

Appendix 2: Audit and Inspection Actions Update Report. Quarter 2: 2016/17

Summary	Current	Previous	Trend
Action(s) off target	5	5	➡
Action(s) at risk of being off target	15	12	⬆
Action(s) proposed for closure	5	2	⬆
New Action(s)	29	6	⬆
Total actions	54	25	⬆

RAG Key

On target to deliver within constraints, including target completion date, budget and resource allocated. It is also anticipated that any expected efficiency savings will be met. No further action required at this time.
At risk of going off target (within 1 month): It is anticipated that there will be some slippage from the original target completion date and / or other constraints such as budget, available resource or expected efficiency saving. To be highlighted to the Portfolio Board as an issue for monitoring.
Off target: Target date and / or other constraints such as budget or available resource have been exceeded, or it is anticipated that an expected efficiency saving will not be met. Issue to be highlighted to the Portfolio Board and corrective action sought to meet business objectives.

Action(s) off target							
Target date	Recommendation or Issue	Action	Manager Responsible	Source originator.	Source title	Action Status	Action update
31/10/2016	Recommendation 8: With the CPS and courts, the force should reduce the double listings of domestic abuse cases to improve victim engagement and attendance.	Action: With the CPS and courts, the force should reduce the double listings of domestic abuse cases to improve victim engagement and attendance.	DCI Leigh Sanders	HMIC	Nottinghamshire Police's approach to tackling Domestic Abuse (local report)	Off Target	<p>The police do work with the CPS and the Courts to address this on-going issue. There are several meetings in which these issues are discussed (these include The Domestic and Sexual Violent Abuse Strategy (DSVA)group (in the City,) the Domestic Violent Sexual Abuse (DVSA) Executive group – in the County.)</p> <p>Another meeting is the Specialist Domestic Violence Court (SDVC) steering group, which is attended by each of these agencies, amongst others (witness care, WAIS etc) and a standing item on the agenda is the issue of double listings in the SDVC. This meeting feeds into the LCJB.</p> <p>Public Protection (PP) were content that this issue had been resolved, but over recent months it appears that there have been some examples of incorrect and double listings emerging once more. In addition to the on-going meeting framework, the CPS the police and the courts are all now reviewing their processes to try and understand if there are any other factors contributing to the recurrence of this issue.</p> <p>Update 01/11/2016: Det Supt Rob Griffin has re- established meetings with the Courts and CPS to monitor this issue.</p> <p>Update 07/11/2016: B Topham reports to FEB that Det Supt Rob Griffin has re established meetings with the Courts and the CPS to monitor this issue. DCC Torr (Chair) requests further information - what is the current level of double listing, and this needs reporting through the Performance Board and to ACC Prior?</p>
31/10/2016	Recommendation: The force should improve the way it works with partners to share information and safeguard vulnerable people, specifically in relation to addressing the backlog in cases that require further assessment and referring to other organisations.	Action: DCI Sanders to work with the Head of Children's Services Clive Chambers to reorganise the structure of Safeguarding. Review and update as necessary Service Level Agreement. Publish any new agreements on the library and communicate this through a weekly order.	Det Supt Robert Griffin	HMIC	PEEL: Police effectiveness 2015 (vulnerability National & Local)	Off Target	<p>DCC Scrutiny 26/10/2016: Immediate urgent update needed please. These should be monthly updates.</p> <p>Update 07/11/2016: B Topham reports to FEB and that a meeting is arranged to meet with Public Protection on 10/11/2016 and then monthly, where an update can be obtained.</p>
31/8/2016	Recommendation: Consideration should be given to monitoring purchases below £25,000 across the shared service forces.	Action: Nottinghamshire Police Contract lead to ensure MFSS take on responsibility to ensure that all low value spend is aggregated (passing to EMSCU above 25k), and suppliers are contracted through joint arrangements. Action: EMSCU to monitor and report under £25,000 spend in Nottinghamshire. EMSCU to also identify where multiple contracts could be amalgamated to deliver greater economies of scale and further savings	Ronnie Adams (Commercial Director Procurement)	Mazars	Procurement January 2016	Off Target	<p>DCC scrutiny 26/10/2016: Immediate urgent update required from Ronnie Adams please.</p> <p>Update Jayne Clayton 01/11/2016: James Swindle from Northamptonshire is looking at all spend on MFSS under 25k in Notts to replicate the activity already carried out in Northamptonshire. The results of this will contribute to the decisions made into a new process. Please note Mazars have carried out a Procurement follow up audit, and there will be an update within this report about this recommendation. Awaiting draft report.</p> <p>Update 07/11/2016: Reported to FEB. A follow up audit by Mazars in Procurement has taken place. Draft publication is being circulated to clarify actions, action owners and dates Please can this activity be shown as superseded by the new activity in the follow up audit? DCC Torr (Chair) supports this suggestion. Beverly Topham to seek management comments for the follow up audit and cross reference.</p>
31/8/2016	Recommendation: Management should review the suppliers in the system and remove those which are no longer being used. Management should ensure that staff use existing suppliers before procuring from new suppliers, and use this as a basis for negotiating multiple purchase discounts where possible. This should be monitored in line with recommendation 4.5. (Local Responsibility)	Action: Nottinghamshire Police Contract lead to ensure MFSS to carry out an audit and data cleanse the suppliers from the system Communication to be sent out advising staff to use existing suppliers before procuring from new suppliers. Communication to be sent out advising staff to use existing suppliers before procuring from new suppliers	Ronnie Adams (Commercial Director Procurement)	Mazars	Procurement January 2016	Off Target	<p>DCC scrutiny 26/10/2016: Immediate urgent update needed from Ronnie Adams please.</p> <p>Update Jayne Clayton 01/11/2016: A procurement follow up audit has been carried out by Mazars and there has been some discussion that this recommendation and action should come under the responsibility of MFSS. This action may be superseded within the findings of the follow up audit. Awaiting draft report.</p> <p>Update 07/11/2016: Reported to FEB. A follow up audit by Mazars in Procurement has taken place. Draft publication is being circulated to clarify actions, action owners and dates Please can this activity be shown as superseded by the new activity in the follow up audit? DCC Torr (Chair) supports this suggestion. Beverly Topham to seek management comments for the follow up audit and cross reference.</p>
31/10/2016	Recommendation: A formal approval process should be established within the Force before new suppliers are entered on the Oracle system. The Force should ensure that the MFSS does not pay any supplier who has not already been approved. (Local Responsibility)	Action: The force will develop and implement a formal approval process for setting up new suppliers with a purchase below the value of £25,000. A communication will be sent out advising staff / officers that items should be purchased from the catalogue provided by MFSS and only when the item is not available then a new supplier should be sought	Ronnie Adams (Commercial Director Procurement)	Mazars	Procurement January 2016	Off Target	<p>Update Jayne Clayton 25/08/2016: New suppliers are set up as standard for Nottinghamshire and Northamptonshire Police and there is no intervention process at all in MFSS, therefore the supplier base is potentially increasing. EMSCU are drafting a report for Paul Dawkins recommending the changes to MFSS.</p> <p>DCC scrutiny 26/10/2016: DCC requests has the report been done? What is happening currently happening and who is the owner of the report? Please could future updates contain more detail and information and make reference to the recommendation and action.</p> <p>Update Jayne Clayton 01/11/2016: A procurement follow up audit has been carried out by Mazars and there has been some discussion that this recommendation and action should come under the responsibility of MFSS. This action may be superseded within the findings of the follow up audit. Awaiting draft report.</p> <p>Update 07/11/2016: Reported to FEB. A follow up audit by Mazars in Procurement has taken place. Draft publication is being circulated to clarify actions, action owners and dates Please can this activity be shown as superseded by the new activity in the follow up audit? DCC Torr (Chair) supports this suggestion. Beverly Topham to seek management comments for the follow up audit and cross reference.</p>

Action(s) at risk of being off target (Overdue within the next month)							
Target date	Recommendation or Issue	Action	Manager Responsible	Source originator.	Source title	Action Status	Action update
30/11/2016	New suppliers should only be set up upon receipt of an approved new supplier form and this should include key details that then can be verified by MFSS, for example identification of directors of the company so the reputation and current financial status of the company can be verified. Consideration should be given to reviewing a sample of new suppliers set up since the implementation of MFSS processes to ensure appropriate checks have been made.	Action: Shelley Foy MFSS Accounts and Purchasing Service Delivery Manager. Carry out a review after the move to the ‘no purchase order no pay’ process to introduce if necessary a robust secondary checking and verification process As part of the review create a report which shows amendment’s to suppliers	Mark Kimberley (Head of Finance Nottingham)	Mazars	Core Financials February 2016	At risk	DCC Scrutiny 26/10/2016: DCC requests further information. Has the review taken place yet ? If reviewed and it can inform the process, I will support closure of this action.
30/9/2016	Recommendation 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.	Action: Undertake analysis and research in consultation with the cross authority FGM Board to understand better the nature and scale of HBV, FGM and FM. Use this information to create a holistic / community profile. Use this information to raise awareness and understanding to police officers and staff where appropriate.	Det Supt Robert Griffin	HMIC	The depths of dishonour: Hidden voices and shameful crimes.	At risk	DCC Scrutiny 23/09/2016: Comment update noted, further assurance needed please. How many presentations have been delivered to date, when and to whom? Is the profile complete and what are the priorities? Are there any actions which need addressing from the profile? Update DCI M Bowden 28/10/2016: At a strategic level the PP HBA lead has delivered presentations to raise awareness at the Force Joint Performance Board, DVSG group, DVSA Executive Group, Health, and the regional KN conference on behalf of the OPCC. Raising awareness with partners in this manner, has highlighted to them the deficiencies in their own data collection plans and a need to improve in these areas. The profile has not yet been completed. Dr Carrie Pemberton-Ford is meeting with analysts w/c 31/11/2016. Request target completion date be extended to end March 2017 so that the profile can be completed and any actions which need to be addressed from the profile can be captured and assigned action owners. Update FEB 07/11/2016: B Topham reports that all the internal staff briefings have been completed. DCC Torr (Chair) requests please can the Community Profile be submitted to ACC Prior for sign off. Supports target date be shown as end Nov 2016.
31/10/2016	Provide assurance / response to the DCC in relation to final published report.: In harms way: The role of police in keeping children safe.	Action: Consult with stakeholders and subject matter experts to provide a response to final report. Present findings to DCC for scrutiny and approval. Once approved input if needed all activity into 4action.	Natalie Baker (Corporate Governance and Business Planning Manager)	HMIC	In harms way: The role of policing in keeping children safe.	At risk	Update Beverly Topham 01/11/2016: Request target completion date be extended to end of November to allow face to face meeting to discuss this document. Update 07/11/2016: Reported to FEB. DCC Torr (Chair) approves completion date to be extended to end Nov to allow a face to face meeting to take place with Head of Public Protection.
30/11/2016	Process for ensuring credit card spend is entered correctly on accounting system not known by Finance team. It is unclear whether VAT is being accounted for correctly	Action: Train / Communicate to Finance team, correct process for entering credit card spend, to include how VAT should be accounted	Mark Kimberley (Head of Finance Nottingham)	Mazars	Credit Card	At risk	DCC scrutiny 26/10/2016: Present to FEB before the end of Nov and I will support completion.
30/11/2016	No independent scrutiny of expenditure incurred on credit cards	Action: Introduce a process which requires regular, independent scrutiny of expenditure incurred on credit cards. This process to be included in the Corporate Card Procedure document	Mark Kimberley (Head of Finance Nottingham)	Mazars	Credit Card	At risk	DCC scrutiny 26/10/2016: Present to FEB before the end of Nov and I will support completion.
30/11/2016	No regular reporting to monitor expenditure of credit cards	Action: Produce a monthly expenditure report going to a monitored person in Finance. Share this with Mark Kimberley and Paul Dawkins by exception	Mark Kimberley (Head of Finance Nottingham)	Mazars	Credit Card	At risk	Both Amanda Harlow and Pam Taylor (PCC Office) are now set up for online viewing of all credit card expenditure The checking of this will commence on a monthly basis from the end of October 2016. DCC scrutiny 26/10/2016: Action update comment noted.
30/11/2016	No policy or process in place to address all credit card issues	Action: Develop and implement a credit card policy and process to cover: a. Independent scrutiny of expenditure of each credit card. b. Regular maintenance of credit card file information and credit card agreements. c. Regular review of credit card limit and signatory levels. d. What personal information if any, is to be on itemised credit card statements. e. Identification of the role of overall responsibility for monitoring the use of credit cards. f. Identification if receipts should be requested over a stated amount and instruction to scan onto Oracle to ensure the correct VAT on purchases is being accounted for correctly. g. Controls in place to detect inappropriate spend e.g.. a secondary check with an authorising officer confirming transactions are in line with current policy. Include a formal 6 month expenditure review to share with PSD and Paul Dawkins for information and scrutiny. Ensure current policy/process is outlined in procedure and communicated to all staff via Weekly Order	Mark Kimberley (Head of Finance Nottingham)	Mazars	Credit Card	At risk	Update 27/10/2016: Revised policy draft with Mark Kimberley for presentation to FEB before the end of Nov.
30/11/2016	File of signed credit card agreements not updated and Named individuals who hold credit cards have not signed credit card agreements	Action: Introduce a process which regularly updates (when there is a change of personnel), the credit card file, to ensure each card holder has a signed bank agreement in place Remove/Archive any old or void agreements. This process to be included in the Corporate Card Procedure document	Mark Kimberley (Head of Finance Nottingham)	Mazars	Credit Card	At risk	This is contained in the draft policy that has been written currently awaiting feedback from credit card administration team. Request target date extension to allow for scrutiny at FEB end Nov. DCC scrutiny 26/10/2016: Comment update noted. Support new target completion date.
30/11/2016	Some payments on credit cards appear questionable such as payments of Amazon and John Lewis, and as no receipts are required with the credit card statement it is not possible to verify that expenses are for business use	Action: Communicate to all staff that all receipts could be requested for expenditure spot checks. Scan to Oracle system to ensure VAT can be correctly accounted. Ensure this process is included in the Corporate Card Procedure document	Mark Kimberley (Head of Finance Nottingham)	Mazars	Credit Card	At risk	The draft policy encompassing this is with Mark Kimberley for presentation to FEB before the end of Nov 2016. DCC scrutiny 26/10/2016: Comment updated noted.

30/11/2016	<p>Recommendation 2</p> <p>By September 2016, every police force in England and Wales should establish and publish an action plan that specifies in detail what steps it will take to improve its approach to domestic abuse. This action plan should be developed:</p> <p>a) in consultation with police and crime commissioners, domestic abuse support organisations and victims' representatives;</p> <p>b) after close consideration of all the recommendations in this report;</p> <p>c) with reference to all relevant domestic homicide reviews and IPCC findings, whether in connection with the force in question or another force; and</p> <p>d) drawing on relevant knowledge acquired or available from other sources such as CPS scrutiny panels and MARAC self assessments</p> <p>The action plan should be established on the basis of best practice, based on revised relevant guidance from the College of Policing. To ensure consistency, the College and the national policing lead on domestic abuse have agreed to provide advice on the areas that each plan should cover by the end of April 2016.</p> <p>Chief officers in each police force should oversee and ensure full implementation of these action plans. This should be a personal responsibility in each case. Police and crime commissioners should hold forces to account in this respect. HMIC will inspect forces' progress on domestic abuse as part of its new annual all-force inspection programme. Police and crime commissioners and chief constables should be called upon to report publicly on progress, as well as to the national oversight and monitoring group</p>	<p>Action:</p> <p>Review, update and publish the domestic abuse action plan. This action plan should be developed:</p> <p>a) in consultation with police and crime commissioners, domestic abuse support organisations and victims' representatives;</p> <p>b) after close consideration of all the recommendations in this report;</p> <p>c) with reference to all relevant domestic homicide reviews and IPCC findings, whether in connection with the force in question or another force; and</p> <p>d) drawing on relevant knowledge acquired or available from other sources such as CPS scrutiny panels and MARAC self assessments</p>	Det Supt Robert Griffin	HMIC	Increasingly everyone's business: A progress report on the police response to domestic abuse	At risk	DCC scrutiny 26/10/2016: If Head of PP has signed this off it can be closed.
30/11/2016	<p>Recommendation 3</p> <p>To inform the action plan specified in Recommendation 2, chief constables should review how they, and their senior officers, give full effect to their forces' stated priority on domestic abuse. This should consider how action to tackle domestic abuse is prioritised and valued, and how staff are given the appropriate level of professional and conspicuous support and encouragement. This should be done through a clear and specific assessment of the following issues in respect of domestic abuse:</p> <p>a) the force's culture and values;</p> <p>b) the force's performance management framework;</p> <p>c) the reward and recognition policy in the force and the roles and behaviours that this rewards currently;</p> <p>d) the selection and promotion arrangements in the force;</p> <p>e) the messages and communications sent by the senior leadership team to the rest of the force about tackling domestic abuse;</p> <p>f) the development opportunities for officers and staff in the force; and</p> <p>g) force policy on how perpetrators and victims of domestic abuse in the force are managed.</p> <p>Where the review identifies shortcomings, the chief constable should ensure the implementation of prompt, adequate and effective remedial action. Those remedial steps should be incorporated into the action plan specified in Recommendation 2.</p> <p>HMIC should be provided with a copy of each review and the action plan.</p>	<p>Action:</p> <p>Review how chief constables, and their senior officers, give full effect to their forces' stated priority on domestic abuse. If there are any shortcomings they should be included in the action plan as in recommendation 2.</p>	Det Supt Robert Griffin	HMIC	Increasingly everyone's business: A progress report on the police response to domestic abuse	At risk	DCC scrutiny 26/10/2016: If Head of PP has signed off this can be closed.
30/11/2016	<p>Carry out a review and provide an update regarding effectiveness (by further audit) to ensure that in domestic abuse incidents, officers see and speak to children (where possible and appropriate) and record their observations. Audit against the current audit, the planned audit, the training programme being delivered and the peer review.</p>	<p>Carry out a review and provide an update regarding effectiveness (by further audit) to ensure that in domestic abuse incidents, officers see and speak to children (where possible and appropriate) and record their observations. Audit against the current audit, the planned audit, the training programme being delivered and the peer review.</p>	Det Supt Robert Griffin	HMIC	National Child Protection Sept 2014	At risk	<p>A further audit is planned for November 2016 in order to make an assessment on training and messaging to establish how it has manifested itself in the effectiveness of the police frontline response. The audit will look at sample cases (20 in all) where children have been identified as being present, establishing interaction took place, whether safeguarding measures and referrals were immediately considered and what follow up investigative action was taken. It is anticipated that this should be an on-going audit – carried out annually.</p> <p>DCC Scrutiny 26/10/2016: Please could the review findings be published and evidenced that they have been acted upon. I will then support completion.</p>
30/11/2016	<p>Recommendation 9. The force should have a stronger, more formalised process on prevention, identification and management of serial and serious perpetrators, with clear responsibility and actions for officers, including how partner agencies will work with the police to reduce re-offending.</p>	<p>Action: Develop a stronger, more formalised process on prevention, identification and management of serial and serious perpetrators, with clear responsibility and actions for officers, including how partner agencies will work with the police to reduce re-offending.</p>	DCI Sean Anderson	HMIC	Nottinghamshire Police's approach to tackling Domestic Abuse (local report)	At risk	<p>Update Paul Harris 01/11/2016: The Business Case has been redrafted and currently with Det Ch Supt Milano for approval. IOM are all set up ready to handle the top 40 DV perpetrators. The process has been modelled taking specialist advice from PP. There will be further consultation with our multi agency partners, and the recruitment process will advertise 5 posts to support the handling of the serial and serious perpetrators.</p> <p>Update 07/11/2016: Discussed at FEB. DCC Torr (Chair). Please implement this activity by the end of November.</p>
30/11/2016	<p>Recommendation 11: The force should review the process by which repeat standard risk cases are identified and put in place a means by which these are monitored to ensure risk assessments accurately reflect a series of low level incidents.</p>	<p>Action: Review the process by which repeat standard risk cases are identified and put in place a means by which these are monitored to ensure risk assessments accurately reflect a series of low level incidents.</p>	DCI Leigh Sanders	HMIC	Nottinghamshire Police's approach to tackling Domestic Abuse (local report)	At risk	<p>The process by which repeat standard risk cases are identified has been reviewed by the new Head of PP, and also recently (September 2016) by the Regional Review Unit as part of a DHR – where the team were asked to consider these processes by the head of PP.</p> <p>The process is, that every DA call into the FCR is reviewed to establish (amongst other things) whether or not it is a repeat incident – and a contact record management form (CRM) is attached to the incident. This way, an officer attending any DA incident is informed of all previous incidents and at what level the previous incidents were assessed at. This information is then available for the attending officer to conduct an accurate and refreshed assessment of the current risk and ensures that a series of low level incidents are reflected in that new assessment.</p> <p>Call takers in the FCR and Officers despatched to DA incidents are trained to do this. Currently, there is no further “back office” monitoring of series of standard risk cases.</p> <p>However, there is a single point of contact for all risk assessments force wide (Domestic Abuse Support Unit - DASU). A task sends the DASH form through to the risk assessors who work at Oxclose Lane Police Station. They routinely scrutinise all high risk and medium risk DASH. Due to volume, they do not automatically review every standard risk DASH form, which are adequately assessed at the “front end” as described above.</p> <p>Update 01/11/2016: Actively recruiting two permanent and one temporary (to cover maternity) staff members to monitor standard risk cases.</p> <p>Update 07/11/2016: Reported to FEB that PP are actively recruiting two permanent and one temporary (to cover maternity) staff members to monitor standard risk cases. DCC Torr (Chair) asks ACC Prior to monitor.</p>
30/11/2016	<p>Recommendation: Management should agree on a single consistent approach to determining the workforce figures. This approach should be formally approved by the Board and then rolled out to ensure all future budgets and savings are identified against an accurate and consistent workforce figure.</p>	<p>Action: Agree a single version budgeted police staff establishment for 2016-17 during the budget management meetings between Heads of Department and Finance during September. This will be agreed against HR records and circulated for agreement with the organisation in early October. Having an agreed budgeted Police Staff establishment will complement the SID process.</p>	Mark Kimberley (Head of Finance Nottingham)	Mazars	Savings Programme February 2016	At risk	<p>Currently producing the 2017/18 budget with information from payroll and HR input. The approach taken which was agreed with HR that we would use payroll information as the base data to open the discussion with the organisation and combine with the establishment information from HR (which is still in work in progress for some areas) to agree the budget position for 2017/18. Once this has been amended for i.e. vacancies this will be taken back to the department heads to sign off and will be used to monitor against.</p> <p>There is a meeting scheduled for the 9th November to review the budget with Finance and HR after which a further update will be available</p> <p>DCC scrutiny 26/10/2016. Comment update noted.</p>

Proposed for closure.							
Target date	Recommendation or Issue	Action	Manager Responsible	Source originator.	Source title	Action Status	Action update
30/9/2016	Recommendation: All police forces and CPS areas should, as a matter of urgency, jointly review arrangements for the provision, transportation and storage of hard media to ensure it is available securely to all appropriate individuals	Action: Jointly review arrangements with CPS for the provision, transportation and storage of hard media to ensure it is available securely to all appropriate individuals	Janet Carlin	CJJI	Delivering Justice in a Digital Age	Recommend Close	<p>DCC scrutiny 26/10/2016: Please can I have an update from my question I asked in July; Is our transportation of hard media secure? If yes and an explanation can be given I will support completion.</p> <p>Update 31/10/2016 Head of Prosecutions EMCJS: Further work is under way to minimise the amount of material which is transported in hard copy (Digital Solution). At present the process used in Nottinghamshire is usually in compliance with the standards required.</p> <p>This means that all hard media is closely monitored. Any breaches can be challenged if reported and Nott's Police can prove through Niche that we were fully compliant with the process. We can prove that we have packaged, sealed and delivered securely to CPS.</p> <p>Any breaches are reported to Information Security.</p> <p>Request to show as closed.</p> <p>Update 07/11/2016: FEB DCC Torr (Chair) supports completion.</p>
1/7/2016	Recommendation 4.3 PSV's should undertake a brief annual PDR where performance of the individual can be discussed. Where there are weaknesses in the individuals performance further training should be provided to ensure that the Force is receiving the maximum benefit of its PSV's. PDR documents should be maintained by HR to ensure the process is completed by all PSV's.	Action: Implement an annual PDR for PSV's after consultation with the Human Resources Department.	Ch Insp Shaun Ostle	Baker Tilly	Volunteering	Recommend Close	<p>Update 27/10/2016 Paula Goodband Volunteer Services team Leader: It has been decided in CIPD that we are not going to be providing volunteers with formal PDR's. Volunteers were not particularly open to the idea and the Line Managers were struggling to get this project to work. Our line managers have informal catch ups with their volunteers and feedback any issues to CIPD which we feel will work better.</p> <p>Please can this action be closed.</p> <p>Update 07/11/2016: FEB DCC Torr (Chair) supports completion.</p>
31/10/2016	Recommendation 4.1.3: The Strategies, Policies and Procedures that support Information Management at the Force should be reviewed and updated in line with the current processes that have been adopted. The documents to be addressed are: A review and update of the Terms of Reference for the FIAB including performance monitoring.	Action 4.1.3: Review and update the Strategies, Policies and Procedures that support Information Management in line with current processes. The documents which should be addressed are: Review and update FIAB Terms of Reference to include performance monitoring.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	Recommend Close	<p>Update Pat Stocker 01/11/2016: FIAB Terms of reference were reviewed and agreed by DCC Torr at the FIAB Meeting on 14th September 2016</p> <p>Recommend complete.</p> <p>Update 07/11/2016: FEB DCC Torr (Chair) supports completion.</p>
31/10/2016	Recommendation 4.3.3: A clear process should be in place so that a 'gatekeeper' is in place to monitor consistency of the register.	Action 4.3.3: Amend the Information Security Officer Job description to include the role of 'gatekeeper' to maintain the IAO register and ensure that returns do not include missing data. This process will be included within the updated IAO handbook.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	Recommend Close	<p>Update Pat Stocker 01/11/2016: The ISO job description has been amended to include the gatekeeper role for ensuring the continued maintenance of Information Asset Registers by Information Asset Owners.</p> <p>Recommend complete</p> <p>Update 07/11/2016: FEB DCC Torr (Chair) supports completion.</p>
30/11/2016	Recommendation: The force should improve its initial response to vulnerable victims by ensuring frontline officers and staff are appropriately trained to investigate and to safeguard vulnerable victims.	Action: Develop with regional learning and development (Andy Hough) a suitable training input to deliver to all frontline officers and staff to ensure all are appropriately trained to investigate and safeguard vulnerable victims.	Det Supt Robert Griffin	HMIC	PEEL: Police effectiveness 2015 (vulnerability National & Local)	Recommend Close	<p>The force has delivered a comprehensive vulnerability training package to all front line officers from response and neighbourhoods which allows them to make an effective assessment of the vulnerability of victims and provide relevant safeguarding.</p> <p>In 2013 all front-line officers were required to undertake a full day's classroom based training event specifically around dealing with vulnerability. These training sessions acted as a refresher for officers in terms of the actual identification of vulnerability, however, they also served to introduce to many officers a series of tiers of risk, based on outcomes.</p> <p>In 2016 DASH training, Coercion and Control, HBA, FM and FGM have been delivered face to face (by DASH trained trainers) to all frontline response and neighbourhood officers.</p> <p>The PP SMT are currently involved in delivering a series of vulnerability briefings to response and beat managers to focus on some of the key messages and provide clarity over processes in a number of areas, including Domestic Abuse, The Voice Of the Child, Children and Adult Safeguarding referrals.</p> <p>DCC scrutiny 26/10/2016: How near to finishing are the vulnerability briefings? DCC Torr states that he was given personal feedback during his visit to Riverside that the briefings were good. Match the briefing completion dates to the target completion date of this action. For now extend the completion date to end of Nov 2016.</p> <p>Target date changed to: 30/11/2016 Original target date: 30/09/2016</p> <p>Update 01/11/2016: All briefings should be completed by 02/11/2016. Recommend complete.</p> <p>Update 07/11/2016: FEB DCC Torr (Chair) supports completion.</p>

New Actions in last quarter							
Target date	Recommendation or Issue	Action	Manager Responsible	Source originator.	Source title	Action Status	Action update
42735	Recommendation 4.1.1:The Strategies, Policies and Procedures that support Information Management at the Force should be reviewed and updated in line with the current processes that have been adopted. The documents to be addressed are: Removal of the Information Assurance Framework, as this was superseded by the Information Management Strategy.	Action 4.1.1: Review and update the Strategies, Policies and Procedures that support Information Management in line with current processes. The documents which should be addressed are: Remove the Information Assurance framework as this has been superseded by the Information Management Strategy.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	On Target	<p>Update Pat Stocker 01/11/2016: Currently without a resource to manage the Corporate Library and this has been raised on the Corporate Development Risk Register - the vacancy is currently with Brook Street Agency to find an individual with the required skill set. The agency are being asked to provide weekly updates on the vacancy status and HR are being copied in. It is hoped that the vacancy will be filled during the month of November and this will be a prioritised task. To allow for any further delays in the recruitment process it is requested that the target date be changed to 31st December 2016.</p> <p>Update 07/11/2016: Discussed at FEB. DCC Torr (Chair) supports extension of target completion date to end of December 2016 to support the recruitment process.</p>

31/12/2016	Recommendation 4.1.2: The Strategies, Policies and Procedures that support Information Management at the Force should be reviewed and updated in line with the current processes that have been adopted. The documents to be addressed are: A review and update of the Information Management Strategy. Link this to recommendation 4.8	Action 4.1.2: Review and update the Strategies, Policies and Procedures that support Information Management in line with current processes. The documents which should be addressed are: Review and update the Information Management Strategy. Consideration to be given to the new structure in place and with the recommendations raised from this audit. Link this to recommendation 4.8	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	On Target	There are currently no action updates associated with this recommendation.
31/3/2017	Recommendation 4.2: The Job Descriptions of the posts that are to be Information Asset Owners should be updated to reflect the responsibilities and embed the importance of the role.	Action 4.2: 4.2.1 Add IAO job descriptions update as an agenda item at the November 2016 FIAB meeting and agree how best to proceed. The DCC to identify how the IAO role can be specifically identified for Police Officer roles 4.2.2 Update the Job Descriptions of the posts of Information Asset Owners to reflect the responsibilities and embed the importance of the role. The role of IAO can only be specifically identified in the Job Descriptions of the relevant civilised roles (predominantly Heads of Departments). Information Management will provide the wording to be added and a list of roles to HR to facilitate this addition.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	On Target	There are currently no action updates associated with this recommendation.
31/03/2017	Recommendation 4.3.1: The current training offered to IAO's and delegates should be reviewed and a decision made on how to deliver initial training and refresher training to ensure the Force has appropriately trained individuals performing the IAO role.	Action 4.3.1: Review the current IAO training and support package in place (Nottinghamshire Police provide specific one to one sessions with all IAO's and their delegates and on-going face to face support as well as the eLearning package provided by Lincolnshire which was agreed for regional use at the Regional Information Assurance Group) Present proposals for new and existing IAOs to FIAB in November 2016. To include relevant costing if applicable.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	On Target	There are currently no action updates associated with this recommendation.
30/11/2016	Recommendation 4.3.2 : The IAO Handbook should be updated to reflect the current processes that are in place and provide clarity on the actions that IAO's need to take to produce and maintain the information asset register.	Action 4.3.2: Update the IAO handbook to reflect the current processes followed and provide clarity on the actions that IAO's need to take to produce and maintain the information asset register.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	At Risk	There are currently no action updates associated with this recommendation.
30/11/2016	Recommendation 4.4: The Information Management Team should hold a complete list of Information Asset Owners and delegates and this should be published so staff are aware of the right contacts should they need to raise an issue.	Action 4.4: Complete a list of Information Asset Owners and delegates. Publish on the Force intranet so that staff are aware of the key contacts for information assets.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	At Risk	There are currently no action updates associated with this recommendation.
30/11/2016	Recommendation 4.5: IAO's should be tasked to complete the missing Information from the Information Asset register	Action 4.5: Contact the IAOs and update the Information Asset register with the identified missing information. Cross ref with recommendation 4.3.3: Amend the Information Security Officer Job description to include the role of 'gatekeeper' to maintain the IA register and ensure that returns do not include missing data. This process will be included within the updated IAO handbook.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	At Risk	There are currently no action updates associated with this recommendation.
30/11/2016	Recommendation 4.6: The Information Asset Register should be updated to include review, retention and disposal details.	Action 4.6:Update the Information Asset Register to include a review, retention and disposal column. A retention schedule is in place.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	At Risk	There are currently no action updates associated with this recommendation.
31/3/2017	Recommendation 4.7: The Information Risk Management system in place at the Force needs to be reviewed, updated and implemented. This should include, but not be limited to, the following: · An update to the Information Risk Management Strategy. · The responsibilities of IAO's in relation to identifying and managing their risks needs to be clearly communicated. · The process for adding risks, closing risks and updating risks to the information risk register needs to be agreed upon and formally communicated. · The format of the risk register should clearly include Risk Owners, the risk mitigation actions that are in place, confidence levels of the actions in mitigating the risks and timescales for completion. · The process for regular monitoring of the Information Risk Register should be established. · There should be clear links between the information risks identified and the information assets the Force holds.	Action 4.7: Review, update and implement the Information Risk Management system. This should include, but not be limited to the following: · An update to the Information Risk Management Strategy. · The responsibilities of IAO's in relation to identifying and managing their risks needs to be clearly communicated. · The process for adding risks, closing risks and updating risks to the information risk register needs to be agreed upon and formally communicated. · The format of the risk register should clearly include Risk Owners, the risk mitigation actions that are in place, confidence levels of the actions in mitigating the risks and timescales for completion. · The process for regular monitoring of the Information Risk Register should be established. · There should be clear links between the information risks identified and the information assets the Force holds.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	On Target	There are currently no action updates associated with this recommendation.
31/12/2016	Recommendation 4.8: Management should decide upon the role that Information Audit is to play within the Information Management System in place and clearly document this. Link this to 4.1.2	Action 4.8: Review and update the Information Management Strategy. Consideration to be given to the new structure in place and with the recommendations raised from this audit. Link this to 4.1.2	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	On Target	There are currently no action updates associated with this recommendation.
31/03/2017	Recommendation 4.9: The audit process should be clearly documented and communicated to Information Asset Owners. This should include, but not be limited to, the following: · Timetables for scheduled audits, with agreement of audit schedule and fieldwork. · Timetables for scheduled audits, with agreement of audit schedule and fieldwork. · Timetable for issuing of draft reports and expected responses to findings. · Distribution lists for final audit reports. · Follow up of audit recommendations. · The monitoring of actions to implement audit recommendations. · Summarised feedback at FIAB of completed audit reports.	Action 4.9: Write separate policy and procedure documents to include, but not be limited to, the following: · Timetables for scheduled audits, with agreement of audit schedule and fieldwork. · Timetable for issuing of draft reports and expected responses to findings. · Distribution lists for final audit reports. · Follow up of audit recommendations. · The monitoring of actions to implement audit recommendations. · Summarised feedback at FIAB of completed audit reports. When complete communicate to IAO and publish on the intranet / library.	Pat Stocker (Information Management Lead)	Mazars	Data Protection Act Compliance Oct 2016	On Target	There are currently no action updates associated with this recommendation.
31/1/2017	Recommendation 4.3: A reconciliation between the data held on the payroll system, HR system and budget model should be conducted on a regular basis.3	Action: Identify a regular reconciliation process with appropriate controls in place to check the data retained on the payroll system, the HR system and budget model to identify and rectify any discrepancies to assist in the development of the HR Establishment for setting future budgets.	Mark Kimberley (Head of Finance Nottingham)	Mazars	HR Establishment Budgeting	On Target	MFSS are working up new proposals for the implementation of the new payroll system - this is currently estimated to be complete by January 2017. DCC scrutiny 26/10/2016: Action update comment noted. Please extend completion date to the end of Jan 2017 to reflect the estimated completion time. Target date changed to: 31/01/2017 Original target date: 31/10/2016

31/12/2016	Recommendation 4.4: The development of the monitoring spread sheets should be finalised and these should be used to produce formal budget reports that should be reported to the appropriate forums, including the Force Executive Board. The Force Executive Board should comment on the budget reports supplied to ensure that the reporting process meets the requirements of both the OPCC and Force.	Action: Develop budget monitoring spread sheets and where possible link to MTFP assumptions and projections. The Head of Finance to provide a peer challenge.	Mark Kimberley (Head of Finance Nottingham)	Mazars	HR Establishment Budgeting	On Target	New force operational MTFP agreed by FEB 24th October 2016 but data has not yet been subject to peer scrutiny. New and additional data sources will be established as part of the annual budget process and these will also be subject to peer review by Head of Finance/PCC CFO. New target date suggested. DCC scrutiny 26/10/2016: Action update comment noted. I support date extension.
31/3/2017	Recommendation 1: Nottinghamshire OPCC should document a social value policy in consultation with both the Force and EMSCU as their procurement partner. This should act as a framework and guidance to inform social value commissioning across the organisation and have defined links to the organisational priorities, well-being of the local area and also EMSCU procurement strategies. The policy should also outline requirements of a procurement strategy, public consultation and needs analysis and also define roles and responsibilities for key staff.	Action: Nottinghamshire OPCC will work closely with both the Force and EMSCU to develop a Social Value policy. The policy will set out the assurance and performance monitoring arrangements.	Kevin Dennis	Mazars	Social Value Impact	On Target	There are currently no action updates associated with this recommendation.
31/3/2017	Recommendation 2: Tender Requirements: For further tender adverts where expenditure is expected to exceed the EU threshold, the suggested template as defined by the Social Enterprise UK should be included so that potential bidders are aware of requirements in this area. In addition, specific weighting allocation should be assigned to the Social Value elements of bids to demonstrate compliance with the Act and to ensure value for money is achieved in this area.	Action: Social Enterprise UK template for tender exceeding EU threshold will be investigated and piloted before being rolled out.	Ronnie Adams	Mazars	Social Value Impact	On Target	Update Ronnie Adams 02/11/2016: Social Enterprise is covered in the EMSCU Sustainable Procurement Guidance and picked up by the Engagement Partner and the stakeholder in the initial Statement of Requirement. EMSCU are currently piloting Social Enterprise requirements on two contracts that are expected to exceed the EU Threshold, Pensions Administration and Waste Management.
31/3/2017	Recommendation 3: On-going Contract Management/ Contract Extensions The OPCC should ensure that for all contract extensions, EMSCU are giving consideration to social value requirements and, where these do not exist, reviews should be undertaken at the time of extension or renewal to ensure clauses are added where appropriate. Effective contract management/ monitoring arrangements should be in place to measure social value in terms of contract outcomes, with reporting to management to ensure value for money in this area to be quantified and reported.	Action: A more detailed audit should be undertaken to identify new and existing contracts that exceed EU threshold to ensure social value economic, social and environmental well-being is maximised for, OPCC, Force and wider EMSCU contacts. This audit should also measure providers and subcontractors. Compliance with PCCS pledge on 'living wage'.	Charlotte Radford	Mazars	Social Value Impact	On Target	There are currently no action updates associated with this recommendation.
31/3/2017	Recommendation 4: Staff Training. The requirements of Social Value should be communicated to key staff with responsibilities for procurement, commissioning and contract monitoring to ensure they understand the required approach in terms of achieving value for money and compliance with the Public Services (Social Value) Act 2012.	Action: Social value training will be arranged for OPCC, Force and EMSCU staff following the development of policy to raise awareness and to ensure compliance.	Charlotte Radford	Mazars	Social Value Impact	On Target	There are currently no action updates associated with this recommendation.
31/12/2016	Recommendation 1: All operational staff across the blue light services likely to attend operational incidents need at the very least to have an awareness of JESIP regardless of rank or grade.	Action: All staff likely to attend operational incidents should undertake training at the very least to have an awareness of Joint Emergency Services Interoperability Principles (JESIP). To support this activity the following should be implemented: 1.1: Learning & Development (EMCHRS) to provide figures on who should undertake this training and an uptake of this training. Report to be produced and sent to Heads of Department to support the activity.	Ch Supt Ian Howick	HMIC	The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)	On Target	Update meeting planned for 3rd November DCC scrutiny 26/10/2016
31/12/2016	Recommendation 1: All operational staff across the blue light services likely to attend operational incidents need at the very least to have an awareness of JESIP regardless of rank or grade.	Action: All staff likely to attend operational incidents should undertake training at the very least to have an awareness of Joint Emergency Services Interoperability Principles (JESIP). To support this activity the following should be implemented: 1.2: Re-communication to be drafted and sent out advising on the range of existing training products.	Ch Supt Ian Howick	HMIC	The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)	On Target	DCC scrutiny 26/10/2016. In response to Ch Supt Howicks update, please note this is not a duplicate. Recommendation 1 is split into 3 sections.
31/12/2016	Recommendation 1: All operational staff across the blue light services likely to attend operational incidents need at the very least to have an awareness of JESIP regardless of rank or grade.	Action: All staff likely to attend operational incidents should undertake training at the very least to have an awareness of Joint Emergency Services Interoperability Principles (JESIP). To support this activity the following should be implemented: 1.3: IT to investigate running JESIP app on force devices	Ch Supt Ian Howick	HMIC	The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)	On Target	DCC scrutiny 26/10/2016. In response to Ch Supt Howicks update, please note this is not a duplicate. Recommendation 1 is split into 3 sections.
31/12/2016	Recommendation 2: The blue light services need to develop a programme for delivering future JESIP tri-service training. This should incorporate refresher training, initial training for newly promoted commanders and awareness for new recruits. It should also be extended to Local Resilience Forums and other category 1 and 2 responders.	Action: All operational Sergeants to attend JESIP Operational Commander Course (14th September, 18th October, 22nd November 2016). EMCHRS to undertake course administration and delivery of JESIP as part of normal business	Ch Supt Ian Howick	HMIC	The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)	On Target	Update meeting planned for 3rd November DCC scrutiny 26/10/2016
31/12/2016	Recommendation 4: There needs to be a greater knowledge and understanding of the capabilities of Airwave and the use of the interoperable channels at incidents.	Action: All officers and staff who use airwave should receive a refresher training session to ensure that police and multi-agency interoperability functions are understood	Ch Supt Ian Howick	HMIC	The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)	On Target	DCC scrutiny 26/10/2016
31/12/2016	Recommendation 5: 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.	Action: Force JESIP Strategic Lead to agree with Learning and Development how 'Joint Organisational Learning Action notes' will be handled to ensure that improvements are incorporated into force policy and practice	Ch Supt Ian Howick	HMIC	The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)	On Target	DCC scrutiny 26/10/2016
31/12/2016	Recommendation 7 (Ch Supt Ian Howick recommendation). Support the transition of the delivery lead for JESIP from Emergency Planning to EMCHRS as 'business as usual' as encapsulated in the Authorising Professional Practice (APP) and police doctrine.	Action: Complete the transition of the delivery lead for JESIP from Emergency Planning to EMCHRS as 'business as usual' as it is now encapsulated in the APP and police doctrine	Ch Supt Ian Howick	HMIC	The tri-service review of the Joint Emergency Services Interoperability Principles (JESIP)	On Target	Update meeting 3rd November

31/3/2017	<p>Recommendation 5: All police forces provide people who have had force used against them with information about how to give feedback about their experience, including information about making a complaint.</p> <p>Complaints are a valuable source of information that can help to improve police practice. All forces should comply with the IPCC's key principles for access to the police complaints system. Forces should publicise how people can give feedback or make complaints. Information should be available in custody suites, police station front offices, or on any records or literature provided to people who have been subject to the police use of force.</p>	<p>Action 5: Develop a communications strategy targeted specifically at the use of force, which will include police powers and the right to give feedback or make a complaint.</p> <p>It is not intended to provide all people who have had force used against them with individual information about how to give feedback about their experience or make a complaint – in some cases this will be impracticable and/or inappropriate. However, Nottinghamshire Police is committed to ensuring that the complaints system is accessible and that the public understand how to make a complaint. We also proactively remind people of their rights to complain and seek feedback through social media, including the force website and Twitter; posters in police stations, including custody suites and meetings with the community.</p>	Det Supt Jackie Alexander (Head of Professional Standards)	IPCC	Use of Force Report	On Target	There are currently no action updates associated with this recommendation.
31/10/2017	<p>Recommendation 1: All police forces take steps to understand how their use of force affects the trust and confidence of people living and working in the local area. Whether directly or indirectly affected, people's perceptions of how the police use force affects their trust and confidence in the police. Forces should develop existing local engagement activity, to share information and help shape organisational policy, communication strategies and officer training.</p>	<p>Action 1: Nottinghamshire Police neighbourhood teams to carry out a community tension check as identified in the Engagement Strategy each time the use of force is used. If required produce an engagement plan which must include a solution to the effects of how the use of force has affected the trust and confidence of the people living and working in the local area.</p> <p>The plans and information on the effects on the local community to be available for the next relevant Daily Management Meeting which will then be reported to the bi-monthly Neighbourhood Policing Inspectors meeting.</p> <p>The plans and community tension information relating to the use of force in any neighbourhood area will be scrutinised by Supt Richard Fretwell as part of an audit process. (every six months)</p>	Det Supt Jackie Alexander (Head of Professional Standards)	IPCC	Use of Force Report	On Target	There are currently no action updates associated with this recommendation.
31/3/2017	<p>Recommendation 9: All police force take steps to make sure that officers complete records relating to the use of force. They should also set up systems that enable them to monitor how force is being used.</p> <p>Where use of force records are used effectively they have the potential to provide a valuable insight into how officers are using force. This in turn could help to improve organisational policy and training. Forces need to have systems in place that allow them to identify where officers are potentially overusing or misusing force, and where individuals or communities are potentially being repeatedly or disproportionately affected. These systems should allow forces to monitor the extent to which people's experience varies depending on the protected groups or communities that they are part of.</p>	<p>Action 9: (cross ref with recommendation 11)</p> <p>Nottinghamshire Police to work with the National Working Group on Use of Force reporting to stream line the way all forces capture data, so as to ensure consistency and transparency. There are national timelines for this work in progress and as part of the East Midlands regional response to this work, a single reporting system using the Niche platform is being developed. Use of Force reporting will continue to be captured using the current (MFSS) platform until the launch of the Niche based system.</p> <p>"</p>	Det Supt Jackie Alexander (Head of Professional Standards)	IPCC	Use of Force Report	On Target	There are currently no action updates associated with this recommendation.
31/3/2017	<p>Recommendation 10: All police forces publish data about their use of force and create opportunities for the public to scrutinise this data.</p> <p>Forces should publish data about the circumstances and context in which force was used (such as during a stop and search encounter or in a custody suite), the type of force used, and the characteristics of the person involved (such as their age, ethnicity, gender, or other protected characteristic). Forces could involve community members in reviewing records about their use of force, relevant complaints, body worn video footage and other data. This would build public confidence in how the police use force.</p>	<p>Action10: Publish data on the Nottinghamshire Police website about our use of force to cover:</p> <ul style="list-style-type: none"> * circumstances and context * type of force used * protected characteristics of person involved <p>Action 10.1:</p> <p>Introduce a mechanism to enable scrutiny of the data by community members to help build public confidence.</p>	Det Supt Jackie Alexander (Head of Professional Standards)	IPCC	Use of Force Report	On Target	There are currently no action updates associated with this recommendation.
31/12/2016	<p>Recommendation 15: All police forces review existing arrangements relating to police attendance and their role at hospitals, mental health units or other medical settings, to minimise the involvement of the police.</p> <p>Working practices should be consistent with national guidance, and all parties must make sure that they have a clear understanding of the circumstances and the extent to which the police should be involved.</p>	<p>Action 15: Review the work which was carried out in 2013 with Hospital Trusts and Mental Health Trusts, which looked at the emphasis on minimising police contact in hospitals and mental health settings and where this was deemed unavoidable. Ensure working practices are consistent with national guidance.</p> <p>Update if necessary any guidelines for both the police and partner involvement and responsibilities, and communicate any relevant changes.</p>	Det Supt Jackie Alexander (Head of Professional Standards)	IPCC	Use of Force Report	On Target	There are currently no action updates associated with this recommendation.

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