

Report	Ref Number	HMIC Evidence	Area for Improvement/Cause of Concern	Accepted for action by	SRO/CO lead	Plan Owner	Action Required		Confidence in timescale set	Narrative explaining the confidence rating	Progress Update	Last Updated
							What?	Timescale?				
Firearms Licensing: Sept 2015	152	"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	Insp Pete Shaw	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.	Jan-18	Medium	The additional staff that the review indicated were needed have been recruited, vetted, trained and are working in the office. The staff are not only coping with the demand peak, they have reduced processing times by a week. Staff levels will be reviewed further to ensure levels are able to cope with future demand. It is the commitment to staffing at the right level that will determine the long term effectiveness of the department.	Future demand has been assessed and staffing levels review identified that additional staff required. Backlogs initially increased significantly due to delay in appointing and vetting new staff. Internal critical incident has been declared and staffing has increased significantly. Staff training has been prioritised. Backlogs have noticeably reduced and measures are in place to ensure the improvements continue. The recruitment of additional staff and the greater investment in training is still working. Performance is either maintained or improved.	Aug-17
	153	"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	Insp Pete Shaw	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)	Nov-17	High	Public meetings attended by Lincs Police FLD Insp and PCC. Other public events planned. G4S and Lincs Police planning to use Agricultural and shooting shows to highlight new digital system and increase its use by public. Use of new system will allow selected users to be sent satisfaction survey.	Digital platform has been built and is being introduced for the back office staff in September 2017. Rolled out for public to submit on line applications by November 2017. A significant number of county wide events have been identified as suitable for opportunities for Firearms Licensing to engage with the public. This will allow the introduction of FLO to be publicised and shooters will see the benefits of applying online.  The rollout of the digital system will also allow users to asked for direct feedback about their experience of the new digital system and the performance of the department overall.	Aug-17
Custody: Sept 2015	154		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	C/I Jane Parks	Custody officers – must tick the use of force box on NICHE and record their decision and rationale.  Officers using force must complete the Use of Force Form. This will be cascaded through briefings and through refresher courses and CPD events.	Dec-17	Medium	Niche Use of Force application is not currently adopted; however, C/Insp Davies has put in place a process to ensure Lincs are compliant with the NPCC data returns for Use of Force by 1st April 2017. This will be captured using SNAP, until we can move onto NICHE in the future.  It is recommended that prior to closing the AFI the system is assessed for effectiveness/compliance following implementation.	EMCJS produce an audit document every month that looks at various performance measures/indicators. One of the areas that is reported on each month is use of force – these figures are reviewed each month at the Operational and Strategic Management meetings. The Use of force statistics are broken down into sub-groups covering age, sex and if a UK or foreign national. The audit reviews the custody record to ensure rationale and type of force is recorded.  Separately PSD Chief Insp Suzanne Davies monitors the submission of Use of Force forms and ‘snap shot’ figures are produced each month by the Performance and Analysis unit. Data is being processed from the ‘snap survey’ in relation to forms that indicate force was used in custody from the performance team. This will be cross referenced with the Niche records to check data quality and accurate submission of forms. This work is currently on-going and we will analyse the results to ensure we are compliant with the UOF policy. There will be continued monitoring for the next 3 months to ensure any issues are identified and relevant remedial action is taken via either training/CPD events.	Aug-17

Effectiveness (Crime)	155		"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"	Yes	DCC	Head of Strategic Development	Establishment of a framework and governance to share good practice on what works in policing and retain it in the organisational memory	Apr-18	High	<ul style="list-style-type: none"> <li>The Evidence Based Policing Steering Group (EBPSG), chaired by the DCC, is now firmly established as the forum for sharing of good practice in what works. It is attended by reps from all operational departments as well as academics and heads of dept.</li> <li>The EBPSG has commissioned work to adopt a suitable system to record and share what works, a presentation of which will be given at the next meeting (August 17)</li> </ul>	The Review Progression Board has set a new terms of reference which includes greater departmental attendance. It acts as a forum for identifying areas of lessons learned and good practice.	Aug-17
	156		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	ACC	C/Supt Head of Crime	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.	ACC Gibson - CSE training given at supervisor and manager seminars. Training needs to be developed and delivered to wider teams. Need update from crime before write off as complete. - Awaiting update from T/D/C/Supt Davison regarding the effectiveness of the ncalt training package	Awaiting update
	157		"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	C/Supt Head of Crime	The force needs to make sure that VPS is explained and offered consistently, and in good time.	Awaiting timescale	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.	Sustained performance improvements have been identified as a result of the Crime file quality five point improvement plan led by Superintendent, Crime and Investigative Standards. This is an ongoing quality measure.	Complete awaiting SRO sign off