

Report	AFI Subject	HMIC Evidence	AFI/Recommendation	Recommendation accepted for action by the force? Yes/No	SRO/CO lead	Plan Owner	Action Required		Assurance and Confidence in addressing AFI/Recommendation in the timescale set	Narrative explaining the confidence rating	SRO lead assured that this is being achieved - ready for sign off?
							What?	Timescale?			
Effectiveness (Crime): Feb 2016	Investigation		"The force should introduce a clear process to ensure that those who are A) circulated as wanted on the police national computer , B) those who fail to appear on police bail and C) named suspects identified through forensic evidence are swiftly arrested , and that the D) risks posed by registered sex offenders are managed effectively. "	Yes	ACC Gibson	D/Supt Davison	A) Reduction of outstanding numbers of wanted on PNC through clear guidance.	April/May 2016	Medium	D/Supt Davison to discuss with East and West SMTs regarding circulating a clear policy and making sure that performance data supports improvement in this area. A further report will be available in June.	No - Ongoing
				Yes	ACC Gibson	D/Supt Davison	B) The rollout of the crime/investigation manual and increased directive supervision. Fewer people outstanding on bail	March 2016 inforce roll out	High	This will be picked up through line manager work load reviews of their teams. It will be further developed in the custody work to be developed.	No -Ongoing
				Yes	ACC Gibson	D/Supt Davison	C) EMSOU Forensic Services and East/West SMT to discuss policy creation. Effective monitoring of forensic hits	April/May 2016	Medium	The recent restructure of the Forensic science service in the regional that Lincolnshire sits within has delayd the cleaar establishment of this process. However there is a clear interim position where the district DI's are all aware and monitor the number of offenders who are highlighted as offenders due to forensic identification. Those offedenders who are committing the most serious offences are prioritised and sought rapidly.	No- Ongoing
				Yes	ACC Gibson	D Supt Mayo PPU	D) Review of the MOSOVO risk management policy.	Apr-16	Medium	ACC Gibson has been fully assured that there is an adequate risk management plan in place for each RSO in force. This has been achieved through the reassessment and reprioritisation of required and necessary risk assessments for all RSO's. It was never the case that there were RSO's in the county without some form of risk management plan in place. The sheer increase in the volume of work in the unit in relation to a change in national risk assessment practice caused a backlog of work which is being steadily managed. An increase in staff and a further dedicated Sgt post in the management of RSO team have assisted in this.	Yes
	Partner working		"The force should work with partner organisations to develop its approach to integrated offender management (IOM) in line with the Home Office IOM principles."	Yes		D/Supt Chris Davison	IOM refresh and overhaul, including the development of new IOM cohorts.	Jun-16	Medium	This is underway and there has been a new dedicated Sgt post to refresh the team. This is now co-located with lead partners to foster partnership working. This will be improve IOM partnership working. 4th July will see the transition to the new cohort. Longterm we will see development with the new harm index.	No - Ongoing
(Vulnerability): Dec 2015	Domestic Abuse		"The force should improve its investigation of cases involving vulnerable victims, specifically in relation to cases involving victims of domestic abuse and sexual offences, to ensure appropriately-skilled and experienced staff conduct the investigation and there is effective supervision and prioritisation of workloads.	Yes	ACC Gibson	1)D/Supt Mayo	1) Full Domestic action plan to be written. 2) Ensure that the resourcing is effective in the units dealing with vulnerability to ensure effective investigations, specialist officers and workload prioritisation is enabled.	End of March	Medium	1)The domestic abuse plan was signed off by the Chief officer team and delivered in line with the required date of March 2016. 2) The New policing model plan is being finalised and the ACC is fully assured that the in depth review and resourcing of the polcing model ensures that allthere is the correct balance of officers, specialist officers and workloads to ensure that risk and vulnerability is effectively managed.	Awaits
Efficiency: Oct 2015	Finance		The force should develop a future workforce plan that is aligned to its overall demand and budget. The plan should include future resource allocations and the mix of skills required by the workforce.		CC Rhodes	ACO Shackleton	The Force's workforce plan compliments the expected budget, anticipated demands and skills requirements	Apr-16	High	The Force Establishment Plan, reported to the Strategic Workforce Planning Board, provides a 3 year plan for Officers and PCSOs, taking into account the expected leavers and intakes. The Policing Model Project will target experienced transferee Detectives in 16/17 to influence the level of skills required by the Force. UPDATE 25.5.16 L&D are working on a skills audit for C/Insp level and above, looking at the required skills per role and non-role specific skills such as negotiation and how many individuals would be needed across the force with those skills. Work has commenced on sucession planning, CID career pathways working group, PIP2 and talent management strategy.	Awaits
	Finance		The force should develop clear and realistic plans for achieving the likely savings required beyond 2015/16. The plans should include a review of its policy on the use of reserves, to ensure it can continue to efficiently deliver a policing service within future financial constraints.		CC Rhodes	FCO Tomlinson			Medium	The Force has published a balanced Budget for until 19/20. The budget is based on a number of limited assumptions regarding Police Innovation Funding and changes to the funding formula for Police Forces from 17/18. The PCC is using reserves to balance the budget in 16/17, which has been communicated to all stakeholders. The force will conduct a Priority Based Budgeting review between June - October 2016 to identify the cost of delivering services and utilise the review to consider how services will be delivered in the future and to what standard, within the constraints of the budget available.	Awaits

JESIP: April 2016	Training		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	Yes	CC Rhodes	Ian Watkins	Recommendation to be adhered to	Aug-16		Lincolnshire have committed to training JESIP very much as a 3 service programme. Lincolnshire Police, Fire and Rescue and EMAS have all provided trainers for every event. Lincolnshire Police currently has 3 accredited JESIP trainers, 2 members of Police Staff and a serving Chief Inspector.	No - Ongoing
	Training		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	Yes	CC Rhodes	Ian Watkins	Recommendation to be adhered to	Dec-16		By the end of 2014 ALL Operational and Tactical Commanders across the 3 services had attended a one day training session, as per the nationally designed and provided package, all delivered in tri-service environment, by the tri-service training team. Their delivery was complimented and indeed recognised by the central JESIP team and the Home Office, and was actually used as a case study of best practice at the National Emergency Services Show in Birmingham in early 2015.	Awaits
	Testing and Exercising		Mult-agency testing and exercising programmes need to be better coordinated and risk-based beyond Local Resilience Forum Community Risk Registers/National Risk Assessments. These should be supported by a discrete budget allocation. The benefits for each service and trust need to be made clear at the design stage. The exercising programme should include issues identified through the Joint Organisational Learning process	Yes	CC Rhodes	Ian Watkins	Recommendation to be adhered to				No - Ongoing
	Testing and Exercising		There needs to be a greater knowledge and understanding of the capabilities of Airwave and the use of the interoperable channels at incidents	Yes	CC Rhodes	Ian Watkins	Recommendation to be adhered to	Jan-16	High	The Force control room has a designated Airwave SPOC at Insp level (currently Insp Trafford) As part of his testing and knowledge enhancement work he has embedded a quality assurance process, which tests the interoperability of the multi agency channels. This is conducted weekly any learning points which are required in each of the three services is fed back to each relevant service for wider dissemination. As an indirect consequence of the police service working in EMOPPS and increased interoperability channels across five police forces, the tri-service interoperability is far more widely understood.	Awaits
	Joint Organisational Learning		The blue light services need to have more efficient processes in place for learning and embedding lessons locally and, for sharing the learning with staff. The knowledge and understanding of how 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.	Yes	CC Rhodes	Ian Watkins	Recommendation to be adhered to				No - Ongoing
	Force Level	"In two of the forces that were not meeting the requirements,25 oversight was confined to monitoring basic numerical targets relating to the proportion of renewal applications completed before expiry of the current certificate, and the number of days taken to complete a grant or renewal of a certificate. There was no oversight of the quality of the day-to-day decisions being made or any attempt to identify risks."	Within three months, all chief constables should assess how well the governance of firearms licensing in his or her force meets the standards set out in Authorised Professional Practice. Chief constables of forces where the governance standards are not being complied with should put in place immediately to correct arrangements and procedures in order to meet the standards in full	Yes	DCC Knighton	D/Supt Davison	Consider the dip-sampling of granted / renewed certificates? TTR suggests sending / receiving some files from / to other forces for transparency and independence.	Dec-15	High	The DCC chairs a regular governance and performance meeting, which covers: Qualitative and quantitative information • Performance monitoring • Outcomes of any appeals • Timeliness of processes • Finance and resourcing • Cases of note • Any new practice • Monitoring of the force risk matrix • Public engagement strategies • Complaints – trends and lessons learned Dip-sampling of certificates takes place with the DCC and T/D/Supt – learning from these meetings is cascaded back. Sending files to other forces has been considered and ruled out by the DCC at this juncture.	awaits

Force Level	"Good monitoring and audit arrangements are an essential part of the chief officer's responsibility to make sure that considerations about public safety are at the heart of the firearms licensing arrangements. Our finding that fewer than half the forces which we inspected had effective monitoring and audit arrangements is a cause of grave concern."	Within six months. All chief constables should establish arrangements for the effective monitoring and audit of their firearms licensing procedures, as required by the Authorised Professional Practice	Yes	DCC Knighton	D/Supt Davison	APP has been read; recommendations form the bulk of this matrix – governance sits over to ensure compliance – run by the DCC	Mar-16	High	HMIC Target the Risk report states - "Lincolnshire Police currently has good monitoring and audit processes in place." Performance and monitoring takes place, suggest close.	awaits
Force Level	"Seven of the 11 forces which we inspected told us that they had backlogs of work in their firearms licensing departments."	Within three months, all chief constables should assess the demand placed on their firearms licensing department and ensure it has the capacity to meet this demand and provide an efficient and effective service at all times	Yes	DCC Knighton	D/Supt Davison & Angie Driver	G4S will be conducting a wholesale review of the department, including looking at demand vs capacity. This will be governed by the ongoing DCC firearms licensing performance boards. Work required to properly gauge the amount and type of work being undertaken in the decision making segment of the review.	Dec-15	Medium	Lincolnshire is one of the seven forces which told HMIC that they were experiencing a backlog. Workload of the firearms decision makers is currently very high; a recent audit revealed 254 cases requiring review, with an estimated output of being able to adequately review approximately ten per week. The DM's have now vastly reduced the backlog due to the placement of a temporary worker within the unit; decisions made are now made in a timely fashion. G4S have reviewed the NFLMS system to establish all certificates that are due for renewal in the next 3 years; this has been combined with average demand for grants to establish a forecast work load. Average processing times for the department have been established and this is being developed into a workforce plan that will ensure demand can be met.	no - ongoing
Force Level	"Knowingly leaving unlicensed firearms with members of the public and failing to maintain accurate records defeat the purpose of an effective licensing process: certificate holders are being let down; the public is being put at risk; and the police are failing in their duty."	Immediately, all chief constables should satisfy themselves that all appropriate action is being taken by their force with regard to 'total expired' licensing records	Yes	DCC Knighton	D/Supt Davison & Angie Driver	Work should be undertaken to check on total expired licensing records as a matter of priority.	Sep-15	High	The G4S office is assigned the task of addressing the expired licences as they appear on the front screen of NFLMS on a regular basis. It is certainly 2 or 3 times per week. The front screen is not the all-encompassing source of expired certificates though. A further search has to be carried out through the search screen because, if the file is being worked on in other areas, the licence may not show up on the front screen of NFLMS amongst the expired certificates and can be missed. The department are now processing renewals in expiry date order, rather than date of receipt. The potential impact on processing times has been flagged; however this will ensure that certificate holders are covered prior to expiry ensuring no certificate holder is in illegal possession of weapons. In addition to this as a further safeguard the NFLMS front screen continues to be monitored on a daily basis.	awaits
Force Level	"In another force, we found that temporary permits were being issued in accordance with Home Office guidance; ⁸⁴ these were hand-written during home visits. However, the force had chosen subsequently not to enter details of the temporary permit onto the certificate holder's record on the National Firearms Licensing Management System. This means that the Police National Computer record does not reflect the temporary permit, and, as such, the Police National Computer shows incorrectly that the permit holder may be in unlawful possession of a firearm, at least for the period of the temporary permit."	Within three months, all chief constables should ensure that their arrangements in respect of the use of temporary permits are in accordance with the Home Office guidance; that temporary permits are properly recorded without delay on the National Firearms Licensing Management System; and that effective systems exist to ensure certificate holders are not permitted, at any time, to remain in unlawful possession of a firearm.	Yes	DCC Knighton	D/Supt Davison & Angie Driver	Case studies from the HMIC report, Targeting the Risk have been reviewed and compared to Home Office guidelines. This has been used to develop a process for Lincolnshire.	Dec-15	High	Lincolnshire send out reminders 16 weeks prior to the expiry date recommending they submit the renewal applications at least 12 weeks prior to expiry. We have set a ground rule for those applications received inside 4 weeks of the expiry date that they should be told to lodge their weapons and they are not eligible for Temporary Permits under Section 7 FA 1968 (AR) Currently we are issuing Temporary Permits for all Coterminous Renewal applications that are received 4 weeks before their expiry date and have since expired as we are experiencing a heavy workload. 4 weeks is not a reasonable time to complete a coterminous renewal application as it involves a visit from an FEO. This is why we decided to send out renewal letters 16 weeks in advance on the 04/11/14 where we advised that applications should be submitted 12 weeks in advance. DCC Roach agreed to the proposed course of action shown Temp permits are issued for renewal applications received at least 8 weeks in advance of the certificate expiry date (that cannot be completed before expiry date). A report is run to show all certificates that are due to expire, in order to prioritise the workload. Therefore no certificate holder who has submitted a renewal application more than 8 weeks prior to the expiry of certificate will be in unlawful possession of their weapons. Applications received are in expiry date order. We do not complete checks or a checklist for temporary permit. If they do not qualify for a temporary permit, the certificate holder is contacted (either by telephone or letter) to lodge their weapons before their expiry date. Every certificate holder who is flagged by NFLMS (front screen) as being in potential unlawful possession of weapons should have been pre-warned regarding the storage of their weapons prior to expiring.	awaits

	Force Level	"We were concerned to find that 3 of the 11 forces which we visited did not have an adequate process to deal with these notifications. ⁸⁶ In each of these forces, certificates had been issued despite error messages being outstanding. This means that, while the National Firearms Licensing Management System showed the licensing status of the individual correctly, the Police National Computer did not."	Immediately, all chief constables should ensure that effective arrangements are in place for the day-to-day management of the Police National Computer error notifications on the National Firearms Licensing Management System, ensuring that the notification requirements are dealt with and that the National Firearms Licensing Management System record is successfully transferred to the Police National computer	Yes	DCC Knighton	Angie Driver	Monitoring of exisitng processes	Sep-15	High	HMIC Targeting the Risk report states - "Lincolnshire Police have effective arrangements in place to ensure that NFLM notifications and errors are dealt with promptly." This is done on a daily basis through an automated error notification list that is checked within the department.	awaits
	Force Level	"In the interest of public safety, all forces that have yet to complete a retrospective review of certificates issued prior to the changes made to the Home Office guidance should do so without further delay. Forces where such a review has been completed should now extend the scope of this review to consider other issues relevant to public safety in addition to domestic abuse incidents."	Within six moths, all chief constables should either satisfy himself or herself that they have completed, or complete, a retrospective review of the certificate holders' continued suitability to have access to or possession of firearms in the case of section 1 firearms and shotgun certificates issued before the Home Office guidance was updated in relation to the on-going monitoring of the activity of a certificate holder or associates. This review should extend to all such activity which may give rise to concern for public safety	Yes	DCC Knighton	D/Supt Davison	To be covered as part of the over-arching G4S review process of firearms licensing.	Mar-16	Medium	Lincolnshire Police already has an ongoing continuous review process. T/D/Supt DAVISON has checked with C/I Baker – he has a spreadsheet and email chain showing that the work was completed. There are some entries on the spreadsheet not showing as ticked – these will be forwarded to the DMS to do final checks to ensure that there are none outstanding by 01/02/16 Email to C/I/Baker asking for spreadsheet so that outstanding records can be checked. Email chain located: request to DMs to process existing 38 outstanding by August.	no - ongoing
	Force Level	"In two forces, officers and staff in focus groups were unaware of the action which they should take to seize firearms and certificates in such circumstances."	Within three months, all chief constables should ensure that systems designed to identify, prior to police attendacne, whether a reported incident involves or is at the address of a firearm certificate holder are in place and are always applied by staff dispatching officers to incidents; and that officers understand the riak assessment which they should be undertaking in such circumstances, and their power, when appropriate, to seize firearms and firearm certificates	Yes	DCC Knighton	D/Supt Davison	No specific action required	Dec-15	High	HMIC report, Targeting the Risk states - "Lincolnshire has a system in place which means that every incident related to the name of a firearm certificate holder (via address) is automatically flagged." Suggest close	awaits
	Force Level	"Forces must make improvements if the efficiency and effectiveness of the service experienced by certificate holders is to be informed, as it should be, through public engagement."	Within three months, all chief constables should ensure that their current arrangements for public engagement with regard to firearms licensing are practical, proportionate and well known. They need to enable the force to understand the experience of service users and other interested groups. Thereafter, all chief constables should introduce effective systems to consider the results of public engagement to inform the efficiency and effectiveness of their licensing arrangements	Yes	DCC Knighton	D/Supt Davison & Angie Driver	To discuss with DCC – suggestion that electronic survey / forum easier and more accurate to administer than events? Links to existing action matrix. Potential to have representatives at existing public events rather than organising separate events? As per TTR document 2015 (NY Police)	Dec-15	Low	Agreed involvement with force / G4S in having a customer experience forum / invite to improve processes as part of the review. This needs to be considered in the round following some changes to processes (below). Pending existing efficiency work being completed.	no - ongoing

15	Main		The force should engage with their counterparts in the local authority, instigate an immediate review for the provision of local authority accommodation under section 38(6) PACE 1984 for children, and monitor performance data to ensure that children are not unnecessarily detained in police cells.	Yes	DCC Knighton	Supt Housley	Implementation of the Section 38 Protocol. Include in CPD event – February / March		Medium	<p>A Section 38 protocol has been signed by the force and children’s services and is embedded below.</p> <p>All Sergeants have been briefed on the content and implications. Lincolnshire Police have signed National Concordat. Due to the regional NICHE roll out the performance data is still being developed in meaningful format. A review of accommodation has established that the issue is not a lack of it availability but that Sergeants were asking for “secure” accommodation when it wasn’t required. This has been address by training inputs and the escalation procedure in the protocol.</p>	No - Ongoing
	Main		Lincolnshire Police should collate and use data more meaningfully, including for use of force (in accordance with the National College of Policing, Authorised Professional Practice – Detention and Custody), to allow them to manage and improve detainee care and welfare.	Yes	DCC Knighton	C/Insp Baker	<p>Custody officers – must tick the use of force box on NICHE and record their decision and rationale.</p> <p>Officers using force must complete the Use of Force Form. This will be cascaded through briefings and through refresher courses and CPD events.</p>		Medium	<p>CUSTODY REFRESHER COURSE INPUT</p> <p>Sergeants are aware that if any force is used on a detainee there must be a concise custody record entry explaining what has happened and why. Sergeants are reminded that if it takes 6 officers to restrain a detainee then each officer needs to complete a form.</p> <p>The NICHE regional roll out includes a new process for the recording of use of force and later in the year Sergeants will be able to create a task on Niche for an officer to complete a use of force form.</p> <p>A use of force working group has been established by PSD to introduce the NICHE process and to prepare and deliver an action plan to improve the way we do business in respect of using force, recording its use, assessing the data and learning lessons.</p> <p>In the interim, use of force forms part of the EMCJS performance data and this will continue. Following an input to the Custody Sergeants, and first/ second line supervisors an increase in compliance with form submission has been observed. The data will become more meaningful as the NICHE process is rolled out.</p>	
	Strategy	"Custody inspectors dip-sampled 10 cases per month each, which was insufficient as it equated to less than 2% of cases per year. The process was also limited to custody records; there was no cross-checking of custody records against CCTV footage or person escort records, and no dip-sampling of shift handovers for further validation."	Quality assurance measures, including the dip-sampling of custody records and reviewing of closed-circuit television footage, should be broadened to include 10% of cases.	Yes			The custody inspectors will increase their audit to 5% and review the thematic areas of concern e.g. juveniles / stop search		Medium	<p>The audit process for Lincolnshire Custody has been adapted to include key themes identified by the HMIC. i.e. vulnerability, Females and Juveniles. Section 136 detainees are all reviewed by the mental health lead.</p> <p>These themes also inform the EMCJS audit regime with Vulnerability, Risk assessment, Section 136, Females, Juveniles and the removal of clothing as the topic areas currently under scrutiny.</p> <p>The Lincolnshire Custody Inspectors now audit approx. 6-8% of the new arrival records and this is supported by 10% of records by G4S.</p> <p>EMCJS audit 100 records every 3 months for Lincolnshire. Together this totals a sampling regime of between 20-25% in various areas of risk.</p> <p>CCTV review is now included in this if areas of concern are spotted during a the auditing of a record.</p>	
	Treatment and conditions	"The provision for detainees with disabilities was limited.."	All suites should have facilities for detainees with physical disabilities.	Yes	DCC Knighton	C/Insp Baker & Estates	There are no specific facilities for detainees with physical disabilities at present. A scoping exercise will take place to examine the requirements and potential costs to this recommendation.		Medium	<p>Update from Chris Allenby 19/02/16</p> <p>Estates – The building regulations are very clear on accessibility for persons with physical disabilities and the equipment to be used, however this is not compatible with custodial requirements because of the ligature issues with the equipment recommended to be used. The force could consider converting one or more accessible cells at strategic locations to cater for persons with physical disabilities. The cost to convert a single cell is estimated to be £8k to £10k. However this would make the cell inappropriate for normal use without constant supervision</p> <p>The cost is being scoped following work being done in Leicestershire, facilities have been provided with information on how to adapt a cell and the work is being costed with a view to making a decision on how many suites/cells to adapt.</p>	

Custody: Sept 20	Treatment and conditions	"However, at Lincoln the CCTV monitors showing footage of cells and their occupants in the booking-in area could be seen by detainees, which was inappropriate."	The closed-circuit television monitors should not be viewable by detainees or non-custody staff in the booking-in area.	Yes	DCC Knighton	Estates	This relates specifically to Lincoln. A scoping exercise will be undertaken to examine whether this can be achieved.		Medium	<p>Update by Chris Allenby 19/02/16</p> <p>Estates – The CCTV viewing screens at West Parade are 36 inch and secured at high level because the custody desk is not suitable for desk mounting smaller screens. On a normal size screen say 23inch there is a range of privacy filters available which stop the viewing of the screen from any angle other than directly from the front, unfortunately these are not currently available for the larger screens.</p> <p>Options:</p> <ul style="list-style-type: none"> Redesign the custody desk to incorporate smaller screens at desk level, the screens would then be angled so the screens would not be seen by persons on the detainee side of the desk. The cost for this option would be quite high and disrupt <p>Install a barrier or hood strategically placed to interrupt the viewing of the screens from the detainee side of the desk. Low cost option but may look unsightly.</p> <p>For discussion next Gold group meeting. UPDATE 13/05/16</p> <p>Final decision ongoing.</p> <p>Options are being tested to block screens including the use of film on the screens that reduces the possibility of viewing (side on).</p> <p>- Options are being tested to block screens including the use of film on the screens that reduces the possibility of viewing (side on) however these also block the view from below.</p> <p>Other options are being explored but in the meantime staff have been made aware of the issue and to prevent detainees from standing in the area where these can be viewed.</p>	
	Individual rights	"AAs for children were available through The Appropriate Adult Service (TAAS), which was contracted to provide a service between 7am and midnight"	AAs should be readily available 24 hours a day for children and vulnerable adults.	Yes	DCC Knighton	C/Insp Baker	The current contract is set 7 am – midnight, which provides good coverage. The force accepts that CYP may be detained at any time but aim never to hold CYP overnight and interview at inappropriate times. The Local Authority will be consulted with to see if their AA provision could be extended.		Low	<p>No change to current set up.</p> <p>Discussions have taken place with YOS who manage the contract it runs until midnight and it is felt that this provides an adequate service. The cost to increase the hours of operation would need to be met from existing budgets but the monies are not available. This remains under scrutiny to ensure the provision is adequate under the current budget restraints.</p>	Awaits
	Health care	"There was no patient information about the medication, as highlighted in the G4S standard operating procedure, and custody staff had not been trained in medicine management."	There should be robust governance of medication management, including a review of all patient group directions (PGDs) and local operating procedures, and appropriate medicine management training for custody staff.	Yes	DCC Knighton	Chief Insp Baker	In every suite there is asthma, paracetamol, indigestion tablets etc. Will always ring for medical telephone advice. PGD is currently being reviewed.		Medium	<p>All PGDs are under review with introduction of policies, guidelines and Standard Operating Procedures.</p> <p>Correct as of 13/05/16 awaiting further update - Dr Martin von Fragstein. Update 20.5.16</p> <p>All PGDs are under review with introduction of policies, guidelines and Standard Operating Procedures.</p>	No - Ongoing

	Strategy	"Patrol sergeants who provided cover for custody officers received the same level of training but some worked infrequently in custody so had limited opportunity to practise their skills, which sometimes resulted in inconsistent, and occasionally poor, practice."	Staff deployed in custody suites should have knowledge and skills required to work in custody.	Yes	DCC Knighton	Insp Ing	All regular custody officers are trained and attend refresher training. Response Sergeants attend the same training and refreshers and are able to have additional one to one support if required.		Medium	<p>Lincolnshire Police currently trains around 80 Custody Sergeants to ensure it has daily operation resilience; the staff are managed by Local Policing as opposed to a centralised function. This model was adopted as a reversal to the centralised function due to a need to reduce Sergeant numbers across the force and to reduce the numbers of times local policing staff were abstracted to work in Custody.</p> <p>Each trained Custody Sergeant undertakes an annual 2 day refresher course.</p> <p>In order to ensure that all Sergeants are currently up to date on refresher training two further courses are scheduled for end of May/start of June 2016. At the completion of the extra course Custody Sergeants will be up to date and received the required training.</p> <p>All Initial Custody Sergeants training courses will also incorporate points raised by HMIC inspection.</p> <p>Sergeants are aware that they need to keep their skills base up and part of this is their responsibility.</p> <p>Informed that they need to consider going into custody to book prisoners in when the opportunities allow.</p> <p>The pool of Sergeants has been reduced by removing the requirement for Neighbourhood Sergeants to undertake the Custody role and this will further assist in ensuring that Sergeants utilise their Custody training more frequently and experience less skills fade.</p>	Awaits
Regional OCG's: Nov 2015	Regional OCGs		<p>By 30 June 2016, every police force in England and Wales should publish an action plan that sets out in detail what steps it will take to make maximum use of the ROCU capabilities, minimise duplication at force level, and ensure that the use of shared ROCU resources are prioritised between regional forces. This action plan should be developed:</p> <ul style="list-style-type: none"> ☑ in consultation with police and crime commissioners, ROCUs and the ROCU executive board; ☑ with regard to both local force priorities (in particular, as specified in the relevant police and crime plan) and National Crime Agency (NCA) priorities; and ☑ with regard to the other recommendations contained in this report. 		ACC Gibson	DOI lead D/Supt Collins				<p>The force is part of an established and successful collaboration which provides much needed resilience in key areas. As such, it is considered that we already do use ROCU resources to good effect. When a bid for ROCU support is considered appropriate there is a structure within force that discusses and agrees the submission of a bid. This can be OCGM for example in respect of an OCG trigger or a request for full adoption which is then ratified at both force and regional TTCG meetings. EMSOU SOC/MC provide regular updates and do so formally via the monthly RTTCG document.</p> <p>The work of the regional cyber-crime unit and prison intelligence network is still at an early stage and there is scope for terms of reference and a performance delivery framework to be drawn up. Prioritisation of ROCU resources already takes place through established force structures, primarily OCGM and TTCG. The force has recently adopted the MoRILE methodology in assessing areas of threat and harm and supports the RIU in doing likewise on a regional basis.</p>	Awaits