

HMIC Report Recommendations

Traffic Light Colour	Meaning 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 is beyond designated deadline or cannot / will not be implemented (rationale required) or
WHITE	The recommendation is not CoLP responsibility to deliver and is dependent upon another organisation delivering a product.

PEEL: Police Effectiveness 2016

A National report by HMIC

Published March 2017

There are 5 recommendations; 3 of which apply to force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Cause of concern HMIC found that neighbourhood policing continues to be eroded. The police service is no longer consistently implementing elements of neighbourhood policing known to be effective in preventing and tackling traditional crime, and has not yet applied these to 21st century threats (online crime and so-called hidden and complex crimes).</p> <p>Recommendation 1 By December 2017, the College of Policing, working with the National Police Chiefs' Council and the Association of Police and Crime Commissioners, should review the existing evidence about what makes effective neighbourhood policing, and</p>	WHITE	December 2017	This action is for the College of Policing working with the NPCC and APCC.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>develop and issue national guidance setting out the essential elements of neighbourhood policing which all forces should provide. This guidance should cover, but not be limited to:</p> <ul style="list-style-type: none"> • public engagement to inform preventative policing activity; • targeted intelligence-led preventative activity and patrolling; • effective problem-solving policing to prevent crime and anti-social behaviour; • effective involvement of neighbourhood policing in tackling serious and organised crime, in preventing violent extremism and in keeping the most vulnerable members of communities safe; • effective multi-agency approaches to local problems; • analytical capability to support effective and targeted preventative policing; and • capability to review and assess the effectiveness of the action taken, to learn what works and to implement that effectively across the whole force area. • Immediately after the national guidance has been issued, all forces should review their own approach to neighbourhood policing to determine whether the service they provide to local communities meets these guidelines. As soon as practicable thereafter, they should put into effect any necessary changes to implement the national guidance. 			

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Cause of concern HMIC found a severe shortage of qualified detectives and other investigators and has concluded that this now constitutes a national crisis. Some forces are coping with significant increases in the number of complex crimes (including serious sexual offences) but in other forces there are not enough qualified detectives and other investigators efficiently and effectively to meet the demand. In addition, there is little, if any, capacity for forces to assist one another through the temporary loan of detectives or other investigators where this is necessary or expedient. While the National Police Chiefs' Council (NPCC), working with forces, is already taking steps to tackle the national shortage, it is vital that this activity is of sufficient pace and scale to solve the problem.</p> <p>Recommendation 2</p> <ul style="list-style-type: none"> • By June 2017, the National Police Chiefs' Council, working with the College of Policing, should review what is currently being done at both force and national levels to tackle the national shortage of qualified detectives and other investigators. By June 2017, they should provide a report to HMIC and the Home Office as to whether the steps now being taken are sufficient to tackle the shortfall and, if they are not, as to what further steps are necessary in that respect. • By December 2017, the National Police Chiefs' Council, working with the College of Policing, should establish and immediately put into effect and expeditiously pursue a national action plan to remedy the shortfall in numbers of detectives and qualified investigators. 	WHITE		This action is for the NPCC working with the CoP

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>The action plan should state the respective responsibilities of individual forces, the NPCC, the College of Policing and the Home Office in this respect, and contain a specification of the steps to be taken by each and the timescale according to which those steps should be taken.</p>			
<p>Cause of concern HMIC found that there is an unacceptable and poorly-understood variation in the extent to which forces assign to investigations the outcome type (see annex for further details): ‘Evidential difficulties: victim does not support police action’.</p> <p>Recommendation 3 Each force that has assigned to appreciably high levels of investigations (when compared with other forces) the outcome type (Cleveland Police, Kent Police, Hampshire Constabulary, Humberside Police, Warwickshire Police and West Mercia Police) ‘Evidential difficulties: victim does not support police action’ should:</p> <ul style="list-style-type: none"> by 1 May 2017, produce and submit to HMIC an action plan that sets out: how it will undertake a comprehensive analysis of the use of this outcome type across the force area in order fully to understand why it is an outlier; how it will review the extent to which the force’s use of this outcome type is 	AMBER	September 2017	<p>This action does not directly apply to the City of London Police however, the extent to which ‘Evidential difficulties: victim does not support the police action’ is recorded as an outcome should be understood and appropriate action taken if necessary. Strategic Development is engaging with Business Leads to define and progress actions.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>appropriate; and, as is likely, the steps that it will take to improve its service to victims by reducing the extent to which investigations are assigned to this outcome type;</p> <ul style="list-style-type: none"> immediately thereafter put that action plan into effect; and by 30 June 2017, submit to HMIC a report on the results of the comprehensive analysis of the use of this outcome type. <p>By September 2017, the Home Office, working with the National Police Chiefs' Council and police forces, should determine whether any further guidance should be issued regarding the use of this outcome type or whether more significant changes are required to the outcomes framework, and if necessary issue further guidance in this respect to forces as soon as practicable thereafter.</p>			
<p>Cause of concern HMIC found that in many forces there is a material lack of focus, grip and effective activity directed to apprehending wanted suspects. There are too often inconsistencies and weaknesses in how rapidly forces circulate information about wanted suspects on the Police National Computer (PNC), and too often inadequate efforts are made to apprehend these individuals once the information has been circulated.</p> <p>Recommendation 4</p> <ul style="list-style-type: none"> Immediately, all forces should review their current 	AMBER	Immediate	Strategic Development is engaging with the Force Intelligence Bureau to undertake this review and timelines for completion.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>procedures for apprehending wanted suspects, assess the number of wanted suspects on the PNC and those whose details have yet to be circulated on the PNC, and take prompt and effective action to apprehend those suspects.</p> <ul style="list-style-type: none"> • By September 2017, the National Police Chiefs' Council (NPCC) should develop clear guidance for forces on the requirements and process for entering the details of suspects on the Police National Computer and the reasonable steps forces should take to apprehend those wanted individuals once their details have been circulated. The NPCC should work closely with forces to develop this guidance. • In its PEEL effectiveness inspection 2017, HMIC will test forces' readiness to comply with the established approach. 			
<p>Causes of concern HMIC found that the current approach to mapping organised crime groups is applied by forces in an unacceptably inconsistent way, giving an incomplete and inaccurate picture of the national threat. Given the severity and nature of organised crime, a more coherent and consistent approach is critical.</p> <p>Recommendation 5</p> <ul style="list-style-type: none"> • Immediately, the responsibility for mapping organised crime groups should be transferred from individual police forces to regional organised crime units, and this transfer should be completed no later than September 2017. • By September 2017, in order to improve the 	AMBER	Immediate	Strategic Development will discuss this with the Directorate Head I&I since the London ROCU no longer exists.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>consistency of organised crime group mapping, the National Crime Agency should lead a comprehensive review of the suitability of the current mapping approach for assessing and tackling the broad range of threats posed by serious and organised criminality (including organised crime groups, urban street gangs and other criminal networks) and, if necessary, issue guidance on a revised national approach as soon as practicable thereafter.</p>			

PEEL: Police Effectiveness 2016

A Force report by HMIC

Published March 2017

There are a total of 13 actions for the force.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Areas for improvement The force should improve its approach to collecting and analysing intelligence – including intelligence from its main partner organisations – to provide a detailed understanding of its communities.</p>	AMBER	September 2017	An overarching improvement plan is in development, however since the publication of this report, intelligence reports have more than doubled and the governance and processes of managing Serious and Organised Crime have been enhanced.
<p>Areas for improvement The force should adopt a structured and consistent problem-solving process to enable it to tackle crime and anti-social behaviour more effectively.</p>	AMBER	September 2017	

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p>Areas for improvement</p> <p>The force should ensure that there is regular and active supervision of investigations to improve quality and progress.</p>	AMBER	September 2017	As above, owners for these areas have been identified and an improvement plan is in development.
4	<p>Areas for improvement</p> <p>The force should ensure that its integrated offender management programme is implemented consistently across all areas.</p>	AMBER	September 2017	
5	<p>Areas for improvement</p> <p>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.</p>	AMBER	September 2017	
6	<p>Areas for improvement</p> <p>The force should reassure itself that in relation to the use of victim personal statements it is fully compliant with its duties under the Code of Practice for Victims of Crime.</p>	AMBER	September 2017	
7	<p>Areas for improvement</p> <p>The force should enhance its ability to gather and use intelligence from a range of sources to develop its understanding of serious and organised crime.</p>	AMBER	September 2017	
8	<p>Areas for improvement</p> <p>The force should ensure that it maps all organised crime groups promptly following identification.</p>	AMBER	September 2017	

Recommendations & Areas for Improvement		Status	Due Date	Comment
9	<p>Areas for improvement</p> <p>The force should ensure that it prioritises activity aimed at tackling organised crime groups effectively in order to protect communities from harm.</p>	AMBER	September 2017	
10	<p>Areas for improvement</p> <p>The force should improve its understanding, across the government's national 4P framework, of the impact of its activity against serious and organised crime, and ensure that it learns from experience to maximise the force's disruptive effect on this activity</p>	AMBER	September 2017	
11	<p>Areas for improvement</p> <p>The force should enhance its approach to the lifetime management of organised criminals to minimise the risk they pose to local communities. This approach should include routine consideration of ancillary orders, partner organisation powers and other tools to deter organised criminals from continuing to offend.</p>	AMBER	September 2017	
12	<p>Areas for improvement</p> <p>The force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.</p>	AMBER	September 2017	

Recommendations & Areas for Improvement		Status	Due Date	Comment
13	Areas for improvement The force needs to test its own vulnerability to significant cyber attack.	AMBER	September 2017	

Best Use of Stop and Search Scheme revisit 2016

A Force report by HMIC
Published February 2017

HMIC reported that following a revisit in November 2016 they found that the force was compliant with the Best Use of Stop and Search scheme having previously failed on 2 requirements.

HMIC further advised that the force's monitoring and analysis could be further enhanced and these suggestions have been accepted and are reported below. These are not formal Areas for Improvements but are included within this schedule for completeness.

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
Areas for Enhancement Enhance monitoring data on:				
1	the reason for searches (e.g. drugs) by ethnicity and age	RED	April 2017	Strategic Development has discussed these with the Chair of Stop and Search and Use of Force Working Group. The working group has a performance dashboard which will be amended to include recommendations 1 and 2 plus an analysis by gender. The new data requirements to meet recommendations 1 to 3 are currently being considered by Performance Information Unit for production of new business objects reports.
2	the rate at which the item searched for is found, by ethnicity and age	RED		

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	RED		<p>Action Required: New business object reports need to be written and the dashboard amended to reflect the changes.</p> <p>Current position: Draft business object reports were expected by end of March 2017 but production was initially delayed which was then compounded by a staff resignation. Strategic Development has requested a new timeline for delivery but this should be delivered during the next reporting period.</p> <p>The Stop and Search and Use of Force Dashboard will be amended following the production of the business objects reports.</p>

PEEL: Police Leadership 2016

A Force report by HMIC

Published [online only] December 2016

2 actions are relevant to the City of London Police and in progress.

HMIC has not set deadlines for these Areas for Improvement. Evidence of improvement will be tested by HMIC during the Spring PEEL Inspection commencing 8th May 2017.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Areas for improvement 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.</p> <p>and</p>	NEW GREEN	March 2017	<p><u>Leadership Programme</u> An evaluation report for the Leadership programme was presented to the May 2017 Force Change Board.</p>
2	<p>Areas for improvement 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.</p>			RED

PEEL: Police Legitimacy 2016 – National

A National report by HMIC

Published December 2016

Total of 3 actions are relevant to the City of London Police, 1 is complete and 2 are in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p>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.</p> <p>Recommendation To address this cause of concern, HMIC recommends that:</p> <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. 	GREEN	June 2017	<p><u>Within 6 months</u></p> <p>The Head of Professional Standards confirms that current national vetting standards are being complied with.</p> <p>New guidelines are expected in 2017 and PSD will action accordingly.</p> <p>The Professional Standards Control Strategy has been produced and vetting is fully referenced in it.</p>
	AMBER	December 2018	<p>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.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>2</p> <p>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.</p> <p>Recommendation To address this cause of concern, HMIC recommends that:</p> <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. 	<p>NEW GREEN</p>	<p>June 2017</p>	<p>The City of London Police is an outlier for the reporting of such cases to the IPCC. This has been discussed at IPCC liaison meetings and there is acceptance the force is reporting appropriately.</p> <p>A process to identify allegations of abuse of authority already exists. The force recognises this abuse as serious corruption and force process includes review of such cases by 2 experienced officers.</p> <p>A retrospective review of cases in the 3 years 1/4/2014 to 9/2/2017 has been undertaken by PSD in relation to Abuse of Authority – no cases found.</p>
<p>3</p> <p>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.</p> <p>Recommendation To address this cause of concern, HMIC recommends that:</p> <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 	<p>AMBER</p>	<p>June 2017</p>	<p>The force has already launched [February 2017] 'Bad Apple' – two way confidential reporting which supports this work. A regular 'Professionalism' newsletter has been launched by the Assistant Commissioner in May 2017.</p> <p><u>Action required</u> Produce a plan and begin implementation.</p> <p><u>Current Progress</u> The Head of Counter Corruption has produced a draft plan which is the subject of review and the establishment of timelines. A final version of the plan is under review by the Head of Professional Standards. Implementation will commence thereafter at which point this will be GREEN.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>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.</p>			

PEEL: Police Legitimacy 2016 - CoLP

A Force report by HMIC
Published December 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police, 3 are in progress.

HMIC has not set deadlines for these Areas for Improvement, but they will revisit this in the 2017 PEEL inspection commencing as early as March 2017.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p>Areas for improvement The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves</p>	<p>RED</p>	<p>April 2017</p>	<p>Professional Standards will be implementing a questionnaire as part of the post complaint procedure to establish feedback from the complainant. This is currently being trialled until July 2017 before a formal launch.</p> <p>The Corporate Communication Department has been undertaking a review of ‘surveying’ relevant parties in conjunction with the City of London Corporation. The Corp Comms Director is in discussion with survey companies to explore options and receive quotes. An options report is being presented to the Force Strategic Management Board in June 2017 for a decision.</p> <p>The Force is working with the Corporation to establish how we can work together to use their existing channels and tools to engage with the hard to reach communities within the City, this includes utilising the City Resident magazine in June 2017. This includes the establishment of an Engagement Working Group which includes CoL representatives.</p> <p>The force external website is being enhanced to include a ‘you said, we did’ section to update the Community on issues which have been raised and how the force responded. The Force has also utilised Twitter and</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Facebook in support of this.
2	<p>Areas for improvement Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.</p>	NEW GREEN	March 2017	Professional Standards currently feeds into the force wide strategic assessment and have a section within this document - there is no need for a separate Strategic Assessment for counter corruption.
3	<p>Areas for improvement 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.</p>	NEW GREEN	March 2017	Professional standards have produced a quarterly professionalism bulletin 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.

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	Areas for improvement The force should improve how it identifies and understands its workforce's wellbeing needs.	RED	March 2017	<p>The force has established a Well Being Plan and a Senior manager has been identified the Force Well Being Champion.</p> <p>The force is currently undertaking a staff survey which is being facilitated by Durham University. Upon completion of the survey and the production of a report by Durham University the force will produce an action plan. Results of the Staff Survey will inform the Well Being Plan and full delivery of this plan will turn this action GREEN.</p>
5	Areas for improvement The force should improve how it manages individual performance of its officers and staff.	RED	March 2017	<p>The force has established a Performance Development Action Plan with a timeline for delivery of December 2017.</p> <p>The initial steps of the plan have been delivered and a draft Talent Management Strategy has been produced pending consultation with the Chief Officer Team, and sign-off.</p>

PEEL: Police Efficiency 2016 CoLP

A Force report by HMIC
Published November 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police, 5 are in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p>Causes of concern The lack of clear coherent plans in City of London Police is a cause of concern to HMIC. It means that it is not possible for us to be confident that the force will continue to be able to provide efficient and effective policing in the future. To address the cause of concern HMIC sets out a recommendation below.</p> <p>Recommendation By 31 May 2017, City of London Police needs to complete its ICT strategy, workforce plan, and analysis of future demand for its services.</p>	NEW GREEN	May 2017	<p><u>ICT strategy</u> A CoLP ICT Strategy has been produced and was presented IT Sub Committee on the 22nd February 2017.</p>
	GREEN		<p><u>Workforce Plan</u> This was an original recommendation from PEEL Efficiency 2015 progress repeated below.</p> <p>This plan was presented to Committee in February 2017 and is now a standing agenda item for Strategic Workforce Planning where is will be reviewed monthly and updated bi-annually.</p>
	AMBER		<p><u>Future Demand</u> External consultants have been appointed and have commenced work against agreed terms of reference.</p> <p>The demand and resource build also provides some evidence of future demand. These documents have been provided to HMIC as part of the document return for the PEEL spring inspection. The demand and resource build process has now progressed and an Overarching STRA report document has also been provided to HMIC.</p> <p>External Consultants report is expected for early July 2017 at which point this will be GREEN.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<p>Areas for improvement 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'.</p>	RED	March 2017	<p>External consultants have been appointed and have commenced work against agreed terms of reference.</p> <p>The demand and resource build also provides some evidence of future demand. These documents have been provided to HMIC as part of the document return for the PEEL spring inspection. The demand and resource build process has now progressed and an Overarching STRA report document has also been provided to HMIC.</p> <p>External Consultants report is expected for early July 2017 at which point this will be GREEN.</p>
3	<p>Areas for improvement 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.</p>	RED	March 2017	<p>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.</p> <p>A Priority based Budget Methodology has been produced and revised February 2017.</p> <p>Expenditure options will feature with the 2017 STRA process commencing July 2017 – at this point this will be GREEN</p>
4	<p>Areas for improvement 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.</p>	RED	March 2017	<p>A Benefits Strategy has been drafted and a Benefits tool is in production for trialling at the end of May 2017 and launched at which point this will be GREEN</p> <p>Products from the toolkit will be presented and monitored at Force Change Board.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p>Areas for improvement</p> <p>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.</p>	RED	March 2017	<p>This work has been addressed to a degree in the workforce plan. Consultants have been engaged to assist the force with providing future demands. This will dovetail with the workforce plan which will be updated going forward. A skills audit of the force is progress due for delivery in October 2017 at which point this will be GREEN.</p> <p>HR have produced a draft Recruitment Plan and Retention Strategy .</p>

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 and are complete

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<p>Recommendation</p> <p>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</p>	NEW GREEN	November 2016	<p>A suitable encryption process has been agreed with the CPS and has gone live within the force Administration of Justice Unit [May 2017] and will be rolled across the force.</p>

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 are national and outside the remit of City of London Police.

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p>Recommendation</p> <p>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.</p>	RED	April 2017	The force undertakes regular testing exercises, although it is 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.
5	<p>Recommendation</p> <p>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.</p>	RED	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 fed into the force Organisational Learning Forum.</p> <p>This will be green when a process is in place to record, track and 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
<p>2</p> <p>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.</p>	<p>RED</p>	<p>31/3/2016</p>	<p>The force has visited Durham Police, who HMIC have identified as an outstanding force, and best practises 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 by the Force Intelligence Bureau at which point this will be green.</p>

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 are 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.			
	NEW GREEN	June 2016	HBV/FM & FGM was investigated as part of the development of the Domestic Abuse Profile which was published on the 14 th March 17

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
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 feed into the force training system ahead of the next PEEL inspection anticipated May / June 2017. In addition to the skills audit the force is also 'baselining' its current skills and capability requirements. It is collecting data around actual

Recommendation		Status	Due Date	Comment
		RED		skill requirements for each role and will use this to compare against skills audit conducted to identify gaps etc which will be fed into strategic training plan and workforce requirements for the future. This will also link with the STRA in that future demand will give an indication of future skill requirements which can be added to baselined roles and then feed into future planning requirements. Again this is being conducted with a phased approach, initially officer roles up to the rank of Chief Insp are being baselined to be followed by support staff, Specials and then more senior roles. IT systems are also being investigated to support management reporting in this area and to assist in reaching informed planning requirement decisions. The work is expected to be delivered by October 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 [Strategic Development has 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. 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.	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 Senior Management Teams [Uniform Policing and Crime Directorates, and also sent to Children's Services and Education Departments at the City of London and lead Member for Vulnerability. Plans for a questionnaire for completion by children upon being released from custody are currently being explored.