

Committee(s):	Date(s):
Police: Performance and Resource Management Sub Committee	30 th November 2016
Subject: HMIC Inspection Update	Public
Report of: Commissioner of Police Pol 54-16	For Information

Summary

This report provides Members with an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports. Since the last report to your Sub Committee two new HMIC reports have been published, the PEEL Police Efficiency 2016 national and Force reports. Progress against existing recommendations as well as the current inspection programme is summarised below.

Inspections Completed Since Last Report

The Autumn PEEL Inspection (Effectiveness) took place during October 2016.

Inspections Due During Next Period: No inspections have been confirmed for the next quarter, however, HMIC are continuing to roll out their programme of unannounced inspections (Crime Data Integrity and Custody) and have stated they intend to inspect arrangements in place to address terrorism, although no date for that has been set.

Reports Due for Publication: It is anticipated that the PEEL reports relating to Legitimacy and Leadership will be published toward the end of November or early December, with the Effectiveness report following in February 2017.

Process change: The AC is now holding 1:1 challenge meetings with action owners in addition to progress being reported to Performance Management Group, which has impacted positively on the implementation of recommendations.

At the request of your Sub Committee, the RAG status gradings have been changed so that recommendations that remain unimplemented more than 4 weeks after the due date are now shown as RED and not AMBER as previously.

Recommendations overview

		GREEN	215
No. of reports being addressed by CoLP	38	AMBER	10
Total no. of recommendations/AFIs in the 38 reports	419	RED	9
- Force	252	WHITE	11
- National	167	CLOSED	7

Recommendations Completed Since Last Update

The Force has completed the following HMIC actions since the last report:

Delivering Justice in the Digital Age: The Force has completed one recommendation relating to the conducting a cost/benefit analysis of the 'Single Justice Procedure'.

The tri-Service review of the joint emergency services interoperability principles: The Force has completed one recommendation relating to operational staff receiving awareness training of JESIP principles.

PEEL: Police Legitimacy 2015 (national report): The Force has completed the last remaining recommendation relating to reviewing complaints and misconduct arrangements.

PEEL: Police Legitimacy 2015 (Force report): The Force has now completed the last 4 remaining recommendations relating to enhancements to stop and search scrutiny, supervisor role in stop and search records, publishing all outcomes of stops and delivery of TASER awareness training.

Increasingly everyone's business: The Force has completed one recommendation relating to updating the Domestic Abuse action plan and the reporting of the same to your Sub Committee.

PEEL: Police Effectiveness 2015 (Vulnerability): The Force has completed the last 3 outstanding recommendations relating to vulnerability awareness training, reporting vulnerability on Force systems and production of the full child sexual exploitation problem profile.

Regional Organised Crime Units: The Force has delivered one recommendation relating to access to essential capabilities.

Recommendation

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

Main Report

1. This report provides Members with an overview of the City of London Police response to Her Majesty's Inspectorate of Constabulary's (HMIC) continuing programme of inspections and published reports. Since the last report to your Sub Committee there have been no new HMIC reports published that impact on the Force. Progress with existing recommendations as well as the current inspection programme is provided below for your reference.

New reports

2. On 2nd November 2016, HMIC published a series of reports assessing police efficiency. The first report is the City of London specific report, which is one of

forty-three separate Force reports, the second report is the national report that provides an overview of findings from all the force inspections.

PEEL Police Efficiency 2016, an inspection of the City of London Police

3. The central question posed by the inspection was 'How efficient is the force at keeping people safe and reducing crime?' To answer this, HMIC examined 3 areas in detail:

- i. **How well does the force understand its current and likely future demand?**

HMIC found that the Force has a good understanding of current demand, with daily operational decision making based on a broad range of management information. HMIC also recognises the Force's efforts to develop its knowledge of hidden demand, such as child sexual exploitation, modern slavery, human trafficking and domestic abuse.

HMIC also found that the Force has processes in place to identify inefficient and wasteful practices and cites the use of the threat, risk and harm model being used to manage demand and agile working as examples.

The principal criticism for this question relates to the Force's limited understanding of longer-term, future demand extending beyond 2020.

HMIC assessed the Force as GOOD in this area.

- ii. **How well does the force use its resources to manage current demand?**

The report states that the Force efficiently prioritises its use of resources to meet demands. However, it found the Force's understanding of the cost of its activities across the board to be limited (although it is recognised as good within the Economic Crime Directorate).

HMIC feel that the lack of trained business analysts is hampering the Force's ability to identify and subsequently realise the totality of benefits from projects.

HMIC recognised the Force has made improvements to the way it captures the skills and capabilities of the workforce, but feels there is more to be done, particularly regarding having a searchable system that extends across the whole workforce.

Concerning tackling workforce gaps, HMIC feels that the Force's understanding in this area is incomplete, which links to the workforce plan (see next section).

HMIC assesses the Force's performance in this area as 'REQUIRES IMPROVEMENT'.

iii. **How well is the force planning for demand in the future.**

HMIC grades the Force as INADEQUATE in this area, principally for the following reasons:

- There is no comprehensive, detailed understanding of future demand (it is accepted that at the time of the inspection it existed in pockets);
- The workforce plan was in draft form at the time of the inspection and had clear gaps with respect to requirements for future skills;
- The absence of a current ICT strategy indicates that little consideration has been given to how ICT might transform how the Force operates.

HMIC does identify some positives in this area, particularly with regard to its track record of achieving planned savings and success at generating new sources of income.

4. HMIC graded the Force overall as 'requires improvement' making 1 recommendation and identifying 4 areas for further improvement (AFI):
- i. Recommendation – within 6 months of publication the force needs to review its ICT strategy, workforce plan and analysis of future demand.
 - ii. AFI – the Force should broaden its consultation on the services that the public and businesses expect it to deliver.
 - iii. AFI – the Force needs to develop its understanding of the cost of all its main activities so that it can identify areas where it can make greater efficiencies.
 - iv. AFI – the Force needs to ensure that trained personnel analyse its benefits realisation so that it can better understand the potential benefits of change projects and of collaboration with others and the impact of these on efficiency.
 - v. AFI – The Force needs to understand the relevant skills of its entire workforce so that it can identify and respond to current and future gaps in capabilities.
5. The Force was one of eight forces assessed as requiring improvement. The report was published after the last Force Strategic Management Board (SMB), so is being presented to your Sub Committee ahead of presentation to the force SMB on 14th December. At that meeting, the force will formally agree the plan to deliver the recommendation and AFIs, although work has already been tasked in a number of areas to ensure no time is lost in delivering the actions ahead of the Spring 2017 PEEL inspection. An update on progress will be given to the February meeting of your Sub Committee.

PEEL Police Efficiency 2016 - A national overview

6. Nationally, HMIC graded two forces as outstanding (Durham and West Midlands), thirty three forces as good and eight as requires improvement. No force was graded inadequate.
7. The report found that most forces have a good understanding of the demand for their services and are being proactive in seeking out other types of demand. Most forces have shown their developing understanding of demand in the way that they allocate resources, however, many forces do not understand the skills and capabilities of their workforce well enough to match the most appropriate resources to that demand.
8. Almost every force is able to demonstrate some progress in improving collaborative working with other forces and local public sector organisations; however, only a small number were able to demonstrate clearly the benefits resulting from this work.
9. A small number of forces were assessed as having impressive plans to develop their workforce and/or ambitious plans for joint working with their local authorities.
10. Whilst a high number of forces are in the process of recruiting new officers, HMIC are disappointed that only a small number of forces have a sufficiently clear sense of the skills (e.g. digital skills) that they are looking for in new recruits. HMIC state they would have liked to have seen more examples of forces taking advantage of programmes such as Police Now and Direct Entry, to bring in people with new ways of thinking and new approaches.
11. Police forces continue to struggle with a large number of different ICT systems and, in particular, how they work together to share and search for data.
12. The report does not contain any recommendations or areas for further improvement.

Inspections Completed Since Last Report

13. The Autumn PEEL Effectiveness Inspection

14. This inspection took place between the 3rd and 7th October 2016 and concentrated on:
 - i. The Force's effectiveness of reducing crime, tackling ASB and protecting people;
 - ii. The Force's effectiveness of investigating crime and reducing re-offending;
 - iii. The Force's effectiveness of protecting vulnerable people;
 - iv. The Force's effectiveness of tackling serious organised crime; and

- v. The Force's effectiveness with regard to providing specialist capabilities to support the Strategic Policing Requirement.
15. It is anticipated that the report will be published between the end of January and mid-February, although the Force is likely to receive a draft before then to comment on factual accuracy.

Inspections Due During Next Period

16. There are no inspections scheduled during the next period; however, HMIC are currently rolling out a programme of unannounced inspections addressing Crime Data Integrity and Custody arrangements, either of which could therefore take place before the next report to your Sub Committee.
17. HMIC has published its intention to inspect forces' arrangements around counter terrorism, although no specific dates have yet been announced. HMIC indicated they would look specifically at regional arrangements during Autumn 2016, followed by individual force arrangements early in 2017.
18. The Force has preparations in place in anticipation of each of these inspections.

Reports Due for Publication

19. HMIC are due to publish their PEEL Legitimacy and Leadership reports between the end of November and early December, although forces have not yet been advised of the exact date.

Current status of HMIC Recommendations

20. There are 38 current HMIC reports being managed by the Force that between them contain 419 recommendations and areas for further improvement. Of that number, 252 impact directly on the City of London Police. 215 are assessed as delivered, 10 are AMBER, indicating ongoing work to achieve the deadline, and 9 are graded as RED due to exceeding the due by date by more than 4 weeks. The remainder are WHITE or CLOSED, the former denoting that progress is dependent on something happening nationally, the latter where the recommendation has been replaced by a newer recommendation.

Recommendations Completed Since Last Update

21. The Force has completed the following recommendations and actions linked to outstanding HMIC reports. All outstanding recommendations are attached at Appendix A.
- i. **Delivering Justice in the Digital Age:** Recommendation 2 – concerning the Force's ability to contribute to a national cost benefit assessment resulting from digitisation implementation. A cost benefit analysis of the 'Single Justice Procedure' has been conducted which

means the Force will be in a position to respond to the national request when it is made.

- ii. **The tri-Service review of the joint emergency services interoperability principles:** Recommendation 1 – all operational staff that are likely to attend incidents need an awareness of JESIP principles. The Force is using NCALT training packages to raise awareness of and embed JESIP principles. The training has commenced and is scheduled throughout November and December 2016 and are set to continue throughout early 2017.
- iii. **PEEL: Police Legitimacy 2015 (national report):** Recommendation 2 - the Force has completed the last remaining recommendation relating to reviewing complaints and misconduct arrangements. The report will be submitted to SMB in December 2016 and the Professional Standards and Integrity Sub Committee in early 2017.
- iv. **PEEL: Police Legitimacy 2015 (Force report):** Recommendations 1, 2, 3 and 5 - the Force has now completed the last 4 remaining recommendations relating to enhancements to stop and search scrutiny, supervisor role in stop and search records, publishing all outcomes of stops and delivery of TASER awareness training.
- v. **Increasingly everyone's business:** Recommendation 3 - the Force has completed one recommendation relating to updating the Domestic Abuse action plan and the reporting of the same to your Sub Committee.
- vi. **PEEL: Police Effectiveness 2015 (Vulnerability):** Recommendations 1, 2 and 4 - the Force has completed the last 3 outstanding recommendations relating to vulnerability awareness training, reporting vulnerability on Force systems and production of the full child sexual exploitation problem profile.
- vii. **Regional Organised Crime Units:** Recommendation 2 - the Force has delivered this recommendation relating to access to essential capabilities.

Appendix A: Full list of HMIC Recommendations currently being implemented within Force.

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