achievements; this year our NLF team have also provided a global response to fraud by working with global partners. **Examples of our international work include:**

- Joint working with German Law Enforcement into a courier fraud investigation.
- Providing assistance to the Polish embassy following a report of payment diversion fraud.
- Supporting the USA Manhattan District Attorney's Office with investigations.
- Joining a panel discussion at Interpol's International Law Enforcement Intellectual Property Crime Conference.

Protect the UK from the threat of economic and cyber crime

OPERATION HENHOUSE III

In 2024, The City of London Police and the National Crime Agency (NCA) led a nationwide intensification police operation, Operation Henhouse III, to investigate fraud which resulted in 440 arrests, 211 interviews and assets and seizures worth £19 million.

Op Henhouse, now in its fourth year, has demonstrated remarkable progress, marking a 52 per cent increase in arrests compared to the previous year.

City of London Police officers executed 9 warrants, made 39 arrests, and conducted 18 voluntary interviews. Notably, a significant operation led by the Fraud Operations team targeted investment fraud, resulting in multiple warrants executed across London and Kent.

DEDICATED CARD AND PAYMENT CRIME UNIT (DCPCU)

The DCPCU is a joint unit between UK Finance, City of London Police and the Metropolitan Police Service. The team remains highly active in pursuing the most harmful fraudsters impacting financial institutions and associated partners.

In 2024 the unit has had an increase of 41% in the number of people that have been charged with offences and a 17% increase in the number of convictions obtained compared to 2023.

Using powers under the Proceeds of Crime Act 2002 the unit has confiscated/forfeited over £2.3m which strips the fraudsters of the benefits of their criminality. Most of this money has been paid back as compensation



PRIVATE SECTOR PARTNERSHIP TO IDENTIFY CRYPTOCURRENCY-RELATED THREATS:

The NPCC has developed a private sector collaboration model, where blockchain analytics companies provide dedicated support to identify subjects who use cryptocurrency to enable their offending. The cost of developing this extensive capability across UK Policing was enabled via successful bids made to the Home Office ARIS team. Results achieved via this approach over an initial 3-month period include the identification of multiple subjects across various SOC threat areas, and cryptoasset seizure opportunities with a value in-excess of £50 million.

The approach taken by the NPCC represents a transformative approach to the utilisation of technology to identify high-risk SOC subjects across UK Policing.

Put the victim at the heart of everything we do

We will constantly improve the victim experience, from first contact to the end of judicial process, focusing on positive outcomes for victims and bringing more offenders to justice. For appropriate offences, this will include application of a national framework with the aim to reduce re-offending through diversionary activities.

VICTIMS STRATEGY

We have developed our first joint three-year Victims Strategy with City of London Corporation. It sets out how together we will care for people who fall victim to crime in the City of London and beyond, in our role as National Lead Force.

Our joint Victims Strategy was agreed by the Police Authority Board in September 2024.

Our Victims Strategy is aligned to:

- Our Policing Plan priority to ‘put the victim at the heart of everything we do’;
- Requirements under the new Victims and Prisoners Act 2024; and
- The need to improve public confidence and trust in policing.

REDUCING VIOLENCE AGAINST WOMEN AND GIRLS (VAWG)

Targeted operations are ongoing to tackle Violence Against Women and Girls offences, and these involve multi-agency working with partners.

Op Reframe has also continued providing a reassuring high visibility presence amongst the nighttime economy aligned to licensing and partnership activity. Officers ran safety and crime prevention initiatives into the New Year, including

16Ask for Angela’

testing at licenced premises, drink spiking workshops and sampling, and initiatives aimed at getting people home safely.

Safe havens were available across the City as part of the response, particularly to support women during night-time economy hours.

Op Makesafe continues to be delivered across the square mile. This is to assist in addressing the issue of child sexual exploitation and working across the partnership to reduce opportunities for offending and supporting partners in identifying the signs of CSE. Q4 will also explore similar opportunities within the hotel industry across other areas of vulnerability linked to VAWG such as domestic abuse and other sexual offending.

Q4 saw a focus on Right to Ask and Right to Know and driving awareness across both the opportunities within CoLP and across relevant partnerships. This will ensure that victims are well supported and informed to enhance greater opportunities for safeguarding and reduce repeat offending.



Put the victim at the heart of everything we do

THE NATIONAL ECONOMIC CRIME VICTIM CARE UNIT (NECVCU)

The National Economic Crime Victim Care Unit (NECVCU) is a focussed and targeted service providing victims of fraud and cyber-crime, a national standard of care and support, by working with forces at a local level to deliver a better service to victims. The aim of NECVCU is for victims to feel safer and more confident following contact, whilst assisting them to cope and recover from the crime and to significantly reduce the likelihood of repeat victimisation.

As of October 2024, we have supported a total of 555,841 victims. From January to November 2024, we have supported 300 victims recover £4,937,442.58. . The NECVCU provides this service through trained and experienced advocates who contact victims and provide them with advice, guidance and support as well as signposting them to relevant local agencies.

HEFORSHE ARTICLE PUBLISHED BY UNITED NATIONS – VIOLENCE AGAINST WOMAN AND GIRLS (VAWG)

A priority focus remains the concerted efforts to maintain public trust and confidence in minimising violence against women and girls in the City, driven through the “Op Reframe” initiative. The City of London Police recently presented the Op Reframe initiative at the National HeforShe conference as part of our commitment to challenging and transforming discriminatory attitudes and behaviours to promote gender equality.

Their excellent work was also recognised by the United Nations who published details of the Op Reframe operation in the annual “HeforShe Impact Report.”



OPERATION SOTERIA

Operation Soteria is the national programme to transform how all of us in policing respond to rape and other serious sexual offences (RASSO). Op Soteria has already delivered training opportunities, updated processes, and policy alterations to improve our response to victims of RASSO. The six focal pillars of Soteria for creating and landing the NOM are:

- suspect-focused investigations.
- targeting and disrupting repeat suspects.
- supporting victims by using a procedural justice approach;
- improving investigators’ knowledge, learning and well-being;
- using data and analysis effectively; and
- Improving investigations through effective use of digital forensics.

As a result of the City’s commitment to this work we already have some of the best outcome rates in the country.

Organisational Priorities

| Our People | | | |
|--|---|---|--|
| <div>Commitment to equity and belonging</div> <div></div> | <div>Independent Advisory and Scrutiny</div> <div></div> | <div>An organisation that learns from experience and constantly strives to improve</div> <div></div> | <div>An engaged, agile and flexible workforce</div> <div></div> |
| Our Resources | | | |
| <div>Investment in technology and equipment</div> <div></div> | <div>Use of data to inform decision making</div> <div></div> | <div>Investment in Estates</div> <div></div> | <div>Victim care at the heart of everything we do</div> <div></div> |
| Efficiency and Effectiveness | | | |
| <div>Funding</div> <div></div> | <div>Inspection, audit and continuous improvement</div> <div></div> | <div>Productivity</div> <div></div> | <div>Value for Money</div> <div></div> |

Our People

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

LONG SERVICE AND COMMENDATION CEREMONY/FORCE AWARDS GALA

As our continued commitment to recognising exceptional performance of our staff and officers, the City of London Police held a number of events this year to recognise exemplary performance including long service awards, colleagues who have performed beyond their role and experience, acts of bravery and lifesaving efforts.

IMPROVED WORKFORCE REPRESENTATION

Police Officer representation has improved overall with an increase in female representation from 24.3% in March 2021 to 26% in March 2025. Police Officer ethnic minority representation has increased from 7.8% in March 2021 to 10.3% in March 2024.



LAUNCH OF OUR NEW EQUITY, DIVERSITY AND INCLUSIVITY (EDI) STRATEGY

We are committed to our ambition to become one of the most inclusive and trusted police services in the UK, the launch of our new EDI Strategy cemented this message to over 100 guests at our event in July last year. Our Professionalism and Trust Team have since created an ambitious programme of activity across the ‘4P’ areas spread across the next 3 years:-

- **Our People**
- **Our Policies and Processes**
- **Our Public**
- **Our Partners**

Our Year 1 focus on our Evaluation and Engagement Strategies will enable us to better measure the impact of our activities across these areas.

COLP AWARDED “SILVER” BY INCLUSIVE EMPLOYERS

The City of London Police pride ourselves in being an Inclusive employer. This excellent work has seen COLP being awarded Silver on the Inclusive Employers Standard (IES) which is an evidence-based accreditation used by over 450 organisations in the UK to help facilitate excellence in this area.

Our People

To gain this accreditation required a detailed overview of all activities in line with six pillars (Engage, Equip, Empower, Embed, Evaluate, Evolve) of the inclusion framework.

This achievement highlights to our people and our partners that inclusion is integral to our organisation and that we fully understand the business case for EDI.

JUNIOR CADETS LAUNCHED

The City of London police are dedicated to engaging with young people and identifying and training our police recruits for the future. September saw the launch of the Junior Police Cadets for 15 young students aged 13-15 yrs old at St Pauls Cathedral school who were randomly selected by the school from over 100 applications. They will undertake a 4-grade programme, aimed at promoting new skills, good citizenship and activities based around policing as well as other standard training such as basic first aid.



GOLDEN RECOGNITION FOR THE CITY OF LONDON POLICE FROM THE MINISTRY OF DEFENCE (MOD)

The City of London Police continues to work closely with strategic partners, other law enforcement bodies and the Armed Forces to support their communities. We have been awarded the Gold Employer Recognition Scheme by the Ministry of Defence (MoD) for our support and commitment to the Armed Forces community.

STRATEGIC WORKFORCE PLAN

A new three-year Strategic Workforce Plan for the City of London Police was approved in January 2025. This strategic plan was developed in line with the business planning process and used the information and data highlighted by the Force Management Statement for the future demand profile to ensure the organisation has the right people with the right skills at the right time to meet future demand and achieve the strategic priorities and goals set out in the Policing Plan. The plan sets out a clear approach on how we will ensure we attract, develop, and retain the skills and talent over the medium and long term, along with improving employee skills and performance. The plan is aligned to the force Equality, Diversity and Inclusion Strategy, and the National Talent Delivery Strategy and the NPCC Race Equality Plan.

Our Resources

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

NEW DEVICE ROLLOUT

CoLP IT is replacing Microsoft Surface devices with the latest HP EliteBook laptops. The rollout started in February 2025 and is being phased through directorates from February to June. The refresh represents a significant investment in our workforce and the quality of equipment we have.

The new HP laptops are significantly more powerful and robust devices. Upgrading to Windows 11, they will enable reliable access to all our core Microsoft and force applications. Our new laptops are fit for current and future needs.



AUTO REDACTION SOFTWARE ROLL OUT

In July 2024, the pilot rollout of auto redaction software began in force within our National Lead Force, testing its effectiveness and success with some of the most complex case files required for submission to the Crown Prosecution Service.

Following its success, a further iterative rollout across the Force began, enabling our officers and staff to quickly and accurately redact documents in the course of their work. Between August 24 and January 2025, the software has saved our staff up to 488 days (3904 hours) and has saved the force up to £116,021 (non-cashable).

This type of technological advance, and CoLP's positive approach to adoption, continues to drive organisational development, improve our service delivery and realise efficiencies benefitting both performance and capability.

NEW DATA STRATEGY

We published our new Data Strategy in January 2025. The strategy sets out how we intend to achieve our ambition of being a data-driven police force over the next five years. The Strategy has four objectives, to:

- 1) provide safe and secure data infrastructure (our platforms);
- 2) produce high quality and accessible data (our processes);
- 3) improve data culture and skills (our people); and
- 4) prepare to harness emerging data and data-driven technology (our potential).

Efficiency and Effectiveness

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

CHANGE PORTFOLIO OFFICE

The City of London Police is on a journey to develop its capabilities and is focussed on the delivery of the new Policing Plan objectives, supported by several initiatives ongoing. These include best utilisation of available technical solutions, developing our own in-house solutions and making best use of our resources to better support our victims and pursue offenders.

The Data Improvement Programme, utilises both technological advances and the upskilling of staff, to simultaneously enhance the data available and increasing the capability of both officers and staff to inform decision-making and areas of focus. The project has already delivered information dashboards to assist in crime prevention and response and will bring further benefits to make the City of London even safer in coming years.

The Continuous Improvement Programme seeks to identify efficiencies across the organisation, from HR processes to Vetting, using process mapping and tools of automation to streamline tasks that are required to manage organisational requirements, saving time for staff and improving performance. The vetting backlog has been cleared in 2024/25.

PRODUCTIVITY PLAN

Over the last 12 months a productivity plan has been developed aimed at driving efficiencies and ensuring we are working as effectively as possible maximising outcomes. The central aims of the plan are to:

- Enable our workforce to do an even better job
- Improve victim outcomes, public confidence and feelings of safety
- Create organisational capacity
- Demonstrate innovation, leadership and impact

The Productivity Plan supports the delivery of the new Policing Plan. It sets out prioritised areas where we have identified the potential to deliver things better and to allocate our resources (workforce or technology) where it is going to have the biggest impact:

- Maintaining or improving our current service levels in the context of constrained resources, identifying barriers to productivity and where there is potential to improve
- Making it easier for officers and staff to deliver their best by reducing bureaucracy, supporting them with the skills and technology that helps them achieve better results
- Strengthening corporate insight – so that we use our resources effectively.

Strategic Policing Requirement

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, a national cyber incident, child sexual abuse, public disorder and civil emergencies.

The Commissioner is responsible for having due regard to both the Policing Plan and the Strategic Policing Requirement when exercising their functions, and the Police Authority holds the Commissioner accountable for doing so through the governance framework.

A revised version of the SPR was published in February 2023, which strengthened the detail around the action required from policing at the local and regional level to the critical national threats. The threats are: serious and organised crime (SOC), terrorism, cyber, child sexual abuse, public disorder, and civil emergencies. These remain from the 2015 version, with the addition in 2023 of violence against women and girls (VAWG), reflecting the threat it presents to public safety and confidence. The SPR is reflected in the City of London Policing Plan and is regularly reported on to the City of London Police Authority Board and the supporting committees.

VIOLENCE AGAINST WOMEN AND GIRLS

Tackling violence against women and girls is a priority for the City of London . In line with our Violence Against Women and Girls Action Plan we have focused on 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’.

TERRORISM

We have continued to deploy operations such as Project Servator to protect the City from terrorism. We are preparing for a potential increase in demand, the most likely cause of which will be the increase in threat level. We are satisfied that current investigative structures, including the current regional collaboration could meet demand from an increase in threat level and/or demand from terror suspects within the City.

SERIOUS AND ORGANISED CRIME

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 2024/25 outstripping previous years by 24%. 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.

Strategic Policing Requirement

NATIONAL CYBER EVENT

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 and the National Crime Agency. 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. Our professional pathway of courses has been devised in consultation with the College of Policing, police forces, regional organised crime units, the Crown Prosecution Service, and other key stakeholders.

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

The Force has a designated Public Order Public Safety (POPS) Lead supported with designated practitioner leads in POPS and police mobilisation, in line with guidance by the National Police Chiefs’ Council. Throughout the year no-notice exercises take place to test the City of London’s capability to respond and draw upon specialist Police Support Unit resources, particularly working with the Metropolitan Police Service. Additionally, and as potential threats have changed over the last few years these no-notice exercises have included the mobilisation of specialist resources such as PRT (Protester Removal Team) and Chemical, Biological, Radiological, and Nuclear Responses (CBRN).

CIVIL EMERGENCIES

The wider London Resilience Forum coordinates the actions and arrangements between responding services to prepare for and respond to civil emergencies when they occur. We also help people and communities recover after adverse events. The partners of London Resilience Forum meet to ensure that agencies across Greater London are prepared for major emergencies and co-ordinated in their planning, training and exercising. The partners work collaboratively for the benefit of the communities they serve. London Resilience Forum also undertakes risk assessments and produces a Risk Register to outline the types of risks that may occur locally and gives advice on how to be better prepared for such events. Membership of the forum has been updated and includes City of London Police and the City of London Corporation.

LOCAL DATA

We monitor criminality within the City, so we can react to emerging trends and patterns to keep residents, workers and visitors safe.

| | 2022/23 | 2023/24 | 2024/25 |
|--------------------------------------|---------|---------|---------|
| THEFT OFFENCES | | | |
| VIOLENCE AGAINST THE PERSON | | | |
| PUBLIC DISORDER | | | |
| DRUG OFFENCES | | | |
| CRIMINAL DAMAGE & ARSON | | | |
| MISCELLANEOUS CRIMES AGAINST SOCIETY | | | |
| SEXUAL OFFENCES | | | |
| ROBBERY | | | |
| POSSESSION OF WEAPONS OFFENCES | | | |
| Total | | | |

| 1 yr % Change | 1 yr Change |
|---------------|-------------|
| | |
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| 3 yr % Change | 3 yr Change |
|---------------|-------------|
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Crime Statistics continued

To be updated with 2024/25 outturn – awaiting data validation/national comparisons. Information to be updated in the final version (July 2025).

We collate crimes into themes to help us to understand the key drivers of demand, develop crime prevention strategies and identify and support vulnerability. The table below provides a thematic overview of reported crimes.

| Crime Themes | 2022/23 | 2023/24 | 2024/25 |
|---|---------|---------|---------|
| Domestic Abuse | | | |
| Domestic Abuse % of all Crime | | | |
| Violence against Women and Girls | | | |
| Violence against Women and Girls % of all crime | | | |
| NTE | | | |
| NTE % of all crime | | | |
| Licensed Premises | | | |
| Licensed Premises % of all crime | | | |
| CSE | | | |
| CSE % of all crime | | | |
| CSA | | | |
| CSA % of all crime | | | |
| Hate Crime | | | |
| Hate Crime % of all Crime | | | |
| Knife Crime | | | |
| Knife crime % of all Crime | | | |
| MSHT | | | |
| MSHT % of all crime | | | |

*CSE - Child Sexual Exploitation
*CSA - Child Sexual Abuse

| 1yr Change | 1yr % Change | 3yr Change | 3yr % Change |
|------------|--------------|------------|--------------|
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Policing Plan performance overview

To be updated with 2024/25 outturn – awaiting data validation/national comparisons. Information to be updated in the final version (July 2025).

1) Reduce Neighbourhood Crime

| 2022/23 | 2023/24 | 2024/25 | | 1yr Change | 3yr Change |
|---------|---------|---------|--|------------|------------|
| | | | | | |

2) Reduce Violent Crime

| 2022/23 | 2023/24 | 2024/25 | | 1yr Change | 3yr Change |
|---------|---------|---------|--|------------|------------|
| | | | | | |

3) Reduce Antisocial behaviour

| 2022/23 | 2023/24 | 2024/25 | | 1yr Change | 3yr Change |
|---------|---------|---------|--|------------|------------|
| | | | | | |

4) Police Outcome Rate is higher than the National Average

| | 2022/23 | 2023/24 | 2024/25 | |
|----------|---------|---------|---------|--|
| COLP | | | | |
| National | | | | |

5) National Positive Outcomes for economic and cyber crime are increased

| 2022/23 | 2023/24 | 2024/25 | | 1yr Change | 3yr Change |
|---------|---------|---------|--|------------|------------|
| | | | | | |

6) Economic and Cyber crime training and accreditation

| 2021/22 | 2023/24 | 2024/25 | | 1yr Change | 3yr Change |
|---------|---------|---------|--|------------|------------|
| | | | | | |

7) Action Fraud Victim Satisfaction levels are improved

| 2022/23 | 2023/24 | 2024/25 | | 1yr Change | 3yr Change |
|---------|---------|---------|--|------------|------------|
| | | | | | |

Policing Plan performance overview

To be updated with 2024/25 outturn – awaiting data validation/national comparisons. Information to be updated in the final version (July 2025).

6) COLP is a psychologically and emotionally healthy place to work

| October 2022 | June 2023 | September 2024 | | 1yr Change | 3yr Change |
|--------------|-----------|----------------|--|------------|------------|
| | | | | | |

9) Financial Outturn is within 1% of forecast

10) Staff agree they are well equipped to do their job

| October 2022 | June 2023 | September 2024 | | 1yr Change | 3yr Change |
|--------------|-----------|----------------|--|------------|------------|
| | | | | | |

7) CoLP’s workforce engagement levels are increased

| October 2022 | June 2023 | September 2024 | | 1yr Change | 3yr Change |
|--------------|-----------|----------------|--|------------|------------|
| | | | | | |

11) The public feel safe

12) The public have confidence in the City of London Police

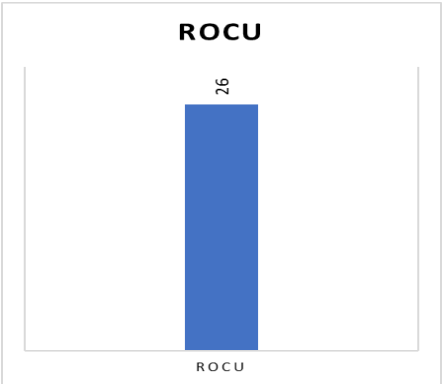
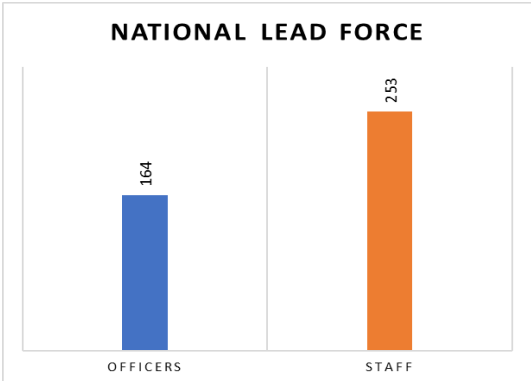
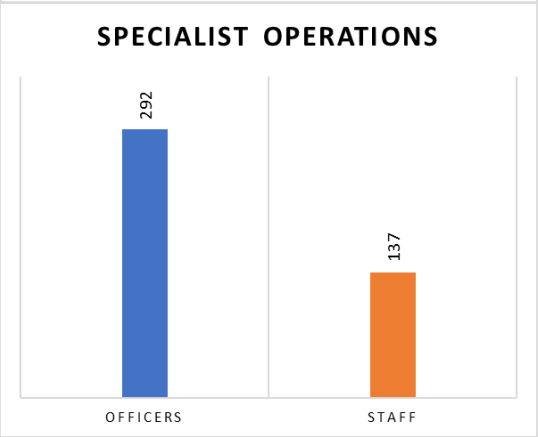
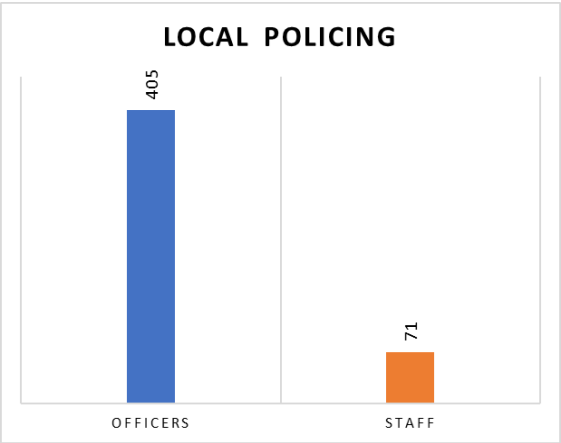
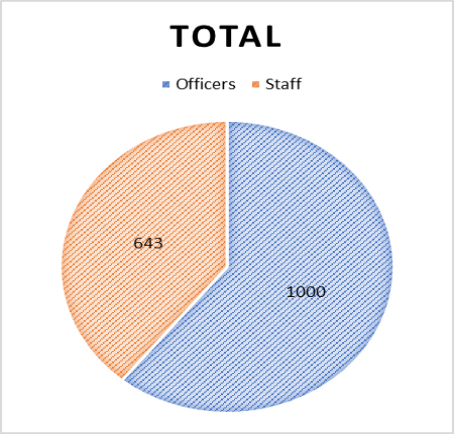
8) COLP recruitment activity is improving how well its workforce reflects the communities it serves;

| | 2021/22 | 2023/24 | 2024/25 | | 1yr Change | 3yr Change |
|---|---------|---------|---------|--|------------|------------|
| % workforce from ethnic minorities/identify as from an ethnic minority background | | | | | | |
| % female | | | | | | |



Our resources

The following charts outlines the City of London workforce as of 31/03/2025 across the different areas of work by Police Officer and Police Staff numbers.



Our finances

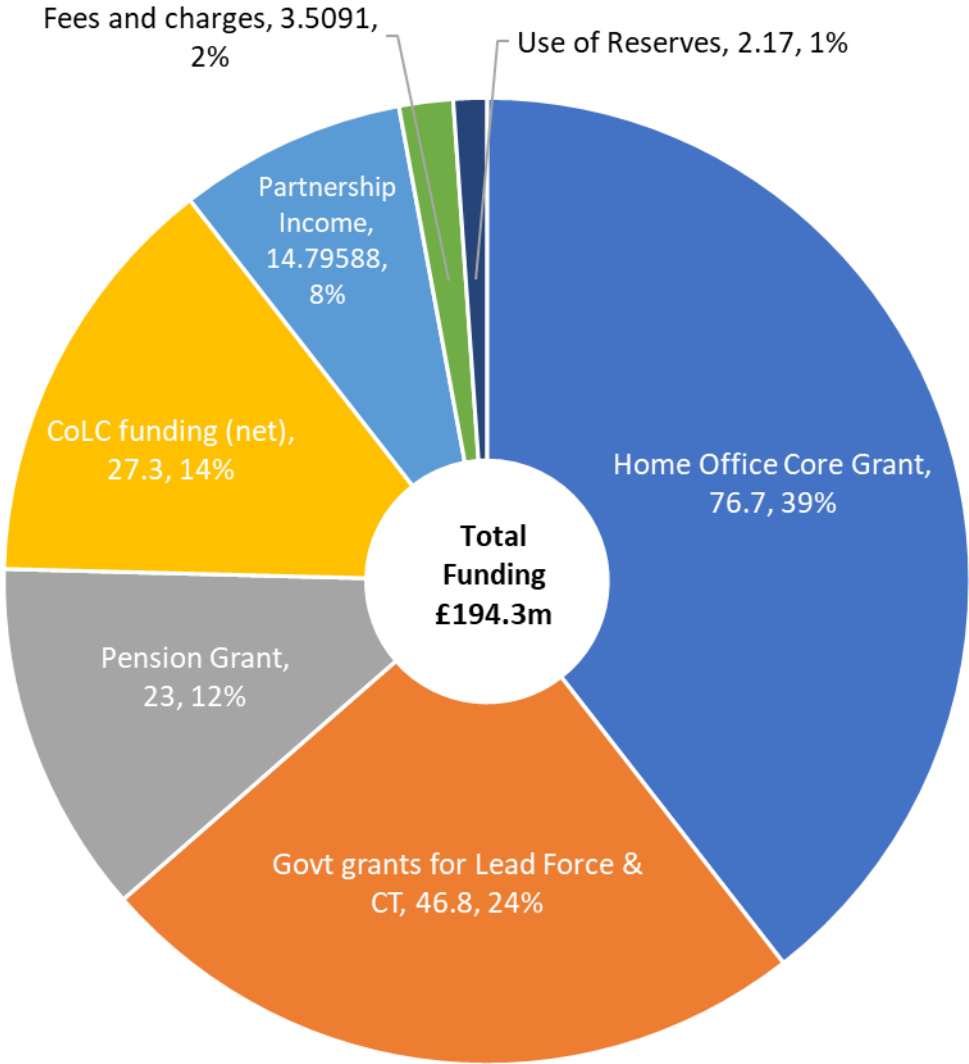
To be updated with 2024/25 outturn – awaiting information from Finance will not be finalised until the end of May 2025

| Income & Expenditure | | | 2023/24 | | 2022/23 | |
|---|------------------------|-----|---------------------|-----|---------|-----|
| Revenue | Latest Approved Budget | | Outturn (unaudited) | | Outturn | |
| | £'000 | % | £'000 | % | £'000 | % |
| EXPENDITURE | | | | | | |
| Employee-Related Expenses | 131.1 | 67 | 129.6 | 56 | 120.3 | 62 |
| | | | | | | |
| Other Expenditure | | | | | | |
| Premises Costs | 7.3 | 4 | 8.0 | 3 | 6.1 | 3 |
| Transport Costs | 2.7 | 1 | 2.7 | 1 | 2.7 | 1 |
| Supplies & Services / Other | 53.3 | 27 | 91.2 | 39 | 64.0 | 33 |
| | | | | | | |
| Total Expenditure | 194.3 | 100 | 231.5 | 100 | 193.1 | 100 |
| | | | | | | |
| Total Income | -194.3 | | -231.5 | | -193.1 | |
| | | | | | | |
| (Under) / Over Spend | 0.0 | 100 | 0.0 | 100 | 0.0 | 100 |
| 23/24 outturn includes higher income and expenditure than budget for National Lead Force grants | | | | | | |

Breakdown of funding:

| | |
|-------------------------------|--|
| Core Home Office funding | £76.7m |
| Business Rates Premium | £31.2m |
| Pensions Deficit Grant | £23m |
| National Lead Force for Fraud | £38.7m |
| CT/Servator | £8.1m |
| Commercial Partnerships | £14.8m |
| Fees & Charges | £3.5m |
| Use of Reserves / Other | £2.2m |
| Capital Financing | £-3.8m *NB Capital Financing including (Action Fraud loan repayment) is treated as negative funding in City Fund budgeting terms |
| Total Funding | £194.3m |

Funding 2023/24 Budget



Our Chief Officer Team



Pete O'Doherty
Commissioner



Paul Betts
Deputy Commissioner Local
Operations and Security



Nik Adams
Deputy Commissioner National
Economic and Cyber Crime



Alix Newbold
Chief Operating Officer



Alistair Cook
Chief Financial Officer



Umer Khan
Commander Local Operations and
Security



Chris Bell
Service Delivery Director



Andy Gould
T/Commander National Economic
and Cyber Crime

Our Police Authority 2024-25

The Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. Under Section 56 of the Act, the Common Council delegated to the Police Board all its police authority functions (with the exception of the appointment of the Commissioner). The Board's role is to make sure the City of London Police run an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run and to set policing priorities considering the views of the community.

Police Authority Board

Tijs Broeke (Chair)
Deputy James Thomson (Deputy Chair)
Nicholas Bensted-Smith
Alderman Professor Emma Edhem
Helen Fentimen
Jason Groves
Deputy Madush Gupta
Alderman Timothy Hailes
Graham Packham
Deborah Oliver
Deputy Dawn Wright
Melissa Collett (External Member)
Andrew Lentin (External Member)
Sir Craig Mackey (External Member)
Michael Mitchell (External Member)

Strategic Planning & Performance Committee

Jason (Chair)
Tijs Broeke (Deputy Chairman)
Deputy James Thomson
Melissa Collett
Helen Fentimen
Andrew Lentin
Michael Mitchell
Deborah Oliver
Joanna Abeyie

Resource Risk & Estates Committee

Alderman Timothy Hailes (Chair)
Tijs Broeke (Deputy Chair)
Deputy James Thomson
Helen Fentiman
Jacqueline Roberts Webster
Ruby Sayed
Deputy James Thomson
Dawn Wright
Andrew Lentin (External Member)
Michael Landau (External Member)

Professional Standards & Integrity Committee

Michael Mitchell (Chair)
Tijs Broeke (Deputy Chair)
Joanna Abeyie
Nicholas Bensted-Smith
Helen Fentiman
Jason Groves
Deputy Madush Gupta
Florence Keelson-Anfu
Deborah Oliver
Jacqueline Roberts Webster
Naresh Hari Sonpar
Deputy James Thomson

Economic & Cyber Crime Committee

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chair)
Nick Bensted-Smith
Alderman Professor Emma Edhem
Jason Groves
Deputy Madush Gupta
Alderman Timothy Hailes
Deputy Christopher Hayward
Deputy Graham Packham
Naresh Hari Sonpar
Mandeep Thandi
James Tumbridge
Dawn Wright
Sir Craig Mackey (External Member)
Michael Landau (External Member)

Police Pensions Board

Ray Eaglesmith (Chair)
Deputy Henry Colthurst (Deputy Chair)
Deputy Madush Gupta
Helen Isaac
John Todd
Alan Yau