

HMIC Report Recommendations

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
RED	The recommendation cannot or will not be implemented (rationale required)
WHITE	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.

PEEL: Police Leadership 2016

A Force report by HMIC, Published [online only] December 2016 Total of 2 areas for further improvement, which are in progress.

Recommendation		Status	Due Date	Comment
1	City of London Police should evaluate its leadership programme and talent management schemes to ensure a structured, comprehensive and transparent approach so it can identify and develop potential leaders.	AMBER	March 2017	<u>Leadership Programme</u> Evidence already exists of evaluating the leadership programme and documents are continuing to be collated. Thereafter any gaps will be identified and addressed. This will include linkages to the workforce plan specifically the skills and capabilities database.
				<u>Talent Management</u> An action plan has been produced which incorporates conducting internal and external research, designing an overarching Talent Management Strategy and force schemes which support it. The workforce will be engaged in its development and then be formally communicated to. Delivery of this action plan is scheduled for completion by May 2017.
2	City of London Police should introduce a way of identifying and developing talented officers and staff in a consistent way across the workforce, making sure that the available schemes are communicated effectively.	AMBER	March 2017	

PEEL: Police Legitimacy 2016 – National

A National report by HMIC

Published December 2016

Total of 3 actions: 3 are relevant to the City of London Police and in progress.

Recommendation		Status	Due Date	Comment
1	Cause of concern HMIC is concerned that some forces are failing to comply with current national vetting policy. This means that these forces are employing individuals who have not undergone even basic vetting checks, which represents a significant risk to the integrity of the organisation.	NEW GREEN	June 2017	Within six months: The force is compliant with current national vetting policy and is anticipating updated national guidance due in early 2017.
	Recommendation To address this cause of concern, HMIC recommends that: <ul style="list-style-type: none"> • Within six months, all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so. • Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles. 	AMBER	December 2018	Within two years: Vetting clearance is already embedded within recruitment processes. Steps are being taken ensure appropriate vetting levels are maintained for officers and staff transferring roles within force.
2	Cause of concern HMIC is concerned that forces do not always recognise the problem of abuse of authority for sexual gain as a form of serious corruption. This means that this understanding is not always being reflected in the force's IPCC referral decisions, and there is no clear picture of the scale of the problem throughout police forces.	AMBER	March 2017	The force already recognises this type of problem as serious corruption and as such cases would be reviewed by 2 experienced officers. Reporting to the IPCC is part of the force standard operating procedure however the City is an outlier in terms of low numbers reported to the IPCC.

Recommendation		Status	Due Date	Comment
	Recommendation To address this cause of concern, HMIC recommends that: <ul style="list-style-type: none"> • Within three months, all forces should complete a retrospective review of allegations and consider referrals to the IPCC. • Within three months, forces should establish effective procedures to identify all future allegations of abuse of authority for sexual gain as serious corruption matters and make appropriate referrals to the IPCC. 			This has been discussed at IPCC liaison meetings and the IPCC are content with the force reporting appropriately. Any misconduct of this type would also be monitored at Professional Standards and Integrity Sub Committee. A retrospective review is being conducted by Professional Standards at which point this recommendation will be green.
		NEW GREEN	March 2017	The force already has effective procedures to identify all future allegations and makes appropriate referrals to the IPCC when cases require such action.
3	Cause of concern HMIC is concerned that some police counter-corruption units do not have the capability or capacity to seek intelligence on potential abuse of authority for sexual gain. This means that forces are not able to intervene early to safeguard potential victims and tackle unacceptable and potentially corrupt behaviour. Recommendation To address this cause of concern, HMIC recommends that: <ul style="list-style-type: none"> • Within six months, all forces should have started to implement a plan to achieve the capability and capacity required to seek intelligence on potential abuse of authority for sexual gain. These plans should include consideration of the technology and resources required to monitor IT systems actively and to build relationships with the individuals and organisations that support vulnerable people. 	AMBER	June 2017	A plan is to be created by May 2017 by the Head of Professional Standards; this will incorporate existing arrangements to introduce enhanced IT capability. In addition guidance documents are being prepared, by Professional Standards to increase awareness to the workforce that set out the boundaries of inappropriate, unprofessional behaviour.

PEEL: Police Legitimacy 2016 - CoLP

A Force report by HMIC, Published December 2016. Total of 5 actions relevant to the City of London Police, which are being progressed.

Recommendation		Status	Due Date	Comment
1	The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.	AMBER	March 2017	This recommendation has been considered by the force Strategic Management Board in January 2017 and allocated for action to the Head of Corporate Communication. An initial meeting took place with the Head of Corporate Communications on the 8 th February 2016 to formulate a plan to achieve this requirement.
2	Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.	AMBER	March 2017	The current Control Strategy is being updated by Professional Standards for completion by March 2017. Professional Standards are scoping the work required to produce a local counter corruption strategic assessment, the outcome of which will include a timescale for delivery.
3	The force should improve how it clarifies and reinforces standards of behaviour to its workforce, in particular when dealing with vulnerable people, including victims of domestic abuse.	AMBER	March 2017	Professional Standards are producing quarterly professionalism bulletins which includes examples of issues officer may face and appropriate responses to them. This work builds upon previous communications to the workforce by Professional Standards re standards and behaviour. Any <i>specific</i> learning outcomes from any debrief regarding standards of professionalism required are also shared at the Force Organisational Learning Forum as appropriate.
4	The force should improve how it identifies and understands its workforce's wellbeing needs.	AMBER	March 2017	This work is being scoped by Human Resources and includes research; an action plan will be developed thereafter.

Recommendation		Status	Due Date	Comment
5	The force should improve how it manages individual performance of its officers and staff.	AMBER	March 2017	

PEEL: Police Efficiency 2016

A Force report by HMIC, Published November 2016. Total of 5 actions relevant to the City of London Police which are being progressed. A national report was also published in November 2016 did not contain any recommendations.

Recommendation		Status	Due Date	Comment
1	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	<u>ICT strategy</u> Work to support the development of an ICT strategy is underway by use of workshops within force directorates. An ICT Strategy is to be delivered to the Assistant Commissioner at the end of February 2017.
		NEW GREEN		<u>Workforce Plan</u> A final draft workforce plan has been produced and reviewed by the Assistant Commissioner. The workforce plan is submitted to February 2017 Performance Sub as an agenda item
		AMBER		<u>Future Demand</u> External consultants are being procured by City of London Police and the Chamberlain to assist the force with this work. Procurement is due for completion by the end of March 2017
2	City of London Police should ensure its understanding of the demand for its services, and the expectations of the public, is	AMBER	March 2017	External consultants are being procured by City of London Police and Chamberlains to assist the force with this work. Procurement is due for completion by the end of March 2017

Recommendation		Status	Due Date	Comment
	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'.			
3	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	March 2017	Finance is developing service based costing for implementation in the new financial year [2017/2018]. The Force has already costed aspects of its service in this way within Economic Crime and this approach will be the basis of the model moving forward.
4	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	March 2017	Draft proposals have been documented and are being consulted on within force. Consultation is expected to conclude by the end of February 2017 with plans for implementation thereafter.
5	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	March 2017	This work has been addressed in the workforce plan to an extent. Consultants are being engaged to assist the force with predicting future demands. This will dovetail with the workforce plan which will be updated going forward.

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 remains in progress.

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	RED	November 2016	The national Digital First Team has distributed a questionnaire which has been completed and returned. Updated encryption software has been installed on the appropriate force computers within the Administration of Justice unit. The CPS is currently testing the encryption software on their systems, results pending – this continues to be actively chased by the force Head of Administration of Justice.

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

A national report by HMIC, Published April 2016. This is the subject of a report to SMB 15th June 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, 2 are still in progress.

Recommendation		Status	Due Date	Comment
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.	NEW GREEN	April 2017	Future training needs are to be factored into the force training plan; this is informed by the Force Workforce Plan.
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 Organisational Learning process.	AMBER	April 2017	The force undertakes regular testing exercises, although it has been recognised that these could be better co-ordinated. This area of work has been allocated an Inspector resource to co-ordinate. Learning from exercises is captured at de-briefs and at Organisational Learning Forum. A central repository of documents relating to testing exercises is currently being created and the requirement for any discrete budget examined. At the conclusion of these activities this will be green Learning from exercises is already garnered at de-briefs and shared at

Recommendation		Status	Due Date	Comment
				the OLF as appropriate.
4	There needs to be a greater knowledge and understanding of the capabilities of Airwave and the use of the interoperable channels.	NEW GREEN	April 2017	The capabilities of Airwave and how it is utilised are included within the training identified in recommendation 2.
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	<p>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.</p> <p>In addition, learning outcomes from training exercises are shared at multi agency debriefs and the force Organisational Learning Forum as appropriate.</p> <p>This will be green when a process is in place to evidence that learning has been embedded.</p>

PEEL: Police Effectiveness 2015 – CoLP

A national report by HMIC, Published February 2016. Total of 2 actions: 0 are national and outside the remit of City of London Police.

2 were areas relevant to the City of London Police, 1 is still 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.	NEW GREEN	April 2017	<p>The force has identified 3 offenders who met the criteria for Integrated Offender Management intervention and a Memorandum of Understanding has been signed off between the force and the Metropolitan Police.</p> <p>CoLP is now attending the Metropolitan Police Task and Finish meeting whilst the City Community Multi Agency Risk Assessment conference will act as our local Integrated Offender Management panel [8th February 2017]. This meeting accepted the first offender into the process.</p>
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	March 2016	<p>The force has visited Durham Police, who HMIC have identified as an outstanding force, and best practices are being adopted to improve awareness of organised crime groups to Communities teams and Uniformed Officers.</p> <p>These new practises are to be launched in March 2017 by the Force Intelligence Bureau at which point this will be green.</p>

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, 0 are still in progress.

Recommendation		Status	Due Date	Comment
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. 	NEW GREEN	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 was presented at the force Vulnerability Working Group at its 14th February 2017 meeting. 4) Data requirements to support the dashboard have been specified. 5) to 9) The force has established a Vulnerability Steering group, chaired by Commander Ops. The first meeting was held on the 18th August 2016 and there have been 3 further meetings. The Communication Strategy will support the above.

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>The City of London Public Health team undertook a brief FGM needs assessment to determine the risk to City – the outcome of which is nil. However, this does not mean there won't be isolated cases or people affected who are travelling to the City. This is encompassed in the "Tackling and Preventing FGM – City and Hackney Strategy". The Domestic Co-ordinator CoL is developing a City HBV/FM policy.</p> <p>Research and engagement continues but has not produced any data suggesting this is an issue for the City of London. Further awareness delivery to staff and engagements with the community formed part of the force's participation in the International Day of Zero Tolerance for Female Genital Mutilation [6th February 2017]. CoLP has established contact with the MPS attended their HBV/FM & FGM strategy group meeting on the 13th April 2016. MPS DCS Campbell 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.</p> <p>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</p>

Recommendation		Status	Due Date	Comment
				<p>understand the issues whilst the other has been involved in training on this topic.</p> <p>The production of an updated domestic abuse problem with includes FGM / HBV and FM was due for completion by the end of December 2016 having been prioritised 2nd behind the CSE problem profile. Lack of engagement from partners has delayed production of this document and a 3rd deadline has elapsed with no input from partners. The force will now publish the problem profile for the end of February 2017 at which point this recommendation 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, 0 are still in progress.

Recommendation		Status	Due Date	Comment
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 	NEW WHITE	June 2016	<p>The Home Office has reduced funding of the London ROCU by 68% in 2016/2017 without prior warning or consultation. MPS, as the large partner, has written to the Home Office highlighting the resultant issues.</p> <p>In essence the London ROCU no longer exists and there are no plans to replace the it. A new operating model is in place and being formalised by Memorandum of Understanding.</p> <p>CoLP retains access to the '13 capabilities' either via its own</p>

Recommendation		Status	Due Date	Comment
	<p>National Crime Agency (NCA) priorities; and</p> <ul style="list-style-type: none"> with regard to the other recommendations contained in this report. 			<p>resources or by collaboration with the MPS.</p> <p>HMIC are aware of the current position, which will influence any follow-up inspection they undertake.</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.	NEW GREEN	June 2016	It has been established the force does have the same approach and a Memorandum of Understanding is in development to formalise the support each force [CoLP/MPS] requires to tackle Serious and Organised Crime.

PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC. Published October 2015. Total of 2 actions: 0 are national and outside the remit of City of London Police. 2 were areas relevant to the City of London Police, 1 is 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.	NEW GREEN	March 2016	<p>A final draft of the WFP has been produced and reviewed within force and is on the agenda for this Performance Sub February 2017.</p> <p>This will be fully linked to the demand work once completed by consultants in approx May 2017.</p> <p>The workforce plan is a standing agenda item for the force Strategic Workforce Planning Board, chaired by the Assistant Commissioner.</p>
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	An initial skills audit for the workforce has been undertaken and the results are being fed into the force training system ahead of the next PEEL inspection anticipated May / June 2017.

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, two of which have been delivered. Of these 4 areas, 1 is national and outside the remit of City of London Police, 1 remains in progress as below.

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	<p>A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed monthly to Senior Management Teams [Uniform Policing and Crime Directorates, and also sent to the Children's Services & Education Department at the City of London Corporation where they cross match to the contacts received by the Child & Families Team Hub Duty desk.</p> <p>The Head of Public Protection Unit has met with Children Social Care to discuss mechanisms for collating the experiences of children who have been in contact with police. Several of these are being pursued and an assessment of their effectiveness will be known by the end of March 2017.</p>