

HMIC Report New and Outstanding Recommendations

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

Missing children: who cares? – The Police response to missing and absent children

A national report by HMIC

Published March 2016

Total of 10 actions: 9 are national and outside the remit of City of London Police. 1 area is relevant to the City of London Police and is in progress.

Recommendation		Accepted	Status	Due Date	Comment
1	By September 2016, the Home Office should consult with the Department for Education (DfE) and Ofsted to ensure that local authorities are held to account for fulfilment of statutory responsibilities set out in the 2013 DfE statutory guidelines, with a particular focus on service provision to undertake return interviews.	NA		September 2016	This action is for the Home Office
2	By September 2016, the Home Office, in conjunction with the National Police Chiefs' Council and National Crime Agency, should consider the limitations of police forces' systems which operate in isolation within force boundaries and prevent a national overview of children missing at any one time. A system should be developed to improve the current data collection system, for individual forces and collectively across	NA		September 2016	This action is for the Home Office

Recommendation		Accepted	Status	Due Date	Comment
	the service, to both better inform risk assessments for children who go missing and to strengthen the national overview of risks to children.				
3	By December 2016, the Home Office should work with DfE to review, with relevant government departments, the placement of looked-after children in other local authority areas. This review should consider compliance with current procedures including multi-agency information-sharing, risk assessments and monitoring information from local authority placements.	NA		December 2016	This action is for the Home Office
4	By May 2016, the national policing lead should ensure that the findings and recommendations within this report inform the proposed cross-Government Strategy due to be launched later this year and that they are included in any subsequent action plan, with the outcomes being overseen by the National Missing Persons Oversight Group.	NA		May 2016	This action is for the NPCC.
5	By September 2016, the national policing lead, in conjunction with the Department for Education, should consult with the Association of Independent Local Safeguarding Children's Board Chairs, to improve oversight within local authority areas to ensure that agencies are fulfilling their statutory responsibilities. This should include arrangements for the collection and consideration of performance information in relation to children who go missing and better oversight of performance information which focuses on outcomes for children, including seeking the views of children who go missing, particularly those who repeatedly go missing.	NA		September 2016	This action is for the NPCC.
6	By September 2016, the national policing lead in conjunction with the Home Office should establish the requirements for a national database of missing children.	NA		September 2016	This action is for the NPCC.

Recommendation		Accepted	Status	Due Date	Comment
7	By September 2016, chief constables should ensure that information management processes are in place which focus on outcomes for children who go missing, and to provide better analysis to understand the effectiveness of the police and multi-agency responses. Information should include the diversity of the communities the forces serve.	Yes	AMBER	September 2016	Following a discussion at SMB, it was agreed that this action would be incorporated into existing vulnerability actions.
8	By September 2016, the College of Policing should produce Authorised Professional Practice guidance to provide adequate standards for the police service in relation to missing and absent persons, with a specific focus on the assessment of risk for children and multi-agency responses.	NA		September 2016	This action is for the College of Policing
9	By December 2016, the College of Policing, in conjunction with the national policing lead, should review the current approach to risk assessments for children who go missing, with a particular focus on the categorisation of absent and missing children and on children who are repeatedly missing. This should consider the skills needed and the methods available for police forces to assess the risk to missing and absent children to achieve a consistent approach across all forces.	NA		December 2016	This action is for the College of Policing
10	By December 2016, the College of Policing should have taken all necessary steps to ensure that all officers and staff understand the underlying causes of children going missing and how these can be linked to child sexual exploitation, other forms of exploitation and criminality. In particular this work should focus on ensuring that: <ul style="list-style-type: none"> those officers and staff involved in carrying out safe and well checks are adequately trained and have the right skills to engage meaningfully with children; information gathered from children following a missing incident is appropriately recorded, made available to all relevant staff (including control room 	NA		December 2016	This action is for the College of Policing

Recommendation		Accepted	Status	Due Date	Comment
	<p>staff and response and neighbourhood officers) and used to inform the approach to any further missing incidents; and</p> <ul style="list-style-type: none"> officers and staff have knowledge of, and effective referral mechanisms to, organisations who can provide the support that children need to address the causes of their missing incidents. This should improve protection for the most vulnerable children and prevent future recurrences. 				

State of Policing: The Annual Assessment of Policing in England and Wales 2015

A national report by HMIC, Published February 2016

This report contains no recommendations and is a summary of findings produced from the 566 reports (national and individual force reports) published by HMIC during its annual inspection cycle.

PEEL: Police Effectiveness 2015 – national

A national report by HMIC, Published February 2016

Total of 2 actions: 2 are national and outside the remit of City of London Police. 0 were areas relevant to the City of London Police.

Recommendation		Status	Due Date	Comment
1	<p>There continue to be significant delays in digital evidence-recovery, with few plans to tackle this in the long term, or nationally.</p> <p>By 1st December 2016, the NPCC, working with the College of Policing, should have developed and begun to implement an</p>		1 st December 2016	This action is for the NPCC working with the College of Policing

Recommendation		Status	Due Date	Comment
	<p>adequate national plan to:</p> <ul style="list-style-type: none"> •reduce delays in the examination of digital devices to ensure that these do not have a detrimental effect on the timeliness of investigations; and •bring together expertise and innovation in digital examination from forces across England and Wales, to ensure a co-ordinated and informed national response. 			
2	<p>Vulnerable victims have to be identified as such in order to receive the extra support they need (and to which they are entitled under the provisions of the Code of Practice for Victims of Crime). Accurate and consistent identification is therefore both the first step and crucial to the police's ability to assess the risks which victims face, to respond and investigate appropriately and to keep them safe.</p> <p>By 1 September 2016, the College of Policing, working with the NPCC, should have established consistent approaches to defining when a person is vulnerable, and to collecting data on how effectively vulnerable people are identified. These processes should be adopted no later than 31st December 2016 so that more vulnerable victims are identified effectively and consistently.</p>		1st September 2016	This action is College of Policing, working with the NPCC.

PEEL: Police Effectiveness 2015 – CoLP

A force report by HMIC, published February 2016. Total of 2 actions, both in progress.

Recommendation		Status	Due Date	Comment
1	The force should develop a process for managing repeat offenders, and work with the Metropolitan Police Service to ensure that this is implemented consistently across London.	AMBER	30/4/2016	A force definition for repeat offender is about to be agreed after gathering information from other forces, College of Policing and APP. Expected to be complete by early June 2016.
		WHITE	15/5/2016	A list of current offenders will be produced against the force definition following its formal adoption.
		AMBER	30/6/2016	A process flow diagram is being produced for dealing with the lifetime management of repeat offenders; this will be supported by a SOP.
		AMBER	30/6/2016	The MAPPA meeting structure/process is being considered for the working with partners in the management of repeat offenders.
		AMBER	30/4/2016	Chief Officer level contact with the MPS is being established to ensure representation in the delivery of integrated offender management across London and establishment of deadlines.
		AMBER	30/6/2016	Force processes and SOPs to be reviewed following any agreed MPS lead pan London integrated offender management.
		AMBER	30/6/2016	Information held on the force intranet re repeat offenders will be reviewed and updated.

Recommendation		Status	Due Date	Comment
2	The Force should improve the awareness of organised crime groups among neighbourhood teams to ensure that they can reliably identify these groups, collect intelligence and disrupt their activity.	AMBER	31/3/2016	The requirement is raised and considered at the Serious and Organised Crime Meeting held monthly and chaired by the Director of Intelligence. Where considered appropriate any OCG Nominal who can be circulated for the information of Community Policing is done so via the Force Briefing System (this includes to mobile data tablets). While the numbers are few due to the nature and global reach of City OCGs the action to consider each OCG nominal is an agenda item at the SOCM Group.
		AMBER	New task – deadline to be confirmed	A review to be conducted to assess how Response / Community Policing Officers can be up skilled to provide intelligence with respect to organised crime groups.
		NEW GREEN	30/4/2016	Terms of reference for Serious and Organised Crime Management meeting have been updated to include the Inspector Community Policing as a full member of the group.
		AMBER	31/7/2016	Community policing to consider and develop a plan to provide guidance to residents and businesses around the issue of organised crime

PEEL: Police legitimacy 2015 – National

A national report by HMIC, published February 2016. Total of 4 actions, all relevant to the City of London Police, 1 is still in progress.
Recommendation 2 has been sub divided for ease of reference.

Recommendation		Status	Due Date	Comment
1	With immediate effect, Chief Constables should adopt the Code of Ethics in its totality. If there is a good reason why a particular force should depart from the code, the Chief Constable should publish his or her reasons for not adopting it in full.	GREEN	February 2016	The Force adopted the Code in its totality on publication. This is made explicit in the Policing Plan and is reflected by the Force's values.
2	<p>Within 6 months all Chief Constables should conduct a review of their complaints and misconduct arrangements, analysing data from their records to:</p> <ul style="list-style-type: none"> •assess whether or not there is any bias in the way decisions regarding the management of complaints are made; •and, if there is evidence of bias, to take action to remove it. <p>The reviews and the action taken should be fully documented and made available to the police and crime commissioners of each force and to HMIC.</p>	AMBER	31/8/2016	Terms of reference for the review have been drafted pending chief officer sign off.
	Within 12 months, the College of Policing and National Police Chiefs' Council should agree national standards for recording and publishing complaints and misconduct data for officers and staff. The standards should be developed in a way that will assist all police forces to determine whether:	WHITE	February 2017	This action is for the College of Policing and the NPCC

Recommendation		Status	Due Date	Comment
	<ul style="list-style-type: none"> There is bias in the number of women or BAME individuals subject to a public complaint (recognising this cannot be controlled for) or an internal misconduct allegation; There is a bias in the number of women or BAME individuals referred to the professional standards department for consideration of a public complaint or internal misconduct allegation. There is a bias in the number of women or BAME individuals subject to particular outcomes following consideration of a public complaint or internal misconduct allegation. 			
3	Within 3 months (by May 16), Chief Constables should establish arrangements through which they can regularly, at least twice a year, assess whether reasonable grounds are being recorded in every case where a stop and search power is used by their officers, and take action to address those cases where the reasonable cases are not sufficient to justify a lawful use of the power.	CLOSED	May 2016	This recommendation is linked to the Force PEEL Legitimacy report 2015 where tasks and progress will be monitored for delivery (see CoLP report below).
4	<p>The 13 forces that are not complying with three or more of the requirements of the Best Use of Stop and Search Scheme – Cambridgeshire, Cheshire, Cumbria, Gloucestershire, Lancashire, Leicestershire, Lincolnshire, Northumbria, South Wales, Staffordshire, Warwickshire, West Mercia and Wiltshire – should put in place an action plan setting out how they will comply with all the features of the Scheme.</p> <p>HMIC will revisit these forces within 6 months to determine what improvements have been made. (This recommendation appears in the individual report for these forces.)</p>	WHITE	August 2016	This does not apply to CoLP having failed 2 requirements. Recommendation 3 of the PEEL Legitimacy force report tracks progress made against these failures.

PEEL: Police legitimacy 2015 - CoLP

A force report by HMIC, published February 2016. Total of 5 actions, 1 is implemented, 4 are in progress.

Area for Improvement		Status	Due Date	Comment
1	<p>The force should ensure that its stop and search records include sufficient reasonable grounds to justify the lawful use of the power, and that officers understand fully the grounds required to stop and search.</p> <p>The force should ensure that adequate supervision takes place to ensure that its stop and search records are accurate and contain the required information in respect of reasonable grounds.</p>	<i>Areas for improvement 1 & 2 are closely related and for the purposes of update they are merged.</i>		
2		NEW GREEN	April 2016	A new Control Measures working group [CMWG] has been established, chaired by Supt. Ops UPD and is both tasking and providing oversight including stop and search reasonableness data.
		NEW GREEN	April 2016	A review of the current process of supervision and checking of stop and search records has been completed – a new 7 day staged process to resolve queries has been introduced following agreement with UPD inspectors, matters are ultimately escalated to the CI Ops. A summary of common issues from stop and search has been communicated to supervisors.
		NEW GREEN	April 2016	A refreshed training package has been produced and delivered including the recording of grounds

Area for Improvement		Status	Due Date	Comment
		AMBER	May 2016	The College of Policing is rolling out a Stop and search training package – this is the subject of a direct report to Chair of TIB [TIB cancelled for April 2016 next meeting June 2016].
		AMBER	May 2016	A summary report on stop and search records is to be presented to Control Measures Working Group providing details where reasonable grounds have not been recorded highlighting trends and recommendations for action. To date verbal updates have been received. This will be GREEN on receipt of written reports.
3	The force should comply with the Best Use of Stop and Search scheme in relation to recording and publishing outcomes; and monitoring the impact of stop and search on young people and black, Asian and minority ethnic groups.	AMBER	May 2016 except for website	The new Control Measures working group [CMWG] has been established to provide oversight and a conduit between the Community Scrutiny Group [and other Community initiatives] and the force. The external website will be revamped, anticipated to be completed by end of June 2016.
		AMBER	May 2016	Terms of reference for the new scrutiny group have been drafted and were presented to the first scrutiny group meeting at the end of April 2016. Feedback from the group has been included within the terms of reference.

Area for Improvement		Status	Due Date	Comment
		AMBER	April 2016	A draft dashboard has been produced for Control Measures Working group which breaks down information into groups based on age, ethnicity and gender. Mechanisms to populate the dashboard with data are currently being finalised for production by the end of June 2016.
		AMBER	May 2016	New data sets for stop and search will be published from the dashboard once completed. Supt Ops UPD is already in discussion with Corporate Comms.
		AMBER	May 2016	A quarterly report from Control Measures Working Group will be provided to OLF in May 2016.
4	As chief officers have decided to increase the coverage of Taser to meet identified risks, HMIC considers that force-wide oversight and scrutiny of its use should be introduced. Specifically, the force must be able to demonstrate whether it is used fairly and appropriately on people with protected characteristics.	NEW GREEN	April 2016	<p>The new Control Measures working group [CMWG] includes the Firearms Inspector as a full member. Taser usage is to be captured within the dashboard to facilitate broader discussion on any trends and issues. The external Taser website is now live. Data will also be scrutinised by the Community Scrutiny group.</p> <p>Taser will be covered in the quarterly report from CMWG to Organisational Learning Forum 18th May 2016.</p>
5	It was clear that non-Taser-trained officers have little understanding of Taser tactics or how they could best assist at the scene of a Taser deployment. More training about Taser should be included in personal safety training, to enhance the protection of public and police.	AMBER	May 2016	Front line officers have received an input, non operational front line officers input is scheduled and will commence with ECD – to date 200 officers have been covered.

Area for Improvement		Status	Due Date	Comment
		AMBER	May 2016	Ongoing refresher training for new joiners is to be scheduled as part of the personal safety training.
		AMBER	April 2016	A Taser internal news article has been drafted and is with Corporate Communication to develop and publish. This article to provide an update on training, increased deployment and basic information.

Increasingly everyone's business:

A progress report on the police response to domestic abuse

A national report by HMIC, published December 2015. Total of 6 actions: 2 are national and outside the remit of City of London Police. 4 were areas relevant to the City of London Police, 2 are still in progress.

Recommendation		Status	Due Date	Comment
3	Update of forces' domestic abuse action plans By March 2016, every police force in England and Wales should update its domestic abuse action plan; determine what more it can do to address the areas for further improvement highlighted in this report; and publish its revised action plan accordingly.	AMBER	March 2016	The force domestic abuse action plan has been reviewed and updated – outstanding actions have been carried forwarded. This has been circulated to relevant team members and presented to the safeguarding meeting [May 2016] for comment and has been signed off for publication. Following publication [anticipated early June 2016] this will GREEN.

Recommendation		Status	Due Date	Comment
	Chief officers in each police force should continue to oversee and ensure full implementation of these action plans and offer regular feedback on progress to their police and crime commissioner. This should be a personal responsibility of the chief constable in each case.	AMBER	March 2016	A report will be compiled for Police Committee in 6 months regarding progress against the plan.
4	<p><u>Force progress reviews</u></p> <p>By June 2016, chief constables should review the progress made by their forces in giving full effect to their forces' stated priorities on domestic abuse. Every force in England and Wales should undertake a clear and specific assessment of its own progress in respect of domestic abuse, potentially through peer review, which should include reference to the following:</p> <ul style="list-style-type: none"> • the force's updated action plan on domestic abuse; • the force's culture and values; • the force's performance management framework; • the force's approach to the use of data and evidence of what works in support of the development of a learning organisation; • the reward and recognition policy in the force and the roles and behaviours that this rewards currently; • the selection and promotion processes in the force; • the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse; • the development opportunities for officers and staff in the force; and • force policy on how perpetrators and victims of domestic abuse who are employed by the force are managed. 	AMBER	June 2016	<p>Advice from the College of Policing has been received and has been taken into account in the review and update of the Domestic Abuse action plan. Submission to the Commander for sign off and publication pending. The domestic abuse action plan will be monitored by the Safeguarding meeting.</p> <p>PSD, Occupational Health are meeting with DCI Volume and priority to establish the current processes for victims and perpetrators of domestic abuse who are employed by the force.</p> <p>Engagement has commenced with the region to establish a peer review.</p>

Recommendation		Status	Due Date	Comment
	<p>To ensure consistency, the College of Policing and the national policing lead on domestic abuse have agreed to provide advice on the form and content of the assessment of progress by March 2016.</p> <p>HMIC will draw on forces' assessment of progress on domestic abuse as part of its annual PEEL inspection in 2016.</p> <p>Chief constables should as soon as practicable take whatever further action is necessary to build on the progress made in giving effect to their forces' stated priorities on domestic abuse. This should include action to raise awareness of domestic abuse to instil a deeper understanding of and commitment to addressing the often complex needs of victims of domestic abuse. Chief constables should also take steps to support, encourage and conspicuously value officers and staff who exemplify this understanding and commitment.</p>			
5	<p><u>Innovation and establishing evidence-based good practise</u></p> <ul style="list-style-type: none"> Innovative practice in forces to tackle domestic abuse should be encouraged but it should be informed by robust, independent evaluation which demonstrates the effectiveness of that practice, particularly in terms of safeguarding people at risk of harm. Working in consultation with partners, forces should assess the available evidence that supports innovative practice 	NEW GREEN	March 2016	The terms of reference, agenda and attendance list for the Safeguarding meeting has been reviewed and is now chaired by the DCI Priority and Volume Crime.

Recommendation	Status	Due Date	Comment
<p>before it is implemented and ensure that safety planning is built into any new practice from the outset. Where there is little or no available evidence, forces should be clear about the thinking behind the innovative practice and should carry out a thorough evaluation of the practice, ideally supported by the College of Policing, as quickly as possible.</p> <ul style="list-style-type: none"> Multi-agency safeguarding hubs and central referral units: In the next six months, the National Oversight Group should commission a 'task and finish group' to evaluate the effectiveness of the various models in place for MASHs and CRUs in terms of the outcomes achieved for victims of domestic abuse. By Spring 2017, this task and finish group should provide forces with guidance and examples of good practice to illustrate how multi-agency arrangements most effectively share information, assess risk and undertake joint safeguarding activities to protect victims of domestic abuse. The group should involve representatives from the Home Office, Department of Health, Department for Education and relevant inspectorates, as well as practitioners within forces and academics. Perpetrator programmes including integrated offender management: Reducing offending by perpetrators will save potential victims from abuse and help to reduce the demand on forces. As part of updating their action plans, forces should use the soon to be published research carried out by the College of Policing on perpetrator programmes and summary of existing initiatives to inform the development of their own programmes. Domestic Violence Protection Orders (DVPOs): The National Oversight Group should ensure that, by April 2016, further consideration is given to increasing the use and effectiveness of DVPOs. The Ministry of Justice should provide clear guidance on the DVPO process 	NEW GREEN	April 2016	<p>FIB has obtained and reviewed research published by the College of Policing as to what works and these are actively being considered as part of the forces new Domestic Abuse plan.</p>

PEEL: Police effectiveness 2015 (Vulnerability)

A force report by HMIC, published December 2015. Total of 4 actions: 3 remain in progress.

Recommendation		Status	Due Date	Comment
1	The force should improve the consistency and frequency of training delivered to ensure all staff have an awareness and understanding of identification of vulnerability of victims particularly at the initial point of contact.	AMBER	June 2016	<p>A review of training will be completed, including refresher training – recommendations for change will be discussed at the Training improvement Board for decision.</p> <p>Progresses will be regularly reviewed at meetings chaired by DCI Priority of Volume Crime.</p>
			June 2016	The MPS definition will be adopted until the College of Policing publish one. Training has commenced for CSE. MPS are willing to assist in the delivery of our training; this option will be considered i.e. train trainers in cascading their 3 hours package.
			April 2016	April 2016 TIB was cancelled; training issues will be discussed by the DCI Priority and Volume with the TIB chair direct.
2	The force should improve the identification of the vulnerability of victims during investigations, by ensuring staff complete the necessary processes on the crime reporting system.	AMBER	June 2016	Crime Policy Team has established how vulnerability is captured on UNIFI. It is unclear how vulnerability will be captured on CCCI; the project is still at procurement and will need to be developed. Vulnerability is not currently captured on Pronto. Crime Policy Team is liaising with the Pronto project team.

Recommendation		Status	Due Date	Comment
		AMBER		Crime Policy Team has liaised with Control and SMF check lists are being updated. Crime Policy Team to liaise with Front Offices and 101 Contact Centre to review/ update/ create scripts to ensure vulnerability of correctly identified.
		AMBER		The 377 vulnerable person process has been modified to separate adults from children – this will facilitate future monitoring and analysis at the safeguarding meeting.
3	The force should reassure itself that in relation to the use of victim personal statements it is fully compliant with its duties under the Code of Practice for Victims of Crime.	NEW GREEN	June 2016	Current arrangements have been reviewed by the Crime Policy Unit – a new section has been added within crime recording to confirm whether a victim personal statement has been taken. AoJ are monitoring from the victim/witness support team.
4	The force should improve the response to children at risk of sexual exploitation by ensuring its understanding of the scale and nature of the issue is developed which will better inform its preventative and investigative response; and frontline staff have an appropriate level of knowledge of the factors to identify cases and understand how to respond.	AMBER	June 2016	Online child sexual exploitation has been identified as an intelligence gap and further work is being progressed – terms of reference have been defined. This work will further inform the CSE profile – FIB has identified resources and progressed will be monitored at meetings chaired by DCI Priority of Volume Crime. A revised problem profile is due June 2016.

The depths of dishonour: Hidden voices and shameful crimes

An inspection of the police response to honour-based violence, forced marriage and female genital mutilation

A national report by HMIC, published December 2015. Total of 14 actions: 11 are national and outside the remit of City of London Police.

3 were areas relevant to the City of London Police, 1 remains in progress.

Recommendation		Status	Due Date	Comment
9	By June 2016, chief constables in consultation with partner agencies should undertake research and analysis using diverse sources to understand better the nature and scale of HBV, FM and FGM in their force areas, and use this information to raise awareness and understanding of HBV, FM and FGM on the parts of their police officers and staff.	AMBER	June 2016	<p>The City of London Public Health team undertook a brief FGM needs assessment to determine the risk to City – the outcome of which is we have none. However, this does not mean there won't be isolated cases or people affected who are travelling to the City. This is encompassed in the "tackling and Preventing FGM – City and Hackney Strategy". Robin Newman, DA Co-ordinator CoL is developing a City HBV/FM policy.</p> <p>A problem profile has been requested from FIB and research is underway – the results will be reported within the updated Domestic Abuse Problem Profile.</p> <p>CoLP has established contact with the MPS and attended their HBV/FM & FGM strategy group meeting on the 13th April 2016.</p>
11	By June 2016, chief constables together with partner agencies should ensure they have clear policies and joint working structures in place to ensure an integrated approach to HBV, FM and FGM between police forces and other agencies.	NEW GREEN	June 2016	<p>PPU DI has reviewed relevant protocols with partner agencies. The City and Hackney FGM strategy was signed off and published in January 2016.</p> <p>The 'Bristol Model' cited in the report is model for tackling FGM focused on community engagement, empowerment and partnership working to tackle the issue at a local level; the City and Hackney FGM strategy is in line with this.</p>

Regional Organised Crime Units: A review of capability and effectiveness

A national report by HMIC, published November 2015. Total of 11 actions: 8 are national and outside the remit of City of London Police.

3 were areas relevant to the City of London Police, which remain in progress.

Recommendation		Status	Due Date	Comment
2	By 30 June 2016, the constituent forces of the London ROCU should ensure that they have reliable access to the '13 capabilities' identified within the ROCU development programme [see Annex A for full list of capabilities].	AMBER	June 2016	The HMIC report highlights recommendations for ROCUs to have to have in place against the 13 capabilities and for the London ROCU this has been set to be in place by June 2016. Liaison between BTP the Met and ourselves has taken place and DCI I&I has sent the HMIC report to the relevant force leads. It has been agreed that an action plan will be developed by the force leads to answer the 11 recommendations along with a road map of how this will be achieved, particularly since the changes in the LROCU structure. This action plan will also include procedures and process that will give clear direction and accountability to address joint working between CT and Crime, Tasking process of the three forces assets on joint operations, Control strategy for the LROCU and also the process to be adopted by outside agencies such as the NCA to task the ROCU to conduct operations, executive actions or National initiatives. This action plan will be RAG scored so that NPCC leads in each of the three forces who can be sighted on the current position and also include evidence to support any subsequent HMIC inspection.
3	By 30 June 2016, every police force in England and Wales should publish an action plan that sets out in detail what steps it will take to make maximum use of the ROCU capabilities, minimise duplication at force level, and ensure that the use of shared ROCU resources are prioritised between regional forces. This action plan should be developed: <ul style="list-style-type: none"> in consultation with police and crime commissioners, ROCUs and the ROCU executive board; with regard to both local force priorities (in particular, as specified in the relevant police and crime plan) and National Crime Agency (NCA) priorities; and with regard to the other recommendations contained in this report. 	AMBER	June 2016	
8	By 30 June 2016, all ROCUs, forces and the NCA should adopt a common approach to the assessment of serious and organised criminal threats.	AMBER	June 2016	

Witness for the prosecution: Identifying victim and witness vulnerability in criminal case files

A national report by HMIC, published November 2015. Total of 10 actions: 8 are national and outside the remit of City of London Police. 2 were areas relevant to the City of London Police, 1 remains in progress.

Recommendation		Status	Due Date	Comment
9	The College of Policing should evaluate the police training that is provided to student officers to ensure that case file preparation training emphasises and promotes an understanding of the police role in the criminal justice process, and the importance of identifying the support required by vulnerable and intimidated victims and witnesses. Similarly chief constables should undertake an evaluation of their local training arrangements.	AMBER	February 2016	<p>Student training: This area is already covered in depth within the IPLDP training material and CoLP follow this material. Prior to each new IPLDP course the CoLP training material is reviewed against the latest COP material and adjusted accordingly to meet the latest changes in learning outcomes.</p> <p>Specials Training: Again material is matched against the latest COP training for Special Constables.</p> <p>Refresher training is a gap for the force and will be presented at the next TIB June 2016. TIB can then decide if and to whom they want training in this area delivered to. L&D will ensure the package can cover police and police staff.</p> <p>As a source of measurement the course will be evaluated to ensure that the importance of identifying the support required by vulnerable and intimidated victims and witnesses is covered.</p>

PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC, published October 2015. Total of 2 actions which remain in progress.

Recommendation		Status	Due Date	Comment
1	The force should develop a future workforce plan that is aligned to its overall demand and budget. The plans should include future resource allocations, the mix of skills required by the workforce and behaviours expected of them.	AMBER	March 2016	An initial summary of ongoing work with HR has been provided to Strategic Development. This has been used to produce a draft workforce plan which is being consulted and finalised. This will be finished before HMIC's inspection commences on June 13 th
2	To support the workforce plan, the force should improve how it records and retains information concerning the skills and knowledge of the workforce to identify future training needs.	AMBER	March 2016	

Working in Step: A joint inspection of local criminal justice partnerships by HMIC, HMCPSI and HMI Probation, published October 2015

Total of 2 actions: 1 is national and outside the remit of City of London Police. 1 was relevant to the City of London Police and remains in progress.

Recommendation		Status	Due Date	Comment
2	<p>Within six months of the Criminal Justice Board establishing the operating framework, leaders of local criminal justice agencies acting together, and in co-operation with the PCC, should undertake a fundamental review of local partnership arrangements to assess whether they are fit for purpose to lead improvements to the efficiency and effectiveness of the CJS at local level.</p> <p>As a minimum, the review should include:</p> <ul style="list-style-type: none"> • an assessment of the health of the CJS locally, including its 	AMBER	Within 6 months of the completion of Rec. 1	<p>This will be completed upon the Criminal Justice Board establishing an operating framework. The due date cannot be shown until that work is complete.</p> <p>The Head of Administration of Justice is currently awaiting a response from the new staff officer for CC Simon Byrne – lead for the NPPC CJ coordination committee to establish progress.</p>

Recommendation		Status	Due Date	Comment
	<p>impact on victims and witnesses, especially the most vulnerable, and the extent to which perpetrators can expect swift justice;</p> <ul style="list-style-type: none"> • a local assessment of risk (informed by national threats, risks and harm) and the views and experiences of the public to inform local priority setting; • the business and analytical support required for effective partnership planning, commissioning and co-ordination; and • identification and clarification of links with related partnerships so that work is co-ordinated and mutually reinforcing. 			

Targeting the Risk

A national report on the efficiency and effectiveness of firearms licensing in the police forces in England and Wales, published September 2015

Total of 18 actions: 9 are national and outside the remit of City of London Police. 9 were areas relevant to the City of London Police, 0 are still in progress, 1 has recently turned green as below.

Recommendation		Status	Due Date	Comment
12	<p>Within six months, all Chief Constables should either satisfy him or herself that they have completed, or complete, a retrospective review of the certificate holders' continued suitability to have access to or possession of firearms in the case of section 1 firearms and shotgun certificates issued before the Home Office guidance was updated in relation to the on-going monitoring of the activity of a certificate holder or associates. This review should extend to all such activity which may give rise to concern for public safety.</p>	NEW GREEN	15 th March 2016	A complete review has been undertaken.

Online and on the edge: Real risks in a virtual world

A national report, published July 2015, a joint inspection by HMIC. Total of 13 actions: 1 is national and outside the remit of City of London Police.

12 were areas relevant to the City of London Police, 1 remains in progress.

Recommendation		Status	Due Date	Comment
13	We recommend, that within six months, forces consider and implement ways to improve communications with children by making better use of social media channels, so that children are better able to protect themselves online.	NEW GREEN	January 2016	<p>The joint safeguarding board is leading on this, chaired by City and Hackney Safeguarding project. A video for social media has been produced and was launched online 18/3.</p> <p>This work is being supported by a booklet for children and training for school teachers and staff.</p> <p>CSE Awareness Event (co-ordinated by City and Hackney Safeguarding Board) scheduled for 18th March 2016. The action will be delivered, albeit, slightly late.</p>
		AMBER	New task in April 2016 assigned deadline to be determined	In April 2016, a new task has been assigned to the Head of Public Protection Unit to review the external website and consider how 'child friendly' it is. This work is being progressed with Corporate Communications.

In harm's way: The role of the police in keeping children safe

A national report, published July 2015, a joint inspection by HMIC and HMCPSi. The report highlights areas for attention and does not make specific recommendations

Total of 4 areas for attention [Strategic Development has subdivided for ease of assessment]. Of these 1 is national and outside the remit of City of London Police, 2 remain in progress.

Area for Attention		Status	Due Date	Comment
1	At present senior officers do not know the outcomes for children following on from police activity. Nor do they know enough about the experiences and views of children who have been in contact with the police in order to inform service development.	AMBER	February 2016	A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed to Uniform Police and Crime Senior Management Teams. No specific mechanism exists to obtain views of children. Surveys have been conducted with children in social care via Action for Children but this does not relate to police contact and would not cover those children that come in to contact via custody. The Public Protection Unit [PPU] are progressing with City Youth Services (City Gateway) to establish if they could be utilised to gain an understanding of the experiences of City children. PPU staff met with Robert Stanex from city gateway who has prepared questions and these have been agreed and feed into sessions with young people, results are pending. The difficulty will be to establish views related to CoLP not police generally.
2	The second area relates to increased police use of data and information in the management of crime and offenders. For example, inter-agency approaches which use police data to identify and target for intervention the most serious and prolific offenders are relevant to child protection, especially in cases of repeat domestic violence.	GREEN	NA	A number of regular multi agency arrangements are in place including MARAC, MASE, MAPPA & a planned virtual MASH to ensure timely information sharing and joint decision making. Safer City Partnership are attendees to the Force Tactical Tasking and Coordination Group. Intelligence management priorities are shared at this group.

Area for Attention		Status	Due Date	Comment
	Similarly, the data analysis approaches that can identify those most at risk of repeat vulnerability (as currently used in domestic burglary) may be useful in child protection work. Better crime mapping could target police preventive efforts by identifying localities or communities of greatest risk.	AMBER	April 2016	Technical deployment of mapping has progressed. New Force Problem profile templates have been developed to consider repeat place and person as a key requirement. A team has been established in FIB to identify high harm high vulnerability persons led by a Senior Analyst.

Building the picture: An inspection of police information management

A national report, published July 2015. Total of 10 actions: 4 are national and outside the remit of City of London Police. 6 were actions relevant to the City of London Police, 0 remain in progress.

Recommendation		Status	Due Date	Comment
1	By 30 November 2015, chief constables should ensure that a review is undertaken of the way in which their forces' information management policies and practice comply with the APP on information management so that they give effect to the national approach and minimise any divergence from that APP.	NEW GREEN	30th November 2015	The review has been completed.
8	Immediately, chief constables should make sure that their force information records are reviewed at the end of the review period set for each information grouping, and records created when decisions are made to retain information beyond the applicable period of retention.	NEW GREEN	Immediate	This practice is in place across the historical archive and information is MoPI classified and records reviewed and where appropriate deleted in accordance with MoPI. However records on NSPIS systems cannot be deleted because of system constraints and backlogs exist with the MoPI review, retention and disposal process. The CCCI project is including back record conversion and these issues will be addressed here. The current NSPIS systems will be reviewed by the MoPI task force and once in place implementation of compliance can begin where the system allows.

Stop and Search Powers 2

This was a national inspection , published March 2015. Total of 11 actions: 8 are national and outside the remit of City of London Police. 3 were actions relevant to the City of London Police, 1 remains in progress.

Recommendation		Status	Due Date	Comment
10	Within three months, chief constables should put in place a process to report, at least once a year, the information they get from recording searches that involve the removal of more than an outer coat, jacket or gloves to their respective police and crime commissioners and to any community representatives who are engaged in the scrutiny of the use of stop and search powers to help them assess whether these searches are lawful, necessary and appropriate.	AMBER	June 2015	A process has been set up and a report will be presented to Police Committee by UPD in September 2016.

Welfare of Vulnerable People in Custody

A national report, published March 2015. Total of 18 actions: 11 are national and outside the remit of City of London Police.

7 were actions relevant to the City of London Police, 1 remains in progress

Recommendation		Status	Due Date	Comment
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Recommendation	Status	Due Date	Comment
<p>7 The police service, with the support and guidance of the College of Policing and the appropriate national policing leads, must establish a definition and a monitoring framework on the use of force by police officers and staff, linked to forces' risk registers. At a minimum this should ensure that:</p> <ul style="list-style-type: none"> • more frontline officers and staff are trained in de-escalation skills; • there is a common understanding, informed by College of Policing Authorised Professional Practice on definitions of restraint and thresholds for the purposes of record-keeping; • the use of force in custody is recorded on CCTV and/or body worn cameras, and the recordings are monitored by senior managers, and made available to National Preventative Mechanism-visiting bodies as required; and • data collected on the use of force is monitored routinely, examined for trends, reported to police and crime commissioners and published on force websites to promote transparency and accountability to community groups and the wider population. 	AMBER	December 2015	<p>Personal safety training was to be enhanced and delivered between July – December 2015. However, the new PAVA spray was the focus of training for this period. It was rescheduled February 16 and L&D confirm this commenced.</p> <p>The required data is now being collated and will be reported to Police Committee in September 2016.</p>

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

This was a national report, published September 2014. Total of 40 actions: 3 are national and outside the remit of City of London Police.

37 were actions relevant to the City of London Police, 1 remains in progress.

The Action plan was across numerous Directorates – no single plan owner was assigned. Recommendation		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.	AMBER	December 2015	Annual Force Management Statements (FMS) have not been released to forces at this time. A HMIC template for forces' use was supposed to be circulated in the Autumn of 2015, however, as at April 2017 no template has been published. The force has been accepted as a pilot force for the Force Management Statements. This will involve using and commenting on the draft guidance that has been produced to start production of a FMS. Internally, a report has been prepared for chief officer consideration that outlines the next steps and provides options for progression. The Force has been conducting preparatory work to explore how best it can record and maintain an accurate picture of all types of demand, including latent and non-crime related demand. Meetings have taken place with Deloitte and a further meeting took place in early February 2016 with PWC to draw on best practice in this area. HMIC held a demand workshop in early December 2015 where it was accepted that CoLP does not fit the national profile which is likely to apply to all other forces. Currently, a Chief Inspector is looking at how the Force maps its demand, what it does with that information and how it can be improved. Indications are now that the first FMS will not be required until 2017. The force has been accepted as a pilot force and will be attending guidance meeting on the 23 rd May 2016. A relevant template has been obtained from an 'outstanding' force which will be populated over the next 3-4 months.

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 26th August 2014.

National Report

Total of 10 actions: 2 are national and outside the remit of City of London Police. 8 were actions relevant to the City of London Police, 2 are still in progress

Recommendation		Status	Due Date	Comment
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.	AMBER	Will be determined following College of Policing rollout	The College of Policing has evaluated their trial for the new Stop and Search training package and the force is sending 5 officers on a train the trainer course commencing 25 th May 2016.
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.	AMBER	Will be determined following Chief Constables Council input	No national form exists. The Force awaits recommendations from the Chief Constables Council. However, local CoLP forms have been updated in line with BUSS requirements.

City of London Police Recommendations

Total of 15 actions: 1 has been superseded by Stop and Search 2, 1 is still in progress

Recommendation		Status	Due Date	Comment
15	Stop and search data added to force crime maps	AMBER	October 2015	The Force has successfully implemented a GIS application and a technical issue with implementation has been resolved. Data for mapping Stop and Search is now being assessed for importing into the tool. The result of testing is expected to be known by 16 th May 2016. This action is partially achieved as this stage dependant on the availability of data being geocoded.

