

City of London Police

Policing Plan

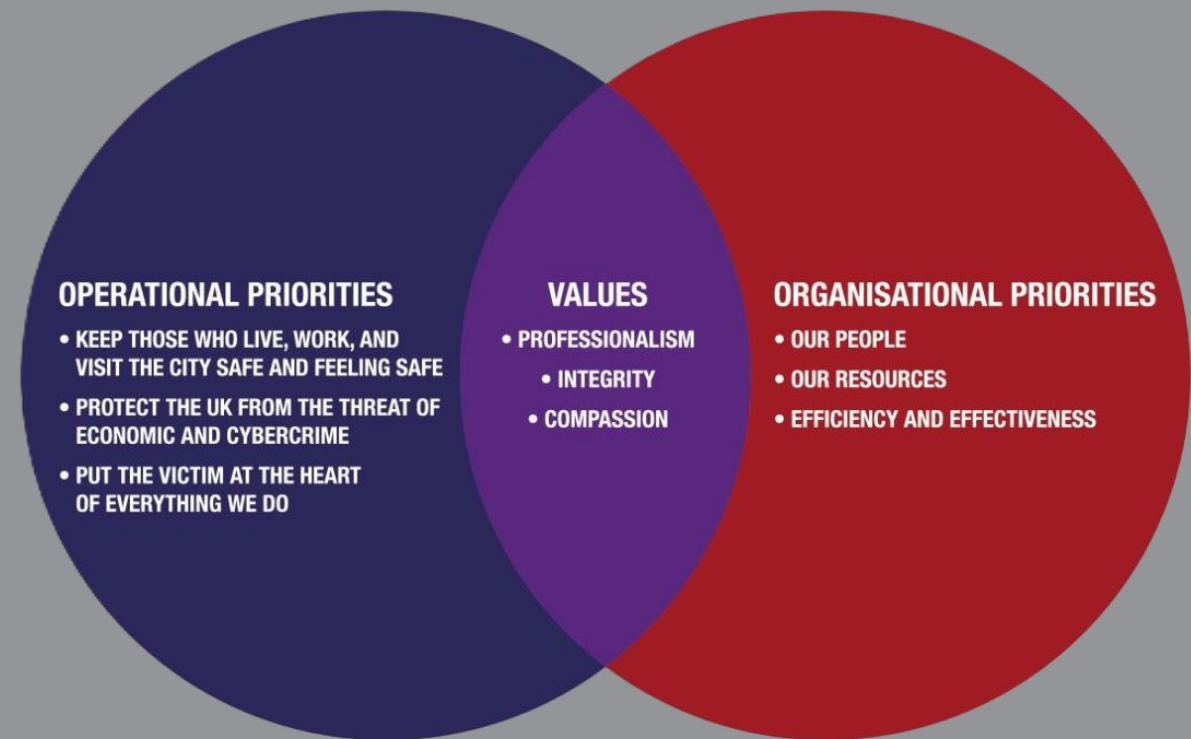
Annual Report 2024-25



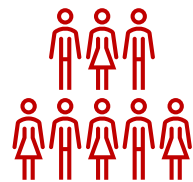
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Our Policing Plan 2022-25



Headline achievements - Policing Plan 2022-25



We achieved our uplift target for 2024/25 with **1,000** 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).

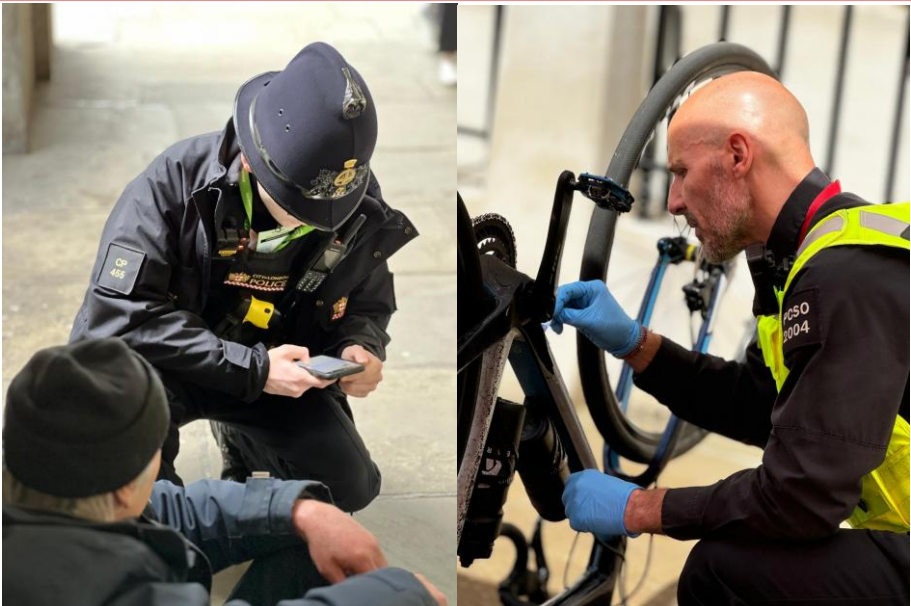


Action Fraud launched a national campaign to raise awareness of fraud and to provide preventive advice.

The 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 I 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 (NEVCU) 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.

In July we launched our new Equality, Diversity and Inclusivity Strategy underpinning our commitment to become one of the most inclusive and trusted police services in the UK.

Our teams have been hard at work to keep those who live, work and visit the City safe and feeling safe. 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 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 is 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 focusses on prevention and response to crime including theft and violence during the Christmas period.

During 2024/25 we developed Operation Swipe, the City of London Police's operation to deter, detect, apprehend and prevent phone snatching. This proactive approach involves visible public messaging - iconic 'blue plaques', placed at phone theft hotspots and locations where arrests of phone snatchers have taken place, as well as targeted patrols in areas identified as 'hotspots'. The last quarter of performance data saw a 23% reduction in snatch theft offences compared with the same period in 2023/24.

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 threats. Operation Henhouse III, in partnership with the National Crime Agency (NCA) to intensify investigation into fraud 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 able 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 (PECTs) have now been fully embedded in all regions delivering a consistent and coordinated response to fraud and economic crime. This year saw significant national operations targeting cross border criminals 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 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.	Using powers under the Proceeds of Crime Act 2002 the Dedicated Card and Payment Crime Unit has confiscated/ forfeited over £2.3m which strips the fraudsters of the benefits of their criminality.
Put the victim at the heart of everything we do			
The new Victims Strategy written this year includes 12 performance measures to ensure we put the victim at the heart of everything we do.	NECVCU have assisted victims recover £1,606,673M with NLF Ops teams and funded units have obtained £1,933,203M in compensation.	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 saw a rise in cycling to work, especially on hire cycles and a rise in EAPCs (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 the creation of the team (up to February 2025) they have arrested 98 people, issued 1,976 traffic offences and seized 310 e-bikes.

OPERATION REFRAME

‘Don’t cross the line campaign’ focused on educating the public and licensed premises about the offence 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. 9 different Reframe operations have been carried out of the last year making the City a safer place for women to socialise.

EVERY CRIME REVIEWED

City of London Police review every crime report 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 strengthen 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 creation of Project Servator which was developed in partnership with the National Protective Security Authority and has since been rolled out across the UK and world. This aims to disrupt a range of criminality, including terrorism, whilst providing a reassuring presence for our communities.

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.

Attended by representatives from 27 police forces and government partners, it showcased the growth of Project Servator

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

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

We have used the police uplift programme to invest in our neighbourhood policing capacity. We have increased the number of dedicated wards offices and created a cycle team. With the additional neighbourhood policing uplift a further 14 posts will be created this year resulting in a 50% increase in our neighbourhood policing team. 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) in partnership with the City of London Corporation. These meetings are an opportunity for our communities to sit

down and have a conversation with police and local government officers about crime and anti-social behaviour concerns in their neighbourhoods.

HOTSPOT POLICING

Hotspots have been identified through data analysis and intelligence gathering with the goal 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.

FOCUS ON THEFT

A greater focus on intelligence led policing has continues to tackle theft offences. An acquisitive crime board ensures officers across local policing are tasked to hotspot locations and are an intelligence led team. This is a cross-portfolio collaboration dedicated to problem solving, with a focus on acquisitive crime. There is a particular focus on ‘theft from the person’ offences, specifically phone snatches and bag theft offences which saw a 24% reduction in snatch offences in January – March 2025 compared to the same period last year.

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, we continued to lead and coordinate the policing response to fraud, economic and cyber crime.

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, is held to enhance the UK's response to fraud, economic and cyber-crime. 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 NATIONAL LEAD FORCE - INTERNATIONAL FRAUD AWARENESS WEEK

During International Fraud Awareness Week we celebrated the work we do to tackle fraud nationally and globally. As well as our national achievements we have provided a global response to fraud by working with global partners. Examples include:

- Joint working with German law enforcement on a courier fraud investigation.
- Assistance to the Polish embassy on a report of payment diversion fraud.
- Supporting the USA Manhattan District Attorney's Office with investigations
- Sharing our experiences on a panel 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, City of London Police and the National Crime Agency (NCA) led a nationwide operation to investigate fraud which resulted in 440 arrests, 211 interviews and assets and seizures worth £19 million.

Op Henhouse, now in its fourth year, marked a 52% 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)

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 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

This is 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 the operation is funded through proceeds of crime. 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 represents a transformative approach to the utilisation of technology to identify high-risk SOC subjects across 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 3 year 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 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

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 night time economy aligned to licensing and partnership activity. Officers ran safety and crime prevention initiatives into the New Year, including ‘Ask 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 the City Police and across relevant partnerships. This will ensure that victims are well supported and informed to enhance greater opportunities for safeguarding and reducing repeat offending.



Put the victim at the heart of everything we do

THE NATIONAL ECONOMIC CRIME VICTIM CARE UNIT (NEVCU)

The National Economic Crime Victim Care Unit (NEVCU) 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 NEVCU 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 NEVCU 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 WOMEN AND GIRLS

A priority focus remains 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 a national programme to transform how policing responds to rape and other serious sexual offences. This includes training, updated processes, and policy alterations. The six focal pillars of Soteria 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 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 launch event in July last year. Our ambitious programme of activity is spread across the 4 pillars over 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.

INCLUSIVE EMPLOYERS “SILVER”

We were 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.

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

Our People

JUNIOR CADETS LAUNCHED

City of London Police is 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 FROM THE MINISTRY OF DEFENCE (MOD)

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 was approved in January 2025. This plan was developed 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 priority skills 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 LAPTOP DEVICE ROLLOUT

New laptops were rolled out to staff in early 2025. The refresh represents a significant investment in our workforce and quality of equipment

The new 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.



AUTO REDACTION SOFTWARE ROLL OUT

In August 2024, we began to rollout auto redaction software, enabling our officers and staff to quickly and accurately redact documents in the course of their work. The technology has saved 718 person days since which is being re-invested in previously unmet investigative demand.

This type of technological advance, and 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 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.

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. The 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 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.

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 and are collaborating across the London region.

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.

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.

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.

PUBLIC DISORDER

We have a designated Public Order Public Safety (POPS) Lead supported by 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.

Crime and Incident Statistics

LOCAL DATA

We monitor criminality within the City, so we can react to emerging trends and patterns to keep residents, workers and visitors safe. Crime rates rose in the last year crime by 4.1% (360) and over the last 3 years this increase stands at 19% (1,471). This is primarily driven by theft offences.

Theft remains the most prevalent crime type (60% of all crime) and has seen a 3.8% (201) increase within the last year, although this increase is not as sharp as the year prior which was a 16% increase between 22/3 to 23/4. The most significant increase within the theft category has been within the "Shoplifting" category increasing by 115% (+823) from 2022/23 and by 32.5% (+377) from 23/24 . Theft from the person remains another of our most prevalent theft types and has seen only minor increases of 3.3% (47).

CoLP has reduced theft offending through proactive work in several areas namely Burglary (-6.4% since 2024/25), Bicycle Theft (-16.1%[-40] since 2024/25) and “all other theft” (-12.7% [-21] since 2024/25) which includes theft of personal items from bars/cafes etc which is one of the 3 most prevalent offences types in the City. The City’s crime profile is in contrast to the national picture where theft offences are not the most prevalent crime type and made up only 34% of crime (in 2024).

Violence offences are the second most prevalent crime type and saw a 10.6% (137) increase on last year. These violence offences, however, are less harmful with a greater proportion of violence offences resulting in no injury than those with an injury. Violence offences are the most prevalent offences nationally (in 2024) making up 37% of all crime Drug Offences have continued to reduce consistently with a 14.6% (-91) decrease in the last year and 14.4% (-90) decrease over the last 3 years.

City of London Police is monitoring the increases in high harm offences such as sexual offences and robbery to ensure it takes a proactive approach to prevention and investigation however the increase in these crime types is a national trend.

There have been changes to other incident demands too with a 6.6% (-66) reduction in Antisocial Behaviour incidents since 2022/23 and a 17% (-134) reduction in safeguarding concerns.

Domestic abuse incidents have increased slightly by 5.4% (19) compared with 2023/24 however still only represent a small proportion of our offences (2% of Crime). This is different to the national picture where they make up a significant proportion of offending in most forces.

	2022/23	2023/24	2024/25		1 yr % Change	1 yr Change		3 yr % Change	3 yr Change
THEFT OFFENCES	4564	5307	5508		3.8%	201		20.7%	944
VIOLENCE AGAINST THE PERSON	1164	1296	1433		10.6%	137		23.1%	269
PUBLIC DISORDER	517	595	695		16.8%	100		34.4%	178
DRUG OFFENCES	623	624	533		-14.6%	-91		-14.4%	-90
CRIMINAL DAMAGE & ARSON	272	340	372		9.4%	32		36.8%	100
MISCELLANEOUS CRIMES AGAINST SOCIETY	207	195	155		-20.5%	-40		-25.1%	-52
SEXUAL OFFENCES	131	168	201		19.6%	33		53.4%	70
ROBBERY	125	156	160		2.6%	4		28%	35
POSSESSION OF WEAPONS OFFENCES	57	90	74		-17.8%	-16		30%	17
Total	7660	8771	9131		4.1%	360		19.2%	1471
Key Incident types									
Anti Social Behaviour	1000	916	934		2%	18		-6.6%	-66
Mental Health Incidents	232	469	268		-43%	-201		15.5%	36
Adult and Child Safeguarding	786	725	652		-10%	-73		-17%	-134
Cross Cutting Themes									
Domestic Abuse Incidents	334	351	370		5.4%	19		10.7%	36
Hate Incidents	222	291	412		41.6%	121		86%	190
VAWG	496	573	631		10.3%	59		27%	135

The proportion of Hate Incidents and VAWG have increased significantly, CoLP has worked to encourage reporting and make it easy for people to report and this increase was predicted due to those efforts.

Crime and Incident Statistics

Increased crime in the City is linked to a number of factors:

- Crime is closely aligned to footfall. Since 2022 footfall has increased by approximately 15% and is predicted to continue to do so.
- Increased numbers of officers and proactive policing initiatives results in more crimes being detected.
- Technology continues to grow and enable criminals to operate. This is particularly true for fraud, cyber dependent and cyber enabled crimes including stalking and harassment offences.
- Societal factors such as cost-of-living challenges have led to increased acquisitive crime, which has been compounded by increasing value of goods being stolen.
- There is a link between the goods stolen from this acquisitive crime offending and secondary offending such as fraud offences.
- The accessibility of crime enablers has also increased, which has further allowed organised criminal networks to grow and operate across local, national and international boundaries.

There are also areas of both national and local focus where efforts have been made to reduce under-reporting to help us understand the true scale and nature of offending and allow preventative and targeted pursue activity. In the past 12 months this includes increased reporting linked to Hate Offending that is secondary to other offences and retail crime and has increased crime reports.

CoLP continues to respond quickly to incidents with a consistent level of performance relating to incident attendance timeframes. 96% of all “immediate” graded incidents are attended within the 15min agreed service level and 98% of all “significant” graded incidents are attended within the 60min agreed service level.



In addition to responding to incidents CoLP has a very positive outcome rate for its investigations when compared to police forces nationally.

	2022/ 23	2023/ 24	2024/ 25	1yr Change	3 yr change
All crime	16.7%	20.2%	21.2%	+1	+4.5

Of particular note are the timeliness of investigations which CoLP has worked to reduce, to ensure offenders are brought to justice as swiftly as possible and victims are provided a high level of service. The current proportion of outcomes attributed to crimes recorded in the 2024/25 year is higher than the national average for Jan – Dec 24, showing positive outcome proportions and timeliness of investigations.

This is particularly true for the below offence types, demonstrating a commitment to successfully pursuing offenders of the most prevalent offences (All other theft and Shoplifting) and most harmful offences (Sexual Offences and Violence with injury).

	COLP 2024/25	National Jan – Dec 24
All Crime	17.5%	11.2%
Victim Based Crime	12.9%	8.4%
Other Crimes against Society	42.9%	22.7%

	COLP 2024/25	National Jan – Dec 24
Shoplifting	28.2%	22%
All other theft	7.8%	2.3%
Violence with injury	17.5%	11.8%
Sexual Offences	10%	4.7%

In addition to positive outcomes for investigations CoLP continues to take a proactive stance against antisocial behaviours with the following continued successes against behaviours of most concern to our communities:

- 189 Community Protection Notices and Warnings issued to individuals for antisocial related behaviours.
- 31 Criminal Behaviour Orders granted against offenders to prevent reoffending in the City.
- 326 E-Bike Seizures (linked not just to antisocial cycling but further criminality such as snatch offending).

Policing Plan performance overview

1) Reduce Neighbourhood Crime

2022/23	2023/24	2024/25		1yr Change	3yr Change
1112	1590	1733		+8.99%	36.67%

Neighbourhood crime in the City is largely related to theft from person which makes up 87% of this crime type. Levels of burglary have reduced by –6.4%. The rises in acquisitive crime attributed to more general societal changes are reflected in this increase alongside improved ease of reporting, and requirement for reporting. Prevention tactics have been implemented including high-visibility deployment, covert deployments, geofencing prevention campaigns and partner led interventions. CoLP remains above average (National - 1.0%) in its investigative outcomes (CoLP – 1.6%) however this is a notably challenging offence to investigate, with limited interaction between suspect and victim reducing both forensic and identification opportunities. Increases in theft from the person offences are being seen across all of London and are reflective of phones being taken from persons.

2) Reduce Violent Crime

2022/23	2023/24	2024/25		1yr Change	3yr Change
1281	1464	1635		+11.68%	+ 27.63%

Violent crime has increased, largely due to increases in sexual offending and violence without injury offences, however these still remain primarily low harm in their nature. CoLP has worked hard to increase feelings of safety in the night-time economy and encourage reporting of low harm offending. This in part explains the increase seen in this period, alongside a drive to increase those coming to and staying in the City to enjoy hospitality venues in the night-time economy. This differs to the national picture where a 4% decrease was recorded in the 12months to Dec 2024. Specific operations to target offending in the night-time economy have been implemented however the tactics did not always impact violent crime in the ways seen previously and new approaches are being developed.

3) Reduce Antisocial behaviour

2022/23	2023/24	2024/25		1yr Change	3yr Change
1211	938	976		+ 4.05%	-19.41%

Antisocial behaviour has reduced since 2022/23 and remains at very low levels of approximately 1 incident every 2-3 days with the greatest defined types of antisocial behaviour begging and inconsiderate behaviour. A minor increase was seen in 2024/25. Nationally antisocial behaviour has remained static over the 3-year period.

4) Police Outcome Rate is higher than the National Average

	2022/23	2023/24	2024/25
COLP	16.7%	20.2%	21.2%
National	8%	10%	Not yet available

Positive outcomes for investigations consistently exceeds the national average rate*.

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

2022/23	2023/24	2024/25		1yr Change	3yr Change
5852	5811	7969		+ 2158	+2117

A national target of 6,000 judicial outcomes was set for 24/25. This has been exceeded by 33% (1,969) with 7,969 outcomes reported. This is due to a combination of factors including some large cases being finalised during the period, and the continued targeted engagement and support to reduce outstanding investigations.

6) Economic and Cyber crime training and accreditation

2021/22	2023/24	2024/25		1yr Change	3yr Change
1438	1111	988		-123	- 450

A challenging economic environment for police forces has led to a lack of funding availability for training, leading to low uptake for the economic crime academy. The academy has diversified creating bespoke courses for police forces and other public sector agencies in the UK and overseas bodies.

7) Action Fraud Victim Satisfaction levels are improved

2022/23 Average	2023/24 Average	2024/25 Average		1yr Change	3yr Change
88%	90%	90%		0	+2

Satisfaction levels have improved since 2022/23. This is due to increasing satisfaction with the telephone service. There has been limited opportunity to influence satisfaction with the online service whilst the replacement system for the Fraud and Cyber Crime Reporting Service is in development.

* Comparing crimes recorded in the period against outcomes recorded in the period.

Policing Plan performance overview

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

October 2022	June 2023	September 2024	February 2025		1yr Change	3yr Change
41% Agree	47% Agree	42% Agree	51% Agree		+9	+10

Pulse survey results show this at 51% which has improved consistently since the first full staff survey (October 2022), with a rise of 5% in the summer 2023 Pulse Survey. This specific question relates to psychological safety at an organisational level. However, when compared to the team specific measure “**I feel accepted and respected within my team**”, response rates have been comparably high with an initial baseline of 71%, rising consistently to 86% in the 2024 pulse survey.

7) CoLP’s workforce engagement levels are increased

October 2022	June 2023	September 2024	February 2025		1yr Change	3yr Change
66%	69%	71%	76%		+5	+10

Workforce engagement levels have risen over the policing plan period leading to the overall percentage favourable score of 76%. The staff survey provider, has stated that our engagement score is “high and has remained consistent over time”, which is “excellent” compared with other public sector organisations.

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 minority backgrounds	14%	15.0%	15.5%		+0.5	+1.5
% workforce identifying as female	36%	38.8%	39.8%		+1.0	+3.8

There have been small improvements in workforce representation since 2022, with the overall proportions of ethnic minority and female representation employees 1% closer to parity. Targeted recruitment, development and retention activities continue to be a focus of our EDI strategy.

9) Financial Outturn is within 1% of forecast

The provisional revenue outturn for 2024/25 was £116.3m against the latest approved budget of £116.3m resulting in a breakeven position as forecast. This balanced outturn position is after the transfer to reserve of £1.5m of unspent revenue funding to manage timing differences in programme and project spend.

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

October 2022	June 2023	September 2024	February 2025		1yr Change	3yr Change
44% Agree	54% Agree	49% Agree	56% Agree		+7	+10

The latest Pulse survey results show this at 56% which is an improvement during the life of the policing plan albeit these results have been variable throughout the period.

11) The public feel safe

There have been positive responses to community surveys with **86% of respondents** saying they felt safe in 2023. However respondent volumes were low. In July 2024, a new Public Confidence survey was launched involving different methods of engagement. Engagement volumes are increasing. However, it is not yet possible to compare the data sets around public safety through this new tool.

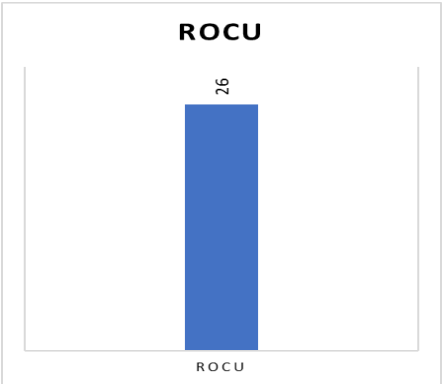
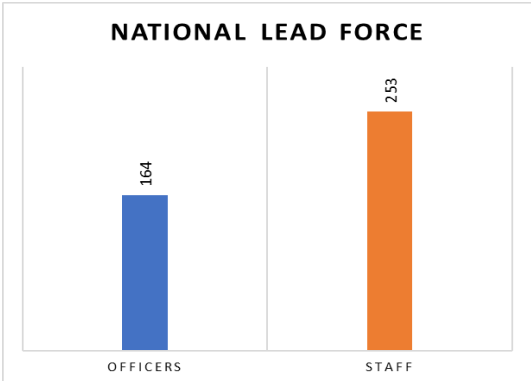
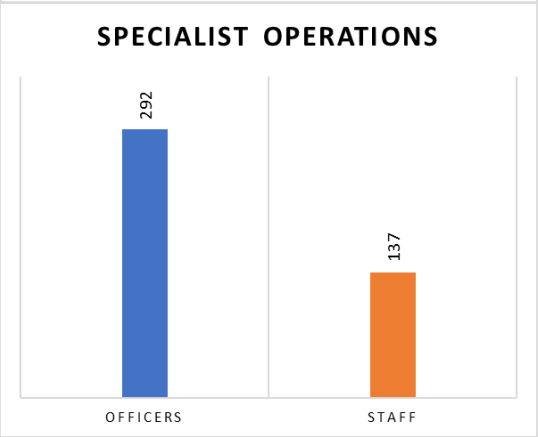
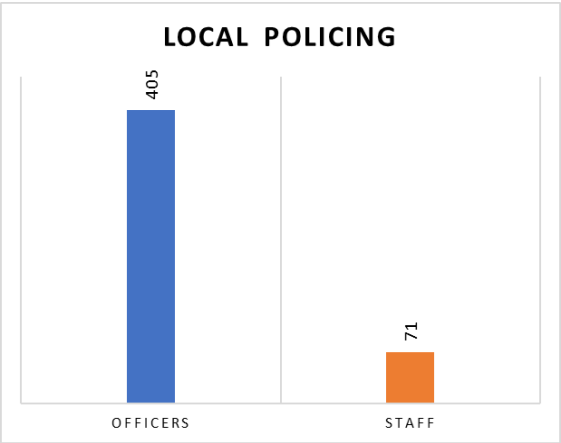
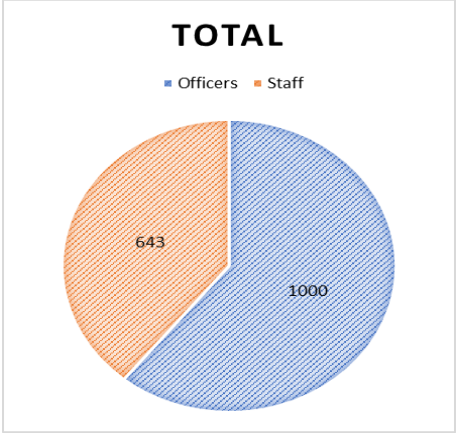
12) The public have confidence in the City of London Police

There have been positive responses to community surveys in 2023 with 78% of respondents saying they had confidence in the City of London Police, and 72% saying that CoLP do an Excellent or Good job. To improve take up rates, a new confidence survey was launched, using QR codes on digital displays in the City for the public to scan. Neighbourhood Policing officers have the QR codes on their devices to share when engaging with the public.



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.



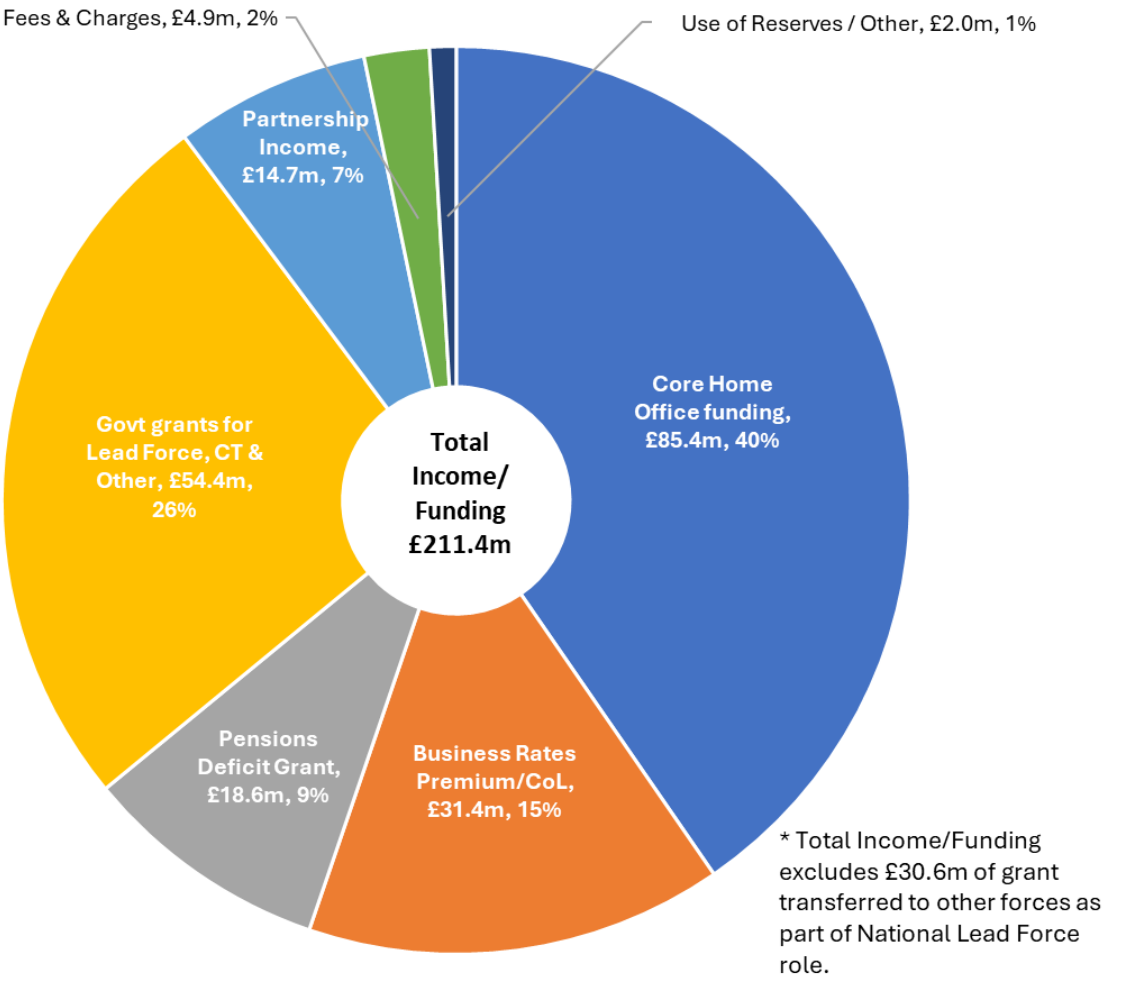
Our finances

Breakdown of Funding	2024-25
	£m
Core Home Office funding	£85.4m
Business Rates Premium/CoL	£32.4m
Pensions Deficit Grant	£18.6m
National Lead Force for Fraud	£46.2m
CT/Servator	£8.3m
Commercial Partnerships	£14.7m
Fees & Charges	£4.9m
Use of Reserves / Other	£2.0m
Capital Financing	-£1.0m
Total Funding	£211.4m

Breakdown of funding:

Core Home Office funding	£85.4m
Business Rates Premium/CoL	£31.4m
Pensions Deficit Grant	£18.6m
Govt grants for Lead Force, CT & Other	£54.4m
Partnership Income	£14.7m
Fees & Charges	£4.9m
Use of Reserves / Other	£2.0m
	£211.4m

Funding 2024/25 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

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

Resource Risk & Estates Committee

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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

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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

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Deputy Madush Gupta
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Deputy Christopher Hayward
Deputy Graham Packham
Naresh Hari Sonpar
Mandeep Thandi
James Tumbridge
Dawn Wright
Sir Craig Mackey (External Member)
Michael Landau (External Member)

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Deputy Madush Gupta
Helen Isaac
John Todd
Alan Yau