Committee(s): Strategic Planning and Performance Committee Police Authority Board	Dated: 3rd May 2023 24th May 2023
Subject: HMICFRS PEEL Inspection 2022	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**N/A**
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 Police Pol 50-23	**For Information**
Report author: Brett McKenna, Head of Strategic Development	

Summary

This report provides an overview of the findings of the HMICFRS PEEL[1] Inspection which was published on 13th April 2023.

Across the 8 areas that are graded, City of London Police has been graded as good in 2 areas, requires improvement in 3 areas and adequate in 3 areas. Many of the areas identified for improvement are linked to existing development plans and City of London Police has continued to advance activities commenced prior to and after HMICFRS fieldwork. The report also highlights areas of good practice by City of London Police.

Internal governance has been refreshed to provide clear leadership and accountability for delivery of the PEEL areas for improvement and all legacy HMICFRS recommendations. The Director of the Police Authority has a standing invitation to attend this board as an observer. Progress will be reported to Strategic Planning & Performance Committee for Member scrutiny. City of London Police will be working closely with HMICFRS on a continuous improvement approach to the areas highlighted in the report and to identify good and outstanding practice in other forces that can be implemented locally.

Recommendation
It is recommended that Members note the report.

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[1] His Majesty's Inspectorate of Constabulary and Fire and Rescue Services Police Efficiency Effectiveness and Legitimacy

Main Report

1. **PEEL (police effectiveness, efficiency and legitimacy) gradings**

   1.1. PEEL is the HMICFRS regular assessment of police forces in England and Wales. They use inspection findings, analysis and professional judgment to assess and grade how good forces are in several areas of policing. The programme has been in place since 2014 but was changed in 2021/22 to move to a more intelligence-led continual assessment approach rather than relying only on annual inspections. Thematic inspections also contribute to the PEEL continuous assessment programme.

   1.2. The grading standards are set out below:

Outstanding	Good	Adequate	Requires improvement	Inadequate

   - **Outstanding** – The force has substantially exceeded the characteristics of good performance.

   - **Good** – The force has demonstrated substantially the characteristics of good performance.

   - **Adequate** – We have identified an appreciable number of areas where the force should make improvements.

   - **Requires Improvement** – We have identified a sufficiently substantial number of areas where the force needs to make improvements.

   - **Inadequate** – We have causes of concern and have made recommendations to the force to address them.

   1.3. HMICFRS published its PEEL report of City of London Police on 13 April 2023. This is based on field work undertaken in 2022. City of London Police is graded as follows:

2023 PEEL Inspection Results				
Inadequate	Requires Improvement	Adequate	Good	Outstanding
	Preventing crime and antisocial behaviour	Investigating Crime	Engaging with and treating the public with fairness and respect	
	Managing offenders and suspects	Protecting vulnerable people	Responding to the public	
	Strategic planning, organisational management and value for money	Building, supporting and protecting the workforce		

1.4. Due to the changes made to the assessment gradings and criteria by HMICFRS since the last PEEL report in 2018, direct comparisons of gradings cannot be made. This direction has come from HMICFRS given the new process uses a different assessment framework and considers nationally reviewed evidence sources as well as local evidence (see Appendix 1). HMICFRS has requested that gradings between forces are not used in a competitive manner as their ambition is for forces to be collegiate and supportive.

2. Key findings

2.1. City of London Police put considerable effort into evidencing its approach linked to both its national and local responsibilities. However, it was advised that the PEEL inspection is not designed to and does not assess City of London Police's national responsibilities.

2.2. The report identifies 16 areas for improvement (AFIs). Some of these AFIs are linked to areas where improvements were already being made but at the time of inspection were not fully embedded or implemented. A list of AFIs and updates on progress is set out in Appendix 2.

2.3. A summary of the key findings within the report includes the following:

2.3.1. Responding to victims and the public

The inspection found City of London Police provided a professional response to incidents and calls for service using specialist resources to assist first responders in supporting and safeguarding victims. However, assessment of vulnerability and victim needs could be improved through better technology within the control room.

2.3.2. Vulnerability

The inspection found there are systems and processes in place to identify and manage vulnerability and that City of London Police works effectively and proactively with partners, in particular the City of London Corporation. However management of vulnerability being everyone's responsibility was not fully embedded within the culture of the organisation and there could be improvements in use of protective powers in areas such as domestic abuse.

2.3.3. Engaging with and treating the public with fairness and respect

The inspection found City of London Police is good at engaging with communities to understand what is important to them, but this could be improved through a comprehensive engagement strategy.

The inspection also found City of London Police is improving its fair use of stop search powers and that supervision, oversight and governance

of these powers is comprehensive. However a lack of analytical support is undermining its ability to understand trends. The inspection noted that structures for review and scrutiny of other powers have also been implemented but are not as mature as the approach to stop and search.

2.3.4. Investigating crime

The inspection found robust governance and policies in place to ensure complex investigations are of a high standard and recommended a similar approach should be adopted to improve volume crime investigation. The inspection also highlighted some areas where management and supervision of investigations and victims could be improved.

2.3.5. Reducing crime and anti-social behaviour

HMICFRS found that City of London Police has a focus on crime prevention with examples of officers working with partner agencies to prevent crime, and safeguard vulnerable people, especially around the night-time economy. However, the inspection identified improvement was needed to facilitate an effective problem-solving approach.

Since the fieldwork, analytical support is being recruited for the prevention hub and a programme of continuous professional development is being developed for sector policing to improve its approach to problem solving. This will include using good practice from good and outstanding forces. City of London Police's evidence based policing forum has also been reinvigorated.

2.3.6. Managing offenders and suspects

The inspection found there were sound processes and governance to ensure suspects were apprehended promptly, bail processes are used appropriately, and foreign national suspects are managed effectively.

The inspection found that overall, improvements were required to the management of risk to the public from registered sex offenders and improvements were required to its management of child sexual abuse images.

However, to add some context, the City has low volumes of registered sex offenders (currently 2) and since the fieldwork was undertaken a training programme has been developed to upskill our people who may become deskilled due to low volumes. Relevant officers will get regular refresh training and exposure to other forces' work to ensure they are up to date with good practice. All registered sex offender risk assessments and visits are up to date. The management of registered sex offenders will be moved to a dedicated Lifetime Offender Management Team to improve oversight.

City of London Police has also progressed the procurement of a system to monitor indecent images. This has been implemented and the training programme and welfare strategy is now being rolled out.

2.3.7. Workforce

The inspection covered themes relating to the workforce in a number of areas. It highlighted that well-being of staff is prioritised across the organisation but noted lack of capacity in some areas and workload levels were impacting well-being. It states in its crime reduction assessment that City of London Police does not have sufficient people or resources to manage its workload and mentions resourcing challenges in other areas including corporate services and public protection.

The report highlights City of London Police's effective management of the Police Uplift Programme, its approach to retention and activities to recruit a more representative workforce. It also states that the force uses volunteers well to increase resilience, fairness, and diversity in the workplace.

Since the fieldwork was undertaken City of London Police has recruited over establishment on police officers, has adjusted its neighbourhood policing shift pattern to align more effectively with demand and is now prioritising police staff recruitment and is undertaking a review of Corporate Services. A new training strategy has been developed for the public protection unit, additional officers have been posted into that team (a mix of experienced and new officers) and the three remaining vacancies in that unit will be filled by September.

2.3.8. Strategic planning, organisational management and value for money

The inspection found the force has a clear governance framework, but it needs to be underpinned with better quality data to provide appropriate challenge and direction. The inspection highlighted the need to improve understanding of demand to enable City of London Police to plan effectively for the future and operate more efficiently. It also highlighted the need for more effective assessment of benefits realisation linked to investment in technology.

Since the fieldwork was conducted an interim process is being developed to assess and monitor demand (as part of work on the Force Management Statement). The Corporate Services Review will include the creation of a Data Lab and full Power BI optimisation, along with improvements to how the organisation manages change and benefits realisation.

2.4. The report also recognises some areas of innovative practice (full details at Appendix 3) including:

- good preventative activity to reduce violence against women and girls within the night-time economy

- innovative stop and search practices specifically related to Project Servator with a focus on police legitimacy

- collaboration with Amazon and engaging with young people in the community including through the cadets

- ability to identify and pursue evidenced based prosecutions of domestic violence where victims will not engage or support

- effective crime recording and amongst the best in England and Wales at obtaining the best outcomes for victims

- implementation of the Police Uplift Programme and officer retention (recognised as national good practice)

3. Implementation and governance of areas for improvement

3.1. City of London Police has identified what it believes to be an achievable plan for improving its ratings in the next 12, 24 and 36 months. This considers the work required to deliver improvements and has been developed in consultation with the HMICFRS Force Liaison Lead.

Thematic Review Point	Current Grade (April 2023)	Target Grade 12 Months	Target Grade 24 Months	Target Grade 36 Months
Engaging with and treating the public with fairness and respect	Good	Good	Good	Outstanding
Preventing crime and antisocial behaviour	Requires Improvement	Adequate	Good	Good
Responding to the public	Good	Good	Good	Outstanding
Investigating Crime	Adequate	Good	Good	Good
Protecting vulnerable people	Adequate	Adequate	Good	Good
Managing offenders and suspects	Requires Improvement	Adequate	Good	Good
Building, supporting and protecting the workforce	Adequate	Adequate	Adequate	Good
Strategic planning, organisational management and value for money	Requires Improvement	Requires Improvement	Adequate	Adequate

3.2. Under the new assessment framework City of London Police must implement a process for continuous improvement to deliver demonstrable progress. A new strategic level board (HMICFRS Operational Improvement Board) has been established. This will oversee the new PEEL areas for improvement (AFIs) and all legacy HMICFRS recommendations yet to be signed off. This will be chaired by Assistant Commissioner Operations and Security. The Director of the Police Authority has a standing invitation to attend this meeting as an observer, as does the HMICFRS Force Liaison Lead.

3.3. This board will ensure clear leadership and accountability for implementation of HMICFRS recommendations and AFIs. It will ensure City of London Police is prepared for future inspections and that outstanding practice from across the country is being monitored and implemented where appropriate. The first board meeting took place on 21 March 2023 and was attended by HMICFRS.

HMICFRS Internal Review Structure – Operational Improvement Board
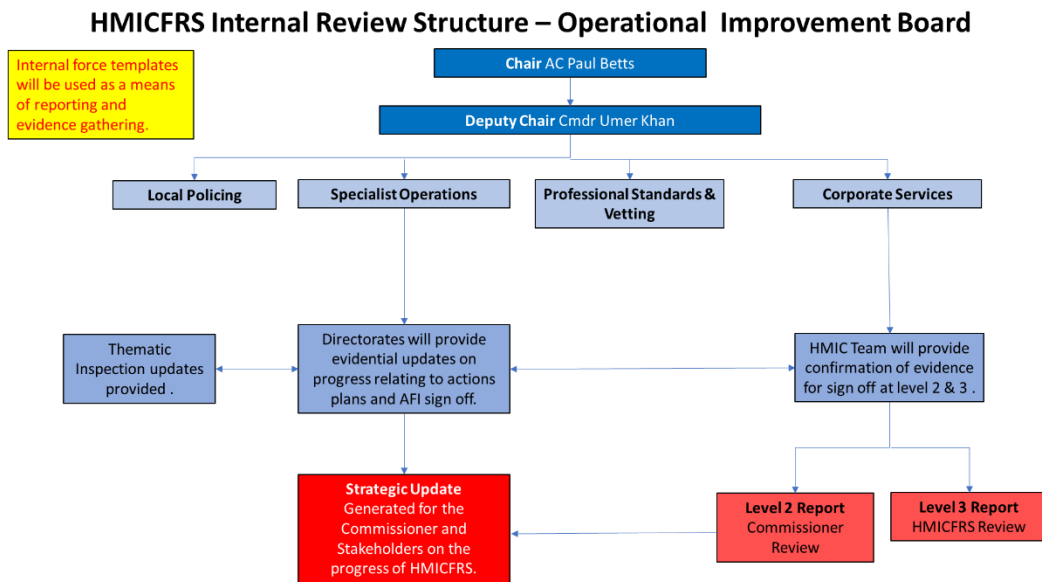
3.4. City of London Police will be meeting with HMICFRS on a quarterly basis to provide evidential updates on progress. The evidence provided will be reviewed and used to sign off action plans and AFIs. This evidence will inform the progress being made by City of London Police against the areas for improvement.

4. Publication

4.1. The final report was published on 13th April 2023. An appropriate press statement was prepared for release but there was no specific press reaction to its publication. An internal message was put on the Force Intranet too inform staff of the report and outcomes of the inspection.

5. Conclusion

5.1. Since the fieldwork was undertaken City of London Police has continued to deliver improvements to its efficiency, effectiveness and legitimacy. While the level of grades puts City of London Police in an average position nationally there is ambition to improve this. While PEEL is not reflective of City of London Police's national role, it provides as a useful benchmark for monitoring improvement of some key areas of focus. The new HMICFRS Operational Improvement Board will provide leadership and accountability for delivery of action plans and AFIs. Updates on progress will be reported to the Strategic Planning and Performance Committee.

Appendices:
Appendix 1 **-** HMICFRS Grading Standards – History and New Approach
Appendix 2- Areas for Improvement and progress updates
Appendix 3- Review of innovative practice and good work

Background Papers
[PEEL 2021/22: Police effectiveness, efficiency and legitimacy – An inspection of the City of London Police (justiceinspectorates.gov.uk)](justiceinspectorates.gov.uk)

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APPENDIX 1 HMICFRS Grading Standards – History and New Approach

The PEEL programme was introduced by HMICFRS in 2014, the initial outlay of the programme has focussed on thematic inspections. These inspections would take place on 12-24 month cycles and would, when required, be in person.

The previous assessment criteria were divided into three categories:

Effectiveness
Efficiency
Legitimacy

These inspections were informed by internal force processes, governance and outcomes. Questions sets were developed to investigate these processes and from this, thematic areas of inspection were informed. A force would then be inspected by an external HMICFRS team, with the information gathered from the question set. Locally sourced evidence would also be provided, the force would then be allocated a grading.

After a period of review HMICFRS developed a new assessment framework and moved from four to five gradings. The new assessment framework is based on evidence subject to continuous review, rather than relying on bi- annual assessment cycles. The new assessment framework requires forces to engage with HMICFRS on a quarterly basis (as a minimum), with a view to moving to monthly reporting. The new assessment process was launched in 2021, with forces expected to progress internal changes throughout the 2021/22 period.

A review of the grading criteria used in PEEL reports from 2014 to 2018 showed that there was a disparity of reporting in data from forces impacting on grades awarded. An Adequate grade was created to define the range of Good as this grade had the widest degree of variation. When this was investigated it became clear that the variation in grading was due to no nationally agreed frameworks and individual reviews from force liaison officers.

The 2021/22 criteria now consider standardised evidence that every force produces. This includes the Force Management Statement, Victim Service Assessment, Crime Data Integrity and progress against mandated HMICFRS action plans. In addition, inspections now focus on forces being able to provide defined evidence rather than through broad assessment criteria.

2018 grading standards:

Outstanding	Good	Requires Improvement	Inadequate

The previous PEEL inspection grades for the City of London Police 2018/19 are set out below:

Effectiveness	Good
Preventing crime and tackling anti-social behaviour	Good
Investigating crime	Good
Protecting vulnerable people	Good
Tackling serious and organised crime	Good

Legitimacy	Requires improvement
Fair treatment of the public	Requires improvement
Ethical and lawful workforce behaviour	Requires improvement
Fair treatment of the workforce	Good

Efficiency	Good
Meeting current demands and using resources	Good
Planning for the future	Requires improvement

Under the new framework, the assessment criteria of effectiveness, efficiency and legitimacy are built into thematic reviews of individual business areas.

Appendix 2 – AFIs and Updates

1. ***The force should develop a strategy for providing neighbourhood policing with a governance framework that will improve performance***:

Progress Update:

> The force is actively developing a new performance framework for the sector policing teams, this will also be aligned to a new governance structure. Part of this will ensure that officers from aligned directorates in local policing and specialist operations are involved with routine sector meetings. This will ensure a greater collaborative approach to problem solving in the community. Similarly the control room has been scoped to develop a new tasking process where incidents highlighting at risk individuals, have a cross link between public protection and sector policing are jointly reviewed. For example when reviewing repeat Anti-Social Behaviour (ASB) locations, officers from sector policing will adapt a problem-solving approach to resolve any issues reported.

2. ***The force should routinely review problem-solving plans and make sure good practice is shared with staff as part of a lessons learnt approach:***

3. ***The force needs to ensure that neighbourhood policing officers have access to training relevant to their role:***

Background:

> *It should be noted at the time of assessment the force was still developing a comprehensive neighbourhood policing strategy and had an under resourced neighbourhood team. This has been resolved in the immediacy post inspection with officer numbers uplifted from 12 to 18 by the Police Uplift Programme, with further workstreams being planned. In addition we are adjusting shift patterns so that there is more appropriate neighbourhood coverage across the evenings and weekends.*

Progress Update*:*

> The force recognises that there could be significant improvement in the use of problem solving particularly when concerned with neighbourhood policing. The force is addressing this with a program of continuous professional development (CPD) for sector policing, this will also involve using best practice from 'Good' and 'Outstanding' forces. The recruitment of an uplift of sergeants into this department has been completed and the recruitment of a dedicated analyst is underway.

> The problem-solving approach to incident resolution will establish problem profiles and identify repeat locations, suspects and victims to actively apply the scanning, analysis, response, assessment (SARA) model. This will be supported by the production of a problem-solving demand analysis framework to enable a thorough assessment of the capabilities of sector policing.

Furthermore the force has reinvigorated its approach to evidence-based policing[2] with a Superintendent now leading the evidence policing forum, this is made up of civilian staff and officers. However more work needs to be done in this area to maximise the effectiveness of staff development and training. This forum will also seek to inform best evidenced based practice across the force.

4. ***The force should record a victim's decision to withdraw support for an investigation to improve services to victims of crime:***

Background:

This is a nationally produced AFI where all forces have been assessed as lacking accurate recording of a victims reasons for withdrawing their support from an active crime investigation. City of London Police has not been an outlier in this area, however, recognises that this is an area to improve.

Progress Update:

The force has reviewed its crime recording workflow and has identified opportunities for efficiencies to inform a stricter safeguarding governance. A review of the control room safeguarding processes and crime monitoring is underway. The force previously undertook three separate monitoring meetings, a local policing morning meeting, followed by an intelligence meeting and crime meeting. These have now been amalgamated as one and are now chaired by a Chief Superintendent, with a Superintendent from Local Policing and Specialist Operations also present.

This ensures a thorough review of daily crime reporting to ensure a high level of recording compliance, oversight of investigations and to strengthen safeguarding opportunities. Furthermore there will be a particular focus on victim support and review of victim engagement, to reduce the amount of victims withdrawing from the criminal justice process. Also a domestic violence dashboard is being developed to monitor performance in relation to key metrics in dealing with domestic violence; e.g. suspects arrested at scene, reviews within 24hrs, use of body warn video (BWV) as evidence in interview, use of domestic violence protection notices (DVPN), this will provide the focus needed on these crimes.

5. ***The force should improve the supervision of crime investigations***:

Progress Update:

The force recognises that the governance regarding volume crime investigations needs to be improved, currently investigations are split between Local Policing and Specialist Operations. There is also a need to understand how standards of investigation are managed, the Learning and Organisational Development team has already developed a supervisors training program for newly promoted sergeants, which provides support and training for the management of investigations. A review of

[2] Evidence-based policing | College of Policing

investigation standards training will be carried out to identify further areas for improvement for the force.

6. ***The forces vulnerability governance should include performance data and analysis to make sure its aims are evidence based, its success measures are clear, and the force can track tangible progress***:

7. ***The force should make sure that its public protection unit has the resources it requires to properly safeguard vulnerable people:***

Background:

This force recognises that there have been significant issues with the recruitment of suitably qualified staff into the Public Protection Unit (PPU), and specifically difficulties in governance and performance monitoring have been identified. The force has been quick to act and has now implemented a training strategy, procured new monitoring software and completed an uplift in qualified staff for the PPU. Posts in the PPU have been increased from 9 to 15 with 3 vacancies remaining and plans to fill them over the next few months with a mix of experienced and new officers.

Progress Update:

The force has now refreshed the joint Specialist Operations (SO) and Local Policing (LP) morning demand meeting. This meeting will review all vulnerability data and will review each domestic violence case daily, to ensure that best practice is being followed -e.g. arrest at scene, within 24hrs etc to inform more efficient and effective tasking. The force is progressing workstreams to ensure that the full potential of PowerBI is realised, vulnerability dashboards are being created to ensure that the demand and complexity of vulnerability crime types are captured. The force has already identified peak demand periods of vulnerability related demand reporting, noted later in the week and on the weekend. Operation Reframe was introduced to support this. Furthermore the force will be reviewing the training around complex crime and looking at the standard operating procedures (SOPs) for frontline staff, to ensure that opportunities to capture vulnerability and risk are not missed.

8. ***The force should ensure that it has an effective system for monitoring how registered sex offenders (RSOs) are managed:***

Background:

The force recognises the importance of this. Performance in this area did not reflect the ambition of the force or the training that staff have received. The force is reassured that there is not a gap in understanding when concerned with the management of Registered Sex Offenders (RSO). The force has a very small number of RSOs to manage (currently 2) and has suffered from a lack of technical and training investment in the past. This is being rectified.

Progress Update:

The City of London Police fully understands the risk around the management of registered sex offenders in the community. Daily meetings are held within the SO/LP directorates to review all outstanding suspects for sex offences. Since the inspection we now have a trainer in force who is upskilling our teams and the management of our RSOs is being moved to a dedicated Lifetime Offender Management Team. The officers managing our very small number of RSOs will get regular refresh training and exposure to other forces work to ensure they are up to date. The very small number in the City has created challenges with keeping skills up. All RSO's risk assessments and visits are up to date.

A new integrated offender manager post has been recruited to the Sector Policing team, work is being progressed to develop the role and develop a cohort of offenders relevant to City policing priorities and offence types.

9. ***Proactive action taken against those suspected of being involved in offences relating to child abuse images should be timely***:

10. ***The force should make sure that it has appropriately trained staff to undertake the grading and management of child abuse images***:

Background:

At the time of inspection the force lacked the most up to date software for the management of child abuse related images, there was also a gap in the training requirements for the workforce. The force understood this and reported difficulties in the procurement of system to resolve this issue.

Progress Update:

The force since the time of the PEEL inspection had rapidly been progressing the procurement system to monitor indecent images, this has now been implemented in the force. A training package for staff has now been developed and a welfare strategy for staff will be implemented. The force recognises that challenges around the recruitment of appropriately trained staff still remain, however new qualified staff have been brought in since the inspection. The Child Abuse Image Database (CAID) system is going live in April with full functionality to be in place by June and we already have staff trained to use the system and assess images and will have more trained by the go live date.

The Public Protection Unit only conduct a small amount of warrants across the year in terms of demand. The Force accepts that one of those was not executed as quickly as it could be due to resourcing issues, however, it was still executed within the legal time frame. The increase in Public Protection posts through the Police Uplift Programme will help support this.

11. ***The force should make sure it has enough sergeants and equivalent staff, who are capable and confident to perform their role***:

12. ***The force needs to review its training requirements to make sure its workforce is supported to meet the demands it faces now and in the future:***

Background:

At the time of inspection the force was in a planned uplift of sergeants particularly, with regards to sector policing. The shortage of police supervisors is nationally recognised issue, the City is carefully monitoring the progress of the police uplift. The force has a dedicated workforce planning board (People Board) to ensure that the correct staff are placed, along with a dedicated training strategy to meet the future needs of the workforce. Of note is that the Force turnaround of the Police Uplift Programme (PUP) work is listed as good practice later on.

Progress Update:

The force has developed a supervisors training day for newly promoted sergeants and temporary sergeants, the training will have a focus on crime standards and officer welfare. The recognition of the importance of the sergeants role is understood by the force, in terms of uplift the force has met the requirements for student officer numbers. Of note is that the force is meeting the requirements to ensure that its pool of detective sergeants complete the required PIP[3] 2 investigators course.

The force understands that the wider learning and development strategy needs to be improved, this is in progress, and was not a result of a focus on the PUP in the force's opinion. Similarly there is wider piece of work that is being developed around workforce mapping, to enable forward planning and creation of a skills network. The force will highlight that the data drawn from NCALT[4] for the PEEL inspection is incorrect. The Learning and Organisational Development (L&OD) team will be working to fix some data issues, as staff have completed their online training, yet it is shown as not being finished.

13. ***The force should improve its recording of demand, removing single points of potential failure***

Background:

Nationally there has been a thematic change in how police forces understand their core business and monitor data. This has been led through forces demonstrating a core understanding of demand and data analysis. Nationally every force is at a different progress point with this, the City of London Police is making strides to develop its understanding of data and demand but there has been a lack of investment and development in this area in the past.

Progress Update:

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[3] Professionalising Investigation Programme
[4] National Centre for Applied Learning Technologies

The City recognises that demand is not being accurately captured in some areas of the force, conversely where demand is being monitored, the processes do differ depending on department/directorate needs. However the force will counter that these processes are being completed accurately and will be used to inform the Force Management Statement (FMS) for 2023. The forces Strategic Development team will develop a process to monitor the demand across the force and to bridge the gap in this area, until the completion of the Data Lab and full PowerBI optimisation which is being developed through the Corporate Services Review as a key deliverable

14. ***The force should reduce the vacancies in staff and officer positions. These are negatively affecting the service it provides to the public, and the wellbeing of its staff***
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Background:

The evidence that this AFI was derived from the lack of resourcing on our sector and response teams. With this came cultural perceptions that were not reflective of the ambition that the force wished to reflect in these areas, this has now been rectified and the PUP has meant that our Local Policing Teams are now well over strength as new officers learn their skills and trade.

Progress Update:

The force has exceeded the requirements for officer uplift and is developing a workforce plan to address the wider skills planning and role development for staff. It would be inaccurate to state that the force does not understand these issues or that there is not suitable senior oversight of workforce planning. The Force is currently over establishment for Police Officers and is actively recruiting Police Staff. The Force is not holding vacancies to balance budgets but is now able to focus strongly on Police Staff recruitment and maintain Police Officer numbers, having delivered the PUP. The Force accepts that it will take time for Officers to upskill and move through the organisation to meet the demand in specific areas of business. This has been flagged previously through RREC.

The new sector policing strategy will seek to better address the relationships with local safeguarding partnerships and schools. These relationships have been hampered in the past, due to recruitment, there are now sufficient numbers on the sector team to address these shortcomings.

Furthermore the force will challenge the narrative of AFI concerning sector policing, there has been a significant uplift in staffing for this area. Further to this, it is to be expected that with an uplift in staffing levels, there would be a consideration of a new deployment model, and a new shift pattern has been introduced. The abstraction policy has been reviewed, staff from sector policing are no longer abstracted f unless absolutely required for critical operational commitments.

15. ***The force should ensure its corporate services review improves the service it delivers across the force.***

Background

The force accepts that the corporate services review is currently in progress and that there are recognised gaps in data analysis capabilities that this review will seek to address.

Progress Update

The corporate services review is now being led by the Assistant Commissioner, Operations and Security as Senior Responsible Owner. The force will be reviewing a new corporate services operating model in May 2023, the ambition of this model will be to provide the force with an inhouse performance ability, an improved monitoring response to HMICFRS and full strategic support to the chief officer team, this will also encompass an ability for the force to horizon scan and plan for the future.

16. ***The force should improve its understanding of demand which will enable it to better plan for the people, skills, and technology it will need in the future***:

Background:

The force accepts this AFI and understand the criticality of improving the understanding of demand and data analysis. This theme has been captured in previous AFIs and is a part of the forces forward planning all workstreams.

Progress Update:

The force recognisees with the utmost importance that the demand modelling capabilities of the force are currently limited, the review of the previous Force Management Statement (FMS) has highlighted this as well. The production of FMS 2023 will be data led with demand forecasting being utilised to demonstrate the understanding of force business.

Furthermore the force has taken a proactive approach in ensuring that learning from other forces is captured, the force has recently had a workshop day with Sussex Police to review the use of PowerBI and identify shared learning that the City of London Police can take forward. This to ensure that the technological demands are well understood and so that when the force implements the new data lab, best practice is captured. The force has suffered from a lack of investment in this area, and we have a strong ambition to improve this, accepting it takes time to get us where we need to be.

Appendix 3 - Review of innovative practice and good work

The Force was pleased to see a number of innovative and good practice highlighted:

Engaging with and treating the public with fairness and respect

The force has been praised for its use of innovative stop and search practices, specifically related to Project Servator. The use of intelligence led behaviour techniques have been highlighted as best national practice. However this has not been used as a standalone tactic, officers have also been given training on legitimacy and ethics when concerned with stop and search.

This innovation should be seen as a base line to supporting continued good practice with an ambition to move this grade to outstanding.

Preventing crime and anti-social behaviour

The force has been praised for the collaboration with Amazon and young people in the community. This has been highlighted as being a particularly effective method of engaging with younger members of the community, the use of a popular third party has been demonstrated as an effective way for breaking down barriers between police and young people. From a review of Outstanding practices in other forces, this is within the remit of national best practice.

This innovation should be recognised as practice that should be replicated in the wider sector policing strategy.

The HMICFRS also reported:

The City of London Police has a focus on crime prevention. We found good examples of problem solving and officers working with partner agencies to prevent crime, and safeguard vulnerable people, especially around the night-time economy. Other factors contributing to the force's ability to reduce crime are:

• Control room staff manage calls made to the control room well. Call handlers accurately use Thrive to identify vulnerability and record crime;

• Response officers can access live time advice when attending an incident. With experts often attending crime scenes to support initial crime investigation;

• Officers and staff work with partner agencies to prevent crime and reduce the likelihood of those most vulnerable coming to harm;

• Crimes are allocated to, and investigated by, the most appropriate resource; • Most investigations are timely, proportionate, and effective;

• Investigators actively pursue evidence led domestic abuse prosecutions, in cases where victims are at their most vulnerable; and • The force records crimes well and is amongst the best in England and Wales at obtaining the best outcomes for victims.

Investigating Crime

The force has been praised with its ability to identify and purse evidenced based prosecutions of domestic violence (those where victims will not engage or support). It was found that the force was able to build evidence-based prosecutions in 8 out of 9 cases reviewed, with the last case having a thorough rationale as to why a prosecution was not being sought. The inspection went onto further highlight that this approach was the best they had seen in England and Wales. It should be noted that this is particularly difficult audit to receive praise for.

This innovation will be maintained with a view to developing a similar review approach across all crime types.

Building, supporting and protecting the workforce

The force has been highlighted nationally as a lead for developing an effective response to police officer uplift , not only has the force exceeded recruitment numbers, from a negative position in January 2022, the retention rate is one of the highest in the country. The innovative use of a *'buddy system'* and *'friendly ear system'* have been highlighted as being particularly effective and unique. This demonstrates that the force has a clear understanding of the workforce and is supporting the welfare of new staff entering the force. Furthermore where the force may be losing officers, an effective data led exit interview process has been implemented to capture areas of improvement for the force when concerned with welfare and culture. This has been highlighted as a unique practice and further demonstrates the commitment the force has to developing its workforce. The impact of the innovative practice when concerned with PUP should not be underestimated, nationally forces have not only struggled to meet the minimal initial officer numbers, but attrition rates have also been high averaging 30% nationally. These innovations implemented by the City of London police have effectively addressed these areas.