

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	Narrative explaining the confidence rating	SRO lead assured that this is being achieved - ready for sign off?
							What?	Timescale?			
	Treatment and conditions	"The routine removal of corded clothing and footwear was also disproportionate, particularly where detainees were assessed as low risk."	Restrictions on detainees' footwear and clothing should be subject to individual risk assessment.	Yes	DCC Knighton		As a general rule all clothing / footwear with cords or laces is removed from detainees. The force maintains that the removal of cords / laces is appropriate and reflects the risk posed by individuals when detained. No action required.		High	CUSTODY REFRESHER COURSE INPUT Discussed with Sergeants. Lincolnshire Police still to remove cords and laces as per current practice. If clothing removed it must be endorsed on the custody record with the rationale. Suitable clothing must always be provided plus shoes.	
	Treatment and conditions	"...it was common practice for CDOs to visit all detainees at 30-minute intervals, and that 60-minute observations were rarely used, regardless of the outcome of the risk assessment."	Observations of detainees should be set at levels appropriate to the risk posed and should always be adhered to.	Yes	DCC Knighton	C/Insp Baker	The level of observation as set out in APP distinguishes the action to be carried out during the check and frequency of visits. Reminder to custody officers through refresher training and the CPD event that each level should be based upon the individual risk		High	CUSTODY REFRESHER COURSE INPUT Refer to APP. Observation levels must be bespoke to the individual and reflect their needs. On no account must there be a blanket 30 min observations used on a set of detainees for the convenience of staff. Input given to all first and second line supervisors.	
	Treatment and conditions	"We saw some use of anti-rip clothing, mostly for detainees who refused or, in one case, could not (owing to their mental vulnerability) participate in the risk assessment, which was excessive."	Anti-rip clothing should only be used in exceptional circumstances and as a last resort to protect the detainee from harm, with a recorded rationale, based on a risk assessment.	Yes	DCC Knighton	Insp Ing & Insp Clark	The force recognises that the use of anti-rip clothing should only be used when appropriate but that the documentary rationale is often missing from custody records. To be included in the refresher training and CPD event.		high	CUSTODY REFRESHER COURSE INPUT Any justification for using anti rip clothing and the rationale must be placed on the Custody record. Refer to APP handout. Input given to all first and second line supervisors.	
	Treatment and conditions	"They were not conducted with the whole team, however, with CDOs having a separate handover. The process would have been further enhanced if all incoming custody staff spoke to the detainees as part of the handover."	All custody staff should be involved in the same shift handover.	Yes	DCC Knighton	Insp Ing & Insp Clark	Current staff shift patterns make this difficult but this can be done with some better planning. Instruction to staff to brief and handover together. Inspectors to monitor.		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware of the need to fully brief staff. Sergeants to fully record handovers. Refer to APP. Input given to all first and second line supervisors.	

	Treatment and conditions	"The quality of pre-release risk assessments was variable; some involved the detainee but in a few cases we observed the assessment being completed after the detainee had left the custody suite, without any interaction about their imminent release."	Pre-release risk planning should take into account the risks arising during custody as well as any consequences of release, and detainees should be offered information about relevant support organisations at the point of release.	Yes	Insp Ing & Insp Clark		Input already in current custody officers course. Leaflets and details of support agencies are available. Instruction to staff completed and will be done again through the CPD event.		High	CUSTODY REFRESHER COURSE INPUT Discussed. Sergeants aware that anything addressed on the initial risk assessment or subsequent assessments (if risk has changed) must be addressed on release. Sergeants to ensure that aspects of concern are addressed and that it is recorded. Information on release document identified. Input given to all first and second line supervisors.	
	Treatment and conditions	"Detainees we spoke to, and our observations, confirmed that custody staff engaged politely and courteously with detainees. However, the individual needs of detainees were not always met."	Custody staff should be more aware of the individual needs of vulnerable detainees, including women and children, and how to meet them.	Yes	DCC Knighton	C/Insp Baker & A Lighton	On the initial course this is covered. Stocks of reading material, sanitary wear and replacement shoes are available. Reminder to staff through the refresher training, and an entry onto NICHE will be developed.		high	CUSTODY REFRESHER COURSE INPUT. All matters discussed including replacement clothing, sanitary products, reading material. Sergeants aware to ensure that they take the time to understand detainee's individual needs and that they are shown as addressed in the Custody record. Input given to all first and second line supervisors.	
	Treatment and conditions	"Staff appeared to spend some time negotiating with the girl before she was restrained; staff then left the cell, inexplicably, taking the anti-rip suit with them, leaving the girl naked in her cell for a period of around 10 minutes."	Detainees who have had their clothing removed should be placed immediately in alternative suitable clothing.	Yes	DCC Knighton	C/Insp Baker	This arises out of a complaint from a female juvenile and observed by the HMIC / HMIP team. To be included in the refresher training and CPD event.		High	CUSTODY REFRESHER COURSE INPUT. Refer to APP. Examples highlighted by HMIC discussed. No prisoner should be without clothing, it must always be made available and offered. If clothing refused it must be endorsed on Custody record. Input given to all first and second line supervisors.	
	Treatment and conditions	"We were particularly concerned about the force's safeguarding arrangements in relation to children."	Custody staff and managers should be fully aware of procedures for safeguarding children and of referral mechanisms to the local authority.	Yes	DCC Knighton	C/Insp Baker	Included in the initial custody officer course. "Stop Abuse" – is the well known force referral system and has seen increased usage. This will be covered in the CPD event.		High	CUSTODY REFRESHER COURSE INPUT Stop abuse discussed on force intranet. If there are concerns with a child in Custody it must be escalated to Duty Inspector. Any concerns must be addressed with Social Services. Input given to all first and second line supervisors.	

Strategy	"There was a standard operating procedure document for the force, The East Midlands Criminal Justice Service Custody Procedure, and this was available for staff to view on the force intranet. However, the document had some gaps, notably concerning the purpose of appropriate adults (AAs) and the reporting procedures for complaints made against police staff by people in custody (see also section on rights relating to treatment)."	Lincolnshire Police should update the East Midlands Criminal Justice Manual to ensure that it covers all relevant topics comprehensively, including the procedure for recording complaints made by those in custody and the purpose of the appropriate adult scheme.	Yes	DCCKnighton	Chief Insp Baker	Complete the action	30/11/2015	HIGH	EMCJ manual has been updated. CUSTODY REFRESHER COURSE INPUT. Sergeants know where it is on the intranet along with APP	
Treatment and conditions	"There was little acknowledgement of the vulnerability of children; they were offered no specific support or care, and girls under 18 were not routinely assigned a named officer."	Girls under 18 should be allocated a named female officer who is responsible for their care while in custody.	Yes	DCC Knighton	C/Insp Baker	This has already been included in the refresher training and a reminder has been e-mailed out. This will also be include din the CPD event		High	CUSTODY REFRESHER COURSE INPUT. Informed that a named female officer must be allocated and that they can speak to them should they need to. Refer Sergeants to APP and to complete detention log as per APP. Input given to all first and second line supervisors.	
Treatment and conditions	"Of particular concern was that custody staff did not routinely ask detainees about caring responsibilities so that arrangements could be made, even though there was a specific question about this on the risk assessment."	Custody staff should ask all detainees if they have any obligations as carers or are being cared for by others, and whether they need help to address these.	Yes	DCC Knighton	C/Insp Baker	This has been included in NICHE and is in the initial custody officer training. It will be re-enforced through the refresher course and CPD event		High	CUSTODY REFRESHER COURSE INPUT. Sergeants told of APP guidelines on the subject. Advised to put it on risk assessment and/or on booking in procedure log entry where it is already listed. Both ways of putting on custody record looked at. Input given to all first and second line supervisors.	
Treatment and conditions	"Her behaviour was challenging and resulted in a male officer pushing her twice while she was naked."	Detainees should only have their clothing removed by staff of the same gender.	Yes	DCC Knighton	Insp Ing & Insp Clark	This is an instruction included in the initial course and refresher course. Included within the refresher training, and CPD event.		High	CUSTODY REFRESHER COURSE INPUT Discussed as per Codes Of Practice. Input given to all first and second line supervisors.	
Treatment and conditions	"...generally remained in them in the holding room until they were called to the booking-in desk, which was excessive, particularly as they were compliant."	Handcuffs should be removed from detainees after arrival, unless a risk assessment indicates otherwise.	Yes		C/Insp Baker	Handcuffs are generally not removed until the individual arrives in front of the custody officer. Each situation must be judged on its merits. A reminder to staff will be circulated.		High	CUSTODY REFRESHER COURSE INPUT Detainees should not be kept handcuffed unless they pose a risk etc. All detainees who arrive in Custody will be risk assessed. Input given to all first and second line supervisors.	

	Treatment and conditions	"We found several ligature points in all of the custody suites."	Lincolnshire police should address the safety issues around ligature points and, where resources do not allow them to be dealt with immediately, the risks should be managed.	Yes	DCC Knighton	C/Insp Baker & Estates	Not made aware at the time of the inspection. List of points now made aware of and Estates are dealing.		high	Update by Chris Allenby 19/02/16 Estates – All ligature points must be reported in the first instance to local Support Services, small ligature issues will be dealt with by the caretaking staff on site with emergency repair materials kept on site, larger issues will be escalated through Facilities Management for technical input and contractor involvement. I recommend that a member of Facilities Management Technical Team accompany a senior member of the custody team once a month minimum inspecting each of the four custody suites a similar format to the weekly H&S tour could be adopted. Walk arounds to be conducted on 15/03/2016 and 17/03/2016 to check ligature points have been treated or tolerated.	
	Treatment and conditions	"Few of the staff could recollect undertaking fire evacuation exercises, however, and there were no records of any such exercises taking place."	Regular emergency evacuation drills should take place at each suite and be recorded.	Yes	DCC Knighton	Insp Ing & Insp Clark	Evacuations have taken place but outside of the 12 months. Drills at all suites will be carried out in the next 6 months and regular testing to follow.		High	Completed	
	Treatment and conditions	"Replacement footwear was not always provided, even though most detainees had their footwear removed."	Replacement footwear should be provided for all detainees if their own footwear is removed or stored outside their cell.	Yes	DCC Knighton	Insp Ing & Insp Clark	In all custody suites there are replacement shoes which should be provided. Reminder to all custody staff, and through refresher training and CPD event.		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware that detainees must be provided with adequate footwear. As per APP	
	Treatment and conditions	"Women were not routinely told about the availability of sanitary products but at Lincoln and Skegness there were notices on the wall informing them of their availability."	Women detainees should be offered sanitary products routinely.	Yes	DCC Knighton	A Lighton	Observed by HMIC. All staff to be reminded of this through briefings.		High	CUSTODY REFRESHER COURSE INPUT Discussed Input given to all first and second line supervisors.	
	Treatment and conditions	"Access to showers and exercise was generally facilitated only on request by detainees, requiring them to have prior knowledge of their availability."	All detainees held overnight, or those who require one, should be offered a shower.	Yes	DCC Knighton	Insp Ing & Insp Clark	These will be provided to individuals when resources allow. Custody staff will be reminded of this provision but will be facilitated when resources allow		high	CUSTODY REFRESHER COURSE INPUT Discussed Code C 8.4 Input given to all first and second line supervisors.	
	Individual rights	"We saw custody sergeants asking arresting officers to provide a full explanation of the circumstances of the arrest but we saw few exchanges in which the reason(s) for the arrest under PACE code G3 were asked for or provided by officers."	Lincolnshire Police should ensure that arresting officers and custody sergeants are fully aware of and comply with the requirements of the necessity criteria for arrest as detailed in PACE code G.	Yes	DCC Knighton	C/Insp Baker & Learning and Development	The inspection team observed that custody officers were suggesting what the grounds / necessity were for arrest. This will be re-enforced through the custody refresher course and initial training. IPLDP – student officer course.		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware of requirement of Code G. Input given to all first and second line supervisors.	

Custody - unannounced	Individual rights	"We saw some waits of up to 35 minutes at Skegness, due primarily to the volume of demand. These waits were comparable to the average waiting time across the four suites supplied by the force for July 2015, which, at 26.67 minutes, was unacceptable and prevented the early identification of risk."	Lincolnshire Police should monitor the average waiting times from time of arrival in custody to detention being authorised, to ensure that detainees are booked in promptly.	Yes	DCC Knighton	C/Insp Baker & EMCJS SMT	The waiting times are already monitored as part of EMCJS. Improvements may well be seen with the "Big Word" pilot which should speed up the process in areas with high numbers of FNOs.	High	Ongoing Boston has the highest waiting time which is partially down to the time taken to book in the higher portion of foreign nationals.	
	Individual rights	"...the service was accessed through the use of loudspeaker telephones, which lacked privacy and could be noisy when the suites were busy."	Suitable telephone equipment should be provided in all suites to facilitate private telephone interpreting.	Yes	DCC Knighton	C/Insp Baker	Observed by the inspection team - booking in process of FNO, done on speaker phone in custody. The force will explore the use of two handsets or ensuing phone calls done in private room.	high	CUSTODY REFRESHER COURSE INPUT. No change to current set up on equipment. Sergeants advised to clear custody area of persons not needing to be there when telephone interpreting carried out to minimise intrusion by 3rd parties	
	Individual rights	"...we found evidence of a 17-year-old girl held at Lincoln who had her photograph, fingerprints and a DNA sample taken without her AA being present, which was inappropriate and a breach of PACE (code D, 2.15). Custody staff at all the suites told us that this was common practice when dealing with children and vulnerable adults, particularly if the individual had been in custody previously."	Lincolnshire Police should ensure that the taking of photographs, fingerprints and DNA samples in cases involving children and vulnerable adults takes place in the presence of an AA.	Yes	DCC Knighton	Insp Ing & Insp Clark	This has occurred, in some cases to speed up the CJ process re the identification of an individual. Instructions already sent out to staff and County Council updated as to this requirement. Reminder will be provided during CPD event.	high	CUSTODY REFRESHER COURSE INPUT. Sergeants aware that AA to be in attendance for all processes. Input given to all first and second line supervisors. TASS and YOS have been briefed and will monitor their performance.	
	Individual rights	"During booking-in, custody sergeants and CDOs advised detainees of their three main rights but they were not routinely given a written notice setting out their rights and entitlements"	All detainees should be given a copy of their written rights and entitlements.	Yes	DCC Knighton	C/Insp Baker	Current practice observed by the HMIC would indicate that explanations are not being provided to detainees. Reminder to staff	High	CUSTODY REFRESHER COURSE INPUT Sergeants aware and how to print them off from NICHE. If refused custody record to be endorsed. Code C, annex M.	
	Individual rights	"In our CRA, 19 detainees had required a PACE review; however, in the case of two detainees at Boston there was no record that a review had been conducted,"	Reviews of detention should be conducted as required in PACE code C, and PACE reviews for children should be carried out face-to-face.	Yes	DCC Knighton	C/Insp Baker	This was observed during the inspection. Reminders sent to staff. This will be covered during both refresher training and the CPD event.	high	CUSTODY REFRESHER COURSE INPUT Full liaison with duty Inspector discussed and the need for face to face reviews with all children. Operational Inspectors reminded of their obligations via email. Input given to all first and second line supervisors.	
	Individual rights	"There was no consistent approach across the suites to responding to a detainee's request to make a complaint."	Detainees should be able to make a complaint while they are still in custody.	Yes	DCC Knighton	Supt Wood	HMIC observed an inconsistent process. PSD have provided guidance for the EMCJ policy.	High	Ongoing as of 08/03/16. The EMCJS Policy and procedures have been updated and all staff reminded of the need to record any complaint and notify the Duty Inspector. Input given to all first and second line supervisors.	

	Individual rights	"Family or friends were contacted in the first instance to act as an AA but not all staff were aware that guidance documents were available on the custody computer system (Niche) for issue to such parties, detailing their role and responsibilities when acting as an AA."	Custody staff should be made aware of the availability of a guidance document to assist family or friends acting as AAs, and this should be routinely issued where relevant.	Yes	DCC Knighton	C/Insp Baker	This is available on NICHE but HMIC identified that it was not being accessed or used. Reminder to staff. Re-enforce through refresher training and CPD event.		high	CUSTODY REFRESHER COURSE INPUT Sergeants aware and how to print off copy from NICHE.	
	Individual rights	"None of the custody staff we spoke to was aware that an easyread pictorial version of detainees' rights and entitlements, for those needing help with understanding or reading, was available on the Home Office website."	Staff should be made aware of the availability of the easy-read pictorial version of the rights and entitlements information.	Yes	DCC Knighton	C/Insp Baker	Link to this version is available for all staff. An instruction has been provided to staff with the link.		High	CUSTODY REFRESHER COURSE INPUT. All staff emailed with direct link to print easy read version off. Hard copy to be put in Each Custody suite	
	Individual rights	"We saw detainees being told during the booking-in process that they could read the PACE codes of practice but these were not routinely explained by custody staff."	PACE codes of practice should be routinely explained and offered by custody staff.	Yes	DCC Knighton	C/Insp Baker	Observed by HMIC that Sgts did not provide an explanation of the Codes of Practice. Reminder sent to staff and will be included in the CPD event.		High	CUSTODY REFRESHER COURSE INPUT Sergeants aware of need to fully explain and expand what they are.	
	Health care	"Only the medical room at Skegness had suitable storage for medical equipment and appropriate clinical surfaces for forensic sampling; the others used filing cabinets for storage, which was inappropriate."	All medical rooms should have appropriate storage for medical equipment and clinical surfaces for forensic sampling, and fully comply with infection control guidance identified through regular infection control audits.	No	DCC Knighton		All suites have been refurbished to NHS standards. No action required		High	Infection control audits are completed By HCPs and rooms are checked by Clinical Lead (KW). Each suite should contain standard set of equipment that is checked and Calibrated.	
	Health care	"At each suite, custody staff had access to a small range of medications, supplied by G4SFMS, including prescription-only medication such as asthma inhalers and angina sprays, as well as mild pain killers and nicotine replacement patches. They were able to administer any of these, following only telephone advice from a G4S FME, without the detainee being examined by the FME or a formal prescription; this was unsafe for prescription-only medication."	A health care professional should review detainees requiring prescription-only medication face-to-face and prescribe using a valid PGD or prescription.	No	DCC Knighton		This is the current process adopted. No action required		High	HCP/FME will evidence on custody record how often it is administered by staff. If however medication over and above what prescription usually is (if condition requires, gets more acute etc) then further face to face contact will be required. The above refers to asthma inhalers, angina sprays, nicotine replacement patches and mild pain killers as mentioned in HMIC report Lincolnshire Police use Nicotine Lozenges not patches.	

	Health care	"However, custody officers and HCPs told us that there were sometimes delays in the response from the crisis team and in expediting mental health assessments, including access to an appropriate bed. This meant that detainees spent too long in custody as there were often no beds available."	Mental health assessments and Mental Health Act assessments should be expedited in a timely fashion to ensure that detainees do not remain in custody for too long.	Yes	DCC Knighton	C/Insp Baker	Assessments are done in a timely fashion however the problem is sourcing a MH placement. Subject to be revisited through refresher training and CPD event.		high	CUSTODY REFRESHER COURSE INPUT In depth presentation by Jon Morris- Understanding Mental Health and Mental Capacity. Input includes material on correct processes, law and application. Input given to all first and second line supervisors.	
	Health care	"Custody staff had received training in mental health awareness as part of their induction and some staff had received refresher training in mental health, learning disabilities and autism."	Mental health awareness refresher training should be regular and enable all custody staff to identify and manage the care of detainees appropriately and safely.	Yes	DCC Knighton	Tracey Rampton & Learning and Development	Custody officer course has a day on this subject and included in the refresher. Continue to ensure MH is a high priority on initial and refresher course.		High	As above CUSTODY REFRESHER COURSE INPUT	
	Health care	"...and some staff had not had an annual appraisal."	All staff should have access to an annual appraisal which identifies individual professional development.	Yes	DCC Knighton	A Lighton	All CDOs completed EDRs. G4S Managers to monitor compliance.		High	Completed, already in G4S framework.	
	Health care	"There were no refrigerators in any of the medical rooms for storing heat-sensitive medications."	There should be a refrigerator available in each treatment room; minimum and maximum drug refrigerator temperatures should be recorded daily and remedial action taken if they are outside of range, to ensure the correct storage of heat-sensitive medication.	No	DCC Knighton		All the treatment rooms have recently been signed off by the NHS as compliant. No action required In general terms the HCP / FME do not prescribe medicines that require refrigeration. Fridges are generally available within the custody suite.		High	N/A	
	Treatment and conditions	"There were no books for children..."	All suites should hold a stock of reading material suitable for children.	Yes	DCC Knighton	A Lighton	All suites have arrangements with their local libraries to provide second hand books. Senior Detention Officers will now request more child friendly material.		High	All custody suites now have suitable reading material for children and this has been refreshed as required.	

	Individual rights	"...when these facilities were busy, officers brought their voluntary attendees into the custody suite for interview, which was contrary to the ethos of the process, which was to divert individuals from police custody. Custody staff were unsure about how often voluntary attendance was used and no data were available on the deployment of this alternative."	Lincolnshire Police should remind operational staff to seek restorative justice resolutions when dealing with applicable lesser criminal offences.	Yes	DCC Knighton	Suzanne McLardy	Observed by the inspection team – an individual detained when RJ would have been more appropriate. There are ongoing briefings around the county by Restorative Solutions to increase staff knowledge.	High	Input provided by Ch Insp Baker to all first and second line supervisors.	
	Individual rights	"The court not accepting detainees after 1pm meant that people were often held in police detention for too long when they were refused bail by the police."	Senior police managers should engage with HM Courts and Tribunals Service to ensure that early court cut-off times do not result in unnecessarily long stays in police custody.	Yes	DCC Knighton	C/Insp Baker	There are no cut off times for courts in Lincolnshire, however if they are full this causes delays. Contact will be made with HMCTS and this will be monitored.	High	Discussions have taken place with the Deputy Justices Clerk who confirms there is no cut off time for the courts but each bench makes a decision on the day if they can accommodate additional detainees. The issues is with the conveyancing of detainees via the PECS contract and this continues to be monitored where it impacts upon detainees remaining in Custody.	
	Individual rights	"We observed a 16-year-old boy being booked in at Lincoln who indicated that he wished to make a complaint....However, this did not occur and when we later checked the custody record we found no evidence that the inspector had been made aware of the complaint."	All complaints made by children about restraints should be referred to the local authority designated officer for investigation.	Yes	DCC Knighton	Supt Wood	Staff not aware of this requirement. To be actioned through PSD. Develop a process for notifying the LADO.	High	PSD are aware and the process adopted that any child making a complaint of being restrained will be recorded as any other complaint and PSD will liaise with the LADO accordingly.	
	Health care	"There were four full-time FME posts; two were covered by eight FMEs on a flexible rota basis and the other two were vacant."	There should be adequate staffing to ensure that clinical services are safe, and detainees should be seen within the agreed response times.	Yes	DCC Knighton	C/Insp Baker & A Lighton	Current action plan in place to recruit staff across the region to 120%. Continue to monitor timeliness against action plan. Monitoring of complaints.	High	Staffing levels and skill mix are being reviewed by Account manager and Regional Clinical Lead (MvF), to ensure a clinically appropriate and prompt service. Correct as of 13/05/16. Waiting further update. Dr Martin von Fragstein. MMedSci. MRCP. DLM. Regional Lead Forensic Physician (FME/SOE). Midlands G4s Substance Misuse Lead UPDATE 20.5.16 Staffing levels and skill mix are being reviewed by Account manager and Regional Clinical Lead (MvF), to ensure a clinically appropriate and prompt service. The contract performance is managed through a regional forum and staffing levels have increased. This continues to be routinely monitored. The Force is currently in negotiations over a revised contract to improve response time with use of embed Health Care Practitioners.	

	Health care	The process for detainees to make a health care-related complaint was not well advertised.	Detainees should be able to complain about health services through a well-advertised and confidential health care complaints system.	Yes	DCC Knighton		Where a person wishes to complain about the health services received this should be routed through in the same way as standard complaints. The complaints procedure is being clearly document within the EMCJ manual.		High	Posters designed to be placed in all 4 suites.	
Effectiveness (Crime)	Neighbourhood Policing	Officers from neighbourhood teams routinely being moved from their duties to cover response	"The force should ensure its focus on crime prevention is not undermined by the redeployment of neighbourhood officers and staff to undertake reactive duties. The force should use evidence of 'what works' drawn from other forces, academics and partners to continually improve its approach to the prevention of crime and anti-social behaviour. There should be routine evaluation of tactics and sharing of effective practice."	Yes	ACC Gibson	Chief Supt Wood	This is to be reviewed under the policing model. Neighbourhood policing is to be ringfenced and linked to the crime prevention strategy.	Force plan will be in place by April 2016	High	The force should ensure its focus on crime prevention is not undermined by the redeployment of neighbourhood officers and staff to undertake reactive duties - A number of workstreams within the force will address this specific issue. The Priority based budget review work being undertaken - alongside the New Neighbourhood policing plan will ensure that NHP is effectively resourced moving forward. The Evidence based policing working group will be fundatmental in ensuring that the use of 'what works' evidence drawn form other forces, academics and partners is fully embedded in our approach to the prevention of crime and anti-social behaviour.	
	ASB - build and use a shared forum of learning to improve tactics	Text reference to a 2014 recommendation	"While learning is shared informally within local teams the force does not have mechanisms in place to share this more widely. This also means that an understanding of what works is not retained centrally to enable officers to continually learn from and improve the tactics and approaches used. There is also no forum for practitioners to share what has and hasn't worked in the tactics that have been used"				Evidence based policing and organisational learning are issues that the Force is dealing with more generally. A steering group has been set up and the focus will be on developing and promoting best practice.			In the Lincolnshire Police Neighbourhood Policing Strategy 2016 there is a specific role called the Anti-social behaviour coordinator which is a constable in each region - who's responsibilities will be as follows: 1. To review the weekly ASB briefing and work with internal and external partners in advising and guiding on appropriate actions. 2. To monitor anti-social behaviour activity within the district and support neighbourhood policing teams to implement the necessary response e.g. warning letters, ABC's, referrals to other agencies etc. 3. To co-ordinate and have responsibility for raising awareness on anti-social behaviour and how agencies can work together to tackle it effectively e.g. JAG/JAM's, ASBRAC, FWT, Mediation, Vulnerable Victim Support Service, FWT, YOS Prevention Programme etc. 4. To support police colleagues to implement ASB action plans for high risk victims and persistent perpetrators of anti-social behaviour. 5. To take a supportive role in representing the police within the ASB environment, working closely with the Community Safety Partnerships 6. Have responsibility to promote any current policies and procedures with police colleagues within their district. 7. To identify and work in partnership with Local Authorities and/or Registered Social Landlords to reduce Anti-Social Behaviour. 8. To build case files for ASB and support Neighbourhood Policing Teams in bringing perpetrators to justice. 9. To review all open cases on Sentinel (within their district) on a weekly This will all lend itself to building a strong foundation on which to build the "What works" repository within Lincs police in respect of ASB specifically. This will in turn develop the organisation's memory and evidence base in tackling ASB on all fronts.	

Effectiveness (Vulnerability)	Investigation	Huge backlogs in numbers of items being processed. Officers having to wait months and years for digital evidence - delaying the justice process	"The force should improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure that investigations are not delayed."	Yes	ACC Gibson	D/Insp Knublely	A full upgrade of the digital forensics position in the force.	Jun-16	High	The ACC is assured that the whole digital forensic piece in the force is moving towards a much stronger position. The unacceptable delays in digital evidence retrieval have been dramatically reduced. Despite there being some further work to achieve in the future as the nature of digital forensic work expands and changes at a challenging rate, the outlook for Lincolnshire police being able to adapt and meet those changes is very high. This is mainly down to the creation of the Digital forensic crime team led by a highly motivated DI and a very tech savvy DS. Together they have created a triage system to accommodate differing levels of digital evidence retrieval based on the device submitted and the case requirements. Effective demand management and resource diversion has occurred; this has involved the introduction of frontline user kiosks to obtain digital evidence and force wide training schedules have made this accessible to nearly all officers. A business case is in place for a new high tech server which will ensure that the unit is looking to overcome current and future capacity issues. The posts created in the policing model for this specific unit to further increase capacity are moving towards actual posting dates. This has all been achieved in the context of a national forensic accreditation process, which despite being vital to the unit's long term success has been heavily time consuming. All in all the ACC is assured that this recommendation is complete.	
	Investigation		"The force should take steps to ensure that all available evidence is recorded at scenes of crime, and that there is regular and active supervision of investigations to check quality and progress."	Yes	ACC Gibson	D/Supt Davison	Full refresh of the Lincs police investigation manual, rollout, briefing and the creation of new performance measures. All line managers to be briefed in person or during seminar attendance.	March 2016 inforce roll out	High	The revitalised crime investigation manual has been published to the force and a force wide communication strategy to embed the policies contained within is fully underway. This has involved intranet campaigns, Personal briefings at all Sgt seminars in the force by the lead on crime investigation matters, D/Supt Davison. This will be a continual embedding process supported by a change in the performance regime on crime investigation quality instigated by D/Supt Davison. Importantly the supervision piece has been reinforced with Sgt's being instructed that Investigation plans and strong supervision on all crime reports is a must. This is being reviewed with dip sampling and auditing to ensure that the effective supervision is being embedded across the force.	
Effectiveness (Vulnerability)	CSE		The force should improve its response to children at risk of sexual exploitation by ensuring it develops its understanding of the scale and nature of the issue, and that its frontline staff have an appropriate level of knowledge of the factors to identify cases and understand how to respond.	Yes		DCS Gibson	Mandatory CSE NCALT package and staff to be released to attend training. To be covered in all first and second line supervisor training days. Policing model to recruit dedicated resources in the CSE team.			This is intrinsically linked to the below recommendation and should not be separate.	
	Victims in general		"The force should improve its compliance with the duties under the code of practice for victims of crime specifically in relation to victim personal statements."	Yes	ACC Gibson	D/Supt Chris Davison	The force needs to make sure that VPS is explained and offered consistently, and in good time.	End of March	High	The force has instigated a new thoughtful policing campaign which focusses on the journey of the victim throughout the whole criminal justice process. There is a whole body of work reviewing and performance managing the victim process in force. Some of the key aspects which evidence immediate assurance that this recommendation has been fulfilled include: Training being delivered to over 300 (so far) operational staff, with plans to deliver further training right up through to November 2016. The training includes specific pieces on the Code of Practice for Victims, including definitions and entitlements of victims, and enhanced victim status. There is a specific slide in the presentation about VPS, and another about the Right To Review and these are covered more extensively than any of the other entitlements due to requests from various sources, including PSD. The training also provides a handout to staff, included in which is a page dedicated to information about VPS. This is topic discussed in the new investigation manual set for release in early March. VPS will be a dedicated subject in the first and second line supervisor's continued professional development day being held in Sept 2016. Giving VPS a higher focus in the minds of the force to promote its compliance. New performance and audit process will ensure that VPS is being utilised to maximum efficiency and effect to raise public confidence.	Yes

Ef	Missing Children		The force should improve its response to missing children by developing its understanding of the scale and nature of the issue. In persistent cases the force should ensure its uses information from previous missing episodes to develop a co-ordinated and prioritised response. The force should also ensure that frontline staff and supervisors understand how to identify the risk factors associated with missing children and the potential links to child sexual exploitation, understand their roles and responsibilities for investigating and safeguarding, and use effectively systems designed to support the management of cases.	Yes		D/Chief Supt. Morrison	Better co-ordination in relation to reports regarding missing children, develop understandning of the scale and nature of the issue. Better resolution of incidents, utilising information from previous incidents in persistent cases. Introduction of a new missing person unit through the policing model to add a level of consistency and oversight.	Apr-16	Medium	In the Spring of 2016 D/Supt Hatton gave a briefing to all first and second line supervisor's in relation to the scale and issue of missing children and the risk of vulnerable children becoming exploited. The workshops were very much focused on the practical elements of how frontline staff and supervisors identify the risk factors associated with missing children and the potential links to child sexual exploitation. This increaded their understanding of their their roles and responsibilities for investigating and safeguarding these incidents. Effectively upskilling the entire workforce in recognising these risks and how to act in those situations. In addition the creation of the dedicated missing person unit which despite being a fledgling service and is still in the process of becoming fully operational, has made huge inroads in terms of policy creation and trigger plans for the most vulnerable and those at risk of CSE. There is One Sgt, four PC/DCs and two civilian missing person co-ordinators. At the current moment in time the Sgt – PS Gareth Wigham is in post and is writing the policies and procedures for the unit. One co-ordinator is working with Sgt Wigham. Two of the PCs commence in the unit in the second half of June, one is on maternity until October and the release of the final DC will take place once all operational contingencies have been met. Interviews for the second co-ordinator role will take place in June. The terms of reference for the unit will specifically address the understanding the piece in the force much more effectively.	
	Progress forces and the College of Policing have made in taking the action recommended in HMIC's 2013 report		With immediate effect, while changes to the Authorised Professional Practice are being considered, the College of Policing should publish a working definition of what constitutes an effective and fair stop and search encounter.				Following consultation with the Police and Public Encounters Board a definition and short guidance has been drafted. This has been approved by the NPCC lead for stop and search and the Chief Executive of the College of Policing.				
	Progress forces and the College of Policing have made in taking the action recommended in HMIC's 2013 report		Chief constables should, with immediate effect, develop plans that set out how each force will complete the action required to make good progress in relation to the recommendations in HMIC's 2013 report, and publish these plans so that the public can easily see them on their websites. These plans should include the action forces are taking to comply fully with the Best Use of Stop and Search Scheme, initiated in April 2014 by the Home Secretary. HMIC expects chief constables to use the self assessments they completed as part of this inspection to formulate their plans, alongside any other relevant information. We expect all forces to have completed, or to be making good progress in relation to, the recommended actions by November 2015.				The completion of this template assists toward the plans. Unless reliant on the roll out of mobile data, the recommendations have been or are being actioned and the intention is to publish this template on the Force internet. 12/10 – a version of this plan is now published on the Force internet				

Stop and Search powers 2: Mar 2015	Use of the Road Traffic Act power to stop motor vehicles and the Police Reform Act powers to search for and seize alcohol and tobacco from young people		Within twelve months, chief constables and the College of Policing should agree and implement a set of minimum recording standards for the police use of the Road Traffic Act 1988 power to stop motor vehicles and the Police Reform Act 2002 powers to search for and seize alcohol and tobacco from young people for the purpose of assessing their effective and fair use;
	Use of the Road Traffic Act power to stop motor vehicles and the Police Reform Act powers to search for and seize alcohol and tobacco from young people		Within twelve months, the Home Office should establish a requirement for sufficient data to be recorded and published in the Annual Data Requirement to allow the public to assess how effective and fair the police are when they use these powers.
	Recommendations relating to the use of the Road Traffic Act power to stop motor vehicles and the Police Reform Act powers to search for and seize alcohol and tobacco from young people		Within twelve months, the Home Office should incorporate the Road Traffic Act power to stop motor vehicles and the Police Reform Act Powers to search for and seize alcohol and tobacco into Code A, so that officers are provided guidance about how they should use these powers in the same way that Code A provides guidance about stop and search powers.
	Use of the Road Traffic Act power to stop motor vehicles and the Police Reform Act powers to search for and seize alcohol and tobacco from young people		Within twelve months, the College of Policing should make sure that the relevant Authorised Professional Practice and the stop and search national training curriculum include instruction and guidance about how officers should use the Road Traffic Act 1988 power to stop motor vehicles and the Police Reform Act 2002 powers to search for and seize alcohol and tobacco from young people in a way that is effective and fair.
	Searches involving the removal of more than an outer coat, jacket or gloves.		Within twelve months, the Home Office should incorporate into Code A a requirement for the recording of all searches which involve the removal of more than an outer coat, jacket or gloves and a requirement for officers to seek the authority of a supervising officer before strip searching children.
	Searches involving the removal of more than an outer coat, jacket or gloves.		Within twelve months, the Home Office should work with forces to establish a requirement for sufficient data to be published in the Annual Data Requirement to allow the public to see whether or not the way that police conduct searches that involve the removal of more than an outer coat, jacket or gloves is lawful, necessary and appropriate.

No - as these are very generic recommendations and are not force specific. The Best use of Stop and Search plan supercedes all of these.

		The NPCC stop and search lead will work with the College of Policing on this recommendation. The NPCC lead will seek the views of forces.			<p>HMIC published its report ‘Stop and Search Powers: Are the police using them effectively and fairly?’ in 2013 and made ten recommendations for improvement. In March 2015 the follow up inspection ‘Stop and Search Powers 2: are the police using them effectively and fairly?’ made a further ten recommendations to supplement the 2013 findings. In addition, the four requirements set out in the Home Office’s Best Use of Stop and Search Scheme (UBSSS) have been adopted by all forces. Finally the All-Party Parliamentary Group on Children (APPGC) chaired by Baroness Massey of Darwin made six recommendations in respect of searching children and young people.</p> <p>My ambition is that the police service responds to these thirty-two recommendations in a consistent and coherent way so that the public has easy access to information that demonstrates progress being made by forces.</p> <p>In order to achieve a degree of uniformity across the service, to demonstrate progress being made and to help find evidence of what works, I would be grateful if your force would adopt the template developed by the PPEB which combines all the individual report recommendations into a single document. The completed template, which you should publish on your force website, will also help satisfy one of the HMIC recommendations.”</p> <p>Lincolnshire Police adopted the national template at the Strategic Stop and Search Meeting, chaired by the ACC on the 29th July 2015 and this was presented to the PEEL board on the 14th August 2015 .</p>	
		for the Home Office to respond				
		for the Home Office to respond				
		for the college of policing to respond				
		for the Home Office to Respond				
		for the Home Office to Respond				

	Searches involving the removal of more than an outer coat, jacket or gloves.		Within twelve months, the College of Policing should make sure that the relevant Authorised Professional Practice and the stop and search national training curriculum include instruction and guidance about how to make sure that searches that involve the removal of more than an outer coat, jacket or gloves are conducted in a way that are lawful, necessary and appropriate.				for the College of Policing to respond				
	Searches involving the removal of more than an outer coat, jacket or gloves.		Within three months, chief constables should require their officers to record all searches which involve the removal of more than an outer coat, jacket or gloves. This record must specify: the clothing that was removed; the age of the person searched; whether the removal of clothing revealed intimate parts of the person’s body; the location of the search including whether or not it was conducted in public view; and the sex of the officers present.				The current paper form completed by officers captures all these details, with the exception of the sex of the officers present. Mobile data will address this particular aspect.	Aug-16	High	mobile data roll out is continuing, the stop search function is live for those officers who have devices issued.	Yes
	Searches involving the removal of more than an outer coat, jacket or gloves.		Within three months, chief constables should put in place a process to report, at least once a year, the information they get from recording searches that involve the removal of more than an outer coat, jacket or gloves to their respective police and crime commissioners ¹⁰⁵ and to any community representatives who are engaged in the scrutiny of the use of stop and search powers to help them assess whether these searches are lawful, necessary and appropriate.				Not currently actioned – the details are recorded on the paper form, but not captured within Force systems. The roll out of mobile data will address this and once in place, a reporting mechanism can be agreed via the PCC / community representatives. Quarterly meetings do take place with the Office of the Police and Crime Commissioner to discuss stop and search.	Aug-16	High	mobile data roll out is continuing, the stop search function is live for those officers who have devices issued.	Yes
			HMIC expects chief constables to use the self-assessments they completed as part of this inspection to formulate their plans, alongside any other relevant information. We expect all forces to have completed, or to be making good progress in relation to, the recommended actions by November 2015.				Actions being undertaken take due consideration of the self-assessments, however several are reliant on the introduction of mobile data.	Aug-16	High	mobile data roll out is continuing, the stop search function is live for those officers who have devices issued.	Yes

Legitimacy: Feb 2016	Stop and Search		The force should improve its understanding in relation to what constitutes reasonable ground for a search; And stop and search records should always include sufficient reasonable grounds to justify the lawful use of the power.	Yes	ACC Gibson	Supt Staniland	1) Training to All first and second line managers. 2) Dip sampling and use of UPP structure to be enforced around performance issues.	Immediate impact	High	This has been fully completed. All first and second line managers took part in a bespoke stop and search workshop in Feb 2016. A communicaiton strategy was embarked upon which highlighted good and bad practice. All frontline staff have been trained on good and bad examples of grounds for a search. Multiple intranet articles and updates on key learning points are being published routinely. Supt. Staniland has an audit process in place which includes dip smapling and external and independent IAG review to ensure that all available sources of learning on the subject are captured.	Yes
	Stop and Search		The force should put in place an action plan setting out how it will comply with all the features of Best Use of Stop and Search scheme. HMIC will revisit the force within six months to determine what improvements have been made.	Yes	ACC Gibson	Supt Staniland	A stop search action plan will be created, this will cover publishing outcomes, allowing the public opportunities to observe and monitor the impact especially on BAME	April 2016, reporting will be limited until MDT roll out has completed in Oct 2016	High	The Lincs police stop and search plan can be viewed in its entirety at the this location - this policy is line with the National best use of stop and search guidance and covers all the recommendations from 2013 to 2015 and beyond.	Yes
	Taser		The force should ensure that Taser-trained officers properly record their decisions using the National Decision Model in accordance with the College of Policing training.	Yes	DCC Knighton	Chief Insp Pearce PSD	The recommendation should be fully adhered to	Mar-16	High	A full update was provided to the PEEL board on the 28th of Feb 2016 indicating that the training program for TASER has been reviewed and now includes the Code of Ethics and NDM. To ensure that all officers are captured for updated trianing the information has also been disseminated through the daily briefing process. To ensure that the learning is fully embedded and that officers can evidence their thought processes in using the aspects the national forms used to record taser use are now in use. This ensures that the learning has been embedded, the lessons are captured and can be reviewed.	Yes