

**JOINT INDEPENDENT AUDIT COMMITTEE**  
**23 March 2016**

SUBJECT		HMIC 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 Areas for Improvement (AFIs) identified by HMIC during the 2015/16 PEEL Inspection Programme.		
RECOMMENDATION	That the committee note the report.	

**A. SUPPORTING INFORMATION**

- 1.1** This report provides an overview of the current process for the implementation of improvements recommended by HMIC during their frequent force inspections and in this report focuses on the recently published PEEL inspection reports.

The PEEL inspection is an assessment of the effectiveness, efficiency and legitimacy with which the force keeps people safe and reduces crime. This is done in a way that is comparable across England and Wales and poses the following areas which are graded overall.

1. The extent to which Lincolnshire Police is effective at keeping people safe and reducing crime - requires improvement.
2. The extent to which Lincolnshire Police is efficient at keeping people safe and reducing crime - requires improvement.
3. The extent to which Lincolnshire Police is legitimate at keeping people safe and reducing crime is good.

A tracker document is attached to the report, describing the status of progress against AFIs reported by HMIC during the 2015/16 PEEL Inspections.

- 1.2** Overall the inspections raised fourteen areas for improvement which are detailed in the appendix.
- 1.3** Overall monitoring of HMIC Inspection results is carried out via the force PEEL board which sits every six weeks and regular highlight reports and discussion take place in relation to progress against the specific areas. Theme specific reports are also standing agenda items on the Protecting Vulnerable People meeting and a specific custody meeting has been

developed to address the recommendations from the recent unannounced custody inspection.

- 1.4** At the present time the Strategic Development Department are consolidating all HMIC reports and completing a stocktake of all thematic reports with the business leads. Future iterations of this report will include progress in relation to those inspections reports.

**1.5 Effectiveness – Requires Improvement**

The assessment relates predominantly to the improvements required in relation to the quality of investigations conducted by the Force, as well as backlogs in relation to digital evidence and the effectiveness of the Integrated Offender Management (IOM) programme at the time of inspection.

HMIC also found that the Force needed to improve the way that it dealt with vulnerable victims of crime, particularly in the areas of domestic abuse, missing children and child sexual exploitation.

The Force is currently publishing an internal Crime Investigation Manual, which will provide officers with guidance regarding effective investigation of offences. The rollout of the manual will be accompanied by training to supervisory officers in order to provide improved management of investigations; which is expected to achieve significant outcomes in the quality of investigations against a number of areas highlighted by HMIC as requiring improvement.

The Force is making improvements in the way that digital evidence is gathered during investigations through the use of technology that enables officers to retrieve evidence from mobile phones and CCTV almost immediately without all seized devices being examined through the High Tech Crime Unit (HTCU). Kiosks for mobile phone examination have already been installed in Lincoln, Grantham, Skegness and Spalding. This work is expected to have an immediate effect of the current backlog of devices.

The Policing Model Project (PMP) will provide additional resource to new, emerging areas of crime by utilising time savings achieved by other projects. This will increase the number of specialist officers and staff available to deal with a number of areas identified by the HMIC inspection as requiring improvement, particularly those relating to vulnerable victims of crime.

The PMP is expected to start realising benefits for the force during the summer of 2016. It is likely that improvements will be made that will result in an improved assessment of the Force when it receives its next Effectiveness Inspection in September/October of 2016.

**1.6 Efficiency – Requires Improvement**

HMIC's assessment of the Force's financial model relates to the timing of the inspection against the uncertainty in the national funding formula. Despite the Force having several scenarios in place regarding potential reductions in budget, these were not shared with HMIC during the inspection, due to the sensitivity of the subject matter.

HMIC raised concerns regarding the Force's ability to present a balance budget beyond 2015/16.

## NOT PROTECTIVELY MARKED

HMIC also presented similar concerns about how the Force would maintain its current operational model.

The Force has recently published a balanced 2016/17 budget, using reserves as a means of maintaining current officer, PCSO and civilian staffing levels. Medium term forecasts anticipate that the budget will continue to be balanced until 2019/2020. Forecasts include some assumptions that Lincolnshire Police will receive an increased grant settlement as a result of the Home Office's Funding Formula Review and outstanding bids to the Police Innovation Fund (PIF), the results of which will be announced in March 2016.

The Force's current workforce model is managed through the Strategic Workforce Planning Board, which receives reports regarding current and projected workforce strength.

The Force intends to further develop its workforce model through the Policing Model Project (PMP), as described above. This will include the management of skilled transferees to provide the necessary expertise in investigation to support the Force's projections of future demand.

### **1.7 Legitimacy – Good**

The Force was recognised for the clear values of PRIDE demonstrated at all levels within the organisation, as well as the progress made in integrating the principles of the Code of Ethics into the Force's culture.

The Force received criticism regarding its compliance with the Best Use of Stop and Search scheme (BUSS), from which it has now been suspended pending improvements in compliance.

HMIC found that officers did not have a sufficient understanding of what constituted reasonable grounds for stop and search, and improvements are required in the way that the Force publishes information about the outcomes of stop and search, and also provide the opportunity for the public to observe the use of the power.

Significant work has been undertaken to improve compliance with the BUSS scheme and the use of stop and search more generally, including the training of Sergeants and Inspectors through the first and second line supervisors seminars, to improve the quality of supervision and justification of use of the power. The Force is in the process of reinvigorating the ride along scheme, and is recruiting participants via the Force website.

Two pieces of technology are expected to improve Stop and Search; Mobile Data and Body Worn Video (BWV). Mobile Data will improve the recording of grounds by allowing the user to record more detail about the use of the power. Mobile Data will also improve the process around the reporting of outcomes. BWV will provide the opportunity, through the Independent Advisory Group (IAG) to scrutinise examples of Stop and Search. Mobile Data and BWV are currently being rolled out to operational officers; but it is possible that the benefits of both in relation to Stop and Search may not be fully realised prior to the next Legitimacy Inspection, expected between May and July 2016.

## **B. FINANCIAL CONSIDERATIONS**

There are no specific financial considerations arising from this report.

## **C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS**

The provision of internal audit services is one of the means by which the Police and Crime Commissioner and Chief Constable discharge their responsibilities to secure the maintenance of an efficient and effective police force under section 1 (6)(b) of the Police Reform and Social Responsibility Act 2011, and the Chief Finance Officer and Force Chief Finance Officer meet their responsibilities under section 151 of the Local Government Act 1972, section 73 of the Local Government Act 1985 and section 112 of the Local Government Finance Act 1988 for ensuring the proper administration of the Commissioner and Chief Constable's financial affairs.

## **D. PERSONNEL, EQUAL OPPORTUNITIES AND DIVERSITY ISSUES**

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

## **E. REVIEW ARRANGEMENTS**

Reporting to the Joint Independent Audit Committee regarding the Force's progress against AFIs will be conducted at each meeting; showing improvements made as a result of ongoing work to address those areas.

## **F. RISK MANAGEMENT**

Areas of risk in relation to the Force's ability to respond to AFIs identified by HMIC are reported to the Force Risk Management Board and the Office of the Police and Crime Commissioner via the Assurance Map.

Separate assessment takes place regarding the mitigation of risks through ongoing work.

## **G. PUBLIC ACCESS TO INFORMATION**

Information in this report along with any supporting material is subject to the Freedom of Information Act 2000 and other legislation.