

Committee(s): Police Authority Board – For Information	Dated: 13/07/2026
Subject: Quarterly sub-committees summary report	Public report: For information
This proposal: delivers Corporate Plan 2024-29 outcomes	1
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Town Clerk
Report author:	Kezia Barrass, Governance Officer

Summary

This paper reproduces the summaries (or relevant executive summaries in accompanying packs/appendices) of public reports that have gone to PAB's sub-committees this quarter to provide an overview of key matters.

It excludes summaries of Policing Plan performance papers to sub-committees as these are summarised in a standalone PAB paper.

Recommendation(s)

Members are asked to:

- Note this report

Professionalism and Trust Committee 260505 – Public report summaries this quarter

Equity, Diversity, Inclusivity (EDI) Update

We are pleased to now be in a position to share our new EDI Performance Pack with Committee Members. This is the first iteration of our attempt to measure outcomes, with a number of workshops taking place across the force to identify what data is available, what can be readily shared and what this tells us. In doing so, we have also identified a number of insights which we need to work through collectively to start addressing- for example, in relation to closing the gap on workforce representation, capturing EDI adequately within our Policies and better understanding some of the reasons behind our Stop & Search data. The final reporting quarter of 2026 has seen 20 high priority actions completed with 8 'in progress' to be carried over into 2026/27 for the reasons as specified. We have worked as a team to refine our plans for Year 2, acknowledging that some of our Year 1 actions will be carried over and other areas re-prioritised. Key changes are identified within this report, including a shift towards completing some of our 'medium' priority actions. The report also describes some new areas where ICOD (Inclusivity, Culture and Organisational Development) are required to provide a lead co-ordinating function; for example, in delivering our Health & Well-being Strategy, National Talent Strategy and so on), neither of which are featured within our EDI Strategy explicitly but are interwoven with many of our aims and objective.

A significant focus of our activity since the New Year has been Inclusivity Programme compliance; we reported just 24% of the force were compliant according to January 2026 figures. A significant amount of work has been actioned across force to ensure colleagues are aware of their obligation to complete this programme, along with targeted events to maximise engagement in certain teams. As of 1st April, we are pleased to report that compliance is now at 80%, this report provides further detail on this breakdown along with plans for 2026/27. An additional notable achievement of this period is the timely publication of our Public Sector Equality Duty (PSED), a section of this report is dedicated to this.

This report sets out a clear and honest assessment of progress against our EDI Strategy, highlighting both tangible achievements and areas requiring further focus. The introduction of EDI Performance dashboards, improved Inclusivity Programme compliance, and publication of the PSED report represent important steps forward in strengthening trust, transparency and accountability. At the same time, persistent challenges around workforce representation, policy assurance and pay gaps underline the need for sustained, evidence-led action. The refreshed 2026/27 plan reflects a more mature, risk-aware approach, with intentional prioritisation and stronger governance. Continued engagement, evaluation and collaboration will be critical to achieving lasting cultural and organisational change.

End of Year Stop & Search and Use of Force 2024/2025 – 2025/2026 Annual Comparisons

This report provides a year-on-year analysis of Stop and Search and Use of Force activity, comparing 2024/25 with 2025/26. Overall volumes reduced across both tactics, alongside marked reductions in more intrusive practices and a significant fall in subject injuries. Effectiveness indicators remained broadly stable, with strong outcome conversion where items were found. Disproportionality remains the key strategic risk, with persistent over-representation in Stop and Search and emerging

FY25/26 saw lower operational volumes across both Stop & Search and Use of Force. Outcome conversion where items were found remained strong, and Use of Force recorded a marked reduction in subject injuries. However, disproportionality remains the key strategic risk: Black disproportionality is still elevated and persistent, while Asian and Other disproportionality indices have risen materially. The priority for the coming year will be targeted quality assurance, and stronger denominator-based disproportionality reporting for Use of Force.

Professional standards, conduct, and vetting Update Q4

This document contains the statistics prepared by Professional Standards for the fourth quarter of 2025/26 (Jan - March). This quarter the total number of CoLP complaint cases logged is 49. This is separated into 21 managed under Schedule 3 of the Police Reform Act 2002 and 28 not within Schedule 3. This figure of 49 complaints is an increase of 6 cases compared against Q3 where a total of 43 complaints were logged: 13 under Schedule 3, and 30 not within Schedule 3. Compared against the same period (Q4) last year 2024/25 the total number of CoLP complaint cases logged was 41. (14 Schedule 3 and 27 not within Schedule 3). Of the 85 allegations recorded during Q4 2025/26 the highest number were in the categories of: General level of service (20) Police action following contact (14) Information (10) Handling/damage to Property (10) Use of Force (4) Searches of premises and seizure of property (4).

In conclusion, the data presented highlights notable trends and developments within complaints, conduct investigations, and the progress of the Professional Standards Directorate (PSD) during both Q4 and compared to previous yearly data overall. Comparative data against 2023/24 to 2024/25 shows an increase on both complaint data and conduct matters. However, complaint numbers per employee remains below national average. Of the 85 allegations recorded during Q4 2025/26 the highest number were in the categories of General level of service (20) Police action following contact (14) Information (10) Handling/damage to Property (10) Use of Force (4) Searches of premises and seizure of property (4). Preparation for a HMICFRS Integrity inspection is a key focus area for the department. Robust governance is in place to track performance and progress against the Readiness Assessment recommendations.

Annual Review of Police Complaints Activity – 2024/25

This report provides a summary of the complaints and allegations relating to the City of London Police and the (then named) Action Fraud reporting service for the year 2024/25. Local policing bodies have a statutory duty to publish quarterly data on complaints, as reported by the Independent Office for Police Conduct (IOPC), with the most recent annual data available for 2024/25. They are also required to publish a narrative outlining how they hold the relevant chief officer to account, together with an assessment of the chief officer's performance in managing complaints. They are Page 141 Agenda Item 8 required to publish this information in a prominent place on their website. The attached report has been drafted with those obligations in mind.

This report details the complaints data for 2024/25, which is publicly accessible on the IOPC website. It sets out the arrangements through which the City of London Police Commissioner is held to account in relation to complaints and reviews and provides an overview of the Police Authority's performance in undertaking its complaints-review responsibilities. For the

City of London Police, IOPC data included complaints relating to the Action Fraud service. In 2024/25 a total of 570 complaints were recorded, comprising 229 complaints relating to the City of London Police and 341 relating to Action Fraud. This represented a year-on-year increase of 5% compared with 2023/24, when 541 complaints were received. Over the same period, associated allegations increased by 10%, rising from 651 to 713. Complaints relating to the City of London Police increased by 42%, while complaints concerning Action Fraud decreased by 10%.

The 2024/25 complaints data indicated that the City of London Police generally handled complaints in line with the Independent Office for Police Conduct (IOPC) expectations, particularly in relation to early engagement and accessibility. Complaints were logged and complainants contacted more quickly than the national average, suggesting effective initial triage and focus on timely communication. Complaints and allegation rates per 1,000 employees were lower than national averages; however this should be interpreted with caution due to the inclusion of Report Fraud data, which affects the overall volumes and comparability. The majority of allegations were resolved outside schedule 3, reflecting a proportionate approach to complaint handling and appropriate application of statutory thresholds. The longer average timescales for finalising complaints and allegations outside Schedule 3, when compared with national figures, are likely influenced by the complexity and volume of Report-Fraud related matters, which often require additional, more comprehensive explanation, signposting and expectation management despite falling outside the scope of formal investigation. In contrast, Schedule 3 matters, including those of subject to local investigation were concluded more quickly than the national average, indicated effective management of more serious or complex cases in accordance with statutory guidance. Overall, the data suggests a complaint handling framework that prioritises early engagement, applies proportionately appropriately, and managed investigative cases efficiently, while recognising ongoing opportunities to improve timeliness in resolving lower-level, non-Schedule 3 complaints. Additionally, improving the timeliness of complaint reviews conducted by the Police Authority would further strengthen the efficiency and consistency of both informal and formal resolution processes, in line with IOPC expectations. Review timescales, during the reporting period were affected by an increased volume of misconduct hearings, which were prioritised due to their seriousness and statutory requirements, resulting in longer durations when compared with national benchmarks. Addressing these pressures would help to support more timely and consistent complaint outcomes, enhance organisational learning and contribute to increased public confidence in the fairness and responsiveness of the complaints system.

Resource and Estates Committee 260601 - Public report summaries this quarter

Chief Finance Officer (CFO) and Chief Operating Officer (COO) update

This report provides the Resource and Estates Committee with a brief update on the main corporate services issues and areas of development from the last quarter.

The force management statement is being drafted ready for submission to HMICFRS at the end May. This process helps us to understand our current and projected demand profile (based on statistical forecasting and PESTELO horizon scanning), to assess corresponding capacity and capability requirements, now and in the future, and make plans to address any gaps and risks.

Deputy Commissioner Adams (Gold Commander) and Service Delivery Director Bell (Deputy Gold) have recently been leading a cross-organisation response to a cyber incident impacting City of London Police via an application managed by the DITS service in Chamberlain's. The incident has now been closed with all threats mitigated and details of the incident, the causation, Page 13 learning and remedial recommendations will be presented to Members of Police Authority Board and Digital Services Committee as confidential papers during the June 2026 round of committee meetings.

Provisional Revenue and Project Programme Budget Monitoring

This report detailed the City of London Police's (CoLP) provisional revenue and capital outturn for 25/26, a final outturn will be presented to the Police Authority Board for information in July 2026.

The provisional revenue outturn for 25/26 is £122.7m, matching the latest approved budget and resulting in a breakeven position. Underpinning this outcome were areas of underspend, some unplanned and linked to longer recruitment timelines but others due to successful negotiation, which have enabled a reduction in borrowing for Report Fraud capital by £1.4m along with the transfer of £1m to reserves to offset an unidentified savings requirement in the 26/27 budget.

Delivering growing levels of cashable efficiencies and productivity improvements through to 2030 (see separate report to this Committee) will be essential to absorb rising demand and balance medium-term finances. Given increasing demand, expected workforce growth closer to establishment – reducing flexibility to absorb new cost pressures - and limited core funding growth under the Spending Review settlement, this level of underspend is not expected to be sustained into future years.

The total CoLP Project & Capital Programme opening budget for 25/26 was £13.565m. Outturn expenditure amounted to £16.9m, resulting in an overall overspend of £3.3m. This comprises £5.1m of additional expenditure relating to the FCCRAS/Report Fraud Programme, due to programme slippage of £1.6m from 24/25 and £3.5m of additional costs relating to a revised delivery approach – funded on a 1/3 and 2/3 basis by CoLP and the Home Office. These cost increases were off-set by net underspends of £1.8m due to capacity limitations (EDiscovery and the Forensic Case Quality Management System), rephasing of projects into future years and external programme timelines impacting delivery in 25/26 (Airwave, Emergency Services Network and Command and Control). The net

programme underspend has been used to meet CoLP's 1/3 share of the additional FCCRAS programme costs c£1.1m and provided £0.7m for programme slippage into 26/27.

Q4 Workforce Monitoring Report

The report sets out the City of London Police ('the force') Human Resources Monitoring Data for Q4 2025/26 between Jan – March 2026 including an update on progress against relevant Policing Plan priorities.

Summary

This People Data pack sets out the City of London Police ('the Force') Human Resources workforce monitoring data for Q4 2025/26 between **1st January to 31st March 2026**. This report is provided quarterly with some information presented bi-annually or annually. This report details the actions we are taking and the progress we are making in relation to the following Policing Plan Priorities 4. Inclusive and Trusted; 5. Employer of choice and 6. Improve our productivity.

Reporting Area	Summary	RAG
Officer Workforce Strength over Establishment & headcount targets (Policing Plan Priority 5)	Officer establishment incorporates all Uplift numbers and details of our position for the current financial year. Focused recruitment activity in 2025/26 enabled CoLP to meet the officer uplift requirements and secure £2.6 million in ringfenced funding. In 2025/26, CoLP has also been allocated £1.5m (14 FTE) in funding related to the Neighbourhood Policing uplift. We have met the Uplift target in March 2026 . From 2026/27 onwards, CoLP will only be required to meet the Neighbourhood Policing uplift targets at 31 March.	Green
Staff Workforce Establishment at 90% filled (Policing Plan Priority 5)	Recruitment continues to priorities CoLP staff vacancies against establishment. As at 31 March, CoLP has filled 89.6% of staff establishment. Recruitment has been planned for 2026/27 to meet 90% permanent established posts filled each quarter.	Yellow
Strategic Workforce Plan (SWP) update (Policing Plan Priority 5)	The project plan is progressing including 2 posts assigned to fingerprints to boost resilience; prioritised custody sergeants at promotion; continued professionalisation of intelligence analysis; inputs and workshops to encourage interest in specialist roles within Intelligence; prioritisation of recruitment has improved the strength of detectives and firearms since launching the SWP.	Green
Force Representation: positive trend in % ethnic minority and female CoLP officers and staff (Policing Plan Priority 4)	CoLP ethnic minority had decreased for officers (9.9% in Q3 to 9.7% in Q4) due to an increase in headcount, whilst female representation has increased slightly (26.3% in Q3 to 26.5% in Q4). For staff, ethnic minority has increased slightly (24.4% in Q3 to 24.9% in Q4), female representation has decreased (61.1% in Q3 to 59.3% in Q4). Ensuring that we have a diverse workforce is a key force priority with People Services and Professionalism and Trust working together to look at ways to increase this.	Green
Sickness below upper tolerance threshold (10 days in 12 months) (Policing Plan Priority 5)	The average working days lost for officers was 2.29 days and 2.11 days for staff (Jan-Mar 2025). 55% (staff) and 65% (officers) of sickness days lost was related to long term cases. Since the last quarter, the average days lost for officers has decreased from 2.41 days and remained the same for staff. Sickness management is embedded and scrutiny of sickness taking place at local meetings to manage pockets of high sickness.	Yellow
Occupational Health (OH) SLA being met aims (Policing Plan Priority 5)	SLAs improved on pre-employment checks compared to the previous quarter, slight reduction in SLA being met for number of Physician appointments offered within 14 working days and number of Advisor appointments offered within 5 working days. However, there has been an improvement in these SLA response times since 2024/25, particularly physician appointments increasing from 62% to 92%.	Yellow
Assaults aims (Policing Plan Priority 5)	CoLP H&S have the following proactive measures in place to mitigate risks from Op Hampshire assaults: training, policies/procedures, support, monitoring numbers and identifying learning. There were 18 assaults reported during Q4 2025/26, a reduction from 33 in Q3 2025/26. Exploration of factors contributing to the reduction will take place at Tactical Health and Safety Board.	Green

City of London Police Productivity plans

This report updates the Committee on City of London Police's (CoLP) productivity work in line with Priority 6 of our Policing Plan and sets out a refreshed approach for 2026/27. The force has invested in a dedicated productivity lead and intends to move away from a standalone multi-workstream productivity programme. The focus this year will be on implementing a more integrated model focussed on delivery through business as usual (including business planning), the change portfolio including the police reform programme, and a focused approach to cashable efficiencies. This work will include pursuing productivity gains through digitisation and other technological innovations. This will be supported by improved data, benefits management and robust governance. Oversight of productivity activity and benefits will be provided by the newly established Resources and Change Board, ensuring alignment between operational priorities, transformation activity and financial sustainability.

City of London Police continues to prioritise improving its productivity. Its 2025/26 Productivity Action Plan resulted in some notable successes, but limitations to the approach have been identified following review and internal audit. CoLP's approach to improving productivity in 2026/27 reflects a shift from activity-based productivity programmes to a more mature model in which productivity is embedded within business planning, change delivery and financial management. It is intended to be deliverable within existing capacity, responsive to the force's operating context, and capable of supporting both operational effectiveness and financial sustainability over the medium term.

Local Policing Committee 260618 – Public report summaries this quarter

Policing Plan Performance Report – Q4 2025/26

Background –Summary performance

Policing Plan Performance Measure	Committee oversight	Quarterly Performance	Data Trend
Reduce Theft	Local Policing Committee		→
Respond Effectively to Theft	Local Policing Committee		→
Reduce Violence	Local Policing Committee		→
Respond Effectively to Violence	Local Policing Committee		→
Protect the City from Terrorism	Local Policing Committee		Narrative
Victim Satisfaction	Local Policing Committee		Trend unavailable
Case Compliance with Victims Code of Practice	Local Policing Committee		→
Implement victim-focused commitments from our fraud, economic and cyber crime strategy	ESCCC	Unavailable System Change	
Secure positive outcomes for victims of crime in the City	Local Policing Committee		→
Protect people and businesses from economic and cyber crime	Economic, Security and Cyber Crime Committee		Narrative
Narrative assessment on the status of the Fraud and Cyber Crime Reporting and Analysis Service programme	Economic, Security and Cyber Crime Committee	Delivered in Q3	Narrative
Narrative assessment of the results of national fraud intensifications and intelligence led operations	Economic, Security and Cyber Crime Committee		Narrative
Increase positive outcomes for reported fraud and cyber crime nationally and locally	Economic, Security and Cyber Crime Committee	Unavailable System Change	
Narrative assessment of progress against the EDI strategy implementation plan	Professionalism & Trust Committee		Narrative
Narrative assessment of engagement activity across the City	Local Policing Committee		Narrative
Assessment of complaint handling quality via Professional Standards and Integrity Committee dip check of cases	Professionalism and trust committee		Narrative
Public confidence in the City of London Police is increased	Professionalism and trust committee	Unavailable – surveying paused	Trend unavailable
Maintain our officer uplift commitment	Resources and Estates Committee		→
Achieve and maintain at least 90% of our police staff permanent establishment	Resources and estates committee		↑
Narrative assessment on action taken to attract, recruit and retain the best talent	Resources and Estates Committee		Narrative
Maintain or increase Crime Data Integrity standards	Local Policing Committee		→
Increase workforce engagement with our self-service data dashboard	Local Policing Committee		→
Financial outturn is within 1% of forecast	Resources and Estates Committee		→
Narrative assessment on the progress of the productivity action plan	Resources and Estates Committee		→

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Executive Summary

Keeping people in the City safe and feeling safe Long term performance to reduce theft and violence is good with a reducing trend seen against both areas. The initial and investigative response to both business areas remains strong with further improvements being considered in specific areas of focus (e.g. investigative response to theft from person). The Counter Terrorism Threat level has changed since reporting (at the beginning of Q1 26/27) however the City of London Police are already proactively scenario testing alongside continuing work across all pillars, despite no threat to the City being specifically identified.	Put victims at the heart of everything we do City of London Police has restarted its victim satisfaction survey and will continue to analyse the results of this, to understand victims' experiences. We continue to maintain excellent compliance levels against the victims' code of practice and when securing positive outcomes for victims. With positive outcome levels remaining well above the national average again this quarter. Work continues to ensure our most vulnerable victims can feedback their experiences too, and that specific areas of low outcome rates are explored (e.g. Snatch offending).	Improve the national policing response to fraud, economic and cyber crime COLP continues to embed the new Report Fraud process and system which was launched in January 2026. There are some challenges with equivalent data being extracted at present which is limiting reporting and remains a core focus for the coming quarters. CoLP supported national intensifications in Q4 through Op Henhouse (UK wide operation targeting fraud) and is looking at a more continued intensification approach in 26/27.	Be one of the most inclusive and trusted police services in the country This quarters focus has been on improving the way in which the work being carried out under the strategy is impacting how inclusive the City of London Police is. Early evaluations of the inclusivity programme adopted over the past year show success in terms of knowledge gain and satisfaction with the program. Some actions from the strategy have been delayed in delivery however are now on track to be delivered in 2026/27.	Improve our productivity COLP has maintained excellent crime data integrity and use of dashboards consistently and is within tolerance for its financial outturn for the year.
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Local Policing Update

The City of London Police continue to progress towards submission for the Independent Review, overseen by the Strategic Oversight Group which reports directly into the Northstar programme. As part of this process, on Tuesday 21 April 2026 the Force hosted Lord Bernard Hogan-Howe and members of the review team at Bishopsgate. During the visit, the Chief Officer Team, alongside the Chair of the Police Authority Board and the Director, delivered a comprehensive presentation to support the review. Submission made in accordance with deadline 21st May.

Across the course of the operations 65 arrests were made. This included 43 arrests linked to the central London public order policing operation and a further 22 arrests associated with the FA Cup Final policing operation at Wembley, relating to a range of offences.

City of London Victims Strategy – Update

The City of London Police and Corporation published its first Victims Strategy in December 2024 (published externally in February 2025). Our commitment to delivering this strategy and improving victims' services and outcomes is reflected in the 2025-28 Policing Plan Priority three: "putting victims at the heart of everything we do". Both internal performance metrics and the City Police's HMIC PEEL inspection results indicate that the City of London Police is providing a good service to victims of crime in the Square Mile, and we are committed to continually improving. City of London has received positive HMICFRS inspection results - scoring outstanding on recording crime and overall compliance with the Victim Code of Practice (the minimum standards that the police must provide to victims) is now consistently above 95%. The Victim Services team is now in place and progress on strategy implementation is speeding up, as is wider continuous improvement. For example, introduction of an opt out process for referring victims to victim support services, expanded the vulnerable victims advocate role and further developing the victim satisfaction survey. The strategy is delivered through the City of London Police Victim Services Board, chaired by Commander Operations and Security. This is supported by the tactical Victim's Working Group. Both of these groups were established prior to the publication of the victims' strategy and have recently been refreshed with the initial delivery plan now updated. Involvement of National Lead Force victim care and support teams (NECVCU) on the Victim service Board has enabled us to capture best practice as to how vulnerable victims are supported with safeguarding and crime prevention advice.

The report provides an update on current progress against the City of London Victims Strategy, including the latest performance data, an update on the victim referrals work and victim satisfaction survey. The Victim Services Board will build on the positives of the HMICFRS inspections and use the momentum created by the victim services team to target areas for improvement. The update demonstrates City Police and the Corporation's ongoing and shared commitment to ensuring we put victims are at the heart of all we do, in line with the objectives of our Victim Strategy and our Policing Plan priority.

Safer City Streets update paper

The purpose of this report is to update members on the Safer City Streets campaign following launch on 19 May 2026.

The paper provided offers members an update on the launch of the Safer City Streets campaign. Activity will follow throughout the year led by Local Policing and supported by the Corporate Communications Department.

Live Facial Recognition

This report is intended to reassure elected members about the lawful, ethical and proportionate plan to use Live Facial Recognition by the City of London with a particular focus on safeguards, oversight, cost and public confidence.

The introduction of Live Facial Recognition (LFR) technology within the City of London Police presents a significant opportunity to enhance public safety, prevent crime, and support the effective targeting of high-risk offenders in a densely populated and economically critical environment. When deployed appropriately, LFR can act as a powerful tool to identify individuals who pose a genuine risk to the public, while also acting as a visible deterrent to criminal activity. However, the adoption of such technology must be carefully balanced with robust safeguards to maintain public trust and uphold fundamental rights. It is essential that any use of LFR is underpinned by clear governance, strict legal compliance, transparency, and independent oversight. This includes ensuring that deployments are intelligence-led, proportionate, and subject to ongoing scrutiny, with clear accountability for decision-making and outcomes. A measured and phased implementation—supported by comprehensive training, community engagement, and regular evaluation—will enable the force to assess effectiveness while addressing ethical considerations.

Economic Security and Cyber Crime Committee 260223 - Public report summaries this quarter

Policing Plan Performance Report Q4 2025/26

This report summarised the Policing Plan Performance for Q4 in 2025/26.

Performance Assessment

The dashboard provides an assessment of national policing performance against the objectives set out in the **National Policing Strategy for Fraud, Economic and Cyber Crime 2023-28**. The National Policing Strategy was launched in November 2023 and translates national strategies and objectives set by His Majesties Government into actionable measures for policing in the areas of fraud, money laundering and asset recovery and cyber. The report shows national attainment against the objectives. The National Policing Strategy sets out a purpose to "improve the UK policing response to fraud, economic and cyber crime" through three **key cross cutting objectives** of: Improving outcomes for victims; Proactively pursuing offenders; Protecting people and business from the threat

The NLF plan seeks out key cross cutting enabling commitments that City of London Police is seeking to achieve		FYTD Performance	Data Trend
Money Laundering Asset Recovery 1	We will increase disruptions against money laundering offenders.		↓
Money Laundering Asset Recovery 2	We will seize and restrain more criminal assets through including released asset denial activity		↓
Money Laundering Asset Recovery 3	We will provide training to policing on how to investigate and seize crypto assets. We will ensure accurate records of crypto assets seizures are maintained and provided.		
Fraud 1	We will increase the policing response and outcomes linked to National Fraud Intelligence Bureau/ Fraud and Cyber Crime Reporting Analysis System crime dissemination packages.		⇒
Fraud 2	We will deliver and co-ordinate regional Proactive Economic Crime Teams and uplifted National Lead Force teams to form part of the National Fraud Squad. The National Fraud Squad teams will proactively target fraudsters and disrupt offending achieving criminal justice and alternative outcomes.		↓
Fraud 3	We will lead the National Fraud Squad to PURSUE identified high harm offenders through joint, centrally co-ordinated national operations and to participate in National Economic Crime Centre led fraud intensifications throughout the year.		↑
Fraud 4	We will support and assist the national development and implementation of the Fraud Targeting Cell by contributing resource and supporting the delivery of systems and processes. We will increase intelligence packages into the system leading to increased proactive operations.		↑
Fraud 5	We will develop and deliver a centrally co-ordinated National Fraud PROTECT Network that will align with the National Cyber PROTECT Network, share best practice, and promote local delivery of national messaging.		↓

		FYTD Performance	Data Trend
Cyber 1	We will increase the policing response and outcomes linked to NFIB / Report Fraud crime dissemination packages. We will ensure full and timely compliance from forces to record disseminations from the NFIB appropriately and that subsequent outcomes are reported back to NFIB correctly.		↓
Cyber 2	We will increase intelligence led proactive operations and self-development operations regarding Computer Misuse Act offending, ensuring the relevant deconfliction safeguards are followed.		↓
Cyber 3	We will develop the current PROTECT notification processes to ensure a consistent approach to both the direct PROTECT officer taskings and the notifications delivered at scale.		⇒
Cyber 4	We will ensure ROCUs and Forces are regularly using Police Cyber Alarm to help support member organisations when issues are identified and use the data to inform and drive PROTECT, PREVENT and PURSUE activity. PROTECT Officers will promote Police Cyber Alarm to all SME organisations they engage with.		↓
Cyber 5	We will deliver the new NPCC Cyber Resilience Centre (CRC) Model. This includes the new Operating Model to deliver the levels of consistency and assurance required. CRCs and PROTECT officers will work together to support each other's work and grow CRC membership.		↓
Cyber 6	We will develop improved referral process for new nominals to include Target Operating Model and definition of when a referral should be made. We will introduce a single national or regional referral mechanism and implement risk assessment (CORA) and tasking mechanisms for PREVENT referrals.		⇒
Cyber 7	We will roll out the Cyber & Digital Specials & Volunteers (CDSV) Programme and platform to every region and Force and ensure effective management and utilisation of CDSV skills across the network.		↓
Cyber 8	We will revise and roll out a clear training, CPD and accreditation pathway for all roles within TCUK, with regular reviews of the training needs analysis and advancements in technology / threats. NPCC Deliver new strategy and delivery with the Economic and Cybercrime Academy.		↓

Summary of Action Fraud public complaints data – Q4 2025/26

The attached quarterly report produced by the Professional Standards Department provides members with an overview regarding Report Fraud complaints. A total of 191 complaint cases were logged in Q4 2025/26. This is an overall increase 98 cases from Q3 2025/26 (+105%) Quarter 4 is above average with 114 cases logs on average over the previous 5 quarters is 114 per quarters. Schedule 3 complaints increased from 1 to 5 in this quarter. Non-Schedule 3 complaints increased by 102% with the number of allegations also

increasing significantly to 234 (+116%). This number is above the five-quarter average of 124. The most common allegation category was "Police action following contact" (156), followed by "General level of service" (34) this was largely driven by unmet expectations regarding Report Fraud investigations. Reasons for complaint mostly Agenda Item 7 relate to customer expectations, with either the lack of contact or no investigation cited.

A backlog of complaints has developed over time, primarily due to a prolonged period of limited dedicated resource to manage non-Schedule 3 (S3) complaints for Action Fraud, with one full-time individual fulfilling this role. This has impacted timeliness in complaints handling; however, there has been a sustained focus on addressing this backlog, and performance has improved significantly. Timeliness for newly received complaints is increasing as a result. Since the launch of the new system in December, there has been significant media attention, which has driven increased public awareness and a corresponding rise in the use of the Report Fraud service. PwC, as the third-party supplier for the contact centre, has reported consistently high volumes of calls and customer contact following the launch. As expected, increased demand has led to a higher volume of complaints, particularly as the system continues to embed. Report Fraud remains in its early stages, and there is ongoing work to better understand the victim journey, respond to feedback, and implement improvements to processes. The end-to-end service is subject to continuous review to ensure it delivers the best possible experience for victims. Professional Standards Department (PSD) and Report Fraud (RF) are working collaboratively, and the current resource model for complaint handling is under review to ensure it is resilient and capable of managing demand effectively. In parallel, workflows and processes are being refined to ensure they are proportionate to the nature of complaints and that handling is as efficient as possible.

Innovation & Growth – Update on Economic Security and Cyber Crime related activities

The core objective of Innovation & Growth (IG) is to strengthen the UK's competitiveness as the world's leading global hub for financial and professional services (FPS). This includes promoting the strengths of the UK's offer and enhancing the UK's position as a leader in FPS technology and innovation. As the national lead force for fraud and NPCC lead for cyber, the City of London Police (CoLP) plays an important role in helping to build a resilient and secure eco-system in which both individuals and businesses across the UK can operate safely. The work of Innovation & Growth (IG) and CoLP therefore remains closely aligned. The following report summarises the activity that has been taking place across IG in relation to cyber and economic crime since the Economic Security and Cyber Crime Committee last convened in February 2026.

IG will continue to engage with the CoLP and the PA on economic crime and cyber through the ongoing initiatives set out in this paper, particularly throughout the process of making the City's case to Government about the future of the City of London Police, as well as any emerging issues that may arise.