

## HMICFRS Report Recommendations

Traffic Light Colour	Definition of target achievement
<b>GREEN</b>	The recommendation is implemented
<b>AMBER</b>	The recommendation is subject to ongoing work and monitoring but is anticipated will be implemented
<b>RED</b>	The recommendation is beyond designated deadline or cannot / will not be implemented (rationale required) or
<b>WHITE</b>	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.

## Out-of-court disposal work in youth offending teams

A national joint report by HMICFRS and HMI Probation

Published March 2018

This report makes 11 recommendations, 5 are for the force and are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><b>Recommendation</b></p> <p>The Ministry of Justice and the Youth Justice Board should include community resolutions in criminal justice system reoffending statistics, and evaluate their effectiveness in reducing offending and improving outcomes for children.</p>	<b>WHITE</b>	No deadline specified within the report	This action is for the Ministry of Justice and the Youth Justice Board

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<p><b>Recommendation</b> The Youth Justice Board should make sure that guidance on use of Asset Plus or other assessment frameworks meets the needs of local areas when seeking to undertake out-of-court disposal work.</p>	WHITE	No deadline specified within the report	This action is for the Youth Justice Board.
3	<p><b>Recommendation</b> Youth offending team management boards should make sure that out-of-court disposal work is evaluated, is of good quality and is effective.</p>	WHITE	No deadline specified within the report	This action is for the Youth offending team management boards.
4	<p><b>Recommendation</b> Youth offending teams and chief constables should: Make sure that the requirements of youth conditional cautions are meaningful to children, and describe the desired outcomes and how these will be achieved.</p>	AMBER	No deadline specified within the report	<p>This actions are for the Youth offending teams and chief constables.</p> <p>This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.</p>
5	<p><b>Recommendation</b> Youth offending teams and chief constables should: Make sure that all victims have a fully informed and effective opportunity to have their views heard, and to receive an appropriate restorative intervention.</p>	AMBER		

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<p><b>Recommendation</b> Youth offending teams and chief constables should: Make sure that children understand the implications of receiving an out-of-court disposal before they are asked to accept it.</p>	AMBER		
7	<p><b>Recommendation</b> Youth offending teams should make sure that assessment and planning are of good quality, and take account of the child's views on what may help them to avoid offending.</p>	WHITE	No deadline specified within the report	These action are for Youth offending teams.
8	<p><b>Recommendation</b> Youth offending teams should make sure that decision making is informed by assessment of the child.</p>			
9	<p><b>Recommendation</b> Youth offending teams should give specific attention to victims and the protection of the public in the assessment, planning and delivery of out-of-court disposal work.</p>			
10	<p><b>Recommendation</b> Chief constables should make sure that referrals to YOTs are sufficiently timely to meet the needs of victims for speedy justice and achieve the objectives of out-of-court disposals; and make the YOT aware of all community resolutions given by the police.</p>	AMBER	No deadline specified within the report	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

Recommendations & Areas for Improvement		Status	Due Date	Comment
11	Chief constables should make sure that they have clear and consistently applied policies for the gathering of fingerprints and other biometric information in youth caution and conditional caution cases.	AMBER		This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

## PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS

Published March 2018

This report was published 22<sup>nd</sup> March 2018. There is 4 recommendations which applies to the force and are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><b>Recommendation</b></p> <p>By October 2018, all forces should review their own approach to neighbourhood policing to check whether the service they provide to local communities meets these guidelines. As soon as possible, they should make any changes they need to implement the guidelines.</p>	AMBER	October 2018	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>2</p> <p><b>Recommendation</b>            By September 2018, all forces with a shortage in qualified detectives and/or other investigators should develop an action plan. The plan should set out in detail what the force will do to address the shortage in the short, medium and long term. It should be in line with the national plan to develop investigative capacity and capability that all chief constables in England and Wales have agreed.            This plan should draw on the information in the force management statement about:  <input checked="" type="checkbox"/> the investigative demand the force expects to face in the next four years; and  <input checked="" type="checkbox"/> how the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand.            To make sure the plans are consistent, the National Police Chiefs' Council lead on investigative resilience has agreed to provide advice on the areas each plan should cover by April 2018.</p>	<p>AMBER</p>	<p>September 2018</p>	<p>This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.</p>
<p>3</p> <p><b>Recommendation</b>            The College of Policing, working with the NPCC leads, should develop an approach to peer review. This approach should support forces to work with each other to improve how they identify, respond to and keep safe vulnerable victims.            The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.</p>	<p>AMBER</p>	<p>September 2018            And            January 2019</p>	

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<p><b>Recommendation</b></p> <p>By September 2018, all forces should review how they are implementing changes to pre-charge police bail, working with the National Police Chiefs' Council lead.</p> <p>The review should include an assessment of how far vulnerable people are being affected by these changes.</p> <p>As soon as possible, forces should then put into effect any necessary changes to make sure they are using bail effectively, and in particular that vulnerable victims get the protection that bail conditions can give them.</p>	AMBER	September 2018	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

## PEEL: Police Effectiveness 2017 – CoLP

A national report by HMICFRS  
Published March 2018

This report was published 22<sup>nd</sup> March 2018. There are 5 recommendations for the force to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><b>Area for Improvement</b></p> <p>The force should review its process for sharing information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.</p>	AMBER	<p>No deadlines set by HMICFRS</p> <p>Force to determine</p>	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<p><b>Area for Improvement</b> The force should ensure that it is proactive in its approach to identifying and apprehending those who produce or share indecent images of children.</p>	AMBER	<p>No deadlines set by HMICFRS</p> <p>Force to determine</p>	This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.
3	<p><b>Area for Improvement</b> The force should implement a process to obtain feedback from victims of domestic abuse.</p>	AMBER	<p>No deadlines set by HMICFRS</p> <p>Force to determine</p>	
4	<p><b>Area for Improvement</b> 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 agency powers, and other methods to deter organised criminals from continuing to offend.</p>	AMBER	<p>No deadlines set by HMICFRS</p> <p>Force to determine</p>	

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p><b>Area for Improvement</b></p> <p>The force should strengthen its response to drug-dealing networks using 'county lines', to stop them inflicting violence and exploitation on local communities</p>	AMBER	<p>No deadlines set by HMICFRS</p> <p>Force to determine</p>	<p>This is a new report published March 2018 and Strategic Development will progress this with relevant leads in force and update at the next Performance Sub Committee.</p>

## PEEL: Police Leadership 2017 – National

A national report by HMICFRS

Published February 2018

There is 1 recommendation which applies to the force, actions required are repeated and monitored within force level PEEL reports included elsewhere within this schedule: this recommendation is therefore reported as closed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Forces need to improve their use of performance and development review processes, in line with College of Policing guidance. This should form part of the ability of forces to understand the leadership skills and capabilities in the workforce. It also has wider implications for forces' abilities to succession plan effectively, using targeted leadership development, and to make sure that wellbeing provisions are communicated effectively to all ranks and grades within the workforce.</p>	NEW CLOSED	<p>No deadline set by HMICFRS</p>	<p>Actions required to meet this recommendations are repeated and monitored within force level PEEL reports for 2017.</p>

# PEEL: Police Legitimacy 2017 – National

A national report by HMICFRS  
Published 12<sup>th</sup> December 2017

There are 2 recommendations which apply to the force and are to be progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><b>Cause of concern</b> HMICFRS is concerned that forces are not able to demonstrate that the use of stop and search powers is consistently reasonable and fair. In particular, there is over-representation of BAME people, and black people in particular, in stop and search data which many forces are unable to explain.</p> <p><b>Recommendation</b> By July 2018, all police forces across England and Wales should be regularly and frequently monitoring a comprehensive set of data and information on use of stop and search powers to understand:</p> <ul style="list-style-type: none"> <li>the reasons for any disproportionate representation of different ethnic groups in the use of stop and search;</li> <li>the extent to which find rates differ between people from different ethnicities, and across different types of searches (including separate identification of find rates for drug possession and supply-type offences); and</li> <li>the prevalence of possession-only drug searches, and</li> </ul>	<b>AMBER</b>	July 2018	<p>A series of dependant tasks have been defined and allocated for action.</p> <p>The initial step, with an ambitious deadline of February 2018, relied upon progress being made with the forces inability to produce ‘performance’ data from Niche for further analysis. The Fore Intelligence Bureau / Performance Information Unit are working though this and a rudimentary dashboard has been produced by PIU for the Stop and Search and Use of Force working group but it isn’t best use of stop and search (BUSS) compliant and during the process of building this dashboard system issues were identified with Niche / Police National Computer (PNC). The two relevant Force leads have met and discussed the forces inability to produce a compliant dashboard – it remains a work in progress. The Chair of the Working Group is aware that there is a risk that the force may fail any future test of BUSS.</p> <p>These issues are being worked on and the force has engaged with Northamptonshire Police to utilise and adopt their reports – Other forces using Niche are also being approached to identify the best reports to use, this research is ongoing. See also update for Stop</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>the extent to which these align with local or force level priorities.</p> <p>Where forces identify disparities through monitoring, they should demonstrate to the public that they have:</p> <ul style="list-style-type: none"> <li>• carried out research and analysis in an attempt to understand the reasons for the disparity, and</li> <li>• taken action to reduce the disparity, where necessary;</li> </ul> <p>We expect forces to publish this analysis and any actions taken at least on an annual basis, from July 2018.</p>			and Search inspection P29-30.
<p><b>Recommendation</b></p> <p>By July 2018, and ongoing following that date, forces should ensure that all officers who use stop and search powers have been provided with, and understand, training on unconscious bias and College of Policing APP on stop and search.</p>	AMBER	July 2018	<p>The force has mandated training for all Police teams which undertake stop and search as part of their normal deployment. This training was already being delivered at the time this report was published and continues to do so; training attendance is monitored by the Stop and Search and Use of Force Working Group.</p> <p>At times of high alert ECD officers will be deployed with Stop &amp; Search trained officers, thus negating the requirement to be Stop &amp; Search trained.</p> <p>The stop and search training being delivered was designed by the College of Policing for use by all forces and incorporates unconscious bias training.</p>

## PEEL: Police Legitimacy 2017 – CoLP

A national report by HMICFRS  
Published 12<sup>th</sup> December 2017

There are 7 areas for improvement which apply to the force, 3 are complete, 2 closed and 2 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	The force should ensure that all relevant officers have received appropriate training on the use of stop and search powers.	<b>NEW CLOSED</b>	No deadline set by HMICFRS, but aligned with national report deadline of July 2018.	This will be covered by recommendation 2 of the national report above.
2	The force should maintain and monitor a comprehensive set of data to understand the impact of its use of stop and search powers.	<b>NEW CLOSED</b>	No deadline set by HMICFRS, but aligned with national report deadline of July 2018.	This will be covered by recommendation 1 of the national report above.
3	The force should ensure that all relevant officers and supervisors understand what constitutes reasonable grounds for stop and search and how to record them.	<b>NEW GREEN</b>	March 2018	An analysis of issues was verbally presented to the stop and search and use of force working group; these included: <ul style="list-style-type: none"> <li>• Officers not recording enough detail in their grounds.</li> <li>• Issues were identified with the introduction of Niche, including its interaction with PNC.</li> </ul>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>Corrective actions are in place against these issues – current monitoring arrangements will confirm compliance / Niche fixes.</p> <p>Stop and Search records are supervised by 1<sup>st</sup> and 2<sup>nd</sup> line management.</p> <p>The inspector lead for stop and search also conducts a dip sample reporting findings to the stop and search and use of force working group.</p> <p>The Stop and Search SOP has also been reviewed, minor amendments reflect the introduction of Niche and is about to be published on the force intranet.</p>
4	The force should improve how it investigates allegations of discrimination and take action to ensure that all complainants and officers and staff subject to allegations of discrimination receive a good service from the force.	<b>NEW GREEN</b>	August 2018	<p>Since the inspection a process map that ensures all officers and supervisors are aware of their responsibilities to officers and complainants in all cases has been produced. This covers timescales, what documentation is required at what stage and to whom and provides helpful references to IPCC statutory guidance. It also states that face to face meetings with complainants should always be considered.</p> <p>The Investigating officers and the Appropriate Authority also now work more closely to ensure that a full and proper rationale is provided for the outcomes of discrimination cases to make it extremely clear to the complainant why a particular decision has been made.</p>
5	The force should improve the quality and timeliness of updates to complainants and witnesses during investigations in line with IPCC statutory guidance.	<b>NEW GREEN</b>	August 2018	The Professional Standards Directorate have produced a process map that ensures all officers and supervisors are aware of their responsibilities to officers and complainants in all cases. This covers timescales, what documentation is required at what stage and to whom and provides helpful references to IPCC statutory guidance. In addition all new staff have been on a PSD investigators course to

Recommendations & Areas for Improvement		Status	Due Date	Comment
				support learning. All officers and staff are aware of their responsibilities in terms of timeliness of updates and supervisors are overseeing the completion of such updates. In addition all new staff have been on a PSD investigators course to support learning. All officers and staff are aware of their responsibilities in terms of timeliness of updates and supervisors are overseeing the completion of such updates.
6	The force should improve its ability to monitor and improve the fairness and effectiveness of its process for managing individual performance and development and communicate this to the workforce.	AMBER	August 2018	<p>This area for improvement was originally cited within the PEEL Legitimacy 2016 force level report.</p> <p>Progress already report to HMICFRS includes:</p> <ul style="list-style-type: none"> <li>• The Talent Management Strategy and its associated working group</li> <li>• Establishment of a Performance Development Action Plan</li> </ul> <p>The introduction of an electronic PDR system will provide the force with the ability to better analyse outcomes and taken any appropriate correction actions and is to be launched 30<sup>th</sup> April 2018.</p> <p>Strategic Development will seek to identify HRs plan once this new system has been delivered, deadlines will be defined at that time.</p>
7	The force should improve its understanding of its workforce's wellbeing and use this to prioritise the services it provides.	AMBER	August 2018	<p>The force has a well-being action plan, champion and a well established network group.</p> <p>The workforce plan has recently been revised and informs this area.</p>

# Planes, drones and helicopters: An independent study of police air support

A national report by HMICFRS

Published November 2017

There are 19 recommendations; 1 of which apply to force, these are to be progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>16 Chief officers and local policing bodies should urgently consider options for revising or replacing the existing NPAS collaboration agreement, if necessary commissioning scoping work through the NPCC Specialist Capabilities Programme before agreeing how to proceed. Regardless of the form in which the collaboration is to exist in future, the intention should be to take account of the building-block pieces of work we have recommended and to have improved arrangements in place within no more than three years.</p>	<p><b>NEW CLOSED</b></p>	<p>No deadline set by HMICFRS</p>	<p>The force was part of the Section 22 agreement in place for this which was a result of a ministerial directive at the outset of the nationalisation of air support in policing terms. However, the Force uses the MPS assets (who are not part of the national collaboration) in any case and these are deployed as part of joint and pan London responses required for example for planned protest and high profile events in the City. There is limited scope to use air support in the prevention and detection of crime owing to the City scape. (e.g Heat seeking or infrared would be of limited use in this environment). The Head of I &amp;I is responsible for this function and is satisfied with the existing arrangement with our policing partners in the MPS. There is no requirement to revise or replace this arrangement.</p>

# A progress report on the police response to domestic abuse

A national report by HMICFRS

Published November 2017

There are 9 recommendations, 1 is national and 8 apply to force and are complete.

Recommendations & Areas for Improvement	Status	Due Date	Comment
---	--------	----------	---------

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>9</p> <p><b>Recommendation: Update of forces' domestic abuse action plans</b>  Update of forces' domestic abuse action plans  By April 2018, 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 specified below, and publish its revised action plan accordingly.</p> <ul style="list-style-type: none"> <li>• <b>Recording.</b> There is considerable variation between forces in the proportion of recorded crime identified as relating to domestic abuse. Forces need to ensure that domestic abuse crime including coercive control is being correctly identified and recorded.</li> <li>• <b>Assessing and responding to risk.</b> Forces should ensure arrangements for assessing and managing risk are well understood by officers and staff, especially at initial point of contact, and decision making about the grading of, and attendance at, domestic abuse incidents is supervised effectively.</li> <li>• <b>Positive and preventative action.</b> Nationally, arrest rates for domestic abuse are falling, with large variations across forces. There are considerable variations in the use of preventative measures. Forces need monitoring processes, supported by accurate data, to ensure that they are taking positive action such as arrest, and are making effective use of powers, for example Domestic Violence Protection Orders and the</li> </ul>	<b>NEW GREEN</b>	April 2018	<p><u>Domestic Abuse Action Plan</u>  The domestic abuse action plan for the City of London Police 2017/2018 has already been updated and published. Annual production of this document is an embedded process within the Public Protection Unit having been published in previous years commencing 2015/2016.</p> <p><u>Recording</u>  To ensure the correct recording of domestic abuse crime [including coercive control] audits are undertaken to identify issues. As at October 2017 domestic abuse crimes are being recorded correctly in 86% of a cases. This audit report made 2 recommendations to further improve the accuracy of recording.  This audit continues to feature in the 2018/2019 audit plan.</p> <p><u>Assessing and responding to risk</u>  Domestic abuse training is mandatory for frontline staff and this is a rolling programme training. It is also offered to all staff in force. This training covers risk assessment and management.  The force has mandated training its Economic Crime officers since enquires frequently take officers into the homes of suspects.</p> <p><u>Positive and preventative action /CPS referrals and prosecutions</u>  The domestic abuse dashboard is reviewed at the Vulnerability Steering which is chaired by the Commander Operations – any performance drops will visible and enable corrective action. The force has regular and senior level contact with the CPS which enables issues to be raised and resolved.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Domestic Violence Disclosure Scheme. Where orders or bail conditions are breached, forces need to ensure that there are appropriately robust processes in place to take action.</p> <ul style="list-style-type: none"> <li>• <b>Building the investigative case.</b> Forces need to ensure that there are clear standards and expectations, with effective supervision, for building the best possible case for the victims of domestic abuse whether victims support police action or not.</li> <li>• <b>CPS referrals and prosecutions.</b> Nationally, referrals and charge rates are falling. Forces need to monitor the data and work closely with the CPS to understand whether improvement is required, and, if so, to effect change.</li> </ul> <p>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 commissioners. This should be a personal responsibility of the chief constable in each case. The leadership task for the service now is to sustain the level of determination and commitment seen since the publication of Everyone’s business to ensure that the police response to victims of domestic abuse continues to improve. HMICFRS will continue to monitor progress against force action plans as part of their PEEL inspection regime.</p>	<p><b>NEW GREEN</b></p>	<p>April 2018</p>	<p><u>Positive and preventative action</u> The domestic abuse dashboard is reviewed at the Vulnerability Steering which is chaired by the Commander Operations – any performance drops will visible and enable corrective action. The force has regular and senior level contact with the CPS which enables issues to be raised and resolved.</p>

# PEEL: Police Efficiency – National

A force report by HMICFRS

Published November 2017

There is 1 recommendation and this applies to the force and 1 advisory note which the force has chosen to act on these are being progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><b>1</b></p> <p><b>Recommendation</b> By September 2018, chief constables should produce an ambitious plan to improve digitally-enabled services within their force. The Home Office, National Police Chiefs’ Council and Association of Police and Crime Commissioners should support the development of these plans by establishing a national framework which allows for the provision of digitally-enabled services across force boundaries</p>	<p><b>NEW GREEN</b></p>	<p>September 2018</p>	<p>The force already has a Digital Policing Board chaired by the Directorate Head of Economic Crime.</p> <p>Its purpose extracted from the terms of reference are : “Working to the City of London Police Force Change Board, the Digital Policing Board will, with cognisance to the national and regional developments in digital policing, set the strategy for Digital Policing and define, prioritise and co-ordinate digital capability development locally.”</p> <p>The remit of the board includes sponsor for digital programmes and oversight of Policing Transformation Funding bids.</p>
<p><b>2</b></p> <p><b>The fore has chosen to act on an advisory note within the national report.</b></p> <p>HMICFRS have noted that forces still need to do more to improve their understanding of and explicitly link future demand and the skills and capability they need to manage it. Forces should consider plans to assess the likely skills and capabilities they will need to recruit, retain, and/or develop over the next 5 years and show how they plan to do so. HMICFRS will be looking for forces to demonstrate this within their workforce plans and this will be a significant element of the 2018/19 and future PEEL inspections.</p>	<p><b>AMBER</b></p>	<p>May 2018</p>	<p>The workforce plan has recently been revised and will contribute to the production of the Force Management Statement due for completion May 2018.</p> <p>However these documents project over a 3 year period, whilst this advisory stipulates 5 years.</p> <p>The forces ability to establish meaningful projections for the additional 2 years will need to be assessed by the Director of HR.</p>

# PEEL: Police Efficiency [including leadership] 2017 - COLP

A force report by HMICFRS

Published November 2017

There are 4 recommendations which apply to force, these are to be progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p><b>Areas for improvement</b> The force should put in place better processes and governance to understand and realise the benefits of change programmes, and how they affect the force's ability to meet likely future demand efficiently.</p>	<p>AMBER</p>	<p>HMICFRS have not set a deadline however the force can expect its next PEEL inspection autumn 2018.</p> <p>Internal deadline set to align with PEEL</p> <p><b>August 2018</b></p>	<p><b>Task Required</b> Implement benefits management within force, embedding processes and creating governance structure that ensure this becomes business as usual.</p> <p><b>Current position</b> The force has engaged consultants, who produced an initial report in February 2018 'Discovery and scoping' phase which was backed up with a workshop attended by the force Senior Management.</p> <p>A series of next steps have been defined that will culminate in the production of a draft benefits management toolkit by the Consultants.</p> <p>Phase 3 planned activities which include sign-off of the above toolkit, communication and support to relevant areas of the force by May 2018.</p> <p>Additional tasks may become apparent as timeline progresses.</p>
<p>2</p> <p><b>Areas for improvement</b> The force should undertake appropriate activities to fully understand its workforce's capabilities, in order to identify any gaps and put plans in place to address them. This will enable</p>	<p>NEW GREEN</p>	<p>No deadline set by HMICFRS</p>	<p>A workforce skill audit for Officers and Staff has been completed together with a gap analysis.</p> <p>The workforce plan has been revised and production of the Force management Statement by May 2018 which project across a 3 year</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	the force to be confident in its ability to be efficient in meeting current and likely future demand.		May 2018 set to align with the Force Management Statement	period, These documents supported by associated work should meet this area for improvement.  This information feeds into Directorate operational requirements and the force level STRA.
3	<b>Areas for improvement</b> The force should ensure that it understands the level of service that can be provided at different levels of costs, so it can identify the optimum level of service provision.	AMBER	No deadline set by HMICFRS  Deadline set for September 2018 to align with the 2018 integrated PEEL timetable	Evidence against this area of improvement from the 2018 STRA process, scrutiny panels are scheduled for September 2018.  Additional evidence is likely to accrue from the Transform programme which is ongoing.
4	<b>Areas for improvement</b> The force should do more to explore opportunities for further collaboration with partner organisations to improve services, drive efficiencies and better manage demand for its services in the future.	NEW GREEN	No deadline set by HMICFRS  Deadline set for September 2018 to	A baseline exercise has been undertaken to identify current collaborations and a formal process established that will see regular meeting with the MPS and BTP to explore collaborative opportunities. Opportunities are also being explored with the CoL.  This work will link with the force transform programme.  Minutes of joint meeting with the MPS and BTP will serve as evidence of options explored and progressed or rejected.

Recommendations & Areas for Improvement	Status	Due Date	Comment	
			align with the 2018 integrated PEEL timetable	

# Stolen freedom: the policing response to modern slavery and human trafficking

A national report by HMICFRS

Published October 2017

There are 11 recommendations; 7 of which apply to force, 4 are completed and 3 to be progressed

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><b>Recommendation</b>            Within twelve months, forces should review their leadership and governance arrangements for modern slavery and human trafficking, to ensure that:</p> <ul style="list-style-type: none"> <li>• senior leaders prioritise the response to modern slavery and human trafficking;</li> <li>• every incident of modern slavery identified to police is allocated appropriate resources with the skills, experience and capacity to investigate it effectively;</li> <li>• forces develop effective partnership arrangements to co-ordinate activity in order to share information and safeguard victims; and</li> <li>• Performance and quality assurance measures are in place to allow senior leaders to assess the nature and quality of the service provided to victims.</li> </ul>	<p>AMBER</p>	<p>October 2018</p>	<p>Any incidents are raised at the daily Management Meeting, the force has a standing operating procedure which details specific roles allocated to specialist officers when dealing with victims and offenders</p> <p>The force is represented at the Modern Slavery and Human Trafficking practitioners meeting which is attended by partners and agencies.</p> <p>All incidents or intelligence is drawn to the attention of the force lead, their deputy and the FIB analyst for review.</p> <p><u>Next Steps</u>            A vulnerability dashboard is to be developed which incorporate monitoring data on modern slavery and human trafficking.</p>
<p><b>Recommendation</b>            Within six months, forces should have in place active information-sharing agreements with other agencies to</p>	<p>AMBER</p>	<p>April 2018</p>	<p>At the current time the force engages with modern slavery and human trafficking partners and agencies on a monthly basis.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	facilitate speedy exchange of intelligence and in order to safeguard victims better and to identify suspects as early as possible.			<p><u>Next steps</u> A baseline exercise is to be conducted to establish what information sharing agreements, if any, are already in place this will enable gaps to be identified – the force will seek to put in place formal information sharing agreements to bridge these gaps.</p>
5	<p><b>Recommendation</b> Immediately, forces should ensure that all victims carrying out criminal acts under compulsion attributable to slavery or exploitation are afforded the protection of early and continuing consideration of the applicability of the section 45 defence.</p>	AMBER	Immediate	<p>The standing operating procedure [SOP] deals specifically with offenders who may also be victims in these circumstances.</p> <p>The SOP has been reviewed and published March 2018 and remains on annual review.</p> <p>There is also a specific section on the force intranet which offers guidance, advice and external contact details for officer use.</p> <p><u>Next Steps</u> The force crime, intelligence and custody system is to be reviewed to establish if section 45 defences can be flagged and highlighted for supervisory review deadlines to be defined.</p>
6	<p><b>Recommendation</b> Immediately, forces should take steps to ensure they are fully compliant with the NRM process as it evolves and are implementing the requirement placed upon them under the Modern Slavery Act 2015 to notify the Home Office of any individual suspected to be an adult victim of modern slavery or human trafficking.</p>	NEW GREEN	Immediate	<p>A weekly auditing process has been undertaken since September 2017. This is conducted by the Deputy Force Crime Registrar and the process includes reconciliation to FIB data.</p> <p>Written audit reports are not produced due to the low numbers of offences but feedback is provide to the Victim Code and Crime Standards working group.</p>
7	<p><b>Recommendation</b> Immediately, forces should take steps to ensure they:</p> <ul style="list-style-type: none"> <li>fully comply with national crime recording standard (NCRS) requirements for offences identified as modern slavery and human trafficking and</li> </ul>	NEW GREEN	Immediate	<p>This audit will continue as part of the 2018/2019 audit schedule</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> <li>that sufficient audit capacity is available to the force crime registrar to provide reassurance that each force is identifying and managing any gaps in its crime-recording accuracy for these types of offences.</li> </ul>			

## Making it fair - A joint inspection of the disclosure of unused material in volume crown court cases

A joint national report by HMCPSi and HMICFRS  
Published July 2017

There are 9 recommendations; 5 of which apply to force, 1 is complete and 4 to be progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p>Immediately, police and CPS must correctly identify all disclosure issues relating to unused material at the charging stage and this must be reflected fully in an action plan</p>	<b>RED</b>	<p>HMICFRS: January 2018</p> <p>New deadlines will be assigned and aligned with the joint action plan</p>	<p>A joint London Disclosure Improvement Plan [MPS, CoLP and CPS has been signed-off and published March 2018.</p> <p>As a result the HMICFRS action plan has been revised to incorporate any additional tasks and will be subject of review at the Disclosure Gold Group Meeting chaired by Commander Operations and Security</p> <p>The force has already undertaken some of the work within the HMICFRS action plan and this is being collated.</p> <p>Deadlines for additional tasks have not been specified at this time and</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	Within six months police forces should improve their supervision of case files, with regard to the handling of unused material. This process should be supported by the requirement for supervisors to sign the Disclosure Officer's Report each time this is completed	RED	HMICFRS: January 2018  New deadlines will be assigned	will be determined subject to review at the Disclosure Group meeting expected to be scheduled for late April 2018.
8	Within 12 months, the police and the CPS should review their respective digital case management systems to ensure all digital unused material provided by the police to the CPS is stored within one central location on the CPS system and one disclosure recording document is available to prosecutors in the same location	AMBER	July 2018	
9	Within six months, the CPS and police should develop effective communication processes that enable officers in charge of investigations and the allocated prosecutor to resolve unused material disclosure issues in a timely and effective manner	RED	HMICFRS: January 2018  New deadlines will be assigned	

# Living in fear - the police and CPS response to harassment and stalking

A joint national report by HMCPSi and HMIC

Published July 2017

There are 22 recommendations; 4 of which apply to force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Chief constables should stop the use of Police Information Notices and their equivalents immediately.	WHITE	Immediate	<b>Action Required:</b> The national lead is to be contacted to establish if there is a view on HMIC's recommendation for Chief Constables to stop using Police Information Notices and their equivalents.
9	Chief constables should ensure that officers are aware of, and use appropriately, the powers of entry and search for stalking. Chief constables should also ensure that adequate records of these searches are compiled for audit and compliance purposes.	WHITE	No deadline set by HMICFRS - force to determine its own deadlines pending NPCC decision	<b>Current Position:</b> NPCC lead for Stalking & Harassment ACC Garry Shewan advised he will be writing to all Chief Constables to set out the timetable and proposals for interim actions from the Inspection and that there will be a joint CPS & Police action plan which will be issued from the NPCC lead– these are still pending Head of PPU continues to chase. In addition forces will also be given some direction on Recommendation 8 where the HMIC are requesting all forces to remove the use of police information notices. In the meantime, the NPCC lead is supporting current guidance on the use of PINS. Nationally there is the possibility of adopting 'Early Harassment Notices' but not for stalking.
10	Chief constables should work with criminal justice partners to identify what programmes are available to manage offenders convicted of harassment and stalking offences in their respective force areas. In the absence of such programmes, they should review whether interventions could and should be established.	WHITE		The College of Policing has consulted forces on an alternative to PINS.
11	Chief constables and CPS Area leads should monitor and ensure compliance with the national stalking protocol.	WHITE		Status is held at WHITE until the receipt of the joint action plan above from the national lead.

# PEEL: Police Effectiveness 2016

A National report by HMIC

Published March 2017

There are 5 recommendations; 4 of which apply to force. 2 are complete, 1 is closed because London does not have a ROCU and 1 is white pending the release of national guidance.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p data-bbox="192 603 949 740"><i>Context: In Recommendation 1a the College of Policing working with the NPCC and APCC should issue national guidance setting out the essential elements of neighbourhood policing which all forces should provide. This to be completed by December 2017.</i></p> <p data-bbox="107 836 143 861">1b</p> <p data-bbox="192 820 450 845"><b>Recommendation 1b</b></p> <p data-bbox="192 855 949 1062">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.</p>	<p data-bbox="994 836 1084 861"><b>WHITE</b></p>	<p data-bbox="1133 767 1267 938">To be set once national guidance is published</p>	<p data-bbox="1296 711 2148 815">The College of Policing has gone to consultation on its revised guidance – the force has made a submission and final issue of guidance is pending.</p> <p data-bbox="1296 855 2096 959">From the draft guidance consideration may need to be given to the restructuring of resources and responsibilities within Community Policing.</p> <p data-bbox="2089 963 2163 989"><i>[1.1b]</i></p>

# PEEL: Police Effectiveness 2016 - CoLP

A Force report by HMIC

Published March 2017

There are a total of 13 actions for the force. 11 are complete and 2 in progress

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>10</p> <p><b>Areas for improvement</b> 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>	<p><b>NEW GREEN</b></p>	<p>Sept 17 [internal deadline]</p> <p>Now due: January 2018</p>	<p>The role of lead responsible officer [LRO] has been raised to a minimum level of Inspector rank to take responsibility for serious and organised crime intelligence and organised crime mapping. The role and responsibilities of LROs have been documented.</p> <p>Additionally:</p> <ul style="list-style-type: none"> <li>• Newly appointed LROs have nominated leads for the PREVENT, PROTECT and PURSUE elements of their management plans.</li> <li>• Management plans are reviewed by Directorate Serious and Organised crime leads for compliance.</li> <li>• LROs review their management plans to maximise the impact of using partner agencies / third sector organisations where expedient to do so.</li> <li>• LROs review their management plans to secure cross-Directorate resources using the tactical tasking and co-ordination process (TTCG).</li> </ul> <p>Actions are reviewed at Directorate level Serious and Organised crime meetings.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
12	<p><b>Areas for improvement</b></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	<p>Sept 17 [internal deadline]</p> <p>Now due: March 2018</p>	<p>The roles and responsibilities of Lead Responsible Officer have been reviewed and redefined. These roles are now held at a minimum level of Inspector rank.</p> <p>Debrief reports are produced and held centrally on a database, these reports include specific recommendations, progress against which are tracked on the database.</p> <p>Tactics are reviewed at Directorate level serious and organised crime meeting to ensure opportunities are maximised.</p>

# 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.

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

Recommendations & Areas for Improvement	Status	Due Date	Comment
<b>Areas for Enhancement</b> Enhance monitoring data on:			
1	the reason for searches (e.g. drugs) by ethnicity and age	RED	<b>Action Required:</b> The force accepted HMICs suggested enhancements but determined there were issues with existing systems in producing this information.  <b>Current position:</b> The introduction of Niche in October '17 was expected to improve this situation and establishing a reporting capability by January 2018 was anticipated. An external specialist was tasked to create the required business objects reports but the resultant reports were not fit for purpose as there was low confidence that all the required data was being captured. The force has engaged with Northamptonshire Police to utilise and adopt their reports – this has resulted in system issues being identified which have been part resolved and others are actively being pursued. Other forces using Niche are also being approached to identify the best
2	the rate at which the item searched for is found, by ethnicity and age	RED	
3	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	RED	

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>reports to use, this research is ongoing.</p> <p>In order to overcome this issue I&amp;I have developed a series of proposals which are currently in draft for consultation. In order to meet growing reporting requirements the Force may need to identify and invest in improved reporting tools, uplift or reallocate existing performance/ management information staff and enhance IT support. As not to delay the Force's response to this important area of inspection, I&amp;I specialist analytical and research staff had been identified to provide an uplift in capability and capacity. A recent decision to review analytical and research posts in I&amp;I, puts delivery of this work at further risk. Once the necessary approvals have been given to release these posts the reports for this specific issue could be made available to the Force, Members and the Public within no more than 3 months of committing resources. Releasing the I&amp;I posts would provide the Force with the necessary uplift in data and analysis to provide an effective route to compliance with Best Use of Stop and Search; as well as moving a number of HMICFRS Areas for Improvement from Red to Green.</p>

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

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p><b>Cause of concern</b> 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><b>Recommendation</b> To address this cause of concern, HMIC recommends that:</p> <ul style="list-style-type: none"> <li>• Within six months, all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so.</li> <li>• Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles.</li> </ul>	GREEN	June 2017	<p><u>Within 6 months</u> The Head of Professional Standards confirms that current national vetting standards are being compiled with.</p> <p>New national guidelines were expected in 2017 but their publication has been delayed with no new timescales announced.</p> <p>The Professional Standards Control Strategy has been produced and vetting is fully referenced in it.</p>
	AMBER	December 2018	<p><u>Within 2 years</u> 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> <p>A directory of roles requiring enhanced vetting is being compiled and responses from Directorates continues to be collated.</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 and now complete or closed

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><b>Areas for improvement</b></p> <p>The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.</p>	CLOSED	April 2017	<p>Professional Standards implemented a questionnaire as part of the post complaint procedure to establish feedback from the complainant. This was trialled for a 3 month period however the force did not receive any replies. The use of an external agency to provide a feedback service has been considered but discounted on the basis of value for money.</p> <p>Complainants have regular and repeated contact with investigating officers throughout an investigation and have the ability to air concerns in relation to the investigation throughout. These can be escalated to the Appropriate Authority for an opinion where appropriate. PSD do not believe that any further action is required in this area.</p>
				<p>Corporate Communications has instigated a number of actions these are reported below:</p>
		GREEN	April 2017	<p><b>Action Required:</b></p> <p>I. Build communications channels both internal and external to enable information to be received. [1.2]</p> <p><b>Current Position:</b></p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>CoL Procurement has been briefed and a process is underway to establish external audience views. In the interim the force will be using free online survey tools, with enhanced promotion via established channels. Internally several new communication channels have been developed to facilitate seeking staff views, including the internal Comms Forum Technology options are also being reviewed to enable the force to gather views from across the organisation</p> <p>Small group meetings are now held with Chief Officers and are proving popular channels, such as breakfast with the AC, and ad-hoc musters and briefings attended by T/Commander Ops.</p>
	GREEN	Original: April 2017	<p><b>Action Required:</b></p> <p>II. Engage with businesses in the City to establish if, via their internal communications functions, we can build a City workers' forum. [1.3]</p> <p><b>Current Position:</b></p> <p>Initial attempts to generate interest via the Community Bulletin or the Crime Prevention Association did not prove fruitful.</p> <p>The CoLP have now launched a fortnightly (electronic) news bulletin – Skyline. Promotion is ongoing with work to enable utilisation of CoL comprehensive distribution lists for access to business rate payers City Occupiers database to reach out to City communities as widely as possible.</p> <p>Discussions with City of London news publisher City Matters are being progressed with the intent of delivering a regular weekly or fortnightly column in paper.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
	GREEN	April 2017	<p><b>Action Required:</b></p> <p>III. Work with the Corporation of London 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, such as via the City Resident magazine. [1.4]</p> <p><b>Current Position:</b></p> <p>Fortnightly electronic Skyline news bulletin has been launched with invitations sent via existing CoL and CoLP databases to subscribe (free). This is also being promoted at regular business and community engagement working groups.</p> <p>Working with City Resident Publication team to continue engagement via the City Resident magazine. They have committed to including contact details (on Twitter, Facebook etc) in Bengali.</p> <p>A City Police Communities page has been launched on Facebook for specific engagement with resident communities.</p>
	NEW GREEN	<p style="text-align: center;">Original: April 2017</p> <p style="text-align: center;">Now due: February 2018</p>	<p><b>Action Required:</b></p> <p>I. External website to be redesigned to include a ‘you said, we did’ section. [1.5]</p> <p><b>Current Position:</b></p> <p>In January 2018 the external website was updated and the second section of the home page (known as the ‘explore bar’) was updated to reflect the force priorities. Project Servator was also given its own space along with Stop and Search. The main highlights carousel on the website is now used to promote content that supports campaigns and initiatives that support our priorities.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
		<b>GREEN</b>	April 2017	<p><b>Action Required:</b> //. Have 'you said, we did' as content on our Twitter feed [1.6]</p> <p><b>Current Position:</b> Twitter and Facebook activity took place between 24<sup>th</sup> April and 5<sup>th</sup> May 2017, including 'you said, we did' materials. An evaluation of the first campaign is being undertaken.</p> <p>The content for a second wave of social media activity took place September 2017.</p>
5	<p><b>Areas for improvement</b> The force should improve how it manages individual performance of its officers and staff.</p>	<b>NEW CLOSED</b>	<p>March 2017</p> <p>Now due: February 2018</p>	<p>The force has established a Performance Development Action Plan with a timeline for delivery of February 2017.</p> <p>The Talent Development Strategy has been produced against this plan with its own delivery which was agreed at Strategic Workforce planning meeting December 2017.</p> <p>This action is closed since it has been listed as an area for improvement within the PEEL Legitimacy 2017 force level report and progress monitored at this level.</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 and complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p><b>Areas for improvement</b></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>	NEW GREEN	<p>March 2017 [Internal deadline]</p> <p>Now due April 2018</p>	<p>This work has been addressed in the Workforce Plan to an extent and further developed by the use of Deloitte consultants who have reported. Findings from the Deloitte report have been developed into a plan and a series of briefings to the workforce by Commander Operations took place in September 2017.</p> <p>A skills audit has been completed for police officers and Police staff.</p>

## 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	<p>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.</p>	NEW GREEN	<p>March 2016 [Internal deadline]</p> <p>Now due: April 2018</p>	<p>An initial skills audit for the workforce has been undertaken with a more detail review for Police Officers completed in September 2017. A similar work plan commenced in December 2017 for Police staff and is now complete.</p> <p>Training requirements are being captured as part of the annual STRA process, thus informing the force training plan. The STRA identifies future needs.</p>