

PEEL 2023–25

Police effectiveness, efficiency and legitimacy

An inspection of the City of London Police

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Overall summary

Our judgments

Our inspection assessed how good the City of London Police is in ten areas of policing. We make graded judgments in nine of these ten as follows:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Recording data about crime	Responding to the public	Police powers and public treatment		
	Investigating crime	Preventing crime		
		Protecting vulnerable people		
		Managing offenders		
		Developing a positive workplace		
		Leadership and force management		

We also inspected how effective a service the City of London Police gives to [victims](#) of crime. We don't make a graded judgment for this area.

We set out our detailed findings about things the force is doing well and where the force should improve in the rest of this report.

We also assess the force's performance in a range of other areas and we report on these separately. We make graded judgments for some of these areas.

Data in this report

For more information, please [view this report on our website](#) and select the 'About the data' section.

PEEL 2023–2025

In 2014, we introduced our police efficiency, effectiveness and legitimacy (PEEL) inspections, which assess the performance of all 43 police forces in England and Wales. Since then, we have been continuously adapting our approach.

We have moved to a more [intelligence](#)-led, continual assessment approach, rather than the annual [PEEL inspections](#) we used in previous years. Forces are assessed against the characteristics of good performance, set out in the [PEEL Assessment Framework 2023–2025](#), and we more clearly link our judgments to [causes of concern](#) and [areas for improvement](#).

It isn't possible to make direct comparisons between the grades awarded in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because we have increased our focus on making sure forces are achieving appropriate outcomes for the public, and in some cases we have changed the aspects of policing we inspect.

Terminology in this report

Our reports contain references to, among other things, 'national' definitions, priorities, policies, systems, responsibilities and processes.

In some instances, 'national' means applying to England or Wales, or England and Wales. In others, it means applying to England, Wales and Scotland, or the whole of the United Kingdom.

HM Inspector's summary

I am pleased with some aspects of the City of London Police's performance in keeping people safe, reducing crime and providing victims with an effective service. I am satisfied with the other aspects of its performance.

The City of London Police is outstanding in how and when it records crime. This improvement is testament to the force's investment of time, effort and resources in crime recording. The force has also significantly improved the timeliness with which it records crime. This means investigations and support for victims begins sooner.

I was pleased to find improvements in the management and scrutiny of criminal investigations. The force has invested in governance and performance processes to improve and maintain its investigative standards. This has led to continued performance improvements. Overall, we found that investigations were thorough and well supervised. Investigators look for opportunities to bring offenders to justice, even when victims are unwilling or unable to proceed.

Across the force, [officers](#) told us that the victim was at the centre of everything they did. This commitment was evident during our inspection. The force uses [bail](#) effectively to protect vulnerable victims and to reduce further crime. However, better use could be made of orders and schemes where appropriate. More could be done to achieve even better outcomes for victims.

The force has a unique population, with a low number of residents, but large numbers of commuters and visitors travelling through the city. The force uses different approaches to communicate with this diverse community of workers, businesses, visitors and residents, but it has more to do.

The City of London Police has more work to do to make sure that officers using [stop and search powers](#) collect all the information they should. This will make sure that the force can be certain that the use of these powers is always appropriate. However, the force continues to develop its training for officers who regularly use stop and search powers.

I was pleased to see that workloads for officers were manageable, and that there was a good level of support for officers who attended traumatic incidents or who were assaulted in their duties. The force has a clear commitment in this area. However, it needs to further develop its understanding of other workplace factors that may affect officers' well-being to make sure it meets the needs of all personnel.

The force still has more work to do in the area of leadership and force management. But it has made improvements, led by the recently appointed commissioner.

The force has sound financial plans and effective governance arrangements to maintain its solid position. It would benefit from enhancing its analytical capability, and improving internal working relationships between some departments would prevent silo working.

The leadership team has worked closely with inspection staff, and the recently appointed commissioner has been open and receptive to acting on the improvements identified in this inspection.

I will monitor its progress in addressing the findings of this report.



Lee Freeman

HM Inspector of Constabulary

Leadership

Using the [College of Policing leadership standards](#) as a framework, in this section we set out the most important findings relating to the force's leadership at all levels.

During our inspection, royal assent was given to the permanent appointment of the City of London Police Commissioner. This, along with the recent appointments of several senior police staff, will bring stability to the senior leadership team in advancing the commissioner's priorities.

Being a small geographical force allows leaders to be visible to the workforce. Senior leaders visit departments and briefings to speak with officers and [staff](#). They also use regular webinars where [personnel](#) can ask questions and raise issues directly with [chief officers](#).

The force has an estates strategy in place, and the building of a new operational police station, custody unit and headquarters is underway. This will fulfil the force's estates requirements for coming years.

The force has developed its ability to review data using Power BI dashboards. This supports decision-making at both a tactical and strategic level. The force still needs to improve the quality and accuracy of its data.

The force has a clear governance structure and senior leaders have established areas of responsibility. But it should improve the structure of that governance to help it better understand the benefit of projects and how they are progressing.

The force's first-line leadership programme provides good leadership training for supervisors. The force encourages its staff and officers to be their true selves at work, and provides training through its inclusivity programme. The City of London Police achieved a silver-standard award from Inclusive Employers in 2024.

Most officers and staff don't view the performance development review process as meaningful. Many see it as only being relevant as part of a promotion process.

More detail on the City of London Police's leadership is included in the main body of the report.

Reducing crime assessment

The reducing crime assessment sets out what the City of London Police is doing to reduce crime and how effective this action is. This assessment doesn't include police recorded crime figures. This is because they can be affected by variations and changes in recording policy and practice, making it difficult to draw comparisons over time.

The City of London Police consistently sets clear aims, objectives and expected standards for investigations. It aims to improve outcomes for victims by pursuing all appropriate lines of enquiry. This will help it reduce future crime.

The overwhelming majority of recorded grounds for stop and search are reasonable. Officers regularly find the item they believed the individual had in their possession. Independent scrutiny is provided on stop and search by the independent advisory scrutiny group. However, the force analyses only limited data and information, and so it doesn't fully understand its use of stop and search.

The force is investing in early intervention to prevent and reduce crime at the first opportunity. However, more needs to be done to improve the way it records and monitors problem-solving to provide long-term solutions to reduce crime.

Officers attend calls for service quickly. This helps in securing evidence, protecting victims and bringing offenders to justice. Officers and staff understand the force's approach to vulnerability and the part they play in protecting [vulnerable people](#) from being repeat victims.

The force has effective systems in place to monitor and pursue wanted persons and outstanding suspects. The force uses bail well to protect vulnerable victims and reduce reoffending.

More detail on what the City of London Police is doing to reduce crime is included in the main body of the report.

Providing a service to victims of crime

Victim service assessment

This section describes our assessment of the service the City of London Police provides to victims. This is from the point of reporting a crime and throughout the investigation. As part of this assessment, we reviewed 100 case files.

When the police close a case of a reported crime, they assign it an 'outcome type'. This describes the reason for closing it.

We selected 100 cases to review, including at least 20 that the force had closed with the following outcome type:

- Investigation complete – No suspect identified. Crime investigated as far as reasonably possible. Case closed.

Although our victim service assessment is ungraded, it influences graded judgments in the other areas we have inspected.

The force doesn't manage emergency call handling itself, but when it receives the information the force deals with calls well

The Metropolitan Police Service carries out, on behalf of the City of London Police, the majority of initial call handling for incidents reported by telephone, including all 999 calls. The information is then passed to call handlers in the City of London Police. From this point we found that generally the correct information was recorded, the service provided was professional, and the information was assessed to manage and mitigate vulnerability in most cases. However, the force isn't always able to easily identify repeat callers or victims, or those who may be vulnerable.

The force responds promptly to calls for service

On most occasions, the force responds to calls for service appropriately, within its published timescales.

The force's crime-recording is of an outstanding standard when it comes to making sure victims receive an appropriate level of service

The force has effective crime-recording processes. It makes sure that all crimes are recorded correctly and promptly.

We set out more details about the force's crime recording in the [crime data integrity](#) section.

The force carries out effective and timely investigations

In most cases, the force investigates crimes in a timely way. And it completes relevant and proportionate lines of inquiry. The force supervises investigations well and keeps victims regularly updated. Victims are more likely to have confidence in a police investigation when they receive regular updates.

A thorough investigation increases the likelihood of perpetrators being identified and arrested, providing a positive result for the victim. In most cases, the force took victim personal statements, which give victims the opportunity to describe how that crime has affected their lives.

When victims withdraw support for an investigation, the force considers progressing the case without the victim's support. This can be an important way of [safeguarding](#) the victim and preventing further offences from being committed. The force records whether it considers using orders designed to protect victims, such as a [Domestic Violence Protection Notice](#) or [Domestic Violence Protection Order](#).

The [Code of Practice for Victims of Crime \('the Victims' Code'\)](#) requires forces to carry out a needs assessment at an early stage to determine where victims need additional support. The force usually carries out these assessments and records all requests for additional support.

The force mostly assigns the right outcome type to an investigation, but it doesn't always hold auditable records of victims' wishes

The force closes crimes with the appropriate outcome type. It records a clear rationale for using a certain outcome and this is effectively supervised. It asks for victims' views when deciding which outcome type to assign to a closed investigation.

When appropriate, the force isn't always able to provide an auditable record of victims' wishes. The force always informs victims of what outcome code has been assigned to the investigation.

Crime data integrity

Outstanding

The City of London Police is outstanding at recording crime.

The Home Office Counting Rules, which provide the standard for crime recording in England and Wales, have changed since the last time we inspected the force for crime data integrity.

This change mainly relates to the way forces record violent crime. This means we can no longer compare the findings from this audit to those from previous audits.

We estimate that the City of London Police is recording 96.3 percent (+/- 2.2 percent) of all reported crime (excluding fraud).

We estimate that the force is recording 98.2 percent (+/- 1.5 percent) of sexual offences.

We estimate that the force is recording 96.4 percent (+/- 3.2 percent) of violent offences.

Area for improvement

The force needs to improve how it records equality data

The force's data for [victims](#) of crime shows that age and gender are well recorded, ethnicity is less well recorded and other [protected characteristics](#) aren't well recorded. The force should be collecting this information to understand the extent to which each protected character group is affected by crime, how this differs from those without the protected characteristics and whether a different response is needed for these victims.

Main findings

In this section we set out our main findings that relate to crime data integrity.

The force records rape offences accurately

The force records rape offences accurately. In our audit we found that 12 crimes of rape should have been recorded and all 12 crimes were correctly recorded. Rape is one of the most serious crimes a victim can experience. Therefore, it is especially important that crimes are recorded accurately to make sure victims receive the service and support they expect and deserve.

The force has improved how quickly it records crime

The force has improved how quickly it records crime. In our [City of London Police – Crime Data Integrity inspection 2019](#) report we found that 75 percent of crimes were recorded within 24 hours of being reported. During this inspection, we found that in 2024 the force recorded 94 percent of crimes within 24 hours. It is important that crimes reported by victims are recorded in a timely fashion as it helps victims to access victim support services quickly and investigations to start without delay.

Police powers and treating the public fairly and respectfully

Adequate

The City of London Police is adequate at using police powers and treating people fairly and respectfully.

Areas for improvement

The force needs to improve how it records information and reviews data to better understand its use of stop and search

Between 1 October 2023 and 30 September 2024, officers used their [powers to stop and search](#) individuals under section 1 of the Police and Criminal Evidence Act 1984 and section 23 of the Misuse of Drugs Act 1971 on 2,234 occasions. In 1,027 (46 percent) of these stop and search encounters the self-defined ethnicity of the person searched was recorded as unknown. This means either the [officer](#) failed to record the person's self-defined ethnicity, or the person wouldn't provide it. This prevents the force from having an accurate understanding of the ethnicity of individuals being searched.

Racial disparity refers to the unequal treatment of people from different racial or ethnic backgrounds. The force told us that its racial disparity rates were lower than the average for forces in England and Wales over this period, with disparity rates at 2.59 for Black people, 0.91 for Asian people and 0.84 for those of other ethnicities. However, the poor recording of self-defined ethnicity could be affecting the validity of these figures.

The force has several internal and external scrutiny meetings that review the data it records on individuals who are stopped and searched. We found this data wasn't detailed enough. The information isn't categorised by age, sex or ethnicity, which means little analysis can be carried out at the scrutiny meetings to understand whether some parts of the community are being searched more than others. Data on racial disparity is only reviewed down to team level and not at individual officer level.

The force needs to improve its understanding of why officers use force in some circumstances

There are times when [officers](#) apply handcuffs to individuals who are compliant while they are being searched. Placing a member of the public in handcuffs is a use of force and officers must make sure they record the justification for using any force. The recording and justification for use of handcuffs is inconsistent across the force, particularly during stop and search encounters.

This was corroborated by our audit of [body-worn video](#), where we reviewed ten stop and search encounters. We found that in the six encounters where force was used, there was no narrative context of the officer's justification for using force. Generic terms such as 'officer safety' were used to explain why individuals were handcuffed during a stop and search procedure. This doesn't provide sufficient detail about why the officer felt handcuffs were necessary.

It is important to make sure officers use their powers legitimately. They also need to fully record the grounds for using them so the force can make sure any individuals handcuffed have been treated lawfully and fairly.

Promising practice

The force trains its officers in how to use stop and search fairly

In our [PEEL 2021/22 report](#), we explained how the force had developed a team of specially trained [officers](#) who used [Project Servator](#) principles to carry out stop and search. This training has been adapted and the force trains officers to identify the behaviours that indicate an individual is preparing to commit an offence. The [College of Policing](#) is clear that using behavioural factors to strengthen the grounds of a search is more likely to produce a criminal justice outcome. The force has rolled out this training to response and neighbourhood officers, who are primarily the officers who use stop and search.

The force has used this experience to develop this training further in a one-day course called high quality encounters. The course aims to equip officers with additional skills and knowledge in managing conversations and detecting deceptive behaviour. The force will carry out an evaluation of the training using changes in officers' behaviour and stop and search data later this year.

Main findings

In this section we set out our main findings that relate to police powers and treating people fairly and respectfully.

The force uses stop and search powers fairly and respectfully

During our inspection, we reviewed a sample of 196 stop and search records from 1 October 2023 to 30 September 2024. Based on this sample, we estimate that 93.4 percent (+/- 3.3 percentage points) of all stop and searches by the force during this period had reasonable grounds recorded. In our previous review of records from 1 January to 31 December 2021 we found 83.7 percent (+/- 7.0 percentage points) of stop and searches carried out by the force had reasonable grounds recorded.

Of the records we reviewed for stop and searches on people who self-identified as from an ethnic minority background, 90 of 95 had reasonable grounds recorded.

Our review of body-worn video of stop and search encounters showed officers to be courteous and respectful with members of the public.

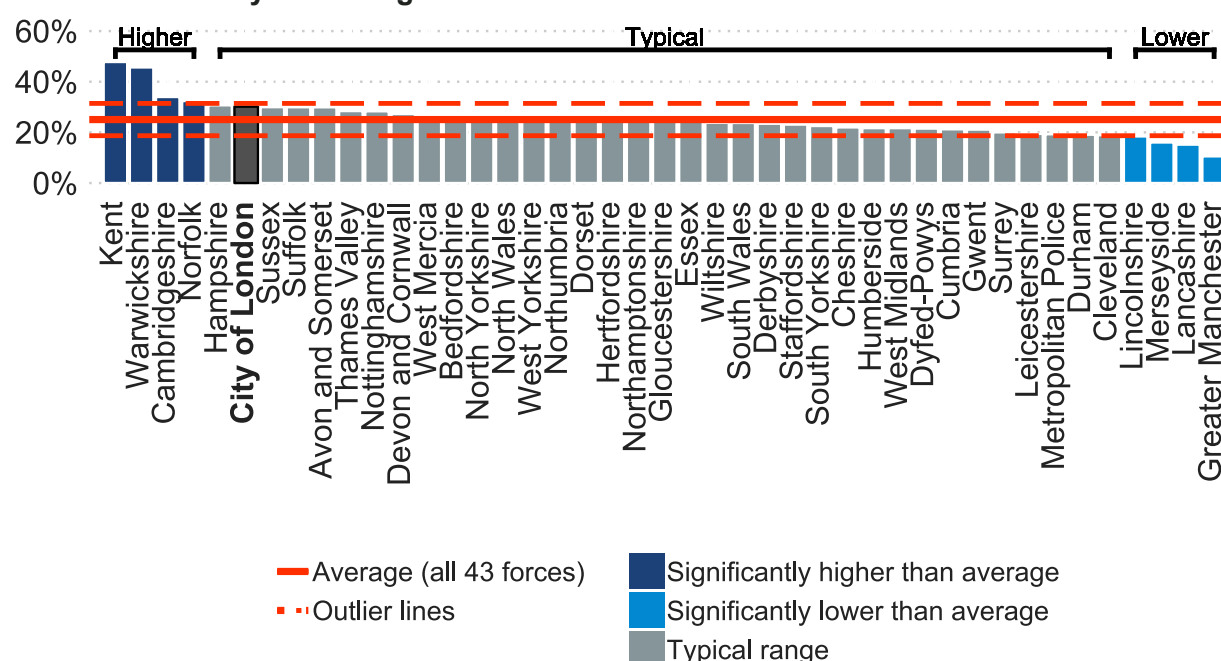
The force has processes in place to review stop and search and use of force

The City of London Police has several layers of review for stop and search and use of force. Daily, a chief inspector checks the grounds for all stop and searches that have taken place in the previous 24 hours. All stop and searches involving [children](#) and vulnerable people are reviewed, and where force is used against a member of the public a sergeant reviews the incident within 24 hours. The force reviews 20 percent of all body-worn video footage of stop and search and use of force through these various processes.

The force has good linked find rates

The force's [linked find rate](#) is at the higher end of the expected range for England and Wales. A linked find is when an officer finds the stolen or prohibited item that they were looking for in a search. In the year ending 31 March 2024, the City of London Police had linked find outcomes of 30.2 percent for all stop and search powers. The force told us that in the 12 months ending 31 March 2025 linked outcomes had improved to 46 percent. This is at the top end of the typical range for forces in England and Wales.

Figure 1: Proportion of stop and searches resulting in linked finds for forces in England and Wales in the year ending 31 March 2024



Source: [Police powers and procedures, England and Wales: April 2023 to March 2024](#) from the Home Office

The force trains officers on how some of the powers they use affect different communities

The force trains officers to understand how the use of coercive powers can affect the Black community. Members of the Black community describe their lived experience of encounters with the police. This feedback has been given to 228 officers and is now included in training for new officers. This gives officers a better understanding of how stop and search can feel when experienced repeatedly, and helps improve community trust.

The force invites external challenge through an independent stop and search and use of force scrutiny panel

The force has an independent advisory scrutiny group made up of 14 members of the public, which meets quarterly. Several members have left recently and new members have joined, and it is good to see the force has invested in training so the group can scrutinise the force's activities. The group reviews stop and search and use of force data at each of its meetings. Some members have attended the training given to officers on stop and search, use of force, Taser, and public and personal safety to improve their knowledge and understanding. These members form a sub-group that reviews body-worn video footage of officers using their stop and search and use of force powers. A scoring matrix is used to assess the officers' actions and feedback is provided directly to officers.

Members of the independent advisory scrutiny group have also taken part in ride-alongs with officers on patrol. This has allowed them to see stop and search encounters taking place in real time. This means officers receive immediate feedback on how the member feels the encounter was managed. One officer told us that a group member who accompanied them on patrol had provided positive feedback and suggested a minor improvement that the officer could make while carrying out future stop and searches.

Preventing and deterring crime and antisocial behaviour, and reducing vulnerability

Adequate

The City of London Police is adequate at prevention and deterrence.

Areas for improvement

The partnership and prevention hub requires a better governance and performance framework

The partnership and prevention hub is a team of [officers](#) who have received additional training such as advising on design projects to reduce criminality, tackling [hate crime](#), and signposting and supporting those with mental health needs. They work within the [neighbourhood policing team](#) to support the whole force with problem-solving and prevention expertise.

The team doesn't consistently work as a cohesive group to support problem-solving and prevention. There are only two officers in the team who review problem-solving plans. The other officers continue to work within their own specialities. Some members told us they felt the team was ineffective in providing a holistic approach to problem-solving and prevention.

The partnership and prevention hub is required to submit a monthly narrative on its work, but this lacks data that would support an assessment on whether problems have improved or declined. Better management of the hub could provide improvements in how the force solves problems for the community.

The force should improve its problem-solving processes, including evaluation and a consistent way of storing plans

We found problem-solving plans that started several years ago with a set of actions tackling the symptoms of the problem, that were then reinvigorated annually, sometimes with different tactics. This isn't addressing the root cause of the problem.

There is confusion around who is responsible for problem-solving plans. [Officers](#) in the partnership and prevention (P&P) hub said they were responsible for initially advising on whether an issue was suitable to be addressed with a problem-solving plan, but not for the plan itself. Contrary to this, dedicated ward officers told us the P&P hub were responsible for the plans. This confusion needs to be addressed.

Problem-solving plans are held on a SharePoint system, which is accessible through the force intranet. We also saw less formal problem-solving recording on the [Niche](#) records management system. These didn't always use a problem-solving model such as [SARA](#). Having plans in two places hinders proper evaluation and the recording of good practice.

The force told us they were aware that the P&P hub wasn't working as well as they had hoped.

The force should make sure it has processes in place to maximise the use of problem-solving to reduce crime and protect vulnerable [victims](#).

Innovative practice

The force makes good use of webinars to communicate with its communities

In response to protests in the City of London, the force holds regular webinars with businesses. The webinars help the force to pass information to a wide audience and address any questions. Some sessions have had more than 100 attendees.

Building on the success of these webinars, the force has extended their use to other areas of policing.

The [neighbourhood policing team](#) runs a monthly crime prevention webinar aimed at workers in the City of London. The topics cover a variety of crimes such as:

- thefts of personal belongings from licensed premises;
- romance fraud;
- distraction thefts;
- phone snatches; and
- violence against women and girls.

The webinars provide an opportunity for members of the public to ask questions of experienced [officers](#).

The force also holds retail crime webinars for security personnel in shops. This meeting isn't open to the public and provides an opportunity to share [intelligence](#) on shoplifters and, where appropriate, individuals who have received a [Criminal Behaviour Order](#).

When a significant incident happens, the force can respond to the concerns of the business community quickly by arranging a webinar to provide up-to-date information. This was demonstrated effectively when the force was able to provide reassurance following an incident that caused major disruption to businesses.

These webinars allow the force to communicate with parts of the community who don't always take part in more traditional engagement activities, such as ward meetings.

Main findings

In this section we set out our main findings that relate to prevention and deterrence.

The force has improved its governance framework, leading to better performance management

We were pleased to see that governance and leadership in the neighbourhood team had improved since our 2021/22 inspection. The neighbourhood policing team is made up of:

- dedicated ward officers;
- the cycle team;
- a proactive acquisitive crime team, that investigates thefts and robberies;
- the licensing team; and
- the P&P hub.

Performance measures are now supported by a framework of governance meetings that hold managers to account for their teams' activities and results across most of the work areas. The only exception to this is the P&P hub, as we have set out in the areas for improvement above. Daily activities for the neighbourhood team are allocated at a morning team meeting.

There is still a lack of knowledge outside the neighbourhood policing team of ward priorities. However, there are early signs of improvement with supervisors from other departments attending the neighbourhood policing team's daily meetings. This helps wider police teams to jointly tackle local priorities through more effective problem-solving and working with the community.

The force only reallocates dedicated ward officers in exceptional circumstances

The force told us it had a team of 18 dedicated ward officers, whose primary role is to work with communities, provide visible patrols and problem-solve local issues. The City of London Police has a robust abstraction policy, which requires the authorisation of a senior officer before any dedicated ward officers can be allocated duties away from their ward and neighbourhood role. This has resulted in low levels of reallocation, allowing dedicated ward officers to focus on their communities.

The force uses primary, secondary and tertiary prevention initiatives to tackle crime and antisocial behaviour, and protect vulnerable victims

The force uses a variety of initiatives to help prevent and reduce crime and [antisocial behaviour](#).

Operation Niven raises awareness of the common occurrence of phone snatching. Officers from the neighbourhood policing team set up stands at busy venues and railway stations, raising awareness and offering members of the public the opportunity to have their phones marked, which makes it easier to identify the owner when stolen phones are recovered. This approach allows the force to give advice to visitors to the City of London who are often victims of this crime, as well as residents and workers. To raise awareness further the force has worked with the City of London Corporation to place signs on the pavement at key locations where phone snatching has taken place to remind people to keep their phones secure.

The force has continued to use Operation Luscombe, a national model to deal with antisocial behaviour, including begging. It provides progressive and staged interventions to vulnerable people who are begging and offers an opportunity for them to access wider support services. Where people begging fail to work with support services and continue to beg, the force uses a range of antisocial behaviour legislation to address the behaviour. This includes Criminal Behaviour Orders. The force has 26 active Criminal Behaviour Orders in place for individuals who have continued to beg.

In our PEEL 2021/22 report, we reported on how the force was making public areas safer for vulnerable people through Operation Reframe. Each month the force works with partners such as the City of London Corporation, London Ambulance Service and the Security Industry Authority to keep people safe in the night-time leisure sector.

This work has been developed further. The force uses plain clothes officers and police staff to test the awareness of bar staff in licensed premises and make sure they carry out the correct action under the Ask for Angela scheme. The force runs awareness training for licensed premises staff on how they should deal with reports of drink spiking. To make sure the correct process is followed, plain clothes officers will buy a drink and then tell bar staff they think it has been spiked with an unknown substance. Police cadets assist the force with Operation Makesafe, which tests the response of reception staff when a room is requested by an adult and a younger person and the younger person may be vulnerable. In each of these situations the licensing team provides feedback to the manager at the bar or hotel on how well staff dealt with the issues.

The force uses a range of activities to communicate with residents, visitors and the business community, but there is no communication plan or evaluation

The neighbourhood policing team runs ward cluster panels and attends resident meetings to make sure it hears the views of people living in the City of London. Three priorities are agreed at the ward cluster meetings; however, these aren't well publicised either within the force or externally. We found that ward cluster priorities and meeting dates weren't updated on the City of London Police external website. The force immediately rectified this when we pointed it out.

Neighbourhood officers make good use of events run by the City of London Corporation and use information on high-footfall areas from the Business Improvement District to identify opportunities to communicate with the public. This includes activities such as talking to visitors at key tourist spots.

The force uses mainstream social media and City of London-specific platforms to inform the public and promote its activities.

While the force has an engagement strategy for working with the community, it doesn't have an engagement plan that sets out how officers will achieve this. The neighbourhood policing team doesn't carry out any evaluation of the engagement activity it carries out so doesn't understand what works well and what doesn't.

The force makes good use of volunteers

The force has 49 members of the Special Constabulary with a rank structure up to chief inspector. They are well integrated in the force, performing operational duties alongside their regular colleagues. They are trained appropriately, receive [continuing professional development](#) and leadership training, and have access to the same support and equipment as regular officers. The force recognises their work through a monthly meeting chaired by the superintendent for neighbourhood policing and a formal annual meal where awards, including long-service recognition, are presented.

The force has a strong cohort of 30 senior cadets and 15 junior cadets. They take part in test purchasing at licensed premises, and work on community initiatives such as bike marking. They help with local charity events and fun-runs, assist with fundraising for London's Air Ambulance Charity, carry out peer-to-peer learning such as teaching the London Fire Brigade cadets first aid, and attend the Lord Mayor's Show and Remembrance Sunday service. The force provides a bespoke route for a cadet to become a special constable once they reach 18, encouraging them to remain in the organisation.

The force has 11 volunteers working in various departments such as the National Lead Force for Fraud office and the administration of justice team. One volunteer is the force chaplain who offers well-being support to officers and staff.

Responding to the public

Good

The City of London Police is good at responding to the public.

Main findings

In this section we set out our main findings that relate to how well the force responds to the public.

The force has continued to improve its understanding of the demand it faces and how it responds to the public

The force has a good understanding of the demand it expects to face from the public. It uses a Power BI dashboard to analyse previous demand data and estimate the resources it should need to respond to future calls for service from the public and partner agencies.

The force has an operating model that it regularly reviews and updates to identify how many officers it needs for operational policing teams. The model helps the force make sure it has enough officers available to attend calls for service and deal with predicted demand. The force has recently carried out a review of its response teams to make sure it can respond to calls for service from the public in an effective way.

The force manages the calls it receives well

All 999 calls and a significant number of [101](#) calls are handled initially by the Metropolitan Police Service and then passed to the City of London Police [control room](#). The force handles a low number of 101 calls itself. Given this low number, it is not possible to compare abandonment rates for 101 calls against the 2020 national contact management strategy, principles and guidance. However, from our observations in the control room, we are satisfied the force has sufficient resources to meet its call demand.

The force prioritises calls well and generally meets its published targets for attending incidents

The City of London Police understands the time taken during each phase of its response to incidents, from being allocated the call to officers being dispatched, to when they arrive at the scene.

In our audit we found that, on most occasions, it responded to calls for service appropriately. Response attendance was within the required time and officers attended calls promptly. The force attends immediate response calls on average in 7 minutes and significant response calls within 12 minutes. This is well within its published attendance times of 15 minutes for immediate response calls and 1 hour for significant response calls.

Frontline officers are supported by those with specialist knowledge, who provide real-time advice to make sure evidence is gathered early at scenes

We found that control room staff actively monitored radio transmissions from officers attending incidents and provided real-time advice, when necessary. Control room supervisors review incidents relating to violence against women and girls, and make sure they are prioritised and attended at the earliest opportunity.

Specialist teams, such as CID and the [public protection unit](#), are available to provide advice to response officers to improve decision-making on more complex incidents. Between 3pm and 3am daily a mental health nurse works alongside response officers, attending mental health incidents with them. They provide expertise in speaking to people in crisis and can liaise directly with mental health services to get individuals the help they need.

Supervisors attend all [domestic abuse](#) incidents and crime scenes to make sure safeguarding is completed and evidence is gathered at the earliest opportunity.

Investigating crime

Good

The City of London Police is good at investigating crime.

Area for improvement

The force doesn't consistently achieve appropriate outcomes for victims

The City of London Police doesn't always achieve acceptable outcomes for [victims](#). It doesn't solve enough of the crimes it investigates. The force needs to understand why, and achieve better outcomes for victims.

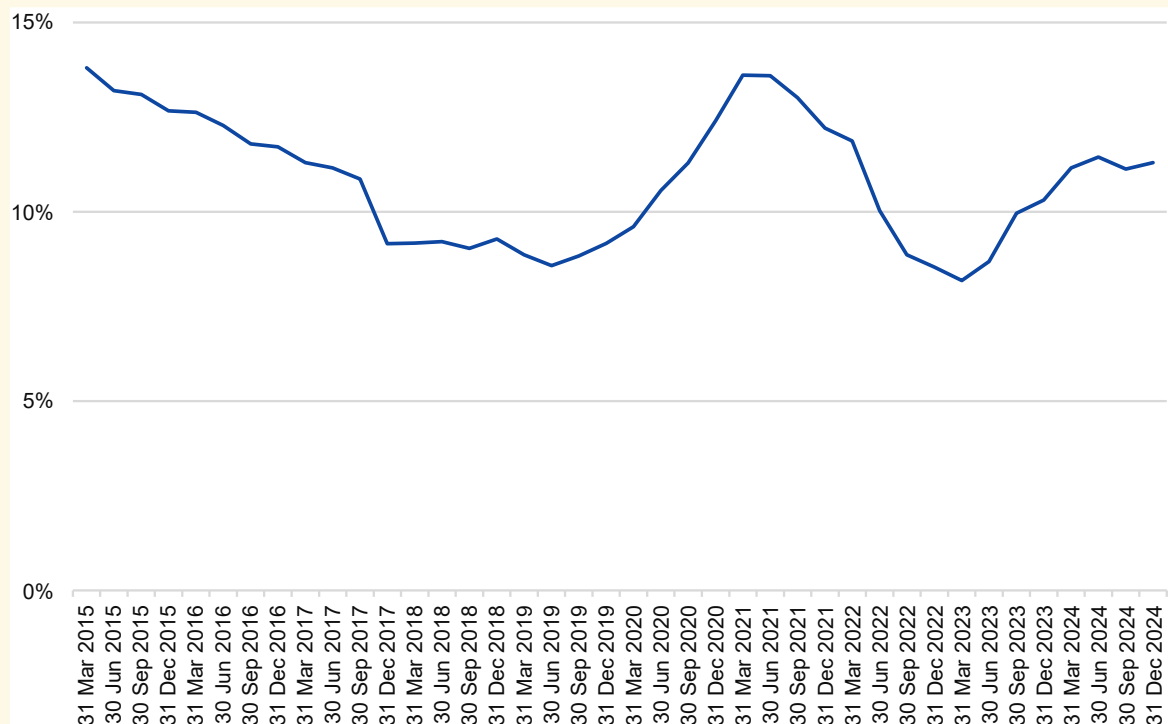
In the year ending 31 December 2024, the City of London Police recorded 7,786 victim-based crimes. Of these, 13.5 percent were assigned an 'offences brought to justice' outcome. This is higher than expected compared to other forces in England and Wales.

Figure 2: Percentage of victim-based crime recorded by the City of London Police and all forces in England and Wales by selected outcome types in the year ending 31 December 2024

Outcome types	Force outcome rate	England and Wales outcome rate
1 – Charged/summonsed	11.3%	6.1%
2 & 3 – Caution – youths & adults	1.1%	0.6%
8 – Community resolutions	0.7%	1.7%
9 – Prosecution not in the public interest (Crown Prosecution Service decision)	0.0%	0.0%
10 & 21 – Prosecution not in the public interest (police decision)	0.4%	0.7%
14 – Evidential difficulties (suspect not identified but the victim declines or is unable to support)	7.7%	5.9%
15 – Evidential difficulties (suspect identified; victim supports police action)	5.7%	11.7%
16 – Evidential difficulties (suspect identified; victim doesn't support or withdraws support)	6.9%	20.3%
17 – Prosecution time limit expired	0.2%	0.2%
18 – Investigation complete – no suspect identified	60.1%	41.7%
20 – Action undertaken by another body/agency	0.2%	1.4%
22 – Diversionary, educational or intervention activity	0.3%	0.3%

Source: [Police recorded crime and outcomes open data tables](#) from the Home Office

Figure 3: Proportion of victim-based crimes assigned a ‘charged/summonsed’ outcome (outcome 1) by the City of London Police between the year ending 31 March 2015 and the year ending 31 December 2024



Source: [Police recorded crime and outcomes open data tables](#) from the Home Office

Between the year ending 31 December 2023 and the year ending 31 December 2024, the proportion of victim-based crimes assigned [outcome 15](#): evidential difficulties (suspect identified; victim supports action) by the City of London Police decreased from 6.6 percent to 5.7 percent. Both values are lower than expected for forces in England and Wales.

Between the year ending 31 December 2023 and the year ending 31 December 2024, the proportion of victim-based crimes assigned [outcome 16](#): evidential difficulties (suspect identified; victim doesn't support further action) by the City of London Police decreased from 7.0 percent to 6.9 percent.

Both values are lower than expected compared to other forces in England and Wales.

Main findings

In this section we set out our main findings that relate to how well the force investigates crime.

The force has effective governance to make sure it can carry out quality investigations and achieve appropriate outcomes for victims

The City of London Police has developed robust and effective governance of investigations through weekly and monthly performance boards such as the crime standards board, strategic vulnerability board and offender management board. These boards feed into the strategic performance board chaired by the deputy commissioner and provide good oversight of performance.

A variety of Power BI dashboards are used to analyse data. Dashboards are routinely used by leaders across all departments to understand crime trends, generate [problem profiles](#) and monitor workloads.

The force uses quality assessment thematic testing to improve investigations. It uses a standardised assessment to [dip-sampling](#) cases from all departments and score the quality of the investigation against four key areas – victims, suspect, initial investigation and supervision. The results are reviewed at the crime standards board and leaders provide additional support to address areas performing less well. The testing process is agile and the questions can be changed when the force needs to review different emerging issues.

The force makes sure there is effective supervision leading to thorough and timely investigations

In our last inspection we issued an area for improvement stating that the force should improve the supervision of crime investigations. During this inspection we found the supervision of investigation had improved. As part of our victim service assessment, we found that 92 out of 97 cases had effective supervision. In 91 out of 93 cases, officers completed appropriate investigation plans in line with the College of Policing's [authorised professional practice](#) guidance. Officers told us they felt supported by their supervisors and met with them at least every 28 days, and often more regularly, to review their investigations. We found sergeants had a good understanding of the investigations that their officers were carrying out.

In the investigations we reviewed we found officers used evidence to identify and arrest suspects in 38 of 40 cases, and arrests were made at the earliest opportunity in 35 of 37 cases.

We only found unjustified delays to investigations in 8 out of 100 cases. In 80 of 81 investigations we reviewed, supervisors recorded a clear rationale for the outcome of the case. We judged 92 of 100 investigations to be effective.

The force pursues evidence-led prosecutions to safeguard victims

If a victim in a case decides not to support a prosecution, police and prosecutors can consider whether it is possible to bring a prosecution without that support.

The force told us there were several factors that helped it to regularly pursue evidence-led prosecutions. Officers attend calls quickly, which allows them to secure accounts from victims and witnesses immediately after the incident. The City of London Corporation and businesses have significant CCTV coverage so incidents that happen in public areas are routinely recorded on CCTV. Finally, all cases of domestic abuse and serious assault are investigated by detectives who have the experience to build evidence-led cases. We know from our inspection that body-worn video is well used, and officers are focused on supporting victims. In our victim service assessment, we found evidence-led prosecutions were considered in 13 of the 13 relevant cases we reviewed.

The force supports the needs of victims and keeps them informed of the progress of their investigation

Under the [Victims'](#) Code, the police should complete an initial victim needs assessment to determine if a victim requires support. The assessment should establish the type of support needed and assess if the victim is vulnerable or intimidated. Within our victim service assessment, we found that in 81 of 86 relevant cases we reviewed, officers were effective in recording the needs of the victim. Officers told us their supervisors routinely reviewed their cases to make sure this assessment was completed to effectively support victims.

The [Victims'](#) Code also requires investigators to maintain contact with victims of crime and to update them about the progress of enquiries. During our inspection, we found that there was effective victim contact and service in place. The victim contract agreed between the investigating officers and the victim was adhered to in 73 out of 75 relevant cases.

In the majority of cases, the force complied with the [Victims'](#) Code. Officers and staff clearly understand how important it is to keep victims updated, and supervisors monitor the work of their teams to make sure this is done. It is important that the victim is consulted before the outcome of an investigation is decided. We found that in all 49 cases reviewed the victim was consulted and their views taken into consideration. Victims were informed of the final outcome of the investigation in 81 of the 82 relevant cases. We found that the force provided a good level of victim service in line with the [Victims'](#) Code in 92 of 98 cases reviewed.

In our PEEL 2021/22 inspection report, we issued the force an area for improvement, stating that it should record victims' wishes to withdraw support for an investigation in the correct way. The force has improved in this area with victims' wishes recorded correctly in 11 of the 14 cases we reviewed. However, the force needs to continue this work to improve auditable records of victims' wishes when they wish to withdraw their support in a case.

The force uses forensic opportunities to support investigations

The City of London Police makes sure that crime scene investigators are available to always attend crime scenes, except for one night a week when it uses an [on-call](#) service. This means forensic evidence is secured quickly and demand is reduced on other departments who would otherwise be required to secure crime scenes.

The force doesn't have any backlogs for forensic examinations of samples or digital equipment. Toxicology reports are normally returned within three weeks from an external laboratory. There is a defined process for digital examination requests and prioritisation takes account of risk. In our victim service assessment, we found no unjustified delays in investigations due to [digital forensics](#) or digital examinations in the seven cases we reviewed.

A Power BI dashboard is used to monitor the performance of the forensics unit at the special operations performance meeting chaired by the head of specialist operations.

This means the force can investigate cases more swiftly and, when it finds evidence, achieve justice for victims in a timely way.

Officers have manageable workloads and crimes are allocated appropriately

During our inspection we found that most officers had manageable workloads, and in our victim services assessment, investigations were allocated appropriately in all 100 cases reviewed. Officers told us that in the summer of 2024 the force identified high workloads in its [volume crime](#) unit. Responding swiftly, it revised the crime allocation policy to more effectively distribute some of the demand across teams with greater capacity, bringing workloads in investigative departments back to a suitable level. This means investigations into offences commence sooner, which can lead to better outcomes for victims.

Protecting vulnerable people

Adequate

The City of London Police is adequate at protecting vulnerable people.

Areas for improvement

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

The [Domestic Violence Disclosure Scheme \(DVDS, also known as Clare's Law\)](#) allows the police to inform a [victim](#) or potential victim of [domestic abuse](#) about their partner's previous abusive or violent offending, under the 'right to know' and 'right to ask' processes.

[Domestic Violence Protection Notices \(DVPNs\)](#) and [Domestic Violence Protection Orders \(DVPOs\)](#) provide protection to victims by helping police and magistrates' courts to put in place protective measures immediately after a domestic violence incident, often when there isn't enough evidence to charge a perpetrator or provide protection using [bail](#) conditions.

In the 12 months up to 30 September 2024, the City of London Police dealt with 201 incidents of domestic abuse.

During the same period the force didn't use the DVDS or any DVPNs or DVPOs to protect victims of domestic abuse. Nor did it use any of these orders in the previous year up to September 2023.

We understand that the low residential population means the City of London Police operates in a different environment to many other forces. However, it still deals with domestic abuse within its resident population and people visiting the City of London. The force should satisfy itself that [officers](#) and [staff](#) dealing with domestic abuse cases have a clear understanding of the use of the DVDS, DVPNs and DVPOs, and the confidence to use them when it is appropriate.

The force should improve its understanding of the service experienced by vulnerable victims

The force has a vulnerable victims advocate who works with [victims](#). This advocate provides some feedback to the force. But there isn't a formal process for gathering feedback from the advocate, which means the force may miss opportunities to improve its service to [vulnerable people](#).

The force should have a process in place which is independent of the investigating [officer](#) to offer all vulnerable victims the opportunity to provide feedback. This would allow senior leaders to review the service provided to vulnerable victims.

Main findings

In this section we set out our main findings that relate to how well the force protects vulnerable people.

The force has an effective governance and performance framework to understand the nature and scale of vulnerability

The force has a Power BI vulnerability dashboard that provides data involving all vulnerability cases and high harm offences. The data is used by managers at team meetings and reviewed by leaders at performance boards and strategic boards. It is used effectively to analyse and predict demand; to prepare thematic crime profiles on topics such as child abuse and exploitation, and violence against women and girls; and to review compliance of the completion of [risk assessments](#). Strategic direction is data informed and led by the strategic vulnerability board. Data is sourced from police systems. Obtaining more data from partners could help inform decision-making.

The public protection unit is fully staffed with experienced officers

In our PEEL 2021/22 report we issued an area for improvement stating the public protection unit needed to be properly resourced.

We were pleased to see the department was now fully staffed and an additional inspector had also joined the team. We reviewed the workloads of investigators and found that they were busy but the number of cases they had to investigate was acceptable. This allowed the risk to be managed well.

The public protection unit covers a range of investigative areas to protect vulnerable people. Investigations into sexual offences, domestic abuse, modern day slavery and [child sexual exploitation](#) are all managed within the department, as well as safeguarding of vulnerable children and vulnerable adults. The department also manages registered sex offenders. This means investigators must have a wide breadth of knowledge to investigate the various offences effectively. To make sure investigators acquire the necessary skills and knowledge the department has implemented a buddy scheme in which experienced investigators mentor colleagues with less expertise.

The department understands where it has gaps in accredited training and has plans for staff to attend these courses.

The force effectively reviews risk assessments for vulnerability and domestic abuse incidents

Officers who have attended incidents involving vulnerability complete an initial risk assessment. In cases where general vulnerability exists these are called [public protection notices](#). In domestic abuse cases these are called [domestic abuse, stalking, harassment and honour-based violence risk assessments](#).

First-line supervisors review each assessment. This is then passed to the public protection unit where a detective sergeant carries out a further assessment to check the initial risk assessment was graded appropriately. This is known as a secondary risk assessment. The force has no backlogs in secondary risk assessments; these are normally completed within 24 hours, but this may increase to 48 hours over a weekend.

The force meets with partners quarterly to dip sample the quality of public protection notices. The results of the audit are recorded on the vulnerability dashboard and discussed at performance meetings.

During our victim service assessment we found evidence that referrals, where required, were made to partner organisations in 26 of 27 relevant cases.

The force makes sure victims of domestic violence receive the support they need

The force refers victims of domestic violence to independent domestic violence advisors, who are trained specialists in supporting victims at high risk of harm. The force has a good working relationship with these advisors, which assists in getting the best outcomes for victims.

Many of the domestic violence cases the force investigates involve visitors to the City of London. The force has agreements with some hotels to provide rooms for victims of domestic violence to make sure they are safe until they can return to their homes.

Managing offenders and suspects

Adequate

The City of London Police is adequate at managing offenders and suspects.

Area for improvement

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

The [Violent and Sex Offender Register \(ViSOR\)](#) is the national database used by police forces and the probation service to record the management of registered sex offenders. At the time of our inspection the force had five registered sex offenders on ViSOR, three of whom were being managed in the community. Of the three registered sex offenders, our audit of ViSOR found two had visits that were over-due. The force told us that these visits had been completed but that they were recorded on a separate spreadsheet.

The [Police National Database](#) is a centralised system used by police to share and access [intelligence](#) and information across police forces. During our audit we found that in the past 12 months the force hadn't recorded Police National Database checks on to ViSOR for any of the 3 sex offender records we reviewed. Intelligence checks are required for an accurate [risk assessment](#). The force told us that it did complete intelligence checks on registered sex offenders, but these were held on the force's crime records management system, [Niche](#).

If the force chooses to use separate systems to record information on the management of registered sex offenders, it must make sure all the information is also updated on ViSOR.

Risk management plans should be in place to manage all registered sex offenders. These plans should be written in a specific way known as the four pillars format. This is identified as best practice in the [College of Policing's authorised professional practice](#). Two of the three plans we reviewed weren't written in the correct format, and one didn't have any actions and wasn't fit for purpose. The actions from risk management plans should also be recorded in ViSOR.

Regular [continuing professional development](#) for [officers](#) dealing with registered sex offenders would help to make sure the correct ViSOR standards are maintained.

Innovative practice

The force maintains investigators' skills through desktop exercises

The force recognised that due to low numbers of cases, [officers](#) in the [public protection unit](#) could lose expertise in managing sex offenders and violent offenders, and investigating cases of [indecent images of children](#). In response, the force designed two scenario-based tabletop training exercises for [continuing professional development](#). Each exercise lasted a full day, and the officers had no warning in advance. During the exercises, officers were presented with additional and changing information through a paper feed and were expected to evaluate and revise their decision-making accordingly.

One exercise was based on an urgent referral through a [multi-agency public protection arrangement](#), relating to a potentially dangerous person from another police force area. Officers were assessed on how they would organise a multi-agency public protection arrangement meeting and decide the right person to chair it. The exercise also examined the actions officers decided to take and how these were recorded. The exercise used two scenarios based on real incidents from other police forces to enhance learning.

The second exercise was based on an investigation into possession of indecent images of children. Officers had to decide how to develop [intelligence](#), [risk assess](#) and plan the investigation strategy, including looking after the welfare of the suspect, their family and [children](#).

At the end of each training day there was a full debrief where knowledge gaps and learning points were identified. The exercises gave officers greater confidence to deal with these types of cases.

While other forces have sufficient investigations and cases to make sure skills are maintained, this was an effective way of refreshing knowledge in this specialist area.

Main findings

In this section we set out our main findings that relate to how well the force manages offenders and suspects.

The force effectively pursues offenders and suspects

The force monitors its wanted suspects and offenders through a Power BI dashboard, where it ranks offenders by risk against a harm risk index. The offender management team uses this to identify the top 20 offenders who need arresting at any time. The force runs Operation Vibrant daily, where officers are removed from their general duties and given dedicated time to find five wanted people that day. Where specialist skills are needed to arrest wanted people who may pose a risk to the public and officers, the force utilises officers with advanced training from the tactical support group or firearms teams. Outstanding suspects are reviewed through the performance framework at the monthly suspect and offender management meeting, which is chaired by a superintendent.

The force has appropriate oversight of pre-charge bail and released under investigation

Bail is a tool used by police to protect vulnerable people by imposing conditions of behaviour on suspects and offenders. Officers can use a range of bail conditions, such as restricting suspects from contacting victims or going to particular locations. This helps to prevent further crimes being committed and to safeguard vulnerable people. Where individuals are released from custody but further enquiries need to be carried out they can be released under investigation.

The force has processes in place to monitor officers' management of their suspects on bail. If bail timeliness requirements aren't met, suspects must be released under investigation. This provides less protection for the public because conditions can't be attached to those released under investigation. The force's criminal justice department oversees the bail management process and reviews any cases that revert from bail to released under investigation to make sure these are appropriate. There is a good level of scrutiny of bail through the force's suspect and offender management board and crime standards board. We were pleased to see the City of London Police used bail in much greater numbers than released under investigation.

Many offenders bailed by the City of London Police reside outside the force area. Bail conditions aren't always passed to the force where the individual resides. The force needs to make sure it shares this information, as failing to do this may present a risk where the victim is vulnerable.

The force doesn't have a written policy giving clear direction for referrals from the police online investigation team to children's social care

The force doesn't have a written policy setting out when referrals should be made to children's social care in police online investigation team cases. It does have a general policy for referring incidents involving children. The force checks intelligence with children's social care and will make referrals to them and have strategy meetings. However, some officers and staff we spoke too were unsure on the process. An audit of cases during the inspection showed that referrals and checks had been made where appropriate. But the force should provide refresher training to make sure officers and staff are aware of their responsibilities.

Investigations are assisted by effective technical support

The force has a high-tech crime unit, responsible for downloading information and evidence from digital devices. The unit has a seven-day turnaround time and we were pleased to see there were no backlogs. Officers investigating online offences have a strong relationship with the unit. Members of the unit attend the execution of search warrants to manage the seizure and downloading of digital devices.

Building, supporting and protecting the workforce

Adequate

The City of London Police is adequate at building, supporting and protecting the workforce.

Areas for improvement

The force needs to develop its data and information to better understand challenges that affect workforce well-being and occupational health provision

The force has recently refreshed its well-being strategy. It told us that it had plans to self-assess through the [Blue Light Wellbeing Framework](#). But at the time of inspection there was no dedicated well-being resource and no well-being improvement or implementation plan. The force should create these promptly so that the workforce and organisation can benefit.

The force told us it had 28 well-being ambassadors. These are [police officers](#) and [staff](#) with a passion to improve well-being alongside their policing roles. Well-being ambassadors inform officers and staff about well-being plans and initiatives, and help widen their knowledge on well-being issues. They may gain linked qualifications to support the workforce.

When we asked officers and staff about well-being ambassadors, few had heard of them or knew what they did. When we audited the force intranet site, we couldn't find any up-to-date information on well-being ambassadors. The force could do more to promote its well-being activity to raise awareness.

The force uses limited data to identify patterns and trends that may affect officer and staff well-being. There is a lack of integrated information on deployment, overtime, sickness, workloads, threats and risks to the workforce. This information could be used to better focus the force's well-being programmes and support.

The force was unable to provide us with any data on waiting times for officers and staff from referral to an appointment in the occupational health unit. While officers and staff told us referrals were speedy, senior leaders need to understand the trajectory of waiting times to make sure sufficient capacity exists to maintain a healthy workforce.

The force should consider its personal development review process to make sure it is effective and valued by officers and staff

The personal development review process supports [police officers](#) and [staff](#) to take responsibility for their professional development and plan their career progression. It gives individuals and their line managers an opportunity to discuss a range of topics, including welfare. The information recorded can be used to support a range of development activities.

Most officers and staff we spoke to didn't value the process. Some told us they didn't have a personal development review document in place, setting out objectives. Some felt that where annual objectives were set, they weren't meaningful. They also felt that only officers applying for promotion participated fully in the process.

As part of our inspection, we carried out a workforce survey. This was live between 11 November and 9 December 2024. We received responses from 20 percent of the workforce. Of those respondents who'd had a personal development review in the past 12 months, 46.2 percent (104 of 225 respondents) agreed they were an effective tool in their development, and 49.3 percent (111 of 225 respondents) agreed they value the process of these reviews.

The force should make sure officers and staff feel invested in the process and that it is seen to add value to personal and professional development.

Main findings

In this section we set out our main findings that relate to how well the force builds, supports and protects the workforce.

The force has a range of well-being measures including enhanced support to those in high-risk roles

Most of the City of London Police officers and staff we spoke to felt well looked after, and knew how to access support should they need it. An intranet page dedicated to well-being issues provides details and links to guidance on a variety of topics. These include crisis support, financial well-being, access to occupational health and a link to [Oscar Kilo](#), which provides evidence-based best practice for emergency workers to maintain their well-being.

The force has a reasonable adjustments passport system. This helps officers and staff to speak easily to their line managers about issues affecting their well-being such as disability, neurodivergence or mental health. It is particularly useful when individuals change roles or departments as the support they need is already documented.

Senior leaders promote physical well-being by participating in and encouraging the involvement of officers and staff in an annual sports day event. They also support officers and staff who participate in national events such as the [UK Police Unity Tour](#).

When a potentially traumatic incident happens, officers and staff feel that the force supports them. One way the force supports officer well-being is through [trauma risk management](#). This is a trauma-focused peer support system aimed at helping those who have experienced traumatic events. Officers told us that following a traumatic incident they quickly received an offer to speak with a trauma risk management practitioner.

The force provides support to officers who are victims of crime while on duty through Operation Hampshire and offers welfare support and signposting. During our victim service assessment, we found that the force made sure it complied with the Victims' Code if officers became victims while on duty.

The force also identifies officers and staff carrying out high-risk roles, such as investigating cases of indecent images of children or dealing with vulnerable victims. These officers and staff receive enhanced welfare support such as psychological screening. This helps identify where work may be having a negative effect on well-being.

The force actively supports new recruits and encourages them to stay in policing

The force recognises the need to support new officers and identify those who may be struggling in their role. There is a retention and exit group that reviews exit data and makes recommendations to improve retention. The data is also presented to the strategic people board.

There are regular tripartite meetings between student officers, tutors and supervisors to monitor progress and arrange early intervention support for officers who need it.

The force has a process called the friendly ear scheme that tries to identify officers and staff who may be considering leaving. It holds discussions with these officers and staff to better understand why. The scheme also can be used for student officers to talk freely and in confidence about any concerns they may have that are affecting their performance or enjoyment of their role. Managers can refer an individual who is thinking of leaving, or officers and staff, including student officers, can self-refer.

The force creates opportunities for officers and staff from underrepresented groups to develop and progress

The force has a diversity, equality and inclusion strategy, which aims to reduce disparities and create a culture of inclusion in the workplace. It provides regular training on diversity, equality and inclusion topics such as active bystander, Black history and understanding ideologies through its inclusivity programme.

In 2024, the City of London Police achieved the silver standard from [Inclusive Employers](#) for its work in engaging with officers and staff about inclusion.

The force supports the development of officers and staff from underrepresented groups with opportunities to join programmes such as Positive Action Leadership, Leading with Impact and the Aspire programme. The force also provides support for those who are neurodiverse. This includes assessing needs and providing workplace adjustments and support.

Officers and staff told us there was an inclusive culture at work. The force has 13 staff networks and associations across a range of protected characteristics, interests and support groups. The networks help the force understand the specific needs and support that help underrepresented groups contribute fully within an inclusive environment. Active members of networks and associations are given protected time each month to carry out the additional activities associated with their role.

The force has an annual staff survey and a six-month pulse survey that provide additional insight into staff perspectives on key aspects, such as force culture. This helps the force understand officer and staff sentiment around well-being and belonging. Senior leaders act on the results of the survey to help address officer and staff concerns.

The force supports the development of its first-line leaders, including acting, temporary and aspiring sergeants

The force has a good understanding of its leadership capability and capacity. It has a structured approach to providing support and training to first-line managers and other leaders at different ranks. There is training in place to support and develop new and existing first-line managers. Substantive supervisors complete a one-week first-line leadership course, and there is a three-day course for acting and temporary sergeants to give them the basic skills to carry out the role. While the training is mandatory, not all supervisors we spoke to had received it before starting their role. This means there are times when supervisors are working in a role for which they may not be equipped with the knowledge they need.

The force is piloting a change in its promotion process for constables who aspire to be sergeants. Temporary sergeants who narrowly fail the promotion interview are allowed to continue in their role while working through a development plan. If the plan is completed successfully, they are confirmed in the role without having to apply to take part in another promotion process.

Leadership and force management

Adequate

The City of London Police's leadership and management is adequate.

Area for improvement

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

Since our [PEEL 2021/22 inspection](#), the force has introduced organisational changes to help it improve performance and provide a better service. The force has made progress, but now needs to refine its change processes to support continued improvements.

The force needs to make sure that it has sufficient oversight of all plans so it can monitor their progress and make sure they are realised. It needs to be aware of and clearly understand any issues that arise so that proper action can be taken.

The force needs a better understanding of how its key decisions are connected. It needs clear plans around technology, fleet, estate and workforce strategy that are supported by a capital programme that recognises their interdependence. That way decisions around buying new equipment or disbanding support functions can work with the long-term strategic objectives of the force.

The force should also prioritise the development of its processes for evaluating the benefits of its plans. This involves better understanding how investments are providing value for money. By improving the way it assesses and measures project outcomes against expectations, the force can learn lessons and make sure that improvements can be made when projects haven't worked as well as intended.

Main findings

In this section we set out our main findings that relate to leadership and management.

The force has improved its governance structure and is thoughtful in its employment of leaders to strengthen the executive team

While we have set out an area for improvement for some aspects of governance, in other areas governance is much improved. There is better scrutiny at the force's tier one and tier two boards, where the majority of its strategic decisions and planning take place, and the force has introduced report templates. It has recruited new chief officers into key roles who are passionate and motivated.

The force is building community priorities into its long-term planning. It involves the community through ward cluster meetings, YouTube webinars and the City Belonging Project created by the City of London Corporation to strengthen connections between diverse communities.

Overall, we saw that the data that feeds the force's Power BI dashboards to improve performance was improved. Data accuracy and reliability, such as Home Office returns and duplication in Niche, are still an issue, but the force is aware of this and taking steps to improve.

We saw the [force management statement](#) used in the development of strategy and planning. The force is producing data and is developing Power BI. However more work is required to create a clear performance framework that holds its leaders to account at all levels.

The force understands how senior and general leadership is perceived and understood

The chief officer team is visible and involved with the workforce, using quarterly webinars as well as visiting teams and presenting awards to staff face-to-face.

The force provides leadership training for temporary and substantive officers and staff. We were pleased to see it had worked to improve the inclusion of acting ranks in its leadership training. However, we still found several officers in acting ranks who hadn't had suitable training for their role and weren't qualified.

The force's operating model helps its workforce respond to demand but more needs to be done to develop closer internal working relationships

The City of London has a unique demand profile as much of the criminality is transient. Officer workloads in the force are manageable and calls for service are attended promptly. Urgent calls are often attended by two or more officers, such is the nature of demand verses capacity.

The criminal investigation department and public protection unit are well-staffed, which isn't always the case in other forces.

The force does, however, need to improve the interoperability of teams and units, which are often working in silo. This will improve performance and create a greater one-team culture.

The force is making progress to be more efficient but more needs to be done to improve productivity through digital, data and technology solutions

The force is developing Power BI dashboards for its strategic leads and frontline staff. This gives them live-time management information to better inform decisions. However, the data isn't always reliable and there are inaccuracies, such as duplicate information in the Niche system. The force is also using spreadsheets and manual data grabs, adding to its workload, due in part to a lack of information-sharing between its systems.

The force has redesigned its performance capability as part of a wider corporate services review, replacing the previous performance team with a new performance and strategic insights function and data lab. These changes are intended to modernise and strengthen the force's use of data and performance information. The force recognises this transition hasn't been managed as effectively as it could. While recruitment to some of the data and analytical roles is ongoing, the force recognises this as a priority and is actively working to build the necessary capacity to fully realise the benefits of the new model.

There are several examples in the force where benefits realisation and benefits tracking aren't as strong as they should be. This means that it can't always be certain that the purchase of assets or systems, or collaboration, is beneficial. We have seen examples where the return on investment for the upkeep or purchasing of new assets doesn't adhere to value for money principles. The purchase and implementation of a new body-worn video system lacked sufficient oversight, which the force is working to remedy at further cost.

The force has a sustainable financial strategy

In the financial year ending 31 March 2024, the force received a total of £148 million in funding, which was £224,000 per 1,000 population. This was within the typical range for forces in England and Wales.

In the financial year ending 31 March 2024, 2.7 percent of the City of London Police's total funding – £6.4 million – was through the precept grant. The force would appear to receive a much lower contribution than other forces in England and Wales. However, the City of London is unique in both its position and population. Instead of higher precept grant, the force is supported with funding through business rates and the City of London Corporation.

There are reductions in some income streams, such as Transport for London at £5.6 million during the period of the mid-term financial plan (2025/26 to 2028/29). The force forecasts a budget deficit of £2.9 million in the financial year ending 31 March 2029, but has mitigated against this with a business rate premium increase in 2025.

The force has a good level of total usable reserves of £13.6 million. Total projected reserves will be reduced to £12.2 million by the end of the medium-term period (2028/29), which indicates sensible financial planning.

Building is underway of a new operational police station, custody unit and headquarters. It is expected to be completed in 2027 and will provide the force with a modern estate from which to work. The City of London Corporation is funding the new building but the force will pay ongoing costs in the future, which it is planning for.

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