

## 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.

## Roads Policing – Not Optional

A National report HMICFRS

Published 15<sup>th</sup> July 2020

There are 9 recommendations for the force, 3 are completed, 1 closed [not applicable] and 5 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<p><u>Recommendation</u></p> <p>With immediate effect, chief constables should make sure:</p> <ul style="list-style-type: none"> <li>[1]their force has enough analytical capability (including that provided by road safety partnerships) to identify risks and threats on the road network within their force area;</li> <li>[2]that information shared by partners relating to road safety is used effectively to reduce those risks and threats; and</li> </ul>	<b>AMBER</b>	<p>September 2020 for an initial position</p> <p>November 2020 for review and reinstatement of the RDR</p>	<p><u>[bullet 1] analytical capability</u></p> <p>Sustained analytical support has been an issue for the Roads Policing unit. The Force Intelligence Bureau, who provide this support is aware of the issue and has produced a dashboard which it intends to produce on a quarterly basis. This remains under review to ensure the dashboard is maintained.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> <li>[3]there is evaluation of road safety initiatives to establish their effectiveness.</li> </ul>		Partnership by the CoL	<p>The City of London Corporation has no analytical capability within the DBE to support the Road Danger and Active Travel Plan reporting.</p> <p>The Road Danger Reduction Partnership [RDRP] meetings, led by the CoL have been suspended and are currently not scheduled to restart.</p> <p><u>[bullet 2] Information shared</u></p> <p>Dashboards produced will be shared with the Strategic Transportation Lead at CoL. A meeting is to be arranged to understand the CoL data and analytical requirements.</p> <p><u>[bullet 3] evaluation of road safety initiatives</u></p> <p>This area requires development in partnership with the City of London. A meeting took place with the City’s Strategic Transportation Team lead to discuss and these will be monthly moving forward.</p> <p>However, the expectation is very much that City of London Police provide the analysis for the City of London to use.</p> <p>This issue needs to be considered by the RDRP once the meetings restart.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<p><u>Recommendation</u></p> <p>With immediate effect, chief constables should make sure that their force (or where applicable road safety partnerships of which their force is a member), comply with (the current version of) Department for Transport Circular 1/2007 in relation to the use of speed and red-light cameras.</p>	AMBER	December 2020 [subject to review]	<p>The force has reviewed Department of Transport Circular 1/2007 and its requirements and determined that this needs to be considered by the RDR partnership. Compliance with the circular extends beyond the remit of the force and it cannot lead.</p> <p>The force is keen for the RDR partnership [led by CoL] to be restarted so this can be taken forward.</p>
11	<p><u>Recommendation</u></p> <p>By 1 August 2021, the College of Policing should include a serious collision investigation module for completion along with the Professionalising Investigation Programme. This should include:</p> <ul style="list-style-type: none"> <li>• minimum national training standards; and</li> <li>• certification for all serious collision investigators.</li> </ul> <p>Chief constables should make sure that all serious collision investigators in their force are then trained to those standards.</p>	WHITE	August 2021 for the College of Policing	<p>This action is initially for the College of Policing</p> <p>However force will include any College of Policing requirements in its training plans</p>
12	<p><u>Recommendation</u></p> <p>With immediate effect, chief constables should make sure that appropriate welfare support is provided to specialist investigators and family liaison officers involved in the investigation of fatal road traffic collisions.</p>	NEW GREEN	August 2020 for initial response  October 2020 for the review	<p>TRIM [Trauma Risk Management] process has been reviewed; the SOP is current and would include those officers involved in the family liaison and investigation of fatal Road Traffic Collisions.</p> <p>TRIM would provide for appropriate support for these officers.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
14	<p><u>Area for Improvement</u></p> <p>Force-level support to national roads policing operations and intelligence structure is an area for improvement.</p>	AMBER	<p>September 2020</p> <p>Extended to January 2021 pending future regional and national meetings taking place]</p>	<p>The responses below are provided within the context of this area for improvement within the HMICFRS report:</p> <p>The force engages in national campaigns.</p> <p>National and Regional levels meeting were attended by Inspector [Roads Policing]; future representation will be additionally at Superintendent level.</p> <p>The force does provide data to the national roads policing operations and intelligence unit.</p> <p>This action is held at amber pending Superintendent level representation at national and regional meetings – none have been scheduled.</p>
15	<p><u>Area for Improvement</u></p> <p>The efficient and effective exchange of all collision data with other relevant bodies is an area for improvement.</p>	AMBER	<p>September 2020 [subject to review]</p> <p>Now November 2020 [subject to input from CoL]</p>	<p>The responses below are provided within the context of this area for improvement within the HMICFRS report:</p> <p>As described previously, data collation and analysis, evaluation and effectiveness of the Road Danger Reduction Partnership needs to improve. However the force does use the Crash system to report to DfT and TfL, although with the caveat of data accuracy.</p> <p>Analyst support is essential to achieving this.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Progress is linked to 6 above; deadlines have therefore been aligned. A meeting is being scheduled to understand the CoL data requirements.
16	<p><u>Area for Improvement</u></p> <p>The awareness and understanding of the changes in the Professionalising Investigation Programme within police forces is an area for improvement.</p>	AMBER	November 2020 for initial response	Learning and Development are currently reviewing.

## Child Protection – City of London Police

A HMICFRS force report

Published 10<sup>th</sup> July 2020

There are 6 recommendations for the force, 5 are complete and 1 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<p><u>Recommendation</u></p> <p>We recommend that, within three months, City of London Police should review its systems and practice to ensure that:</p> <ul style="list-style-type: none"> <li>[1]warning markers and flags are used to alert responders to risk and vulnerability; and</li> <li>[2]]Control room staff have effective systems to help them to prompt frontline responders to follow force policy – for example, to turn on body-worn video cameras when attending domestic abuse incidents.</li> </ul>	AMBER	November 2020	<p><u>Bullet 1</u></p> <p>All incidents attended are checked for intelligence by the Response Intelligence Officer [within Control] who are on Duty 24/7. They will check all systems (including surrounding Forces) for any intelligence or flags associated with the address or individuals and as standard these would be communicated to the officers attending.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>These checks would also include specific police databases for violent and sexual offenders.</p> <p><u>Bullet 2</u>  New onscreen messaging is being developed within the control system based on the THRIVE + model.  The Public Protection Unit is involved to ensure officers are prompted with best practice [including Body worn video, vulnerability and voice of the child].</p> <p>[2.1 – 2.12]</p>
<p>5</p> <p><u>Recommendation</u>  We recommend that City of London Police should immediately review the management arrangements for sex offenders and violent offenders in its public protection unit, including its supervision and management processes, so that it is satisfied that the unit is fully effective within its terms of reference. The aims should achieve:</p> <ul style="list-style-type: none"> <li>• [1]the timely completion and update of risk management plans;</li> <li>• [2]timely and unannounced home visits being made to registered sex offenders; and</li> <li>• [3]timely recording of intelligence on force systems.</li> </ul>	<p><b>NEW GREEN</b></p>	<p>September 2020</p>	<p><u>Bullet 1, 2 and 3</u>  Weekly offender management meetings with Head of Public Protection review these areas.  VISOR [Violence / Sexual offender] alerts have been set up to ensure staff arrange [MOSOVO] visits within required timescales. This forms part of dashboard reviewed and monthly meetings.</p> <p>The MOSOVO [Management of Violence/Sexual Offenders] SOP has been reviews, updated and published to include City specific processes, reporting and supervision.</p> <p>A verbal update was provided to Committee October 2020.</p> <p>[7.1 -7.4]</p>

# National Child Protection Inspections: 2019

National thematic report HMICFRS

Published 27<sup>th</sup> February 2020

The report makes 6 recommendations of which 3 are for forces. The force is progressing 2 actions, 1 is closed since the force has been inspected by the National Child Protection Inspection Team.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>3</p> <p><u>Recommendation</u> We recommend that chief constables take steps to reduce the unnecessary criminalisation of children. Such steps could include (but don't need to be limited to) considering fully a child's circumstances when making decisions; more effective use of legislation to discontinue prosecutions not in the public (or child's) interest; the development of more effective non-criminal justice pathways for vulnerable children who commit lower level crimes.</p>	<p><b>AMBER</b></p>	<p>No date set by HMICFRS</p> <p>September 2020 for the review</p> <p>November 2020 to deal with the</p>	<p>Crime Directorate identified a resource to conduct a review which has been completed. A number of actions have been identified to ensure that sufficient guidance and training is available to officers.</p> <p>A report is being prepared for consideration at the Vulnerability Steering Group, this will provide an assessment of the requirement to visit vulnerable detainees [including children] in City of London Police custody. Currently senior officers visit vulnerable detainees in CoLP custody. A vulnerable detainee is determined by the Custody Sergeant at the time they are booked in, or subsequently if determined by other information that comes to light. The senior officer interacts with the detainee with a view to enhance their experience while in custody and to ensure their needs are being</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
		<p>outcomes of the review</p> <p>Now December 2020 to allow for a report to be considered at Vulnerability Steering Group</p>	<p>catered for. This is over and above that which is already in place via the Custody Sergeant, Gaolers, Duty Inspector and City Silver. The Vulnerability Steering Group has commissioned an assessment of the continued necessity for such visits to take place to determine the value and ongoing requirement of such visits.</p> <p>The Vulnerability Steering Group meeting is scheduled of 7<sup>th</sup> December 2020</p> <p>Deadline rationale: The deadline has been set to December 2020 to allow for the outcome of the report being considered at Vulnerability Steering Group</p>
<p>5</p> <p><u>Recommendation</u> We recommend that chief constables should review performance management and quality assurance approaches to ensure that assessments of the nature and quality of decision making are routinely made. The purpose of this would be to reinforce the understanding that compliance with policy or process is only one part of effective practice.</p>	<p>AMBER</p>	<p>No date set by HMICFRS</p> <p>September 2020 for the review</p> <p>November 2020 to deal with the</p>	<p>Volumes of juveniles in custody are low and dip sampling rates of their records are high and can be up to 100% of monthly throughput.</p> <p>These custody records are assessed both for PACE and voice of the child. Superintendent visits are performed to assess the welfare/experiences of juveniles in custody – enabling first-hand experience of be gained of the juveniles circumstances.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
		<p>outcomes of the review</p> <p>Now December 2020 to allow for a report to be considered at Vulnerability Steering Group</p>	<p>The results of dip samples, together with quarterly figures are reviewed at Custody Management Group. Analysis includes age, gender, ethnicity, and offence type and detention time.</p> <p>Delivery of training to Custody staff is also planned encompassing voice of the child.</p> <p>The deadline has been extended to align with recommendation 3 above and the actions necessary from the review and the outcomes of the report being considered at Vulnerability Steering Group December 2020.</p>

## Cyber: Keep the light on

A national report by HMICFRS  
Published October 2019

This report makes 5 recommendations, 4 are for the force [or in part]. 2 are complete, 2 are in progress [Home Office leads on 1].

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p><u>Recommendation</u>            By 1 November 2020, the Home Office, the Cabinet Office, the National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime, the Director General of the National Crime Agency, and interested parties should revise the current police structure for the response to cyber-dependent crime. In doing so they should consider:</p> <ul style="list-style-type: none"> <li>• the creation of a national police cyber-dependent crime network;</li> <li>• the remit of any such network;</li> <li>• how the network engages with other law enforcement agencies; and</li> <li>• the tasking and co-ordinating responsibilities that will be required for the network to be effective.</li> </ul>	<p><b>WHITE</b></p>	<p>November 2020</p> <p>Now pending publication of the Mackey Serious and Organised Crime review</p>	<p>Bullets 1 through 4 are in part, of the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman.</p> <p>To date progress has been held pending the outcome of the independent serious and organised crime review led by Sir Craig Mackey.</p> <p>The Home Office is the lead for this recommendation.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>4</p> <p><u>Areas for improvement</u>  The National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime should revise the key performance indicators contained within the council's minimum capability standards for force cyber crime units. The revised standards should make clear:</p> <ul style="list-style-type: none"> <li>• [1]the minimum standards for investigation;</li> <li>• [2]the role of regional cyber crime co-ordinators in the recording, management, and review of cyber crime investigations; and</li> <li>• [3]the use of the weekly list provided by the National Fraud Intelligence Bureau to comply with the performance indicators.</li> </ul>	<p><b>WHITE</b></p>	<p>No deadline set by HMICFRS</p> <p>November 2020 for an initial position  Now pending the publication of the Mackey Serious and Organised Crime review</p>	<p>Bullets 1 and 2 are the remit of the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman. To date progress has been held pending the outcome of the independent serious and organised crime review led by Sir Craig Mackey.</p> <p>Bullet 3 – the use of the weekly lists [completed].  Revised guidance has been produced which is sent together with the weekly lists provided by the National Fraud Intelligence Bureau. This guidance is specific in the purpose for which the list is to be used.</p> <p>This guidance will be reviewed upon any future standards set by the NPCC lead for Cyber Crime.</p> <p>The performance indicators referred to within the recommendations were set by the National Board Force Specialist Cyber Capability Project Board.</p> <p>Any future plans with regard to bullet 1 and 2 [NPCC lead] will be handled within business as usual.</p>

# Shining a light on betrayal: Abuse of position for a sexual purpose

A national report by HMICFRS

Published September 2019

This report makes 6 recommendations, 1 sub-divided. 4 are for the force, 3 complete and 1 in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment	
<p>4a</p> <p><u>Recommendation</u> By April 2020, all forces that haven't yet done so should:</p> <ul style="list-style-type: none"> <li>• [1]record corruption using the national corruption categories;</li> <li>• [2]produce a comprehensive annual counter-corruption strategic threat assessment, in line with the authorised professional practice; and</li> <li>• [3] establish regular links between their counter-corruption units and those agencies and organisations who support vulnerable people.</li> </ul> <p>Where forces are yet to implement an effective ICT monitoring system that allows them to monitor desktop and handheld devices, they should do so as soon as reasonably practicable.</p>	<p>AMBER</p>	<p>April 2020</p> <p>Now</p> <p>November 2020</p> <p>[Subject to Co-vid]</p> <p>Aligned to PEEL 2018/2019 AFI 11</p>	<p>GREEN</p>	<p>Bullet 1 - The force is compliant recording corruption based on national corruption categories.</p>
			<p>GREEN</p>	<p>Bullet 2 - The force has produced a current force counter corruption Strategic Threat Assessment and control strategy 2020/21.</p> <p>The Control Strategy is to be published both on the force intranet and in the force's internal Professionalism Newsletter to raise awareness of the greatest identified threats.</p>
			<p>AMBER</p>	<p>Bullet 3 - PSD have established and successfully recruited to a new post of Engagement Officer. Part of the remit of this post is to establish links and encourage reporting by partners of any (corruption) issues encountered including matters of Abuse of Position (for a Sexual Purpose) which they may encounter. The mechanism is now in place to deliver this. PSD recently published an article to the business community in Skyline on 6th February 2020 which encouraged companies to get in</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>touch if they had any concerns and explained the work of the CCU. The force regularly attends the SE Regional Counter Corruption Practitioners Group, chairs the SE Regional Analysts meeting and attends other national groups.</p> <p><u>New IT system</u> Previously delayed pending the release of a Microsoft 365 compatible version; testing has been completed by the supplier in 2 forces.</p> <p>Roll out was expected by September 2020, however it is understood that this has been delayed and a revised timeline for delivery is being determined.</p>

## Crime Data Integrity inspection 2019

A force report by HMICFRS

Published August 2019

This report makes 6 areas for improvement for the force; 4 are complete, 2 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p><u>Area for Improvement</u> The force should immediately improve its collection and analysis of equality data through its crime reporting and recording systems</p>	AMBER	<p>February 2020</p> <p>Extended to September 2020</p> <p>Now extended to January 2021 to confirm improvements are embedded</p>	<p>Age and gender have already been recognised within the HMICFRS report as being collected. The force has issued guidance regarding the recording of ethnicity and is now a mandatory field on the force crime recording system.</p> <p>Disability and sexuality data remain to be collected and analysed.</p> <p>The MINERVA Niche group has also been contacted since most forces have similar issues.</p> <p>Rationale: Deadline further extended to ensure measure already taken are embedded and establish if work-arounds can be established for the collection and analysis of disability and sexuality data.</p>
6	<p><u>Area for Improvement</u> The force should immediately improve its use of cannabis warnings, penalty notices for disorder and community resolutions, to make sure it only issues them in accordance with national guidance.</p>	AMBER	<p>February 2020</p> <p>Extended to July 2020 but need to be reviewed [Reported to PAB]</p> <p>Extended to September</p>	<p>Audit results have not met the desired standards and further steps are now being taken:</p> <ul style="list-style-type: none"> <li>• The Community Resolution process is being digitised – roll out imminent.</li> <li>• Guidance will be re-issued to officers for Community Resolutions, penalty notices for disorder and Cannabis Warnings</li> <li>• A 3 step escalation process for failures is being implemented, at the highest levels this could lead to management action of officers.</li> <li>• Monthly audits will be conducted; failures reported to Supt Ops UPD</li> </ul>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			2020 to ensure improvements are embedded  Extended to January 2021	<ul style="list-style-type: none"> <li>The force Corporate Communications department will be engaged to support messaging</li> <li>Digitisation of Cannabis Warnings and PND will be pursued.</li> </ul> <p>Initial improvements were observed but not sustained and additional management actions is necessary.</p>

## The Poor Relation - The police and CPS response to crimes against older people

A national report by HMICFRS  
Published July 2019

This report makes 23 recommendations, 5 of which are for force. 4 recommendations are complete 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
10	<p>Cause of concern Some victims may not be receiving support services, and some support services don't work as well as they could. This is because the police don't always refer victims when they should, support services don't have ready access to police information, and witness care arrangements are sometimes provided separately.</p> <p><u>Recommendation</u> Within six months, chief constables should work with police and crime commissioners and their mayoral equivalents, and</p>	AMBER	January 2020  Extended to November 2020 [Previously Reported to PAB]	<p>The HMICFRS report recognises the good work of Economic Crime Victim Care Unit (ECVCU). There has been activity against this recommendation; dip sampling to ensure victim code of practise has been complied with – findings reported to Force Crime Standards Board.</p> <p>Rationale for deadline extension The force had plans to conduct 'victim journey' workshops which would have contributed as evidence for this. However the initial</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>other relevant organisations, to review whether victim support services can be provided in a better way.</p>		<p>Now extended to January 2021 for review</p>	<p>response to Co-vid has put this work on hold for the time being until a safe way to do this was explored</p> <p>With regard to non-economic crime victims: The force undertakes dip samples to identify learning which is then reported to the Crime Standards Board, these dip samples include qualitative checks on the service provided.</p> <p><u>Next Steps</u> Evidence that victims services have been reviewed [with partners] to establish if they can be enhanced, is still required. This element is being progressed by the force victim champion. Virtual victim journey workshops were to be progressed in October 2020 but have been delayed to allowing for the deployment of new laptops within the force which enable the virtual workshops.</p>

## PEEL 2018/2019

A force report by HMICFRS

Published May 2019

This report makes 11 areas for improvement for the force; 9 complete 2 to be progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>2</p> <p><u>Area for Improvement</u> The force should implement a process to get feedback from vulnerable victims.</p>	<p><b>AMBER</b></p>	<p>December 2019 set to align with the next inspection anticipated early 2020.</p> <p>Reset to June 2020 [Reported to PAB]</p> <p>Extended to November 2020 subject to further review</p>	<p>The requirement to survey domestic abuse victims is a mandatory home office return. Previously performed by the Vulnerable Victim Advocate [VVA], when funded by MOPAC and the force. In 2019 MOPAC redirected funding away from the City and the force now has access 2.5 days per week to an Independent Domestic Violence Advocate [IDVA] under the Pan London Victim and Witness Scheme. Vetting and recruitment [victim support] delayed the starting of the IDVA. Although the force now has access to an IDVA the Head of Domestic Abuse Services at Victim Support as indicated that surveying falls outside the scope of this role.</p> <p>This HMICFRS area for improvement seeks Domestic Abuse surveying to be expanded to other vulnerable victims – increasing demand.</p> <p>The way ahead has been discussed with the Corporation and a successful bid for POCA funds to Safer City Partnership [18/9/2020] has been made. The Head of PPU is now in discussion with Victims Support for the expansion of the service.</p> <p>This is not seem as a long term fix and the POCA bid included an element to commission an independent review of the Domestic Abuse/Vulnerable victim service provided across the City to include VVA, MOPAC, IDVA and the services the corporation provide. Domestic abuse surveys are to be conducted by officers of PPU as an interim measure to meet Home Office requirements.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p><u>Deadline Rationale</u> A revised deadline of November 2020 is set to review the current position and pending a response by victim support.</p>
<p>11</p> <p><u>Area for Improvement</u> The force should ensure that its counter-corruption unit:</p> <ul style="list-style-type: none"> <li>• has enough capability and capacity to counter corruption effectively and proactively;</li> <li>• can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse; and</li> <li>• builds effective relationships with individuals and organisations that support and work with vulnerable people.</li> </ul>	<p>AMBER</p>	<p>December 2019 set to align with the next inspection anticipated early 2020.</p> <p>Now November 2020 [Subject to Co-vid]</p>	<p>The first point has been addressed and recruitment is now complete and officers are in post and will continue to work on point three.</p> <p>In terms of the second point: New IT system.</p> <p>Previously delayed pending the release of a Microsoft 365 compatible version; testing has been completed by the supplier in 2 forces.</p> <p>Roll out was expected by September 2020, however it is understood that this may be delayed and a revised timeline for delivery is being determined.</p>

## Fraud: Time to Choose

A national report by HMICFRS  
Published April 2019

This report makes 18 AFIs and recommendations for the force, 17 are complete 1 in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p><u>Recommendation</u> By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should publish a timetable for implementing the revised Know Fraud system, making clear which services are to become available at each stage of implementation and thereby enabling forces to make use of each service as early as practicable.</p> <p>The use made of the system by police forces should be monitored and evaluated to identify best practice.</p>	<p>AMBER</p>	<p>September 2019, March 2020</p> <p>Extended to November 2020 [Previously reported to PAB]</p> <p>Now extended to January 2021.</p>	<p>The requirement is to publish a timetable for implementing the revised Know Fraud system, making clear which services are to become available at each stage of implementation and thereby enabling forces to make use of each service. The delayed delivery of enhancements and related issues with the contractor have prevented a timetable being produced and communicated with Chief Constables.</p> <p><u>Next Steps</u> Further communications to Chief Constables are planned as key decisions are made regarding the way ahead. There is also the Next Generation Service Procurement to take into consideration in any future communication.</p> <p><u>Rationale for deadline extension</u> The deadline is extended to enable implementation of decisions made regarding the future delivery of the service. Future communication to Chief Constables is planned.</p>

## City of London Police – Joint inspection of police custody

A national joint report by HMI Prisons and HMICFRS  
Published March 2018

This report makes 1 recommendation [complete] and 21 areas for improvement for the force of which 18 are complete, 3 are in progress

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>2</p> <p><u>Area for Improvement</u></p> <p>The force should ensure that there is sufficient oversight of how minimum staffing levels are maintained in the custody suite, and the level of overtime in use to achieve these.</p>	<p><b>AMBER</b></p>	<p>December 2019 to align with the HMICFRS return visit</p> <p>Now extended to July 2020, subject to review, to align with Transform</p> <p>Now October 2020 to align with Transform subject to review</p> <p>Now March 2021</p>	<p>A process is in place to monitor and review the availability of fully accredited staff.</p> <p>Overtime monitoring has been enhanced and authorisation changed to the Custody Manager from Group Inspectors.</p> <p>Duty planning allocate shifts to resilience officers to ensure they maintain their accreditation.</p> <p>An alternate process for allocation of resources was implemented; controlled by Custody Inspector. A dedicated Custody staffing group has been established on a 3 month rolling basis sourced from Response Groups, alongside Dedicated Detention Officers and Custody Goalers to improve both experience and skills and to better control cover and requirement for overtime.</p> <p>Work has been completed to reconcile skills records in the force training records system with a custody training Tracker. This has delivered accurate availability of Custody skills report and facilitates more effective use of Duty Management System for planning purposes.</p> <p>Custody management demand to be feed into the force change programme [Transform].</p> <p>Tasks to be progressed: Transform programme [Custody] – a challenge panel considered a high level proposal in October 2020. This proposal has now progressed to the Force Strategic Management Board for approval on the 3<sup>rd</sup> November. An implementation plan will be the next step, this is needed to consider a number of operational factors.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			Deadline is now March 2021 for review.
<p>3</p> <p><u>Area for Improvement</u> The force should address the unsatisfactory conditions that some detainees experience in the suite, especially those detained for long periods, and ensure that the facilities and arrangements for detainees with disabilities and those with limited mobility are suitable.</p>	<p><b>AMBER</b></p>	<p>December 2019 to align with the HMICFRS return visit</p> <p>Extend to November 2020</p>	<p>Van docking arrangements have been formalised. New design guidelines published by Home Office have been fed into the Accommodation Team. Accommodation Team have contacted National Police Estates Group (NPEG) who have agreed to conduct a review of force custody new build plans at the appropriate stage. This will include review of a series of key documents, a one day workshop plus interviews with relevant operational custody stakeholders.</p> <p>Tasks to be progressed: Facilities Management met with the contractor on 23<sup>rd</sup> October 2020 and a date of 24/25<sup>th</sup> November 2020 has been provisionally scheduled to complete a number of outstanding issues (which it has not proved possible to co-ordinate with other major projects planned) including:</p> <ul style="list-style-type: none"> <li>• Cell buzzer being moved</li> <li>• Hatching works completed</li> <li>• Protective screens being installed</li> <li>• Custody Suite being deep cleaned</li>   <li>• Emergency light service</li> <li>• Distribution board checks</li> <li>• Heating and ventilation system checks</li> </ul>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			Arrangements are being co-ordinated with BTP as CoLP business continuity; as works will necessitate closure of the Bishopsgate Suite.
<p>9</p> <p><u>Area for Improvement</u> Staff should routinely consider, and take any appropriate actions to preserve, detainees' privacy at the booking-in desk.</p>	<p>AMBER</p>	<p>December 2019 to align with the HMICFRS return visit</p> <p>Extended to Nov 2020</p>	<p>A mitigation has been identified [laptops utilised in a private side room] and has been communicated to officers and included within CPD safeguarding and welfare responsibilities.</p> <p>Hatching 'no loitering' area in Reception to be marked up to minimise opportunity to view CCTV monitors, works originally scheduled for Nov 2019 cancelled due to operational requirements and to be rescheduled for the New Year. New date not yet confirmed but has been followed up by Custody Manager.</p> <p>It is now hoped to co-ordinate these works with those planned for the installation of the new CCTV system in Custody which will necessitate closure of Custody (possibly for 2 weeks) and also for works associated with development of the Exercise Yard at CP6 too, alongside availability of BTP Custody Suite to use, to minimise closure times of Bishopsgate Suite.</p> <p>Rationale for extending date: delays around co-ordination of maintenance/cleaning teams, use of BTP facilities and operational requirements of force.</p> <p>This is now further impacted by restrictions of CoVid 19 so deadline further extended to Nov 20 (but subject to ongoing review as circumstances allow).</p> <p>Opportunity for this work to be completed still not possible - will be progressed as soon as circumstances permit. However, due to plans</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			<p>for the CCTV refresh which now involves installation of Perspex screens and moving of CCTV monitors marking of the no loitering zone will no longer be required as these other changes should address original shortcomings.</p> <p>Plans for the new exercise yard at CP6 have been reviewed by NPEGs who has proposed some amendments, and existing contractor is in process of pricing up additional works.</p> <p>Whilst the Custody CCTV project is not likely to be completed until 2021, in the interim facilities/maintenance works have now been provisionally scheduled for 24/25th November 2020 and will include hatching works and protective screen provision (see update at AFI 3)</p>

## Policing and Mental Health - Picking Up the Pieces

A national joint report by HMICFRS  
Published November 2018

This report makes 3 recommendations for the police; 2 are complete, 1 pending input from the College of Policing

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>3 <u>Recommendation</u> By August 2019, all forces should review their existing partnership mental health triage services to assess their effectiveness, and the environment they are operating in. This will help them make decisions about sustainable future services with partners to make sure mental health care needs are being met.</p>	<b>WHITE</b>	August 2019	<p>Practise guideline from the College of Policing to help force benchmark their triage activity are pending.</p> <p>However this is something which the force already undertakes – the most recent assessment examined the period November 2018 to</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>If forces find any deficiencies in their triage services, they should take steps to address them as soon as reasonably practicable.</p> <p>The College of Policing has agreed to devise some practice guidelines to help forces benchmark their triage activity. We will inspect on progress in this area as part of our integrated PEEL assessments inspection framework.</p>			<p>October 2019 and highlighted a business need for mental health nurse cover during the day.</p>

## Understanding the difference: the initial police response to hate crime

A national joint report by HMICFRS  
Published July 2018

This report makes 15 recommendations. 8 are for the force and 7 of these are complete, 1 can now be progressed following publication of the Hate Crime APP by the College of Policing.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><u>Recommendation</u></p> <p>Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the national minimum standard of response to victims of hate crime inconsistently.</p> <ul style="list-style-type: none"> <li>• We recommend that, within six months, the NPCC lead for hate crime works with the College of Policing to review the operational guidance about the minimum standard of response to establish if it is still appropriate and relevant for forces</li> <li>• We recommend that, following the review, any agreed minimum standard of response for forces should be</li> </ul>	<p>AMBER</p>	<p>December 2020</p>	<p>This action has been held at WHITE pending the publication of the College of Policing APP.</p> <p>Following consultation completed November 2019, the College has now published this APP and it is now been considered by the force.</p> <p>A deadline of December 2020 has been set for this initial review.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
monitored by force governance processes, including external scrutiny.			

## PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS  
Published March 2018

This report was published 22<sup>nd</sup> March 2017. There are 4 recommendations which apply to the force and are to be progressed.

There are 4 recommendations which applies to the force; 3 are complete, 1 is held at WHITE pending input from the College of Policing

Recommendations & Areas for Improvement	Status	Due Date	Comment
<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>	<b>WHITE</b>	September 2018 And January 2019	<p>Details of the peer review approach have not been released by the College of Policing at this time.</p> <p>Local peer review and opportunities to share best practice are being developed through the regional Vulnerability Steering Group chaired at commander level by the MPS. BTP are also in attendance. The force submitted its Vulnerability Action Plan to the NPCC lead (Norfolk) for Peer review. Feedback was broadly positive with one area for improvement identified, regarding strategic training with partners. Supt UPD Ops is negotiating attendance for CoLP and relevant COL leads to attend the highly recommended MPS-designed Hydra exercise called the Strategic Partner Agency Safeguarding Exercise (SPASE) designed for senior leaders in policing, health, education, children and adult services.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
			A review of the National Vulnerability Action Plan is due to be undertaken – the force has been invited to be part of the review team.