

HMIC Report Recommendations – position at 15th November 2016

Traffic Light Colour	Definition of target achievement
GREEN	The recommendation is implemented
AMBER	The recommendation is subject to ongoing work and monitoring but is anticipated will be implemented (up to 4 weeks late)
RED	The recommendation cannot or will not be implemented or is more than 4 weeks overdue (rationale required)
WHITE	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.

PEEL: Police Efficiency 2016

A Force report by HMIC, published November 2016. Total of 1 recommendation and 4 areas for further improvement. A national report was also published in November 2016 but did not contain any recommendations or areas for further improvement.

Recommendation		Status	Due Date	Comment
1	<u>Recommendation</u> By 31 May 2017, City of London Police needs to complete its ICT strategy, workforce plan, and analysis of future demand for its services.	AMBER	May 2017	This report is on the agenda for the December 2016 SMB. An action plan owner will be assigned and a draft action plan is being prepared by Strategic Development.
2	<u>Area for Improvement</u> City of London Police should ensure its understanding of the demand for its services, and the expectations of the public, is up to date by regularly reviewing the evidence on which it bases its decisions. It should do this alongside local authorities, other emergency services and organisations that work with the police to care for victims or prevent crime. Involving all these agencies will help to ensure that it takes the necessary steps to meet current and likely future demand, including unreported or 'hidden demand'.	AMBER		HMIC have not set deadlines in respect of these AFIs and these are for the force to set at Senior Management Board 14 th December 2016 in addition to assigning an action plan owner. However, the Force will commit to delivering these before the next Spring PEEL Inspection.

Recommendation		Status	Due Date	Comment
3	<u>Area for Improvement</u> City of London Police should ensure that it understands the level of service that it can provide at different levels of expenditure, so it can identify the most effective and efficient way to provide its services.	AMBER		
4	<u>Area for Improvement</u> City of London Police should put in place better processes and an effective governance structure to realise the benefits of projects, change programmes and collaborative work, and understand how they affect the force's ability to meet current and likely future demand efficiently.	AMBER		
5	<u>Area for Improvement</u> City of London Police should review the capabilities of its workforce so it can identify and put plans in place to address any gaps. This will enable the force to be confident in its ability to meet current and likely future demand efficiently.	AMBER		

Delivering Justice in the Digital Age

A national report by HMIC and HMCPSI published April 2016. Total of 8 actions: 6 are national and outside the remit of City of London Police.

2 are relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
2	Police forces, the Crown Prosecution Service and Her Majesty's Courts and Tribunals Service, undertake a comprehensive national cost and benefits assessment resulting from digitisation implementation. This should be informed by information from a local level.	NEW GREEN	November 2016	The force has not been contacted to contribute to a national cost/benefit assessment at this time. However, locally the force is undertaking a cost / benefit analysis of Criminal Justice lead change programmes, commencing with the 'Single Justice Procedure' which will be completed by the end of 2016.

Recommendation		Status	Due Date	Comment
4	All police forces and Crown Prosecution Service Areas should, as a matter of urgency, jointly review arrangements for the provision, transportation and storage of hard media to ensure it is available securely to all appropriate individuals	AMBER	November 2016	The national Digital First Team has distributed a questionnaire which has been completed and returned. Updated encryption software is pending installation; this has been escalated by the Assistant Commissioner with IT services. Thereafter testing will need to be undertaken; procedures and documentation will follow thereafter.

The tri-service review of the joint emergency services interoperability principles

A national report by HMIC, published April 2016. Total of 6 actions: 1 is national and outside the remit of City of London Police. 5 are relevant to the City of London Police, 4 are still in progress. HMIC did not set deadlines within their report.

Recommendation		Status	Due Date	Comment
1	All operational staff across the blue light services likely to attend operational incidents need at the very least to have an awareness of JESIP regardless of rank or grade.	NEW GREEN	April 2017	NCALT training packages and awareness are being utilised to embed the JESIP principles. Awareness training has commenced and is scheduled throughout November and December 2016 and into early 2017.
2	The blue light services need to develop a programme for delivering future tri-service training. This should incorporate refresher training, initial training for newly promoted commanders and awareness for new recruits. It should also be extended to Local Resilience Forums and other category 1 and 2 responders.	AMBER	April 2017	Future training needs are to be factored into the force training plan; this will in part be informed by the Force Workforce Plan which is currently incomplete.
3	Multi-agency testing and exercising programmes need to be better co-ordinated and risk-based beyond Local Resilience Forum Community Risk Registers and National Risk Assessments. These should be supported by a discrete budget allocation. The benefits for each service and trust need to be made clear at the design stage. The exercising programme should include issues identified through the Joint	AMBER	April 2017	The force undertakes regular testing exercises, although it is recognised that these could be better co-ordinated. An Inspector resource has been allocated to support this work. A central repository of documents relating to testing exercises is currently being created and the requirement for any discrete budget examined. Learning from exercises is already reported to the forces Organisational Learning Forum.

Recommendation		Status	Due Date	Comment
	Organisational Learning process.			
4	There needs to be a greater knowledge and understanding of the capabilities of Airwave and the use of the interoperable channels.	AMBER	April 2017	The capabilities of Airwave and how it is utilised is to be examined specifically where the force interacts with other blue lights services.
5	The blue light services need to have more effective processes in place for learning and embedding lessons locally and, for sharing the learning with staff. The knowledge and understanding of how the Joint Organisational Learning process is used to identify and record multi-agency lessons which are to be shared and escalated across services, needs to be greatly improved.	AMBER	April 2017	A report has been submitted to Training Improvement Board, 9 th June 2016. NCALT training packages and awareness are to be utilised in embedding the JESIP principles in force. This training is now mandatory. Learning and Development is incorporating these packages into their training plans. In addition, learning outcomes from training exercises are fed into the Force Organisational Learning Forum.

PEEL: Police Effectiveness 2015 – CoLP

A national report by HMIC, published February 2016. Total of 2 actions, which remain in progress.

Recommendation		Status	Due Date	Comment
1	The force should develop a process for managing repeat offenders, and work with the Metropolitan Police Service to ensure that this is implemented consistently across London.	RED	30/4/2016	The force has identified 3 offenders who met the criteria for integrated offender management intervention. Scoping work is being undertaken to identify other offenders who may benefit. A draft Memorandum of Understanding is with the MPS with a final draft expected to be available at the end of November 2016. Process and procedures will then need to be implemented in force in accordance with the MOU; however, dependent on the outcomes of negotiations with the MPS, it is anticipated this will take no longer than 3 months (i.e. March 2017).

Recommendation		Status	Due Date	Comment
2	The Force should improve the awareness of organised crime groups among neighbourhood teams to ensure that they can reliably identify these groups, collect intelligence and disrupt their activity.	RED	31/3/2016	<p>The force has a daily briefing system which is available to all officers in force and is accessible from mobile devices. The Communities Inspector is a standing member of the force Serious and Organised Crime Meeting were OCGs are discuss. However during the 2016 Autumn PEEL inspection HMIC identified that there is still work to do in this area.</p> <p>The DI Force Intelligence Bureau has subsequently identified that Essex has practices that the Force can learn from and will be visiting before the end of 2016, any learning will be implemented by March 2017.</p>

PEEL: Police legitimacy 2015 – National

A national report by HMIC, published February 2016. Total of 4 actions: 1 is national and outside the remit of City of London Police. 1 is not applicable to CoLP and 1 closed because it is monitored and linked to a separate HMIC report 2 were areas relevant to the City of London Police, which have both been delivered.

Recommendation		Status	Due Date	Comment
2	<p>Within 6 months all Chief Constables should conduct a review of their complaints and misconduct arrangements, analysing data from their records to:</p> <ul style="list-style-type: none"> •assess whether or not there is any bias in the way decisions regarding the management of complaints are made; •and, if there is evidence of bias, to take action to remove it. <p>The reviews and the action taken should be fully documented and made available to the police and crime commissioners of each force and to HMIC.</p>	NEW GREEN	<p>30/4/2016 for Terms OR</p> <p>31/8/2016 for completed review</p>	A documented review has been completed and a report will be presented to Senior Management Board December 2016 and Professional Standards and Integrity Sub early 2017.

PEEL: Police legitimacy 2015 - CoLP

A force report by HMIC, published February 2016. Total of 5 actions, all of which have been now been delivered.

Area for Improvement	Status	Due Date	Comment
<i>Areas for improvement 1 & 2 are closely related and for the purposes of update they are merged.</i>			
<p>1 <i>The force should ensure that its stop and search records include sufficient reasonable grounds to justify the lawful use of the power, and that officers understand fully the grounds required to stop and search.</i></p> <p>2 <i>The force should ensure that adequate supervision takes place to ensure that its stop and search records are accurate and contain the required information in respect of reasonable grounds.</i></p>	NEW GREEN	April 2016	<p>A new Stop and Search and Use of Force Working Group has been established, chaired by Supt. Ops UPD this is both tasking and providing oversight including stop and search reasonableness data.</p> <p>A review of the current process of supervision and checking of stop and search records has been completed – a new 7 day staged process to resolve queries has been introduced following agreement with Uniform Policing Directorate inspectors, matters are ultimately escalated to the CI Operations.</p> <p>A summary of common issues from stop and search has been communicated to supervisors and a refreshed training package has been produced and delivered including the recording of grounds.</p> <p>The College of Policing Stop and Search training is scheduled with pre requisite NCALT training having already commenced. It should be noted that the College of Policing training was subject to considerable delay before it was released by them.</p> <p>A revised draft Stop and Search SOP has been published.</p>

Area for Improvement		Status	Due Date	Comment
3	The force should comply with the Best Use of Stop and Search scheme in relation to recording and publishing outcomes; and monitoring the impact of stop and search on young people and black, Asian and minority ethnic groups.	NEW GREEN	April 2016	The gaps in compliance the Best Use of Stop and Scheme as identified by HMIC have been addressed and the force believes it is now compliant. These related to: (i) Publishing Outcomes including Khat – a dashboard of outcomes has been published Qtr 1 2016/2017; and (ii) Monitoring the impact of stop and search – the Stop and Search and Use of Force Working Group monitor the dashboard and takes action as appropriate. The dashboard provides analysis by age, gender and ethnicity together with a narrative comment. Although Khat outcomes within the City are zero this is specifically reported in the dashboard. The dashboard is further reviewed and scrutinised by the Community Scrutiny Group.
5	It was clear that non-Taser-trained officers have little understanding of Taser tactics or how they could best assist at the scene of a Taser deployment. More training about Taser should be included in personal safety training, to enhance the protection of public and police.	NEW GREEN	May 2016	Front line officers have received an input and briefings for non operational front line officers has commenced with ECD. In total 240 officers have been briefed to date. Ongoing refresher training for new joiners is to be scheduled as part of the personal safety training. TFG have been delivering Taser awareness on musters.

Increasingly everyone's business: A progress report on the police response to domestic abuse

A national report by HMIC, published December 2015. Total of 6 actions: 3 are national and outside the remit of City of London Police. 3 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
3(i)	Update of forces' domestic abuse action plans - By March 2016, every police force in England and Wales should update its domestic abuse action plan; determine what more it can do to address the areas for further improvement highlighted in this report; and publish its revised action plan accordingly.	NEW GREEN	March 2016	The force domestic abuse action plan has been reviewed and updated – outstanding actions have been carried forwarded. This has been circulated to relevant team members and was presented to the Safeguarding meeting [May 2016] for comment. It has been signed off and published

Recommendation		Status	Due Date	Comment
3(ii)	Chief officers in each police force should continue to oversee and ensure full implementation of these action plans and offer regular feedback on progress to their police and crime commissioner. This should be a personal responsibility of the chief constable in each case.	NEW GREEN	November 2016	A report has been produced for November 2016 Performance Sub for information and will follow on to Grand Committee in December
4	<p><u>Force progress reviews</u></p> <p>By June 2016, chief constables should review the progress made by their forces in giving full effect to their forces' stated priorities on domestic abuse. Every force in England and Wales should undertake a clear and specific assessment of its own progress in respect of domestic abuse, potentially through peer review, which should include reference to the following:</p> <ol style="list-style-type: none"> 1) the force's updated action plan on domestic abuse; 2) the force's culture and values; 3) the force's performance management framework; 4) the force's approach to the use of data and evidence of what works in support of the development of a learning organisation; 5) the reward and recognition policy in the force and the roles and behaviours that this rewards currently; 6) the selection and promotion processes in the force; 7) the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse; 8) the development opportunities for officers and staff in the force; and 9) force policy on how perpetrators and victims of domestic abuse who are employed by the force are managed. 	RED	June 2016	<p>For ease of reference progress is recorded against the numbered elements within the recommendation.</p> <ol style="list-style-type: none"> 1) The action plan has been reviewed, updated and published. 2) Culture and values are to be targeted within Domestic Abuse and Vulnerability training. 3) A dashboard has been developed comprising 20 data sets 9 of the 20 data sets can be easily extracted from Force systems, the remaining 11 currently require manual counting and inputting. That data, backdated to April 2016, is currently being collated. The dashboard will be considered by the Vulnerability Working Group at their next meeting on 14th December 2016. 4) Data requirements to support the dashboard have been specified 5) to 9) The force has established a Vulnerability Steering group, chaired by the Commander (Ops). The first meeting was held on the 18th August 2016. The Communication Strategy will support the above. <p>If the dashboard is signed off on the 14th December, this recommendation will be complete and assessed GREEN.</p>

PEEL: Police effectiveness 2015 (Vulnerability)

A Force report by HMIC, published December 2015. Total of 4 actions, all of which have now been delivered.

HMIC revisited these areas for improvement during their Autumn PEEL inspection 2016. During the hot debriefed they stated they were very pleased with the progress made around vulnerability and did not feel there were any significant issues to reports. HMIC were pleased to note the AFIs identified below have been addressed. It should be noted the feedback from HMIC during the hot debrief is not final there are several moderation levels before reports are published.

Recommendation		Status	Due Date	Comment
1	The force should improve the consistency and frequency of training delivered to ensure all staff have an awareness and understanding of identification of vulnerability of victims particularly at the initial point of contact.	NEW GREEN	June 2016	<p>A review of training has informed a report to Training Improvement Board on the 9th June 2016. This meeting agreed three training packages to be delivered within the 12 months to June 2017. The 'Domestic Violence Matters' College of Policing package has been prioritised 2nd behind Counter Terrorism.</p> <p>The College of Policing training will be rolled out to all front line responders, call takers and control room staff.</p> <p>Progress will be regularly reviewed at meetings chaired by DCI Priority of Volume Crime.</p> <p>Going forward, vulnerability training will be considered annually within the Force training plan.</p>
2	The force should improve the identification of the vulnerability of victims during investigations, by ensuring staff complete the necessary processes on the crime reporting system.	NEW GREEN	June 2016	<p>The current force crime and intelligence system has been reviewed to establish how vulnerability is captured and vulnerability recording requirements will be progressed as the force transitions to the new Niche system and its interactions with mobile tablet devices in force.</p> <p>The force Control has reviewed its Standard Message Format (SMF) checklists and published a revised ASB Command and Control SOP published. Appropriate measures are in place to ensure proper flagging.</p> <p>The vulnerable person coming to police notice process [Form 377] has been modified to separate adults from children – this will facilitate monitoring and analysis at the vulnerability working group.</p>

Recommendation		Status	Due Date	Comment
4	The force should improve the response to children at risk of sexual exploitation by ensuring its understanding of the scale and nature of the issue is developed which will better inform its preventative and investigative response; and frontline staff have an appropriate level of knowledge of the factors to identify cases and understand how to respond.	NEW GREEN	June 2016	The Child Sexual Exploitation and Abuse problem profile has been produced recommendations will be actioned and monitored at the Vulnerability Working Group. The provision of CSE training to officers further supports this recommendation.

The depths of dishonour: Hidden voices and shameful crimes

An inspection of the police response to honour-based violence, forced marriage and female genital mutilation

A national report by HMIC, published December 2015. Total of 14 actions: 11 are national and outside the remit of City of London Police. 3 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
9	By June 2016, chief constables in consultation with partner agencies should undertake research and analysis using diverse sources to understand better the nature and scale of HBV, FM and FGM in their force areas, and use this information to raise awareness and understanding of HBV, FM and FGM on the parts of their police officers and staff.	RED	June 2016	<p>An FGM needs assessment by the City's Public Health team determined there is a very low risk in the City. However, isolated cases might exist. This is covered in the "Tackling and Preventing FGM – City and Hackney Strategy". The Domestic Co-ordinator CoL is developing a City HBV/FM policy. Research and engagement has not produced any data suggesting there is an issue in the City of London. Further awareness training to staff and engagements with the community are planned. CoLP has established contact with the MPS attended their HBV/FM & FGM strategy group meeting on the 13th April 2016. MPS DCS is the deputy national lead for HBA. He is working to introduce this meeting as a London Regional strategic meeting for HBA, FGM, FM and other harmful cultural practices. The PPU DI or DCI will continue to attend the MPS HBA strategy group and any actions / updates will be fed back into force via the monthly internal safeguarding meeting. Any material shared will also be brought back to force via this route.</p> <p>This is being taken to the Independent Advisory Group to establish their knowledge of these issues and how best to raise community awareness. 2 IAG members have expressed interest, 1 in terms of understand the issues whilst the other has been involved in training on this topic.</p> <p>The production of an updated domestic abuse problem profile that includes FGM / HBV and FM is due for completion by the end of December 2016. Once produced, this will be GREEN.</p>

Regional Organised Crime Units: a review of capability and effectiveness

A national report by HMIC, Published November 2015, Total of 11 actions: 8 are national and outside the remit of City of London Police. 3 were areas relevant to the City of London Police, 2 are still in progress.

Recommendation		Status	Due Date	Comment
2	By 30 June 2016, the constituent forces of the London ROCU should ensure that they have reliable access to the '13 capabilities' identified within the ROCU development programme [see Annex A for full list of capabilities].	GREEN	June 2016	<p>The Home Office has reduced funding of the London ROCU by 68% in the current financial year without prior warning or consultation. MPS, as the large partner, has written to the Home Office highlighting the resultant issues.</p> <p>CoLP retains access to the '13 capabilities' either via its own resources or by collaboration with the MPS.</p>
3	<p>By 30 June 2016, every police force in England and Wales should publish an action plan that sets out in detail what steps it will take to make maximum use of the ROCU capabilities, minimise duplication at force level, and ensure that the use of shared ROCU resources are prioritised between regional forces. This action plan should be developed:</p> <ul style="list-style-type: none"> • in consultation with police and crime commissioners, ROCUs and the ROCU executive board; • with regard to both local force priorities (in particular, as specified in the relevant police and crime plan) and National Crime Agency (NCA) priorities; and • with regard to the other recommendations contained in this report. 	RED	June 2016	<p>See above, plus HMIC are aware of the current position, which will influence any follow-up inspection they undertake.</p> <p>Note: Discussions are ongoing at a regional level and are being led by the MPS, it is not therefore within the Force's gift to indicate when this issue might be resolved.</p>
8	By 30 June 2016, all ROCUs, forces and the NCA should adopt a common approach to the assessment of serious and organised criminal threats.	RED	June 2016	The position regarding the London ROCU remains unresolved, see above.

PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC published October 2015. Total of 2 recommendations, which are still in progress.

Recommendation		Status	Due Date	Comment
1	The force should develop a future workforce plan that is aligned to its overall demand and budget. The plans should include future resource allocations, the mix of skills required by the workforce and behaviours expected of them.	RED	March 2016	A draft workforce plan was submitted to HMIC during the June 2016 PEEL Inspection. This document had gaps and work is ongoing. The updated draft workforce plan was presented to Performance Sub Committee September 2016, however, it was noted additional work is required. Aspects of the plan are dependent on strategic operational threat and risk assessments being completed (by March 2017). The workforce plan will be completed before the next Spring PEEL Efficiency inspection. The AC is in discussion with the Chairman about this.
2	To support the workforce plan, the force should improve how it records and retains information concerning the skills and knowledge of the workforce to identify future training needs.	RED	March 2016	This is being reviewed and will in part be informed by the requirements of the workforce plan. A skills audit has been completed for Police Officers and a similar exercise is underway for Police Staff. This will also be complete by March 2017.

Working in Step

A joint inspection of local criminal justice partnerships by HMIC, HMCPSI and HMI Probation, published October 2015

Total of 2 actions: 1 is national and outside the remit of City of London Police. 1 was relevant to the City of London Police and is currently pending action by the Criminal Justice Board

Recommendation		Status	Due Date	Comment
2	Within six months of the Criminal Justice Board establishing the operating framework, leaders of local criminal justice agencies acting together, and in co-operation with the PCC, should undertake a fundamental review of local partnership arrangements to assess whether they are fit for purpose to lead improvements to the efficiency and effectiveness of the CJS at local level.	WHITE	Within 6 months of the completion of Rec. 1	Progression on this recommendation is dependent upon the Criminal Justice Board establishing an operating framework which to date has not been forthcoming despite the force chasing – there is no indication from the Criminal Justice Board when this will be available. The Head of Administration of Justice is contacting other force Criminal Justice leads to ascertain if they are taking a similar approach.

Recommendation		Status	Due Date	Comment
	<p>As a minimum, the review should include:</p> <ul style="list-style-type: none"> • an assessment of the health of the CJS locally, including its impact on victims and witnesses, and the extent to which perpetrators can expect swift justice; • a local assessment of risk and the views and experiences of the public to inform local priority setting; • the business and analytical support required for effective partnership planning, commissioning and co-ordination; and • identification and clarification of links with related partnerships so work is co-ordinated and mutually reinforcing. 			

In harm's way: The role of the police in keeping children safe

A national report, published July 2015, a joint inspection by HMIC and HMCPSi. The report highlights areas for attention and does not make specific recommendations

Total of 4 areas for attention [subdivided for ease of assessment], of these 1 is national and outside the remit of City of London Police, 1 is still in progress.

Area for Attention		Status	Due Date	Comment
1	At present senior officers do not know the outcomes for children following on from police activity. Nor do they know enough about the experiences and views of children who have been in contact with the police in order to inform service development.	RED	February 2016	A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed monthly to UPD and Crime Senior Management Teams. Additionally, the DI PPU has had discussion with Insp. Custody Manager about methods for surveying juveniles who have been dealt with by CoLP with a view to producing a questionnaire that could be given to juveniles when they leave custody as a way of receiving their feedback. The practicalities are currently being examined. Should be in place by February 2017.
	Information systems are poorly integrated and inputting data takes up considerable time that might be more usefully spent on investigations and enquiries. In failing to record basic data accurately such as the age, gender and ethnicity of children, police forces are unable to demonstrate they operate without discrimination.	GREEN	NA	Age, gender and ethnicity are recorded on custody records and are also recorded on crime and intelligence reports. The child coming to notice system has migrated onto the intelligence system saving officer time, improving records and linking. The force has plans to purchase new IT systems which should provide opportunity for further integration.