

Committee(s):	Date(s):
Audit and Risk Management Committee	23 rd May 2017
Subject: HMIC Inspection Update	Public
Report of: Commissioner of Police Report author: Stuart Phoenix	For Information

Summary

This report provides Members with an overview of Her Majesty's Inspectorate of Constabulary's (HMIC) 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.

During the reporting period (June 2016 – June 2017) HMIC has published 9 reports:

- Police Efficiency (national report, published November 2016);
- Police Efficiency (CoLP report, published November 2016), graded 'requires improvement';
- Police Legitimacy (national report published December 2016);
- Police Legitimacy (CoLP report, published November 2016), graded 'good';
- Leadership (national report, published December 2016);
- Leadership (CoLP report, published December 2016), all reports ungraded;
- Best Use of Stop and Search (BUSS) Revisit (CoLP report, published February 2017), graded complaint with BUSS scheme;
- Police Effectiveness (national report, published March 2017);
- Police Effectiveness (CoLP report, published March 2017) graded 'good'.

HMIC 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 have not yet been inspected, however, the Force reviews each report to inform action that can be taken to ensure Force preparedness for the inspection.

All reports and progress against recommendations are reported in detail quarterly to the Police Performance and Resource Management Sub Committee 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's (HMIC) 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 requested to note that HMIC has changed how it uses the terms 'recommendation' and 'area for improvement' (AFI). A recommendation is only made where in HMIC's assessment there is an underlying cause for concern. Where there is no such concern but where HMIC feel general improvements can be made, areas for further improvement are identified.
3. During the reporting period (June 2016 – June 2017) HMIC has published 9 reports.

Police Efficiency (November 2016)

4. HMIC published a national report as part of its PEEL (Police Efficiency, Effectiveness and Legitimacy) inspection programme. The report summarised themes that emerged from the inspection of all 43 forces. The national report was complemented by individual force reports. The inspection assessed forces against 3 key questions:
 - i. How well do forces understand current and future demand?
 - ii. How well do forces use their resources to address current demand?
 - iii. How well are forces planning for future demand?

National report

5. As last year the report offers both praise and criticism of the police service. It notes that the majority of forces continue to do a good job in identifying current demand and managing their resources, but forces need to do more to better understand future demand and to ensure that their staff have the necessary skills to deal with that demand.
6. The national report did not make any recommendations.

City of London Police report

7. The Force report found that the level of understanding of current and likely future demand was good, however, there was a lack of planning for future demand that was deemed inadequate. This was largely predicated on the Force having an incomplete workforce plan at the time of inspection, no current ICT strategy (the Force was reviewing the managed service that it had only been part of for a year) and an incomplete understanding of future demand to inform those plans. The Force received an overall grading of 'requires improvement'.

8. HMIC made 1 recommendation (that by 31st May 2017 the Force should have an ICT strategy, a workforce plan and an understanding of future demand) and 4 areas for further improvement.
9. The ICT strategy and workforce plan are both complete and future demand has been assessed as part of the Force's recently introduced improved Strategic Threat and Risk Assessment (STRA). The future demand piece is being complemented by work currently being undertaken by a reputable firm of Consultants, which has been commissioned by the Chamberlain and the Commissioner of Police, and which will also assess value for money. They are due to report in June 2017.

Police Legitimacy (December 2016)

10. HMIC published a national report as part of its PEEL (Police Efficiency, Effectiveness and Legitimacy) inspection programme. As with the 'Efficiency' report, the report summarised themes that emerged from the inspection of all 43 forces. The national report was complemented by individual force reports. The inspection assessed forces against 3 key questions:
 - i. To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture?
 - ii. How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy?
 - iii. To what extent are decisions taken on the use of stop and search and Taser fair and appropriate?

National report

11. The top-level police service findings found the majority of police forces demonstrate fair and ethical behaviour. However, good work forces are doing to engage with their local communities risks being undermined if they fail to continue to get Stop & Search right.
12. Whilst improvements to Stop & Search have been noticed, progress could be better and its use appears to be declining. Too many forces are still not recording the reasonable grounds for stopping a person and not complying with the Best Use of Stop and Search Scheme. (CoLP are compliant with the Scheme and an update on this was submitted to the Police Committee on the 18th May 2017).
13. The use of Taser was fair and appropriate with forces having robust oversight systems in place and well trained officers.
14. Nationally, 3 causes of concern were identified resulting in 3 recommendations being made. City of London Police was already compliant with 2 of the recommendations and will be compliant with the 3rd by the end of May 2017.

City of London Police report

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

- i. CoLP has effectively promoted the Code of Ethics and incorporated the code into its policies and practice.
- ii. The Force has a good understanding of the people it serves. Officers use a range of effective approaches to identify public views engaging with local residents and businesses.
- iii. Chief Officers have set clear expectations about the behaviour expected from all members of Force and that officers and staff treat the public fairly and with respect.
- iv. The Force works well to promote the wellbeing of its staff, but on occasions there are delays in accessing the well spoken of Occupational Health Unit.
- v. HMIC noted the Force had put in place some measures to improve consistency in respect of complaint and misconduct cases.

Leadership (December 2016)

16. As the previous 2 areas, HMIC published a national report that was supplemented by separate reports for all 43 forces. HMIC did not grade forces for leadership. HMIC assessed forces against the following 3 areas:

- i. How well do the police understand leadership?
- ii. How well do the police develop leadership?
- iii. How well do the police display leadership?

National report

17. The top-level police service findings found there is still a wide gap between the highest and lowest performing forces, with the best forces able to demonstrate a sophisticated understanding of the effectiveness of leadership in different areas and use this understanding to support and improve leadership skills throughout their organisations.

18. The national report did not make any recommendations or identify areas for improvement.

City of London Police report

19. HMIC found that the Force works closely and effectively with the workforce to set out what it expects from its leaders at all levels of organisation. Leadership expectations are well understood by workforce (noting less so at Constable and equivalent ranks but this was due to training not yet being attended). They felt that improvements could be made to the recording of skills and qualifications to include details of leadership capability. They also felt that the absence of a recent staff survey hampers the Force's understanding of the impact of its leadership programme. Members should note that this has been

addressed by a staff survey that was conducted by Durham University during May and June 2017.

20. HMIC also found the Force has an open culture that encourages challenge and its “Innovate” Scheme is popular and supports developing leaders. It was also noted the Force has a good understanding of diversity which extends beyond protected characteristics and takes account of background, experience and skills to strengthen teams.
21. The report identified 2 areas for further improvement relating to the development of a talent management scheme and an evaluation of its leadership programme, both of which are being progressed by the Force.

Best Use of Stop and Search Revisit (February 2017)

22. Whilst not a report *per se*, following a desk top assessment of stop and search, the Force was assessed as fully compliant with the Best Use of Stop and Search Scheme. The assessment did identify 3 areas for further improvement, all relating to the enhancement of data monitoring, all of which are being implemented by the Force.

Police Effectiveness (March 2017)

23. HMIC published a national report as part of its PEEL (Police Efficiency, Effectiveness and Legitimacy) inspection programme, which was complemented by individual force reports. The inspection assessed forces against 5 key questions:
 - i. How effective is the force at preventing crime, tackling antisocial behaviour and keeping people safe?
 - ii. How effective is the force at investigating crime and reducing re-offending?
 - iii. How effective is the force at protecting those who are vulnerable from harm, and supporting victims?
 - iv. How effective is the force at tackling serious and organised crime?
 - v. How effective are the force’s specialist capabilities?

National report

24. HMIC reported three main areas of national concern:
 - i. Some forces’ attempts to suppress demand are putting people at risk.
 - ii. In some cases, police officers are not carrying out sufficiently well their main activities of preventing crime, keeping people safe and catching criminals.
 - iii. Police capabilities that are needed now and will continue to be needed in the future, such as skilled investigators and neighbourhood policing, are insufficient or being eroded.

25. The force is mindful of these concerns and will ensure they are considered as part of its continuing assessment of strategic threat and risk.

City of London Police report

26. HMIC found the force is good at carrying out investigations and reducing re-offending with control room staff effective at gathering evidence and allocating the correct resources to respond. Subsequent investigations are good with cases allocated to suitably trained staff, and effectively supported by the force's crime scene investigators and hi-tech crime unit.

27. The force is also good at protecting vulnerable victims with all relevant cases allocated to its Public Protection Unit, which investigates offences to a reasonable standard. The force works well with partner agencies to protect and support vulnerable victims, however, it was felt improvements could be made to vulnerable victims are identified during investigations.

28. HMIC also felt improvements could be made to force's approach to tackling serious and organised crime. Although HMIC found a sophisticated understanding of the threat from economic crime, that was not replicated in community policing, which would benefit from improved input from local intelligence and data from other organisations.

29. The Force was graded as **GOOD** overall. Whilst there were no underlying causes for concern identified (and therefore no recommendations), HMIC did identify 13 areas for further improvement, principally with regard to its approach to organised criminality. The AFIs have been drawn up into an action plan so that their implementation can be tracked.

Governance

30. All of the reports summarised in this paper have been reported in detail to the Police Performance and Resource Management Sub Committee, which convenes quarterly. A Member of your Committee sits on that Sub Committee.

31. The full schedule that details the progress against every recommendation or area for further improvement is provided to that Sub Committee for review and oversight. Internally, the Force reviews progress monthly at its Performance Management Group. Additionally, the Assistant Commissioner has scheduled a number of one-to-one meetings with action owners to provide organisational assurance that recommendations made by HMIC are implemented in a timely manner.

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