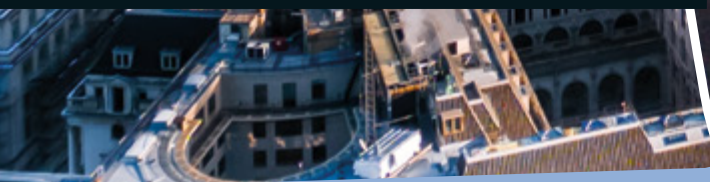


Our Policing Plan 2025-28

Going the extra mile







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Chair's foreword



Welcome to the 2025 to 2028 Policing Plan, which sets out the City of London Police's priorities for the next three years.

This document will be central to the Police Authority Board's support and scrutiny role. My abiding priority as Board Chair for the next three years will be holding the City of London Police to account for implementing its actions, meeting its performance goals and achieving its ambitions.

This is a plan of continuity and change. Its priority to keep the Square Mile safe and feeling safe has remained central to the City of London Police's work since its

establishment in 1839, and its success in doing so has safeguarded and enhanced the City's status as one of the world's great financial districts. In the next three years it will be vital to achieving the City of London Corporation's Corporate Plan outcomes of Diverse Engaged Communities, Dynamic Economic Growth and ensuring the Square Mile is a Vibrant and Thriving Destination.¹

The plan retains a commitment to putting victims at the heart of all the City of London Police does, evidenced in its consistently high positive outcome rates and now bolstered by a comprehensive Victims Strategy. Through that strategy, the Police Authority will now play an important role in promoting victims' interests in the Corporation's wider work and with City businesses and employers, improving protections for our 8,600 residents and 678,000 daily workers.

The plan's third priority – improving the national policing response to fraud, economic and cyber crime – continues to reflect the City of London Police's extensive national roles. By transforming the national reporting service for fraud and cyber crime, expanding the National Economic Crime Victim Care Unit, and through its own investigations, the City of London Police plays a unique role in supporting victims and pursuing those who commit the most prevalent crime in the UK.

¹ City of London, 'Our Corporate Plan 2024-29', available at: www.cityoflondon.gov.uk/about-us/plans-policies/our-corporate-plan



In turn, it is uniquely situated to help shape the UK's broader response to these offences and over the next three years the Police Authority Board and I will challenge and support the City of London Police to articulate that vision to, and with, government and public and private sector partners.

While this plan doesn't alter the City of London Police's operational priorities, it sets out significant change for the organisation itself. First, it embeds its commitment to become one of the most inclusive and trusted police services in the country. Implementing the Equity, Diversity and Inclusion Strategy will be central to that, supporting all City of London Police employees to thrive and deliver better outcomes for our communities.

This plan now prioritises the City of London Police being an employer of choice. The City of London Police is its people, and its performance depends on their talents, skills and welfare. Its officers, staff, special constables and volunteers work every day to keep the Square Mile safe and help protect the nation from fraud, economic and cyber crime. I fully endorse this plan's commitment to supporting, equipping and valuing them in that essential work.

Lastly, this plan prioritises improving the City of London Police's productivity. This is no narrow, technical endeavour. Rather, it is about making sure they are fighting crime and supporting victims, locally and nationally, to the best of their abilities and resources.

I am confident that delivery of this plan will ensure the City of London Police is a more innovative, effective, inclusive and trusted organisation. It is an ambitious plan for a unique police service, an integral part of the City of London.

Tijs Broeke

Chair of the Police Authority Board



Commissioner's foreword



My first Policing Plan as Commissioner sets out how we will protect the City of London and meet our national lead force responsibilities. It is underpinned by a new vision to be “a trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime” and will be brought to life with a force wide call to action of “Going the extra mile”.

The plan, which is owned by the Court of Common Council here in the City and co-produced with the City of London Police Authority, has been created following extensive consultation with people who live in, work in and visit the City and

complements the ambitions set out in the City of London Corporation’s Corporate Plan. It reflects the changing nature of crime – both in the City and nationally – and explains how we will be “going the extra mile” to meet demand. I am extremely grateful to everyone who has taken the time to contribute to this process.

The plan sets out our operational priorities to keep the iconic City of London safe, put victims at the heart of everything we do and to improve the national policing response to fraud, economic and cyber crime. These priorities reflect continuity of the good service we have been providing and our commitment to continually improve. We will build on successes such as the introduction of a National Fraud Squad, the new operating model for cyber crime and the work of our cycle team. We will also seek to do things differently; innovating with new technologies, functions and capabilities and actively contributing to the government’s police reform agenda.

Achieving the objectives 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 we achieve safer ‘online streets’ across the UK. In doing so, the City of London Police will contribute to promoting the economic security and prosperity that will enable the UK to meet its full potential.



To achieve these operational priorities our people must feel valued, supported and well-equipped to provide the best possible service to the public, locally and nationally. Our organisational priorities, including our ambition to become one of the most trusted and inclusive police services in the country, and an employer of choice, will help us to achieve this. As will improving our productivity and driving efficiencies through greater use of data and technology.

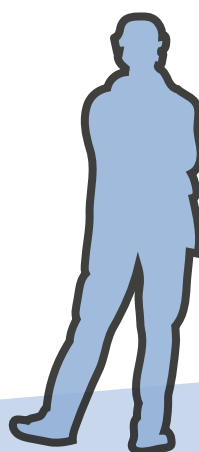
As well as setting out what City of London Police will do to keep people safe over the next three years, our plan sets out how we will continue to use our values of professionalism, integrity and compassion. By applying these values in all that we do, we will lead by example and police in a way that earns the trust and confidence of all our communities, in the City and across the UK.

Successful implementation of this plan depends on leadership at every level, setting clear direction and taking responsibility for translating our objectives into meaningful activity and positive outcomes for the public. Through collective effort and a shared sense of purpose we will deliver an effective police service for today and build a strong foundation for the future; building on our reputation as pioneers of creativity and innovation through programmes such as Project Servator and Cyber Griffin.

I am immensely privileged to have been made Commissioner and to be leading the City of London Police. I look forward to working closely with our partners and communities to keep our streets safe – in the City and online across the UK.

Pete O'Doherty

Commissioner of the City of London Police





Policing Plan on a page

Our Vision

A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime

Our operational priorities



Keep people in the City safe and feeling safe

- Reduce and respond effectively to theft
- Reduce and respond effectively to violence
- Protect the City from terrorism

Put victims at the heart of everything we do

- Implement our Victims Strategy for the City
- Implement victim-focussed commitments from our fraud, economic and cyber crime strategy
- Secure positive outcomes for victims of crime in the City

Improve the national policing response to fraud, economic and cyber crime

- Protect people and businesses from fraud, economic and cyber crime
- Transform the national policing response to fraud, economic and cyber crime
- Proactively pursue fraud, economic and cyber crime offenders

Our organisational priorities



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

- Implement our Equity, Diversity and Inclusion Strategy
- Enhance our approach to engaging with communities and responding to their needs
- Hold high ethical and professional standards

Be an employer of choice

- 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

Improve our productivity

- Use data effectively to inform our decision-making
- Make the best use of our resources
- Make processes simpler, more effective and more efficient

Our values



Professionalism



Professionalism is applying the right knowledge, skills and standards to provide a quality service to the public.

Integrity



Integrity is being trustworthy, honest and doing the right thing.

Compassion



Compassion is caring for other people and wanting to help them.



Part 1:

Background to our plan





Policing in the City of London

More than 180 years since the establishment of the City of London Police, the City remains a unique policing environment. As a local service with national responsibilities for business, cyber and economic crime (including fraud), the City of London Police both influences and is influenced by a range of local, national and global factors. The priorities and objectives in this plan are shaped by these unique circumstances and by the wider national and global contexts in which policing operates, including the changing nature of police demand.

The 'Square Mile' is the UK's smallest territorial policing area, with around 8,600 permanent residents. However, its weekday population swells to 678,000 workers and millions of domestic and international visitors, making it the most densely-populated area of the country. As the historic heart of the capital, it is home to countless sites of historic, cultural and economic interest including St Paul's Cathedral, the Barbican and the Bank of England.

It is one of the world's most important financial centres, home to over 6,000 businesses generating over £97 billion in economic output annually and is increasingly a retail and leisure destination.

Crime in the City increased by 7.8% in 2024, which correlates with increased footfall over time and reflects national trends.² The most prevalent types of crime in the City remain theft, violence and public order offences, with one of the most harmful offences remaining violence with injury. The majority of crime continues to be associated with 'night-time economy' hours and while violence against women and girls, domestic abuse and hate crimes remain low, they still cause significant harm.

While we have not seen a recent attack, the national terrorism threat remains at Substantial (meaning one 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.

2 Office for National Statistics, 'Crime in England and Wales: year ending September 2024', January 2025, available at: www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingseptember2024

The threat from – and profile of – terrorism is increasingly complex, with an increasing range of beliefs and ideologies alongside conspiracy theories and disinformation.

As the City of London Corporation delivers the Destination City programme – its growth strategy for the Square Mile – we expect further growth in the numbers of workers and visitors and in the size of the leisure sector. This will likely alter the volume and nature of offending in the City. The wider global context is also relevant, as seen in increased protests in the City related to climate change and international conflicts.

Alongside policing the Square Mile, the City of London Police is the National Lead Force for Fraud (supported by central government funding) and the National Police Chiefs' Council's lead for economic crime, cyber crime and business crime.^{3,4} The increasing globalisation of goods, people and services, and the evolution of technology and changes to social norms, are all changing the threats posed by these offences. Cyber and economic crime (including fraud) together affect more people and more often than any other crime type. This amounts to over half of all crime across England and Wales and causes significant harm to victims. Other areas of economic crime, such as corruption and bribery, are also receiving higher levels of public scrutiny.

The decline in public trust and confidence in the police and wider criminal justice system continues to have implications for police effectiveness and legitimacy. This underscores the importance of engaging and collaborating with our communities and continuing to deliver high-quality services to the public. In a challenging fiscal climate, we must also improve productivity, use data and technology more effectively, and enhance environmental sustainability within our policing infrastructure.

The City of London's policing model and ethos focuses on:

- swift responses to incidents
- high-quality investigations
- pursuing perpetrators
- supporting victims
- protecting vulnerable people
- working with partners to prevent crime and disorder.

3 City of London, 'National Lead Force', available at: www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/national-lead-force/

4 National Police Chiefs' Council, available at: www.npcc.police.uk/

About this plan

This plan is aligned with 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 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 are the most important enablers of those services.

This plan has been produced jointly by the City of London Corporation and City of London Police. It has been informed by extensive consultation, relevant local and national strategies and the national Strategic Policing Requirement (SPR)⁵. Several of the threats set out in the SPR are reflected in the objectives of this plan, and we maintain the capability to fulfil its national responsibilities in response to all the threats outlined, including tackling serious organised crime, child sexual abuse, public disorder, civil emergencies and cross cutting capabilities.

⁵ <https://www.gov.uk/government/publications/strategic-policing-requirement-2023>





Part 2:

Our plan



Our Vision

A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime.

Our operational priorities



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

The City of London continues to be one of the safest areas in the country. It has the lowest rates of serious violent crime in London and very low volumes of the most serious offences such as homicide, rape and serious sexual assault, as well as knife-and firearm-related violence.

Keeping the Square Mile safe, and feeling safe, is central to our role as the dedicated police service for the City of London. This is vital not only for those who live, work, and visit the City but also for maintaining its status as a leading global business district and a thriving economic hub.

The objectives under this priority focus on tackling the highest-volume crimes, those that cause the greatest harm and can affect the most vulnerable, and those that were the highest priority for our communities.

Alongside these efforts, we will continue successful initiatives from our previous (2022-25) plan, including:

- **a Cycle team** tackling theft and dangerous and anti-social cycling to improve road safety
- **Operation Reframe**, a multi-agency initiative promoting women's safety in the night-time economy
- **the Dedicated Ward Officer model**, providing responsive, community-oriented neighbourhood policing
- **effective public order policing**, ensuring we can respond to increased protest activity in the Square Mile while balancing public safety and the right to lawful demonstration

Objective A: Reduce and respond effectively to theft

Theft makes up more than half of the crime in the City of London. Most thefts are linked to our high daily footfall and night-time economy, though increased phone and shop thefts also reflect national trends. City of London Police will take an increasingly preventative approach to tackling theft and continue to respond to it effectively.

To achieve this objective, City of London Police will:

- **enhance our provision of crime prevention advice** by working with partners – including the Safer City Partnership, retailers, licensed premises and our residential and worker communities – to improve its effectiveness and impact
- **reduce theft from shops** by deepening our work with local businesses (including licenced premises and gyms), Business Improvement Districts and the National Business Crime Centre to apply partnership problem-solving approaches
- **increase the use of data-led tasking and technology to forecast, disrupt and prevent theft** by identifying theft hotspots and tasking proactive crime teams using CCTV and new geospatial tracking technology

Objective B: Reduce and respond effectively to violence

The City of London Police continues to improve the prevention, detection and investigation of violence in all its forms. While levels of violence in the City remain low, tackling violence linked to our night-time economy is essential. This includes making the Square Mile safer for women and girls and hostile to perpetrators of violence. Ensuring that all communities feel safe is vital to maintaining the City as a vibrant, thriving and inclusive destination for everyone.

Violence against women and girls is also designated as a national threat by the Home Secretary and was a priority emerging from our public consultation.

To achieve this objective, City of London Police will:

- **refresh our Violence Against Women and Girls (VAWG) Delivery Plan**, ensuring it reflects the latest local and national evidence of what works to tackle this type of offending
- **improve the identification of and response to potentially predatory behaviours** by piloting and evaluating the use of specially trained officers in the night-time economy
- **reduce violence in night-time economy hotspots** by using data-led tasking and patrolling via new geospatial tracking technology, CCTV and enhanced training to deliver more effective and problem-oriented hotspot policing

Objective C: Protect the City from terrorism

The City of London's historical, cultural and economic importance makes it an attractive target for those intent on causing high-profile disruption. The City of London Police, alongside our local and national partners, carry out critical work to prevent attacks and ensure we can respond effectively, should one occur. Given this context and the high priority placed on counter terrorism during our public consultation, tackling this threat remains a top priority.

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, strengthen our protection against a terrorist attack and prepare to mitigate the impact of any attack.

To achieve this objective, City of London Police will:

- **enhance security in venues and public spaces** by providing protective security advice and training to partners and stakeholders
- **disrupt and detect terrorism and serious criminality** by deploying the Counter Terrorism Policing tactic – Project Servator – in collaboration with security partners across the City⁶
- **maintain a high-quality counter terrorism capability across London** by collaborating with the Met Police, including joint training and exercising and maintaining the London-wide firearms commitment, and ensuring plans are in place to respond effectively in the event of an incident
- **ensure our tactics evolve to meet the changing threat picture** – including critical civil contingency risks – by continually improving our approach based on learning and evidence with a testing and exercising programme for critical functions



6 City of London Police, 'Project Servator', available at: www.cityoflondon.police.uk/advice/advice-and-information/wsi/watch-schemes-initiatives/ps/project-servator/

Priority 2: Put victims at the heart of everything we do

The City of London Police continues to put victims at the centre of our work. In February 2025, we published our first comprehensive Victims Strategy, in partnership with the City Corporation, setting out how we will improve services and outcomes for victims in the Square Mile.⁷ This strategy summarises how, through the 2023 National Policing Strategy for Fraud, Economic and Cyber Crime, the City of London Police is improving victims' services from initial reporting to investigation and securing positive outcomes.

While we already achieve high positive outcome rates, we are determined to maintain and, where possible, improve this to ensure that more victims get the justice they deserve.⁸ As such, this Policing Plan commits to additional measures on securing positive outcomes for victims of crime in the City.

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 by improving information and communication, supporting procedural justice throughout their cases, improving multi-agency working and professionalising victims services. The strategy also includes commitments to better represent and promote victims' interests within local government and City businesses.

To achieve this objective, City of London Police will:

- **implement measures to improve information and communication for victims** in line with Priority 1 of our strategy
- **implement measures to improve procedural justice for victims** in line with Priority 2 of our strategy
- **implement measures to improve multi-agency working** in line with Priority 3 of our strategy
- **implement measures to professionalise victim services** in line with Priority 4 of our strategy

⁷ City of London Police, 'Victims Strategy', available at:

www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/victims_strategy.pdf

⁸ Positive outcomes are the range of resolutions or disposals available to deal with offenders and secure effective justice consequences on behalf of victims.

Objective B: Implement victim-focused commitments from our Fraud, Economic and Cyber Crime Strategy

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 (in line with that strategy), City of London Police will:

- **make reporting fraud easier and faster** by launching the new Fraud and Cyber Crime Reporting and Analysis Service, providing victims with improved information and advice
- **provide nationwide access to emotional support and practical advice to victims of fraud and cyber crime** through the specialist advocates in the National Economic Crime Victim Care Unit, which now covers all 43 police forces in England and Wales
- **increase engagement with England and Wales's 43 police forces and regional units** to ensure they have the capabilities they need to deal with fraud and cyber crime, as set out in the most recent Strategic Policing Requirement and our own National Lead Force Improvement Plan

Objective C: Secure positive outcomes for victims of crime in the City

The City of London Police is proud of having the highest rate of positive outcomes nationally, including high conviction rates for domestic abuse. However, we want to continue to improve our positive outcome rates for victims of crime in the City. Our goal is to enhance our positive outcome rates across all crime types – including fraud, economic, and cyber crime – by bringing more offenders to justice.

To achieve this objective, City of London Police will:

- **improve the pace and quality of crime investigations and case files** by embedding the work of our Volume Crime Unit and improving the supervision of investigators
- **improve the investigation of rape and serious sexual assaults** through local implementation of the national Operation Soteria model, providing specialist training to investigators and upskilling the wider workforce⁹
- **work with partners to pursue and disrupt the serious and organised criminals** associated with the global trade in stolen phones that is driving phone theft in the City and beyond
- **improve positive outcomes for victims and reduce re-offending** by seeking charges, prosecution, or out of court disposals against perpetrators of crime in the City (including perpetrators of fraud, economic and cyber crime)

9 College of Policing, 'National operating model for the investigation of rape and serious sexual offences', available at: www.college.police.uk/national-operating-model-rasso

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

Today, with increasing online activity, cyber crime and fraud have become major threats. Fraud is now the most commonly experienced crime in the UK, and the complexity of these globalised crimes presents significant challenges. The City of London Police remains at the forefront of leading the national policing response to these challenges. The National Policing Strategy for Fraud, Economic and Cyber Crime 2023 to 2028 sets out our plans to address these threats, including developing

the capacity and capability of the workforce, as well as leveraging data and innovative technologies to continually improve our ability to identify, pursue, investigate, and bring offenders to justice.¹⁰ We 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 below support those set out in the national strategy.

Objective A: Protect people and businesses from fraud, 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:

- **empower people and businesses to reduce the likelihood of them being successfully targeted by criminals online** by co-ordinating consistent messaging and campaigns and pointing them to other services as needed

- **tackle cyber crime** by working with forces, regional units and member organisations to promote and use the Police CyberAlarm system to help prevent cyber attacks
- **strengthen cyber resilience** across the nation's small and medium-sized enterprise (SME) community by developing our Cyber Resilience Centres across the country and working with the National Business Crime Centre to protect business interests and strengthen economic growth
- **prevent online offending** by working with industry and financial institutions to provide real-time information to disrupt offenders from being able to target people and businesses
- **deliver measures set out in the Online Safety Act** by working with Ofcom and industry to ensure they are successfully implemented and complied with

¹⁰ City of London Police, 'National Policing Strategy for Fraud, Economic and Cyber Crime', 2023, available at: www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/colp_national-policing-strategy-document.pdf



Objective B: Transform the national response to fraud, economic and cyber crime

City of London Police will continue to lead the national policing response to fraud, economic and cyber crime. This includes working with local, national and international law enforcement and industry partners to build capability and promote innovation.

To achieve this objective, City of London Police will:

- **ensure policing is equipped to deal with the changing nature of fraud, economic and cyber crime** by providing teams with the specialist knowledge and skills required to tackle complex investigations and criminal networks, locally, regionally and nationally, through the work of the Economic and Cyber Crime Academy
- **work with businesses to promote innovation** – including through use of technology, automation and intelligence sharing – to predict and prevent opportunistic criminality
- **pilot a new Domestic Corruption Unit** which will play a central role in investigating cases of corruption and provide valuable insights into the corruption threat landscape

Objective C: Proactively pursue fraud, economic and cyber crime offenders

City of London Police will support police forces and national and international agencies to proactively pursue offenders and serious organised criminal networks associated with fraud, economic and cyber crime, while developing the intelligence necessary to secure prosecutions.

To achieve this objective, City of London Police will:

- **target and pursue high harm offenders** through proactive and intelligence-led investigations, and co-ordinating the work of regional Proactive Economic Crime teams
- **improve the speed and quality of information provided to law enforcement agencies** – by exploiting new technology and data analytics so they can pursue offenders and organised criminals and successfully bring them to justice
- **increase criminal justice outcomes for fraud, economic and cyber crime**, including bringing money laundering offenders to justice and seizing more criminal assets

Our organisational priorities



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

The City of London Police's Equity, Diversity and Inclusion Strategy 2024 to 2027 announced our ambition to become one of the most inclusive and trusted police services in the country.¹¹ We know that widely publicised failings have damaged the public's confidence in the police, and that improving our organisation's equity, diversity and inclusion is essential to rebuilding that confidence.

By enabling people of all backgrounds and experiences to thrive in the City of London Police, we will also improve our operational performance and the services we provide to the public. As set out below, that work will be supported by new measures in this plan to enhance how we engage with the City's communities, ensuring we maintain high ethical and professional standards.



¹¹ City of London Police, 'Equity, Diversity and Inclusion Strategy 2024-2027', available at: www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/equality-and-diversity/equity-diversity-and-inclusion-strategy-2024-2027.pdf

Objective A: Implement our Equity, Diversity and Inclusion (EDI) 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 communities and responding to their needs

We believe that understanding our communities better, and responding to their needs, will lead to higher levels of trust and confidence and less crime in the Square Mile. We are committed to open engagement and collaboration with our communities and transparency in our decision-making, including our use of powers. Whether you

are a resident, worker, visitor, business or member of a local voluntary, community or faith group, we will continue to provide engagement opportunities on the issues that matter most to you and invite scrutiny of our use of powers through our Independent Advisory and Scrutiny Groups and by publishing data.

To achieve this objective, City of London Police will:

- **solve local crime and anti-social behaviour problems** by involving communities and partners in identifying, understanding and responding to the issues that matter to them as part of neighbourhood problem solving approaches
- **grow our Special Constabulary** of warranted, uniformed volunteer police officers to supplement the regular service and help to build links between policing and communities
- **professionalise our approach to engaging with our communities** by providing training for our officers, drawing on learning and good practice and collaborating with our partners, including the City Corporation
- **protect people who are vulnerable** by working closely with our health, social care and security partners across the City – including the mental health and rough sleeping teams – to ensure they receive the care and support they need
- **support police forces and regions across the country** to understand and meet the needs of communities affected by fraud, economic and cyber crime by providing high quality crime prevention messaging and resources

Objective C: Hold high ethical and professional standards

City of London Police will build 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
- **continually improve workforce culture and standards of professional behaviour** by implementing learning from inspections, investigations and reviews like the Casey Review¹², the Angiolini Inquiry¹³, safeguarding reviews (e.g. Child Q case)¹⁴ and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services¹⁵
- **ensure our complaints, conduct and vetting processes are fair and proportionate** by complying with national standards and encouraging internal and external scrutiny to identify and address any disproportionality



12 Metropolitan Police, 'The Baroness Casey Review', 2023, available at: www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/bcr/baroness-casey-review/

13 The Angiolini Inquiry, available at: www.angiolini.independent-inquiry.uk/

14 The City & Hackney Safeguarding Children Partnership, 'Local Child Safeguarding Practice Review – Child Q', available at: <https://chscp.org.uk/portfolio/local-child-safeguarding-practice-review-child-q/>

15 His Majesty's Inspectorate of Constabulary and Fire & Rescue Services, available at: <https://hmicfrs.justiceinspectorates.gov.uk/>

Priority 5: Be an employer of choice

Our people are our most valuable asset. City of London Police want to attract the very best people into our organisation, so we have the right mix of resources, skills and capabilities to deliver effective policing services now and in the future. Once they join, we want our people to thrive and progress.

To achieve this, we need effective attraction, recruitment and retention processes, and we must ensure that once people are here, they feel well equipped (physically, psychologically and professionally), supported and developed within an inclusive environment that values diverse perspectives and experiences.

Objective A: We will attract, recruit and retain the best talent

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

To achieve this objective, City of London Police will:

- **attract new talent** including specialist capabilities in line with the priorities of our Strategic Workforce Plan, including tactical firearms, forensics, custody, analysis and investigations (including fraud)
- **reduce the attrition of candidates** by improving the candidate experience of the recruitment and onboarding process
- **retain existing talent** through engagement, recognition, competitive compensation, career development and progression opportunities, and creating a positive organisational culture

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 and implementing technology projects which drive innovation and continuous improvement
- **complete a training needs analysis** to assess skills, and address gaps and future training needs, to enhance workforce capability in line with strategic objectives

- **develop a professional learning and development offer** in line with our Strategic Workforce Plan priorities, including rolling out the Police Leadership Programme for first and mid-line managers and providing training for key professions (e.g. forensics and investigations) including through our Economic and Cyber Crime Academy
- **improve operational effectiveness** by working with the City Corporation to provide a new and modern operating environment across multiple sites from 2027, including a new, purpose-built City of London Police operating base at Salisbury Square with specialist facilities

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. This includes 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 and in line with the Blue Light Wellbeing Framework
- **use our wellbeing ambassadors** across the organisation to support directorate level wellbeing initiatives and practitioner wellbeing groups
- **support officers and staff who have been assaulted** in the course of their duties in line with national guidance¹⁶



¹⁶ Oscar Kilo, 'Operation Hampshire', available at: www.oscarkilo.org.uk/services/operation-hampshire

Priority 6: Improve our productivity

City of London Police faces a growing volume and complexity of policing demands in a challenging financial context. We must improve our productivity to meet these demands and the expectations of the communities we serve, while ensuring that the workloads of our people are manageable and focused on activities that deliver value to the public.

The objectives below set out the ways in which we will improve our productivity over the life of this plan, from enhancing our use of data to making sure we are making the best use of our 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 drives organisational effectiveness and efficiency by informing operational, tactical and strategic decision-making, ensuring resources are directed to where they are most needed and where they have most impact. The responsible use of data also enhances our legitimacy by providing a better understanding of how crime and policing affect different groups, helping us address inequalities and disparities, and demonstrating how we are responding to community concerns.

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 confident 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 resources

City of London Police will continue to ensure efficient and effective use of our funding and resources. This includes using our business planning process to allocate resources where they have the biggest impact, deliver value for money and maintain a high quality service to the public now and in the future.

To achieve this objective, City of London Police will:

- **improve our commercial proficiency** including reviewing supplies and services and making sure we get the best outcomes from our procurement exercises, delivering value for money in all spending decisions
- **improve our understanding and forecasting of demand** through horizon scanning, data analysis and risk assessment as part of a comprehensive business planning process
- **update our performance framework** to provide officers and staff with greater clarity on how their work contributes to delivering the Policing Plan, helps supervisors and business leads to continually drive performance across all areas and ensures chief officers can target resources toward strategic objectives
- **ensure we have the right mix of roles and skills in the right places** to deliver on our strategic priorities by continuing to develop our approach to workforce planning

Objective C: Make processes simpler, more effective and more efficient

City of London Police will work with our partners to review and improve our ways of working, embrace technology to make our processes more efficient and achieve the best outcomes for our communities and our people.

To achieve this objective, City of London Police will:

- **review and streamline processes** with an initial focus on operational (administration of justice) and corporate (HR, finance, vetting) support functions
- **make use of innovative technology** – and ensure we are using existing technology to its full potential – to improve our service to the public, including identifying opportunities for using robotics and AI to free-up officer and staff time
- **drive greater effectiveness in our partnerships** to deliver better community safety outcomes, including preventing crime, disorder and anti-social behaviour, by building more collaborative and data-led approaches to learning and problem-solving



Our Values

Our Policing Plan is built on our values of professionalism, integrity and compassion. These values closely align with the ethical policing principles set out in the police Code of Ethics. Our values underpin how we interact with the public and how we treat each other, and are central to achieving our vision. We expect to be held to account for upholding these values in all we deliver as a police service, including how we deliver on the priorities set out in this plan.

City of London Police Values



Professionalism

Professionalism is applying the right knowledge, skills and standards to provide a quality service to the public.

- We will take pride in providing an excellent service to the public.
- We will demonstrate continuous professional development.
- We will use evidence and professional judgement to inform our decisions.
- We will set an example to others by demonstrating the highest levels of professional conduct.

Ethical Policing Principles¹⁷



Public Service

Working in the public interest, fostering public trust and confidence and taking pride in providing an excellent service to the public.

¹⁷ <https://www.college.police.uk/ethics/code-of-ethics/principles>



Integrity



Integrity is being trustworthy, honest and doing the right thing.

- We will be honest and open to scrutiny.
- We will be transparent in our actions and accountable for our decisions.
- We will record and use data ethically and responsibly.
- We will challenge behaviour that falls below expected standards.
- We will respond to criticism with a willingness to learn and change.

Compassion



Compassion is caring for other people and wanting to help them.

- We will act with humanity and kindness and treat people with care and respect in all our interactions.
- We will value diversity both as an employer and as a public service provider.
- We will create a culture of belonging that maximises everyone's talents.
- We will take time to listen to the views and experiences of others.
- We will protect and support those who are vulnerable.

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.

Part 3:

Delivering the plan



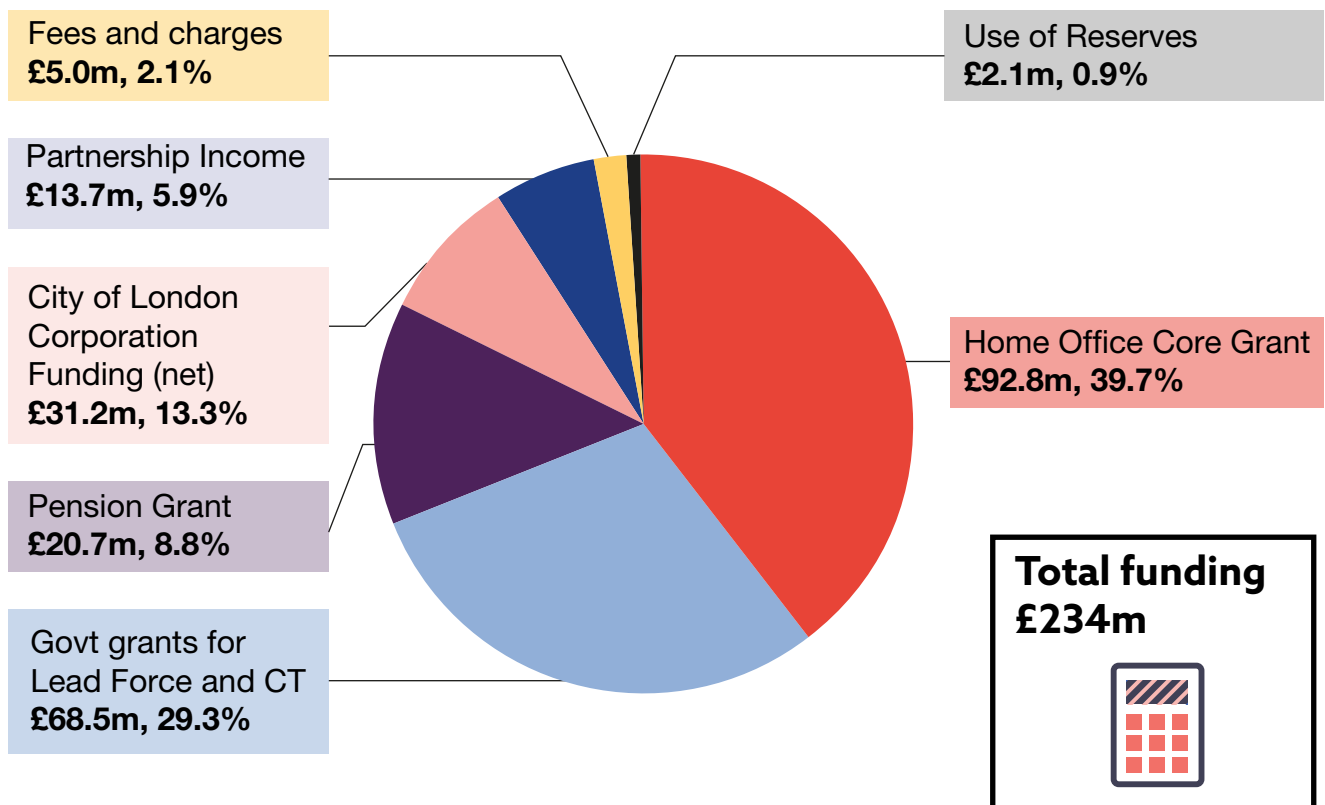
Funding

City of London Police has the funding arrangements in place to deliver on the commitments contained in this plan.

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 for 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 City Corporation

does not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the City Corporation applies a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London. The breakdown of funding sources is shown in Figure A below.

Figure A: City of London Police funding sources 2025-26



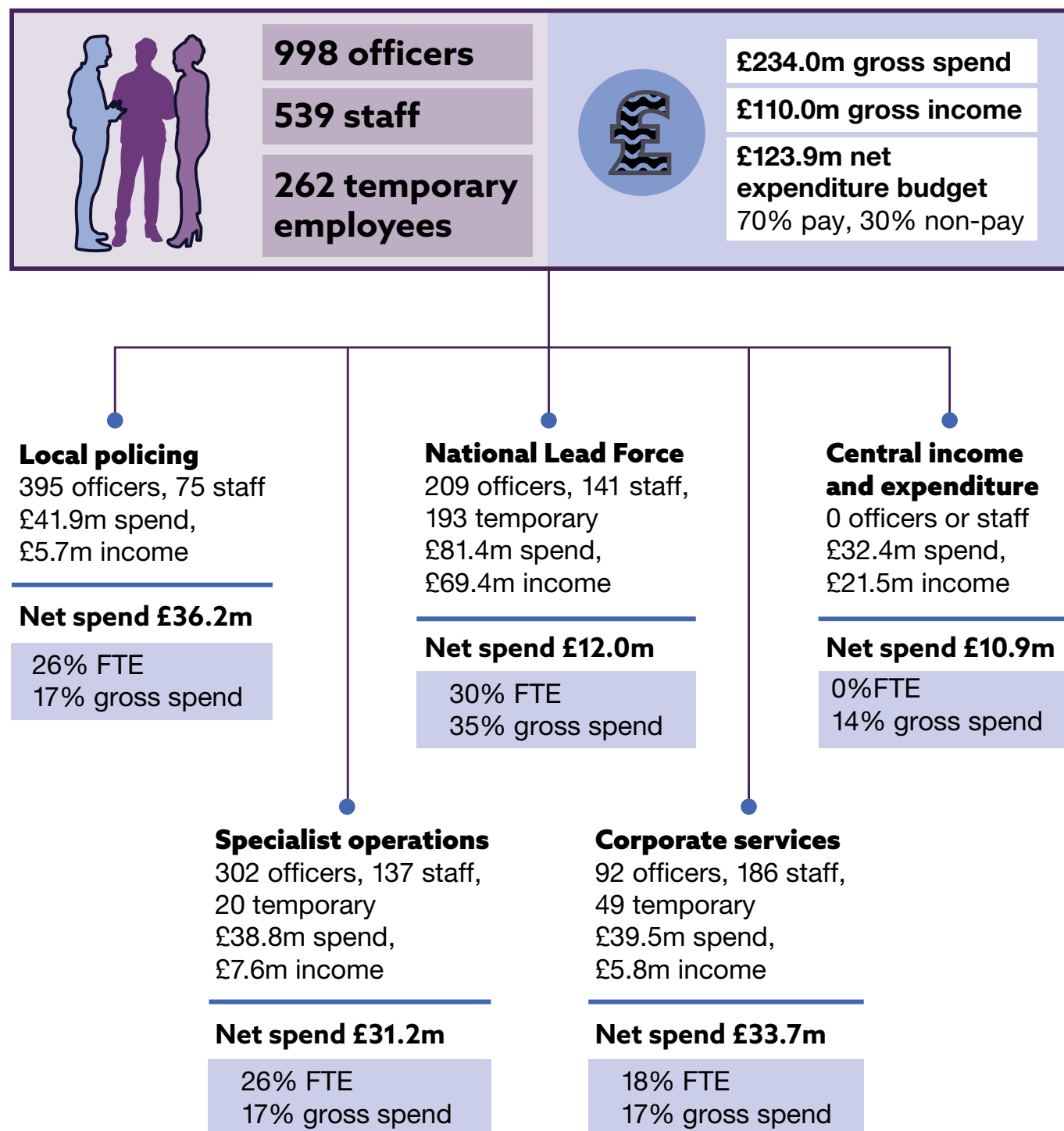
In partnership with the City Corporation, we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services through a combination of increased funding, stronger prioritisation and productivity improvements. With our unique location and proximity to 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 to 2026, the budget provides for a force establishment of 539 full time equivalent (FTE) police staff, 998 FTE officers and 262 temporary funded roles. To make sure our expenditure does not exceed our funding in 2025 to 2026 we will need to ensure savings from previous years are sustained and achieve £2.4 million additional savings in 2025 to 2026.

As shown at Figure B, territorial policing (Local Policing and Specialist Operations) accounts for 52% of the core funded full time equivalent (FTE) staffing numbers and 34% of the gross spend budget. Corporate Services and Central Income and Expenditure consists of 18% of the workforce and 31% of the gross expenditure budget. The remaining 30% of the workforce are employed in National Lead Force (NLF) and the funded nature of its activities means that whilst it accounts for 35% of the Force's annual gross expenditure, proportionally it is allocated less core budget as £69.4 million of its activities are financed outside of the core Home Office and local Business Rate Premium funding.



Figure B: Allocation of people and money across business areas for 2025-26



We continue to look at opportunities to manage our budget challenges by:

- driving productivity improvements
- maximising cost recovery for funded work
- improving procurement
- reviewing supplies and services
- using proceeds from seized assets
- improving working patterns to match need
- efficient business support (including dedicated resource to improve our contract and commercial management and grant applications)
- improving supervision ratios
- reducing overtime
- improving use of mobile technology and agile working

We are also investing £13.6 million into our capital programmes in 2025 to 2026, including £7.5 million for the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) programme, £3.6 million for other change priorities, and funding for cyclical replacements and continuous improvement activities.

Working with others

The City of London Police cannot implement this plan alone. Effective partnerships with local and national agencies, as well as the communities we serve, will be central to delivering on our commitments. We work closely with a wide range of organisations – public and private, local, national and international – all of which 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. This includes close collaboration with the City 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 our diverse communities of residents, businesses, workers and visitors.



Governance, scrutiny and accountability

City of London Police has a range of strategies, plans, programmes and projects to help turn the commitments in this plan into tangible actions. We have robust internal governance arrangements, from operational and tactical meetings to strategic governance boards, to monitor and drive progress against our strategic priorities and objectives.

We encourage external advice and scrutiny through our Independent Advisory and Scrutiny Group (IASG) which is made up of a diverse mix of individuals from residential and business communities across the City.¹⁸ 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) – trained volunteers that visit police stations unannounced to check on the treatment and welfare of people held in police custody – are also vital in helping us to continually improve our custody provision.¹⁹

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, the police authority for the City of London.²⁰ Police Authority meetings are held in public and agendas, papers and details of how to watch online can be viewed on the Police Authority webpages.²¹

Several national agencies support and oversee the work of City of London Police. The Home Office oversees our performance in relation to our national fraud, economic and cyber crime responsibilities. His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services independently assesses the effectiveness and efficiency of police forces and fire and rescue services – in the public interest.²²

The Independent Office of Police Conduct – 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.²³ The College of Policing is a professional body working across policing including setting standards, identifying ‘what works’ and developing policing skills and capabilities.²⁴

- 18 City of London Police, ‘Independent Advisory and Scrutiny Group’, available at: 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/
- 19 City of London Police, ‘Independent Custody Visiting’, available at: www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority/about-police-authority/independent-custody-visiting
- 20 City of London Police Authority, available at: www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority
- 21 City of London Police, ‘City of London Police Authority Board: Committee details’, available at: <https://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=142>
- 22 His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services, available at: <https://hmicfrs.justiceinspectorates.gov.uk/about-us/what-we-do/>
- 23 Independent Office for Police Conduct, available at: www.policeconduct.gov.uk/about-us
- 24 College of Policing, available at: www.college.police.uk/

Contact us

Public enquiries and reporting crime

www.cityoflondon.police.uk

Non-emergency number: **101**

In an emergency always dial **999**

Textphone service: **18001 101**

Anti-terrorist hotline: **0800 789 321**



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City of London Police

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