

OFFICIAL

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<i>Disclosable under FOIA 2000</i>	Yes
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<i>Purpose Of Paper: Information</i>	

POLICE AND CRIME STRATEGIC BOARD

MEETING DATE: 15TH DECEMBER 2016

ITEM No: 4(B)

TITLE: HMIC AREAS FOR IMPROVEMENT

1. Summary

(This should give the reader a basic overview of the issues and problems and of the decision to be made)

This report provides an overview of the action being taken by the force in response to areas for improvement and recommendations identified by HMIC following their force level inspections and thematic inspections.

The terms 'recommendation' and 'area for improvement' are interchangeable. Areas for improvement (AFIs) are given through PEEL Force reports (see below), whereas recommendations are those made as a result of thematic inspections. All Police Forces are expected to take action to address either AFIs or recommendations, as applicable. HMIC may also report 'Causes for Concern' in PEEL Reports in relation to the most serious matters. Lincolnshire Police currently have no 'causes for concern'.

Strategic responsibility for delivery of the action required rests with the Deputy Chief Constable.

The Continuous Improvement Unit has consolidated the outstanding HMIC recommendations into a single tracker which is used to drive activity, assess progress and provide assurance that areas for improvement (where agreed) are being delivered within the required timeframe. This tracker provides the Force with "one version of the truth".

The Force has recently submitted details from the AFI tracker document to HMIC for publication on the HMIC website. HMIC have requested information regarding recommendations made prior to 2014, but many of those replicate or are subordinate to more recent recommendations because of changes to systems and ways of working in recent years.

The Force has assessed these recommendations in order to see which have been superseded by later inspections, and which duplicate actions from other reports or are combined with other, more recent pieces of work. This work has

led to a reduction from 88 outstanding recommendations from 2014 to 21. This represents a significant improvement that will allow a greater focus on the recommendations that present the greatest risks or opportunities for improvement.

2. Recommendation

(What is the preferred option or course of action recommended? A clear steer is required)

That the report be noted by the Police and Crime Commissioner.

3. Details

(This section should give the detailed appraisal of the issues being considered)

The numbers of recommendations still in progress in Force are:

	2014	2015	2016
PEEL	0	0 (-2)	8
Thematic/Specific	21 (-67)	10 (-2)	2

Two Police Effectiveness, Efficiency and Legitimacy (PEEL) recommendations in relation the Efficiency element of the 2015 inspection are complete and have been signed off by the Senior Responsible Officer (SRO). These two recommendations specified the need to create a workforce plan and a saving plan that reflects the budgetary challenges the Force will face beyond 2015/16.

In the previous reporting period, the Force 2016 PEEL Efficiency Report has been published by from HMIC, which indicates that the Force is rated as 'GOOD'. The report states that the Force has done what can reasonably be expected of it to improve efficiency and meet financial challenges; and to continue to develop more detailed regarding how services will be delivered under the projected future funding arrangements.

The number of recommendations from thematic inspections has reduced by two in the previous reporting period. Both of these recommendations related to the provision of training in JESIP for current operational officers and the provision of future training in the form of refreshers and introductory training for new recruits and newly appointed commanders.

The remaining recommendations from 2015 relate to thematic inspections in relation to JESIP, Firearms Licencing, Custody and Honour Based Violence.

JESIP has outstanding recommendations in relation to improving the design and funding of testing and exercise programmes, and the lessons learned from them. This work is being developed by the plan owner.

Outstanding Firearms Licencing recommendations relate to quantifying the demand on forces to allow an appropriate level of resource to be put in place to meet it; and the development of processes to allow forces to understand the experience of firearms licencing stakeholders in how they deliver their services. G4S have conducted analysis of the future three years of demand to ensure that the correct workforce model is in place, but this will go alongside a

transformation of the way that the current licencing processes are conducted. There will also be a user experience forum to provide better consultation of the manner in which services are provided.

Custody outstanding recommendations relate to use of force, provision of facilities for detainees with physical disabilities, reducing the ability for detainees to be able to view CCTV monitors at the custody desk and medicine management. Use of force data is improving following refresher training and the use of Niche to record where force has been used on detainees. Physical changes to detention facilities in relation to specific provision for detainees with disabilities and CCTV are being considered and options developed, but they present some challenges in maintaining safety for detainees.

Honour Based Violence (HBV) has outstanding recommendations in relation to the creation of problem profiles of Female Genital Mutilation (FGM), Forced Marriage (FM) and HBV and their communication to staff; and the provision of better multi agency working in these areas. The Force is developing its understanding of FGM, FM and HBV and has commissioned work to understand the scale of the problem and the profile of victims, but this may be enhanced by the provision of greater analytical resources. Mandatory reporting is in place for FGM, and overseen by the Lincolnshire Safeguarding Children's Board. National protocols also enhance the ability to work across agencies in respect of these problems.

3.1 PEEL Recommendations 2016

Outstanding Recommendations from 2016 are attached at Appendix 1. These include recommendations from two thematic reports 'Delivering Justice in the Digital Age' and 'Missing Children, Who Cares?' for which Lincolnshire Police were not inspected.

The recently published HMIC PEEL Efficiency Report made a single recommendation regarding the Force's future financial planning, as described above.

The recommendations made in the draft Leadership and Legitimacy reports have also been included in the tracker, which could be subject to minor changes when the reports are published on 8th December 2016.

The attachment describes the current controls in place to address the recommendations and any underlying issues identified by HMIC or the Force, including where recommendations have been made in draft only.

The Priority Based Budgeting (PBB) Project is supporting the Efficiency Recommendation regarding future plans for Service Delivery, but is also being used to develop the specific levels of investment required to deliver against the AFIs reported through the 2016 PEEL Inspection Programme. The Force is taking the opportunity to invest and estimated £77K in strategic analytical capability in Strategic Development, to better analyse and profile areas such as SOC, ASB, CSE and DA; as well as understanding demand and workforce planning, which was identified during the HMIC Effectiveness inspection as an area of risk.

Through PBB, the requirement to invest an estimated £150K in the Anti-Corruption Unit (ACU) of the Professional Standards Department (PSD) to

address the HMIC recommendations has been identified. This would provide Case Officer, Development Officer and Sergeant roles, to enhance the identification and management of Unsatisfactory Performance Procedures, improve communications with all staff regarding lessons learned, and create the capacity for a greater amount of proactive work in relation to anti-corruption threats and risks.

PSD has also responded to an area of national concern for HMIC, inspected during the PEEL Legitimacy Inspection; the threat of officers abusing their power for sexual gain. By highlighting the issue via Routine Orders 48/2016, the Force is starting to raise the potential problem and take action to address concerns regarding individual officer's conduct, setting out the acceptable standards of behaviour and inviting information via the Bad Apple system of potential abuses of authority and misconduct in public office. There will also be further work to develop the Force's response in this area, to reduce the risk to individual vulnerable people and the associated potential for reputational damage. Benchmarking has been conducted to assist an evidence-based approach to the work.

The Force has received its PEEL Effectiveness inspection in November 2016, examining how effective the Force is in preventing and reducing crime, protecting vulnerable people, dealing with Serious Organised Crime, and its capability to deliver specialist capabilities. At this stage, HMIC have delivered 'hot debrief' notes to the force, providing an overview of their findings. The draft Effectiveness report is expected to be received in late January 2017, at which stage, recommendations will be provided.

HMIC recognised the progress that has been made since the last inspection in 2015, including the improvements in IOM, the use of CBMs and PCSOs in crime prevention, the management of demand through the FCR, the benefits brought about through Mobile Data, the investment in resources to deal with SOC and the provision of specialist capabilities at a regional and local level.

However, the Force still has some areas for improvement including the retention of lessons learned, that processes around wanted persons and failing to appear on bail lead to swift arrests; understanding of the scale and nature of the issues surrounding missing children, and investigations involving vulnerable people, particularly domestic abuse and sexual offences are improved.

The use of PBB will develop the approach and associated spending on improving the areas highlighted by HMIC, in accordance with the levels of risk presented by them. For example, the investment through strategic analytical capability described above will inform an evidence based approach to dealing with some of the areas that have been highlighted.

3.2 Recent and upcoming Thematic Inspections

The Force has recently received a Joint Targeted Area Inspection in relation to Children and Domestic Abuse w/b 17th October. The inspection was conducted jointly with HMIP, Ofsted and CQC to provide a holistic view of the provision across services in Lincolnshire. A draft report has not been received in Force at this stage.

Lincolnshire Police have also been selected to be inspected 6th to 8th

December 2016 as part of the Counter Terrorism Thematic Inspection, examining how the Force would respond to a Marauding Terrorist Firearms Attack (MTFA). This is being conducted jointly between Lincolnshire, Nottinghamshire and Leicestershire Forces because of the provision of specialist capabilities through EMOSS.

Lincolnshire Police are currently providing a data request, document request and a self-assessment in relation to the Modern Slavery and Human Trafficking Thematic inspection taking place in the last quarter of 2016/17. No announcement has been made whether the Lincolnshire Police have been selected for fieldwork at this time.

4. Financial Implications

(What impact will this have on the financial infrastructure of the force or on individual budgets? Does it involve growth and if so from where will the monies be obtained? Does it involve savings? Has this been quality assured by the Finance Department – state contact's name)

See 3 above for detail of investment being made to address issues and reduce risk in relation to HMIC recommendations.

5. People Implications

(What impact will this have on the staffing infrastructure of the force or on individual posts? Does it involve growth, shrinkage or change? Has this been quality assured by the HR Department – state contact's name)

n/a

6. Consultation

(Reassure COG that the key people this affects have been consulted and their views reflected upon)

n/a

7. Communication

(What are the key communication messages and how will they be delivered? Are there any internal or external communication issues and how will they be addressed?)

Communication plans for individual HMIC Force reports are in place with the Corporate Communications Team.

8. Equality & Diversity Impact Assessment

(When developing proposals and making strategy, policy and service decisions, the Force must comply with its statutory equality duties. These are to ensure that decisions are made in such a way to minimise unfairness and do not have a disproportionately negative effect on people due to their race, religion and belief, disability, gender, transgender, sexual orientation or age as well as to promote equality to all listed groups. This applies equally to service changes impacting on communities resulting from budget cuts, and to any voluntary or compulsory redundancies impacting our workforce. The point at which assessments should be conducted are when they become a "serious consideration".

It would be timely now for Heads of Departments to be considering where EIAs are going to be necessary. The outcomes of the assessments should form part of the decision making process to demonstrate that the impact has been considered, or mitigated as necessary.

Sufficient time needs to be allowed to properly assess service changes although pragmatically we should ensure assessments are not unduly completed unnecessary for proposals that are unlikely to progress. Melanie Cowell, Force Diversity Officer, is available for further advice and help on carrying out impact assessments.)

Recommendation – consider the point at which EIA's should be undertaken by d and identify those changes requiring an assessment
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n/a

9. Information Assurance and Management

Please comment on the IA/M issues resulting from the proposal by reference to the attached guide:

n/a