Agenda Item

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JOINT INDEPENDENT AUDIT COMMITTEE
6 March 2024

SUBJECT	**HMICFRS AREAS FOR IMPROVEMENT**
REPORT BY	**DEPUTY CHIEF CONSTABLE**
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SUMMARY AND PURPOSE OF REPORT To update the Audit Committee on the current status of recommendations and areas for improvement (AFIs) identified by HMICFRS during the period 2014 to 2024.	
RECOMMENDATION	**That the committee note the report.**

A. SUPPORTING INFORMATION

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

2. The terms 'recommendation' and 'area for improvement' have different meanings. Areas for improvement (AFIs) are reported in relation to a shortcoming in an aspect of a force's practice, policy, or performance, whereas recommendations are provided to accompany a cause for concern. HMICFRS have a duty to monitor improvements against causes for concern that they have identified.

3. A super-complaint is a complaint that "a feature, or combination of features, of policing in England and Wales by one or more than one police force is, or appears to be, harming the interests of the public" (section 29A, Police Reform Act 2002). Updates to super complaints are to be provided to the NPCC who will be responsible for providing the NPCC update and national response to the super-complaint team within HMICFRS. Super complaints are no longer monitored by HMICFRS in the same way as recommendations and AFIs, but the force continues to track progress.

4. The force's progress against recommendations from 2014 onwards has been reported to HMICFRS for publication on their website. There will be ongoing activity with the HMI and force Liaison Lead attached to each force to keep progress updated in the public forum.

5. Those reports which are specific to the force, have 'Lincolnshire' in the title. Otherwise, the reports are on national investigations and inspections, and therefore apply to all forces, and other partner organisations where relevant.

6. On the HMICFRS internal tracker Lincolnshire Police has 37 outstanding recommendations that are being progressed. A further 52 are awaiting closure. There are currently 29 open AFIs on the internal tracker and a further 19 awaiting closure. Our internal HMICFRS tracker has been redesigned in order to match the new HMICFRS online tracker.

7. This report provides a snapshot of the current position of our internal tracker at the time of writing (16th February 2024), as the tracker is a live document and therefore is continuously reviewed and updated.

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

Changes since last report:

Year	Actions Received		Complete as of February 2024		Change since October 2023
2017	Recs	1	1	(100%)	NA
	AFIs	0	NA		NA
2018	Recs	0	NA		NA
	AFIs	0	NA		NA
2019	Recs	9	9	(100%)	+ 1 completed.
	AFIs	5	5	(100%)	NA
2020	Recs	19	19	(100%)	+ 3 completed.
	AFIs	20	16	(80%)	+ 2 completed.
2021	Recs	36	36	(100%)	+ 6 completed.
	AFIs	3	3	(100%)	NA
2022	Recs	44	39	(88.6%)	+ 5 completed.
	AFIs	20	15	(75%)	+ 3 completed.
2023	Recs	36	4	(11.1%)	+ 4 received. + 3 completed.
	AFIs	27	7	(25.9%)	+ 1 received. + 5 completed.

The number of AFIs and recommendations *specific to the force (non-thematic)* are:

Year	Actions received	Open	Completed	
			Awaiting Closure	Closed
2019	7 Recs	0	1	6
2020	17 AFIs	4	3	10
2021	0	0	0	0
2022	2 Recs 15 AFIs	5	7	5
2023	2 Recs 26 AFIs	20	7	1

RAG Ratings

	Open actions		Completed actions
Year	Red	Amber	Green
2019	0	0	7
2020	0	4	13
2021	0	0	0
2022	5	0	12
2023	1	19	8

The *total* number of AFIs and recommendations still in progress in force are:

Recommendations

Year	Recommendations received	Open	Completed	
			Awaiting Closure	Closed
2017	1	0	1	0

2018	0	0	0	0
2019	9	0	1	8
2020	19	0	4	15
2021	36	0	9	27
2022	44	5	33	6
2023	36	32	4	0

RAG Ratings

	Open recommendations		Completed Recommendations
Year	Red	Amber	Green
2017	0	0	1
2018	0	0	0
2019	0	0	9
2020	0	0	19
2021	0	0	36
2022	4	1	39
2023	15	17	4

Areas for Improvement

Year	AFIs received	Open	Completed	
			Awaiting Closure	Closed
2017	0	0	0	0
2018	0	0	0	0
2019	5	0	0	5
2020	20	4	3	13
2021	3	0	0	3
2022	20	5	10	5
2023	27	20	6	1

RAG Ratings

	Open AFIs		Completed AFIs
Year	Red	Amber	Green
2017	0	0	0
2018	0	0	0
2019	0	0	5
2020	0	4	16
2021	0	0	3
2022	3	2	15
2023	1	19	7

Super Complaint Recommendations (Not included in recommendation count)

Year	Recommendations received	Open	Completed
2020	4	0	4
2021	10	0	10
2022	8	1	7
2023	7	6	1

RAG Ratings

	Open SC Recommendations		Completed SC Recommendations
Year	Red	Amber	Green
2017	0	0	0
2018	0	0	0
2019	0	0	0
2020	0	0	4
2021	0	0	10
2022	0	1	7
2023	0	6	1

Recommendations and AFIs from 2020

9. **PEEL: Police effectiveness, efficiency, and legitimacy 2018/19 – An Inspection of Lincolnshire Police**
   There are four areas for improvement still open from this report. These AFIs are all amber rated or less, noting that most are long-term initiatives for the force. Workforce capabilities were reviewed through the Process Evolution piece of work, and a force restructure decided to better make use of skills. These AFIs are embedded under development under the Force's People Strategy as ongoing pieces of work, with initiatives such as the Enterprise Resource Planning (ERP) Project helping to implement the infrastructure needed to maintain these improvements.

Recommendations and AFIs from 2022

10. **Report on an inspection visit to police custody suites in Lincolnshire**
    There were two recommendations and 15 areas for improvement for Lincolnshire Police following the short-notice custody inspection of May 2022. HMICFRS continually check in and review progress against the report's actions with the force's custody team. Progress is occurring against all the actions, and the latest review in November 2023 saw the closure of a further four AFIs.

11. **An inspection of vetting, misconduct, and misogyny in the police service**
    29 recommendations and five areas for improvement were issued to forces from this publication. Just five actions remain in progress, with the rest having been recommended for closure. All actions from this report have been subject to national reviews, and the National Police Chiefs' Council (NPCC) is conducting a thorough quality assurance review of all RAG gradings assigned nationally to ensure consistency throughout all forces subject to the recommendations. The NPCC also reviews responses to recommendations and gathers evidence to endorse closure when suggested by forces.

Recommendations and AFIs from 2023

12. **An inspection of the east midlands response to serious and organised crime**
    There were two recommendations and five areas for improvement from this report. The Section 22 collaboration agreement is being revised to make clear that forces should not limit the number of staff provided to the Regional Organised Crime Unit (ROCU), and a framework is in the pipeline to manage the force's officer contributions to EMSOU. A significantly more collaborative and collegiate approach has been adopted since the inspection took place, breaking down previous barriers to working together. SOC capacity is on the increase with the remodelling of the Crime Directorate, and these AFIs are all RAG rated amber, with progress ongoing. One recommendation and one AFI have now been completed.

13. An inspection of how well the police tackle serious youth violence

The recommendation from this report is that forces should understand the levels of racial disproportionality in serious youth violence through data collection and analysis. This is a national piece of work, and Lincolnshire Police is developing a local profile in line with the national terms of reference, and this will likely be discussed at the Legitimacy Board in the Spring.

14. PEEL 2021/2022 – An inspection of Lincolnshire Police

There were 21 areas for improvement issued from this report. Of these, six have been recommended for closure, 14 are amber RAG rated and just one red RAG rated. This looks at the improvement of responding to non-emergency public calls for service and reducing the abandonment rate, which is reliant on significant uplift within the force control room. The force is starting to see improvements in 101 performance and a reduction in the percentage of abandoned 101 calls. A high number of call takers are still being trained or tutored which impacts on performance, but the force control room is reaching the call taker establishment numbers. The Strategic PEEL Delivery Group meets quarterly to ensure these AFIs are being progressed appropriately.

15. An inspection of how well the police and National Child Agency tackle the online sexual abuse and exploitation of children

There are 11 recommendations issued to forces from this report. The most imminent include forces satisfying themselves that crime allocation polices ensure online child sexual abuse and exploitation cases are allocated to those with adequate training and skills to investigate them; ensuring information is being shared correctly and referrals made to statutory safeguarding partners to better protect at-risk children; and reviewing the advice forces publish, and if necessary, revise this to ensure it is consistent with the National Crime Agency's ThinkUKnow programme. The remaining recommendations are not due for review until April, but all are being progressed within the Protecting Vulnerable Persons department.

16. PEEL Spotlight – Police performance: Getting a grip

There are three recommendations from this national report, on which forces are asked to review the effectiveness of processes to reduce the risk of skilled personnel leaving the organisation, to review pro-active wellbeing support for high-stress roles, and to review performance frameworks to integrate a culture of evaluation and improvement. The force is in a reassuring position in terms of these three recommendations, having been reviewed through the latest PEEL inspection which investigated the support in place for the workforce. The National Leavers Framework and national exit questionnaire are being adopted which will better capture reasons for leaving, and a benchmark with Greater Manchester Police has provided insight into other measures the force can take to address these recommendations.

17. An inspection of how effective police forces are in the deployment of firearms

HMICFRS state in their report that the deployment of armed officers is a high-risk area of policing, in the year ending March 2022, forces were involved in 18,259 armed operations. The force has conducted a gap analysis on the eight recommendations issued. It has been identified that there are some solutions that lie in better monitoring and in improving record keeping, and in the observation of training and tactics, which has now become mandatory. Two of these have already been recommended for closure, and with progress made on the remaining six, it is likely that these will be closed imminently.

18. Homicide prevention: A inspection of the police contribution to the prevention of homicide

The first of two recommendations in this report asks that forces produce an analytical report concerning death investigations to better understand any patterns and identify any links. The second asks that forces identify lessons from homicides and serious violence incidents and

shares these lessons more widely with partner organisation. Discussions have already taken place with regional partners in terms of these two recommendations, with the proposal to share learning on the force's intranet page, and to collaborate with partners to facilitate the production of such a report. The Crime Directorate's Review Progression Board oversees these recommendations and notes that once the terms of reference are in place to decide how learning is disseminated, these recommendations can be closed.

19. **Race and policing: An inspection of race disparity in police criminal justice decision-making**
There are four recommendations issued in this report, all of which are due for review in September of next year. Amongst these recommendations includes the need for a comprehensive analysis of race disparity throughout criminal justice pathways, which should include information from Youth Justice Boards, the need to ensure appropriate internal and external scrutiny is in place, and finally the need to publish any identified disparities in race and any actions being taken to address these. There are Out of Court Disposal (OOCD), Custody, Stop Search, and Use of Force Scrutiny Panels in place that address the above recommendations, alongside the development of disproportionality data with Leicestershire Police to provide more in-depth insights.

20. **An inspection of the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation in England and Wales**
Published in December 2023, there are three recommendations and one area for improvement from this report. Within a year of publication, forces should ensure their forces have problem profiles for child sexual exploitation, there are sufficient measures in place to identify group-based child sexual exploitation, take effective steps to eradicate victim-blaming language in their forces, and review, promote and make sure that relevant group-based child sexual exploitation disruption and prevention initiatives are implemented effectively in their forces.

21. **Meeting the needs of victims in the criminal justice system**
The one recommendation from this report asks that forces work with the College of Policing and NPCC to develop minimum standards for the completion of victim needs assessments, including standards for timeliness of completion and clarity on the information to be recorded. This requirement was already raised at a force level during PEEL 2021-22, and therefore an audit has already been completed to measure compliance, and further training is expected to be delivered during Continuing Professional Development days.

B. FINANCIAL CONSIDERATIONS

There are no specific financial considerations arising from this report.

C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), formerly Her Majesty's Inspectorate of Constabulary (HMIC), has statutory responsibility for the inspection of the police forces, and since July 2017 the fire and rescue services, of England and Wales.

HMICFRS is independent of both the Government and the Police Service. Its core role is to promote efficiency and effectiveness of police forces and policing organisations in England, Wales and Northern Ireland through inspection and assessment. While the inspectorate was established under legislation in 1856, numerous further enactments have extended its remit to provide similar scrutiny to other policing bodies, and

fire and rescue services. Current statutory functions are contained in the Police Act 1996 and related legislation.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.

D. PERSONNEL, EQUAL OPPORTUNITIES AND DIVERSITY ISSUES

There are no specific personnel, equal opportunities or diversity issues arising from this report or any that relates to Children and Young People.

E. REVIEW ARRANGEMENTS

The tracker document is continuously updated as progress is made against individual recommendations and areas for improvement. A report of progress and the current status of all active recommendations in force is made on a quarterly basis to the Audit Committee.

F. RISK MANAGEMENT

Progress against HMICFRS recommendations has previously been recorded as a risk on the force and Strategic Development Risk Registers. The process described in the attached report formed the actions required to reduce that risk to an acceptable level, and it has now been closed due to the reduced risk grading.

HMICFRS reports are regularly reviewed by the Deputy Chief Constable in order to escalate issues when necessary.

G. PUBLIC ACCESS TO INFORMATION

Information in this report is subject to the Freedom of Information Act 2000 and other legislation. This document is marked as 'not protectively marked' under the Government Protective Marking Scheme (GPMS).