

HMICFRS Report Recommendations

Traffic Light Colour	Definition of target achievement
GREEN	The recommendation is implemented
AMBER	The recommendation is subject to ongoing work and monitoring
RED	The recommendation should have been implemented but has not been due to resource issues or force capability to complete and remains outstanding
WHITE	The recommendation is no longer required / relevant or is dependent upon another organisation.


Individual recommendations may require multiple tasks to be completed by task owners from across the force before they can be discharged. The schedule below details the owners of tasks against individual recommendations highlighting those which are outstanding.


National child protection inspection post-inspection review


A national report HMICFRS



Published 11th May 2022

This report leaves 5 of the original 6 recommendations as open

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Amber	1	We recommend that City of London Police should immediately review the vulnerability training for its staff in all roles, to improve the understanding of the importance of engaging with children and in		2020 (based on HMICFRS original child protection inspection report)	Sept 2022: The Head of Crime will attend the relevant national forums to ensure we are delivering the most appropriate vulnerability training to our staff.	Head of L&OD	Amber: re-inspection report published May, but work to meet recommendations started in	

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		understanding their perspectives to improve safeguarding activities that deliver better outcomes for those children.			A one-day training package that focuses on vulnerability in children has been delivered to over 1000 police officers and staff. Domestic Abuse (DA) trainers have been in Force and completed a health check and Learning & Organisational Development (L&OD) will continue to work with them to provide refresher training where weaker knowledge was apparent.		February once draft report was seen. A number of tasks have been set to make sure the force meets the recommendations.	
Amber	3	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: <ul style="list-style-type: none"> • the timely completion and update of risk management plans. • timely and unannounced home visits being made to registered sex offenders; and • timely recording of intelligence on force systems. 		2020 (based on HMICFRS original child protection inspection report)	Nov 2022: A review has been completed with regards to the way in which we monitor sex offenders within the City. There are a number of processes currently in place that are being amended and changed in order to support this recommendation: <ol style="list-style-type: none"> 1. Three further officers (1DC, 1DS and DI) are being trained in MOSOVO. 2. A monthly notification is being sent to relevant officers to keep them informed of the City's Registered sex offenders (RSOs). This document will contain a picture of the offender, their notification requirements and details of what officers should do if they come across the offender. 3. Meetings are being held with relevant MPS officers to ensure that they are sharing information with the City regarding the offenders who frequent the City - this includes persons who work within the City that may be a risk. A reminder has been sent 	Head of PPU	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was seen. A number of tasks have been set to make sure the force meets the recommendations.	

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					<p>to MPS (Op Jigsaw) officers that they must complete a partner record on the relevant system (VISOR) which is shared with the City should they identify an offender in our area. Within the monthly sharing of RSO's to group, the MOSOVO DS will check these partner records to ensure that we are up to date with the offenders and a subsequent intel report will then be completed.</p> <p>4. RSOs training was held for PPU officers in June on the managing offenders and the ways in which we can identify and work with others to ensure we are monitoring our offenders within the City.</p> <p>5. Two-day attachments are being sought within the MPS (Op Jigsaw) department for City officers. A flagging system is being set in place and meetings arranged with CAD and Niche in order to access the process around attending warrants and completing home visits - this will be completed by December 2022.</p>			
Amber	4	<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"> • warning markers and flags are used to alert responders to risk and vulnerability; and • control room staff have effective systems to help them to prompt 		2020 (based on HMICFRS original child protection inspection report)	<p>Nov 2022: The following actions are being undertaken in this area:</p> <ol style="list-style-type: none"> 1. Review of existing practices to consider if documentation regarding supervision is sufficient/ 2. Ensure control staff have a full understanding of the warning flags available in CAD (Computer Aided Despatch) 	CAD Manager	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was seen. A number of	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		frontline responders to follow force policy – for example, to turn on body-worn video cameras when attending domestic abuse incidents.			3. CAD and Niche/Pronto (Force Crime and Incident recording system) will define which flags and warning markers exist and who is responsible for their update 4. Control to prompt officers when attending domestic abuse incidents to turn on body worn video (mandatory recording)		tasks have been set to make sure the force meets the recommendations.	
Amber	5	We recommend that, within three months, City of London Police should act to improve child protection investigations by reviewing its systems for investigating online child abuse and by establishing effective arrangements to identify and tackle those who download and distribute indecent images of children in its area.		2020 (based on HMICFRS original child protection inspection report)	Nov 22: POCA funding to Public Protection Unit (PPU) has allowed for the purchase of licences for CAID (Child Abuse Image Database) and it is expected that training will be completed by June 2023.	Head of PPU	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was seen. A number of tasks have been set to make sure the force meets the recommendations.	
Amber	6	We recommend that, within three months, City of London Police should introduce improvements to the arrangements for the attendance of appropriate adults, so that these are timely.		2020 (based on HMICFRS original child protection inspection report)	Nov 22: The Force is reviewing its processes to ensure timely contact and arrival of AAs to support detained children. A meeting is being held with the contract provider for this service to ensure the contract is fit for purpose.	Custody manager	Amber: re-inspection report published May, but work to meet recommendations started in February once draft report was seen. A number of tasks have been	



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							set to make sure the force meets the recommendations.	



A joint thematic inspection of Multi-Agency Public Protection Arrangements

A national report HMICFRS

Published July 2022

This report leaves 4 of the original 4 recommendations as open

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Amber	14	Category 3 referrals are made to manage individuals who present a high risk of domestic abuse where formal multi-agency management and oversight through MAPPA would add value to the risk management plan.	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	
Amber	15	There is a comprehensive training strategy for all staff involved in the MAPPA process that fully utilises existing training packages and makes sure they can enable staff in all roles to prepare for and present or contribute to a case in a multi-agency forum and understand how MAPPA fits with other multi-agency forums, such as Integrated Offender	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	


Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		Management and Multi-Agency Risk Assessment Conferences (MARACs).						
Amber	18	All MAPPA nominals managed at Levels 2 and 3 are allocated to a suitably trained police offender manager	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	
Amber	19	Workloads for staff managing sexual offenders are reviewed against national expectations and, where found to be excessive, take steps for mitigation and communicate this to affected staff	14 July 2023			A/Ch Supt, Specialist Ops	Amber: report published July, and work is being undertaken to assess what is required.	



A Joint Thematic Inspection Of The Police And Crown Prosecution Service's Response To Rape, Phase 2: Post-Charge

A national report HMICFRS

Published 25 February 2022

This report makes 3 recommendations aimed at the Police; all are currently open.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Amber	1	<u>Recommendation</u> Immediately, police and prosecutors should review and significantly improve communications with victims from the point of charge onwards.	May-22	No dates set by HMICFRS	<p>Nov 2022: The VVA (who performs the ISVA role) will maintain contact with the victim throughout the report to court process. As the VVA is co-located within PPU, this allows the OIC to ensure clear communication and strategy in relation to comms with the victim. Additionally, as per the victims code, the victim is updated at least every 28 days, and this continues post charge. With rape cases, this is usually done by a Sexual Offences Investigative Trained Officer (SOIT) (unless for a specific investigative reason one was not assigned, and the OIC will do this). The SOIT will have been assigned at the outset of the investigation and has the sole role of managing the victim and associated actions through report to court, is appropriately trained and will develop rapport with victim. The adherence to the 28-day victim contact is monitored through a weekly report which goes to the serious and complex crime DCI, outlining any PPU crimes which have fallen outside this 28-day contact for the DCI to escalate. Additionally the PPU DI will review each rape on a monthly basis, and maintenance of victim contact should form part of this review.</p> <ul style="list-style-type: none"> The teams are regularly reviewing the victim updates. CID/PPU use this as a performance measure and are part of their monthly performance meetings. 	Head of CJS and Custody	Green - the actions are now completed.	



Amber	8	<u>Recommendation</u> Immediately, the police and the CPS should work collaboratively to ensure that bad character is considered in all rape cases and progressed wherever it is applicable.	May-22	No dates set by HMICFRS	Nov 2022: In response to the lack of usage to Bad Character by CPS, when there are submissions of rape cases, a bi-monthly meeting is now being held with the Rape and Serious Sexual Offence (RASSO) leads, the CPS and the senior prosecutors to ensure that any cases of concern are discussed. Here the lack of bad character usage by the CPS on select cases will be addressed to ensure it is being used.		Green - the actions are now completed.	
Amber	9	<u>Recommendation</u> Immediately, forces should make sure that victims of rape are given the opportunity to make a victim personal statement (VPS) at the earliest possible time, with the option of updating this statement closer to the court trial date.	May-22	No dates set by HMICFRS	Nov 2022: <ul style="list-style-type: none"> Narrative provided from business leads on the processes undertaken in compliance with the force Standard Operation Procedure (SOP) and the national Victims' Code, which also supports shared awareness where the offer of Victim Personal Statement (VPS) to, and response from, victims are: captured in the force system and rape audits; crime scrutiny groups; and the Crime Standards Board. 	PPU Manager	Amber - this is a new recommendation with actions to complete being assessed.	


A Joint Thematic Inspection Of The Criminal Justice Journey For Individuals With Mental Health Needs And Disorders



A national report HMICFRS


Published 17th November 2021

This report makes 7 recommendations aimed at the Police: 6 are in progress and 1 is complete.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in Nov?	Direction of Travel
Amber	10	<p><u>Recommendation</u> Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should:</p> <p>Develop and deliver a programme of mental health awareness-raising for staff working within criminal justice services. This should include skills to better explain to individuals why they are being asked questions about their mental health so that there can be more meaningful engagement</p>	Nov-22	Nov-22 (HMICFRS report)	<p>Nov 2022 update:</p> <ul style="list-style-type: none"> Task owner is liaising with mental health lead and Administration of Justice (AOJ) to ascertain what is currently received & whether we can upskill internally. 		Head of Learning & Development	Amber - this is a new recommendation with actions to complete being assessed.	
Amber	11	<p><u>Recommendation</u> Local criminal justice services (police, CPS, courts, probation, prisons) and health commissioners/providers should:</p> <p>Jointly review arrangements to identify, assess and support people</p>	Nov-22	Nov-22 (HMICFRS report)	<p>Nov 2022 update:</p> <ul style="list-style-type: none"> Task owner attends London Criminal Justice System (CJS) Board and will discuss what our partners are doing. As a force we have arrangements in place and a SOP, but we need to see what is being done by partners to assess whether further improvements can be made. 		Head of CJS Services	Amber - this is a new recommendation with actions to complete being assessed.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in Nov?	Direction of Travel
		with a mental illness as they progress through the CJS to achieve better mental health outcomes and agree plans for improvement.							
Amber	14	<u>Recommendation</u> Ensure that all dedicated investigative staff receive training on vulnerability which includes inputs on responding to the needs of vulnerable suspects (as week as victims). This should be incorporated within detective training courses.	Nov-22	Nov-22 (HMICFRS report)	Nov 2022 update: <ul style="list-style-type: none"> Currently all officers receive a generic 1-day input on vulnerability. For Investigative roles the force provides Temporary/Detective Constable (T/DC) with more bespoke training, the Investigations academy is to deliver training to Detective Sergeant/Detective Inspector (DS/DI). Learning and Organisation Development (LOD) will conduct a review of both of these offerings. 		Head of Learning & Development	Amber - this is a new recommendation with actions to complete being assessed.	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in Nov?	Direction of Travel
Amber	15	<u>Recommendation</u> Dip sample (outcome code) OC10 and OC12 cases to assess the standard and consistency of decision making and use this to determine any training or briefing requirements and the need for any ongoing overnight	Nov-22	Nov-22 (HMICFRS report)	Nov 2022 update: <ul style="list-style-type: none"> Dip sampling of outcome codes will now sit with AOJ. A process of how this will be implemented and resourced is being explored. 	Head of CJS Services is requesting resources to support dip sample review.	Head of CJS Services	Amber - this is a new recommendation with actions to complete being assessed.	
Amber	16	<u>Recommendation</u> Review the availability, prevalence, and sophistication of mental health flagging, to enhance this where possible, and to consider what meaningful and usable data can be produced from this.	Nov-22	Nov-22 (HMICFRS report)	Nov 2022: <ul style="list-style-type: none"> Force uses flags and raises Public Protection Notices (PPNs) where necessary. These are checked by the Public Protection Unit (PPU) for referrals. This data is then used by Performance Information Unit (PIU) to inform different working groups of the stats. The next stage is to assess gaps. Acting/DI of PPU has run a dip sample in February/March to assess this. This will be analysed and confirm what the next tasks are to complete the recommendation. 		Acting Head of PPU	Amber - this is a new recommendation with actions to complete being assessed.	


Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Resources needed/costs involved	Force Task Owner	Position in Nov?	Direction of Travel
Amber	17	<u>Recommendation</u> Assure themselves that risks, and vulnerabilities are properly identified during risk assessment processes, particularly for voluntary attendees. They must ensure that risks are appropriately managed, including referrals to Healthcare Partners, Liaison and Diversion and the use of appropriate adults.	Nov-22	Nov-22 (HMICFRS report)	Nov 2022 update: <ul style="list-style-type: none"> The Force has a Voluntary Attendee (VA) SOP in place with a risk assessment. This has also identified the need to have one standard process in place. This is a work in progress, which has been raised with the Crime Standards Board. 		Head of CJS and Custody	Amber - this is a new recommendation with actions to complete being assessed.	
WHITE (CLOSED)	18	<u>Recommendation</u> The police service should: Police leadership should review MG (manual of guidance) forms to include prompts or dedicated sections for suspect vulnerability to be included.	Nov-22	Nov-22 (HMICFRS report)	After consulting with HMICFRS it has been clarified that this recommendation has been assigned to the NPCC to look into as individual forces cannot change the Manual of Guidance (MG) forms. There is nothing further the force can do.		Head of CJS Services	February 2022 AMBER March 2022 WHITE (CLOSED)	

Police Response To Violence Against Women And Girls - Final Inspection Report


A national report HMICFRS

Published 17th September 2021

This report makes 5 recommendations each of which include a number of sub-actions. 2 recommendations apply to the force [in part] at this time; they are both green pending HMICFRS sign-off.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Green – pending HMICFRS sign off	3	Structures and funding should be put in place to make sure victims receive tailored and consistent support 3.2 By March 2022, all police forces should ensure information on the protected characteristics of victims is accurately and consistently recorded. 3.1 & 3.3 are NOT on the HMICFRS monitoring portal and are NOT actions for the Police rather other bodies: 3.1 By March 2022, informed by and connected to work on the proposed Victims Bill, the Ministry of Justice, Home Office and other government departments should review funding to ensure it is		March 2022		Det Ch Supt Head of Professionalism & Trust	Green – pending HMICFRS sign off	

	<p>sufficient for specialists to support victims making complaints to the point that they have received the outcome they need. The aim should be to provide funding so that an independent (non-legal) adviser/advocate is available to support victims of domestic abuse and sexual violence as they go through the criminal justice system (and should consider this for victims of other crimes that disproportionately affect women). This support should be designed in consultation with the victim and should continue after a perpetrator is released from prison.</p> <p>3.3 By March 2022, informed by and connected to work on the proposed Victims Bill, the national policing lead, National Police Chiefs' Council leads, and the Home Office should work together to establish guidance for all forces on how the views and experiences of victims should be recorded, analysed and considered as part of performance</p>						
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		management of VAWG offences. As a minimum, this should include a single national survey to measure victim satisfaction, and processes to link local performance management data with the proposed national VAWG improvement measures (recommendation 4.4). This should allow for both local and national quality assurance, as well as the identification of any emerging issues, risks or variables that need further action to resolve. Police forces and partner agencies should have clear responsibilities in supporting victims through every stage of the case.						
Green - pending HMICFRS sign off	4	<u>Recommendation</u> All chief constables should immediately review and ensure that there are consistently high standards in their forces' responses to violence against women and girls and should be supported in doing so by national standards and data	Mar-22	Mar-22 (HMICFRS report)	March 2022 Update: <ul style="list-style-type: none"> Our response is in line with NPCC national framework, the Delivery plan is bespoke to the city but based upon the NPCC three pillars. Our performance in this area will be tracked through individual action plans for strand leads and will be Red Amber Green (RAG) rated. The performance will be submitted to the NPCC in two initial stages. March 22, all forces to submit a data return outlined in the framework. June 22, Key 	Det. Ch. Supt. Head of Professionalism and Trust	Green - with the VAWG action plan in place, training, an internal review of cases against officers/staff, along with a range of other priorities, the force assesses this	


					pillar 1 and 2 deadline returns. Key areas have been identified where we need to invest in ensuring that we maintain the high standards we already have in our response to Violence Against Women and Girls (VAWG).		recommendation as Green. It is an ongoing recommendation, but all the processes and checks are in place for moving forward.	
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A Review Of 'Fraud: Time To Choose'


A national report HMICFRS

Published 5th August 2021

There are 3 new actions for the force, 2 are green pending HMICFRS sign off and 1 in progress



Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Green – pending HMICFRS sign off	1	By 30 September 2021, chief constables should make sure that their forces are following the guidance issued by the National Police Chiefs' Council Coordinator for Economic Crime about fraud-related calls for service.		September 2021			Green – pending HMICFRS sign off	


Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Amber	2	<u>Recommendation</u> By 31 March 2022, the National Police Chiefs' Council (NPCC) Coordinator for Economic Crime with the National Crime Agency (NCA), National Economic Crime Centre (NECC) and City of London Police should set up an effective national tasking and co-ordination process for fraud.	2022- this relies on a number of partners.	Mar-22 (HMICFRS report)	Update NFIB- National Fraud Intelligence Bureau NECC- National Economic Crime Centre NCA- National Crime Agency <ul style="list-style-type: none"> • An effective tasking of crimes from NFIB going to law enforcement is in place • Tasking is supported through Lead Force Operations Room (LFOR) • Escalation between policing and NECC/NCA is in place via bilateral tasking arrangements • FOIM (Fraud Operation Intelligence Meeting) set up for monthly meeting to track cases requiring escalation and adoption • Intelligence side of meetings successful, operationally no cases have been accepted or escalated from policing to NCA/NECC or partners. • Progress still needs to be made in tasking cases that are not accepted by policing. • CoLP looking at using Agency Partnership Management Information System (APMIS) to task Priority 1/Priority 2 cases. • Working group set up to discuss and plan resolution and recommendations. • Improvements are still required in decision making at the FOIM. 	Commander National Lead Force Operations	Amber - the HMICFRS Force liaison has agreed progress is being made on this recommendation but assesses there is still work required. He has offered advice to the business leads on this, and they will continue to work forward. This recent update document will be uploaded to the monitoring portal to show progress. An extension of deadline will be needed to move by 6 months to September to meet the challenges the team are facing and the requirement of the HMICFRS Liaison Officer.	


Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
					<ul style="list-style-type: none"> Advice has been sought from the HMICFRS Force Liaison Officer on the next steps for this recommendation and whether enough has been done to close at this stage: <ul style="list-style-type: none"> HMICFRS Force Liaison agrees the process is taking shape but assesses more work is required. The monitoring portal will be updated with the current briefing on this. He has offered suggestions extending the deadline by six (6) months to meet the challenges the team are facing. Commander NLF ops and NECC Dep Director have met to discuss this and NECC has escalated the CoLP recommendation paper to the Threat lead for review. 			
Green – pending HMICFRS sign off	3	By 31 October 2021, chief constables should adopt the guidance issued in September 2019 by the National Police Chiefs’ Council Coordinator for Economic Crime that was aimed at improving the information given to victims when reporting fraud.		October 2021			Green – pending HMICFRS sign off	


A Joint Thematic Inspection Of The Police And Crown Prosecution Service's Response To Rape

A national joint thematic HMICFRS and HMCPSI
Published 16th July 2021.


Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Green pending HMICFRS sign off	2	Police forces and support services should work together at a local level to better understand each other's roles. A co-ordinated approach will help make sure that all available and bespoke wrap-around support is offered to the victim throughout every stage of the case. The input of victims and their experiences should play a central role in shaping the support offered.		January 2022	CoLP work closely with support agencies (statutory and third sector) through the VAWG forum and aware of roles and support on offer. CoLP commission the Vulnerable Victim Advocate who is a trained ISVA to support rape victims and signpost to offer bespoke services where needed.	Head of PPU	Green pending HMICFRS sign off	
Amber	3	<u>Recommendation</u> Police forces should collect data to record the different stages when, and reasons why, a victim may withdraw	Jun-22	Dec-21 (HMICFRS report)	<ul style="list-style-type: none"> Reasons why rape victims fail to support a case is recorded on the Force Crime and Incident recording system (Niche) and via outcome codes. Procedure for recording victims wishes on statement/other police records or Body 	Head of CJS Services and FCR	Amber – templates are ready to go to the Niche	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		support for a case. The Home Office should review the available outcome codes so that the data gathered can help target necessary remedial action and improve victim care.			<p>Worn Video (BWV) where able is within the force SOP.</p> <ul style="list-style-type: none"> Audits of outcome 16 [Domestic Abuse] have taken place and the CPS has agreed to look at outcome 15 [Domestic Abuse] with PPU. <p>Update:</p> <ul style="list-style-type: none"> Outcome 14,15,16 templates are being reviewed against HMICFRS criteria. The templates will make it easier to record the reasons for withdrawal and ensure appropriate auditable records are obtained. PPU will mandate their use for all rape cases. The templates will allow for auditing and also PIU to develop bespoke reports. DCI CJS is working with DI Niche team to check if any existing templates within Niche can do what we need them to do. If not, then request for updated templates will go to Niche regional team in May for sign off. 		regional team for sign off in May.	
Green pending HMICFRS sign off	4	Immediately, police forces and CPS areas should work together at a local level to prioritise action to improve the effectiveness of case strategies and action plans, with rigorous target and review dates and a clear escalation and performance management process. The		October 2021	•	Head of AoJ	Green pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		NPCC lead for adult sexual offences and the CPS lead should provide a national framework to help embed this activity.						
Green – pending HMICFRS sign off	5	Police forces and the CPS should work together at a local level to introduce appropriate ways to build a cohesive and seamless approach. This should improve relationships, communication and understanding of the roles of each organisation.		January 2022	•	Head of AoJ	Green – pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Amber	6	<u>Recommendation</u> The police and the CPS, in consultation with commissioned and non-commissioned services and advocates, and victims, should review the current process for communicating to victims the fact that a decision to take no further action [NFA] has been made. They should implement any changes needed so that these difficult messages are conveyed in a timely way that best suits the victims' needs.	Mar-22	Dec-21 (HMICFRS report)	<ul style="list-style-type: none"> HMICFRS have asked us to keep this at Amber until they inspect us during PEEL. As part of Operation Bluestone/Soteria¹ this is being looked at nationally under the transformation of rape investigations. Whilst this national work is continuing, CoLP has a clear Standard Operating Procedure (SOP) as to expectations for updating victims in relation to rape. CPS RASSO (Rape and Serious Sexual Offences) lead has responded to this with their usual practice when it comes to no further action in Rape cases. i.e. They will work with the Officer In the Case/Sexual Offences Investigation Trained (OIC/SOIT) officers at CoLP to ensure no further action is conveyed to victim in the most appropriate way. This is documented in the Force SOP. Head of CJS and Custody assess that this can now be closed as Green. 	DCI Head of CJS and Custody	Green pending HMICFRS sign off following communication with CJS about how to improve communication to victims where there is NFA and an updated SOP that documents how the force should communicate the action lead assesses this recommendation is met and is Green.	

¹ [Operation Soteria Bluestone | College of Policing](#)


Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Amber	7	<u>Recommendation</u> Police forces should ensure investigators understand that victims are entitled to have police decisions not to charge reviewed under the Victims' Right to Review (VRR) scheme and should periodically review levels of take-up.	Apr-22	Dec-21 (HMICFRS report)	<ul style="list-style-type: none"> This is communicated as part of final contact with victim. Force Rape SOP has been updated and published to ensure this is recorded on the Niche system. Rape SOP outlines needs to inform victims of Victim Right to Review (VRR) at point of NFA and forms part of supervisor (DS and DI level) final supervisor review. <p>March update:</p> <ul style="list-style-type: none"> New VRR template is now on Niche, and details have been circulated to PPU. VRR checks will be included in the Rape/Sexual Offence Audit reports provided to the Crime Scrutiny Group by the FCIR. 	DCI Head of CJS and Custody	Green pending HMICFRS sign off – SOP updated; Niche templates updated to include area for VRR recording. Audits will be done by crime registrars and fed back to the crime scrutiny group for compliance.	



Disproportionate Use Of Police Powers



A national report HMICFRS

Published 26th February 2021

There are 6 actions for the force: 5 are green pending HMICFRS sign off and 1 is in progress.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Amber	1	<u>Recommendation</u> By July 2022, forces should ensure that officers and staff have effective communication skills, in line with the National Policing Guidelines on Conflict Management. This should be in addition to existing training on conflict management and de-escalation.	Jul-22	Jul-22 (HMICFRS report)	<ul style="list-style-type: none"> • Mentivity training commenced October 2021 for front line officers. • Virtual Continuous Professional Development(CPD) sessions focusing on stop and search were delivered to 85 officers and staff this year and a written bulletin sent force wide to compound this learning. • A Focus on CPD virtual training session providing an input on communication was well received and a written bulletin was published in December 2021 • 'Focus on' communication bulletin published Jan 2022 • Stop search training for frontline officers has been built into the training timetable and is scheduled for June and July 2022 • Current student officer cohort received improved Stop Search training including varied practical scenarios and were tasked to produce a best practice video for dissemination to the rest of the force via the Learning and Development video streams. 	Head of Learning & Development	Green - it is assessed that the training plan in place meets the criteria for this recommendation.	

					<ul style="list-style-type: none"> An additional video is being developed in collaboration with the British Transport Police (BTP) with a planned release within 4 weeks 			
Green pending HMICFRS sign off	2	By July 2021, forces should ensure that communication skills are reinforced as part of the programme of continuing professional development for officers and staff, and that supervisors are supported to routinely and frequently debrief officers on these skills using body-worn video footage		December 2021			Green pending HMICFRS sign off	
Green pending HMICFRS sign off	3	<p>By September 2021, forces should:</p> <ul style="list-style-type: none"> ensure that officers record on body-worn video (when this is available) the entirety of all stop and search encounters, including traffic stops and use of force incidents. have a structured process for regularly reviewing and monitoring internally a sufficient sample of body-worn video 					Green pending HMICFRS sign off	

		<p>footage to identify and disseminate learning and hold officers to account when behaviour falls below acceptable standards; and</p> <ul style="list-style-type: none"> • provide external scrutiny panel members with access to samples of body-worn video footage showing stop and search encounters and use of force incidents, taking account of the safeguards in the College of Policing's Authorised Professional Practice. 						
Green pending HMICFRS sign off	5	By July 2021, forces should ensure they have effective internal monitoring processes on the use of force, to help them to identify and understand disproportionate use, explain the reasons and implement any necessary improvement action.	January 2022	July 2021		PIU	Green pending HMICFRS sign off	
Green pending HMICFRS sign off	6	By July 2021, forces should ensure they have effective external scrutiny processes in place in relation to the use of force. Forces should take account of feedback and update the scrutiny panel and the community on the action taken.					Green pending HMICFRS sign off	



Green pending HMICFRS sign off	7	With immediate effect, forces should ensure that all stop and search records include detail of the self-defined ethnicity of the subject. When this information is refused by the subject, the officer-defined ethnicity code should be recorded.					Green pending HMICFRS sign off	
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Cyber: Keep The Light On

A national report by HMICFRS

Published October 2019

This report makes 5 recommendations 3 are complete and 2 are green pending HMICFRS sign off.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Green pending HMICFRS sign off	AFI 1	Chief constables should evaluate the use that their force makes of cyber specials and volunteers to ensure that they are used effectively.				Head of NFIB Cyber	Green pending HMICFRS sign off	
Green pending HMICFRS sign off	AFI 5	With immediate effect, City of London Police should provide the Home Office with details of how the force intends to address the issue of reports being held in 'quarantine' within the Know Fraud system. Furthermore, the force should		March 2020		Head of NFIB Service Delivery Team	Green pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		also identify its proposals to prevent a re-occurrence.						


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 are complete and 1 in progress.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
Green pending HMICFRS sign off	8	Cause of concern (#15345) The police do not consistently assess the needs of victims as set out in the relevant codes of practice and so the needs of victims are not always met. Recommendation (#10582) Within six months, chief constables should make sure that victim needs assessments are always completed.		March 2020		Supt Business Planning	Green Pending HMIC sign off	↔
Green pending HMICFRS sign off	9	Cause of concern (#15344) Chief constables do not understand well enough the current demand for adult safeguarding arrangements		November 2019			Green pending HMICFRS sign off	↔

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		<p>and have not considered the likely future demand and the implications for forces.</p> <p>Recommendation (#9883) Within three months, chief constables should conduct analysis of the current and future demand for adult safeguarding, including the gap in knowledge that may exist from those cases where referrals are not made because of errors or omissions. This analysis should be incorporated into force management statements (FMSs).</p>						
Amber	10	<p><u>Cause of concern</u> Some victims may not be receiving support services, and some support services do not work as well as they could. This is because the police do not always refer victims when they should, support services do not have ready access to police information, and witness care arrangements are sometimes provided separately.</p> <p><u>Recommendation</u></p>	Jun-22	Jan-20 (HMICFRS report)	<ul style="list-style-type: none"> Improvements in VCOP compliance are being undertaken with further detailed scrutiny, new Niche templates for Victim letters and referrals via Victim Needs Assessments. Vulnerable victims are referred to the vulnerable victim advocate who provide support. The force has one vulnerable victim advocate with another being trained at present. The force has good relationship with other forces and is an active part of the joint City and Hackney partnership in terms of both vulnerable adults and children and a wealth of 	DCI Head of Major Crime	Green – pending HMICFRS sign off	

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		<p>Within six months, chief constables should work with police and crime commissioners and their mayoral equivalents, and other relevant organisations, to review whether victim support services can be provided in a better way</p>			<p>specialist services are available through this partnership in terms of needs. The force participate in a number of focus meetings such as the recent one on the cost of living crisis.</p> <ul style="list-style-type: none"> • “DA” abuse Survey review to include stalking and more general vulnerable victims within the DA survey. On a wider victim perspective, Uplands Software (Rant & Rave) the New CoLP survey platform will increase our response rate for Victim Satisfaction as well as our Community survey with Text Message and email will make this more accessible for people to take part, the community survey in particular plans to have QR codes for people who come into the City to take part in, options we are considering are posters, social media campaigns to try and increase the response rates and make it more representative. This will collect reliable data which we can use to drive service improvements across the business. • 2 detailed SOP’s (standard operating procedures) provide guidance to staff on how to manage both adults and children that are vulnerable through a variety of factors. 			

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
					<ul style="list-style-type: none"> All PPN's (Public protection Notices) reviewed by a supervisor in a virtual MASH within the PPU and progressed with the relevant services, often the individual are the responsibility of external social services as there are low numbers of residents within the City. A Victim service coordinator and strategic manager are currently being recruited under the Serious and Complex DCI. The purpose of these roles are to champion the victim in all City processes, governance, consistency and progression in this area. The coordinator is at interview stage. 			
Green pending HMICFRS sign off	11	<p>Cause of concern (#15342) Some adults who need safeguarding are being put at risk because the police are not always referring cases to partner organisations, and there are no effective measures to ensure that referrals have been made.</p> <p>Recommendation (#9926) Within three months, chief constables should ensure that adult safeguarding referrals are always made when appropriate, with effective</p>		November 2019			Green pending HMICFRS sign off	


Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in Nov?	Direction of Travel
		processes in place to make sure this happens. The NPCC lead for adults at risk should advise chief constables as to how this is best achieved.						
Green – pending HMICFRS sign off	17	Area for improvement Within six months, chief constables should find good ways to assess the current demands on the police made by older people. These assessments should include a prediction of future changes in demand, account for the work of other organisations, and be incorporated into FMSs.		September 2020			Green – pending HMICFRS sign off	



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: 7 are green pending HMICFRS sign off and 1 is in progress.

Status	No.	Recommendation &/or Area for Improvement	Due Date	Original Due Date	Comments	Force Task Owner	Position in September?	Direction of Travel
Green – pending HMICFRS sign off	2	<p>Cause of concern (#16586) We are concerned that flagging hate crime incorrectly has serious implications for forces in terms of their ability to understand hate crime and how it affects victims and their communities, and then respond appropriately. Incorrect flagging also undermines the integrity of published national data and analysis.</p> <p>Recommendation (#8951) We recommend that, within three months, chief constables make sure hate crimes are correctly flagged, and that forces have good enough processes in place to make sure this is done.</p>		October 2018		Head of PPU	Green – pending HMICFRS sign off	

<p>Green – pending HMICFRS sign off</p>	<p>3</p>	<p>Cause of concern (#16585) We are concerned that some hate crime victims may be vulnerable to being targeted repeatedly and, at the moment, the risks to them are not being assessed well enough.</p> <p>Recommendation (#8994) We recommend that, within six months, chief constables adopt a system of risk assessment for vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this.</p>		<p>January 2019</p>			<p>Green – pending HMICFRS sign off</p>	
<p>Green – pending HMICFRS sign off</p>	<p>4</p>	<p>Cause of concern (#16584) We are concerned that the risks to some hate crime victims are not being managed well enough or consistently enough, and some hate crime victims are less safe as a result.</p> <p>Recommendation (#9037) We recommend that, within six months, chief constables incorporate risk management into a risk assessment process for</p>		<p>January 2019</p>			<p>Green – pending HMICFRS sign off</p>	

		vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this.						
Green – pending HMICFRS sign off	5	<p>Cause of concern (#16583) We are concerned that the recurring risks to some hate crime victims are not being managed well enough or consistently enough, and that the most vulnerable victims would be safer if the police routinely worked with partner organisations to manage risks to victims.</p> <p>Recommendation (#9080) We recommend that, within six months, chief constables work with partner organisations to adopt a system of risk management for vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this. They should also consider whether the principles of the multi-agency risk assessment conferences (MARAC) process are a good way to</p>						<p>Green – pending HMICFRS sign off</p> 

		manage the risks to hate crime victims.						
Green – pending HMICFRS sign off	6	<p>Cause of concern (#16582) We found that forces do not consistently use the Home Office cyber-enabled flag. This means forces and the government may not have good enough information to understand how much different groups are targeted online, which means they cannot make sure effective decisions are made about how to respond.</p> <p>Recommendation (#9123) We recommend that, within three months, chief constables make sure that the Home Office cyber-enabled flag is consistently applied, and that forces have adequate systems in place to make sure that this is done.</p>						<p>Green – pending HMICFRS sign off</p> 
Green – pending HMICFRS sign off	7	<p>Recommendation We believe there needs to be a change to control room practice to make sure victims are asked why they perceive that the perpetrator has</p>						<p>Green – pending HMICFRS sign off</p> 

		<p>acted as they have done. This will make sure victims get an appropriate response.</p> <p>We recommend that, within six months, the NPCC lead for hate crime should review and consult on the introduction of a police force control room process, whereby callers are asked why they perceive that the perpetrator has acted as he or she has done</p>						
Amber	8	<p><u>Recommendation</u> 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"> 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 	March 22 - aligned to PEEL 2018/19 (Rec 2) as above	Dec-19 (HMICFRS report)	<p>Task [4] This action is linked to recommendation 2 “PEEL 2018/2019” – Both action deadlines now aligned.</p> <ul style="list-style-type: none"> Previously delays to implementing this area for improvement have centred on the absence of resource [Vulnerable Victim Advocate (VVA)] within PPU to undertake the required surveys. <p>March Update:</p> <ul style="list-style-type: none"> The Domestic Abuse (DA) surveys have been completed and the results are currently being analysed. PPU has secured the funding for the VVA for next year and is looking at options to secure this funding for future years. <p>As of 17/03/22</p> <ul style="list-style-type: none"> A scheme for victim surveys has started. A list of 10 occurrences have been dip sampled across different crime types (inc. stalking, 	Head of PPU and Performance Analysis Manager	Green - a process is now in place and the scheme for VVA's to contact victims has now started. This is Green pending HMICFRS sign off	

		<p>appropriate and relevant for forces</p> <ul style="list-style-type: none"> We recommend that, following the review, any agreed minimum standard of response for forces should be monitored by force governance processes, including external scrutiny. 			<p>harassment, low level sexual offences & hate crimes).</p> <ul style="list-style-type: none"> VVAs will contact the victims 3 times over a number of weeks to ask them to complete the over the phone survey. This allows for safeguarding and victim care that an online survey would not offer. The VVAs have been asked to log the time they spend on these surveys so an assessment of impact can be completed as it is time consuming. 			
<p>Green – pending HMICFRS sign off</p>	<p>13</p>	<p>Recommendation</p> <p>In our view, forces do not gather and use intelligence about hate crime consistently enough. This means forces do not have enough information to understand fully how different groups are victimised and make sure that officers make effective decisions about how to respond.</p> <ul style="list-style-type: none"> We recommend that chief constables make sure officers know it is important to find and record more intelligence about hate crime and use it to inform the police response. 					<p>Green – pending HMICFRS sign off</p>	