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National Child Protection Inspections Post- Inspection Quarter 1 Update

The Metropolitan Police Service
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Background

HMIC's 2016 inspection of child protection services in the Metropolitan Police Service

In 2016, Her Majesty's Inspectorate of Constabulary (HMIC) carried out an inspection of the Metropolitan Police Service's (MPS's) approach to child protection. This was part of our rolling programme of child protection inspections.¹

Inspectors used HMIC's standard child protection methodology to assess the service that the MPS provides to children in the Greater London area. This involved examining the effectiveness of police activity at each stage of their interactions with or for children, from initial contact through to the investigation of offences committed against them. It also scrutinised the treatment of children in custody, and assessed how the force is structured, led and governed in relation to the provision of child protection services.

In November 2016, the report of that year's child protection inspection was published.² It concluded that there were fundamental (and widespread) deficiencies in the way the MPS understood and dealt with the needs of, and risks to, children within the Greater London area, and that, as a result, children were being adversely affected. A summary of the findings is at annex A.

The 2016 report made nine recommendations (see annex B). Four of these required immediate action by the MPS, specifically in relation to:

- establishing governance and oversight of child protection practices;
- improving the response to children who go missing from home;
- increasing the force's understanding and awareness of risks to children; and
- improving the management of those posing a risk to children.

¹ For more information on this programme, see www.justiceinspectorates.gov.uk/hmic/our-work/child-abuse-and-child-protection-issues/national-child-protection-inspection/

² *National Child Protection Inspections: Metropolitan Police Service*, HMIC, November 2016. Available from www.justiceinspectorates.gov.uk/hmic/publications/metropolitan-police-service-national-child-protection-inspection/

The remaining five recommendations required action to be taken within either three or six months. Specifically:

Three months

- improving the planning and initial response to child abuse and protection matters; and
- improving the investigation of child protection matters.

Six months

- reviewing the management of resources to better meet the demands of child protection matters;
- conducting, with children's social care, a review of practices in the detention of children; and
- auditing the skills and experience of staff involved in safeguarding investigations.

This report focuses on HMIC's assessment of the action plans provided by MPS in response to the above nine recommendations made in 2016, and includes details of the steps thus far taken by the force in implementing those plans.

HMIC's 2017 post-inspection activity

In December 2016, following publication of the first report, HMIC wrote to the commissioner of the Metropolitan Police requesting an update on progress following the immediate recommendations and an action plan setting out how the MPS would respond to all the recommendations. This is standard procedure following all HMIC national child protection inspections. At the same time, and on account of the findings in the 2016 report, the Home Secretary wrote to HM Chief Inspector of Constabulary, Sir Thomas Winsor, requesting that HMIC publish quarterly reports detailing the MPS's progress against the recommendations made in 2016.

On the request of the Home Secretary, HMIC is to undertake four assessments and publish four follow-up reports in 2017 (see annex C).

About this report

This first of the quarterly reports is different in scope and assessment to those that will follow. It provides HMIC's preliminary assessment of whether the force's action plans, combined with continuing discussions with MPS officers about the findings, show an appropriate level of focus and prioritisation of activity to improve child protection services. It also describes in broad terms the changes that the MPS planned to implement by spring 2017.

At the time of writing, it is too early for HMIC to assess the effectiveness of these changes upon the outcomes for vulnerable children in London. The next three reports (described on pages 19 and 20) will provide this assessment.

Quarter 1 assessment

MPS's action plans

Following the recommendations of the 2016 report, the force provided HMIC with two action plans: one relating to child protection and the second on children who are missing or absent.

For each of HMIC's nine recommendations, the relevant plan sets out:

- the objective to be achieved;
- the actions required to meet the objective, including the timeframe and the member(s) of the force responsible; and
- a summary of the current position in working towards the objective.

HMIC assessed whether the MPS's action plans demonstrate a sufficiently clear understanding of the problems identified and accurately reflect the recommendations made in the 2016 report. Inspectors also considered whether the proposed actions are likely to address the failings identified, and how the force will test the effectiveness of its intended changes.

In addition to addressing HMIC's recommendations, the action plans also set out intended improvements to other areas of child protection practice. These areas have been identified by the MPS itself, or through consultation with its partners.

Findings

HMIC is pleased to note that the MPS has prioritised those recommendations that required an immediate response, such as governance and identifying a lead chief officer responsible for child protection (see below). For this reason, this first of the quarterly reports deliberately focuses upon the plans and changes made to date following these recommendations. While much work and planning has clearly been undertaken by the MPS in relation to the longer-term recommendations, most of the longer-term activity is yet to commence. HMIC would expect to see, and will report on more fully, the progress made by the force in relation to the three and six month recommendations in the subsequent quarterly update reports. HMIC has therefore refrained from commenting in detail on the MPS response to these longer term recommendations, other than to assess the extent to which the planned activity reflects an understanding of the issues to which they relate.

Recommendations requiring immediate action

Establishing governance and oversight of child protection practices

At the time of HMIC's 2016 inspection, there was no identified individual chief officer with specific responsibility for safeguarding children. An absence of oversight of this crucial area is unacceptable and exacerbated the inconsistency we found in dealing with matters of child protection. Inspectors were therefore particularly interested in the governance arrangements the force has put in place to manage its child protection service and oversee its action plans to ensure that HMIC's significant concerns are addressed. Inspectors found positive changes have been made in this area, in particular the appointment of senior officers into crucial roles of responsibility:

- an assistant commissioner is now specifically responsible for safeguarding children;
- a deputy assistant commissioner is leading improvements to the response to missing children, within the force's existing governance arrangements that oversee the management of services provided for those who are missing or absent; and
- another deputy assistant commissioner is overseeing actions to address HMIC's recommendations, supported by two newly established groups of child protection experts, namely: the Child Safeguarding Delivery Group (CSDG), made up of senior officer leads and subject matter experts from across the force; and an external advisory panel of individuals and organisations, including the voluntary sector and academia.

In addition, the MPS has established a new function, Operation Benson, to undertake audits across all London boroughs of cases concerning section 47³ enquiries, child sexual exploitation (CSE) and missing children. Samples from these audits are presented before a child safeguarding scrutiny panel (CSSP), which includes senior police officers and representatives from children's social care, the CPS and NSPCC. Learning acquired from the panel is passed on to relevant borough commanders, as well as to other areas such as the continuous improvement team, for consideration of training and policy implications. Operation Benson provides a framework to ensure that both the effects of changes and the resulting outcomes in these areas of child protection are being monitored.

The Mayor's Office for Policing and Crime (MOPAC) has also convened a child protection improvement oversight group to scrutinise, on behalf of the Mayor of the

³ Enquiries under Section 47 of the Children Act 1989 to safeguard and secure the welfare of any child who is suffering (or is likely to suffer) significant harm.

London, the MPS's response to HMIC's immediate recommendations and its overall progress.

HMIC is encouraged that the MPS is actively seeking to work in partnership with others to improve its child protection service. While there are still many areas for improvement for the force, it cannot achieve them in isolation.

Improving the response to children who go missing from home

The force has taken steps to improve its response to children who go missing from home. It has reviewed its approach and has developed new processes that are intended to enable the force to recognise and respond to risk more effectively, particularly for children who are routinely reported missing or absent, and therefore at an increased risk of CSE.

Governance and oversight in this area is provided by the MPS Missing Persons Diamond Group.⁴ This group has developed a discrete missing persons improvement plan, and will implement changes to demonstrate progress against the recommendation made in the 2016 report about missing children. The group will also coordinate activity with the CSDG as it co-ordinates activity to progress the other recommendations through the wider action plan.

The MPS intends to provide additional training to staff across the force to improve the initial and continuing response to children who go missing. Control room staff will be provided with additional awareness of the need for increased inputting of information for the risk assessment of children who go missing, in line with the new College of Policing guidance on missing children.⁵ The MPS will review the mandatory checks to be completed by frontline staff and, once complete, will circulate updated guidance. In addition, staff working in missing persons units will be provided with a bespoke training course of five days, to provide an appropriate foundation for more effective investigation and protection of children who go missing.

The MPS also plans to work with partners to develop preventive approaches and longer term protective plans for children who are repeatedly reported as missing.

The CSDG will ensure all activities are open to external scrutiny, and the MPS is developing an audit function to assess the effectiveness of its improvement activity. However, HMIC notes that the recommendation about missing children is being dealt with as part of a separate process (albeit with the same senior responsible officer). All such activity should be fully co-ordinated, so the force has a complete and comprehensive oversight of the improvements being made for the more effective

⁴ A meeting chaired by a senior officer intended to oversee the implementation of a major programme of change across the force.

⁵ See: www.app.college.police.uk

protection of children. The effectiveness of this approach will be scrutinised in the forthcoming quarterly reports.

Increasing the force's understanding and awareness of risks to children

HMIC found that the MPS has taken steps to improve its staff awareness of their responsibilities to safeguard vulnerable children. It has provided additional training to 10,000 members of staff on CSE, children with mental health problems and missing children, and it has developed new force-wide processes to improve supervision and more accurate and timely recording of information. Further, training on vulnerability and scenario-based learning programmes are being developed to provide regular updates and reinforce messages of significant importance for officers and staff.

The MPS has reviewed its child protection guidance and, as a result, has made changes to its standard operating procedures. Further work is planned with other safeguarding agencies to review and streamline processes within multi-agency safeguarding hubs (MASHs) and this will be supported by an 'end-to-end' review of the journey of a child through its encounter with the force. The MPS is also working with the London Safeguarding Children's Board (LSCB) to improve the attendance and contribution of staff to strategy discussions and case conferences, to enhance the development of protective plans. The MPS also plans to distribute electronic 'tablet' devices to all frontline staff (approximately 17,000) by July 2017, to improve the way in which information and risk can be recorded and appropriately referred. Additionally, MPS Digital Policing is in the procurement phase of a project to develop an integrated IT platform which will link the many systems used by the force.

While this is broadly positive, HMIC notes that no update has been provided by the force on the lack of appropriate 'flags' on force systems to indicate the risks and vulnerabilities to which certain children may be exposed. In the 2016 report, HMIC raised significant concerns that vital background information of children and the risks they face is not consistently or easily available to responding officers. Inspectors will scrutinise closely this area in future reports and will actively seek evidence of progress.

Improving the management of those posing a risk to children

The Metropolitan Police Service has reviewed its approach and taken steps to improve its processes for mitigating the risks posed by those offenders who represent the greatest risk of harm to children.

The MPS has reviewed the operating parameters and staff 'toolkit' for its predatory offenders unit (POU) to ensure that the risks posed to children in contact with offenders are effectively addressed. It will ensure the updated toolkit gives clear guidance on how indecent images of children received from external sources should be managed. The MPS will also establish a central viewing facility within the POU for the use of non-specialist borough officers to mitigate the risks to the psychological

wellbeing of officers and staff exposed to abuse images in open-plan offices. The MPS will also review welfare support for staff viewing indecent images from specialist and non-specialist units. The MPS has developed new procedures to ensure suspects with access to children (professionally or domestically) are dealt with by specialist teams, and that the force's approach to such individuals is prioritised.

The MPS will assess the viability of bespoke risk based visitation arrangements for sex offenders based on the arrangements proposed in "Change in Policing Practice for the Management of Registered Sex Offenders", which was implemented by the National Police Chiefs' Council (NPCC) in January 2017.⁶ HMIC is concerned that this approach may be presently difficult for the MPS to implement, as it relies on each offender having an up-to-date Active Risk Management System (ARMS)⁷ risk assessment. At the time of the 2016 inspection, ARMS compliance was generally low and for this reason we will look in detail at the arrangements for the management of registered sex offenders in future reports.

Recommendations requiring action within three months

Improving the planning and initial response to child abuse and protection matters

The Metropolitan Police Service has taken some appropriate steps to review its approach and plans to develop new processes to allow for the earlier and more effective recognition of risk, particularly that of CSE. The MPS will revise the child abuse investigation toolkit, to provide officers and staff with improved guidance to enhance the planning and execution of investigations. Areas to be covered include how children are listened to; the responsibilities placed upon the force in the working together statutory guidance; the management and supervision of risk; and children detained in custody.

The MPS also plans to implement a specific template for child abuse investigations, providing officers and staff with a consistent structure for their enquiries which sets out clearly how risk will be mitigated and the voice of the child will be heard.

The force is also reviewing its performance framework to enable its leaders to assess the quality of service provided to vulnerable children.

⁶ The NPCC brings police forces in the UK together to help policing co-ordinate operations, reform, improve and provide value for money. See: www.npcc.police.uk

⁷ ARMS is a structured assessment process to assess dynamic risk factors known to be associated with sexual re-offending, and protective factors known to be associated with reduced offending. It is intended to provide police and probation services with information to plan management of convicted sex offenders in the community.

Improving the investigation of child protection matters

The Metropolitan Police Service has taken action to improve its child protection investigations. The investigative template and toolkit described above are an example, in addition to which the MPS has also committed to ensuring that all staff in specialist child protection teams are properly supported and accredited. The force has taken steps to improve its audit processes, and has established a child safeguarding scrutiny panel with external representation which will focus on areas for significant improvement in child protection investigations, to identify critical problems and learning opportunities. On 30 November 2016, the child safeguarding scrutiny panel, with representatives from the CPS and NSPCC, met for the first time and now meets quarterly. Further work is planned with the CPS to improve the quality and timeliness of charging decisions as a priority, through the review of current processes and shared performance management frameworks. The MPS also plans to implement the use of post-trial feedback forms (to review completed cases and identify learning), which will be shared at internal performance meetings and with the CPS.

Recommendations requiring action within six months

Reviewing the management of resources to better meet the demands of child protection matters

The Metropolitan Police Service has committed to using the data provided by its reviewed performance management and audit processes to inform decisions about resourcing and demand management. However, at the time of writing the performance management framework had not been agreed and no further details had been provided on this issue. This is an area which HMIC will seek to assess at a later date.

Conducting, with children's social care, a review of practices in the detention of children

The Metropolitan Police Service intends to provide additional training and guidance to staff on this area, and will review internal systems to allow it to gather and share custody data with local authorities. The force also intends to review and improve its oversight of practices relevant to children detained in custody, including the routine monitoring of requests for alternative accommodation, with a view to reducing the number of children being unnecessarily detained when they should be transferred to local authority accommodation. While this is an appropriate and proportionate approach, this is a complex problem and one that requires the committed engagement of relevant organisations across the 32 London boroughs. It remains to be seen whether tangible progress will be made and lead to more appropriate decisions by the force regarding the detention of children in custody.

Auditing the skills and experience of staff involved in safeguarding investigations

Improving the training, support and supervision of staff making decisions about the safety of children has been a clear focus of the MPS to address many of the recommendations in HMIC's 2016 report. The Metropolitan Police Service intends to review its approach to the training and development of staff undertaking specialist child protection or safeguarding work. It intends to conduct an audit of specialist staff to ensure non-accredited staff are provided with a planned pathway to accreditation.

The MPS also intends to establish a working group to review the nature and extent of child protection work across the force. Staff will be surveyed on the levels of awareness in all ranks and roles regarding matters of child protection, their understanding of safeguarding responsibilities and their understanding of the link between child sexual exploitation and missing and absent children.

Conclusion and next steps

Overall, HMIC is of the view that the Metropolitan Police Service recognises its problems and previous failings and what is needed to ensure that the force works towards providing a consistently good child protection practice across London.

It is clear the force has understood the recommendations of the 2016 report and the weaknesses which underpin them. The action plans and improvement processes are both comprehensive and sophisticated, and provide the force with an adequate framework through which improvements can be made.

The measures put in place by the force to date, particularly those in the response to HMIC's immediate recommendations, are evidence that the MPS has prioritised child protection. The force has demonstrated a good understanding of the weaknesses raised in HMIC's report and, while not all problems have been addressed, its current response to the recommendations reflects its obvious commitment to improve.

However, it is important to emphasise that this first review is not an assessment of the success of the outcomes achieved; in any event, given the scale and complexity of the force and the time required to effect change, the value of such a test at this stage would be limited. A plan is ultimately only as good as its implementation. Assessment of whether actions taken are making tangible improvements to the outcomes for vulnerable children will be the focus of future updates as the post-inspection work continues throughout the next 12 months.

Next steps

HMIC's Quarter 2 report will review the force's progress against the recommendations of our 2016 report, and against the force's own action plans. Inspectors will carry out a combination of interviews with senior leaders, insight work and meetings, and shall incorporate evidence obtained from the relevant parts of the 2016 PEEL: Police effectiveness assessment (published in March 2017).⁸

⁸ *PEEL: Police effectiveness 2016 – An inspection of the Metropolitan Police Service*, HMIC, 2017. Available from: www.justiceinspectorates.gov.uk/hmic/publications/peel-police-effectiveness-2016-metropolitan/

Annex A – Summary of findings from HMIC’s 2016 inspection

HMIC found examples of officers and staff throughout the MPS who were working with commitment, dedication and empathy to protect and help children and young people. However, these individuals and teams were not achieving consistently good results for children in London.

HMIC found that none of the borough or specialist teams assessed in the 2016 inspection was doing a good enough job in protecting children. The way the force handled the cases in almost three-quarters (278 out of 374) of the files examined by HMIC was found to require improvement or as being inadequate. Of the cases examined, inspectors referred 38 back to the force because they represented a continued risk to children.

The MPS had no chief officer responsible and accountable for child protection matters across the force. This absence of oversight of this crucial area is unacceptable and exacerbated the inconsistency we found in dealing with matters of child protection.

In addition to the lack of a single chief officer responsible, other principal areas of concern HMIC inspectors identified included the following.

- In 38 cases of missing and absent children, 36 cases were judged as ‘requiring improvement’ or ‘inadequate’. Officers and staff need to understand the link between children who regularly go missing and those at risk of CSE.
- Of the 38 cases referred back to the force because they placed children at continued risk, the force had itself assessed one as ‘requiring improvement’ and three as ‘inadequate’, and yet had taken no action.
- Of 40 custody cases, 39 resulted in children detained in custody, despite the stipulations of the Police and Criminal Evidence Act regarding transference to alternative local authority accommodation.
- HMIC was told that there was a greater focus on reducing crimes identified as priorities by the MOPAC, such as burglary and vehicle theft, than on child protection.
- Officers and staff often failed to properly assess or speak to children at significant risk of CSE, meaning these children continued to be at risk of abuse.

- Officers were often unaware of registered sex offenders in their area and there were backlogs in visits to some registered sex offenders, including those who pose a very high risk to children.
- Information on child abuse victims, offenders and risks was too often kept in isolated IT systems across the force, and therefore is neither adequately shared with partner agencies such as local authorities, nor even with fellow officers working in the next borough.
- Some staff in important roles, such as borough CSE officers, had limited awareness of CSE and had received no training in this area.

Annex B – Summary of 2016 recommendations

Immediately

1. The Metropolitan Police Service should put in place arrangements which ensure that it has clear governance structures in place to monitor child protection practices, across both borough teams and specialist units. The force should then provide officers and staff with a clear understanding of what good service looks like and the standards it expects, and begin to develop a performance management framework that will operate to achieve consistent standards of service across London.
2. The Metropolitan Police Service should put in place an action plan to ensure it improves practice in cases of children who go missing from home. As a minimum, this should include:
 - improving staff awareness at all levels within the central communications command of the need to create better risk assessments and to enable appropriate use of the 'absent' category. Staff should be aware of the importance of drawing together all available information from police systems, including information about those who pose a risk to children;
 - providing training in relation to the use of both the absent and the missing persons' categories;
 - improving staff awareness of the links between children going missing from home and the risk of sexual exploitation, particularly where there are repeat episodes; and
 - putting arrangements in place to ensure that, where there are repeat missing or absent episodes, they work with partner organisations to share information and implement 'trigger plans' to forestall further episodes.
3. The Metropolitan Police Service should put in place an action plan to ensure that it:
 - reinforces messages to all staff about their individual and collective safeguarding responsibilities, ensuring they assess actively both any immediate risks or concerns and any wider risks that may affect other children when they respond to incidents or conduct investigations;
 - records and communicates any such concerns or incidents appropriately, flags them and submits them promptly on Merlin forms;

- reviews together with children’s social care its responsibilities for attendance at and contribution to strategy discussions and child protection conferences; and
 - provides guidance on what information (and in what form) this should be recorded on systems to ensure that it is readily accessible in all cases where there are concerns about children.
4. The Metropolitan Police Service should take action to:
- review the current standing operating procedures and identified aggravating factors regarding officers dealing with suspects for possessing indecent images of children, and those suspects’ access to children within their own family;
 - reduce the delays in visiting registered sex offenders and improve the management and response to them;
 - review attendance at MAPPA, ensuring it is at an appropriate level to be able to take decisions on behalf of the MPS to protect vulnerable children from those who pose the most risk of harm; and
 - ensure that appropriate information on registered sex offenders is made available routinely to local officers.

Within three months

5. The Metropolitan Police Service should ensure that it:
- develops and improves planning of its responses to and investigation of child abuse, child sexual exploitation and missing children, so that it can protect children at an earlier stage; and
 - develops a performance framework to report on the results of the service it provides to children.
6. The Metropolitan Police Service should take action to improve child protection investigations by ensuring that:
- it provides guidance to staff that identifies the range of responses and actions that the police can contribute to multi-agency plans for protecting children;
 - every referral the police receives is allocated to those with the skills, capacity and competence to undertake the investigation;
 - investigations are supervised and monitored, with supervisor reviews recording clearly any further work that may need to be done;

- it conducts regular audits of practice that include assessing the quality, timeliness and supervision of investigations; and
- it works with the Crown Prosecution Service to monitor and improve the timeliness of case management.

Within six months

7. The Metropolitan Police Service should demonstrate the use of a performance framework (that it has developed within three months) to inform resourcing and planning decisions in order to bring about improvement.
8. The Metropolitan Police Service, in conjunction with children's social care services and other relevant agencies, should review how it manages the detention of children. As a minimum, the review should enhance child protection by:
 - improving the awareness of custody staff of child protection and CSE, and of the support children require at the time of detention and on release;
 - ensuring the prompt submission of a Merlin form to record the child's detention to help inform future risk assessments;
 - assessing at an early stage the need for secure or other accommodation and working with children's social care services to achieve the best option for the child;
 - ensuring that custody staff comply with their statutory duties by completing detention certificates and custody record entries to the required standard, if children are detained in police custody for any reason; and
 - securing adequate appropriate adult support in a timely fashion.
9. The Metropolitan Police Service should undertake a skills audit to:
 - assess the training required for those undertaking specialist child protection work with no previous detective or child protection experience;
 - establish that staff in both boroughs and the Specialist Crime and Operations directorate dealing with child protection matters such as child abuse, indecent images of children, child sexual exploitation and missing persons are appropriately trained to carry out their duties; and
 - determine how well staff understand CSE, including its potential links with missing and absent children.

Annex C – Plans for quarterly reporting

In December 2016, following publication of the first report, HMIC wrote to the commissioner of the Metropolitan Police Service requesting an update on progress following the immediate recommendations and an action plan setting out how the MPS would respond to all the recommendations. This is standard procedure following all HMIC national child protection inspections. At the same time, and on account of the findings in the 2016 report, the Home Secretary wrote to HM Chief Inspector of Constabulary, Sir Thomas Winsor, requesting that HMIC publish quarterly reports detailing the MPS's progress against the recommendations made in 2016.

On the request of the Home Secretary, HMIC is to undertake four assessments and publish four follow up reports in 2017.

Quarter 1: An assessment of the action and improvement plan produced by the force (this report)

HMIC has assessed whether the action plans demonstrate a sufficiently clear understanding of the weaknesses identified and the recommendations made in our 2016 inspection. Inspectors have also considered if the actions so far taken are likely to adequately address the immediate problems identified, and how the force is testing the effectiveness of its changes for improvement.

This report also sets out the breadth of activity planned by the force. Although HMIC cannot assess at this stage its effectiveness, this list, arranged under the relevant recommendations, provides the starting point for tracking the force's progress over the course of the year. It is indicated clearly which actions are planned and which have been implemented.

Quarters 2 and 3: Assessments of progress against the action and improvement plan (planned publication dates: June and September 2017)

HMIC will review the force's progress against the recommendations of our 2016 report, and against the force's own action plans. Inspectors shall carry out a combination of interviews with senior leaders, insight work and meetings, and shall incorporate evidence obtained from the relevant parts of the 2016 PEEL: Effectiveness assessment (published in March 2017).

Quarter 4: Assessment of the effectiveness of improvements made by the force on the service provided to children (planned publication date: December 2017)

A team of inspectors will spend four weeks in the force to assess progress made since the 2016 inspection. As with the 2016 inspection, the fieldwork will focus on a 'deep dive' audit of live and recent cases, as well as interviews and meetings with senior leaders, interested parties and staff. HMIC will also review the force's internal

performance management arrangements and its ability to supervise and quality assure decision making, child protection and investigation standards.

The report produced at the end of Quarter 4 will draw on evidence obtained over the course of the year to provide a comprehensive assessment of the action taken by the MPS in response to HMIC's 2016 report. This final report will also include details of any further inspection activity.