

## **APPENDIX B**

### Recommendations from the Making Best Use of Police Time Report

#### **Recommendation 1**

Not later than 31 March 2015, the police service, through the national policing lead for crime prevention, should establish and implement a national preventive policing strategy and framework.

#### **Recommendation 2**

Not later than 31 March 2015, all forces' planning documents should contain clear and specific provisions about the measures forces will take in relation to crime prevention, in accordance with the published national preventive policing strategy and framework and in discharge of chief constables' duties under section 8 of the Police Reform and Social Responsibility Act 2011 to have regard to the police and crime plans of their police and crime commissioners.

#### **Recommendation 3**

By 31 March 2015, every force that does not have an adequate, force-wide problem-solving database should develop and start making use of one, to record, monitor and manage its neighbourhood problem-solving cases.

#### **Recommendation 4**

By 31 March 2015, all forces should ensure they are using their databases to track the progress and evaluate the success of actions taken in relation to each neighbourhood problem-solving case recorded on the database.

#### **Recommendation 5**

By 31 March 2015, each force should ensure that it is able to disseminate information and share good practice from its database throughout the force, as well as to local authorities and other relevant organisations involved in community-based preventive policing or crime prevention.

#### **Recommendation 6**

By 20 October 2014, the one force which has not already done so should adopt a sound force-level definition of a repeat victim of anti-social behaviour.

#### **Recommendation 7**

By 31 March 2015, all forces should ensure that their records clearly establish whether victims of crime and anti-social behaviour fall within the applicable definition of 'repeat victim', and that appropriate steps are taken to ensure that when repeat

victims call the police, the force's call-handlers have the means to establish immediately that the caller is a repeat victim.

### **Recommendation 8**

Not later than 1 September 2015, all forces should provide and periodically refresh basic crime prevention training for officers and staff who come into contact with the public.

### **Recommendation 9**

By 31 March 2015, all forces should ensure that crime prevention or disruption activity carried out is systematically recorded and subsequently evaluated to determine the effectiveness of tactics being employed.

### **Recommendation 10**

Not later than 31 March 2015, those forces using a threat, harm and risk policy, that have not yet done so, should provide call-handlers with specific, sound and comprehensible criteria against which they can assess threat, harm and risk.

### **Recommendation 11**

Not later than 1 September 2015, all forces should work with the College of Policing to establish as mandatory professional standards, service-wide definitions of vulnerable persons and repeat victims.

### **Recommendation 12**

Not later than 31 March 2015, all forces should ensure that call-handlers are following the correct procedures to identify callers as vulnerable or repeat victims.

### **Recommendation 13**

Not later than 31 March 2015, all forces should have in place adequate systems and processes to enable the accurate recording and monitoring of the deployment and attendance of officers and staff in response to all crime and incidents reported to them.

### **Recommendation 14**

Not later than 31 March 2015, all forces should ensure that they have the ability efficiently and promptly to differentiate in their records their attendance to specific crime types, such as between burglary dwellings and burglary of other buildings.

### **Recommendation 15**

Not later than 31 March 2015, all forces should establish and operate adequate processes for checking whether attendance data are accurate, including dip-sampling records.

### **Recommendation 16**

By 1 September 2015, all forces should work with the College of Policing to carry out research to understand the relationship between the proportion of crimes attended and the corresponding detection rates and levels of victim satisfaction.

### **Recommendation 17**

By 31 December 2014, all forces should ensure that PCSOs are not being used to respond to incidents and crimes beyond their role profiles, in respect of which they have no powers, or for which they have not received appropriate levels of training.

### **Recommendation 18**

By 31 December 2014, all forces should produce clear guidance for officers and staff on what kinds of crimes and incidents need to be dealt with immediately and are not appropriate for resolution by way of appointment.

### **Recommendation 19**

By 31 December 2014, all forces should ensure that where crimes or incidents are being dealt with by appointment, these are, to the greatest extent reasonably practicable, made for the convenience of the victim(s); and that appointments are never used in cases requiring immediate attendance.

### **Recommendation 20**

Not later than 30 September 2015, all forces should ensure their officers and staff involved in investigation of crime over the telephone in call-handling centres, crime management units and telephone investigation units have received appropriate investigative training.

### **Recommendation 21**

Not later than 31 March 2015, all forces should ensure that all crime reports have investigation plans that are being properly updated and supervised, whether these are for crimes that have been attended or those being resolved by desk-based investigation.

### **Recommendation 22**

By 31 March 2015, all forces should have in place and be operating adequate systems which ensure that all crime reports are appropriately investigated before being filed.

### **Recommendation 23**

By 31 December 2014, those forces with ineffective Integrated Offender Management arrangements should conduct reviews of their shortcomings to

establish the improvements which should be made. In each case, not later than 1 April 2015 the force should have drawn up an adequate improvement plan and made substantial progress in its implementation.

#### **Recommendation 24**

By 31 October 2014, all forces should ensure that they have adequate systems in place to record (a) the number of open unsolved crimes being investigated in relation to which there is a named suspect; (b) the number of people within their areas who have failed to answer police bail; and (c) the numbers of suspects about whom de

#### **Recommendation 25**

By 31 October 2014, all forces should ensure that effective monitoring procedures and systems are in place to enable police managers to track the progress being made with named suspects and ensure they are being pursued as quickly as possible.

#### **Recommendation 26**

All forces should work with the College of Policing to support its work to establish a full and sound understanding of the demand which the police service faces. Forces should understand what proportion of demand is generated internally and externally, and the amounts of time taken in the performance of different tasks. All forces should be in a position to respond to this work by 31 December 2014.

#### **Recommendation 27**

All forces should progress work to gain a better understanding of the demands they face locally, and be prepared to provide this to the College of Policing to establish good practice in this respect. All forces should inform HMIC of their progress on this matter through their annual force management statements.

#### **Recommendation 28**

By 31 March 2015, all forces should ensure they have the means to assess and better understand the workloads of their staff, and that officers and staff understand what is expected of them and how they will be assessed.

#### **Recommendation 29**

All forces should work with the College of Policing to continue with its work to establish a full and sound understanding of the nature and extent of the workload and activities of the police service. All forces should be in a position to respond to this work by 31 December 2015.

### **Recommendation 30**

By 31 March 2015, those forces that have not already done so should conduct a review of the tasks currently being carried out by their police officers to establish which activities do not require warranted police powers and could be carried out by police staff.

### **Recommendation 31**

By 31 March 2015, those forces without a mental health triage programme should carry out analysis to assess whether adopting such a programme would be cost-effective and beneficial in their particular areas. Where the analysis indicates this would be positive, all forces should work with their local mental health trusts to introduce such a programme by 1 September 2015.

### **Recommendation 32**

All forces should work with the College of Policing to progress its work into how mental health cases and ambulance provision can be better managed. All forces should be in a position to respond to this work by 31 December 2015.

### **Recommendation 33**

All forces should work with the College of Policing to progress the work it has taken over from the Reducing Bureaucracy Programme Board to establish opportunities where savings can be made. All forces should be in a position to respond to this work by 31 December 2015.

### **Recommendation 34**

By 31 March 2015, every force should introduce a local bureaucracy reduction programme with a plan for quantifiable efficiency savings.

### **Recommendation 35**

By 31 March 2015, all forces should begin monitoring how much officer and staff time has been freed up by the policies they have put in place to reduce bureaucracy, and establish how the force has used the extra time.

### **Recommendation 36**

By 1 September 2015, all forces should conduct a review into their use of video and telephone conferencing and ensure that it is being used wherever appropriate.

### **Recommendation 37**

By 1 September 2015, all forces should have in place, and thereafter implement to the greatest extent reasonably practicable, a sufficient and costed plan to progress

the development of mobile technology which prioritises the requirements of frontline officers and staff, and to achieve the objectives of the National Policing Vision 2016.

**Recommendation 38**

By 31 March 2015, the police service should establish sound arrangements for its co-operation with the Association of Police and Crime Commissioners, the College of Policing and (to the extent necessary) the Home Office to establish a national police information strategy which facilitates the most efficient and economical steps to ensure the greatest practicable accessibility of information (including its transmission and receipt) by police officers and others in or concerned with the criminal justice system.

**Recommendation 39**

With immediate effect, all forces should ensure that all ICT systems which they acquire or upgrade should comply with the highest practicable standards of interoperability.

**Recommendation 40**

With immediate effect, all forces should review their ICT design and procurement arrangements and ensure that every appropriate opportunity for efficiency and economy in ICT design and procurement which is provided by centrally-provided or centrally-co-ordinated agencies is taken.