

City of London Corporation Committee Report

Committee(s): Police Authority Board – For Information	Dated: 08/10/2025
Subject: City of London Police Police, Effectiveness, Efficiency, and Legitimacy (PEEL) 2023-25 Report Findings	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	City of London Police impact the following Corporation Plan outcomes: Vibrant Thriving Destination (Community safety)
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£N/A
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of:	The Commissioner
Report author:	Richard Cummins Service Improvement Manager

Summary

This report provides an overview of the City of London Police's (CoLP) PEEL (Police, Effectiveness, Efficiency, and Legitimacy) inspection results for 2023-25, including grades, comparison with 2021-22 grades, and the force's position nationally.

The PEEL inspection reflects a positive trajectory with CoLP receiving outstanding (*Crime Data Integrity*), good (*Responding to the Public* and *Investigating Crime*) and adequate grades, and no new 'requires improvement' grades (*out of 43 forces, CoLP is one of only six forces in this category*), demonstrating tangible improvements across a range of inspection areas.

The inspection identified 12 Areas for Improvement (AFIs) which will be driven and overseen through the force's Operational Improvement Board to ensure the force's performance is aligned with HMICFRS characteristics of good. This provides a strong platform for continued improvements as well as sustaining the strong performance we have already been recognised for.

Recommendation(s)

Members are asked to note this report.

Main Report

Background

1. HMICFRS undertakes independent inspections of Police forces across England and Wales through its PEEL assessment framework. These inspections provide a grading judgment across key areas of policing and offer insight into how well a force is performing as well as improvements required.

Current Position

2. CoLP underwent its 2023-25 PEEL¹ assessment across 2024 and 2025, with findings published in July 2025. This follows the previous inspection cycle in 2021-22 (see table 1 for comparison).

Table 1. PEEL Assessment grading comparison 2023-25 v 2021-22

PEEL Assessment	2023-25 Grade	2021/22 Grade	Current national context
Providing a service to victims of crime	Ungraded	Ungraded	N/A
Recording data about crime	Outstanding	Ungraded	Out of 43 forces, CoLP is 1 of 7 forces graded outstanding
Police powers and treating the public fairly and respectfully	Adequate	Good	Out of 43 forces, CoLP is 1 of 26 forces graded adequate, 13 forces graded good and 1 force graded as outstanding.
Preventing & deterring crime and ASB and vulnerability	Adequate	Requires Improvement	Out of 43 forces, CoLP is 1 of 13 forces graded adequate, 25 forces graded good and 2 graded outstanding.
Responding to the public	Good	Good	Out of 43 forces, CoLP is 1 of 4 forces graded good, <i>with no force graded as outstanding</i>
Investigating crime	Good	Adequate	Out of 43 forces, CoLP is only 1 of 2 forces graded good, <i>with no force graded as outstanding</i>
Protecting vulnerable people	Adequate	Adequate	Out of 43 forces, CoLP is 1 of 14 forces graded

¹ <https://hmicfrs.justiceinspectorates.gov.uk/peel-reports/city-of-london-2023-25/>

			adequate, 4 forces graded good and 2 forces graded as outstanding.
Managing offenders and suspects	Adequate	Requires Improvement	Out of 43 forces, CoLP is 1 of 22 forces graded adequate, 8 forces graded good and just 1 force graded as outstanding.
Building, supporting, and protecting the workforce	Adequate	Adequate	Out of 43 forces, CoLP is 1 of 21 forces graded adequate, 11 forces graded good and 2 graded as outstanding.
Leadership and force management	Adequate	Requires Improvement	Out of 43 forces, CoLP is 1 of 22 forces graded adequate, 6 forces graded good, with no force graded as outstanding.
Serious and Organised Crime (SOC)	Not inspected	Requires Improvement	Every second cycle of PEEL
Tackling workforce corruption	Not inspected	Requires Improvement	This section now sits under the Integrity inspection framework

3. In comparison to the previous inspection period CoLP has made the following improvements:

- Achieved an *Outstanding* for recording data about crime.
- Progressing from *Requires Improvement* to *Adequate* for (a) preventing and deterring crime and antisocial behaviour and vulnerability; (b) managing offenders and suspects; and (c) leadership and force management
- Progressing from *Adequate* to *Good* for investigating crime.
- Sustained *Good* for responding to the public.
- Sustained *Adequate* for (a) protecting vulnerable people and (b) building, supporting and protecting the workforce.

4. CoLP requires further work for Police powers and treating the public fairly and respectfully to move the force back to *Good* – we understand from HMICRS that this is due to changes to the assessment criteria which means the benchmark has increased since the last round.

5. A comparison of all 43 forces PEEL grades across each assessment area² contextualises CoLP's performance nationally and identifies forces demonstrating promising practice that we will engage with to identify transferrable learning.

6. CoLP's PEEL report sets out CoLP's strengths as well as identifying areas for improvement – 12 of these in the form of formal 'AFIs' (at Appendix 1).
7. As well as taking action to address individual AFIs, CoLP has identified the following cross-cutting themes from the AFIs – aligned to our policing priorities - that will guide our broader organisational improvement activity (see table 2).

Table 2. PEEL AFIs – cross cutting themes aligned to Policing Plan priorities

Improvement theme	Policing Plan priority
Performance management	6
Creation of, and access to, high quality data	6
Analytical capacity and capability	6
Victim-focus	2
Knowledge and information management/organisational learning	All
Problem solving (inc. evaluation)	1 & 2, 4 & 6

Next steps

8. CoLP is committed to continuous improvement in support of policing plan priorities and broader force effectiveness, efficiency, and legitimacy. This work will support our inspection readiness for the next PEEL inspection in 2026/27. To that end:
 - CoLP's Policing Plan priorities and objectives are incorporated into our service improvement framework to ensure our improvement activity is aligned with our strategic priorities.
 - Our PEEL 2023-25 findings will be mapped into our service improvement activity for 2025 – 27, in line with HMICFRS's latest PEEL assessment framework (see Table 3) to ensure force readiness.
 - Prioritise and coordinate action across all PEEL areas, with a focus on *Areas for Improvement* have been identified, whilst ensuring strengths are maintained.
 - Progress against our service improvement priorities will be driven, monitored and assessed through our Operational Improvement Board.

Table 3. PEEL Assessment Framework 2025 - 27³

Core question	Notes
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² [PEEL Assessments 2023–25 - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#)

³ <https://hmicfrs.justiceinspectorates.gov.uk/publications/peel-assessment-framework-2025-2027/>

1. How good is the force at leadership and force management?	Similar to previous assessment question
2. How good is the force at attracting, developing and retaining its workforce and creating a diverse and inclusive workplace?	Similar to previous assessment question
3. How good is the force at using its powers fairly, appropriately and with justification?	Similar to previous assessment question
4. How good is the force at preventing and deterring crime, antisocial behaviour and vulnerability?	Similar to previous assessment question
5. How good is the force at responding to the public?	Similar to previous assessment question
6. How good is the force at investigating crime?	Similar to previous assessment question plus elements of previous 'Managing suspects and offenders' question
7. How good is the force at safeguarding children and adults at risk of harm?	New question with elements of previous 'vulnerability and 'Managing suspects and offenders' questions
8. How good is the force at managing fraud?	New question focussed on understanding the scale/impact of fraud and the service/outcomes for victims
9. How good is the force at providing a safe and lawful custody environment?	New question condensed from previous thematic custody framework (2022)

Corporate & Strategic Implications

9. Financial implications - None.

10. Resource implications - None.

11. Legal implications - None.

12. Risk implications - The PEEL 2025-27 service improvement framework will help to mitigate organisational risks - including but not limited to negative graded judgements from HMICFRS - through continuous service improvement approach.

13. Equalities implications: The PEEL framework monitors equalities issues to assess how well forces are undertaking work to identify, understand and take action to address any disparities across protected characteristics, internally and externally. CoLP has received several AFIs relating to equality data that it is taking action to address.

14. Climate implications - None.

15. Security implications - None.

Conclusion

16. CoLP continues to make progress on building on the work acknowledged through HMICFRS's PEEL inspection to ensure areas for improvement are addressed,

monitored, sustained and continually improved, in line with HMICFRS expectations of good to outstanding, and our Policing Plan priorities, to ensure our PEEL gradings continue to improve.

Appendices

Appendix 1 – CoLP PEEL 2023-25 assessment findings (including AFIs)

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Appendix 1 – CoLP PEEL 2023-25 assessment findings (including AFIs)

PEEL Section	Strengths	Areas for improvement
Victim Service Assessment UNGRADED	<ul style="list-style-type: none"> ✓ When received, deals with emergency calls well. ✓ Responds promptly to calls for service. ✓ Crime-recording is of an outstanding standard when ensuring victims receive an appropriate level of service. ✓ Carries out effective and timely investigations. ✓ Mostly assigns right outcome type to an investigation and considers the victim's wishes. 	<ul style="list-style-type: none"> ✗ Does not always hold auditable records of victim's wishes.
Crime Data Integrity OUTSTANDING	<ul style="list-style-type: none"> ✓ Capability to record rape offences accurately. ✓ Improvement on how quickly it records crime. 	AFI 01 Equality Data The force needs to improve how it records equality data.
Police powers and treating the public fairly and respectfully ADEQUATE	<ul style="list-style-type: none"> ✓ Promising Practice - The force trains its officers to understand how to use stop search fairly. ✓ Uses stop and search powers fairly and respectfully. ✓ Processes in place to review stop and search and use of force. ✓ Good linked find rates. ✓ Training provided to officers on impact of police powers officers on some communities. ✓ Invite external challenge through an independent stop and search and use of force scrutiny panel. 	AFI02 Use of stop and search The force needs to improve how it records information and reviews data to better understand its use of stop and search. AFI 03 Use of force The force needs to improve its understanding of why officers use force in some circumstances.
Preventing and deterring crime and antisocial behaviour, and reducing vulnerability ADEQUATE	<ul style="list-style-type: none"> ✓ Innovative Practice - Webinars to communicate with communities. ✓ Improved governance framework leading to better performance management. ✓ Reallocation of DWOs only in exceptional circumstances. ✓ Use of primary, secondary & tertiary prevention initiatives to tackle crime and antisocial behaviour and protect vulnerable victims. ✓ Good use of volunteers. ✓ Range of activities to communicate with residents, visitors and the business community. 	<ul style="list-style-type: none"> ✗ No engagement plan or evaluation. AFI04 Partnership and prevention hub The partnership and prevention hub requires a better governance and performance framework. AFI05 Problem-solving processes The force should improve its problem-solving processes, including evaluation and a consistent way of storing plans.
Responding to the Public GOOD	<ul style="list-style-type: none"> ✓ Continued efforts to improve understanding of demand and how it responds to the public. ✓ Manages received calls well. ✓ Prioritises calls well and generally meets published targets for attending incidents. ✓ Support for frontline officers by those with specialist knowledge; real-time advice so evidence is gathered early at scenes. 	

Investigating Crime GOOD	<ul style="list-style-type: none"> ✓ Strengthened governance (investigating standards) to achieve appropriate outcomes for victims. ✓ Effective supervision = thorough and timely investigations. ✓ Pursuit for evidence-led prosecutions to safeguard victims. ✓ Supports victim needs and kept updated on investigation progress. ✓ Use of forensic opportunities to support investigations. ✓ Manages officers' workload and appropriate crime allocation. 	AFI06 Appropriate outcomes for victims The force does not consistently achieve appropriate outcomes for victims.
Protecting Vulnerable People ADEQUATE	<ul style="list-style-type: none"> ✓ Effective governance and performance framework to understand the nature and scale of vulnerability. ✓ Resourcing of public protection unit with experienced officers. ✓ Effective review of risk assessments for vulnerability and domestic abuse incidents. ✓ Ability to ensure victims of domestic violence receive support they need 	AFI07 Awareness of schemes / orders to protect victims The force should make sure officers and staff have the required awareness of schemes and orders to protect victims, and the confidence to use them. AFI08 (#06535) Service for vulnerable victims The force should improve its understanding of the service experienced by vulnerable victims.
Managing Offenders and Suspects ADEQUATE	<ul style="list-style-type: none"> ✓ Innovative Practice - The force maintains investigators' skills through desktop exercises. ✓ Ability to effectively pursue offenders and suspects. ✓ Appropriate oversight of pre-charge bail and released under investigation. ✓ Investigations being assisted by effective technical support. 	<ul style="list-style-type: none"> ✗ Require a specific written policy giving clear direction for referrals from the police online investigation teams (POLIT) investigations to children's social care. AFI09 Violent and Sex Offender Register standards The force should make sure it adheres to Violent and Sex Offender Register standards, and that all information for the management of registered sex offenders is recorded on this system.
Building, supporting and protecting the workforce ADEQUATE	<ul style="list-style-type: none"> ✓ Range of wellbeing support + enhanced for those in high-risk roles. ✓ Active support for new recruits & encourages them to stay. ✓ Creation of opportunities for officers and staff from under-represented groups to develop and progress. ✓ Support for the development of first-line leaders, including acting, temporary and aspiring sergeants. 	AFI10 Workforce well-being and occupational health provision The force needs to develop its data and information to better understand challenges that affect workforce well-being and occupational health provision. AFI11 Personal development review process The force should consider its personal development review process to make sure it is effective and valued by officers and staff.
Leadership and force management ADEQUATE	<ul style="list-style-type: none"> ✓ Improved governance structure - thoughtful employment of leaders to strengthen the executive team. ✓ Understand how senior & general leadership is perceived / understood. ✓ Operating model enables its workforce to respond to demand ✓ Progress being made to be more efficient ✓ The force has a sustainable financial strategy. 	<ul style="list-style-type: none"> ✗ The force needs to improve the interoperability of teams and units, often working in silos. This will improve performance & create a greater one-team culture. ✗ Improve productivity through digital, data and tech solutions. AFI12 Review strategic decisions, policies & processes

		The force needs better processes to regularly review its strategic decisions, policies and processes to check they are effective.
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