

City of London Corporation Committee Report

Committee(s): Local Policing Committee – for discussion	Dated: 22 September 2026
Subject: Strategic Engagement Plan proposals	For Discussion
This proposal: • delivers Corporate Plan 2024-29 outcomes • provides statutory duties	Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Commissioner of City of London Police and Director of Police Authority
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Summary

This report presents the new Safer City Community Engagement Strategy 2026-2029 and supporting Delivery Plan 2026-2027, developed jointly by the City of London Police (CoLP) and teams within City of London Corporation. Together, they provide a framework for a more coordinated, evidence-led approach to engagement, responding to statutory community engagement requirements, findings from the 2025 HMICFRS PEEL inspection, and the City of London Policing Plan commitment and City of London Corporate Plan commitment to strengthen engagement practice. The strategy aims to embed a more structured, evidence-based and collaborative approach to engagement, ensuring communities have meaningful opportunities to influence policing priorities and community safety outcomes.

The report also provides an update on extensive engagement activity undertaken by the City of London Police between April and August 2026, including community meetings, crime prevention events, business engagement, resident forums and outreach with diverse communities.

Further work is required to translate the Strategy and Delivery Plan into a fully coordinated operating model, including clear responsibilities across City of London Police and relevant City Corporation teams, shared planning and communications arrangements, and a performance framework focused on reach, outcomes and impact rather than activity alone.

Recommendation(s)

Members are asked to:

- Note the new Safer City Community Engagement Strategy 2026-2029, underpinned by the annual Delivery Plan (Sept 2026-Sept 2027)
- Endorse the further development of a coordinated delivery model setting out responsibilities across City of London Police and City Corporation teams; and
- Note that the City of London Police community engagement and communications requirements will inform the new City Corporation communications strategy.

Main Report

Background

1. Community engagement is a core driver of public confidence and legitimacy in policing, and the ability of the police to prevent and solve crime. Evidence shows it is most effective when embedded in neighbourhood policing and used to identify and act on the issues that matter to local people. Its impact is strengthened further when it is a two-way process, delivered in collaboration with other agencies as part of a place-based approach to solving local problems and delivering sustainable community safety outcomes. Success depends on shared objectives, effective coordination and communication, and accountability for robust implementation. The City of London Policing Plan commits to:
professionalise our approach to engaging with our communities by providing training for our officers, drawing on learning and good practice and collaborating with our partners, including the City Corporation.
2. City of London Police is subject to a statutory community engagement requirement under the Police Reform and Social Responsibility Act 2011 (Chapter 5, Section 34).¹ The Act requires chief police officers to engage with local communities by seeking their views on crime, providing accessible policing information, and holding regular meetings. Neighbourhood boundaries may be defined flexibly to ensure effective engagement. In addition, the Police Reform and Social Responsibility Act 2011 Section 14 strengthened the requirement for PCCs to obtain the views of people living in the police area; and victims of crime in that area. Moreover, Community Safety Partnerships are required under the Crime and Disorder Act 1997 to assess local crime and disorder issues and develop local strategies, with subsequent regulations creating an expectation that community views and concerns inform those assessments and priorities.
3. This work is also informed by findings from HMICFRS PEEL inspection from July 2025, which noted that while the force has a community engagement strategy, it does not have a comprehensive engagement plan setting out how officers will deliver this in practice. HMICFRS further highlighted that neighbourhood policing teams do not routinely evaluate engagement activity, limiting the force's ability to understand what works well, identify gaps, and maximise the impact of

¹ Available at: <https://www.legislation.gov.uk/ukpga/2011/13/section/34>

engagement. Developing a more structured and evidence-based approach to engagement is therefore an important element of continuous improvement.

4. At the Local Policing Committee on 18 June 2026, Members received and discussed proposals for a refreshed three-year Safer City Community Engagement Strategy, underpinned by an annual tactical plan.

Current Position

5. Since that meeting officers within City of London Police have met with teams in the City of London Corporation who engage with communities on crime and safety matters (including City Belonging, Community Safety and Police Authority) to refine the strategic objectives of the three-year Strategy (integrating Member feedback on the original draft) as well as write the annual tactical plan for September 2026 – September 2027. The Strategy and Tactical Plan can be found at *Appendix A* of this report.
6. Since April 2026, City of London Police has undertaken a wide range of engagement activity with residents, workers, businesses, faith groups, young people and other communities. Recurring concerns included phone and bag theft, retail crime, anti-social behaviour and cycling, violence against women and girls, and police visibility.
7. The activity demonstrates significant reach but has not yet been planned, recorded or evaluated consistently against shared strategic objectives. The new framework will therefore move reporting away from a list of individual events towards an assessment of audiences reached, gaps, insight gathered, action taken and resulting impact. A full activity log can be found at *Appendix B*.

Next steps

8. Subject to any additional views from Members, the new Safer City Community Engagement Strategy 2026-2029 will be finalised and implemented across City of London Police and the relevant teams within City of London Corporation. At working level, officers will begin to develop a full performance framework with realistic and insightful metrics to be able to evaluate the success of the Strategy and Delivery Plan. These metrics are likely to include:
 - priority audiences reached, including identified gaps;
 - quality and representativeness of participation;
 - insight generated and shared;
 - evidence of issues influencing decisions, tasking or problem-solving;
 - actions taken and communicated back to communities;
 - trust, confidence, visibility and awareness;
 - sustained workplace and community relationships; and
 - reduced duplication across teams.

9. In addition, the following metrics will also be captured as part of the new National Policing Performance Framework as part of the Neighbourhood Policing Guarantee (the intention is for this data to be captured as part of a Public Perceptions Survey² which will be coordinated by the Police Authority team):
- how well the police understand and deal with local concerns
 - Public experience of ASB in their local area
 - Public awareness of community engagement activity
 - How far the public trust City of London Police
 - Public perception of police visibility in local area
 - Public perception of crime and ASB in a local area
 - Public feelings of safety in the City
10. Officers will develop a clear joint operating model for community engagement across City of London Police and relevant City Corporation teams. This will set out respective responsibilities, decision-making and governance arrangements, routes for sharing insight, links between engagement and communications activity, and how the different teams and channels combine to provide a coherent approach. This work is not yet complete and will be brought back to Members as part of implementation.
11. City of London Police community engagement and communications requirements will also inform the development of the new City Corporation communications strategy. This provides an opportunity to align policing and community safety engagement with the Corporation's wider work to strengthen strategic communications, audience engagement and integrated planning. This will help ensure that policing and community-safety priorities are reflected in corporate audience planning, channels, campaigns, stakeholder engagement, and the developing approach to data and CRM.
- The emerging communications strategy is intended to strengthen the Corporation's ability to deliver its priorities, manage its reputation and engage its audiences, while supporting wider corporate transformation. Three broad themes are emerging as potential foundations for future strategic campaigning: **Prosperity, People and Place**. The Safer City Community Engagement Strategic Plan will contribute to this work by ensuring community insight and engagement are connected to these wider corporate priorities, particularly in relation to serving communities effectively and creating a safe, thriving place to live, work and visit.

Corporate & Strategic Implications

12. Strategic implications – This paper addresses several CoLP and Corporation strategic commitments (see *Appendix A*).
13. Financial implications – none at present although investment in new technology (e.g. CRM system and Neighbourhood Alert system) could require investment.

² To note: the scope of the current survey does not include residents, and if it ends up being a one-off commission, we will not be able to measure improvement annually.

14. Resource implications – this plan brings together a shared commitment for joint ways of working between City Police and Corporation.
15. Legal implications – statutory obligations for community engagement as set out in the Police Reform and Social Responsibility (2011) Act and Crime and Disorder Act 2008.
16. Risk implications – this work acts as a mitigation to City of London Police’s operational risk regarding “Loss of public trust and confidence”.
17. Equalities implications – An Equality Impact Assessment would be undertaken to inform the final plan, in support of partners’ Public Sector Equality Duty.

Conclusion

18. This report sets out a renewed and more structured and outcomes-based approach to community engagement, supporting statutory requirements, strengthening public trust and confidence, and improving neighbourhood policing outcomes. Through joint delivery, clear priorities and robust evaluation, the Safer City Community Engagement Strategy – and associated Plan - will help ensure policing remains responsive, inclusive and evidence-led.

Appendices

Appendix A: Safer City Community Engagement Strategy 2026 – 2029 and associated Delivery Plan (Sept 2026-Sept 2027)

Appendix B: Community Engagement Activity Log – April-August 2026

Background Papers

- Safer City Engagement Strategy proposals, paper presented to Local Policing Committee in June 2026.
- Evaluation of the Strategic Community Engagement Plan 2024, paper presented to Local Policing Committee on 12 March 2026

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