Neighbourhood Policing Strategy 2026 - 2029









Delivering visible, intelligence-led, and community-focused policing across the City of London through:

- accessible, locally accountable officers equipped to work in partnership to prevent crime, reduce harm, and enhance public confidence
- targeted visibility and proactive engagement with businesses and communities
- problem-solving approaches that address the root causes of crime and anti-social behaviour

CITY OF LONDON POLICE

Our principles

▪ Visible & accessible ▪ Professional & accountable ▪
▪ Community focused ▪ Prevention focused ▪
▪ Intelligence led ▪

Strategic aims

1. Provide a visible, professional and responsible neighbourhood presence
2. Prevent crime, disorder and vulnerability through multi-agency problem solving
3. Tackle theft, antisocial behaviour and high street crime
4. Support victims and protect vulnerable people

Operating model

▪ Cycle Team ▪ Multi-Agency Prevention Team ▪
▪ Proactive Acquisitive Crime Team ▪ Licensing Team ▪
▪ East & West Sector ▪

How we deliver

▪ Named local officers and visible patrols ▪
▪ Multi-agency partnerships ▪ Problem-oriented policing ▪
▪ Intelligence-led deployment ▪ Dedicated specialist teams ▪

Impact for communities & partners

▪ Increased visibility and reassurance ▪
▪ Reduced crime and ASB ▪
▪ Stronger partnerships and problem solving ▪
▪ Improved safeguarding and vulnerability outcomes ▪
▪ Increased public confidence ▪

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Commander's foreword

Neighbourhood Policing is a cornerstone of modern British policing; embodying Sir Robert Peel's principle of 'policing by consent'. In the City of London, this responsibility carries a unique significance. The Square Mile is not only home to a small but important residential community; it is the economic and cultural heart of the United Kingdom, welcoming hundreds of thousands of workers and visitors each day. Protecting this environment requires a neighbourhood policing approach that is visible, accessible, responsive and connected to the communities and businesses we serve.

This Neighbourhood Policing Strategy sets out a clear vision for how the City of London Police will meet that responsibility over the next three years. It aligns with national Police Reform plans, including the Neighbourhood Policing Guarantee, and our own Policing Plan 2025-2028, so it remains grounded in the distinct characteristics of the City. It describes not only what we will deliver – visible patrols, named local officers, effective engagement, prevention of crime and the protection of vulnerable people – but also how we will deliver it: through partnership, intelligence-led deployments and a relentless focus on reducing harm, in line with our values of professionalism, integrity and compassion.

At its core, this strategy recognises that neighbourhood policing in the City must be locally rooted and nationally significant. Our officers and staff take time to listen, understand and act on what matters most to our communities, and work side by side with residents, businesses, Business Improvement Districts, the City Corporation, transport partners and national agencies to prevent crime, tackle anti-social behaviour, safeguard the vulnerable and maintain the confidence on which effective policing depends. We are committed to using data, evidence and community insight to ensure our activity is focused where it will have the greatest impact and at the earliest opportunity. The strategy is supported by a clear delivery plan, performance measures, transparent governance, and ongoing engagement with those we serve.

I am proud of the dedication and professionalism showed by our neighbourhood teams, and I am grateful to our partners across the City, who work with us to keep the Square Mile safe. Together, we will ensure that neighbourhood policing in the City of London remains visible, effective and worthy of the trust placed in us.

Amanda Horsburgh

Commander, Operations and Security

City of London Police

Introduction

This document sets out City of London Police's approach to delivering *a visible, trusted and intelligence-led neighbourhood policing presence that works with local communities and partners to reduce and prevent crime and disorder, support and protect victims and vulnerable people, and keep the City of London safe and feeling safe.*

This document sets out clear strategic objectives for how we will achieve this aim in support of our Policing Plan 2025 – 2028,[1] and the Neighbourhood Policing Guarantee; the government programme designed to restore public confidence and enhance visible policing in communities across England and Wales.

The objectives of our strategy have also been informed by a set of neighbourhood policing principles based on the national neighbourhood policing guidelines,[2] which emphasise the following factors as central to effective neighbourhood policing:

- Visible and accessible
- Professional and accountable
- Community focussed
- Prevention focussed
- Intelligence led

We will deliver on our strategic objectives through a well-resourced operating model and clear delivery plan, in line with our values of professionalism, integrity and compassion. Our internal and external governance arrangements, supported by a performance framework, will help us – and our communities – assess progress against our objectives.

[1] City of London Policing Plan 2025 – 2028, available at: https://www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/policing-plan/
[2] College of Policing, Neighbourhood Policing Guidelines (2021), available at: www.college.police.uk/guidance/neighbourhood-policing

Background

This section provides more detail on the local and national context that has shaped our neighbourhood policing strategy and delivery plan.

Local context

The City of London and its communities

More than 180 years since the establishment of the City of London Police, the City remains a unique policing environment. Whilst the 'Square Mile' is relatively small, at 1.12 square miles (2.90 km) in size with a small but diverse population of approximately 8,600 permanent residents, its weekday population swells to approximately 678,000 workers and millions of domestic and international visitors, making it the most densely populated area of the country.

The City is one of the world's most important financial centres, home to over 6,000 businesses generating over £97 billion in economic output annually and is increasingly a retail and leisure destination. As the historic heart of the capital, the City is also home to countless sites of historic, cultural and economic interest including iconic landmarks like the Tower of London, St Paul's Cathedral, the Barbican and the Bank of England. This rich history, blending unique traditions with modern architecture and vibrant cultural experiences including theatre, shopping, major events and diverse cuisine, draw millions of visitors annually.

Our neighbourhood policing approach therefore reflects its unique characteristics, including its mixed and diverse population of residents, commuters, businesses and visitors.

The City of London Police

As a local service with national responsibilities for business, cyber and economic crime (including fraud), the City of London Police both influences and is influenced by a range of local, national and global factors.

The City of London's Policing Plan 2025-28 is shaped by these unique circumstances and by the wider national and global contexts in which policing operates, including the changing nature of police demand.[3] The Plan details our six operational and organisational priorities for the next three years, and how they will be delivered – including through our values – in support of our vision to be "a trusted and inclusive police service, keeping the City of London safe and transforming the national policing response to fraud, economic and cyber crime". Our neighbourhood policing strategy will help us to deliver on several of our Policing Plan priorities and objectives, with a particular focus on *Keeping people in the City safe and feeling*

[3] City of London Policing Plan 2025-2028, available at: www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/neighbourhood-policing/

safe, putting victims at the heart of everything we do, and being one of the most inclusive and trusted police services in the country.

City of London Police is committed to ongoing learning and improvement, so this strategy and delivery plan is also informed by the findings of the last inspection of our Effectiveness, Efficiency and Legitimacy (PEEL) by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services.[4]

Our neighbourhood policing strategy is also shaped by other local strategies and plans including our Victims Strategy,[5] our Equity, Diversity and Inclusion Strategy,[6] and the Safer City Partnership Strategy.[7] Everything we do is also shaped by our values of professionalism, integrity and compassion.

- **Professionalism** is applying the right knowledge, skills and standards to provide a quality service to the public.
- **Integrity** is being trustworthy, honest and doing the right thing.
- **Compassion** is caring for other people and wanting to help them

National context

The Neighbourhood Policing Guarantee

The Neighbourhood Policing Guarantee (NPG),[8] announced by the Government in April 2025 and reflected by the Police Reform White Paper,[9] is a national commitment to restore visible, local policing across England and Wales. Its aim is to ensure every neighbourhood has dedicated, contactable policing teams, visible patrols, and a minimum standard of service, underpinned by a performance framework which will hold forces accountable for delivering on its commitments. The five "pillars" of the NPG are:

1. *Police back on the beat*: Neighbourhood Policing Teams actively patrolling, visible in local areas including town centres/high streets; neighbourhood policing team protected from being abstracted to other duties.

2. *Community-led policing*: Each neighbourhood has a named, contactable officer; local residents and businesses have a say in setting priorities.

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[4] HMICFRS, PEEL 2023-2025: An inspection of the City of London Police (2025), available at: hmicfrs.justiceinspectorates.gov.uk/publications/peel-assessment-2023-25-city-of-london/
[5] City of London Victims Strategy, available at: www.cityoflondon.gov.uk/assets/about-us/police-authority/city-victims-strategy-publication.pdf
[6] City of London Police Equity, Diversity and Inclusion Strategy, available at: https://democracy.cityoflondon.gov.uk/documents/s228539/Appendix%20A%20CoLP%20Our%20People%20EDI%20Strategy%202024-2027.pdf
[7] Safer City Partnership Strategy, available at www.cityoflondon.gov.uk/services/community-and-safety/safer-city-partnership
[8] NPCC, What is the Neighbourhood Policing Guarantee, available at: www.npcc.police.uk/our-work/work-of-npcc-committees/local-policing-coordination-committee/neighbourhood-policing-guarantee/
[9] Home Office, Police Reform White Paper From Local to national: a new model for policing, available at: www.gov.uk/government/publications/from-local-to-national-a-new-model-for-policing

3. *Clear performance standards & professional excellence*: New training and standards so neighbourhood policing is a specialist capability.

4. *Crackdown on anti-social behaviour (ASB):* Neighbourhood teams have tougher tools, supported by other agencies; each force has an ASB lead and tailored action plans.

5. *Safer town centres*: Focus on retail theft, street theft, assaults on retail workers, visible patrols in town centres/hotspots.

Our strategic objectives are closely aligned to achieve these 5 pillars.

National Policing Prevention Strategy

The National Policing Prevention Strategy encourages a preventative approach to policing with the aim of: *Fewer victims, fewer offences, and less demand on policing, achieved by addressing underlying causes and using partnership-oriented problem solving*.[10] The objectives of the strategy are to:

1. Promote cultural change in policing through embedding a preventative approach as a core function of policing.
2. Reduce harm by tackling the root causes, drivers and vulnerabilities associated with victimisation in both the physical and virtual environment.
3. Reduce offending by tackling the causes and opportunities that facilitate offending.
4. Reduce demand through a systematic cost effective, evidence based problem-solving approach.

Our neighbourhood policing strategy prioritises a preventative approach through data-driven partnership problem solving.

[10] NPCC, National Policing Prevention Strategy (2024), available at: www.npcc.police.uk/SysSiteAssets/media/downloads/publications/publications-log/prevention/2024/national-policing-prevention-strategy.pdf

Neighbourhood Policing principles

Our neighbourhood policing strategy and our commitment to the 5 Pillars of the Neighbourhood Policing Guarantee are underpinned by the following principles.

Visible and accessible

Neighbourhood policing in the City will be visible and accessible to local residents, businesses, workers and visitors, with high visibility patrols targeted to priority locations, and protected from abstraction wherever possible.

Professional and accountable

Neighbourhood policing the City will be delivered by a skilled, empowered and supported workforce who uphold high and consistent standards, work closely with partners and are held to account for their performance against clear outcome-focused measures that are available to the public.

Community focussed

Neighbourhood policing in the City will operate on the principle of "policing by consent". We will engage closely with all our communities, including our commercial and transient populations. We will work alongside residents, workers, businesses, Business Improvement Districts and partners to understand and respond to their priorities and ensure that our approach is tailored to their needs.

Prevention focussed

Neighbourhood policing in the City will prioritise preventing harm before it occurs, including resolving the root causes of repeat crime, anti-social behaviour and vulnerability. Using data, partnership working and a problem-solving approach,[11] we will focus effort where it will have the greatest long-term impact – reducing victimisation, safeguarding victims and vulnerable people and improving quality of life in the City.

Intelligence led

Neighbourhood policing in the City will be shaped by high-quality intelligence, robust data analysis and evidence of what works. We will use real-time information, analytical insight and community intelligence to identify emerging trends, target patrols and interventions effectively, and prioritise resources where they deliver the greatest reduction in harm. We will evaluate our tactics to ensure we refine our activity based on what works.

[11] College of Policing problem solving guidance, available at: www.college.police.uk/guidance/problem-solving-policing

Strategic aim and objectives

Strategic aim

The aim of this strategy is to deliver *a visible, trusted and intelligence-led neighbourhood policing presence that works with our local communities and partners to prevent and reduce crime and disorder, support victims and protect vulnerable people, and keep the City of London safe and feeling safe.*

Strategic objectives

To achieve this aim (and fulfil the requirements of the Neighbourhood Policing Guarantee) City of London Police will:

- **Objective 1: Provide a visible, professional and responsive neighbourhood presence**

  Aligned to Pillar 1 and Pillar 2 of the Neighbourhood Policing Guarantee, and Priority 4 and 5 of our Policing Plan, this objective includes named and well-trained officers for each ward who carry out visible local patrols and engage with local communities to understand and respond to their needs.

- **Objective 2: Prevent crime and disorder and vulnerability through multi-agency problem solving**

  Aligned to all five Pillars of the Neighbourhood Policing Guarantee, Priority 1, 4, and 6 of our Policing Plan, the National Policing Prevention Strategy and HMICFRS findings, this objective includes working collaboratively with the Corporation of London and other local partners, and our communities, to take a data-driven approach to preventing and reducing persistent local problems.

- **Objective 3: Tackle theft, anti-social behaviour and high street crime**

  Aligned to Pillars 4 and 5 of the Neighbourhood Policing Guarantee, and Priority 1 of our Policing Plan, this objective includes tackling shop theft, street theft, assaults against retails workers, and persistent anti-social behaviour through intelligence-led patrols and targeted operations to identify offenders.

- **Objective 4: Support victims and protect vulnerable people**

  Aligned with Pillars 1, 2 and 5 of the Neighbourhood Policing Guarantee, Priorities 1 and 2 of our Policing Plan, and the National Policing Prevention Strategy, this objective includes intervening early to prevent serious harm and protect vulnerable people and communities.

Delivering the strategy

We will implement our strategic objectives, in line with our neighbourhood policing principles and values, though our neighbourhood policing operating model and delivery plan. Our internal and external governance arrangements will monitor progress against our plans, supported by a clear performance framework.

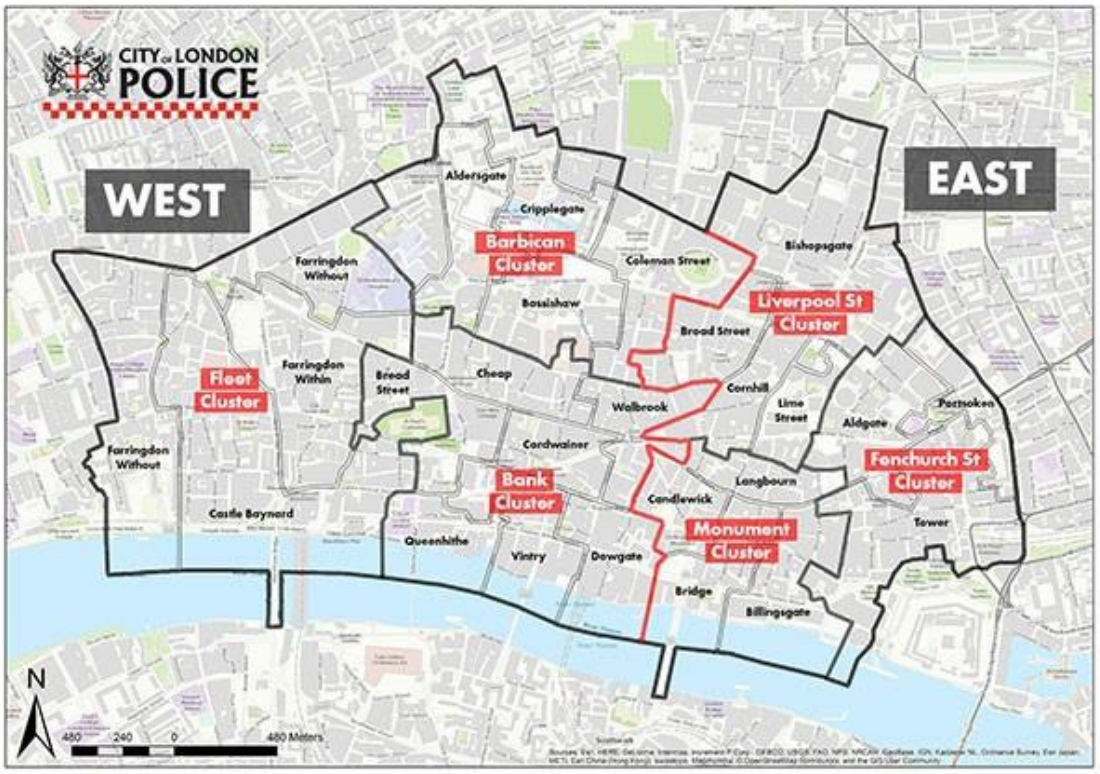
Operating model

The City of London Police's commitment to neighbourhood policing is demonstrated by a comprehensive operating model that ensures we have the right skills and capabilities to address the priorities within the Square Mile. This model consists of several separate teams; all focussed under neighbourhood policing and reporting to a single Chief Inspector.



To deliver neighbourhood policing we divide the City into two Sectors (East and West), each of which are split into three Clusters of wards. Clusters have been identified based on modelling from several datasets, including but not limited to; geography, topography, crime data, crowded spaces, and predicted future demand.

The following infographic demonstrates this division of neighbourhood responsibility.



The East Sector comprises Liverpool Street, Monument and Fenchurch Street Clusters. Each Cluster is made up of the following wards (12 in total):

Sector	**East**		
Cluster	**Liverpool Street**	**Monument**	**Fenchurch Street**
Wards	Bishopsgate	Candlewick	Aldgate
	Broad Street	Billingsgate	Portsoken
	Cornhill	Bridge	Tower
	Lime Street	Langbourn	

The West Sector comprises Bank, Barbican and Fleet Street Clusters. Each Cluster is made up of the following wards (13 in total):

Sector	**West**		
Cluster	**Bank**	**Barbican**	**Fleet Street**
Wards	Cheap	Aldersgate	Castle Baynard
	Cordwainer	Coleman Street	Farringdon Within
	Dowgate	Cripplegate	Farringdon Without
	Queenhithe	Bassishaw	
	Vintry		
	Walbrook		
	Bread Street		

Each Sector (west and east) is led by a neighbourhood policing Sergeant, and each Cluster has a dedicated **neighbourhood policing team** made up of between five and six Dedicated Ward Officers (DWOs) who are your local neighbourhood officers.

You can find the names and contact details of our teams on the City of London Police website.

The work of our **Multi-Agency Prevention Team (MAPT)** complements the work of our neighbourhood policing teams by leading multi-agency prevention activity across the City. The team works closely with the City of London Corporation's Community Safety and Licensing Teams – and wider community safety partners across the City – on the following areas:

- **Licensing and nighttime economy intervention:** assessing licensing applications, testing venue compliance and providing education and training.
- **Vulnerable location intervention:** designing out crime and anti-social behaviour
- **Anti-social behaviour intervention**: identifying and tackling persistent anti-social behaviour and coordinating related engagement across the city.
- **Adult intervention:** safeguarding vulnerable adults and victims, incorporating mental health, hate crime and offender focused activity.
- **Children and young adult interventio**n: providing a community-based approach to engaging and safeguarding children and young adults.

Our dedicated **Cycle Team,** consisting of two Sergeants and ten Constables, is focussed on tacking cycle antisocial behaviour, cycle enabled crime, and cycle offences. The team provides a high-visibility, highly mobile presence across the Square Mile, allowing for direct engagement that also deters criminal activity.

Our **Proactive Acquisitive Crime Team** (PACT) consists of two sergeants and sixteen constables providing the City with a flexible covert response to target volume or priority crimes. They target high harm, priority offenders/offences and support uniform colleagues when required to obtain evidence in relation to crimes in action. The team are the proactive enforcement arm of neighbourhood policing, ensuring offenders are dedicated and prosecuted.

Delivery plan

The delivery plan at *Appendix A* sets out the actions we will take to deliver on our strategic objectives, including the Neighbourhood Policing Guarantee requirement to establish an ASB action plan.

Governance

City of London Police's Commander Operations and Security is accountable for delivery of this strategy. Our robust internal governance arrangements, from operational and tactical meetings to strategic governance boards, will monitor and drive progress against the strategy's aim and objectives.

The City of London's Court of Common Council, the police authority for the City of London City of London Police, hold us to account for delivering on the objectives set out in our Policing Plan. Police Authority meetings are held in public and agendas, papers and details of how to watch online can be viewed on the Police Authority

webpages. The Police Authority's Local Policing Committee will hold us to account for delivering on the objectives of this strategy, in line with the metrics set out in our Delivery Plan.

We are also directly accountable to local communities for delivery of this strategy, and for responding to their local policing priorities, through regular community focus groups and regular community meetings and surgeries and the work of our Independent Advisory and Scrutiny Group.

Nationally, the Home Office will oversee performance in relation to the requirements of the Neighbourhood Policing Guarantee, and His Majesty's Inspectorate of Constabulary, Fire and Resue Services (HMICFRS) will independently assess the effectiveness of our neighbourhood policing approach through their Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections.

Neighbourhood Policing Strategy governance			
External governance	National	Home Office	HMICFRS
	Corporation	Police Authority Board	
		Safer City Partnership	
		Local Policing Committee	
	Community	Independent Advisory and Scrutiny Group	
		Community Focus Groups and regular community meetings	
Internal governance	Force-wide	Strategic Performance Board	
		Strategic Vulnerability Board	
		Operational Improvement Board	
	Local Policing	Local Policing Performance Board	
		Neighbourhood Policing Delivery Board	
		Tasking & Co-ordination Meeting	

Measuring success

We will assess our success at achieving our strategic objectives by regularly monitoring our performance against a set of metrics in line with the Government's NPG performance framework and our Policing Plan performance framework. These metrics are set out in the delivery plan at *Appendix A*.

Contact us

Public enquiries and reporting crime

www.cityoflondon.police.uk
Non-emergency number: 101
In an emergency always dial 999
Textphone service: 18001 101
Anti-terrorist hotline: 0800 789 321

Bishopsgate Police Station (open 24 hours)
182 Bishopsgate, London, EC2M 4NP

Headquarters (not open to the public)
City of London Police Guildhall Yard East
Guildhall Buildings London EC2V 5AE

Contact your local neighbourhood policing team via

Home | City of London Police

Appendix A: Neighbourhood Policing delivery plan

What we will do (strategic objective)	How we will do it (delivery actions)		Impact we want to see (outcome measures)
1: Provide a visible, professional and responsive neighbourhood presence	Retain local neighbourhood officers, PCSOs and special constables as per national guidance.	NPG, Pillar 1	Improve public perceptions of police visibility in local area Decrease the level of abstraction of police personnel away from neighbourhood policing roles Increase public awareness of community engagement activity Increase total hours of visible, proactive patrolling in priority hotspot areas Increased officer knowledge of preventative measures to tackle community problems and vulnerability.
	Provide named, contactable officers for each neighbourhood	NPG, Pillar 2	
	Dedicated neighbourhood policing teams will spend time on visible patrol in communities, especially in hotspot areas at peak times	NPG, Pillar 1	
	Provide clear and accountable performance metrics	NPG, Pillar 3	
	Ensure neighbourhood policing is a protected specialism — officers dedicated to this role should not routinely be pulled away to other duties.	NPG, Pillar 1	
	Grow our Special Constabulary of warranted uniformed volunteer police officers.	PP, Priority 4, Objective B	
	Provide training for all our neighbourhood officers to tackle ASB and local crime with a problem solving orientated, victim focused plan.	NPG, Pillar 3 PP, Priority 4, Objective B	
	Work with City of London Corporation colleagues to improve our approach to engaging with our communities (separate strategic engagement plan)	PP, Priority 4, Objective B	
	Hold regular community meetings (and broader engagement opportunities) that enable local	NPG, Pillar 2	

What we will do (strategic objective)	How we will do it (delivery actions)		Impact we want to see (outcome measures)
	communities to set local priorities and hold teams to account for responding to them.	PP, Priority 4, Objective B	Improve the effectiveness of multi-agency coordination in addressing crime and vulnerability, measured by improved safeguarding outcomes and reduced repeat demand.
2: Prevent crime and disorder through multi-agency problem solving	Establish robust neighbourhood policing governance arrangements, underpinned by a performance framework, to improve local problem solving in response to local concerns.	PEEL AFI	Increased feeling of safety within the City Increased stakeholder confidence in policing
	Improve our problem-solving process, including evaluation.	PEEL AFI	
	Establish a consistent and accessible way of storing problem solving plans	PEEL AFI	
	Tackle local crime and anti-social behaviour problems by involving communities and partners in identifying, understanding and responding to the issues that matter to them as part of neighbourhood problem solving approaches.	NPG, Pillar 2 PP, Priority 4, Objective B	
	Enhance our provision of crime prevention advice by working with partners – including the Safer City Partnership, retailers, licensed premises and our	PP, Priority 1, Objective A	

What we will do (strategic objective)	How we will do it (delivery actions)		Impact we want to see (outcome measures)
	residential and worker communities – to improve its effectiveness and impact.		
	Addressing crime and violence in the nighttime by targeting hi harm venues with partner led preventative measures and proactive intervention.	PP, Priority 1, Objective B	
3. Tackle theft, anti-social behaviour and high street crime	Target hotspot areas for ASB and theft using data-led deployment.	NPG, Pillar 4	Reduce recorded incidents of retail and street crime Increase positive crime outcomes for incidents relevant to town centres Reduce repeat victimisation of street crime Increase the effective application of ASB powers Increase satisfaction with police response to reported ASB Decrease perceptions of ASB being a problem in the local area
	Identify a dedicated Anti-Social Behaviour (ASB) lead	NPG, Pillar 4	
	Work with partners to develop a city specific ASB action plan.	NPG, Pillar 4	
	Tackling theft from shops by using offender and location focused preventative tactics to deter volume offending and target harden vulnerable areas.	NPG, Pillar 5 PP, Priority 1, Objective A	
	Increase the use of data-led tasking and technology to forecast, disrupt and prevent theft by identifying theft hotspots and tasking proactive crime teams and overt officers to create a hostile environment of criminals.	NPG, Pillar 5 PP, Priority 1, Objective A	

What we will do (strategic objective)	How we will do it (delivery actions)		Impact we want to see (outcome measures)
			Reduce police recorded incidents of ASB
4: Support victims and protect vulnerable people	Work alongside the public protection unit and Community Safety Team to identify vulnerability and provide a community-led approach to safeguarding adults, children and young people.	PP Priority 4, Objective B NPPS Obj 2	Reduce repeat victimisation
	Protect people who are vulnerable by working closely with health, social care and security partners across the City – including the mental health and rough sleeping teams – to ensure they receive the care and support they need.	PP Priority 4, Objective B NPPS Obj 2	Increase effective number of referrals to partner services
	Use a problem-oriented approach to tackle the cause of vulnerability at its roots.	PP Priority 4, Objective B NPPS Obj 2	Increase positive intervention to reduce vulnerability
	Increase trust in local policing with community focused engagement with the vulnerable, and at-risk groups.	PP Priority 4, Objective B NPPS Obj 2	Actively seek to increase engagement with underrepresented groups

Key (for source of delivery actions):
PP = City of London Policing Plan (Priorities and Objectives)
NPG = Neighbourhood Policing Guarantee commitments
NPPG = National Policing Prevention Strategy (Objectives)
PEEL AFI = Area for improvement identified from HMICFRS PEEL 2023-25 inspection