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| <b>Committee(s):</b>                                     | <b>Date(s):</b>                 |
| Audit and Risk Management Committee- For information     | 25 <sup>th</sup> September 2018 |
| <b>Subject:</b><br>HMICFRS Inspection Update             | <b>Public</b>                   |
| <b>Report of:</b><br>Commissioner of Police<br>Pol 69-18 | <b>For Information</b>          |

### Summary

This report provides Members with an overview of Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) continuing programme of inspections and published reports, together with the City of London Police (CoLP) response where relevant. It additionally provides assurance that the recommendations from reports are being addressed by the Force.

During the reporting period (July 2017 – August 2018) HMICFRS has published 12 reports:

- Making it fair: an inspection of the disclosure of unused material in volume Crown Court cases (joint national report of HM Crown Prosecution Service Inspectorate (HMCPPI) and HMICFRS, published July 2017);
- Living in Fear: the policing and CPS response to harassment and stalking (joint national report of HMICFRS and HMCPPI, published July 2017);
- Stolen Freedom: the policing response to modern slavery and human trafficking (national report, published October 2017);
- Police Efficiency (national report, published November 2017);
- Police Efficiency (CoLP report, published November 2017), graded 'Good';
- Planes, drones and helicopters: An independent study of police air support (national report, published November 2017);
- Police Legitimacy (national report published December 2017);
- Police Legitimacy (CoLP report, published December 2017), graded 'Requires Improvement';
- Police Leadership (national report, published February 2018)
- Police Effectiveness (national report, published March 2018);
- Police Effectiveness (CoLP report, published March 2018), graded 'Good';
- Out of court disposal work in youth offending teams (national joint report by HMICFRS and HMI Probation, published March 2018)

HMICFRS has additionally published 7 force-specific reports relating to Crime Recording and Crime Data Integrity as part of its rolling unannounced inspection programme on this subject. City of London Police has not yet been inspected on these areas, however, the Force reviews each report which has been published in relation to other Forces inspections on these areas, to

inform action that can be taken to ensure CoLP is prepared for these inspections when they occur.

All reports and progress against recommendations are reported in detail quarterly to the Police Performance and Resource Management Sub Committee Chaired by Deputy James Thomson, for scrutiny and oversight.

### **Recommendation**

Members are asked to receive this report and note its contents.

## **Main Report**

1. This report provides Members with an overview of Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) continuing programme of inspections and published reports, together with the City of London Police (CoLP) response where relevant. It also provides assurance that the recommendations from reports are being addressed by the Force.
2. Members are reminded that HMICFRS changed how it uses the terms 'recommendation' and 'area for further improvement' (AFI). A recommendation is only made where in HMICFRS's assessment, there is a significant underlying cause for concern. Where there is no such concern but where HMICFRS feel general improvements can be made, areas for further improvement are identified.
3. During the reporting period (July 2017 – August 2018) HMIC has published 12 reports.

### **Making it Fair (July 2017)**

4. This report presented the findings of a national joint inspection of the disclosure of unused material in volume Crown Court case. The report identified a number of aspects of concern in the way Crown Court trials are handled by the prosecution and how police and the Crown Prosecution Service (CPS) effectively manage unused material relating to 'volume' casework.
5. This report made 9 recommendations in total of which 5 were applicable to the Force. CoLP has worked closely with the CPS to formulate a joint action plan addressing the identified issues.

### **Living in Fear (July 2017)**

6. This national joint report was the first instance that HMICFRS and Her Majesty's Crown Prosecution Service Inspectorate (HMCPSI) have inspected and reported on the police service's and Crown Prosecution Service's approach to tackling crimes of harassment and stalking.
7. The report was considered a catalyst for change in this area, with the identified improvements leading to improved services to victims.

8. The national report made 22 recommendations of which 4 were applicable to police forces. However, implementation of those 4 recommendations rely on national policy direction from the NPCC (National Police Chiefs' Council) Lead who has taken responsibility nationally to set a timetable and develop a joint action plan with the CPS. In the meantime the Force has taken a proactive approach and ensured that the lead responsible officer from public protection is aware of the recommendations whilst the NPCC takes action.

### **Stolen freedom: the policing response to modern slavery and human trafficking (October 2017)**

9. This national thematic inspection was commissioned by the Home Secretary in July 2016 to inspect the police's response to the implementation of the Modern Slavery Act 2015. The main finding was that whilst there has been some welcome progress in the way police respond to modern slavery and human trafficking this was generally only in small pockets. HMICFRS concluded that there remains significant inconsistencies in the service being provided to victims of this type of crime by forces.
10. The report made 11 recommendations, 7 of which were for police forces to address.
11. Modern Slavery and Human Trafficking is one of the strands of Vulnerability overseen by the Force's Vulnerability Working Group. As a policing plan priority, there is a specific 4P<sup>1</sup> plan which supports service delivery in this area. The Force SPoC has developed a specific plan in relation to Modern Slavery and Human Trafficking in response to this report, progress against which is monitored by the Vulnerability Working Group.

### **PEEL: Police Efficiency 2017 (national and Force, November 2017)**

12. The national report on police efficiency (the third HMICFRS has produced) was published on 9<sup>th</sup> November 2017. The overarching question examined remained the same as in previous years; "How efficient are the police at keeping people safe and reducing crime?" This inspection, however focused on the following questions:
  - How well does policing understand its demand?
  - How well does policing use its resources?
  - How well is policing planning for the future?
13. 2 forces were graded as 'outstanding' (Durham and Thames Valley Police), 30 forces as 'good' (including CoLP), 10 forces as 'requires improvement' and no force as 'inadequate'.
14. HMICFRS reported that findings continue to be broadly positive with most forces demonstrating they are improving the efficiency with which they operate.

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<sup>1</sup> A tactical plan centred around the 4Ps of Preparing, Prevention, Protection and Pursuing

15. Only 1 recommendation was made, relating to forces producing ambitious digital policing strategies supporting delivery of the National Policing Vision 2025. CoLP has developed a plan and strategy to comply with this national recommendation.

### **City of London Police report**

16. The City of London Police received an overall judgement grading of **GOOD**. The key force findings are summarised below:

#### *Demand understanding*

- i. Force has developed a good understanding of current and less reported demand through its strategic threat and risk assessment (STRA) process.
- ii. Whilst benefits of current change programmes have not yet been fully realised there are processes in place to address. (Note: Benefits strategy now in place)
- iii. Force is taking steps for a more systematic approach to identifying inefficient activity.
- iv. 'Innovate' programme and structures in place for listening to workforce suggestions and making changes as a result are very positive.

#### *How well does the force use its resources?*

- v. Until force completes skills audit it cannot fully understand or plan for gaps in capability. (Note: this is now complete)
- vi. Whilst having an effective process to identify priorities, needs to complete work to understand what reducing and investing means for services it provides.
- vii. Force does work with other agencies to manage demand but recognises it needs to develop this further.

#### *How well is the force planning for the future?*

- viii. Force's understanding of what technology can offer policing and criminals, and its plans to meet these challenges are outstanding.
- ix. Force should implement its draft talent management strategy and communicate to workforce. (Note: since the inspection the Talent Development Working Group has been established and the strategy is being delivered.)
- x. Significant work completed re Demand and Value for Money Review but force will need to implement changes as a result. (Note: being delivered through the Transform Programme)

17. The report contained no 'Causes for Concern' or 'Recommendations', but did identify 4 'Areas for Improvement' relating to the areas above for which a 'note' has been included for Members' information.

## **Planes, drones and helicopters: An independent study of police air support (November 2017)**

18. HMICFRS commissioned a study into the National Police Air Service [NPAS] following concerns expressed by some forces about the effectiveness and efficiency of current arrangements for police air support. A number of recommendations were made in their report, however, of the 19 recommendations made only 1 applied directly to the force. This charged chief officers to consider options for revising or replacing the existing NPAS agreement.
19. The Force uses the MPS asset (who are not part of the national collaboration) that are deployed as part of joint and pan London responses (for example for planned protest and high profile events in the City). The limited scope to use air support in the prevention and detection of crime within the City of London renders this recommendation of limited relevance and no further action is required.

## **PEEL: Police Legitimacy 2017, (Force and national report December 2017)**

20. As part of the PEEL inspection programme 2017, HMICFRS examined the extent to which:
  - Forces treat people with fairness and respect
  - They ensure their workforces act ethically and lawfully
  - Those workforces themselves feel they have been treated with fairness and respect by their force.
  - i. In their national report HMICFRS expressed concern that the use of stop and search powers is not applied in a way that is consistently reasonable and fair. In particular, there is over-representation of Black and Minority Ethnic (BAME) people which many forces are unable to explain. HMICFRS made 2 recommendations focusing on forces developing and monitoring a comprehensive dataset on the use of stop and search to understand the reasons for any disproportionality, the extent to which rates differ between people from different ethnicity and the prevalence of possession only drug searches.
21. HMICFRS's CoLP report identified 7 areas for further improvement centred around:
  - i. Delivery of stop and search training for officers and monitoring to understand the impact of stop and search has on the City' communities;
  - ii. Improving how the Force investigates allegations of discrimination and the timeliness of updates provided to complainants and witnesses; and
  - iii. Improving the understanding of workforce wellbeing.
22. The Force was graded as 'requires improvement' overall.

## **Police Leadership (national report February 2018)**

23. In this national report HMICFRS note positive examples of police leaders showing commitment to improvement and senior teams, demonstrating understanding of the need for fair and ethical treatment of both the public and their workforce. Concerns were raised within the report centred on the lack of a deep understanding of the skills and capabilities of police workforces. This resulted in 1 recommendation being made, relating to forces incorporating leadership skills and capabilities into their performance and development review processes.

## **PEEL: Police Effectiveness 2017 (Force and national reports, March 2018)**

24. As part of the annual PEEL inspection programme, HMICFRS assessed how effective police forces are at keeping people safe and reducing crime. This inspection focused on five areas of policing:

- i. How effective police forces are at preventing crime, tackling anti-social behaviour and keeping people safe.
- ii. How effective forces are at investigating crime and reducing re-offending.
- iii. How effective forces are at protecting those who are vulnerable from harm, and supporting victims
- iv. How effective forces are at tackling serious and organised crime  
How effective forces are at delivering specialist capabilities

### **National report**

25. In their national report HMICFRS stated they were pleased that the police service had responded well to their recommendations from the previous year's report. They did however raise the following concerns:

- i. A small number of forces risk are not meeting demand well enough
- ii. The national shortage of investigators requires addressing
- iii. Police are getting better at looking after vulnerable people, but progress is slowing.

26. HMICFRS examined for the first time how well forces identify and respond to people which are vulnerable because of mental ill health, generally finding the response to be very positive.

### **City of London Police report**

27. The Force received an overall grading of GOOD. The inspection assessed and graded four areas:

| Area  | Grade |
|---|-------|
| Preventing crime and tackling anti-social behaviour | GOOD  |
| Investigating crime and reducing re-offending       | GOOD  |
| Protecting vulnerable people                        | GOOD  |
| Tackling serious and organised crime                | GOOD  |

28. The Force's Specialist capabilities were also inspected; HMICFRS do not grade this area because of sensitivities in publishing. HMICFRS did, however, refer to CoLP's firearms capability and concluded "There can be little doubt that City of London Police's ability to respond to terrorist attacks within minutes and the bravery of the officers involved has saved lives."
29. Five areas for further improvement were identified (compared to 13 the previous year) in areas including lifetime offender management, proactivity around drug dealers and obtaining feedback from victims of domestic abuse.

### **Out-of-court disposal work in youth offending teams (national report, March 2018)**

30. This joint national report by HMICFRS and HM Inspectorate of Probation examined the work undertaken by Youth Offending Teams (YOTs) and the police with children who have committed usually low-level offences that are dealt with without going to court.
31. The report made 11 recommendations, principally for the Ministry of Justice, Youth Justice Board and Youth Offending Team management boards; 5 of the recommendations were relevant to police forces focusing on ensuring criminal justice policies and processes have regard to the specific needs of children.

### **Governance**

32. All of the reports summarised in this paper have been reported in detail to the Police Resources and Performance Sub Committee, which convenes quarterly and is chaired by Deputy James Thomson. A Member of your Committee also sits on that Sub Committee.
33. The full schedule that details the progress against every recommendation or area for further improvement is provided to the Police Performance and Resource Management Sub Committee for review and oversight. Internally, the Force reviews progress at its Performance Management Group. Additionally, the Assistant Commissioner holds a number of one-to-one meetings with action owners to provide organisational assurance that recommendations made by HMICFRS are implemented in a timely manner. Over the reporting period covered by this report, the Force has delivered 58 recommendations and areas for further improvement.

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