

## AUDIT PANEL

### Friday, 31 March 2017

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## MPS Audit and Inspection Report

Report by: The Director of Strategy & Governance

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### 1. Report Summary

This report sets out a review of HMIC inspection activity for 2016/17 and provides information on key activity that is taking place to address inspection findings. It also makes an assessment of progress towards the delivery of recommendations in limited DARA audits.

### 2. Recommendations

The Audit Panel is recommended to:

- a) Review HMIC inspection activity for the 2016/17 year and consider the type of information that they would like to review on a quarterly basis in relation to HMIC matters.
- b) Note MPS activity to address limited audit findings and consider the type of information that they would like to review on a quarterly basis in relation to DARA matters.

### 3. Supporting Information

- 3.1 As discussed at the briefing session for Panel Members earlier this month, the Met has struggled to provide meaningful information for discussion around HMIC inspections and DARA audits due to the volume of reports and recommendations.
- 3.2 This report sets out an overview of HMIC activity to give Members a feel for the processes in place and the information held by the Insight Team and highlights key activity taking place to address inspection findings.
- 3.3 A separate report is provided to this meeting by our internal auditor the Directorate of Audit Risk and Assurance (DARA) giving information on the audit activity that has been undertaken in the 2016/17 audit year. This report provides some high level facts and figures on published audits and makes an assessment of progress towards the delivery of recommendations in limited audits.

### **HMIC Position**

- 3.4 Since 2015 core inspection for HMIC has been based around the PEEL methodology focussing on Police Efficiency, Effectiveness and Legitimacy. Individual force and national reports are published for each pillar of the inspection. An annual assessment of policing in England and Wales (the State of Policing) is provided to the Secretary of State and is due for publication on 23 March 2017.
- 3.5 **Appendix A** sets out an overview of PEEL activity that has taken place throughout 2016/17 and the recommendations made. For all inspections, leads are in place and are progressing areas for improvement generally through action plans held at the business group level.
- 3.6 The PEEL effectiveness inspection published in early March attracted a “requires improvement” grading and a number of recommendations/areas for improvement from HMIC. Activity required to address the findings cross cuts business group areas. A working group has been formed led by DAC McNulty to ensure the findings are addressed and link to work already ongoing following the Child Protection Inspection published in November 2016. This group will also link with the Transforming Investigations and Neighbourhood Policing change programmes which are part of the One Met Model Portfolio of change.
- 3.7 Preparation work is ongoing to ensure that we are ready for the PEEL efficiency and legitimacy inspections that are anticipated to take place in late May.
- 3.8 **Appendix B** sets out a list of reports and publications made by the HMIC over the last 12 months. Of particular note is the Child Protection report published in November 2016. The HMIC’s press release at the time stated that there were “fundamental deficiencies in the way that the Met understands and responds to child abuse and sexual exploitation and that this was putting children in London at risk”.
- 3.9 Since then a significant programme of work has been undertaken to address the shortcomings. We are confident that good progress is being made to address all four HMIC’s “immediate” recommendations. Set out below is a list of our significant achievements to date:
  - We have developed a dedicated Child Protection Audit Team which is now assessing cases in line with HMIC methodology.
  - Training: 10,000 officers trained in 2016/17 Q3 around missing children and CSE, a child safeguarding awareness day is to be delivered April 2017, the first MPS missing person investigation course launched March 2017, development of first Multi Agency Critical Incident Exercise (MACIE) for senior officers.
  - Staff survey: We are building an attitudinal evidence base to inform future targeted training and internal communications strategy to influence culture and behaviour.

- Local Indecent Images of Children (IloC) champions have been appointed and a briefing day arranged.
- CrimeFighters (our performance management meeting) has a new focus on the journey of the child increasing awareness amongst senior leaders around the importance and emphasis on safeguarding.
- Met Command and Control has implemented an enhanced suite of intelligence checks for first responders focusing on safeguarding.
- We are making efforts to engage our partners at the strategic level with significant engagement taking place with the chair of London Safeguarding Children's Board and other partners.

3.10 A large amount of post-inspection governance is in place to ensure that we continue to address the findings and quarterly updates are provided to HMIC on our progress.

3.11 Members are invited to consider the type of information that they would like to review on a quarterly basis in relation to HMIC matters.

#### **DARA Position**

3.12 The Insight Team tracks open risks on all audits carried out by our internal auditor DARA. Approximately 250 risks are open across 18 audits and 30 follow up audits, the number of open risks remains relatively static throughout the year. The majority of open risks are from audits carried out between April 2015 and March 2016.

3.13 A few facts and figures have been pulled together in **Appendix C** that give a broad overview of the last two years. The number of limited audits at follow up stage remains relatively high. We are looking in to the potential causes of this.

3.14 To date we have focussed reporting around limited audits. A summary of key issues and activity for limited audits can be found in **Appendix D**. Appropriate governance is in place around the audits listed and the majority of activity is on track to be delivered, although in most cases we have not met the deadlines stipulated in our original audit responses. This is often because large programmes of work are required e.g., the rollout of new PDR processes or development of our performance management framework, or because there are technology dependencies.

3.15 Appropriate governance is in place to ensure the management of actions for all limited audits at the current time. Members are asked to note the activity and consider the type of information that they would like to review on a quarterly basis in relation to DARA matters.

#### **4. Equality and Diversity Impact**

This paper outlines the findings of audit and inspection activity across the Met. Any significant programmes of work undertaken to implement recommendations will be subject to equality impact assessment.

**5. Financial Implications**

There are no direct financial implications arising from this report. Any additional financial implications from the findings of audits and inspections will be subject to Met investment processes.

**6. Legal Implications**

There are no direct legal implications arising from this report.

**7. Risk Implications**

Audits and inspections can highlight significant corporate risks. These are analysed by the Insight Team and included in the Met's risk management framework where applicable. This paper has no direct health and safety implications.

**8. Contact Details**

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**9. Appendices and Background Papers**

**Appendix A** - Overview of HMIC publications and inspections

**Appendix B** - HMIC PEEL inspection overview for 2016/17

**Appendix C** - DARA overview

**Appendix D** - Limited audit update

## Overview of HMIC publications and inspections

The table below provides an overview of:

- anticipated/in progress inspections;
- inspections carried out by HMIC over the previous 12 months and
- other publications that involve or could have impact on the Met e.g., value for money profiles.

All reports and publications are available on the HMIC website.

Once published, leads are responsible for ensuring appropriate actions plans are in place to address the findings. The Insight Team are required to provide updates to HMIC on progress every 6 months for all force specific recommendations and areas for improvement and relevant national recommendations.

<b>Inspection/ Publication</b>	<b>Status</b>	<b>Force/ Thematic</b>	<b>Type</b>	<b>Met Lead</b>
Crime Data Integrity	Unannounced inspection awaited	Force & thematic	Reports	Cdr Jerome
Joint targeted area inspection of children living with domestic abuse	Inspection in progress	Borough Specific	Letter	Borough Commander Hounslow
Modern slavery and human trafficking	Report awaited	National	Report	DAC Ball
Disclosure	Report awaited	National	Report	Cdr Jerome
Counter terrorism: phase 2	Report awaited	Force & thematic	Report but will not be published	AC Rowley
PEEL: Police effectiveness 2016	Published: 02 March 2017	Force & thematic	Reports	DAC McNulty/ DAC Ball
Best use of stop and search revisit	Published: 02 February 2017	Force	Letter	Cdr Jerome
PEEL: Police Leadership	Published: 08 December 2016	Force & thematic	Reports	Deputy Commissioner
PEEL: Police Legitimacy	Published: 08 December 2016	Force & thematic	Reports	AC Taylor
National Child Protection Inspection	Published: 25 November 2016	Force & thematic	Reports	DAC McNulty

## Appendix A

<b>Inspection/ Publication</b>	<b>Status</b>	<b>Force/ Thematic</b>	<b>Type</b>	<b>Met Lead</b>
Value for Money Profiles	Published: 17 November 2016	Force	Profile	Director of Finance & Commercial/ People & Change
PEEL: Police Efficiency 2016	Published: 03 November 2016	Force & thematic	Reports	Deputy Commissioner
Rape Monitoring Group Digest 2015/16	Published: 13 October 2016	London wide & national	Report	Cdr Cundy
Joint targeted area inspection of the multi-agency response to abuse and neglect in Croydon	Published: 29 June 2016	Borough specific	Letter detailing key strengths and areas for improvement across all agencies	Croydon Borough Commander
Delivering Justice in the Digital Age	Published: 13 April 2016	National	Report	Cdr Jerome
The tri-service review of the Joint Emergency Services Interoperability Principles	Published: 12 April 2016	National	Report	Cdr Harrington
Met Detention South - joint inspection of police custody	Published: 05 April 2016	Force	Report	C/Supt Van Orden
Missing Children: who cares?	Published: 23 March 2016	National	Report	DAC Newcomb

### **HMIC PEEL Inspection Overview for 2016/17**

Since 2015 core inspection for HMIC has been based around their PEEL methodology focussing on Police Efficiency, Effectiveness and Legitimacy. Individual force and national reports are published for each pillar of the inspection. An annual assessment of policing in England and Wales (the State of Policing) is provided to the Secretary of State and published in March.

#### **Efficiency**

The efficiency inspection focuses on “how efficient is the force at keeping people safe and reducing crime?” The inspection explored financial and workforce planning including skills and capabilities, our understanding and management of demand, collaborative working and our change programme including how we make the best use of digital technology.

To date efficiency inspections have been carried out in the spring (we are currently preparing for the 2017 inspection anticipated to be in late May). In the report published in November 2016 the Met was rated as “good”. HMIC did not identify any causes of concern and made no specific recommendations. However, HMIC commented that we “could do more to manage demand” and three areas for improvement were identified. These are:

- The Metropolitan Police Service should ensure the benefits and efficiencies from its investment in new ICT are realised by providing sufficient levels of training to staff.
- The Metropolitan Police Service should put in place better processes and governance to understand and realise the benefits of projects, change programmes and collaborative work, and how they affect the force's ability to meet current and likely future demand efficiently.
- The Metropolitan Police Service should complete the update of its published ICT strategy, so that it is aligned with the Technology Architecture Compendium, and therefore the change programmes in One Met Model 2020.

A significant programme of work has been undertaken within the One Met Model Portfolio (OMM) throughout 2016 that will address these issues.

#### **National report**

A number of weaknesses were noted nationally particularly; the lack of digital skills, sharing of data and the understanding of skills and capabilities to enable the matching of appropriate resources to demand. No thematic areas for improvement were identified.

### **Legitimacy**

The legitimacy inspection focuses on “How legitimate is the force at keeping people safe and reducing crime?” This inspection explored communication, vetting, anti-corruption, wellbeing and performance. The report published in February 2016 gave an overall rating of “good”.

HMIC’s summary concluded that we work hard to ensure that we treat all of the people that we serve, and our workforce with fairness and respect. However, we need to improve the way that we ensure our workforce behaves ethically and lawfully. Five areas for improvement were identified. These are:

- The force should ensure it complies with all aspects of the current national guidelines for vetting.
- Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force’s integrity.
- The force should improve how it clarifies and reinforces standards of behaviour to its workforce, particularly with regard to the abuse of authority for sexual gain, which should be recognised as a form of serious corruption.
- The force should ensure that its supervisors can recognise and provide support with wellbeing issues.
- The force should improve how it manages individual performance.

Work has been ongoing throughout the year to address these areas, updates will be provided as part of the preparation for the efficiency inspection anticipated in May 2016.

### **National report**

Three causes of concern were noted in the thematic overview for legitimacy as set out below.

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.

To address this cause of concern, HMIC recommends that:

- 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.



HMIC is concerned that forces do not always recognise the problem of abuse of authority for sexual gain as a form of serious corruption. To address this cause of concern, HMIC recommends that:

- Within three months, all forces should complete a retrospective review of allegations and consider referrals to the IPCC.
- Within three months, forces should establish effective procedures to identify all future allegations of abuse of authority for sexual gain as serious corruption matters and make appropriate referrals to the IPCC.

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 and potentially corrupt behaviour.

- Within six 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 actively and to build relationships with the individuals and organisations that support vulnerable people.

### **Leadership**

A separate leadership inspection has been conducted over the last 2 years focusing on all ranks and grades and the degree to which leadership is displayed and understood and how we are developing our leaders. This part of the inspection is ungraded but indications are that we are considered to be good in this area. Two areas for improvement were identified:

- The Metropolitan Police Service needs to ensure that its officers and staff clearly understand what the force wants to see from its leaders and that they are fully aware of its leadership principles or expectations.
- The Metropolitan Police Service needs to introduce a way of identifying talented police staff across the whole force that is consistent and is effective at developing the future leaders that the force needs

From 2017 onwards leadership will no longer be assessed in a separate report but be part of the broader PEEL inspections of efficiency, legitimacy and effectiveness.

### **National report**

In the thematic overview of leadership no causes of concern were noted but three areas for improvement were set out. These are:

- Forces are identifying and developing talented leaders who are drawn from high-performing officers and staff, but leadership development for the wider workforce (especially police staff) remains inconsistent. The force's expectations of what it wants from its leaders are rarely included as part of an individual's performance review.
- Few forces are able to demonstrate a sufficiently broad understanding of the skills, background and experience of their leadership teams. This does not allow them to make informed decisions about how to develop teams who have a variety of leadership styles and approaches.
- Although almost every force has, or is developing, an individual performance review process, they are still weak in many forces. As a result, many forces cannot be confident that they have fair processes in place to identify and develop talented individuals whose leadership styles and approaches are different from those of their peers or managers.

### **Effectiveness**

The effectiveness inspection focuses on "How effective is the force at keeping people safe and reducing crime?" This inspection was published in March 2017 with the Met attracting an overall "requires improvement" grading. This result is based on four scored judgements from the 5 core questions within the inspection. Details of recommendations and areas for improvement are given below. A cross cutting working group is being established to ensure actions are progressed. This will be in line with our ongoing work to address findings from the Child Protection inspection published in November 2016 and the OMM change portfolio.

### **How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?**

Rating: good

Areas for improvement:

- The force should ensure that local policing teams engage routinely, and work closely, with local communities, and undertake structured problem solving alongside partner organisations in order to prevent crime and anti-social behaviour.
- The force should adopt a structured and consistent problem-solving process to enable it to tackle crime and anti-social behaviour more effectively.
- The force should evaluate and share effective practice routinely, both internally and with partners, in order continually to improve its approach to the prevention of crime and anti-social behaviour.

### **How effective is the force at investigating crime and reducing re-offending?**

Rating - requires improvement - HMIC noted that improvement has been seen since the 2015 inspection but that this needs to continue.

Areas for improvement:

- The force should ensure that the risks posed by registered sex offenders are managed effectively.
- The force should ensure that frontline staff are aware of the registered sex offenders in their area so that they can play a part in their monitoring and management.
- The force should ensure that its integrated offender management programme is implemented consistently across all areas.

### **How effective is the force at protecting those who are vulnerable from harm, and supporting victims?**

- Rating: inadequate (this was impacted by the findings in the child protection report)

#### **Cause of concern**

The Metropolitan Police Service's approach to protecting vulnerable people from harm and supporting victims is a cause of concern to HMIC. There are a range of shortcomings which, taken together, mean that the force is providing a poor service to vulnerable people and putting victims at risk.

#### **Recommendations**

The force should immediately take steps to improve its services to vulnerable people by:

- developing its understanding of the nature and scale of other vulnerabilities in the force area, such as missing and absent children and domestic abuse;
- assuring itself that mental health incidents are being flagged as far as possible, to enable it to understand fully the demand that this presents;
- ensuring that frontline officers have the awareness and knowledge required to recognise vulnerability in all its forms;
- improving the completion rate, quality and supervision of DASH forms;
- understanding why training gaps remain in specialist teams and considering how best to respond to these;
- improving the uptake of training for specialist investigation where this is available;
- increasing the use of Domestic Abuse Protection Orders, Domestic Abuse Prevention Notices, and Clare's Law; and
- improving the consistency of the structure, responsibilities and processes in the multi-agency safeguarding hubs.

### **How effective is the force at tackling serious and organised crime?**

Rating: requires improvement

The HMIC recognised some outstanding practice within this area but were particularly concerned about our organised crime group mapping processes and this has affected the judgement given. A DAC led Gold Group is in place and developing the action plans to ensure improvement over the next 12 months.

#### **Areas for improvement**

- The force should further develop its serious and organised crime local profile in conjunction with partner organisations to enhance its understanding of the threat posed by serious and organised crime and inform joint activity aimed at reducing this threat.
- The force should engage routinely with partner agencies at a senior level to enhance intelligence sharing and promote an effective, multi-agency response to serious and organised crime.
- The force should ensure that it maps all organised crime groups promptly following identification and re-assesses them at regular intervals in line with national standards.
- 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.
- The force should assign capable lead responsible officers to all active organised crime groups as part of a long term, multi-agency approach to dismantling them. These officers should have a clear understanding of their responsibilities, and adopt a '4 Ps' structure for OCG management plans.

### **How effective are the force's specialist capabilities?**

No rating given but wording suggests good to outstanding

HMIC have praised us for our comprehensive arrangements to meet national policing responsibilities, our clear understanding of the strategic policing requirement and in a number of other areas including our comprehensive and wide ranging testing and exercise regime that includes other agencies and partner organisations.

### **National Report**

Five causes of concern are noted in the national report each with corresponding recommendations.

1. HMIC found that neighbourhood policing continues to be eroded. The police service is no longer consistently implementing elements of neighbourhood policing known to be effective in preventing and tackling traditional crime, and has not yet applied these to 21st century threats (online crime and so-called hidden and complex crime).

Recommendations relate to a review of neighbourhood policing by the College of Policing, NPCC and APCC with the goal of updating guidance in this area by December 2017. Following this review all forces should review their own approach to neighbourhood policing and implement any necessary changes.

2. HMIC found a severe shortage of national detectives and other investigators and has concluded that this now constitutes a national crisis. Recommendations relate to NCPP and the College of Policing developing a national action plan.
3. HMIC found that an unacceptable and poorly understood variation in the extent to which forces assign to investigations the outcome type “evidential difficulties: victim does not support police action”. This recommendation relates particularly to Cleveland, Kent, Hampshire, Humberside, Warwickshire and West Mercia. The Home Office and NPSS will assess whether further guidance should be issued in this area.
4. 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 wanted suspects on PNC, and too often inadequate efforts are made to apprehend these individuals once the information has been circulated.

HMIC recommend that all forces review their approach. By September 2017 NPCC should develop guidance and our readiness to comply with this will be tested in the 2017 effectiveness inspection.

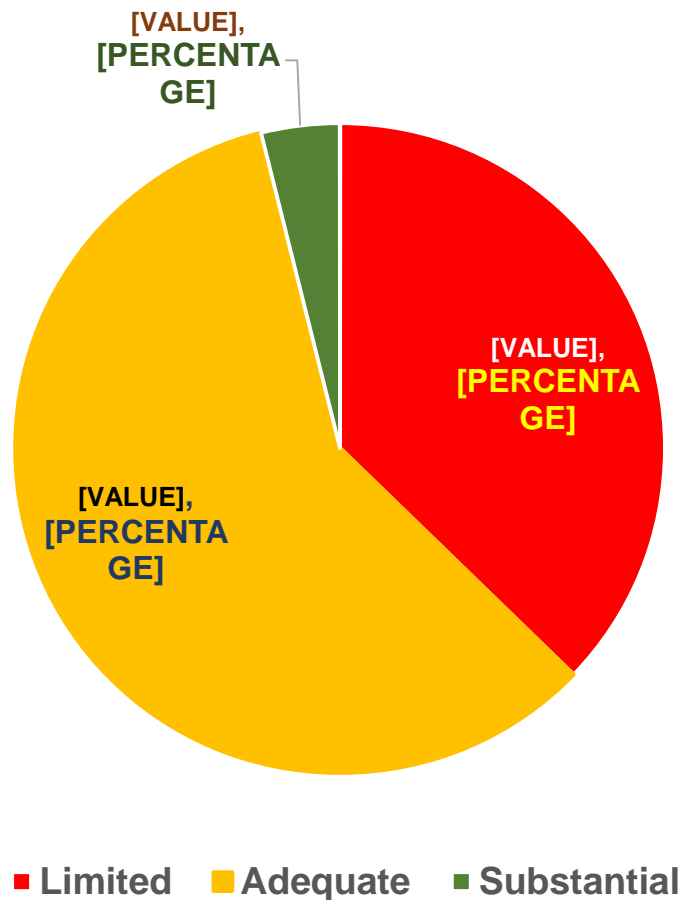
5. HMIC found the current approach to mapping organised crime groups is applied by forces in an unacceptably inconsistent way, giving an incomplete and inaccurate picture of the national threat. The NCA are to lead a review of the suitability of the current mapping approach.

Where relevant the national causes for concern will be included in our action plans for improvement.

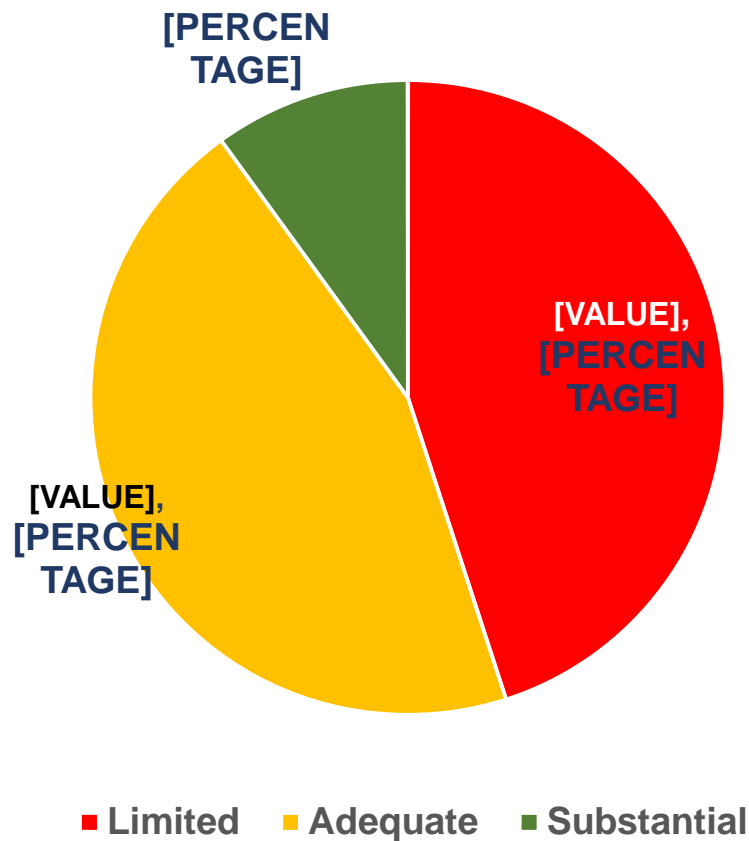


# Appendix C: DARA audits completed 2015/16 & 2016/17 – by grading

2015/16



2016/17



## Appendix C: DARA follow up audits by grading

	2015/16	2016/17
Follow Up Audits	25	11
Limited	8	5
Adequate	15	5
Substantial	2	1

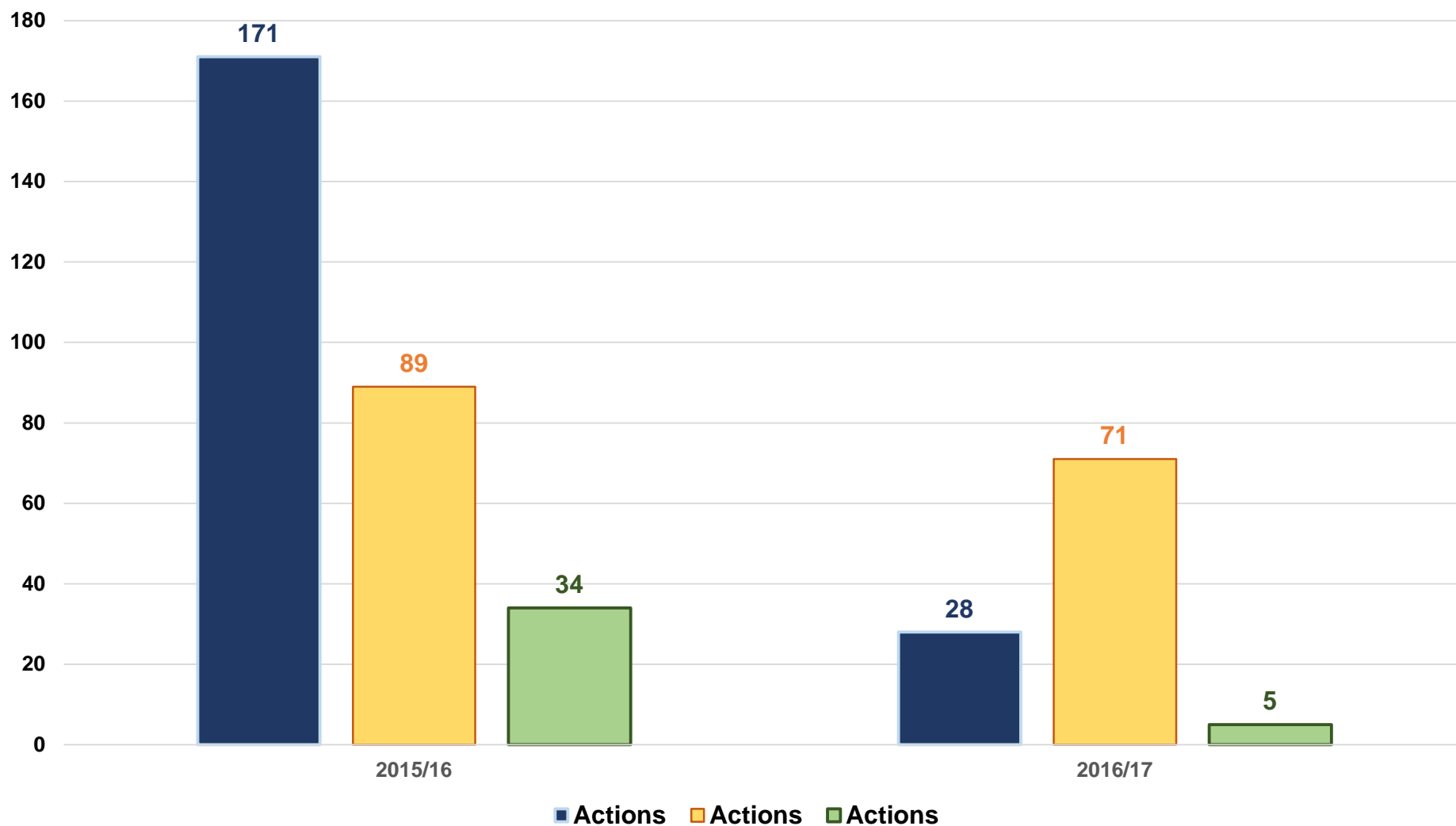
**2015/16** – Of the 25 follow up audits undertaken:

- 8 **limited** (7 remain **limited** from previous audit, 1 downgraded to **limited** from **adequate**)
- 15 **adequate** (10 remain **adequate**, 1 downgraded to **limited**, 4 upgraded to **adequate** from **limited**)
- 2 **substantial** (remain the same)

**2016/17** - Of the 11 follow up audits undertaken:

- 5 **limited** (all remain **limited** from previous audit)
- 5 **adequate** (4 **adequate** from previous audit, 1 improved from **limited** to **adequate**)
- 1 **substantial** (remained the same)







## Appendix D: Limited audit update

Ref	Title/Published/Owner	Update	On track
1	<b>Estates Strategy – Management of Digital Policing Interdependencies</b> Published: June 2016 Lead: Lynda McMullan Governance: Estates Transformation Board	This audit identified risks relating to the management of interdependencies between the estates and digital policing strategies. The 2016-20 estates strategy implementation plan was presented to Management Board on 24 January 2017 and approved. OMM have developed a communication strategy and plan to cover all OMM related activity. Accountabilities roles and responsibilities – an Estates Business Estates Manager is in place who is accountable for estates related DP activity and an ATOS project manager is in place to manage day to day activities. An integrated software solution will not be implemented due to complexity.	√
2	<b>Criminal Exhibits Management and Control</b> Published: June 2016 Lead: Fiona Taylor Governance: Criminal Exhibits Diamond Group	The Criminal Exhibits Diamond Group is in place and continues to meet. Key activity to address audit findings includes: high risk firearms will be audited daily if held in a local Criminal Exhibit Stores and every 20 weeks if stored centrally; the LDSS Triage project which reviews items that have been held locally for longer than 6 months, development of the MPS Retention & Disposal Guidelines which are in the final stages of sign off by AC Professionalism. With regard to asset tracking IT software for criminal exhibits; negotiations are underway with MiPs in order to include the exhibit module in the phase 1 roll out of this system.	√
3	<b>Budgetary Control Framework</b> Published: May 2016 Lead: Lynda McMullan Governance: HQ Finance weekly SLT meeting	Papers outlining the proposed budget planning process were submitted to Management Board for approval in early 2017, Scheme of Devolved Financial Management guidance has been updated and is available on the Financial Services website. Finance Business partners provide strategic and operational financial management advice and support to business groups across the MPS. Corporate Finance will liaise with HR to discuss whether the PDR process is the appropriate channel to reinforce this responsibility (target date March 2017).	√
4	<b>Claims Against the Commissioner</b> Published: Dec 2015 Follow Up: Sept 2016 Lead: Hugh Giles Governance: DPS Quarterly Client Meetings	A recently published follow up audit concluded that this area remains limited. A lessons learned document has been created by DLS and is sent to DPS. It is discussed at quarterly meetings where one off issues and trends are identified. Guidance and seminars are available for officers where issues have arisen such as incidents where warrants have been wrongfully served with the aim of reducing future claims against the MPS. The new intranet site has guidance and FAQs relating to the role of the DLS.	√

## Appendix D: Limited audit update

Ref	Title/Published/Owner	Update	On track
5	<b>ICT Access and Security - Key Applications</b> Published: Dec 2015 Follow Up: Sept 2016 Lead: Fiona Taylor Governance: Service Delivery Board	A recently completed follow up audit concluded that this area is still limited due to open risks relating to Merlin backup, unauthorized system access and the corporate leavers' process. There is nothing physical that needs to be changed or implemented this is a matter of clarification and formal acceptance of risk by the business. With regards to the open risk related to audit logs, this is in hand but due to a change of supplier to Atos we are retracing our steps to review the detail before this can be closed.	√
6	<b>Partnership Framework – TP</b> Published: Dec 2015 Follow Up: May 2016 Lead: Martin Hewitt Governance: TP COG	A number of risks remain open and work is progressing to address the key areas with anticipated closure dates in 2017. A number of risks are now being looked at as part of the OMM programme and others are linked to work being undertaken to remodel TP Capability and Support. The MPS has also adopted, in line with all English and Welsh police forces, a national template for all Information Sharing Agreements (ISA).	√
7	<b>Security Vetting &amp; Clearance Framework</b> Published: Oct 2014 Follow Up: May 2016 Lead: Fiona Taylor <b>Governance: Vetting Governance Board</b>	A number of risks remain open but are being progressed and governed by the Vetting Governance Board (VGB). Key activity includes: vetting renewals are an individual and line manager responsibility that will be attached to the annual PDR. Current vetting policy is under review by the College of Policing. Changes to APP will need to be considered when published. The Cabinet Office are currently in the process of deciding on guidelines for vetting levels within police forces at a national level (no date yet). This needs to be published before a paper can be submitted to Management Board around some of the issues this will bring to the organisation.	√
8	<b>Performance Management Framework</b> Published: April 2014 Follow Up: March 2015 Lead: Roisha Hughes Governance: Strategy and Governance fortnightly SLT meeting	Programmes of work continue to deliver a business planning functionality, automate our management information and roll out PDR processes. The performance management framework will continue to mature over the coming months.	√

## Appendix D: Limited audit update

Ref	Title/Published/Owner	Update	On track
9	<b>Intelligence Tasking Framework</b> Published: February 2015 Follow Up: March 2016 Lead: Pat Gallan Governance: TBC	Monthly performance meetings now held with performance packs prepared by Information & Insight. Performance measures are subject to continued assessment to enhance suitability for purpose. Scoping is being undertaken through LHOCS, data sharing requirements for local authority partners. Part of the Local Intelligence Team (LIT) and RED Day supervision involves checking that data standards are complied with (NASH factor, correct spelling of names and capitalisation are undertaken where required). A LIT inspector quality assures supervision standards, RED Day – lead DS dip samples Band D supervision and request for service a CRIMINT based entity is now in place. Only one action remains outstanding against this audit.	√
10	<b>Vulnerable Persons Framework Mental Health</b> Published: March 2015 Follow Up: March 2016 Lead: Martin Hewitt Governance: Mental Health Diamond Group	MPS MH Team are waiting for two significant and important areas of work to be completed prior to releasing the mental health toolkit for external consultation. These are the National MH Restraint Expert Reference Group (ERG) guidance phase 1 (which was published 25 Jan 2017). The Central Mental Health Team is helping to embed and support guidance locally through a series of borough based engagements. Also London's S136 Pathway and HBPoS Specification was launched by Mayor of London on 12 Dec 2016. The team have considered views and comments and submitted a final report to Commander Jones on 17 Feb 2017 requesting authorisation to publish on MPS policy pages.	√
11	<b>Police Officer &amp; Staff Capabilities &amp; Abstractions</b> Published: Mar 2015 Follow Up: Mar 2016 Lead: Pat Gallan Governance: Capabilities & Abstractions Gold Group	Processes have been put in place to manage both short and long term abstractions. A Strategic Outline Case (SOC) for next generation of Duties Management IT systems will enable an interface with HR reporting tools. This will give us better management information around abstraction to improve resource visibility and enable more effective tasking and management of well-being.	√
12	<b>Management of Police Overtime and Additional Hours</b> Published: Dec 2014 Follow Up: Nov 2015 Lead: Deputy Commissioner Governance: Deputy Commissioner's Gold Group	Management of issues relating to CARMS have been progressed through the capabilities and abstraction gold group - all are in hand. Broader issues relating to the governance and decision making around police overtime are managed through a Deputy Commissioner led Gold Group. A review of this audit is now required to check whether any actions remain outstanding.	√

## Appendix D: Limited audit update

Ref	Title/Published/Owner	Update	On track
13	<b>Review of Cyber Security</b> Published: Nov 2016 Lead: Angus McCallum Governance: Quarterly Risk & Audit Meeting DP	One action relating to the SIAM contract has been completed. The other actions are in the process of being reassigned within the service delivery team with some due for completion in March 2017 and others in June 2017.	√
14	<b>External Training &amp; Development – implementation of framework for use of external providers and VfM</b> Published: Nov 2016 Lead: Robin Wilkinson / Fiona Taylor Governance: People and Training Board	All the risks and actions remain in progress for this audit. Many of the actions and processes will not be able to be incorporated in the 2017/18 Training Plan and will be expected to be in the 2018/19 plan. Premier Partnership (training service provider) is starting a process to capture student reaction feedback regarding course content and another process rigorously reviews requests for training to ensure that the right staff receive the training required for their roles.	√