

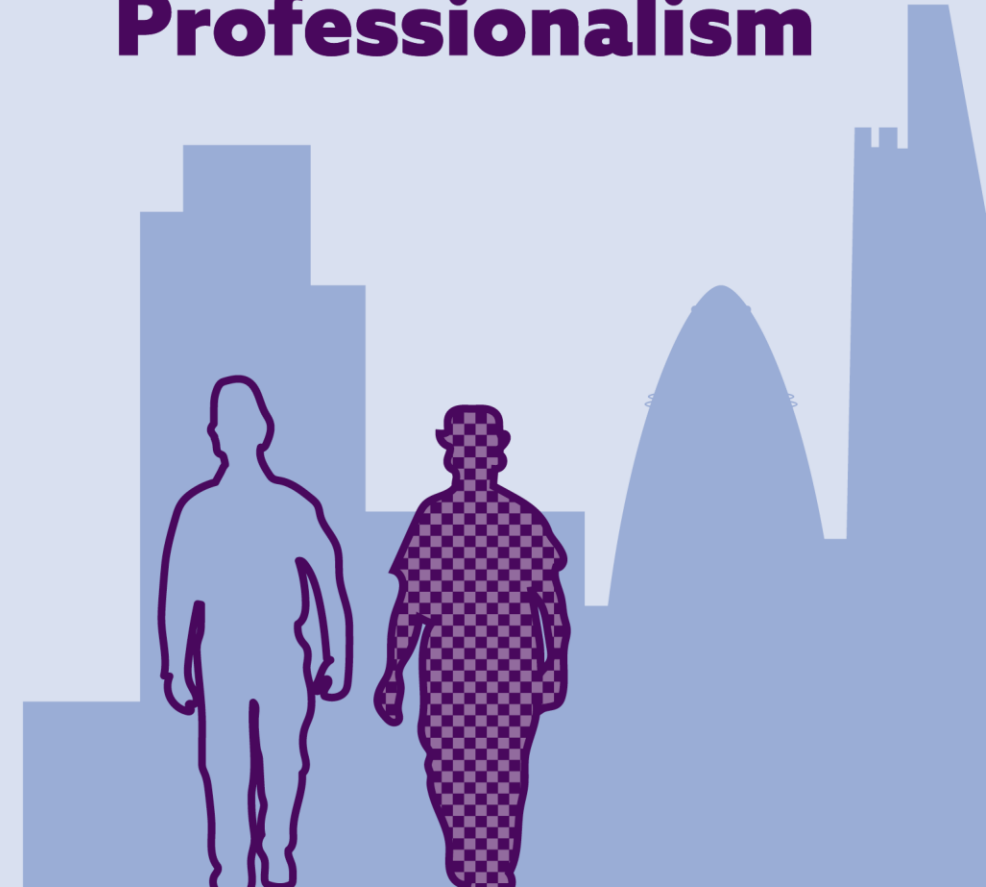


Police Authority Board

Policing Plan Performance

Quarter 4 2025/26

Integrity
Compassion
Professionalism



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

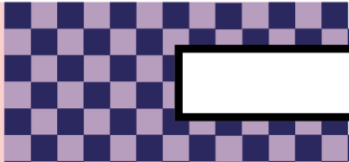
This quarters focus has been on improving the way in which the work being carried out under the strategy is impacting how inclusive the City of London Police is.

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.



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		
Case Compliance with Victims Code of Practice	Local Policing Committee		➡
Implement victim-focussed 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 Contract	
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		➡

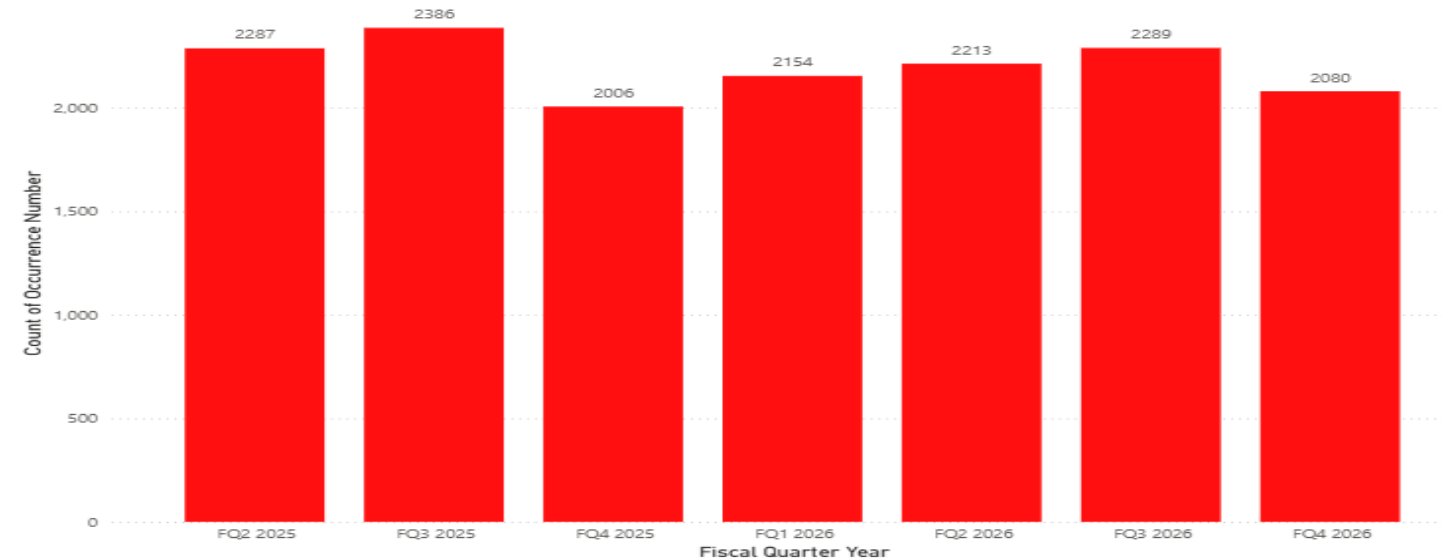
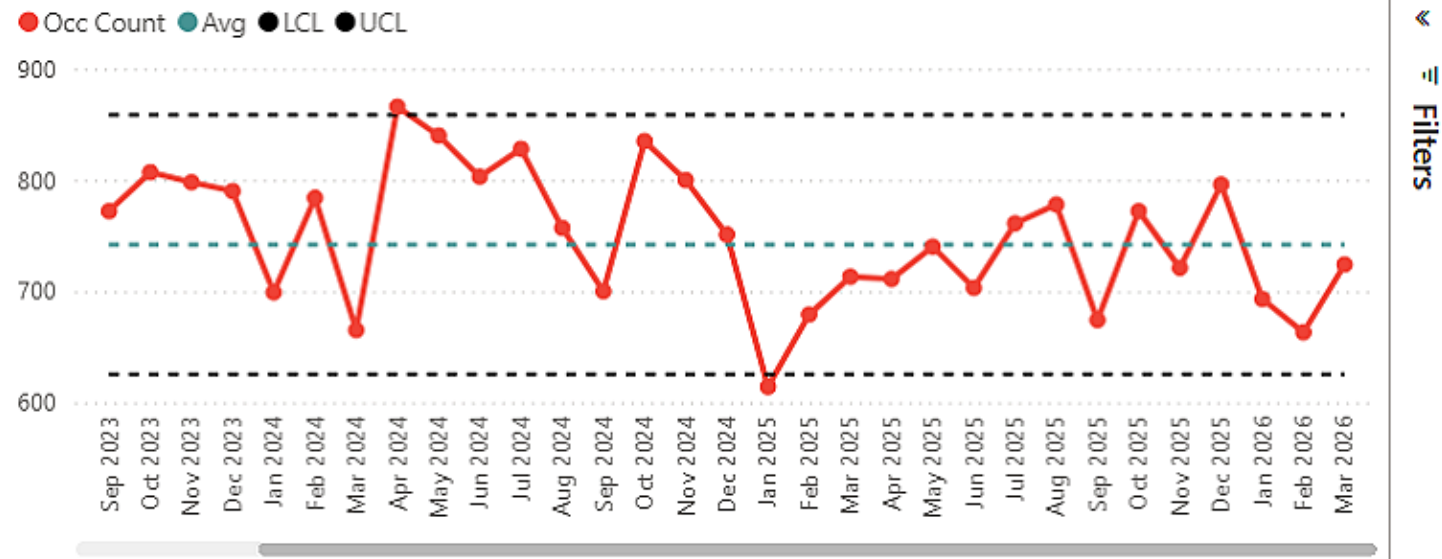
Background – All Crime

The past 12 months (Apr 2025 – Mar 2026) has seen a 4.9% reduction in crime (-450 occurrences) compared with the previous 12 months (Apr 2024– Mar 2025). This is due to the specific and continued prevention activity targeting hot spot locations for our most prevalent and harmful crime types set out in the policing plan, reducing like for like quarter crime levels since October 2024 to date.

This quarter saw a total of 2080 crimes this is similar to Q4 24/25 last year where we saw 2006 offences (+74 ~ +3.7%). When compared to the previous quarter (Q3 25/26) we have seen a significant decrease from 2289 offences (-209 ~ -9.2%).

In our neighbouring force (Metropolitan Police Service) the MPS has seen an overall reduction in crime over the past 12 months of -2.9% compared to CoLP's 4.9% reduction.

This quarter specifically compared to Q3 25/26 the MPS saw a decrease of 6.4% compared to COLPs 9.2%, however when comparing Q4 25/26 to Q4 24/25 a 3.3% decrease was seen in the MPS compared to COLP's 3/7% increase.



A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

Background - CoLP's Quarterly Crime profile

The profile for CoLP's crime has not significantly changed, with theft offences (59.7%) accounting for the vast proportion of crime, followed by violence offences (13.6%). The proportions of these crimes have not significantly changed from the previous quarter.

The largest volume crime types are;

- All other theft (23%)
- Shoplifting (16%)
- Theft from the person (12%)
- Violence without injury (8%)
- Public Disorder (8%)

The greatest volume changes in crime type this quarter from the previous quarter are

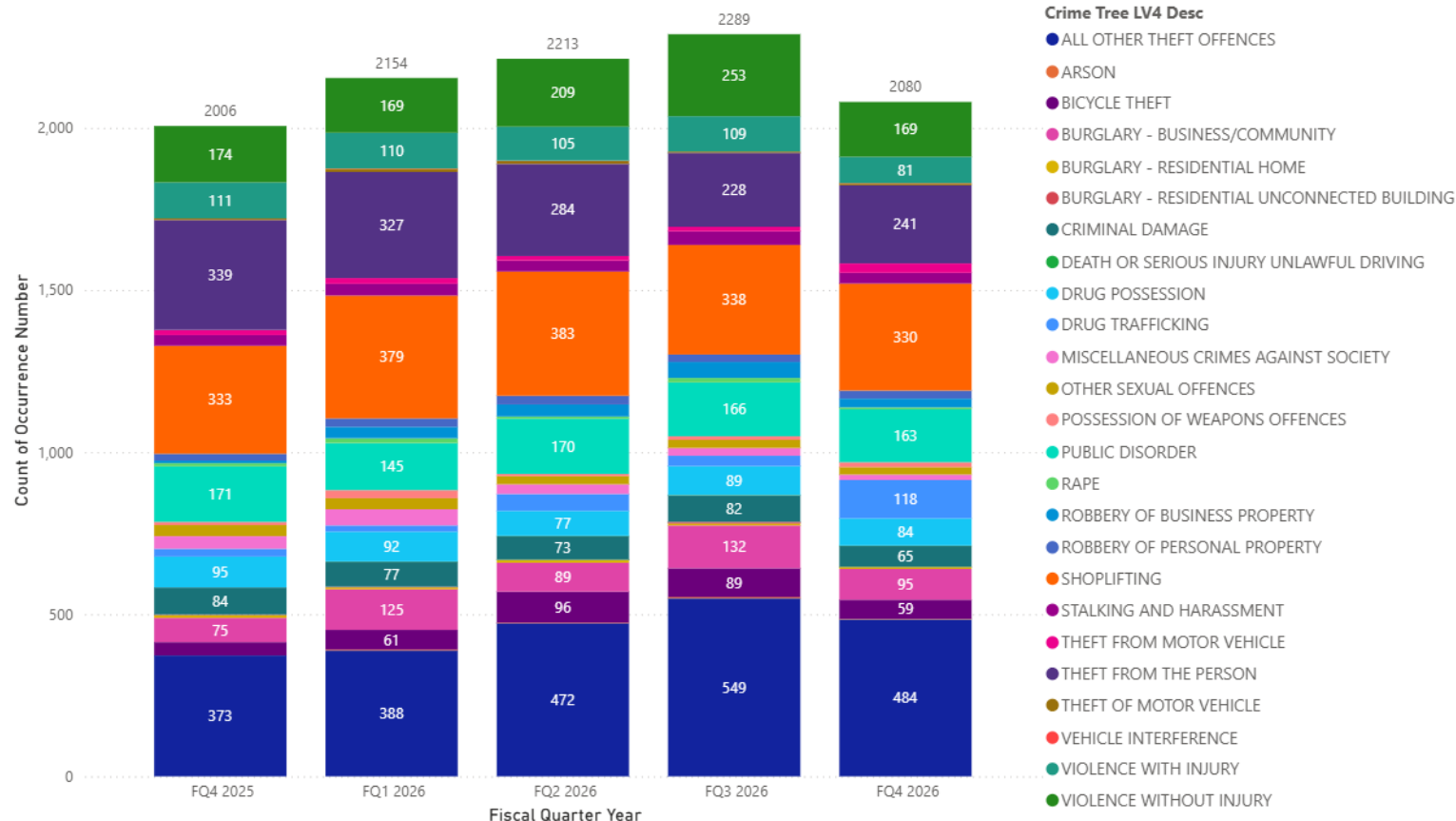
Increase;

- Theft from the person (+13)
- Drug Trafficking (+86)

This increase in drug trafficking is due to a specific recording issue being rectified as part of the collaborative arrangement for drug parcels seized at borders with COLP addresses. These are expected return to normal levels in the following quarter.

Decrease;

- All Other Theft (-65)
- Violence without injury (-84)
- Violence with injury (-28)



**Keeping people in the City safe
and Feeling safe**



Reduce and respond to Theft and Violence

Summary Page

Reduce Theft Crime count for 3 priority crime types	% Change	Number change	Respond to Theft % incidents attended within relevant timeframe	% Change Immediate Grade CADs	% Change Significant Grade CADs
Q4 25/26 compared with Q4 24/25	+1%	+10	FQ4 25/26	97.4% (+2.6 on Q3) ↑ (-2.6 on Q4 24/25) ↓	100% (+1.2 on Q3) ↑ (0 on Q4 24/25) →
Q4 25/26 compared with Q3 25/26	-5.4%	-60			
Apr 25 – Mar 26 compared with Apr 24 – Mar 25	-9.4%	-459			

Reduce Violence Crime count for Violence offences	% Change	Number change	Respond to Violence % incidents attended within relevant timeframe	% Change Immediate Grade CADs	% Change Significant Grade CADs
Q4 25/26 compared with Q4 24/25	-11%	-35	FQ4 25/26	98.6% (+1.2 on Q3) ↑ (+0.8 on Q4 24/25) ↑	100% (+1.6 on Q3) ↑ (+1.7 on Q4 24/25) ↑
Q4 25/26 compared with Q3 25/26	-30%	-121			
Apr 25– Mar 26 compared with Apr 24 – Mar 25	-5.7%	-81			

Crime Outcomes	Positive Outcome Proportion		
	Q4	Q3	Change
12 month positive outcome proportion for focussed theft offences	11.7%	10.7%	+1%
12 month positive outcome proportion for violence against the person offences	12.1%	12.5%	-0.4%



Reduce theft

The most prevalent theft offences in the City of London and therefore the focus of this measure in 2025/26 consist of theft from person, Shoplifting and All Other Theft offences (most commonly theft from premises offences).

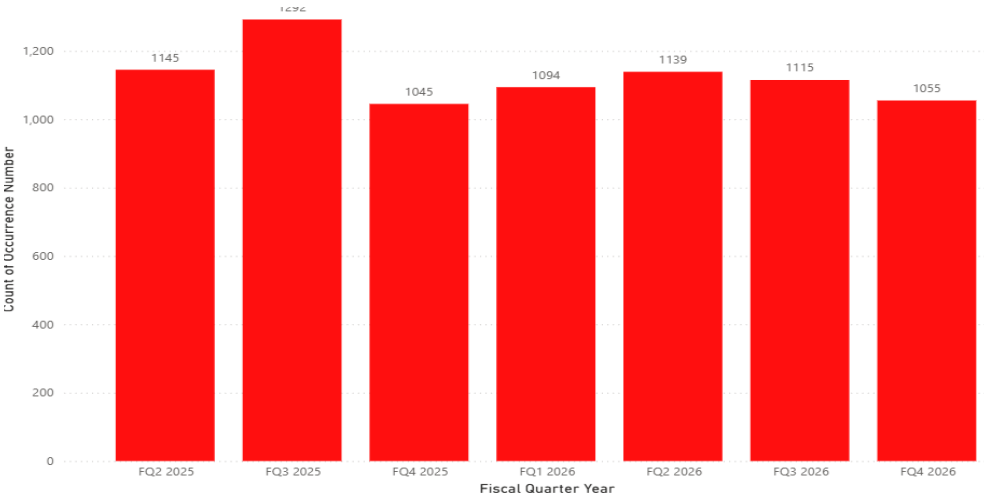
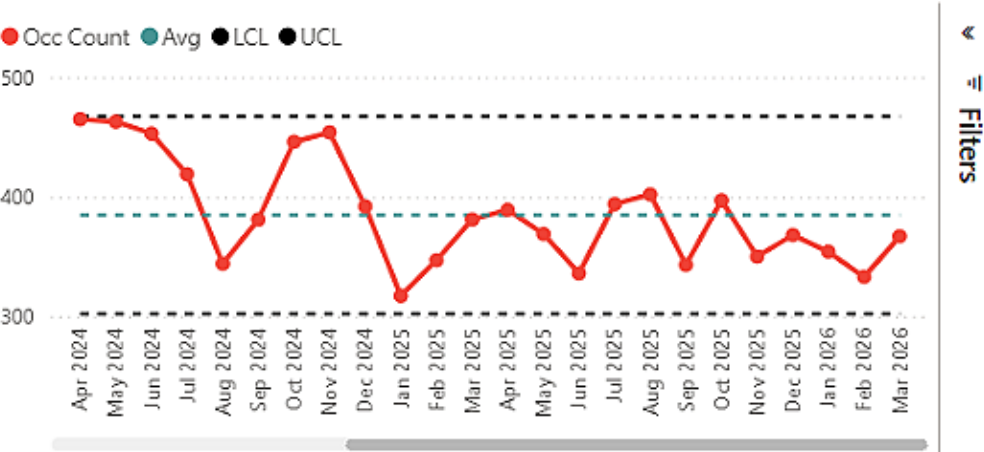
These three theft offences have remained relatively stable this quarter (Q4 25/26). When compared to the equivalent quarter last year Q4 24/25, CoLP has seen a 1% increase (+10 offences). Furthermore, when compared to last quarter (Q3 25/26) CoLP has seen a 5.4% decrease (-60 offences).

Overall, these offences remain within tolerance levels. Offences are on a reducing trend with a 9.4% reduction (-459 offences) comparing the current 12-month period (Apr 25 – Mar 26) with the previous 12 months (Apr 24- Mar 25). Our neighbouring force the Metropolitan Police recorded a 10.6% decrease for these offences across the same period.

Shoplifting occurrences have remained relatively stable decreasing by 2.4% (-8 offences) this quarter compared to the previous Q3. Furthermore, compared to Q4 2024 we have seen a similar stability decreasing by 1% (-3 offences). Overall, when comparing the past 12 months to the previous 12 months shoplifting offences have decreased by 7% (-107 offences). In April 2025 Home Office Counting Rule Guidance changed on how offences are recorded with some shoplifting offences now being recorded as robbery offences where violence has been threatened. Overall, retail crime has seen a 0.3% increase when comparing the past 12 months (Apr- Mar 25/26) to the previous 12 months (Apr- Mar 24/25) (+16 offences).

All other theft offences decreased significantly by 12% (-65 offences) this quarter compared to the previous quarter (Q3 25/26). This reduction reflects elevated levels in October, which over the past 3 years have seen high levels of offences. These have since fallen steadily since, bringing offences well within tolerance levels. In contrast, when comparing Q4 25/26 to Q4 24/25, all other theft offences increased markedly by 30% (+111 offences). Overall, offences are on an upward trend, driven by higher levels during the winter months, with a 1.8% increase (+33 offences) when comparing the current 12-month period (Apr 25 – Mar 26) with the previous 12 months (Apr 24 – Mar 25).

Theft from person offences increased by 5.7% (+13 offences) this quarter compared to last quarter however, CoLP has seen a 29% decrease compared to Q4 24/25 (-98 offences). Snatch offences remain the most prevalent type of offending making up 41% of theft from person offences (100 offences this quarter), a significant decrease from Q3 25/26 where Snatch offences made up 55% of theft from the person offences. CoLP has seen a significant 26.3% reduction in theft from the person offences (-385 offences) comparing the current 12-month period (Apr 25 – Mar 25) with the previous 12 months (Apr 24- Mar 25). These significant decreases are due to work undertaken through Operation Swipe.



Crime Tree LV4 Desc	Jan 2026	Feb 2026	Mar 2026	Total
ALL OTHER THEFT OFFENCES	169	144	171	484
SHOPLIFTING	125	97	108	330
THEFT FROM THE PERSON	60	92	89	241
Total	354	333	368	1055

In response

There has been a sustained emphasis this quarter on theft from the person and retail theft. Activity has been focused on achieving an appropriate balance between these offence types, alongside improving organisational clarity regarding which theft categories represent priority areas for the City of London.

Targeted work has also been undertaken with high-risk retail premises experiencing elevated levels of shoplifting. Specific action plans have been implemented across two priority locations, Cheapside and Bishopsgate, where offending levels remain highest.

Operation Swipe continues to demonstrate a significant reduction in Snatch offences, reinforcing the effectiveness of the preventative measures and enforcement tactics deployed as part of the operation.

Hotspot policing activity has delivered strong results and is underpinned by effective collaboration between operational officers and analysts. Activity remains intelligence-led and analyst-driven. During the quarter, hotspot zones accounted for 30.2% of the total City of London Police force area and 44.7% of Snatch offences, supporting the targeted focus.

For Snatch and personal theft, 79% of patrol time was deployed within designated priority zones, with a 39% compliance rate for patrolling during identified hot times. While a significant volume of patrol hours has been delivered in priority locations, further work is underway to improve alignment with peak offending times in future quarters to maximise impact. Furthermore, shoplifting and retail robbery saw 86% of patrol time was spent in the priority zones, with a 42% compliance rate for patrolling at the hot times.

Shoplifting offences recorded a 17% reduction compared with control areas, with the benefit seen beyond the targeted hotspots in surrounding areas.

A total of 330 operational hours were delivered during the quarter, of which 241 hours were dedicated to visible policing for Snatch and personal theft. A particular emphasis was placed on Wednesdays, accounting for 124 visible patrol hours, an increase from 90 hours in the previous quarter. In addition to 430 claimed hours for shoplifting and retail robbery of which 335 hours were visible.

The City of London Police remains committed to achieving a 50% year-on-year reduction in Snatch offences by the end of 2026, with Operation Swipe continuing to progress toward this objective.

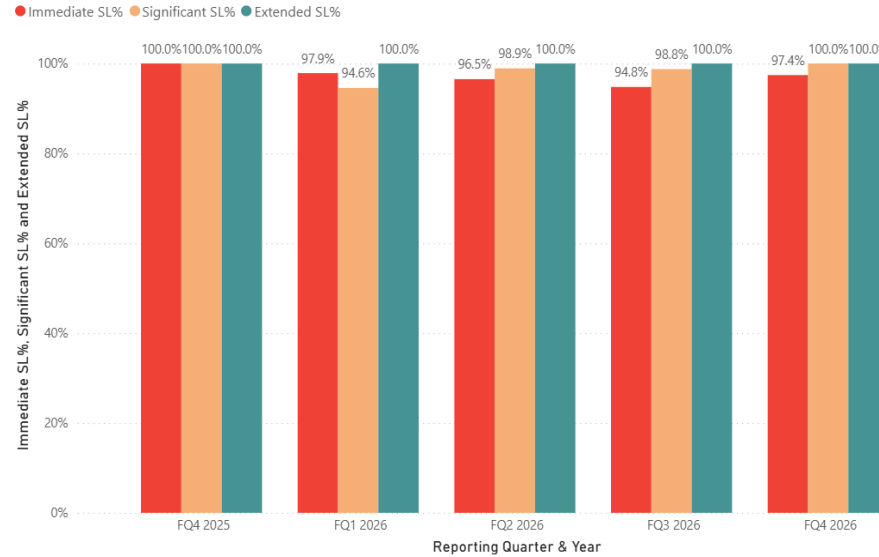
A trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime

Respond effectively to theft

Data Trend



Incident Response



Incident Response

CoLP continues to provide a good service level in response to theft incidents this quarter attending 100% of occasions where an incident is raised on our command-and-control system usually due to somebody phoning either 999, 101 or our local force control room number.

This quarter 97.4% (78 offences) of all theft incidents raised as an immediate graded response were attended within the 15 min expected. This is an increase (+2.6%) on Q3 25/26 and takes CoLP above the 95% service level. However, when comparing to Q4 24/25 we have decreased service levels (-2.6%). These incidents had an average response time of 4.9 min this quarter. This is a decrease from the previous quarter Q3 25/26 (-2.3 mins) and to Q4 24/25 (-0.9 mins). Over the past 12 months we have consistently been well within the 15 mins response time for immediate grades.

100% (60 offences) of all theft incidents raised as a significant graded incident were attended within the 60 min expected. This is a small increase when compared to the previous quarter Q3 25/26 (+1.2%) and the same as when compared to Q4 24/25. This is above the 95% service level expected. These incidents had an average response time of 18.2 min an increase of +1.5 mins when compared to Q3 25/26 and a minor decrease when compared to Q4 24/25 (-0.8 mins).

CoLP continues to have a very low number of theft incidents requiring an extended response - 1 this quarter, similar to Q3 25/26. All were attended within the 48hrs expected.

Investigative Response

The proportion of the three most prevalent theft offences recorded between Apr 25 and Mar 2026 that have a positive outcome is 11.7%. With 6.4% of offences still ongoing. The latest published national average for these three offences shows a 9% positive outcome rate which we remain above and 4.1% of investigations are still ongoing.

The proportion of positive outcomes does vary significantly between type of offence due to differing suspect identification opportunities aligned to the method of offending.

Shoplifting offences have a positive outcome proportion of 26.4% for offences recorded between Apr 25 – Mar 26. The latest published national average for these offences is 21%. Theft from the Person offences have a positive outcome proportion for the period of 0.8% the latest published national average for these offences is 1.3%. All other theft offences have a positive outcome proportion for the same period of 7% the latest published national average for these offences is 2.1%

Incident Response

Prompt attendance rates continue to enable the City of London Police (CoLP) to respond effectively to volume crime by maximising early opportunities for evidence gathering and maintaining victim confidence. This approach is supporting more effective investigations and improved outcomes for victims, with performance continuing to exceed national averages.

Attendance times are expected to remain stable, with service levels returning to the established performance standards through ongoing team monitoring and management oversight. At present, there are no identified factors that are expected to adversely impact CoLP's ability to respond effectively to incidents.

Investigative Response

Operation Swipe remains the principal priority for crime detection, with a specific focus on theft from the person (snatch offences). Theft from the person has reduced to 0.8% (a decrease of 0.3%) compared with Quarter 3 of 2025/26. Following activity under Operation Swipe during this reporting period, a number of investigations (20 occurrences) remain open and are awaiting final outcomes. Work continues to improve positive outcomes and enhance disruption of Serious and Organised Acquisitive Crime, which will remain a priority in future quarters.

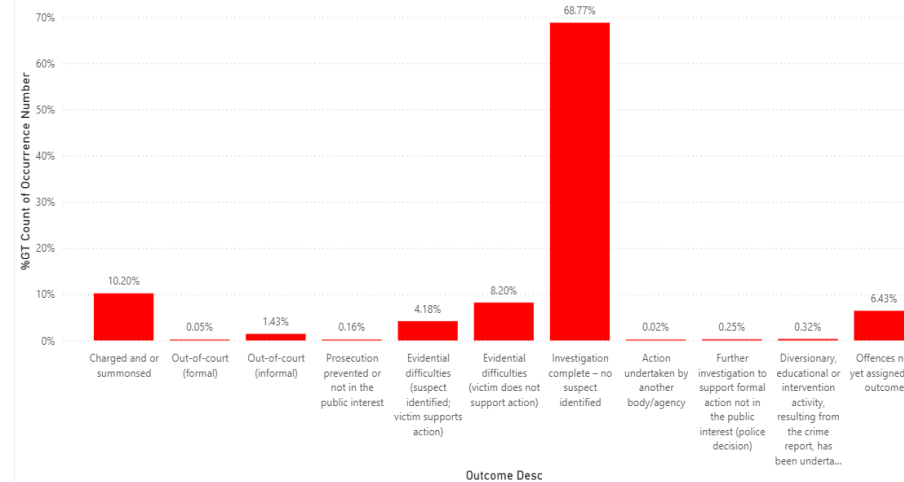
Analysis is currently underway to establish the extent to which offenders apprehended by CoLP under Operation Swipe have committed offences beyond the City of London boundary, particularly within the Metropolitan Police Service area. This will support improved long-term offender management and partnership working.

Delayed reporting continues to present challenges, particularly in relation to theft from the person and snatch offences where mobile phones are stolen. These delays can significantly impact investigative opportunities, which often rely on early notification. To mitigate this risk, CoLP has adopted a more proactive preventative approach through Operation Swipe and targeted hotspot policing. Complementary work is also underway to strengthen CoLP's operational capability to monitor and utilise CCTV more effectively across the City.

Positive results have been achieved through this preventative strategy, including incidents where suspects have been detained in possession of stolen phones, resulting in positive outcomes and the return of property to victims. Nevertheless, CoLP recognises the ongoing limitations associated with crimes that result in "no suspect identified" outcomes, particularly given the force's crime profile, where theft offences constitute a significant proportion and where this challenge is reflected nationally.

Further work is underway to review investigative approaches to business robbery and shoplifting, with a focus on increasing positive outcomes for victims and targeting repeat offenders more effectively.

Investigative Response



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Reduce Violence

In 2024/25 CoLP began focusing on the most harmful violence offences which include violence against the person offences and violence against women and girls which includes broader offences including sexual offending.

Violence against the person offences have significantly decreased this quarter by -30% (-121 offences), compared to the previous quarter Q3 25/26 this is due to the above tolerance levels we saw in Dec, specifically from an increase in violence without injury offences. These decreases in Q4 have been seen consistently over the past 3 years but it is important to note the decrease has been more significant in Q4 25/26. In addition to this, CoLP has seen a decrease of 11% (-35 offences) when compared to Q4 24/25. Analysing data for the most recent 12-month period (Apr 2025 – Mar 2026) and comparing it to the preceding 12 months (Apr 2024 – Mar 2025) CoLP violent offences are on a decreasing trend reducing by 5.7% (-81 offences).

Violence without injury has significantly decreased in levels this quarter (Q4 25/26) compared to last quarter (Q3 25/26) (-33% ~ -84 offences) and have remained stable when compared to Q4 24/25 (-3% ~ -5 offences). Violence without injury offences remain the largest proportion of violence against the person offences this quarter (59%). The significant decrease when comparing this quarter due to the previous is due to December 2025 offences going above tolerance levels and reducing significantly to within tolerance levels throughout Q4. Overall, in the last 12 months CoLP is on a reducing trend decreasing by -4.4% when compared to the previous 12 months.

Violence with injury offences have also seen significant decreases this quarter (-25.7% ~ -28 offences) compared to Q3 25/26. Furthermore, we have seen a significant reduction in offences when compared to Q4 24/25 (-27% ~ -30 offences). The predominant offence this quarter continues to be the lower harm offence of Assault occasioning ABH (58% of violence with injury offences). CoLP has remained well within tolerance levels in Q4 25/26.

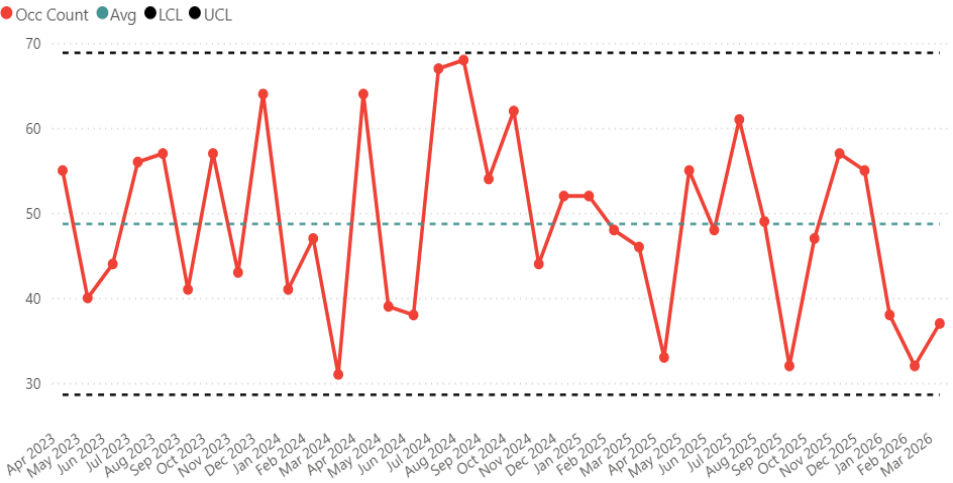
Stalking and harassment offences have shown a significant decrease (-21.4% ~ -9 offences) in Q4 25/26 compared to Q3 25/26 and the same levels when compared to Q4 24/25 (± 0 offences). This is due to the near above tolerance levels in Dec 2025 that were not seen in the previous quarters.

Offences related to Violence against women and girls has increased (15.5% +22 offences) in Q4 25/26 compared to Q3 25/26 and the same levels when compared to Q4 24/25 (±0 offences). We remain well within tolerance levels. Analysing data for the most recent 12-month period (Apr 2025 – Mar 2026) and comparing it to the preceding 12 months (Apr 2024 – Mar 2025) VAWG offences have decreased by 3.1%.

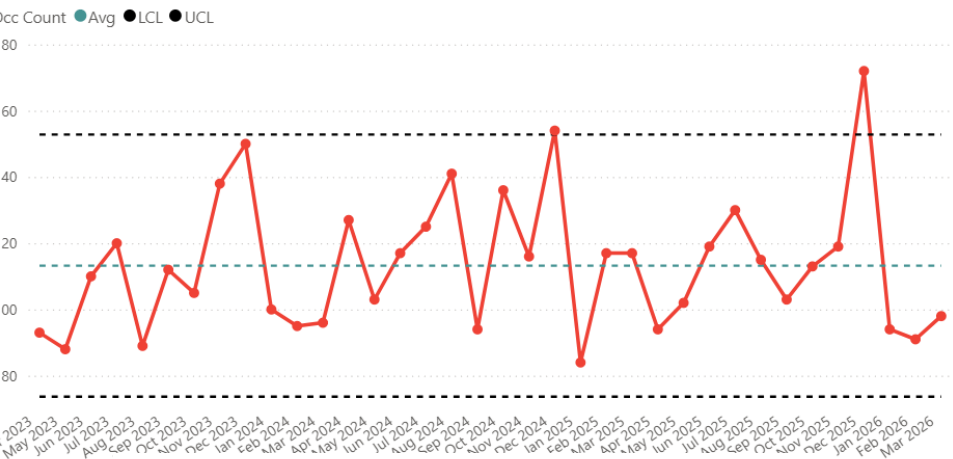
Violence against the person offences continue to be the most prevalent crime type making up 44% of VAWG offences over the past 12 months (244 offences), followed by Public Order offences of threatening words and behaviour at 34% of offences (185 offences), followed by sexual offences which make up 20% of these offences (108 offences).

Violence against women and girls continues to make up the same small proportion (5%) of all crime in this quarter and 17% of violent crime offences this quarter.

Violence against Women and Girls



Violence against the person



Crime Tree LV4 Desc	Jan 2026	Feb 2026	Mar 2026	Total
STALKING AND HARASSMENT	12	10	11	33
VIOLENCE WITH INJURY	29	26	26	81
VIOLENCE WITHOUT INJURY	53	55	61	169
Total	94	91	98	283

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In response

Hotspot policing has continued to evolve in its approach to tackling violence against the person since its introduction in 2024. During 2024/25, the effectiveness of hotspot deployment was constrained by technological limitations and the reliance on ward-based boundaries to define hotspot areas. This reduced the service’s ability to focus activity on violence occurring outside the highest-crime wards and limited the precision of directed patrol activity.

CoLP has since strengthened its analytical capability, enabling the identification of hotspot zones based on crime patterns rather than administrative boundaries. Current hotspot zones now account for 52.4% of all violent offences committed within the City. Analytical maturity continues to improve through enhanced tasking processes, with the Tactical Tasking and Coordination Group (TTCG) increasingly informed by real-time hotspot analysis. Analysts now routinely provide up-to-date intelligence to policing managers, enabling team leaders to deploy resources effectively in a dynamic operating environment. This activity is governed through four-weekly Problem-Orientated Policing Tasking and Review (POPTR) meetings.

During the reporting period, 61% of hotspot patrol time was delivered within priority zones, with a 56% compliance rate against identified peak harm periods (“hot times”). In Quarter 4 of 2025/26, a total of 930 hotspot policing hours were recorded, of which 549 hours were dedicated to visible patrol. An 8% reduction in violence was observed within treated hotspot zones compared with control areas. While a benefit was also recorded outside the priority areas, the most significant reductions were achieved within the zones receiving targeted intervention. All priority hotspot zones experienced reductions in violence.

Seasonal trends indicate that violence and violence against women and girls (VAWG) offences typically increase during towards warmer months of the year with longer daylight hours. In anticipation of this, hotspot policing activity is being refined using street-segment analysis. Fifty-three street segments have been identified for targeted patrol activity, collectively accounting for 75% of all violent crime within the City. This approach is intended to mitigate the historic increases observed in the summer months.

In December of the previous quarter, footfall across the City reached pre-COVID-19 levels for the first time, contributing to a corresponding increase in violent offences. Notwithstanding this pressure, violence levels have reduced during the current quarter.

Respond effectively to violence



Incident Response

CoLP continues to provide a good service level in response to violence this quarter attending 100% of occasions where an incident is raised on our command-and-control system usually as a result of somebody phoning 999, 101 or our local force control room number.

This quarter 98.6% (141 offences) of all violence related crime incidents raised as an immediate graded response were attended within the 15min expected. This is a slight increase from Q3 25/26 (+1.2%) and to Q4 24/25 (+0.8%). We have consistently been above the 95% service level. These incidents had an average response time of 6.8 mins this quarter. This is a slight reduction from Q3 25/26 where our average response time was 7.5 mins (-0.7 mins).

100% (58 offences) of all violence related incidents raised as a significant graded incident were attended within the 60min expected, this is an increase from Q3 25/26 (+1.6%) and to Q4 24/25 (+1.7%). We have consistently been above the 95% service level expected. These incidents had an average response time of 18.6 mins and small increase of +0.8 mins compared to the previous quarter and similar to the equivalent quarter last year (+0.1 mins).

CoLP continues to have a very low number of violent incidents requiring an extended response, CoLP had 1 extended graded incidents this quarter. All were attended within the 48hrs and has not changed compared to previous quarters..

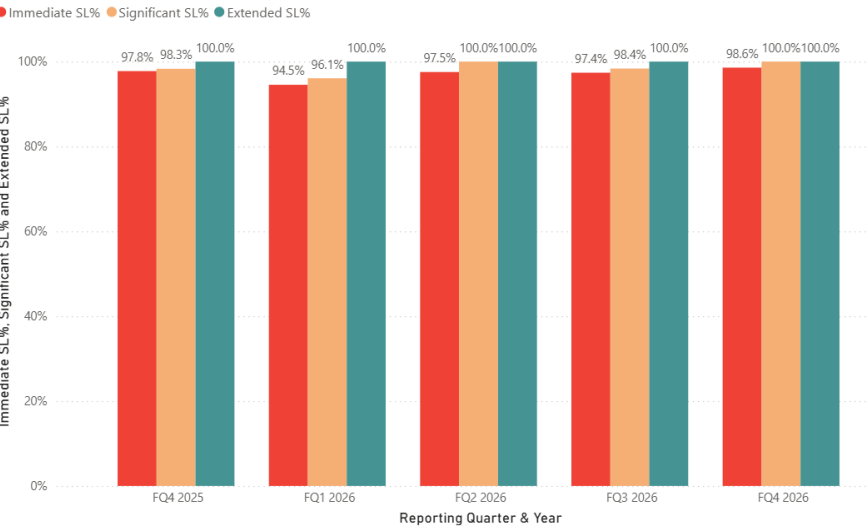
Investigative Response

CoLP continues to investigate violence against the person offences well. For crimes recorded in the past 12 months (Apr 25 – Mar 26) 12.1% have reached a positive outcome, with 12% still ongoing. This is higher than the latest national average of 9.3% and is not significantly different to the 12-month average recorded in Q3 25/26. CoLP has seen a reduction in offences not yet assigned an outcome reducing by 5.5% compared to Q3 25/26.

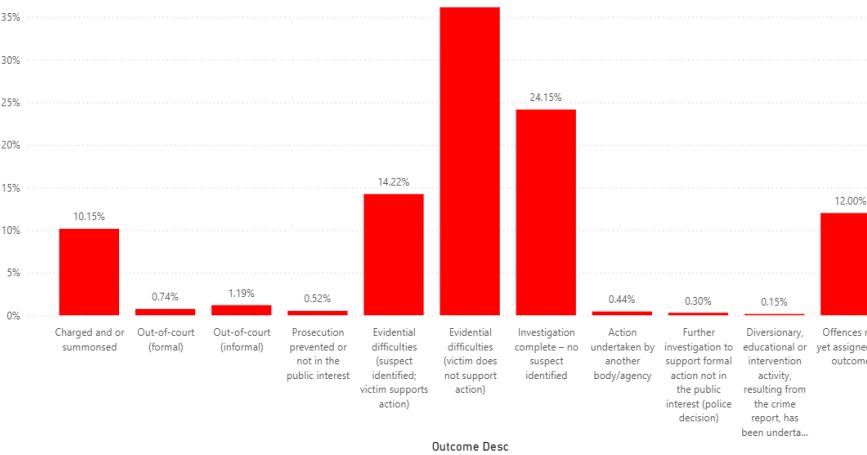
There is no significant difference between violence against the person offence types recorded in the past 12 months. Violence without injury currently has the highest positive outcome rate of 14% compared to stalking and harassment with 7.6% and violence with injury at 10%.

8.1% of violence against women and girls offences recorded in the past 12 months (Apr 25 – Mar 26) have reached a positive outcome with 14.5% of these offences still ongoing. This is due to the complex sexual offences that fall under this category that can have a longer investigation length than violence against the person offences.

Incident Response



Investigative Response



Incident Response

Analysis undertaken to support hotspot policing shows that violent incidents are continuously concentrated within a relatively narrow timeframe, typically across three days of the week (Thursday to Saturday) and within a 3–5-hour window during the Night-Time Economy (NTE). While this results in significant demand peaks, CoLP has successfully increased service levels compared with the previous quarter.

During the festive period, a preventative and targeted deployment model ensured that post-midnight increases in demand did not translate into a deterioration of service levels. Demand continues to be closely monitored, with particular focus on weekend resourcing and forward planning to ensure sustained performance during peak periods.

In September 2025, CoLP implemented a revised local policing structure, including the introduction of a Force Incident Manager role. Alongside this, an enhanced tasking process is being embedded to further improve incident response and the efficient use of available resources, ensuring that the right capability is deployed at the right time and in the right location.

An Operational review confirmed that officers were deployed effectively in the highest-risk locations and during peak demand times. This activity attracted positive feedback, including praise for preventative patrols and successful de-escalation of incidents, as well as favourable public feedback collected via the City Safe Bus.

Investigative Response

The majority of investigations involving violence, both with and without injury, are managed within the Criminal Investigation Department (CID) and the Volume Crime Unit (VCU). Sexual offences and domestic abuse investigations are undertaken by specialist officers within the Public Protection Unit, which provides seven-day-a-week coverage to ensure appropriate safeguarding and victim support.

There remains a clear ambition to increase positive outcome rates during Quarter 1 of 2026/27 and throughout the wider financial year. Progress will be supported through the continued reduction of vacancies within CID and VCU, strengthening investigative capacity and resilience.

CoLP is also seeking to develop a clearer understanding of how victim reporting practices influence investigative opportunities and outcomes. This work will continue to be reviewed through the Crime Standards Board to inform service improvement.

Protect the City from Terrorism

Threat Level Update:

On the 30th April the UK Threat Level was raised to **SEVERE** meaning an attack is **highly likely**. This increase was in response to the series of recent attacks targeting the Jewish community and increase in Islamist and extreme right-wing terrorism in the UK. There is **no** specific threat to the City of London. Weekly CONTEST meetings have been introduced in CoLP, alongside the monthly CONTEST meeting, which focus on the Middle East crisis, threat to Jewish communities, national updates and the consequent CoLP response

Judicial Ruling Update

Following the High Court's ruling in February that the banning of Palestine Action was unlawful, both the MPS and CoLP adopted a proportionate policing approach towards the group's supporters. However, with any impact from the court judgement unlikely to take effect for several months, the MPS resumed the arresting of supporters to the group in March 2026. To ensure a joint London approach, the CoLP have now also adopted this stance.

Q4 Performance

Protect

CoLP CT have continued to identify all potential sites of interest within the City of London and continue to work with our vulnerable communities. CoLP CT are now hosting weekly CONTEST meetings - (CONTEST).

- Delivery of the following training packages has been made over the last quarter by the CTSA Team; SCan sessions 2 sessions 286 persons , Act sessions (e.g. Strategic, operational, CCTV specific)10 sessions 98 persons, Vehicle Search and Screening 2 sessions 16 persons
- Live exercise undertaken at Tower Bridge

Prepare

Preparation and delivery of a 4-part test exercise to test our response to Hostile State activity took place in March. The exercise tested CoLP's frontline response, and the actions of the force control room, crime management unit and neighbourhood policing teams. Work is underway for future CoLP and pan-London exercises scheduled for later this year.

Engagement continues with MPS colleagues in order to develop joint understanding of CT PREPARE, contingency planning and testing / exercising across multiple commands.

Prevent

Between 01 January – 31 March 2026 only one Prevent referral has been received direct into the CoLP Prevent Team – the lowest level of reporting for the Q4 period since 2022. Two referrals were received relating to nominals of no fixed abode who are residing across London and were directed to the CoLP Prevent Team as the Pan London 'NFA SPOC'.

A review of Prevent related policies has been undertaken through the implementation of the Prevent Delivery Board which incorporates various partner agencies – Corporation of London, NHS, adult / child social care / educational representatives.



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Protect the City from Terrorism

Pursue

A total of 25 Op Lightning reports were submitted into CoLP during Q4 – an increase of 92% when compared to Q3 25/26 (x 13 reports).

City based security staff have continued to report the highest number of reports (x 19), with the remaining reports submitted by CoLP officers and staff (x 4) and members of the public (x 2).

Reporting continues to be highest towards the South of the City (x 9 reports) and North of the City (x 7 reports) rather than East or West.

Individuals taking photographs / filming continues to be the favoured MO with 17 reports detailing this behaviour. Individuals accessing premises accounted for 5 reports, general suspicious behaviour / loitering – 2 reports and suspicious questions to security staff 1 report.

Presentations have been made on the current Counter Terrorism landscape to CoLP Neighbourhood teams and all new recruits into force. Monthly presentations have also been delivered to the Crime Prevention Association in relation to Counter Terrorism developments.



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**Put victims at the heart of
everything we do**



Put victims at the heart of everything we do

Summary Page

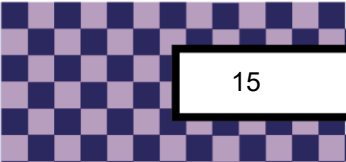
Victim Satisfaction	Q4 25/26	Q3 25/26
Post Reporting Q4 25/26	3.4	Not Available
Post Closure Q4 25/26	3.36	Not Available

Compliance with Victims Code	Q4 25/26
Average compliance for victims metrics	97.5% (+0.73 on Q3) ↑

Investigative Outcomes	Outcome Proportion Q4	Outcome Proportion Q3	Outcome rate change	Difference Compared to National Average
12 month positive outcome proportion for All Crime	14.7%	11.3%	+3.1%	+4%
12 month positive outcome proportion for Victim Based Crimes	11.9%	10.9%	+1%	+4.9%



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Victim Satisfaction

The interim victim satisfaction went live on 28th January 2026 and follows a similar structure to the past service which was stopped in November 2025.

The survey comprises of two touch points, one when the victim makes a report of crime to police (post reporting) and one when an outcome was applied to their crime (the investigation ends – post closure). This involves asking for a satisfaction score from 0 (least satisfied) to 5 (most satisfied) across 5 questions as well as a case outcome question for Post reporting.

To ensure all victims were offered the opportunity to feedback the initial survey was sent to victims across the whole period from 28th January to date. This now runs twice a week and is received therefore within 2-3 days of reporting or an investigation ending.

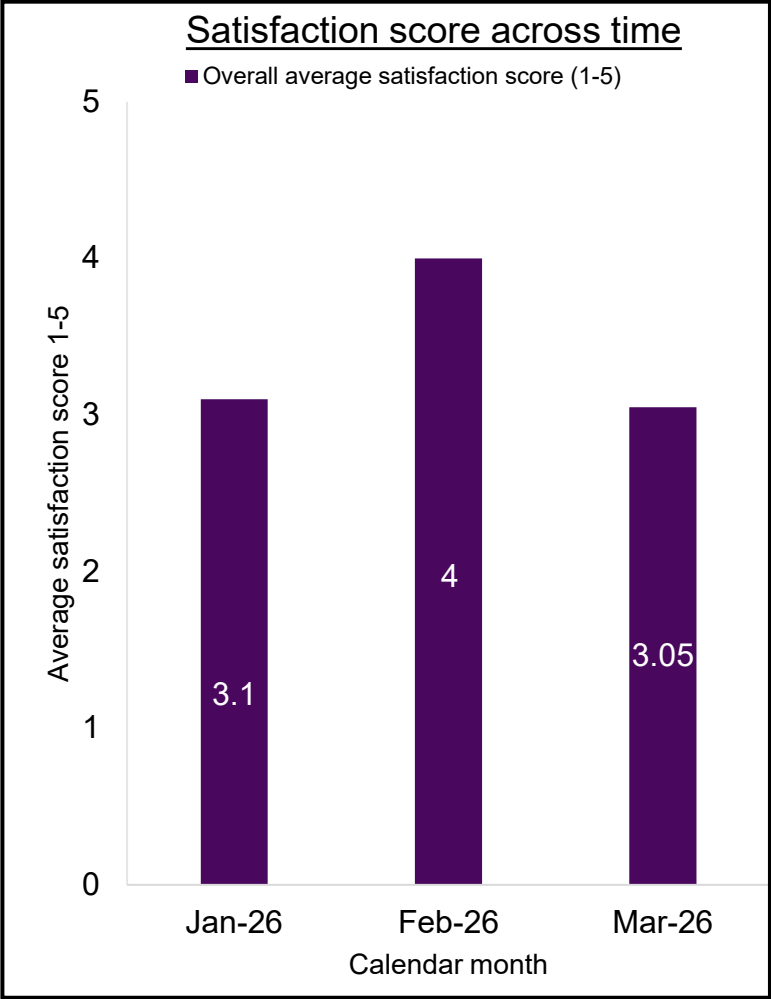
In reviewing the old service a number of concerns were identified and confidence in the data is now low, in addition the questions asked are different and therefore we are currently unable to draw comparisons from the two services.

Please note that due to the small sample size and response rate to the survey, this data is not currently statistically significant. Work to improve this is ongoing and is being managed by the Victim Services Board meetings.

In Q4 2025/2026, we received a total of 103 responses to the victim satisfaction survey, giving a response rate of 4% across both sets of surveys.

The average satisfaction score for FQ4 is 3.38 out of 5 across both surveys. This score shows no significant satisfaction or unsatisfaction.

The average satisfaction score for FQ4 in the post-reporting survey is 3.4. The average satisfaction score for FQ4 in the post-closure survey is 3.33. This is a minor reduction post closure, which is a normal trend to see across the two surveys.



Data Trend

Early indications are that people are most satisfied with the 'Professionalism' and 'Communication' of the service they received both initially and throughout the investigation.

Case Outcome average satisfaction score was consistently the lowest scoring satisfaction score across the post-closure survey in this quarter. It is not possible at this time to link the case outcome to satisfaction to understand this further but this is being explored through Victims Services Board as part of the pilot review.

Case Compliance with Victims Code of Practice

CoLP is committed to providing a good level of service to victims. We monitor compliance for the following things within the Victims Code of Practice centrally ;

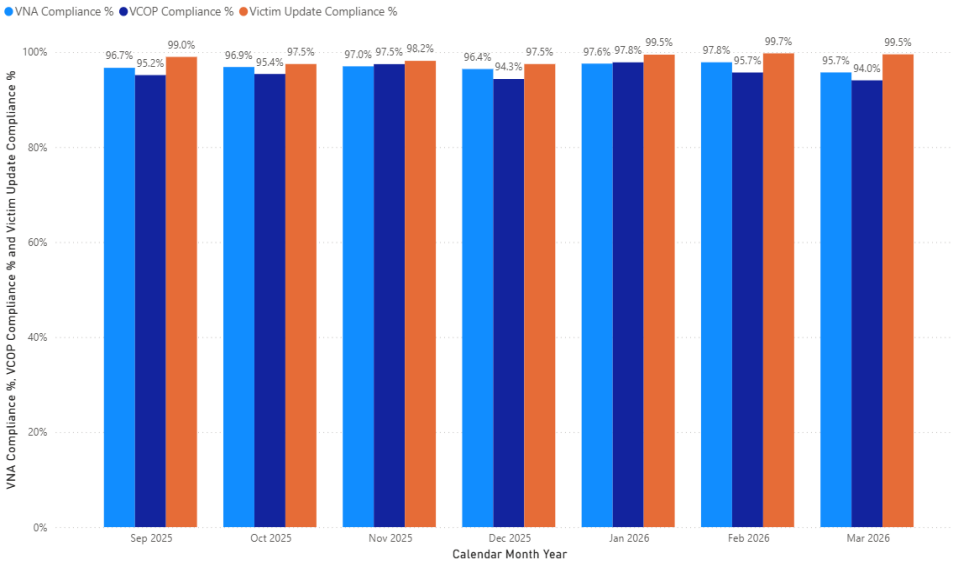
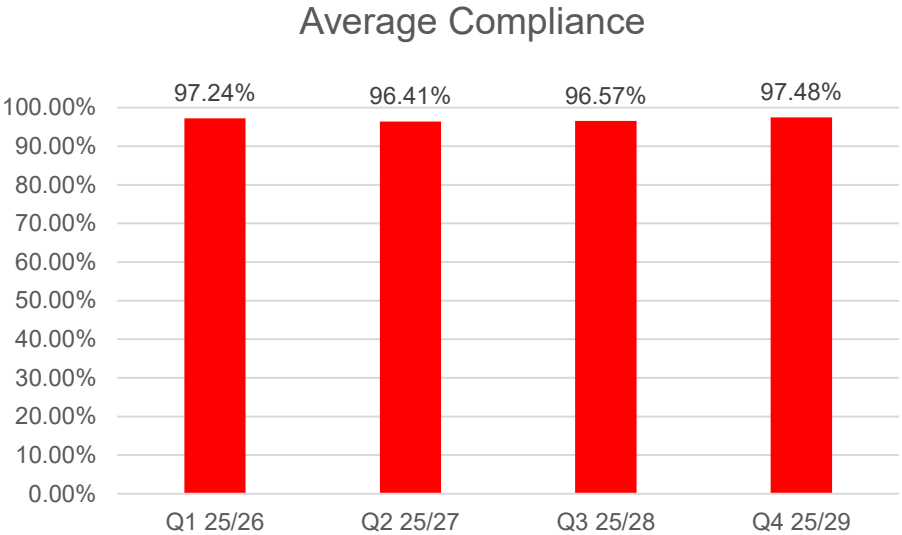
- Whether we are creating an agreement with the victim to identify what they can expect from CoLP as their investigation progresses (VCOP compliance)
- Whether a victim's needs have been assessed. (VNA Compliance)
- Whether we are keeping the victim informed of the investigation progress as set out in the initial agreement. (Victim Update Compliance)

CoLP monitors this for all victim-based crime investigations and are developing monitoring through Victim Services Boards for all of the rights within the code.

This quarter CoLP's average compliance is 97.5% across these metrics. This is similar compared to the last quarter. However, CoLP has set 90% as the compliance level for all these metrics and has consistently been above this for all 3 metrics this quarter and since the new recording changes were put into place.



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In Response

First, second and senior managers are continuing to use performance and data dashboards to monitor compliance rates across these metrics. This enables them to view the work across their teams and meet the goals which have been set. We have also continued automatically notifying supervisors and team leads when performance levels drop and have established that this is a successful technological strategy to ensure we meet the needs of our victims.

Furthermore, internal dashboard updates allow managers to clearly see their departments and team trends and compliance position.

These performance metrics are also measured at Crime Standards Board, Local Performance Boards and at directorate meetings and are firmly embedded in performance frameworks both tactically and strategically across COLP.

This approach has maintained focus and allowed CoLP to maintain our Quality Assurance Thematic Testing remains in place and checks qualitative aspect of crime management and victims focus. The thematic areas for scrutiny are determined by the crime standards board and delivered through the crime scrutiny group.

CoLP continues to maintain it's strong position and has been above the 90% compliance rate consistently for more than a year now.

There is now a strong focus on the consistency of data leadership within the force.

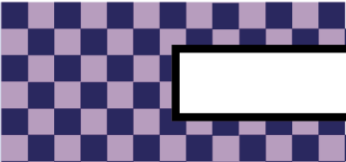
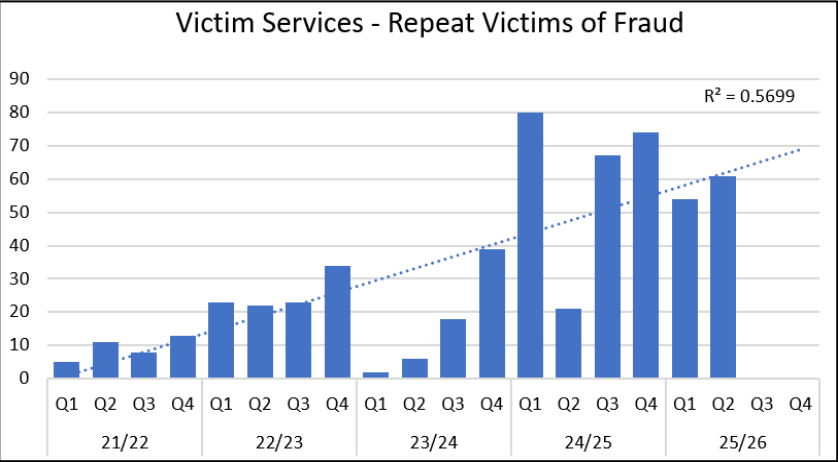
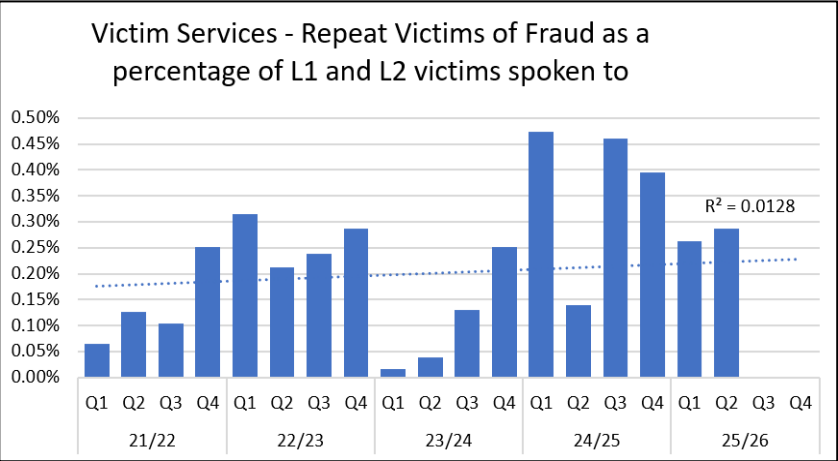
Implement victim-focussed commitments from our fraud, economic and cyber crime strategy

Reduce number of repeat victims of fraud

The delivery of Report Fraud Reporting Analysis and Victim Services went live on 4th December 2025 with a public launch on 19th January 2026. The data platforms and reporting processes are still being refined, and it has not been possible to provide like for like information to be reported on for this performance product.

The Victim Satisfaction information is available within the new system however is not like for like the feedback has not significantly changed since Q3 in that people are positive about their initial experience with Report Fraud but are negative once an outcome is received.

Please note no Q3 & Q4 data is included and therefore success measure status has not been included.



Secure positive outcomes for victims of crime in the City

City of London Police analyses all outcomes applied to crimes, not just positive outcomes, as well as comparing outcomes for specific crime types through its crime standards board to ensure any anomalies can be considered, understood and where required addressed.

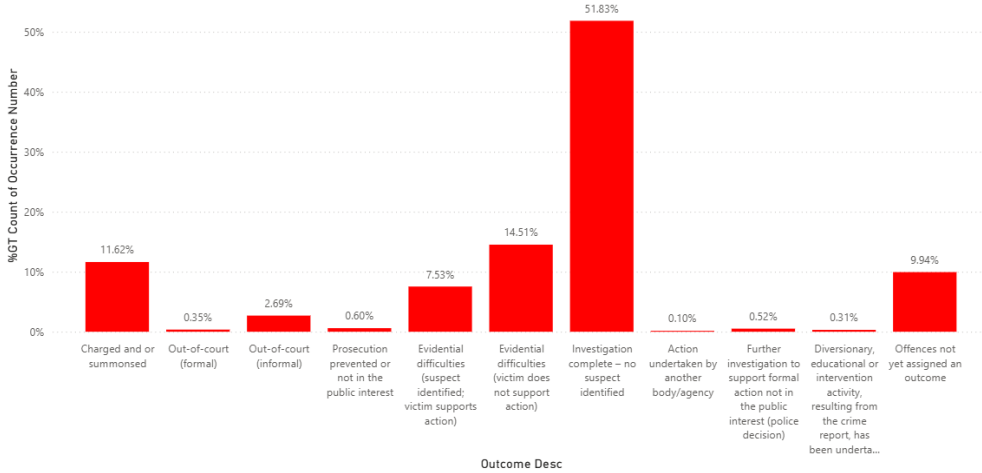
CoLP continues to have strong positive outcome rates for all crimes and for victim-based crimes compared to national figures. For all crimes recorded in the past 12 months (Apr 25 – Mar 26) 14.7% (1281 offences) have reached a positive outcome which is above the national average of 10.7% and above our neighbouring police force (Metropolitan Police) of 8%. CoLP has a high proportion of Investigation complete no suspect identified outcomes when compared nationally. This is largely due to the disproportionate volume of Theft offences within its crime profile when compared to other force crime profiles which have higher proportions of violence offences related often to domestic offences.

As a specific focus CoLP is keen to ensure victim-based crimes have a good positive outcome rate. For victim-based crimes (as a subset of all crime) recorded in the past 12 months 11.9% (871 occurrences) have reached a positive outcome rate, well above the national average of 7%. These have increased in comparison to the 12-month outcome rates recorded in Q3 25/26.

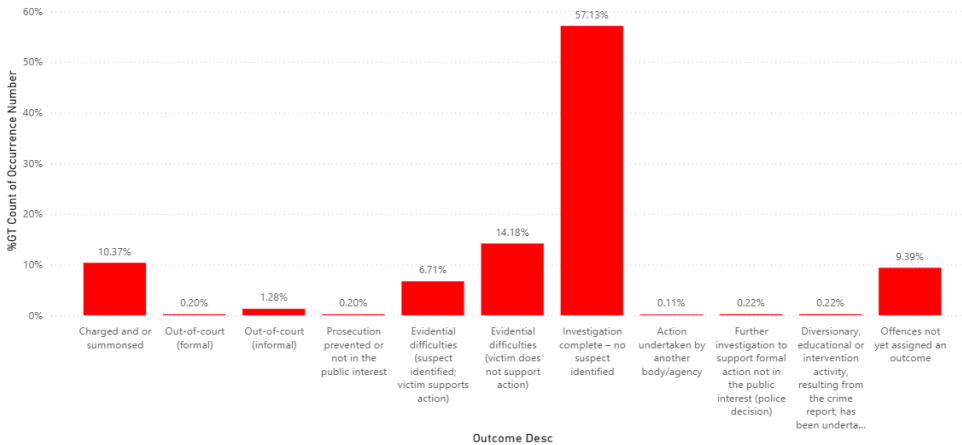
Some notable areas of good positive outcome rates for crimes recorded in the past 12 months (Apr 25 – Mar 26) are;

- 26.4% Shoplifting offences (378 occ with a positive outcome)
- Nationally the positive outcome rate is 21%
- 22.7% Burglary- Business (100 occ with a positive outcome)
- 14% Violence without injury (112 occ with a positive outcome)
- Nationally the positive outcome rate is 8.7%
- 15.2% Public Disorder (98 occ with a positive outcome)
- Nationally the positive outcome rate stands at 11%

All Crime



Victim based



In Response

A new national framework for the recording of investigatory outcomes is being undertaken and from next quarter this approach will be adopted into how CoLP measures its outcomes moving forward.

CoLP will adopt a revised national methodology for calculating and reporting investigative outcome rates to the Home Office. The 'solved' rate will be calculated by dividing 'solved' outcomes by the total number of outcomes ('solved', 'resolved', and 'unresolved') recorded during a defined reporting period (for example, a calendar year). 'Resolved' and 'unresolved' rates will be calculated on the same basis.

Op Swipe will continue to be a strong focus in the new financial year to not only support the preventative measures of the operation but also improve investigatory outcomes. It is important to note however, theft offences, especially theft from the person, have very low positive outcome rates nationally and the challenge to increase these are being seen by forces across the country.

A specific focus in Q1 will be understanding the barriers being faced during investigations to convert the high number of offences being targeted effectively into positive investigatory outcomes . This will continue to be an ongoing initiative throughout the next financial year and although an increase was not seen in Q4, more work is being undertaken to understand the barriers in place and accommodate known barriers such as, reporting delays and CCTV monitoring.

We are seeing high positive outcome rates for certain crimes such as shoplifting and are investigating if anymore can be done to keep those outcomes above the national average.

In the coming financial year there is a focus on maintaining Continuous Professional Development for investigative officers. CoLP sees no future demand change that will affect positive outcomes negatively and should see a continuing increase in positive outcomes throughout 2026/27.

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



Protect people and businesses from economic and cyber crime

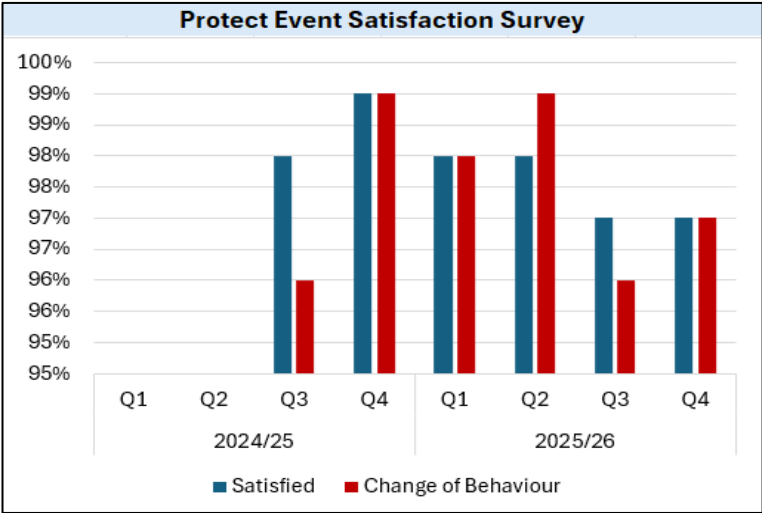
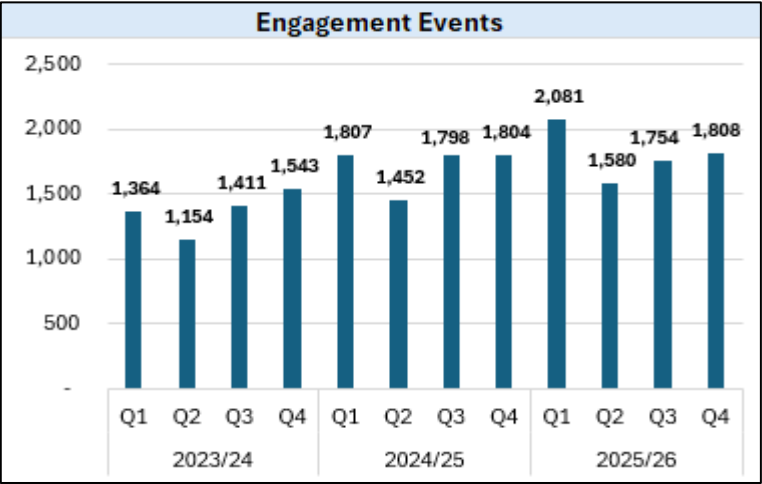
Percentage of PROTECT engagement event attendees (organisations and public) likely to change their behaviours as a result of the event.

For Q4, **1,808** engagement events were recorded under the fraud and cyber protect response type this quarter. This is a **3% increase** (+54) in comparison to Q3 25/26 and a 0% change in comparison to the same quarter for the previous year Q4 24/25 (+4).

Protect engagement events are reporting **5% (+362) above the benchmark** for the year.

In Q4, **98%** were very satisfied and satisfied with the event/engagement (2% increase from Q3)

97% were likely to change their behaviour or already undertake that behaviour (3% decrease from Q3).



Response

Report Fraud Protect have taken responsibility for the national training products around Technology Facilitated Abuse. Working closely with the NCSC, NPCC and Home Office Report Fraud Protect will ensure all the resources remain relevant and up to date and will promote delivery to public protection teams and advocacy groups across the UK. Working closely with local Forces and Regional Teams hosting a Working Group, where best practice is shared. The Guidance document has been updated by NCSC and circulated. It has been agreed the Report Fraud Working Group will be the conduit from which all future changes will be made. A PowerPoint will be used to deliver presentations to charities, advocacy groups, and Public Protection Teams.

Report Fraud Protect Services hosted the annual National Protect Conference during February. The conference brought together the fraud and cyber protect network, the conference hosted 250 people from Fraud, Cyber and our stakeholders across the nation including NCSC and NCA. The release of Report Fraud was also covered and led to meaningful conversations about the collaboration across the network.

In March, Report Fraud Outreach and Engagement Team presented to 140 delegates at the VisaV Limited National Community Engagement Conference. They spoke about the new Report Fraud Service and how Report Fraud Alert is helping to deliver effective protect messaging and drive meaningful behavioural change. Report Fraud Alert uses the VisaV platform to communicate information on emerging fraud and cyber crime threats to over 950,000 subscribers across the UK.

For Q1, The Home Office has tasked the protect team create a booklet catered to International Students around fraud and cyber awareness. Work is ongoing with universities as well as the Protect Network to build this booklet, and a draft is currently with the Universities and Network for feedback before going through the final design and draft stage. The finished booklet should be released at the start of Q1..



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Assessment of national fraud intensifications and intelligence led operations.

Data Trend



Results of national fraud intensifications and intelligence led operations:

Op Henhouse 5

In Q4, **Op Henhouse 5** took place in the month of February focusing on coordinated pursue and protect activity across all 44 police force PSNI, Police Scotland, every regional organised crime unit, Trading Standards, FCA and NCA, SFO and Insolvency Service.

Henhouse 5 resulted in the highest number of arrests to date (557), which is a 29% increase on operation Henhouse 4. Total seizures resulted in a value of £27.1m, and 51 successful disruptions were completed against websites, phone numbers, social media accounts and domains.

In addition to this, National Trading Standards E-Crime Team removed/ suspended 4,242 URLs. (Uniform Resource Locator – address of a unique resource on the internet, used by browsers to retrieve published resources such as web pages, images and documents). As a result of Henhouse 5 over 4,000 individuals have been the subject of initiatives including safeguarding visits, prevention advice through attendance at local community presentations or training sessions

Operation Henhouse 5: Policing results

Fraud intensification between 1st – 28th Feb 2026



- 44 police forces involved
- 557 arrests
- 172 voluntary interviews
- 249 cease and desists issued
- More than £18.1 million in cash and assets seized



Upcoming intensification

Op Seraphim

Progress on Op seraphim has been made with intelligence products relating to cybercriminals advertising fraud enabling products on Telegram channels. Currently work is on-going with Nigerian law enforcement and the Proactive Economic Crime Team (PECT) network. Close work is also on-going with the Cyber Defence Alliance to identify and attribute the cybercriminals.

Fraud Targeting Cell alongside the PECT Coordinator, have been having discussions with Flashpoint, a Cyber Threat intelligence company, around assisting in the attribution of the entities to cybercriminals.

The Nigerian pursue activity is set to commence in Q1, they've been sent 25 packages to action and are carrying out warrants. The UK based pursue activity is largely complete with 27 arrests. Following the Nigerian pursue, we'll be engaging with some online prevent messaging on social media channels used by threat actors.



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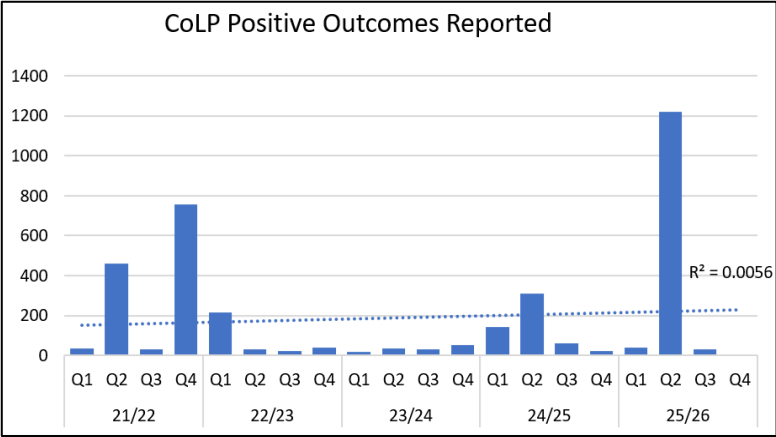
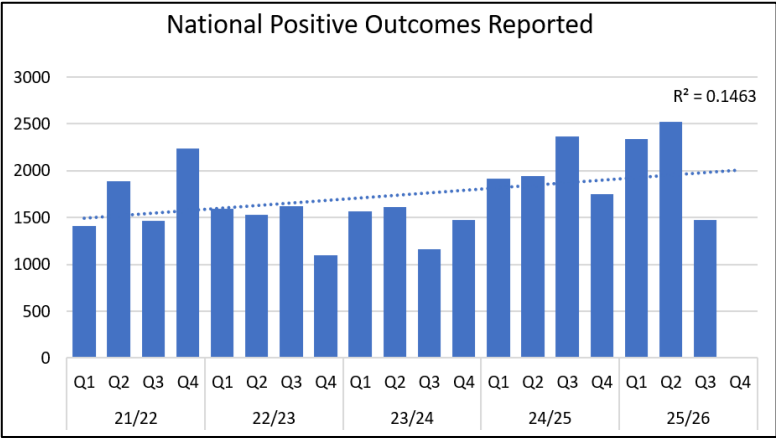
Increase positive outcomes for reported fraud and cyber crime nationally and locally

Data Trend	
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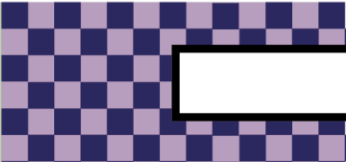
Increase positive outcomes for reported fraud and cyber crime nationally and locally

It is not currently possible to establish total outcomes recorded in the quarter as the process for ensuring accurate recording and therefore reporting for both Pre and Post Report Fraud dissemination outcomes is still underway.

No Q4 data has been included, therefore success measure status has not been included.



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



Implement our Equity, Diversity and Inclusion Strategy

High Actions for Year 1

'High' Actions status 2025	(Jan - March 2025)	(April – Jun 2025)	(Jul - Sep 2025)	(Oct - Dec 2025)	(Jan - March 2026)
Completed	4	7	14	19	20
In progress	20	21	14	9	8
Not started	4	0	0	0	0

We continue to make strong process on our EDI Performance Packs (measurement and impact), Evaluation Strategy and fulfil are legal requirements, including the recent timely publication of our Public Sector Equality Duty (PSED). Of the total of 28 high priority actions for Year 1, 8 are to continuing into the new financial year. As we continue to recruit into our Organisational Development team, we have needed to briefly pause some activity until new resource arrives; for example, to complete a full review of our Sponsorship Programme, Cultural Audit Toolkit and Positive Action Leadership Scheme (PALs). We are confident that with new colleagues joining the team with OD experience from private industry, we will be able to complete meaningful evaluations and deliver initiatives which help support and promote our internal talent.

In addition to this carry over, we are also committing to progressing 16 'medium priority' actions: 14 of these were already in existence (but had not yet been started) and 2 are new to this category having been re-prioritised due to organisational risk, new insights, governance feedback and political climate. Key examples of this include where we have gained an insight into our gender pay gap or where we have identified concerns with our EDI training compliance figures.

Inclusivity Programme Year 1

Evaluation
Of all sessions delivered in 2025, average satisfaction scores consistently ranged between 4.3 and 4.7 out of 5, with many sessions rated 'excellent'. Knowledge gain routinely exceeded 60%, rising in specialist sessions such as Andropause awareness, evidencing meaningful learning.

Growing engagement and reach
ICOD created a compliance mechanism to track the Inclusivity Programme engagement. Monitoring this through the EDI delivery board has increased attendance steadily throughout 2025, with hundreds of officers and staff participating across all directorates. Compliance is now 80%.

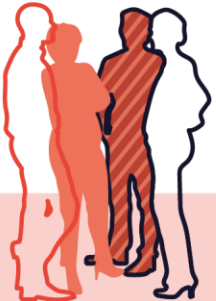
Stronger accountability through further evaluation:
ICOD routinely captures Level 1 and Level 2 evaluation data, enabling the organisation to track learning quality, knowledge gain and confidence over time. This marks a step change in the force's ability to evidence EDI impact and to refine learning based on insight rather than assumption. An evaluation framework is now being developed to ensure that ICOD can understand the 'So what' of what they are delivering.



Enhance our approach to engaging with communities and responding to their needs

Quarter 4 has seen a continuation of wide-ranging community engagement, building on the activities of the previous quarter

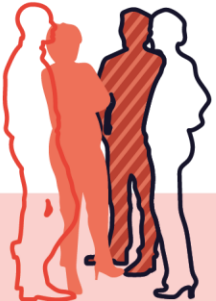
- Following on from the success of our November 2025 Cluster Panel Meetings, we have decided to continue our approach at creating a 'Cluster Lite Pack' of information to go out to attendees prior to the meetings. We have had 212 unique sign-ups to our April-May 2026 Cluster Panel Meetings, with each Cluster having two meetings, one online and one in-person to cater for our community.
- City of London Police remain actively engaged with residents in the City through a wide range of initiatives including newsletters, 'Coffee with a Cop', community drop-ins and crime prevention advice etc.
- Partnership working with the Corporation's City Belonging Project has also been utilised in order to remain actively engaged with our worker communities across the Square Mile.
- A wide range of engagement activities took place across the quarter including a cycle safety event in March (in partnership with Culture Mile BID) whereby approximately 100 people attended. Other events include but are not limited to: Stop the Bleed training, Security forums, phone / cycle marking stands, and our Walk&Talk initiative.
- There have been regular targeted community events aligned to various operations and projects (including Swipe, Reframe, Servator, Violence against Women and Girls etc) across the period to provide reassurance to, actively engage and provide crime prevention advice to our communities – residents, businesses, workers and visitors.
- Our 'City Safe Bus' scheme continued to be a success during this quarter, being deployed every Thursday-Saturday evening, outside Liverpool Street Station, where officers and a medic are on hand to provide support for vulnerable individuals during the night-time economy, as well as offering public reassurance, safeguarding and welfare support.
- Another fantastic event this quarter: The Fishmonger's Company hosted a free self-defence class for 32 women working in the city on 20th January 2026 and CoLP joined to engage with those attending and offer crime prevention advice. With Violence Against Women and Girls and the strategies to address this in the spotlight – it was a perfect opportunity for the City of London Police to showcase our approach and initiatives to help women feel safe. It also clearly sent a message that we are listening to our community and finding opportunities to develop and maintain partnerships with organisations such as these. The women who joined valued the opportunity to speak to us with new doors opened for even more collaboration opportunities.



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Assessment of complaint handling quality via Professional Standards and Integrity Committee dip check of cases

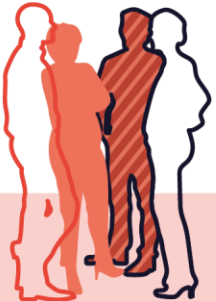
A full report on this has been submitted to the Professionalism & Trust Committee for detailed consideration.



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Public Confidence in the City is Increased

The Public Confidence Survey is currently under review.



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Be an employer of choice

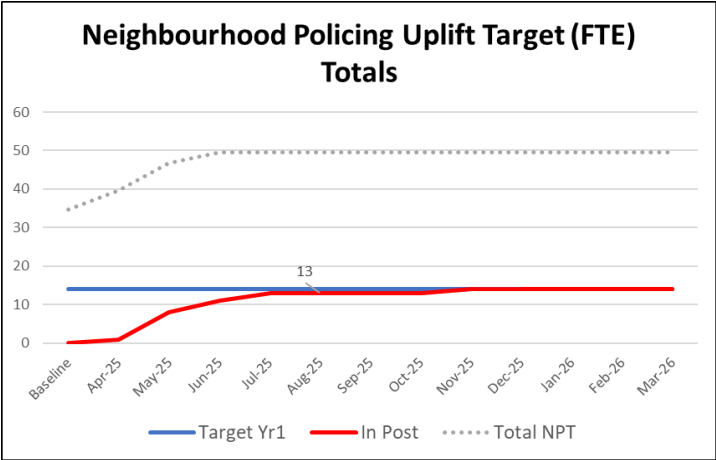
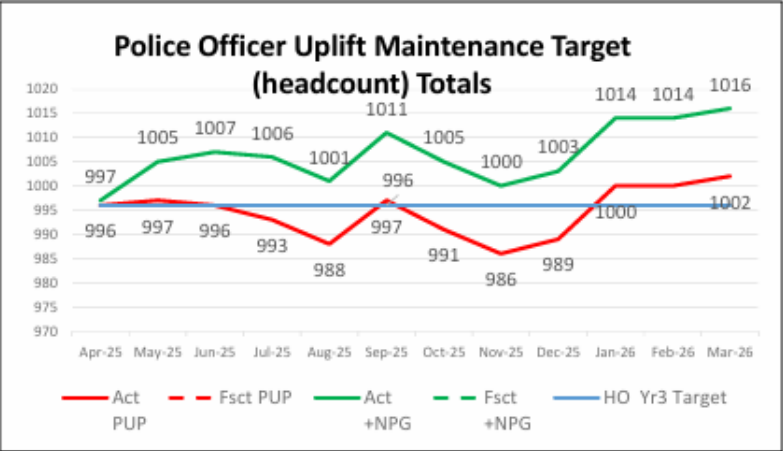
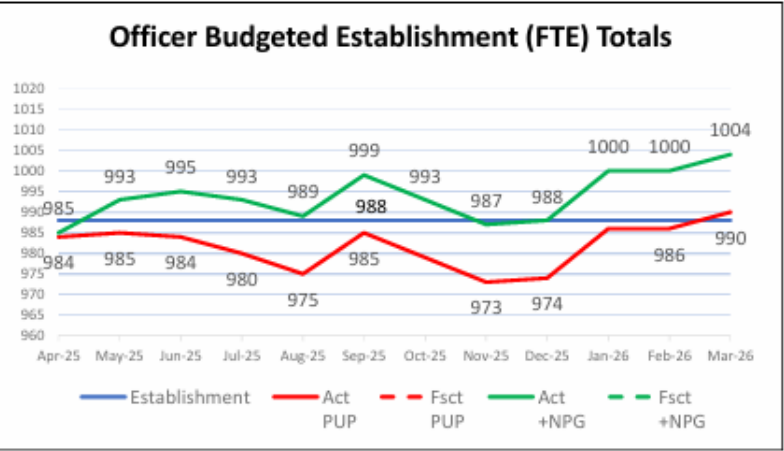


Achieve and maintain Neighbourhood Uplift Target (annual)

The CoLP officer headcount has remained steady since 2022/23 and has continued to meet the uplift maintenance target of 996 headcount for September and March each year related to the grant terms. The officer headcount was 1016 at 31 March 2026. From April 2026 onwards, CoLP will no longer be required to maintain the uplift headcount target and the performance measure (above) has been amended to reflect this.

The officer headcount and FTE increased in 25/26 to include a new Neighbourhood Policing uplift of 14 FTE (total headcount 1010), all new Neighbourhood posts have been filled and backfilled. CoLP will be required to maintain last years FTE and increase its Neighbourhood Policing function by +13 FTE in 2026/27 related to the Home Office target. CoLP has chosen to use the latest increase on officers within Neighbourhoods and Response. This target will be measured once a year at 31 March.

The graphs below shows the officer targets for both the final uplift maintenance and Neighbourhood Policing Uplift.



Achieve and maintain at least 90% of our police staff permanent establishment (quarterly)

Establishment	Police staff Headcount		
	Total posts	Filled Posts (Hdct)	
Permanent Staff	618	548	88.7%
Agency Temps		6	
Total	618	554	89.6%

Of the 618 posts, 15 posts (2.5%) had recruitment held in 25/26 due to funding and have either been removed from the establishment in 26/27 or will have funding reassigned

Of the 548 staff in established post, 79 work part time with an FTE less than 1, including 8 people in job shares (5 roles). The actual FTE of all part timers is 59.23, therefore the target is set against headcount rather than FTE to show number of posts filled

There has been a 0.1% increase in established posts filled from 89.5% in December 2025 to 89.6% in March 2026, a 0.4% gap to 90% is approximately 2 headcount.

External recruitment is continuing and although many posts were filled with internal applicants in 2025/26, either on promotion or lateral development, a greater number of externals joined in February and March 2026 enabling an increase in headcount

The recruitment forecast for 26/27 aims to meet 90% each quarter, 5-years worth of data was used to analyse leaver rates with 3-5 leavers per month plotted into the plan. The number of joiners per month of 4-5 has been set related to predicted leaver numbers, meeting the 90% target as well as managing demand on supporting services. Continuing to meet the target will depend on leaver rates and extended vetting timelines, these will be monitored closely

HR continue to work with Directorates to understand their recruitment priorities. Police staff vacancies will be tracked at the monthly Tactical People Board



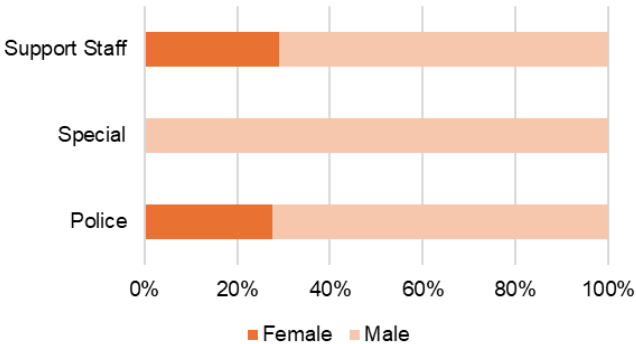
Action taken to attract, recruit and retain talent

Attraction & Recruitment

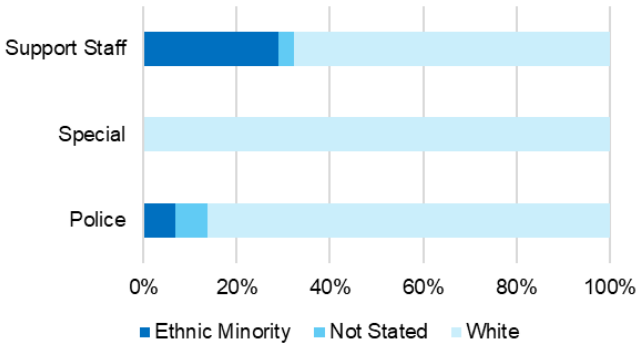
In the period January – March 2026:

- 62 campaigns were advertised externally and/or internally, 19 of which have made conditional offers to 25 individuals. Up from 59 campaigns advertised Oct-Dec 2025
- On average, 24 applications were received per campaign (previous average was 13 per campaign)
- 8 campaigns received 50+ applications, 205 applications were received for 2x AOJ Caseworkers in SO and 285 for Duties Administrator in LP
- 4 campaigns (3 officer/1 staff) received no applications; 2 of which were advertised internal only. This is a reduction on last reporting period in which 10 campaigns has 0 applicants
- 39 total offers have been made in this period, with only 1 withdrawal. 24 were external, 10 officers/14 staff. 15 were offered internally, 11 officers/4 staff
- 69% of campaigns advertised in this period have not yet confirmed an offer, with some campaigns still open
- No change in CoLP's Glassdoor rating of 3.4 out of 5 since June 2025, with 72% confirming they would recommend CoLP to a friend (no change)

External Joiners Gender Jan-Mar 2026



External Joiners Ethnicity Jan-Mar 2026



- 29 officers, 1 special and 31 staff joined the force in Jan-Mar 26, including 13 seconded to the CRC. A % change since Oct-Dec 25 of +26% for officers and +63% for staff. Officer and staff ethnicity have both increased this quarter. Officer gender has increased from 23.1% (oct-dec) to 27.6%, staff gender has reduced 75% to 29%.
- There were 10 officer, and 16 staff internal moves in this 3-month period (no change for officers, a small decrease from 18 staff internal moves Oct-Dec).

Next Steps:

- Work on our Attraction Strategy is ongoing, and we continue to engage with our external partners to build a tailored offering that best meets our needs and ambitions.
- Our current Applicant Tracking System (ATS), Blue Octopus, has been discontinued and CoLP HR are currently scoping the transition and implementation of a more modern and intuitive system that will improve functionality and provide us with more in-depth data to inform our recruitment and attraction decisions.
- We remain an attractive employer, with a high number of external applications being received. In order to harness this and ensure our Staff headcount remains high, we are exploring how we can balance internal mobility and development with ensuring we are bringing in fresh talent externally.



Action taken to attract, recruit and retain talent

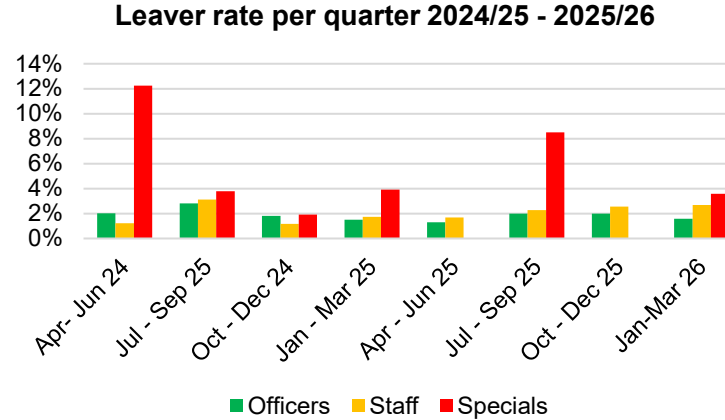
Retention rates

The officer leaver rate have reduced from 2% between October – December 2025 and 1.6% in January - March 2026. Staff leavers has slightly increased from 2.6% to 2.7% in the same period.

The overall Officer leaver rate for 25/26 was 6.95%, a decrease from 8.14% in 24/25. For Staff, the FY leaver rate was 9.22% up on 7.24% in 24/25.

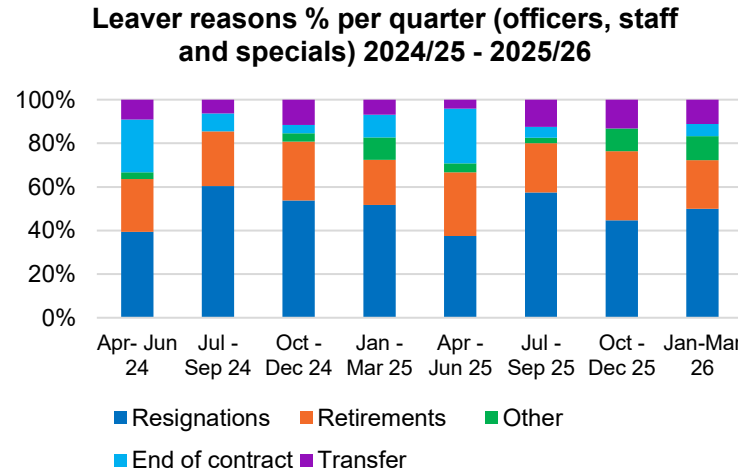
For officers' retirements make up 36% of leaving reasons, followed by resignation (30%). 64% of staff leavers resigned in 2025/26. Exit survey responses suggest the main reason for leaving was better job opportunities elsewhere, and better paid jobs elsewhere.

Nationally, officer resignations surpass retirements for 2024/25. Although CoLP data followed the same pattern in 2023/24, it has not yet continued in the same trajectory when taking all retirements including medical retirements into account. National data trends also suggested higher levels of officer resignations with 2-5 years service following Uplift. Among CoLP officer leavers that resigned for the year, 23.8% had 2-5 years service.



60% of staff leavers in 2025/26 had 0-5 years service in policing. Slightly less than in 2024/25 in which 63% of staff leavers had 0-5 years service.

The Retention and Exiting Working Group will continue to review exit survey data to understand key reasons for leaving. A review of the Stay Pathway took place in Q4 2025/26 and an updated strategy for encouraging interaction with this programme is being worked on.



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Improve our productivity



Crime Data Integrity Standards

2025/26 Quarter 4 Compliance – Crimes Disclosed/Crimes Recorded

Q4	Total Crime (not N100s)		Violence		Sexual		Other		N100s		
	183	178	100% +6.8%		98.4% +4.7%		94.1% -4.5%		66.7% -15.4%		
			54	54	61	60	68	64	3	2	
			Disc	Rec	Disc	Rec	Disc	Rec	Disc	Rec	
	97.3% +2.1%										

Violence: Includes Modern Slavery, Robbery, Harassment/Stalking, and communication offences.

Sexual: Includes offences relating to indecent images.

Other: All non-violent and sexual offences, including acquisitive crime, damage and state-based offences.

N100s: Rape reports are treated differently to other offences - the Home Office wants notifiable records to be kept of all Rape reports not immediately recorded as a crime. The N100 category was created to notify the Home Office when forces receive reports of rape where the disclosure comes from a 3rd party, cases where the police have credible evidence to the contrary at the time of the report and reports of rape which occurred in other forces.



Crime Data Integrity Standards

2025/26 Compliance – Crimes Disclosed/Crimes Recorded

Violence		Sexual (not N100s)		Other		N100s	
96.1%		95.8%		94.9%		87.9%	
308	296	288	276	292	277	66	58
Disc	Rec	Disc	Rec	Disc	Rec	Disc	Rec

Overall Compliance	95.6%	Crimes Disclosed	Crimes Recorded
		888	849

- Compliance remains at a similar level to that found by HMICFRS when assigning CoLP an Outstanding grading in their November 2024 inspection.
- N100 compliance is lower than the other areas, but there is no overall issue. The unrecorded cases were down to individual errors and were addressed directly with the users. There have been difficulties in achieving high levels of compliance in this area for all forces since its inception.



Crime Data Integrity Standards

Current Priorities

- Outcomes – Niche templates for all Outcomes are now live and guidance has been provided to investigative supervisors by the CMU. An audit is being conducted to establish current compliance.
- Training – Crime recording training sessions have been run with all Response groups and will be run with Control staff in the coming weeks. There is also an agreement in place with L&D for the Crime Registrars to give an input to the new cohort in the summer.
- Public Order section 4b – the new sex-based Harassment offence is now in force. Training has been delivered to CMU and we will monitor its usage to ensure it is being correctly applied.



Use data to inform our decisions

Data Trend



City of London Police now has 9 Published Power BI dashboards for internal use to drive decision making these contain over 50 different reports within them. The most popular dashboards remain;

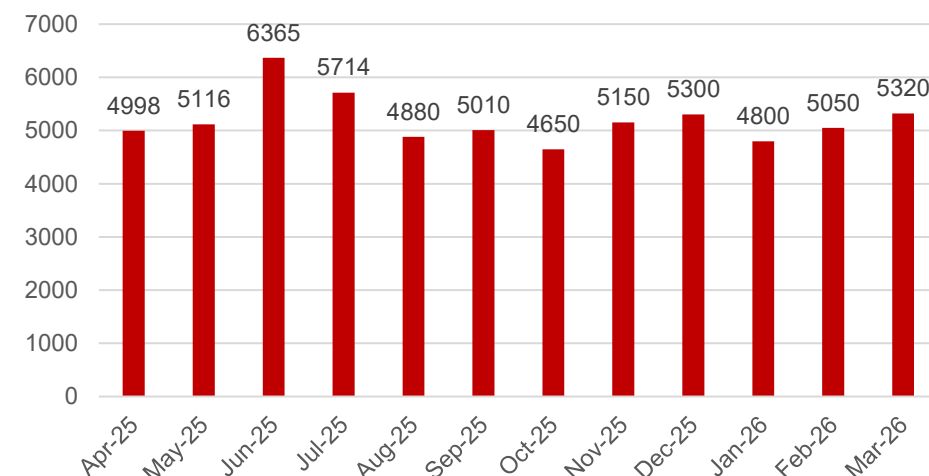
- **Supervision Dashboard** providing oversight of all investigations and investigation compliance across all teams in COLP
- **Occurrence Dashboard** providing mapping, trend analysis and outcome information for crime and incidents in the city.
- **Suspect Management Dashboard** providing trends and oversight of suspects listed outstanding or wanted, the investigations they are concerned in and the harm associated with them.

This Quarter the problem management dashboard which allow problem owners to determine the impact of their work., supporting the broader hotspots policing work and at the end of the quarter enhancements to the outstanding suspects dashboard was released showing locations of wanted suspects to make more efficient targeted efforts. Easier tracking of CoLPs outstanding suspect profile over time and across the force. This also allows COLP to understand better the risk associated with it's outstanding suspects to prioritise activity accordingly.

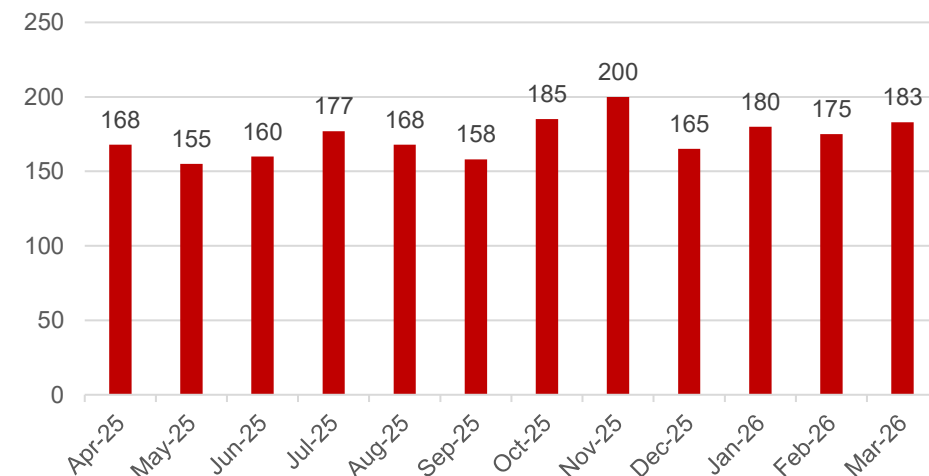
The number of views and unique viewers for the top 3 dashboards has been monitored since April 2025 and cannot be provided historically. This shows a stable trend in the number of views and viewers across the dashboards with no new dashboards being realised in the period this is to be expected.

Moving in to Q1 a dashboard is being built to support the change to Outcome recording in line with the National Police Performance Framework as well as work beginning on the Custody Dashboard to support our understanding of arrested offenders and their management as well as supporting improvements for HMICFRS recommendations.

Views per month



Viewers



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Make the best use of our resources

Efforts continue moving into the new fiscal year 2026/27 to mitigate financial pressure through the identification of savings and in-year budget re-prioritisation however the year end position of 25/26 is within 1% variance of the forecast position.



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Success Measure Assessment

	Service level has been met which is an improvement in performance OR An increasing significant data trend which is positive
	A decreasing significant data trend which is positive
	Service level continues to be met
	There have been limited increases or decreases within tolerance levels
	Service level has not been met which is a decrease in performance OR A decreasing significant data trend which is negative
	Service level continues not to be met
	An increasing significant data trend which is negative

A variety of success measures are utilised in this framework and their assessment status is determined in this table.

Defined Service Level

Where a set service level is defined in this report (e.g. 90% compliance) the performance assessment is assessed on this quarters performance compared to last quarters performance.

Data Trends

Where Statistical Process Charts are used; Normal random variation is expected, where volumes fall above and below the average and within the expected confidence limits (at 2 standard deviations, 95%). This is what is known as noise. SPC charts help to 'drown' out the noise by showing exceptions.

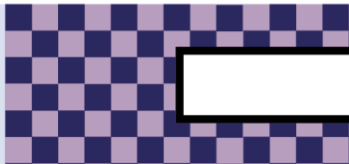
Significant data trends are identified

- where the data points fall above or below the control limits
- where there is a run of 7 data points above the average or below the average.
- where there is a month on month increase/ decrease for 7 months.

An early indication trend helps highlight emerging issues where 3 data points meet the above criteria and are highlighted through lower tier performance frameworks within COLP.

Narrative assessment

Where there is non-defined success measures or statistical data analysis available a review of the qualitative data has been completed and a trend analysis may be applied.



Integrity Compassion Professionalism

