

Committee(s): Strategic Planning and Performance Committee	Dated: 3 rd December 2024
Subject: Quarterly HMICFRS Inspections Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
Does this proposal require extra revenue and/or capital spending?	N/A
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	For Information
Report author: Brett McKenna, Head of Strategy & Planning	

Summary

This report provides an overview of His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) related activity over the last quarter.

Since the last report City of London Police now has only (ten) 10 active HMICFRS actions plans under review. The force is now in receipt of one (1) national super complaint. As noted in the last update the force is now in a stable operating environment when concerned with management of HMCIFRS workstreams.

Recommendation

Members are asked to note the report.

Main Report

Background

This report provides an overview of activity related to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) areas for improvement since the last meeting of the Strategic Planning and Performance Committee.

Current Position

Inspections since last Committee (May 2024)

There have been no inspections since the last committee.

HMICFRS reports published since last Committee (May 2024)

There are no reports that have been published since the last update.

Status of HMICFRS Workstreams & HMICFRS Action Plans Overview:

Work to prepare for the PEEL 2025 is currently being prioritised. The force remains in a positive position in relation to the progression of HMICFRS recommendations. The position from the previous committee update has not changed; there are currently ten (10) active action plans, with sixty-three (63) open actions. The first batch of one hundred (100) recommendations submitted to HMICFRS have been ratified and permanently closed.

Aligned with the progression of HMICFRS recommendations has been reality testing by the Strategy team which are reported and monitored through the Operational Improvement Board (OIB) in line with progress towards improvements for PEEL 2025.

The force will further report that it has received an additional 'Super Complaint' Report, concerning the 'Suzy Lamplugh Trust's super-complaint: The police response to stalking'. This is national report which all forces have to respond to, with a completion deadline of March 2025. Despite the demands of PEEL, the Strategy team has allocated this report for review and is estimated to be completed within the allocated timeframe This should further reassure the committee that the force has the appropriate oversight and governance of all HMICFRS activities despite a period of intense inspection.

Upcoming Inspections

Custody Inspection

As previously reported, the City of London Police is still awaiting a custody inspection. As stated in the last report, the force remains one of the few not to be inspected by HMICFRS in the PEEL 23-25 cycle. The force anticipates this inspection to be announced in November or December 2024. The force is confident that the correct governance and preparation apparatus has been established to meet the needs of this inspection.

PEEL 2025 Inspection VSA & CDI :

The force has now entered the inspection cycle for the Crime Data Integrity Inspection (CDI) and Victim Services Inspection (VSA). This inspection will be delivered onsite during the week commencing November 18th, 2024. A team of ten (10)

inspectors will attend the force to review internal crime recording and reporting systems regarding these inspections.

A crime integrity inspection will assess core crime recording and compliance for reference. Robust compliance in this area provides confidence that the force understands the scale of crime in its territory. The previous report states that a Victims Services Assessment (VSA) complements this inspection. This reviews the supervision of investigations and the outcomes applied to them. This allows HMICFRS to assess the confidence of investigation standards, ensuring victims receive the appropriate outcome.

The force has ensured that the inspection team is well engaged and supported in delivering their inspection promptly and professionally. The Strategy & Planning team will support HMICFRS colleagues during this inspection. The outcome of this inspection will be reported in the results from PEEL 2025. The force has complied with all statutory data requests aligned to this inspection.

PEEL 2025 Inspection 'Managing Offenders' :

The force has now been given notice of the first section of the 'Managing Offenders' thematic area of the PEEL inspection. This will entail responding to a request from HMICFRS to carry out strategic interviews with staff concerned with the management of high-harm crime and sexual and child abuse offenders. The staff will range from operational to senior strategic leads and these interviews will inform the fieldwork to be carried out in February 2025. The force anticipates a positive response in this business area, as reflected by the positive response from HMICFRS when conducting its PEEL insight review in August 2024.

Horizon Scanning

HMICFRS National Landscape:

The City hosted the national HMICFRS Liaison Officer conference at the Salvation Army International Headquarters. His Majesty's Chief Inspector Andy Cooke attended this event.

HMI Cooke reconfirmed the ambition of HMICFRS outlined in their state of the nation report. Continuing with the newly elected government, regulatory powers requested by HMICFRS will now proceed to parliament for review and debate. Of note was the power to directly intervene in forces by mandating improvements and also directed powers to be involved in selecting Chief Constables. No further detail was provided on how this would work in the context of Police and Crime Commissioners or aligned Police Authority Panels.

The remit of the PEEL inspection framework was also confirmed, with the inspection portfolio now being broadened to deliver Custody, Senior Leadership, Vetting, and Fraud as thematic areas from 2028. With the latter, the CoLP has been requested to

develop the inspection framework for the Fraud thematic area. The new framework is expected to result in a longer inspection period, likely increasing from two (2) to four (4) weeks.

Thematic Inspections:

A vetting inspection into the provisions of the report 'Vetting recommendations from the thematic: An inspection of vetting, misconduct and misogyny in the police service' has been scheduled for January 2025. The force is confident that the recommendations that have been marked for review by HMICFRS will be met; there are seven (7) in total.

No other thematic inspections are scheduled for 2024, and the force has not been made aware of any other inspections outside of PEEL for Q1 of 2025.

PEEL 2025 Thematic Review Deep Dive:

As requested by the committee in March 2024, the force will outline a strategic overview of the thematic areas of the PEEL 2025 inspection framework, commenting on progress made since PEEL 2021/22 and reporting any areas of improvement it is seeking to progress. Areas of progress have also been triangulated with the recent 'Insights' review HMICFRS carried out in June - August 2024. This has served as a sense check for HMICFRS before commencing the formal PEEL inspection, it has also served as an opportunity to act on feedback from HMICFRS before the scheduled PEEL inspection.

Out of the eleven (11) thematic areas, two will not be assessed as part of PEEL; they will remain as standalone inspection areas. These are:

Question 7. How good is the force at disrupting serious and organised crime?
Question 11. Counter-corruption units and vetting

1. How good is the force's service for victims of crime?

The force can report a positive position in this area. Since March 2024, the force has implemented a systematic approach to optimising crime supervision and compliance to deliver new supervisor and crime investigation templates. This has provided more accurate data sets to monitor this performance, which is monitored by the Crime Standards Board.

The force has also established a new Victim Services Board in combination with a new victim survey service and victim strategy, which has allowed the force to develop a more comprehensive understanding of the needs of victims within the City.

There are two areas for improvement to be completed by PEEL 2025. Feedback from the HMICFRS during their insights work in August 2024 noted an opportunity to ensure that the force proceeds with implementing a crime investigation quality assurance process. Furthermore, the force will seek to improve the oversight and dip sampling of call logs handled by the Metropolitan Police Service (MPS). Whilst the force delivers a robust response to all incidents directly allocated to the City, further opportunities

will be sought to look at all initial call data relating to the City into the MPS to ensure quality services are provided to everyone who attempts to contact CoLP.

2. Recording Data about Crime (CDI)

The last two quarters have confirmed a crime-recording compliance position of over 90%. Robust oversight by the Crime Standard and Operational Improvement Board complements this. The force has also sought to realign the crime registrar with the Crime Management Unit (CMU), which monitors the front-end recording of crimes within the CoLP. This realignment was praised by HMICFRS and well received by frontline staff. This has ensured that this unit provides optimum services and delivered the improved recording standards reported in Q2 & Q3 of 2024.

Following recruitment of the Deputy Crime and Incident Registrar, development of a more robust audit curriculum, complemented by bespoke training packages for frontline staff is underway. Whilst the force has delivered CDI-specific training to frontline supervisors, the ambition is to provide training to all operational areas, outlining the importance of accurate crime recording against positive victim service.

3. How good is the force at treating the public fairly, appropriately and respectfully?

All frontline staff receive excellent training concerning stop and search, use of force and communicating with the public. Data is accessible through PowerBi dashboard which is monitored through governance. The force is also continuing to progress work with the University of East London on QR codes to be given to members of the public who are subject to police powers. These will generate questionnaires which can be further used to analyse disproportionality data within CoLP.

Since the last PEEL inspection, there has not been an optimum approach to stop-and-search governance panels. Work will be completed by February 2024 to improve the internal oversight process complemented by external scrutiny panels that will deliver feedback to frontline staff employed in the use of stop-and-search powers.

4. How good is the force at preventing and deterring crime and antisocial behaviour (ASB), and reducing vulnerability?

Since the previous PEEL 2021 inspection, the force has delivered a new neighbourhood and community engagement strategy complemented by a neighbourhood performance framework. The force has committed to ensuring neighbourhood staff have the tools and support to carry out their roles.

A policy governing the deployment of neighbourhood officers has been implemented to reduce abstractions and ensure officers spend more time in their local wards. Problem-solving training has been delivered to all staff in neighbourhoods. A peer review from Cambridgeshire Constabulary is scheduled for January 2025 to identify opportunities for improvement and confirm areas of best practice.

The insights work carried out by HMICFRS in July 2024 identified opportunities to ensure that all frontline staff better understand the neighbourhood and engagement

strategies and how they translate into their day to day activities. The force will ensure that all staff clearly understand these policies in relation to tactical practice.

5. How good is the force at responding to the public?

Due to the unique geographical profile of the force, the force can comply with nearly 100% of all emergency incidents and prompt incidents reported to the force, within nationally declared timeframes. Nonetheless, the force has not adopted a relaxed position in this area of business. All control room staff receive appropriate training for their role and a new governance framework has been implemented to optimise performance of in the control room. Nationally, the force has consistently performed strongly in this area, and with previous PEEL inspections, the force expects to report a similar result in PEEL 2025.

The force will seek to improve the management of resources and incidents between frontline staff and control room operatives, ensure robust incident resourcing, and identify additional opportunities to support crime victims.

The HMICFRS insight activity in August 2024 offered a further opportunity to look at the risk assessment and review of deployed emergency incidents. Positively, the force can respond quickly to emergency incidents, resulting in the core incident being closed expeditiously. HMICFRS highlighted an opportunity to conduct a further risk review of incidents that are closed quickly. National incidents tend to stay open for extended periods due to limited resourcing, competing demand, and geographical spread, necessitating a further risk review, which CoLP does not employ. Despite the local profile, the City has taken this feedback in the spirit of improvement.

6. How good is the force at protecting vulnerable people?

The force has a well-established governance board, the Strategic Vulnerability Board, which HMICFRS has noted as driving significant improvements in monitoring vulnerability. The force has reviewed the Public Protection Unit, ensuring it is appropriately staffed and trained. HMICFRS has noted the positive attitude and professionalism of staff in this unit, as confirmed by their insights work in August 2024. This is further complemented by a robust offender management process, as outlined below, ensuring that victims in the City are well protected.

The force will seek to improve the governance and oversight of the management of missing persons. Whilst the force can service this demand and provide a professional service, low numbers of this crime type have not received the strategic focus other areas of vulnerability have. The force can reassure that it identified this improvement in its reality testing team, which is now developing a new process for oversight and reviewing missing persons within CoLP.

7. How good is the force at managing offenders and suspects?

Since implementing the Operational Improvement Board (OIB) and developing the reality testing team, the governance and process deployed to manage offenders and core crime suspects within CoLP has been reviewed, enacting improvements in all areas of the PEEL 2021 inspection. A dedicated unit has strengthened this within the

Local Policing Partnership and Prevention Hub, which now manages all local offending orders.

A comprehensive review of the management of violent and sex offenders has ensured all staff allocated to the management of these offenders are appropriately trained and have the correct technology to manage these offenders. Due to the small cohorts of these offender types, the City also run a tabletop exercise for staff to familiarise themselves with a live incident that could be reported. This has ensured that all staff remain confident and competent using their training.

There is clearly defined oversight of all suspects released under bail through custody. The force will seek to improve oversight of suspects released under investigation. . Improvements to the Power BI Offender Management dashboard are underway to ensure that this continues to deliver accessible data to the Offender Management board.

9. How good is the force at building, developing and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?

The force is continuing to develop an inclusive and supportive workforce. There is an established wellbeing board and wellbeing champions and leads across the force. this was complemented by colleagues in HMICFRS as part of their insights inspection. This board has been supported by the positive work the force has commenced in support of the retention of staff. A retention board led by a Chief Superintendent has sought to ensure that the force understands the reasons for police officers and staff leaving the force as well as implementing a preventative approach addressing the concerns of younger officers who may be considering resigning from their posts.

The force offers inclusivity and continuous learning events to help the workforce broaden their knowledge of inclusivity and engage with staff.

HMICFRS raised concerns in PEEL 21 about the competence sergeants. They stated that too many un-substantive roles were carried out without the appropriate training. The force has directly addressed this by carrying out a review of sergeant posts across the force which identified there are sufficient roles to meet demand and support staff and is in line with national benchmarking. The ratio of 'acting' vs 'substantive' ranks is also within tolerance limits. The force has delivered training to all sergeants irrespective of 'substantive' status, addressing any concerns that staff are not supported. The force will further develop this by developing bespoke tolerance limits for individual departments for 'acting' vs 'substantive' posts. This will go beyond any other national work in this sphere to provide organisational reassurance that the force has clear oversight and risk management to frontline supervisory roles.

The force will continue to deliver improvements in the review of the training needs analysis, ensuring that it remains current for 2025 and is aligned with the development of the workforce plan. This will be supported by the uplift of staff into the Learning and Development team. The force will develop a training library that can be accessed by all officers and staff.

The strategic workforce plan will be completed by January 2025, in addition to the supporting metrics of the recruitment plan and other strategic planning from the HR team.

10. How good is the force at planning and managing its organisation efficiently, making sure it achieves value for money both now and in the future?

Significant progress has been made in this thematic area of business. The force has improved its strategic planning process and has delivered an improved force management statement (FMS) for the past two years, with the most recent FMS receiving praise from HMICFRS. This provides significant reassurance that the force has a clear oversight of its demand and that the chief officer team is making transparent and data-led decisions. This has been supported by a governance review in 2024. This will provide reassurance to HMICFRS that the force has clear structures to define, monitor and deliver their strategic ambitions.

The corporate services restructure has been implemented and strengthened capabilities in priority areas including strategic planning and data insights. Work continues to recruit to this model.

The force has developed a new data strategy and data improvement programme focussing on technology (a new data platform), skills and culture.

Through a combination of Force mitigations and additional Business Rate Premium (BRP) funding in April 2024, the Police MTFP was fully balanced over the planning period 2024/25 to 2027/28. Since then, significant additional pressure and risk has arisen, in particular:

- FCCRAS programme (which, while representing a major pressure in 24/25 and 25/26 is expected to be term limited.
- Termination of £1.4m pa TfL funding, higher pay awards,
- Increased operational cost pressures including increased Command & Control recharges from the Met,
- Correction of core funding position for Insurance Fraud Enforcement Department assessment of tenant costs for Future Police Estates Programme.

Apart from the FCCRAS pressures, these pressures are shown as fully mitigated before 28/29, mainly through the additional pay award grant plus £4m per annum increase in overhead recovery from funded work. This MTFP represents a tightening of police finances, with need for very careful management.

The force has remained committed to ensuring that frontline staff have a clear view and opportunity to engage with the chief officer team. Throughout 2024, all chief officers have taken the opportunity to work from different operational bases, increasing their visibility. AC Betts has delivered a successful engagement program to frontline officers, 'Being Outstanding,' emphasising the core values of the City of London Police and outlining the expectations of leadership to frontline staff. The Commissioner has committed to delivering several engagement sessions with staff in December 2024 to further outline his vision to frontline staff and provide reassurance of the transition to a new Commissioner.

Conclusion

The force is still working towards delivering improvements for the PEEL 25 inspection. The force recognises that challenges have presented themselves in some inspection areas; however, irrespective of PEEL, these will be governed by standard improvement pathways through the operational improvement board.

Appendices

- None

Report Author

Brett McKenna, Head of Strategy & Planning

E: brett.mckenna@cityoflondon.police.uk