

HMICFRS Report Recommendations

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

Making it fair - A joint inspection of the disclosure of unused material in volume crown court cases

A joint national report by HMCPSi and HMICFRS

Published July 2017

There are 9 recommendations; 5 of which apply to force, these are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Immediately, police and CPS must correctly identify all disclosure issues relating to unused material at the charging stage and this must be reflected fully in an action plan	AMBER	Immediate	A draft action plan is currently under review, task owners and deadlines are being assigned.
2	Within six months the CPS should comply with the Attorney General's Guidelines on Disclosure requirement and ensure that every defence statement is reviewed by the allocated prosecutor prior to sending to the police and that prompt guidance is given to the police on what further actions should be taken or material provided	WHITE	January 2018	This action is for the CPS

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Within 12 months the College of Policing should produce guidance on training that is of sufficient depth to enable police forces to provide effective training on the disclosure of unused material to all staff involved in the investigation process. The guidance, which may best be served by the use of classroom based or a similar form of interactive training, should concentrate on ensuring that staff fully understand their responsibilities in relation to the revelation of both sensitive and non-sensitive material and how to schedule material correctly	WHITE	July 2018	This action is for the College of Policing
4	Within six months police forces should improve their supervision of case files, with regard to the handling of unused material. This process should be supported by the requirement for supervisors to sign the Disclosure Officer's Report each time this is completed	AMBER	January 2018	A draft action plan is currently under review, task owners and deadlines are being assigned.
5	Within six months, the CPS Compliance and Assurance Team should commence six monthly disclosure dip samples of volume Crown Court files from each CPS Area, with the findings included in the CPS Area Quarterly Performance Review process	WHITE	January 2018	This action is for the CPS.
6	Within six months, all police forces should establish the role of dedicated disclosure champion and ensure that the role holder is of sufficient seniority to ensure they are able to work closely with the CPS Area Disclosure Champions using the existing meetings structure to ensure that disclosure failures are closely monitored and good practice promulgated on a regular basis	AMBER	January 2018	A draft action plan is currently under review, task owners and deadlines are being assigned.
7	Within six months the CPS should provide a system of information sharing between the Areas and Headquarters that enables the effective analysis of Area performance on disclosure	WHITE	January 2018	This action is for the CPS.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Within 12 months, the police and the CPS should review their respective digital case management systems to ensure all digital unused material provided by the police to the CPS is stored within one central location on the CPS system and one disclosure recording document is available to prosecutors in the same location	AMBER	July 2018	A draft action plan is currently under review, task owners and deadlines are being assigned.
9	Within six months, the CPS and police should develop effective communication processes that enable officers in charge of investigations and the allocated prosecutor to resolve unused material disclosure issues in a timely and effective manner	AMBER	January 2018	

Living in fear - the police and CPS response to harassment and stalking

A joint national report by HMCPSi and HMIC

Published July 2017

There are 22 recommendations; 4 of which apply to force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>The Home Office should undertake a review of the Protection from Harassment Act 1997 with particular reference to:</p> <ul style="list-style-type: none"> including a provision for harassment causing serious distress to bring this into line with the stalking provisions; and defining stalking more clearly. 	WHITE	No deadline set by HMICFRS	This action is for the Home Office

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	The Home Office should change the Home Office Counting Rules for recorded crime to ensure that harassment crimes are recorded in preference to any other crimes (in particular malicious communications) when it is obvious that there has been a 'course of conduct'.	WHITE	No deadline set by HMICFRS	This action is for the Home Office
3	The Home Office should introduce protection orders for harassment crimes.	WHITE	No deadline set by HMICFRS	This action is for the Home Office
4	<p>The National Police Chiefs' Council lead should ensure that the risks to victims of harassment and stalking are properly assessed by:</p> <ul style="list-style-type: none"> commissioning work to develop an evidence-based approach to risk assessment in harassment and stalking crimes; advising forces that until the above review has been completed, forces should use a domestic abuse, stalking, harassment and honour-based violence risk identification, assessment and management model (or equivalent) for all harassment and stalking crimes as an interim measure. 	WHITE	No deadline set by HMICFRS	This action is for the National Police Chiefs' Council
5	<p>The National Police Chiefs' Council lead should ensure that the risks to victims of harassment and stalking are properly managed by:</p> <ul style="list-style-type: none"> ensuring that any commissioned work to develop an evidence-based approach to risk assessment in harassment and stalking crimes also considers whether a risk management plan should be included with any risk assessment tool. 	WHITE	No deadline set by HMICFRS	This action is for the National Police Chiefs' Council

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	The National Police Chiefs' Council lead and the CPS policy lead for harassment and stalking should review the national stalking protocol and re-issue it to forces and CPS Areas.	WHITE	No deadline set by HMICFRS	This action is for the National Police Chiefs' Council and the CPS policy lead for harassment.
7	The National Police Chiefs' Council and CPS stalking leads should review the stalking single point of contact system and ensure that this is: <ul style="list-style-type: none"> fully effective; and operating consistently for victims in all areas. 	WHITE	No deadline set by HMICFRS	This action is for the National Police Chiefs' Council and the CPS policy lead for harassment.
8	Chief constables should stop the use of Police Information Notices and their equivalents immediately.	WHITE	Immediate	NPCC lead for Stalking & Harassment has advised he will be writing to all Chief Constables to set out the timetable and proposals for interim actions from the Inspection. There will be a joint CPS & Police action plan which is currently being drafted and will be issued from the NPCC lead. In addition, forces will also be given some direction on Recommendation 8 where the HMIC are requesting all forces to remove the use of police information notices. In the meantime, the NPCC lead is supporting current guidance on the use of PINS.
9	Chief constables should ensure that officers are aware of, and use appropriately, the powers of entry and search for stalking. Chief constables should also ensure that adequate records of these searches are compiled for audit and compliance purposes.	WHITE	No deadline set by HMICFRS - force to determine its own deadlines	
10	Chief constables should work with criminal justice partners to identify what programmes are available to manage offenders convicted of harassment and stalking offences in their respective force areas. In the absence of such programmes, they should review whether interventions could and should be established.	WHITE	No deadline set by HMICFRS - force to determine	

Recommendations & Areas for Improvement		Status	Due Date	Comment
			its own deadlines	
11	Chief constables and CPS Area leads should monitor and ensure compliance with the national stalking protocol.	WHITE	No deadline set by HMICFRS - force to determine its own deadlines	
12	The College of Policing should consider how to raise awareness of the differences between harassment and stalking, including how to ensure that these crimes are correctly recorded. As part of this review, we propose that the training provided to force crime registrars incorporates a specific module on harassment and stalking.	WHITE	No deadline set by HMIC	This action is for the College of Policing, but the Force Crime Registrar has noted.
13	The College of Policing, when compiling revised harassment and stalking Authorised Professional Practice should include improved guidance to officers on crime prevention advice for victims, particularly about online offending.	WHITE	No deadline set by HMIC	This action is for the College of Policing
14	The College of Policing, when revising the harassment and stalking Authorised Professional Practice, should highlight the complexities and risks associated with harassment and stalking offences and advise forces to consider these as part of the crime allocation process.	WHITE	No deadline set by HMIC	This action is for the College of Policing

Recommendations & Areas for Improvement		Status	Due Date	Comment
15	The College of Policing, when compiling revised stalking Authorised Professional Practice, should include the use of data on the power of search in stalking cases as best practice in audit and performance arrangements.	WHITE	No deadline set by HMIC	This action is for the College of Policing
16	The College of Policing should consider the contents of this report and publish the new harassment and stalking Authorised Professional Practice as a matter of urgency.	WHITE	No deadline set by HMIC	This action is for the College of Policing
17	The College of Policing and the CPS should work together and respectively revise the summary of evidence form to ensure a consistent and appropriate response to such applications, and provide clear guidance on the application for restraining orders.	WHITE	No deadline set by HMIC	This action is for the College of Policing and Crown Prosecution Service
18	The CPS should reinforce and reiterate guidance to prosecutors on accepting pleas to harassment instead of pursuing stalking charges.	WHITE	No deadline set by HMIC	This action is for the Crown Prosecution Service
19	The CPS should introduce a process into scrutiny panels to examine harassment and stalking cases on a regular basis.	WHITE	No deadline set by HMIC	This action is for the Crown Prosecution Service
20	The CPS should improve the process whereby lessons learned can be passed between CPS Direct and CPS Areas.	WHITE	No deadline set by HMIC	This action is for the Crown Prosecution Service

Recommendations & Areas for Improvement		Status	Due Date	Comment
21	The CPS should consider the contents of this report, and the College of Policing Authorised Professional Practice when published, and thereafter review the current CPS legal guidance.	WHITE	No deadline set by HMIC	This action is for the Crown Prosecution Service
22	The CPS should ensure that all prosecutors have received training about harassment and stalking.	WHITE	No deadline set by HMIC	This action is for the Crown Prosecution Service

PEEL: Police Effectiveness 2016

A National report by HMIC
Published March 2017

There are 5 recommendations; 3 of which applied to the force. 2 are complete and 1 is now deemed white because London does not have a ROCU.

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Cause of concern HMIC found that there is an unacceptable and poorly-understood variation in the extent to which forces assign to investigations the outcome type (see annex for further details): 'Evidential difficulties: victim does not support police action'. Recommendation 3 Each force that has assigned to appreciably high levels of investigations (when compared with other forces) the outcome type (Cleveland Police, Kent Police, Hampshire Constabulary, Humberside Police, Warwickshire Police and West Mercia Police) 'Evidential difficulties: victim does not support police	NEW GREEN	Sept 17 [Internal deadline]	This action does not directly apply to the City of London Police however the force has completed a review examining outcomes of this type and a report submitted to the Directorate Head Crime for consideration – no issues of concern were raised.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>action' should:</p> <ul style="list-style-type: none"> by 1 May 2017, produce and submit to HMIC an action plan that sets out: how it will undertake a comprehensive analysis of the use of this outcome type across the force area in order fully to understand why it is an outlier; how it will review the extent to which the force's use of this outcome type is appropriate; and, as is likely, the steps that it will take to improve its service to victims by reducing the extent to which investigations are assigned to this outcome type; immediately thereafter put that action plan into effect; and by 30 June 2017, submit to HMIC a report on the results of the comprehensive analysis of the use of this outcome type. <p>By September 2017, the Home Office, working with the National Police Chiefs' Council and police forces, should determine whether any further guidance should be issued regarding the use of this outcome type or whether more significant changes are required to the outcomes framework, and if necessary issue further guidance in this respect to forces as soon as practicable thereafter.</p>			
4	<p>Cause of concern</p> <p>HMIC found that in many forces there is a material lack of focus, grip and effective activity directed to apprehending wanted suspects. There are too often inconsistencies and weaknesses in how rapidly forces circulate information about</p>	NEW GREEN	Immediate	<p>A review of warrants has been conducted and the SOP is to be revised post the implementation of the NICHE system, November 2017.</p> <p>Performance oversight has been enhanced; the new Victim Code and Crime Standards Working Group as a standing item 'Outstanding</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>wanted suspects on the Police National Computer (PNC), and too often inadequate efforts are made to apprehend these individuals once the information has been circulated.</p> <p>Recommendation 4</p> <ul style="list-style-type: none"> Immediately, all forces should review their current procedures for apprehending wanted suspects, assess the number of wanted suspects on the PNC and those whose details have yet to be circulated on the PNC, and take prompt and effective action to apprehend those suspects. By September 2017, the National Police Chiefs' Council (NPCC) should develop clear guidance for forces on the requirements and process for entering the details of suspects on the Police National Computer and the reasonable steps forces should take to apprehend those wanted individuals once their details have been circulated. The NPCC should work closely with forces to develop this guidance. In its PEEL effectiveness inspection 2017, HMIC will test forces' readiness to comply with the established approach. 			wanted / missing'.
5	<p>Causes of concern</p> <p>HMIC found that the current approach to mapping organised crime groups is applied by forces in an unacceptably inconsistent way, giving an incomplete and inaccurate picture of the national threat. Given the severity and nature of organised crime, a more coherent and consistent approach is critical.</p> <p>Recommendation 5</p> <ul style="list-style-type: none"> Immediately, the responsibility for mapping organised 	NEW WHITE	Immediate	<p>London does not have a ROCU and there is no regional mapping capability therefore force is therefore unable to comply with the letter of this recommendation.</p> <p>However, the force does report direct to the national team as a result of serious and organised crime responsibilities, specifically Economic Crime.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>crime groups should be transferred from individual police forces to regional organised crime units, and this transfer should be completed no later than September 2017.</p> <ul style="list-style-type: none"> By September 2017, in order to improve the consistency of organised crime group mapping, the National Crime Agency should lead a comprehensive review of the suitability of the current mapping approach for assessing and tackling the broad range of threats posed by serious and organised criminality (including organised crime groups, urban street gangs and other criminal networks) and, if necessary, issue guidance on a revised national approach as soon as practicable thereafter. 			

PEEL: Police Effectiveness 2016

A Force report by HMIC

Published March 2017

There are a total of 13 actions for the force. 6 are complete and 7 in progress

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Areas for improvement</p> <p>The force should improve its approach to collecting and analysing intelligence – including intelligence from its main partner organisations – to provide a detailed understanding of its communities.</p>	NEW GREEN	Sept 17 [internal deadline]	<p>It is anticipated that the forces use of the Niche system from November 2017 will enhance capability in this area.</p> <p>The force has embedded a senior analyst with the City of London Corporation 3 days per week working alongside the Community Safety Partnership. This to develop existing relationships and secure access to data and intelligence.</p> <p>The submission of intelligence has doubled since the time of inspection.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	Areas for improvement The force should adopt a structured and consistent problem-solving process to enable it to tackle crime and anti-social behaviour more effectively.	NEW GREEN	Sept 17 [internal deadline]	The force has a structured problem solving process with the adoption of the SARA model within its monthly Tactical Tasking Coordination Group [TTCG]. These documents are reviewed at each TTCG to understand where each Plan Owner is with each of their SARA's. It is furthered supported by the use of 4P plans to enhance the delivery against each of the designated force priorities.
3	Areas for improvement The force should ensure that there is regular and active supervision of investigations to improve quality and progress.	NEW GREEN	Sept 17 [internal deadline]	Each crime is assessed by a Detective Sergeant prior to allocation to ensure that each crime is allocated appropriately. Each supervisor is required to ensure that crimes allocated to their teams are subject to a periodic review, and direction added to the crime. This is subject to force audit and undertaken monthly by the Crime Management Unit who send an exception report to managers to ensure updates and reviews are undertaken. The new monthly victim code and crime standards working group monitors performance in this area to ensure timely review and expeditious investigation.
4	Areas for improvement The force should ensure that its integrated offender management programme is implemented consistently across all areas.	NEW GREEN	Sept 17 [internal deadline]	Joint guidance has been produced by the MPS and CoLP and published in May 2017, this to unpin the already signed joint Memorandum of Understanding. Daily checks are performed on all processed through CoLP custody to establish if they met the criteria for acceptance into Integrated Offender Management [IOM]. Details of offenders already accepted onto MPS IOM are provided as briefing documents to CoLP uniform officers. A City IOM panel has been established although at this time there are no City resident offenders to manage through this process. The force is

Recommendations & Areas for Improvement		Status	Due Date	Comment
				represented on the Pan London IOM Board. Additional proposals to assist the MPS to manage their IOM offenders who also cause harm within the City have been agreed by the force.
5	Areas for improvement 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.	NEW GREEN	Sept 17 [internal deadline]	Training and guidance has been issued, the results of which have been reviewed. Within the crime system the flagging of vulnerable victims has improved and there has been an increased awareness of vulnerability demonstrated by an increase in adults and children coming to police notice reports.
6	Areas for improvement 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	Sept 17 [internal deadline]	The Crime Management Unit has instigated a dip sample to ensure compliance with victim code. The results of the dip sample are included in the Crime Directorate Performance Dashboard which is reviewed at Performance Management Group quarterly.
7	Areas for improvement The force should enhance its ability to gather and use intelligence from a range of sources to develop its understanding of serious and organised crime.	AMBER	Sept 17 [internal deadline]	The force has engaged with Durham, Merseyside and Essex to understand the SOC process in other forces. There has been a process of engagement with officers and staff to increase awareness and this has resulted in an increase in the number of intelligence reports submitted. A senior CoLP analyst has been seconded to the City of London to harvest partner intelligence. There is a much better understanding and use of GAIN. There is continuing activity being undertaken across the whole functional response to SOC including peer review, workshops (planned for Sept 17) and process and output reviews which will direct further activities to deliver recommendations 7 - 12.
8	Areas for improvement The force should ensure that it maps all organised crime groups promptly following identification.	AMBER	Sept 17 [internal deadline]	An exercise has recently been undertaken by I & I to map OCGs currently targeted by the force. A new Directorate governance process has been introduced to ensure senior level oversight.

Recommendations & Areas for Improvement		Status	Due Date	Comment
9	Areas for improvement The force should ensure that it prioritises activity aimed at tackling organised crime groups effectively in order to protect communities from harm.	AMBER	Sept 17 [internal deadline]	The force uses a strategic threat assessment process and MoRiLE, which also considers NCA strategic assessments. New Directorate (SOC) oversight boards introduced will prioritise operational activity in-line with an OCG's threat/ harm score (as opposed to the Tier).
10	Areas for improvement The force should improve its understanding, across the government's national 4P framework, of the impact of its activity against serious and organised crime, and ensure that it learns from experience to maximise the force's disruptive effect on this activity	AMBER	Sept 17 [internal deadline]	Operational Debriefs are mandated and new SOC processes are having an impact. However, complete compliance for production of 4P plans for all Organised Crime Groups has not yet been achieved. There are also indications that resourcing issues may limit the capability/ capacity of departments to respond.
11	Areas for improvement The force should enhance its approach to the lifetime management of organised criminals to minimise the risk they pose to local communities. This approach should include routine consideration of ancillary orders, partner organisation powers and other tools to deter organised criminals from continuing to offend.	AMBER	Sept 17 [internal deadline]	A position paper has been agreed by the force's NPCC team (June 2017) that will see the creation of dedicated PREVENT officers. PREVENT officers will have responsibility for the lifetime management of high-harm OCG members.
12	Areas for improvement The force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.	AMBER	Sept 17 [internal deadline]	Operational debriefs are now mandated. Update re Rec 10 also informs

Recommendations & Areas for Improvement		Status	Due Date	Comment
13	Areas for improvement The force needs to test its own vulnerability to significant cyber attack.	AMBER	Sept 17 [internal deadline]	Regular penetration testing is now being conducted as part of the force's cyber PROTECT/ PREVENT plan. The first formal PREPARE exercise will take place on the 6 th September with a second scheduled for 2018 (to focus on CoLP's Action Fraud/ NFIB responsibilities).

Best Use of Stop and Search Scheme revisit 2016

A Force report by HMIC
Published February 2017

HMIC reported that following a revisit in November 2016 they found that the force was compliant with the Best Use of Stop and Search scheme having previously failed on 2 requirements.

HMIC further advised that the force's monitoring and analysis could be further enhanced and these suggestions have been accepted and are reported below.

Total of 3 actions: relevant to the City of London Police and in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Areas for Enhancement Enhance monitoring data on:				
1	the reason for searches (e.g. drugs) by ethnicity and age	RED	April 2017 [internal deadline]	The force has accepted HMICs suggested enhancements but has determined that there are issues in producing this data efficiently at the

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	the rate at which the item searched for is found, by ethnicity and age	RED		current time utilising existing systems. With the introduction of Niche [November 2017] this situation is expected to improve and the force will seek to address at this time.
3	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	RED		

PEEL: Police Leadership 2016

A Force report by HMIC

Published [online only] December 2016

2 actions are relevant to the City of London Police and are complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Areas for improvement City of London Police should evaluate its leadership programme and talent management schemes to ensure a structured, comprehensive and transparent approach so it can identify and develop potential leaders.	GREEN	March 2017 [internal deadline]	<u>Leadership Programme</u> An evaluation report for the Leadership programme was presented to the May 2017 Force Change Board.
				<u>Talent Management</u> The talent development strategy has been signed off and a delivery plan produced.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	Areas for improvement City of London Police should introduce a way of identifying and developing talented officers and staff in a consistent way across the workforce, making sure that the available schemes are communicated effectively.	NEW GREEN	March 2017 [Internal deadline]	

PEEL: Police Legitimacy 2016 – National

A National report by HMIC

Published December 2016

Total of 3 actions are relevant to the City of London Police, 2 are complete and 1 is in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Cause of concern HMIC is concerned that some forces are failing to comply with current national vetting policy. This means that these forces are employing individuals who have not undergone even basic vetting checks, which represents a significant risk to the integrity of the organisation. Recommendation To address this cause of concern, HMIC recommends that: <ul style="list-style-type: none"> Within six months, all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so. Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles. 	GREEN	June 2017	<u>Within 6 months</u> The Head of Professional Standards confirms that current national vetting standards are being complied with. New national guidelines were expected in 2017 but their publication has been delayed with no new timescales announced. The Professional Standards Control Strategy has been produced and vetting is fully referenced in it.
		AMBER	December 2018	<u>Within 2 years</u> Vetting clearance is already embedded within recruitment processes. Steps are being taken ensure appropriate vetting levels are maintained for officers and staff transferring roles within force. Currently a directory of roles requiring enhanced vetting is being complied.

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p>Cause of concern HMIC is concerned that some police counter corruption units do not have the capability or capacity to seek intelligence on potential abuse of authority for sexual gain. This means that forces are not able to intervene early to safeguard potential victims and tackle unacceptable behaviour and potentially corrupt behaviour.</p> <p>Recommendation To address this cause of concern HMIC recommends that:</p> <ul style="list-style-type: none"> • Within 6 months all forces should have started to implement a plan to achieve the capability and capacity required to seek intelligence on potential abuse of authority for sexual gain. These plans should include consideration of the technology and resources required to monitor IT systems activity and to build relationships with the individuals and organisations that support vulnerable people. 	NEW GREEN	June 17	<p>The force has already launched (Feb 17) 'Bad Apple' – two way confidential reporting which supports this. A regular 'Professionalism' newsletter has been launched by the Assistant Commissioner in May 2017.</p> <p>A force Action Plan to address the issue of Police Officers and Staff who abuse their position for a sexual purpose or to pursue an improper emotional relationship based on national guidance has been developed. Delivery is monitored by the Vulnerability Working Group with Chief Officer oversight via the Vulnerability Steering Group. The plan includes activities around Prevention, Intelligence, Enforcement, Engagement and Governance.</p>

PEEL: Police Legitimacy 2016 - CoLP

A Force report by HMIC
Published December 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.

5 are relevant to the City of London Police, 3 are in progress (with an element of 1 now closed) and 2 are complete

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Areas for improvement The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.	NEW CLOSED	April 2017	Professional Standards implemented a questionnaire as part of the post complaint procedure to establish feedback from the complainant. This was trialled for a 3 month period however the force did not receive any replies. The use of an external agency to provide a feedback service has been considered but discounted on the basis of value for money.
				Complainants have regular and repeated contact with investigating officers throughout an investigation and have the ability to air concerns in relation to the investigation throughout. These can be escalated to the Appropriate Authority for an opinion where appropriate. As PSD do not believe that any further action is required in this area.
		Corporate Communications has instigated a number of actions these are reported below:		

Recommendations & Areas for Improvement		Status	Due Date	Comment
		AMBER		<p>Action Required:</p> <p>I. Build communications channels both internal and external to enable information to be received. [1.2]</p> <p>Current Position: CoL Procurement have been briefed and a process is underway to establish external audience views. In the interim the force will be using free online survey tools, with enhanced promotion via established channels. Internally several new communication channels have been developed to facilitate seeking staff views, including the internal comms forum Technology options are also being reviewed to enable the force to gather views from across the organisation Small group meetings are now held with chief officers and are proving popular channels, such as breakfast with the AC, and ad-hoc musters and briefings attended by T/Commander Ops.</p>
				<p>Action Required:</p> <p>II. Engage with businesses in the City to establish if, via their internal communications functions, we can build a City workers' forum. [1.3]</p> <p>Current Position: Initial attempts to generate interest via the Community Bulletin or the Crime Prevention Association did not prove fruitful. The CoLP have now launched a fortnightly (electronic) news bulletin – Skyline. Promotion is ongoing with work to enable utilisation of CoL comprehensive distribution lists for access to business rate payers City Occupiers database to reach out to City communities as widely as possible. Discussions with City of London news publisher City Matters are being</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				progressed with the intent of delivering a regular weekly or fortnightly column in paper.
				Action Required: III. Work with the Corporation of London to establish how we can work together to use their existing channels and tools to engage with the hard to reach communities within the City, such as via the City Resident magazine. [1.4]
				Current Position: Fortnightly electronic Skyline news bulletin has been launched with invitations sent via existing CoL and CoLP databases to subscribe (free). This is also being promoted at regular business and community engagement working groups. Working with City Resident Publication team to continue engagement via the City Resident magazine. They have committed to including contact details (on Twitter, Facebook etc) in Bengali. A City Police Communities page has been launched on Facebook for specific engagement with resident communities.
				Action Required: IV. External website to be redesigned to include a 'you said, we did' section. [1.5]
				Current Position: 2 designs for the force website have been produced that will bring force policing priorities to the fore and representing 'you said, we did'. It is anticipated the selected design will be implement by mid September.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>Action Required: V. Have 'you said, we did' as content on our Twitter feed [1.6]</p> <p>Current Position: Twitter and Facebook activity took place between 24th April and 5th May 2017, including 'you said, we did' materials. An evaluation of the first campaign is being undertaken.</p> <p>The content for a second wave of social media activity planned for end of September is being developed.</p>
4	Areas for improvement The force should improve how it identifies and understands its workforce's wellbeing needs.	RED	March 2017	<p>The force has established a Well Being Plan, the initial steps of which are to engage with the wider workforce including Specials and Volunteers</p> <p>Action Required: Identify 'well being' question and include then in the staff survey</p> <p>Current progress: The force has established a Well Being Plan and a Senior Officer has absorbed the role of Well Being Champion.</p> <p>The force has undertaken a staff survey facilitated by Durham University – report pending, but a telephone conference has taken place and presentation of finding to SLT scheduled.</p> <p>The force will produce an action plan in response to the report which will also inform the Well Being Plan at this point this will be GREEN.</p>
5	Areas for improvement The force should improve how it manages individual performance of its officers and staff.	RED	March 2017	<p>The force has established a Performance Development Action Plan with a timeline for delivery of December 2017.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				The Talent Development Strategy has been produced against this plan with its own delivery plan.

PEEL: Police Efficiency 2016 CoLP

A Force report by HMIC
Published November 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police, 4 are complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Causes of Concern The lack of clear coherent plans in the CoLP is a cause for concern to HMIC. It means that it is not possible for us to be confident that the force will continue to be able to provide efficient and effective policing in the future. To address the cause of concern HMIC sets out a recommendation below:</p> <p>Recommendation By 31st May 2017 CoLP needs to complete its ICT Strategy, Workforce Plan and analysis of future demand for its services.</p>	NEW GREEN	May 17	<p>ICT Strategy has been produced and was presented to IT Sub Committee on 22nd Feb 2017.</p> <p>Workforce Plan The Workforce Plan was presented to Committee in Feb 2017 and is now a standing agenda item for Strategic Workforce Planning. The plan will be updated bi-annually</p> <p>Future Demand. External Consultants have now completed their work and reports have been presented to CoL / CoLP in July. Report recommendations were discussed and agreed with the Force SLT in August and Force briefings on the Demand and Value for Money review are scheduled for Sept. The STRA process also now includes demand forecasting.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	Areas for improvement City of London Police should ensure its understanding of the demand for its services, and the expectations of the public, is up to date by regularly reviewing the evidence on which it bases its decisions. It should do this alongside local authorities, other emergency services and organisations that work with the police to care for victims or prevent crime. Involving all these agencies will help to ensure that it takes the necessary steps to meet current and likely future demand, including unreported or 'hidden demand'.	NEW GREEN	March 2017 [Internal deadline]	With the delivery of the external consultants report together with the annual STRA process this is now GREEN.
3	Areas for improvement City of London Police should ensure that it understands the level of service that it can provide at different levels of expenditure, so it can identify the most effective and efficient way to provide its services.	NEW GREEN	March 2017 [Internal deadline]	Expenditure options are a key feature within the 2017 STRA process which has commenced.
4	Areas for improvement City of London Police should put in place better processes and an effective governance structure to realise the benefits of projects, change programmes and collaborative work, and understand how they affect the force's ability to meet current and likely future demand efficiently.	NEW GREEN	March 2017 [Internal deadline]	A Benefits Strategy has been produced and a Benefits toolkit is to be trialled commencing August 2017 with the 'HR Integrated' project ahead of full implementation across new projects. Products and outcomes resulting from the benefits toolkit will be reviewed at Project Boards and summarised for Force Change Boards.
5	Areas for improvement City of London Police should review the capabilities of its workforce so it can identify and put plans in place to address any gaps. This will enable the force to be confident in its ability	RED	March 2017 [Internal deadline]	This work has been addressed in the workforce plan to an extent and further developed by the use of Deloitte Consultants who have reported. Findings from the Deloitte report have been developed into a plan and a series of briefing to the workforce by Commander Operations have been diarised throughout September 2017.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	to meet current and likely future demand efficiently.			A skills audit of the force is in progress due for delivery in October 2017 at which point this will be GREEN.

The tri-service review of the joint emergency services interoperability principles

A national report by HMIC
Published April 2016

Total of 6 actions: 1 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police, 2 are still in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Recommendation Multi-agency testing and exercising programmes need to be better co-ordinated and risk-based beyond Local Resilience Forum Community Risk Registers and National Risk Assessments. These should be supported by a discrete budget allocation. The benefits for each service and trust need to be made clear at the design stage. The exercising programme should include issues identified through the Joint Organisational Learning process.	RED	April 2017 [Internal deadline]	The force undertakes regular testing exercises, although it is recognised that these could be better co-ordinated. This area of work has been allocated an Inspector resource to co-ordinate. Learning from exercises is captured at de-briefs and at Organisational Learning Forum. A central repository of documents relating to testing exercises is currently being created and the requirement for any discrete budget examined. At the conclusion of these activities this will be green.
5	Recommendation The blue light services need to have more effective processes in place for learning and embedding lessons locally and, for sharing the learning with staff. The knowledge and understanding of how the Joint Organisational Learning process is used to identify and record multi-agency lessons which are to be shared and escalated across services, needs to be greatly improved.	RED	April 2017 [Internal deadline]	NCALT training packages and awareness are to be utilised in embedding the JESIP principles in force. This training is now mandatory. Learning and Development are incorporating these packages into their training plans. In addition, learning outcomes from training exercises are fed into the force Organisational Learning Forum. MPS tri service training is also utilised, however this was suspended

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>following the terrorist incidents and is being rescheduled.</p> <p>This will be green when a process is in place to record, track and evidence that learning has been embedded.</p>

PEEL: Police Effectiveness 2015 – CoLP

A national report by HMIC
Published February 2016

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

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.	NEW GREEN	March 2016 [Internal deadline]	<p>Force Intelligence Bureau has commenced delivering Organised Crime Group briefings to Community Policing.</p> <p>Specific ‘plan on a page’ briefings on organised crime gangs have commenced production – the first has been delivered to Uniform Policing Directorate and includes specific Intelligence requirements.</p>

PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC

Published October 2015

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

2 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
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.	RED	March 2016 [Internal deadline]	An initial skills audit for the workforce has been undertaken with a more detail review due for completion by October 2017. Training requirements are being captured as part of the annual STRA process, thus informing the force training plan. The STRA identifies future needs.

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, 1 is still in progress.

Area for Attention		Status	Due Date	Comment
1	<p>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.</p> <p>Information systems are poorly integrated and inputting data takes up considerable time that might be more usefully spent on investigations and enquiries. In failing to record basic data accurately such as the age, gender and ethnicity of children, police forces are unable to demonstrate they operate without discrimination.</p>	RED	February 2016 [Internal deadline]	<p>A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed monthly to Senior Management Teams [Uniform Policing and Crime Directorates, and also sent to Children's Services and Education Departments at the City of London.</p> <p>The introduction of a questionnaire is progressing – questions have been designed together with a supporting process. Corporate Communications are currently progressing layout and printing. With the introduction of the questionnaire for use in Custody this will be GREEN.</p>