On 27 September, Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published its latest PEEL assessment (police effectiveness, efficiency and legitimacy) of the Metropolitan Police. PEEL is designed to provide information about how a police service is performing across several key areas, in a way that is comparable both across England and Wales, and year on year:[[1]](#footnote-1)

* the extent to which the force is effective at reducing crime and keeping people safe
* the extent to which the force operates efficiently and sustainably
* the extent to which the force treats the public and its workforce legitimately

Emerging themes from all of the PEEL assessments undertaken by HMICFRS include:[[2]](#footnote-2)

* Policing is becoming more complex and involves more risks, and there are some new patterns as to where forces are struggling to respond to increasing demand.
* Concerns about the ability of control room staff to manage the pressures of demand they are facing.
* Most forces have invested in investigating the most serious of crimes, such as child abuse, rape and serious violence. But with resources constrained, forces are less able to meet the demands of other high-volume crimes such as burglary, assault and theft.
* Most forces are having some success in recruiting more officers and staff from a range of ethnic backgrounds. But they need to consider how to attract those from other groups with protected characteristics.
* Some forces are struggling to give their workforce the supervision they need to provide their best service to the public.
* The demand for policing services is increasing, but there are opportunities to reduce this demand in the future.
* Forces are performing well in their understanding of the threat posed by serious organised crime.
* Forces need to continually assess and develop how they engage with the communities they are policing and respond to their concerns.
* Forces are continuing to have problems in making sure their workforce is properly vetted.
* Forces are providing more wellbeing services. But we continue to find that the workforce doesn’t always feel the benefits.

**PEEL assessment of the Met**

The following grid summarises the assessment of each element of the PEEL assessment, and some of the key points and recommendations made by HMICFRS.

| **Element of assessment** | **Grading** | **Comments** | **Recommendations / areas for improvement** |
| --- | --- | --- | --- |
| **Effectiveness: Overall grading – requires improvement** |
| Preventing crime and tackling anti-social behaviour  | Good | * The force planned its changes to neighbourhood policing well, merging 32 policing boroughs into 12 basic command units (BCUs). But the changes aren’t yet properly resourced. This means the high standards of crime prevention and problem solving are not in place everywhere.
* Frontline officers are increasing their understanding of the signs of modern slavery and county lines activity […] The force has more work to do to build the confidence of officers to look for hidden harm such as female genital mutilation and forced marriage.
* The force needs to get better at understanding how it uses anti-social behaviour powers.
* The force has a good approach to preventing online crime, particularly hate crime.
 | n/a |
| Investigating crime  | Requires improvement | * The force needs to improve how it investigates crime. The recent structural changes it has made should help improve how it responds to crime. But it needs to make sure that it supports its staff and gives them suitable training so that they can investigate crime to a consistently good standard.
* The force needs to review how it allocates crimes for investigation.
* It also needs to get better at evidence gathering during the early stages of investigations. For example, it could train more of its frontline staff to be able to extract digital forensic evidence.
* The force is good at managing its higher-risk offenders. But it needs to get better at catching criminals and completing its investigations.
 | * The force needs to ensure staff are provided with suitable training and support to be able to risk assess incidents correctly, and to improve the quality and consistency of crime investigations.
* The force needs to review its current allocation policy to ensure that those involving vulnerability receive the appropriate response.
* The force should improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure investigations are not delayed.
* The force should continue to seek to increase the capacity and capability of qualified detectives and senior investigating officers to improve the quality of its investigations.
 |
| Protecting vulnerable people  | Requires improvement | * The force still has some way to go to protect vulnerable people effectively. It has a clear definition of what vulnerability means. It also has a more effective strategy than it did before. But we are very concerned about how it manages RSOs.
* The force has worked hard to get a better understanding of vulnerability in London. It is much better at overseeing how it protects vulnerable people than it was before. Officers now have a better understanding of vulnerability and hidden harm. But staff in the control room don’t always spot the signs of vulnerability.
* The force mostly responds to incidents quickly enough to keep vulnerable people safe.
 | * The force takes immediate steps to increase the number of officers and staff within offender management so that they can manage medium and low-risk offenders in line with authorised professional practice.
* The force should ensure that frontline staff are aware of the registered sex offenders in their area, so that they can play a part in monitoring and managing them.
* The force should improve its initial assessment and response to incidents involving vulnerable people by ensuring that staff working in call handling understand and apply consistently the THRIVE+ risk assessment tool.
* The force should review its use of DVPOs, DVPNs and Clare’s Law to ensure that it is making best use of these powers to safeguard victims of domestic abuse.
* The force should implement a process to get feedback from vulnerable victims of domestic abuse.
 |
| Tackling serious and organised crime  | Outstanding | * It has an excellent understanding of the threats from serious and organised crime, including newer threats. The force has made this even better by bringing in an intelligence expert.
* The force shares data effectively […] It uses partner data to produce local profiles that cover the whole of London.
* It understands the gaps in its intelligence and works well to address these.
* It uses its resources to tackle county lines gangs who are committing crime in other parts of the country.
* The force has many activities that it uses to divert people away from serious and organised crime and gangs.
* It has an effective method for assessing how successful it is at tackling serious and organised crime using various measures.
 | n/a |
| Armed response capability  | Ungraded | * Because of the terrorist threat, the force has received Home Office funding as part of a programme to boost armed policing in certain parts of England and Wales. We established that the force has fulfilled its commitment to the programme by increasing the availability of ARVs
 | n/a |
| **Efficiency: Overall grading – good** |  |
| Meeting current demands and using resources 2018/19  | Good | * The force is good at meeting current demands and using resources. It has just done one of the largest structural changes ever seen in British policing. The restructure was necessary for it to provide a good policing service to the public despite increasing demand and reducing resources. But this needs time to take effect. The force also needs to make some cultural changes to the way its workforce does things.
* There are some excellent examples of innovation and working with others.
* The force has assessed the skills and capabilities of its workforce, including its leaders. But it doesn’t hold this information centrally on a single database.
 | * The force should review the workforce skills and capabilities information that it already has, including for its leaders, to assure itself that its understanding is as comprehensive as it can be. It should ensure that it has central governance with a central database. This will enable the force to be confident in its ability to be efficient in meeting current and likely future demand
 |
| Planning for the future  | Good | * The force has an effective approach to planning for the future. It is trying to reduce unnecessary demand. But it needs to review how the structural changes and changes in demand are affecting its frontline officers.
* The force works well with its partners. It engages with the public in a variety of ways so that it understands what the public wants.
* The force sets and manages its budgets well. It has achieved substantial savings since 2012. But it can’t keep its current number of officers beyond 2022/23 without additional funding, at which point it will face a further budget gap.
* The force would benefit from having a single database for skills and capability.
 | n/a |
| **Legitimacy: Overall grading – good** |  |
| Fair treatment of the public  | Good | * The force has a culture of treating people with fairness and respect. It is clear that fair treatment and decision making are important. It makes sure that its workforce understands this.
* It is good at helping people engage with the force and removing barriers.
* Understanding of unconscious bias varies throughout the organisation.
* The force’s arrangements for the use and scrutiny of stop and search are positive. But it should make sure that it properly supervises and analyses stop and search records.
 | * The force should ensure that it reinforces awareness of unconscious bias among staff and gives them regular access to guidance to help them to make fair decisions with confidence.
* The force should make sure it appropriately trains all officers in officer safety techniques.
* The force should ensure that all its stop and search records are correctly supervised.
 |
| Ethical and lawful workforce behaviour  | Requires improvement | * The way the force maintains an ethical culture and ensures lawful behaviour among its workforce requires improvement, particularly in respect of reducing the significant number of staff who require appropriate vetting.
* The force has moved from a blame culture to a more open, learning environment. Its leaders act as role models for ethical behaviour.
* The force takes ethics seriously when discussing operational decisions. But it should make sure that the workforce is aware of the processes for referring ethical issues for discussion.
* The force is good at building confidence with communities by publishing the outcomes of misconduct hearings.
* The way the force responds to high-level corruption is impressive. But it needs to do more to manage internal risk via its integrity registers.
 | * Within 12 months the force should ensure all staff have received at least the lowest level of vetting clearance for their roles, working to clear any backlogs and new vetting renewals when they become due, to ensure it is fully compliant with the national vetting guidelines.
* The force should undertake work to ensure it fully understands the vetting status of staff where their current vetting status is currently unknown and vet staff who do not have current vetting. It should ensure that it has appropriate central governance over the number of staff who require enhanced vetting and re-vetting.
* The force should monitor its vetting decisions to identify disparities and disproportionality (e.g. BAME groups), and act to reduce them where appropriate.
* The force should ensure that awareness of its process for the workforce to refer and discuss ethical concerns where the workforce can review any feedback and changes made as a result is reinforced among all staff.
* The force should ensure it has a current counter-corruption strategic threat assessment that uses the national corruption categories and control strategy which enables it to understand and manage the risk corruption poses to the organisation.
* The force should use early interventions routinely as part of their people intelligence work to support those at risk of falling into corrupt practices.
* The force should ensure it:
	+ has sufficient capability and capacity in its counter-corruption unit to be effective in its proactive approach to counter corruption;
	+ has full ICT monitoring to effectively protect the information contained within its systems; and
	+ builds effective relationships with the individuals and organisations that support and work with vulnerable people.
 |
| Fair treatment of the workforce  | Good | * Staff have increasing levels of trust and confidence in their leaders. They view the commissioner as being instrumental in this cultural change.
* The force has a positive and strong approach to diversity.
* The force has experienced a huge demand for its services in recent years. It needs to assess how its staff are affected by long working hours.
* We are concerned that the force is expecting supervisors to take most of the responsibility for supporting wellbeing. Supervisors report feeling overwhelmed with their performance management responsibilities, increasing workloads and new duties with the force restructure.
* The force has a people strategy with clear career pathways. But staff don’t feel they have much opportunity for career progression
 | * The force should improve the way it communicates with its workforce to increase trust and confidence in its leaders and should communicate how it has responded to problems identified by its workforce.
* The force should improve how it manages and monitors individual performance, supporting its supervisors in making fair and effective assessments so that staff value the process. The force should also make sure performance development reviews happen consistently and fairly across the organisation and manage poor performance effectively.
* The force should support its supervisors to manage staff wellbeing, including giving them the time and skills to recognise the signs of problems and intervene early.
* The force should assess how its workforce is affected by relying on working overtime and breaching the working time directive to manage demand.
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1. <https://www.justiceinspectorates.gov.uk/hmicfrs/peel-assessments/peel-2018/metropolitan/> [↑](#footnote-ref-1)
2. <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/peel-spotlight-report-a-workforce-under-pressure-second-group.pdf> [↑](#footnote-ref-2)