

## APPENDIX A - HMIC Report Recommendations

Position as at 30/10/2014

Traffic Light Colour	Definition
<b>GREEN</b>	The recommendation is implemented
<b>AMBER</b>	The recommendation is subject to ongoing work and monitoring
<b>RED</b>	The recommendation should have been implemented but has not been and is overdue

### An Unannounced Inspection Visit to Police Custody Suites

A joint inspection by HM inspectorate of Prisons and HM inspectorate of Constabulary

This was a City of London Police inspection

The report was published November 2012

Recommendation		Accepted	Governance	Status	Due Date	Comment
1	There should be systematic and clearly recorded quality assurance of custody records, linked to evidence from closed-circuit television, person escort records and staff handovers	yes	Joint Inspection of Custody Action Plan	<b>GREEN</b>		Implemented
2	Appropriate adults should be available to support without undue delay juveniles aged 17 in custody, including out of hours	Yes	Joint Inspection of Custody Action Plan	<b>GREEN</b>		Implemented

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
3	G4S Forensic Medical Services should be part of the custody user group.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
4	Arrangements in booking-in areas should allow for private communication between detainees and staff	Yes	Joint Inspection of Custody Action Plan	CLOSED		Closed – to be considered as part of any new Custody facility
5	There should be designated adapted cells that have a lowered call bell.	Yes	Joint Inspection of Custody Action Plan	CLOSED		Closed – to be considered as part of any new Custody facility
6	There should be a range of items at both suites to facilitate religious observance.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
7	All custody staff should be involved in the same shift handover; where possible, this should take place away from the booking-in area and be recorded.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
8	Bus fares should be provided to bailed or released detainees who have no legitimate means of getting home.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
9	The City of London Police should collect and analyse data about use of force and strip-searching in accordance with the Association of Chief Police Officer’s policy and National Policing Improvement Agency guidance	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
10	All cells should be clean and free of graffiti.	Yes	Joint Inspection of Custody Action Plan	AMBER	March 2015	Works identified, primarily Snow Hill, progress subject to available funding.
11	Custody staff should ensure that non-custodial staff do not visit detainees in cells unsupervised.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
12	Regular fire evacuation drills should be carried out and recorded, with sufficient handcuffs available	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
13	All detainees held overnight, or who require one, should be offered a shower	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
14	Adequate stocks of replacement clothing should be held at both suites.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
15	Suitable facilities should be provided for detainees to have exercise in the open air	Yes	Joint Inspection of Custody Action Plan	CLOSED		Closed – to be considered as part of any new Custody facility
16	A range of reading materials should be offered, including books and magazines suitable for young people and non-English speakers.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

Recommendation		Accepted	Governance	Status	Due Date	Comment
17	Visits should be facilitated for, in particular, vulnerable young people or detainees held for long periods.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
18	Information about detainees' rights and entitlements should always be available in formats that meet the needs of detainees whose literacy is limited.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
19	The City of London Police should engage with the local authority to ensure the provision of safe beds for juveniles who have been charged but cannot be bailed to appear in court	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
20	Detainees should be routinely informed about how they can make a complaint about their care and treatment, and be able to do this before they leave custody.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
21	Custody Manager to monitor progress of NHS Commissioning. Improvement action plan to be discussed with General Services Director	Yes	Joint Inspection of Custody Action Plan	AMBER	March 2015	Works scheduled for completion by March 2015 for custody suites at Bishopsgate & Snow Hill.
22	All medications should be stored safely and securely at all times	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented.
23	Secondary dispensing should not be routine.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

Recommendation	Accepted	Governance	Status	Due Date	Comment
24 There should be a mental health liaison and/or diversion scheme to enable detainees with mental health problems to be identified and diverted in to appropriate mental health services as required.	Yes	Joint Inspection of Custody Action Plan	AMBER	August 2015	The NHS will be taking over Health Care Services within Custody by 1 <sup>st</sup> August 2015, at which point this action will be complete.
25 City of London police should review the staffing arrangements for sergeants undertaking the custody role to ensure consistency and continuity in the Custody Manager role and consistency of line management for police staff gaolers.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
26 Use of the dedicated custody web page should be developed to provide a central repository to enable staff to access information.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
27 All custody staff should know how to operate the hearing loop.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
28 Detainees being released should be offered a leaflet about support agencies.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
29 Cell checks should be systematically recorded so that progress in addressing defects can be monitored effectively.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
30	Mattresses should always be wiped down with an antibacterial cleaner between uses.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
31	Female detainees should routinely be offered feminine hygiene packs.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
32	Food preparation areas and equipment should be kept clean and hygienic at all times.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
33	Posters promoting free legal advice should be in good condition and displayed where they are easily visible.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
34	It should be clearly noted in custody records if a detainee has accepted or declined the right to have someone informed of their arrest.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented
35	All resuscitation equipment should be checked regularly, and such checks should be documented.	Yes	Joint Inspection of Custody Action Plan	GREEN		Implemented

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
36	Needle exchange should be available to detainees leaving custody if required.	Yes	Joint Inspection of Custody Action Plan	<b>GREEN</b>		The Chair of the Substance Misuse Partnership has advised that this is not required based on demand and existing arrangements.
37	The section 136 protocol should be reviewed to ensure that it is in line with current policy.	Yes	Joint Inspection of Custody Action Plan	<b>GREEN</b>		Implemented

## Stop & Search

This was a primarily a national report, but specific force recommendations were made separately.

The report was published July 2013

This action plan incorporates new recommendations to comply with the principles of the Home Office “Best Use of Stop & Search” which the Force signed up to on the 26<sup>th</sup> August 2014.

### National Recommendations

Recommendation	Accepted	Governance	Status	Due Date	Comment
<p>1 Chief Constables and the College of Policing should establish in the stop and search Authorised Professional Practice document a clear specification of what constitutes the effective and fair exercise of stop and search powers, and guidance in that respect. This should be compliant with the code of practice.</p>	NA	NA	NA		<p>This action is for the College of Policing re Authorised Professional Practice. The Force will work with the CoP in whatever capacity it can to support delivery of this recommendation .</p>
<p>2 Chief Constables should establish or improve monitoring of the way officers stop and search people, so that they can be satisfied their officers are acting in accordance with the law (including equality legislation and the code of practice), and that the power is used effectively to prevent crime, catch criminals and maintain public trust. This monitoring should, in particular, enable police leaders to ensure officers have the reasonable grounds (and, where applicable, authorising officers have the reasonable belief) required by law to justify each stop and search encounter.</p>	Yes	Stop and Search Working Group	GREEN		<p>CoLP uses robust monitoring systems</p>



**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
3	Chief Constables should ensure that officers carrying out stop and search encounters are supervised so that they can be confident that the law is being complied with and that the power is being used fairly and effectively. Particular attention should be given to compliance with the code of practice and equality legislation.	Yes	Stop and Search Working Group	GREEN		An auditing regime is in place to ensure compliance.
4	The College of Policing should work with Chief Constables to design national training requirements to improve officers': understanding of the legal basis for their use of stop and search powers; skills in establishing and recording the necessary reasonable grounds for suspicion; knowledge of how best to use the powers to prevent and detect crime; and understanding of the impact that stop and search encounters can have on community confidence and trust in the police. Specific training should also be tailored to the supervisors and leaders of those carrying out stops and searches.	Yes	Stop and Search Working Group	NA		This action is for the College of Policing re Authorised Professional Practice. The Force will work with the CoP in whatever capacity it can to support delivery of this recommendation .
5	Chief Constables should ensure that officers and supervisors who need this training are required to complete it, and that their understanding of what they learn is tested.	Yes	Stop and Search Working Group	AMBER	Will be determined following College of Policing input	This is being developed, but will need input from the College of Policing.
6	Chief Constables should ensure that relevant intelligence gleaned from stop and search encounters is gathered, promptly placed on their force intelligence systems, and analysed to assist the broader crime fighting effort.	Yes	Stop and Search Working Group	GREEN		Stop and Search data is recorded on the force intelligence system.

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
7	Chief Constables should, in consultation with elected local policing bodies, ensure that they comply with the code of practice by explaining to the public the way stop and search powers are used in their areas and by making arrangements for stop and search records to be scrutinised by community representatives. This should be done in a way that involves those people who are stopped and searched, for example, young people.	Yes	Stop and Search Working Group	GREEN		A Community Scrutiny group has been established.
8	Chief Constables should ensure that those people who are dissatisfied with the way they are treated during stop and search encounters can report this to the force and have their views considered and, if they wish, make a formal complaint quickly and easily. This should include gathering information about dissatisfaction reported to other agencies.	Yes	Stop and Search Working Group	GREEN		Complaints are monitored by Professional Standards; level are low with no trends. Any complaints are referred to the Stop & Search Working Party.
9	Chief Constables should introduce a nationally agreed form (paper or electronic) for the recording of stop and search encounters, in accordance with the code of practice.	Yes	Stop and Search Working Group	AMBER	Will be determined following Chief Constables Council input	The Force awaits recommendations from the Chief Constables Council and is moving towards a mobile tablet solution.

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
10	Chief Constables should work with their elected local policing bodies to find a way of better using technology to record relevant information about stop and search encounters, which complies with the law and reveals how effectively and fairly the power is being used.	Yes	Stop and Search Working Group	AMBER	Phase 2 timescales are to be determined	A mobile tablet solution is planned. The Mobile working project will commence delivery of 'pilot' devices in December 2014. A Stop and Search solution is not planned to be deployed until phase 2.

City of London Police Recommendations

Recommendation		Accepted	Governance	Status	Due Date	Comment
1	Statistical data to be provided to police committee on an agreed regular basis.	Yes	Stop and Search Working Group	GREEN		Data is supplied on a quarterly basis.
2	Publish a force definition of an effective outcome from the use of stop and search powers.	Yes	Stop and Search Working Group	AMBER	To be determined upon nation guidance becoming available	The force awaits national guidance and discussion has been had with the Community Scrutiny Group

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
3	To monitor and analyse the effectiveness of the use of the power.	Yes	Stop and Search Working Group	GREEN		Carried out at the quarterly stop and search steering group and the quarterly community Scrutiny Group
4	To analyse or review for effectiveness, fairness or impact upon the community.	Yes	Stop and Search Working Group	GREEN		A process is in place through the Community Scrutiny Group.
5	To analyse the effects of the use of stop and search powers on recorded and detected crime, including mapping of searches against crimes.	Yes	Stop and Search Working Group	WHITE		There has been consultation with the Community Scrutiny; mechanisms to enable analyse are expected with the mobile tablet solution.
6	To conduct public surveys seeking the views of people subjected to stop and search by the force.	Yes	Stop and Search Working Group	GREEN		Consultation has taken place with the Community Scrutiny Group and Corporate Comms. have created a twitter feed.

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
7	To conduct force audits to assess the fair and effective use of stop and search.	Yes	Stop and Search Working Group	<b>GREEN</b>		This commenced in September 2014 and is ongoing.
8	To ensure all records contain sufficient information to support reasonable grounds.	Yes	Stop and Search Working Group	<b>GREEN</b>		This process is embedded through an auditing and supervisory regime which commenced in September 2014.
9	To comply with changes to Code A of PACE.	Yes	Stop and Search Working Group	<b>WHITE</b>		Revisions to the Police and Criminal Evidence Act Code of Practise A have not been released by the Home Office.
10	Ensure Officers respond to the new National Training Standard for Stop & Search.	Yes	Stop and Search Working Group	<b>WHITE</b>		The College of Policing is review national training, CoLP are awaiting the results.

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
11	Ensure Officers are fit to exert Stop and Search powers.	Yes	Stop and Search Working Group	WHITE		The College of Policing will be introducing an assessment for officers. CoLP is awaiting its release.
12	To abide by the principals of the “Best Use of Stop & Search Scheme”	Yes	Stop and Search Working Group	AMBER	March 2015	CoLP has signed up to the scheme. Changes to the SOP and training will embed the principles.
13	Establish a Community Complaints Trigger	Yes	Stop and Search Working Group	GREEN		This process is in place though the Community Scrutiny Group.
14	Changes S60 Authorisations	Yes	Stop and Search Working Group	GREEN		This process has changed, ACPO level authorisation is required.
15	Stop and search data added to force crime maps	Yes	Stop and Search Working Group	AMBER	Phase 2 timescales are to be determined	A technical solution is required and is dependent upon Phase 2 of the Mobile Working Project.

## Domestic Abuse

This was a national inspection with individual force recommendations.

The report was published March 2014.

Recommendation		Accepted	Governance	Status	Due Date	Comment
1	The force should implement a new domestic abuse policy to provide greater clarity on stalking, harassment and the management of vulnerable people.	Yes	CoLP Domestic Abuse Action Plan	GREEN		Implemented
2	The introduction of reactive intelligence officers (RIOs) into the control room is seen as a positive development in improving the policing response to victims. The force should ensure that better coverage is available and that officers who are employed in this role are suitably trained and have access to all relevant information systems.	Yes	CoLP Domestic Abuse Action Plan	GREEN		Although there are RIO vacancies sufficient cover is available and a training plan delivered.
3	The force should develop a structured domestic abuse training programme focusing on the domestic abuse definition and providing scenario based examples to assist officers in making informed decisions on the assessment of risk and give clear guidance on delivering effective safeguarding actions.	Yes	CoLP Domestic Abuse Action Plan	AMBER	March 2015	Training is scheduled for front line officers and staff [Uniformed Groups, Front Office, Control, Communities, CID and the Crime Management Unit]. Delivery is from January 2015 to March 2015.

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
4	The force should make more effective use of body-worn cameras to capture early evidence of injuries and scene footage to strengthen the evidence base for prosecutions.	Yes	CoLP Domestic Abuse Action Plan	AMBER	March 2015	CoLP funding approved.
5	The MARAC process should be re-developed and more actively engaged in ongoing case management processes, including transient crime reporting to ensure that appropriate safeguarding measures are actioned in a consistent manner.	Yes	CoLP Domestic Abuse Action Plan	GREEN		Implemented in partnership with Corporation of London and Victim Support.



# Strategic Policing Requirement

This was a national report

The report was published April 2014.

**Note: the City of London Police specific report (published October 2014) did not make any formal recommendations.**

Recommendations	Accepted	Governance	Status	Due Date	Comment
<p>1</p> <p>Chief constables should, immediately, establish a collective leadership approach that is committed to securing the required level of preparedness to respond to the national threats - in a way that is consistent across England and Wales. This should be done by:</p> <ul style="list-style-type: none"> <li>• re-establishing their commitment to a National Policing Requirement that fully describes the response that chief constables are committed to providing to the tackle the national threats;</li> <li>• providing the capacity and capability necessary to contribute to the collective response by all forces to tackle the national threats;</li> <li>• monitoring how well forces are fulfilling their obligations to the National Policing Requirement and formally reporting the results to Chief Constables' Council - at least annually;</li> <li>• fulfilling their promise to annually review the National Policing Requirement.</li> </ul>	<p>NA</p>	<p>Chief Constables' Council</p>	<p>NA</p>		<p>Whilst this recommendation relates to chief officers collectively, the Force is committed to supporting the strategic policing requirement, evidenced by its inclusion in all strategic level threat and risk assessments and as a continuing priority in the policing plan.</p>

**NOT PROTECTIVELY MARKED**

Recommendations		Accepted	Governance	Status	Due Date	Comment
2	Chief constables should conduct an evidence-based assessment of the national threats (as described in the SPR), at least annually, and make it part of their arrangements for producing their strategic threat and risk assessments. This should start immediately because it is essential to understand the threat and risks before deciding upon the level of resources that are necessary to respond.	Yes	NA	GREEN		National threats are considered as part of the annual Strategic Assessment and all individual strategic threat and risk assessments.
3	Chief constables and PCCs should, as part of their annual resource planning, explicitly take into account their strategic threat and risk assessments when they make decisions about the capacity and capability required to contribute to the national response to those threats. This should start with immediate effect.	Yes	NA	GREEN		The Force's Annual Strategic Assessment results in the Control Strategy which informs the Force's response to national threats
4	Chief constables should work with the College of Policing to create national guidance that describes how forces should establish the number of PSUs they need to respond to their assessment of the local public order threat. This should be completed within six months.	Yes	NA	GREEN		There are existing national requirements relating to the number of PSUs required to respond to the public order threat. CoLP has a policing plan measure addressing this.

Recommendations	Accepted	Governance	Status	Due Date	Comment
5 Chief constables should work with the Home Office, the National Crime Agency and CERT-UK (following its launch in March 2014) better to understand their roles in preparing for, and tackling the shared threat of a large-scale cyber incident. Their roles should cover the 'pursue, prevent, protect and prepare' themes of the Serious and Organised Crime Strategy.	NA	NA	NA		Not a recommendation for the Force, however, CoLP will work with the agencies in whatever capacity it can to support delivery of this recommendation.
6 Recognising the fact that both the understanding of the national threats and the police response to them are continually changing, the Home Office should regularly review the SPR to make sure its requirements remain relevant and effective.	NA	NA	NA		This recommendation is for the Home Office.
7 The College of Policing should work with chief constables to establish and specify the capabilities necessary (in a capability framework) for forces to use to assess whether or not they have the required capabilities to respond to the threat of terrorism. This should be completed within a year.	NA	N/A	NA		This recommendation is for the College of Policing, but will be supported by CoLP.
8 Chief constables should regularly, at least every two years, complete the College of Policing's capability frameworks to help them assess whether or not they have the capabilities necessary to respond to the national threats.	Yes	Monitored by Strategic Development	<b>GREEN</b>		These frameworks have been completed and used to develop action plans. They are diarised for annual refreshes.

**NOT PROTECTIVELY MARKED**

Recommendations		Accepted	Governance	Status	Due Date	Comment
9	Chief constables should work with the College of Policing to establish formal guidance to forces about how they should mobilise public order commanders between forces. This should be done within three months.	NA	N/A	NA		This recommendation is for the College of Policing to coordinate and produce guidance, however, it is supported by CoLP
10	Chief constables should agree, and then use a definition that specifies exactly what the term 'mobilised' means in relation to the testing of the police response required by the Police National Public Order Mobilisation Plan. This should be done within three months.	NA	Chief Constables Council	NA		This action is for Chief Constables collectively
11	Chief constables should provide those whose duty it is to call out public order trained staff with the information they need, 24 hours a day, seven days a week, so that they can mobilise the required number of PSUs within the timescales set out in the Police National Public Order Mobilisation Plan.	Yes	PMG	<b>GREEN</b>		Forms part of the measure re PSUs in the policing plan and is monitored by PMG
12	Chief constables should work with the College of Policing to agree and adopt a standard specification for all equipment that is necessary for the police to be able to respond to the national threats.	NA	NA	NA		This recommendation is for the College of Policing but will be supported by CoLP.
13	Once standard specifications are in place, the Home Office should support national procurement arrangements and, if police forces do not adopt them, mandate their use through regulation.	NA	NA	NA		This action is for the Home Office.

**NOT PROTECTIVELY MARKED**

Recommendations		Accepted	Governance	Status	Due Date	Comment
14	Chief constables should demonstrate their commitment to the objectives of the Joint Emergency Services Interoperability Programme by, wherever practicable, aligning their operational procedures with the other emergency services.	Yes	ACPO	<b>GREEN</b>		Evidenced through pan-London arrangements across a range of operational activities + Benbow
15	Chief constables and the Director General of the NCA should prioritise the delivery of an integrated approach to sharing and using intelligence.	NA	Chief Constables Council	NA		Collective recommendation that is supported by CoLP.

## Crime Data Integrity

This was a City of London Police specific report.

The report was published August 2014

Recommendation	Accepted	Governance	Status	Due Date	Comment	
<b>Immediately</b>						
1	Chief officers should ensure all police officers and police staff have a clear understanding that the confidential reporting facility is available and can be used to report concerns in relation to crime-recording.	yes	CDI Action Plan	GREEN		Implemented
2	The force should ensure that a consistent and structured approach to call handling quality assurance processes in the force control room, and one that has NCRS at its core is implemented.	yes	CDI Action Plan	AMBER	March 2015	Training to be scheduled, dip sampling to commence in November 2014.
3	The force should amend the procedure to transfer crimes to another force to include guidance on the transfer of evidential material.	yes	CDI Action Plan	AMBER	March 2015	This procedure is being reviewed.
4	The force should review the recording and quality assurance of the use of cannabis warnings to ensure they are only used in appropriate cases, are subject to effective supervisory oversight, and that the implications to the offender of accepting the warning are explained and recorded.	yes	CDI Action Plan	AMBER	December 2014	The Cannabis SOP is being reviewed and will be published for December 2014. All others necessary actions have been completed.
5	The force should ensure guidance is provided to officers and staff who are engaged in requesting or making no-crime decisions which clearly describes the standard of additional verifiable information required in order to authorise a no-crime in accordance with the NCRS.	yes	CDI Action Plan	AMBER	February 2015	Work ongoing to implement. Uniform and CID Officers briefing have been arranged.

Recommendation		Accepted	Governance	Status	Due Date	Comment
6	The force should take steps to ensure frontline officers have an understanding of the guidance and their responsibilities, when dealing with reports of rape.	yes	CDI Action Plan	AMBER	January 2015	The training package is being developed and incorporated into First Responder training.

Recommendation		Accepted	Governance	Status	Due Date	Comment
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**Within 3 Months [by December 2014]**

7	The force should review the standards and consistency of approach to crime recording within the force control room and, as soon as practicable after that date, implement improvements to ensure that victims always receive an appropriate service.	yes	CDI Action Plan	AMBER	March 2015	Work ongoing to implement – dip sampling to commence in November 2014.
8	The force should develop and implement a standard approach which ensures effective frontline supervision of out-of-court disposals, with particular emphasis on the content and completion of community resolutions and PND records.	yes	CDI Action Plan	AMBER	December 2015	A new process is being designed for implementation in December 2015.
9	The force should introduce a structured regular audit plan, ensuring as far as is reasonably possible that the resources available to the FCR are sufficient to ensure full compliance with the HOCR and NCRS and the proper and timely operation of the audits. These should be subject to scrutiny through the performance management board.	yes	CDI Action Plan	GREEN		Plan produced.

Recommendation	Accepted	Governance	Status	Due Date	Comment
<b>Within 6 Months [by April 2015]</b>					
10	The force should conduct a NCRS and HOCR training needs analysis. Immediately thereafter, it should introduce a tiered, co-ordinated training programme on NCRS and HOCR, prioritising personnel in roles which impact on quality, timeliness and victim focus. In particular, it should ensure the training is always made available to new personnel, including supervisors, during their induction to the control room.	yes	CDI Action Plan	AMBER	April 2015 This is being discussed at Training Improvement Board, next meeting January 2015.



**Core Business**, previously known as Making Best Use of Police Time

This was a national report.

The report was published September 2014

The Core Business report makes 40 recommendations for national policing, all forces and the college of policing. An action plan is being produced for subject matter experts to agree action owners and deadlines.

	Recommendation	Accepted	Governance	Status	Due Date	Comment
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.	NA	N/A	NA		This is for the National Lead on Crime Prevention.
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.	Yes	To be determined	<b>WHITE</b>		This is, in part, is dependent upon the publication of the National Preventative Policing Strategy and framework referenced in 1 above. However, the Policing Plan already contains specific provisions relating to prevention activities and there is a Force crime prevention strategy.

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	To be determined	<b>WHITE</b>		This will form part of an action plan
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.	Yes	To be determined	<b>WHITE</b>		This will form part of an action plan
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.	Yes	To be determined	<b>WHITE</b>		This will form part of an action plan. However. The Force already maintains a number of mechanisms for dissemination of best practice, including the Organisational Learning Forum and structured debriefs.
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.	NA	NA	NA		This action does not relate to CoLP, which already uses a force-level definition of a repeat victim of ASB

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	NA	GREEN		CoLP already has this ability
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.	Yes	To be determined	WHITE		This will form part of an action plan
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.	Yes	To be determined	WHITE		This will form part of an action plan
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.	Yes	NA	GREEN		CoLP already has this ability
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.	Yes	NA	GREEN		This has been done
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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	To be determined	WHITE		To form part of an action plan

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	To be determined	WHITE		To form part of an action plan
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.	Yes	To be determined	WHITE		College of Policing engagement with forces has not commenced.
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.	Yes	NA	GREEN		This is already managed within CoLP
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.	Yes	NA	GREEN		Already covered by existing SOP
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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	NA	GREEN		CoLP already complies with this 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.	Yes	NA	GREEN		CoLP already complies with this recommendation

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	NA	<b>GREEN</b>		CoLP already complies with this 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 details have been circulated on the PNC.	Yes	NA	<b>GREEN</b>		CoLP has systems in place (using Business Objects) that can produce all of the data requested
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.	Yes	NA	<b>GREEN</b>		The force is able to identify and track named suspects, and is planning to improve the effectiveness of this through changes in crime management being implemented over the next few months
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 2015.	Yes	To be determined	<b>WHITE</b>		This to form part of an action plan

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	To be determined	WHITE		This to form part of an action plan
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.	Yes	To be determined	WHITE		This to form part of an action plan
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.	Yes	To be determined	WHITE		This to form part of an action plan
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.	Yes	NA	GREEN		Completed as part of City First prior to moving to the current Force operating model
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.	Yes	NA	GREEN		Already operated by CoLP
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.	no	To be determined	WHITE		This will form part of an action plan.
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.	Yes	To be determined	WHITE		This will form part of an action plan.

Recommendation		Accepted	Governance	Status	Due Date	Comment
34	By 31 March 2015, every force should introduce a local bureaucracy reduction programme with a plan for quantifiable efficiency savings.	Yes	To be determined	WHITE		This will form part of an action plan.
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.	Yes	To be determined	AMBER	March 2015	Work in progress - Some projects are starting to identify this.
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.	Yes	To be determined	WHITE		This will form part of an action plan
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.	Yes	NA	GREEN		The Mobile working project will commence delivery of 'pilot' devices in December 2014 full rollout is plan thereafter.
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.	NA	N/A	NA		This recommendation is at a national level.

**NOT PROTECTIVELY MARKED**

Recommendation		Accepted	Governance	Status	Due Date	Comment
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.	Yes	To be determined	<b>GREEN</b>		Covered within the framework for the proposed managed service with the City of London Corporation and a private company
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.	Yes	To be determined	<b>GREEN</b>		Covered within the framework for the proposed managed service with the City of London Corporation and a private company



## Undercover Policing

Published October 2014

**NOTE:** This report is being considered by subject matter experts to produce an action plan. Action owners and deadlines have yet to be identified. Recommendations reproduced below relate to the police service, those relating to the National Crime Agency and other agencies have not been reproduced.

Recommendation		Accepted	Governance	Status	Due Date	Comment
8	Chief constables and the heads of law enforcement agencies should implement random drug testing of undercover officers.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
10	Chief constables, the heads of law enforcement agencies, the National Crime Business Area and the College of Policing should establish and implement consistent national psychological support for all undercover officers.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
14	Chief constables and heads of law enforcement agencies should ensure that undercover policing is only undertaken by officers in an accredited unit.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action
17	Chief constables should establish and promulgate standard operating procedures to be adopted by all forces and other law enforcement agencies in accordance with the Authorised Professional Practice.	Under Review	Under Review	WHITE		Recommendation currently under review within Force to define appropriate action

<b>Recommendation</b>		<b>Accepted</b>	<b>Governance</b>	<b>Status</b>	<b>Due Date</b>	<b>Comment</b>
25	Chief constables and the heads of law enforcement agencies should ensure that any undercover officer who has received training on an unlicensed training course is not deployed until his or her competency has been assessed.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>
30	Chief constables and the heads of law enforcement agencies should enforce a consistent and fair reintegration strategy to enable undercover officers to return to other policing or agency duties.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>
32	Chief constables and the heads of law enforcement agencies should order an audit to be undertaken of the number of undercover officers that they have in their force or agency as a matter of urgency, so that they classify correctly those officers as active, reserve or dormant and can provide that information to those in the Metropolitan Police Service who maintain the national undercover index.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>
35	Chief constables and heads of law enforcement agencies should direct that an assistant chief constable or equivalent should not be able to act as an authorising officer until he or she has attended and passed the authorising officers' course. In future, attendance at such a course should be regarded as a mandatory requirement prior to any assistant chief constable being appointed.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>

**NOT PROTECTIVELY MARKED**

<b>Recommendation</b>		<b>Accepted</b>	<b>Governance</b>	<b>Status</b>	<b>Due Date</b>	<b>Comment</b>
37	Those who seek to become cover officers should attend and pass an appropriate course licensed by the College of Policing.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>
38	Chief constables and heads of law enforcement agencies should ensure that their force or agency has, or has access to, an operational security advisor who has passed the relevant course.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>
41	All undercover police officers and their managers should ensure that appropriate and consistent records of all deployments are written and retained. These should address both operational and welfare issues.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>
43	Chief constables and the heads of law enforcement agencies should ensure compliance with all guidance on the records connected to a request for the authorisation to deploy an undercover officer.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>
44	Chief constables and heads of law enforcement agencies should require all those engaged in undercover policing to adopt and comply with the requirements of the National Decision Model.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>

**NOT PROTECTIVELY MARKED**

<b>Recommendation</b>		<b>Accepted</b>	<b>Governance</b>	<b>Status</b>	<b>Due Date</b>	<b>Comment</b>
45	Chief constables and the heads of law enforcement agencies should introduce an internal review process for undercover operations involving an independent senior investigating officer to ensure integrity, objectivity and compliance with the law.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>
49	Chief constables and the heads of law enforcement agencies should review their force or agency's approach to the use of undercover online policing and in every case ensure compliance with the Strategic Policing Requirement.	<b>Under Review</b>	<b>Under Review</b>	<b>WHITE</b>		<b>Recommendation currently under review within Force to define appropriate action</b>