

City of London Corporation Committee Report

Committee(s): Police Authority Board (PAB) – For Information	Dated: 10/12/2025
Subject: Quarterly HMICFRS Activities Update (Q2 Jul – Sept 2025)	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?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	The Commissioner of the City of London Police
Report author:	Richard Cummins Service Improvement Manager

Summary

This report provides members with an overview of His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) activities undertaken since the last reporting period. Since publication of the PEEL 2023/25 report, the force has continued to develop its continuous service improvement framework; establishing a structured and sustainable approach to addressing inspection findings and driving ongoing improvement.

The report outlines:

- **Inspection readiness and improvement progression:** Ongoing delivery of actions from the PEEL 2023/25 report, with active monitoring via the Operational Improvement Board.
- **Horizon scanning:** Monitoring of and early preparation for upcoming HMICFRS activity including thematic inspections and document requests.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. This report outlines the current operating position of the force in relation to HMICFRS activities since the last Police Authority Board meeting.

Current Position

2. In response to the PEEL 2023/25 inspection report, the force has embedded a Service Improvement Framework to coordinate delivery, monitor the progress of improvement activity, and ensure inspection outcomes result in sustained improvements. The framework supports delivery of improvements in response to specific findings as well as further developing our own good practice aligned with the HMICFRS characteristics of “Good”. This ensures the force continues to build upon its strengths as well as addressing areas where improvement is required.
3. A number of actions are currently in progress across the HMICFRS PEEL 2023/25 question areas (see *Appendix 1*). Progress continues to be monitored through the Operational Improvement Board, with business areas supported to evidence measurable improvement and readiness for inspection.
4. To address areas for improvement as identified in the force PEEL 2023/25 report, from September to December 2025, there are weekly operational meetings and fortnightly tactical meetings to maintain oversight, drive progress, and ensure alignment across the full PEEL assessment framework.
5. These meetings provide a structured forum for monitoring ongoing operational activity, addressing emerging issues and supporting effective decision making at tactical meetings. At the end of this period, a review will be undertaken with the business areas to gather feedback on the structure, content and frequency of these meetings to identify any adjustments needed to enhance efficiency and engagement going forward.

Horizon Scanning - HMICFRS Inspection Readiness

6. Notification from HMICFRS this has been brought forward from 2026/27 to 2025/26
 - [Counter-Terrorism Safeguarding](#) (2 weeks notification)
A recent commission from the Home Secretary focussed on the safeguarding of vulnerable people within the Counter-terrorism context. Planning is at an early stage. The inspection may engage with Counter-terrorism units and a limited number of forces (*yet to be identified*).
 - [Cybersecurity](#) (2 weeks notification)

This inspection will build on the work that HMICFRS completed in 2024 with a small number of forces relating to cybersecurity self-assessments. Planning is at an early stage (scope of the inspection under way and number of forces to be involved). Confirmation will be provided in December 2025.

7. Document Compilation

- [Firearms Licensing](#)

Although the City of London Police (CoLP) is not part of the six (6) forces being inspected, the force is undertaking a document review to ensure alignment with HMICFRS requirements and expectations. Once the six (6) forces have been inspected, findings and recommendations will be reviewed, and the inspection framework will be stood up to ensure the force's own processes and documentation are fully aligned and compliant.

8. Inspections (rolling programme) Pending

In preparation for pending inspections, we are undertaking service improvement work to ensure readiness, alignment with best practice and early identification of any areas requiring improvement.

- Custody (unannounced with 2 weeks notification)
- Integrity (8 weeks notification)
- National Child Protection (NCP) (8 weeks notification)
- Serious and Organised Crime (SOC) (8 weeks notification)

Corporate & Strategic Implications

9. Strategic implications – None.

10. Financial implications – None.

11. Resource implications – None.

12. Legal implications – None.

13. 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.

14. Equalities implications – The PEEL framework monitors equalities issues to assess how well forces are identifying, understanding and taking 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.

15. Climate implications – None.

16. Security implications – None.

Conclusion

17. The force continues to make progress in strengthening inspection readiness and continuous service improvement. The actions in progress and work through the service improvement framework demonstrate a proactive and sustained commitment to maintaining good practice, aligning with HMICFRS standards, and ensuring preparedness for future HMICFRS activity.
18. The force will continue to focus on consolidating the improvements achieved and embedding continuous improvement and learning. Continued horizon scanning will ensure the force remains well positioned to respond effectively to future inspection themes and emerging areas of focus.

Appendices

Appendix 1 – PEEL 2023/25 Progress

Temporary Superintendent Joanna Cash
Head of Service Improvement

Richard Cummins
Service Improvement Manager

Service Improvement Team
E: hmiciasion@cityoflondon.police.uk

Appendix 1 - PEEL 2023/25 progress

HMICFRS PEEL 2023/25 Question	Areas for Improvement (AFIs)*	Actions In Progress
Victim Service Assessment / Crime Data Integrity	AFI 01 (#06528) Equality Data The force needs to improve how it records equality data	<ul style="list-style-type: none"> An improvement plan is being drafted and an Equality Diversity & Inclusion (EDI) data and performance working group is being set up to work on this as well as EDI data more broadly.
Q1 Leadership and Force Management	AFI 12 (#06539) Review strategic decisions, policies and processes The force needs better processes to regularly review its strategic decisions, policies and processes to check they are effective.	<ul style="list-style-type: none"> A Management Board has been implemented which brings oversight to all tier 2 strategic decisions A governance review underway and due to report by end of December 2025.
Q2 Workforce	AFI 10 (#06537) 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.	<ul style="list-style-type: none"> Additional occupational health (OH) data is being collected. A data pack is being scoped and will be developed to bring together a range of well-being data for oversight at the Strategic Wellbeing Board.
	AFI 11 (#06538) 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.	<ul style="list-style-type: none"> Paper presented in October 2025 to Operational Improvement Board with a new approach to Professional Development Reviews aligned with new College of Policing guidance. This was discussed at senior leadership forum in November 2025 and the cultural change that will be required. The new approach will be implemented for the next PDR cycle to include a more regular (quarterly) developmental approach.

Q3 Police Powers	<p>AFI 02 (#06529) 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.</p> <p>AFI 03 (#06530) Use of force The force needs to improve its understanding of why officers use force in some circumstances.</p>	<ul style="list-style-type: none"> • Developments underway to Power BI to enable selection option to see each officer for Stop & Search data; use of force has currently taken priority over this so this will be delayed until next year. • The enhanced encounter training is currently looking at dates for the role out and is being led by the Chief Inspector. In terms of analysis of pre- and post-insemination initial reviews suggest that there is a positive correlation between training and disproportionality looks positive from first 2 trained groups. • The Use of Force (UoF) dashboard has been updated and now provides accurate information regarding the type of force used, as well as when, where and against whom. This data can now be utilised as a reliable feed for relevant scrutiny panels and internal performance boards. Some further work will be progressed to develop a dashboard for compliant handcuffing. • Meeting has been held between the Chief Inspector and the pronto team – considering templates from Leicestershire constabulary to assist.
Q4 Prevention and Deterrence	<p>AFI 04 (#06531) Partnership and prevention hub The partnership and prevention hub requires a better governance and performance framework.</p>	<ul style="list-style-type: none"> • A new multi-agency prevention team (MAPT) approach has been developed which is now moving forward to implementation. • The P&P hub is relocating on 17/11/2025 to integrate within neighbourhood partnership team (NPT), and structures are being put in place.
	<p>AFI 05 (#06532) Problem-solving processes The force should improve its problem-solving processes, including evaluation and a consistent way of storing plans.</p>	<ul style="list-style-type: none"> • The vast majority of people are trained in necessary skills. • There is a clear problem-solving process within neighbourhood partnership team (NPT) that is now in place. • Governance structure at tactical and strategic levels is in place to review and oversee.
Q6 Investigating Crime	<p>AFI 06 (#06533) Appropriate outcomes for victims The force doesn't consistently achieve appropriate outcomes for victims.</p>	<ul style="list-style-type: none"> • Mapping the monitoring of ongoing work (postings, developments and identify improvement to see the impact made) - update to be provided in January 2026. • To identify priority areas for focus for quarter 4.

		<ul style="list-style-type: none"> Progress is monitored regularly in the Tier 3 governance meetings.
Q7 Safeguarding	AFI 07 (#06534) Awareness of schemes and 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.	<ul style="list-style-type: none"> Partnership & Prevention (P&P) hub is currently setting out the terms of reference for external groups that will be part of the reformed multi agency partnership. The purpose is to build a bridge between P&P and Public Protection Unit (PPU) to impact the way the force interacts with its partners. An additional Sergeant position has been put in place to coordinate and have a whole force approach. Public Protection Unit (PPU) have recently completed a Joint Targeted Area Inspection (JTAI) data return on Child Sexual Abuse in the Family Environment (CSAFE - <i>creating a sexual assault free environment</i>). These inspections contribute to the multi-agency response to children, including unborn children, who are victims of domestic abuse in a local authority area in England. The purpose of this inspection is to ensure that the force is operating effectively with its partners, such as the local authority, health and emergency services to respond to vulnerability.
	AFI 08 (#06535) Service for vulnerable victims The force should improve its understanding of the service experienced by vulnerable victims.	<ul style="list-style-type: none"> Scoping of current commissioned arrangements for Vulnerable victims and all victims. Inclusion within victims' strategy and performance metrics - scoping Deep dive on use of outcomes 14 & 16 (victims' withdrawal) and effective use of victim contracts (voice of victim) - completed with further work to be undertaken to explore data in more depth.
	AFI 09 (#06536) 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.	<ul style="list-style-type: none"> Vulnerability knowledge and practice programme (VKPP) / National centre for violence and public protection (NCVPP) peer review completed Sept 25 and awaiting debrief/results. This included MOSOVO arrangements and Management. (awaiting report). Op Soteria – due in January 2026 Review pending by team to prepare this AFI for sign-off process.

* No AFIs- Question 5 Responding to the public / Question 8 Fraud new question / Question 9 merger of previous custody thematic framework

