Report	Subject	HMIC Evidence	Area for Improvement/Cause for Concern	Cause of Concern - Specific Recommendations	Accepted for action by the force? Yes/No	SRO/CO lead	Plan Owner	Action Required		Assurance and Confidence in addressing AFI/COC in the timescale set	Narrative explaining the confidence rating	SRO lead assured that this is being achieved - ready for sign off?
								What?	Timescale?			
Efficiency	Report in general		Notwithstanding the difficult circumstances, Lincolnshire Police should continue to develop more detailed plans in relation to how it will continue to provide services, with regard to potential changes in future funding arrangements.		Yes	DCC Knighton	A/FCFO Gillian Holder		PBB Dec 16 Budget Setting February 17	**High**	As well as setting a budget for the forthcoming year, a Medium Term Financial Plan is also produced. Work continues on the Priority Based Budget exercise to assess the costs of the services that the organisation delivers and how these services should be delivered in the future. Through the PBB review we want to establish what our future service offering will be within the constraints of the future funding challenges that we face.	**Complete awaiting sign off**
	Report in general		The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.		Yes	DCC Knighton	Supt Taylor	Initial Proposals- A PSD Communications Strategy will be completed that incorporates clear direction on how the force can demonstrate to the public that has taken action in response to learning and feedback.	Sep-17	**Medium**	In addition to the planned renewed communications strategy from PSD. The department has recommended a review is undertaken on exactly how the force collates and disseminates leassons learnt across the organisation with its staff as well as with members of the public. This work will commence in April and will be completed by Sept 17	
	How well does the force ensure that its workforce behaves ethically and lawfully?		Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.		Yes	DCC Knighton	Supt Taylor	Initial Proposals - The strategic asessment for anti -corruption will be refreshed to include clear plans for the indentification, understanding and effective management of corruption threats facing the organisation.	Apr-17	**High**	The analytical work that underpins the ACU strategic assessment has now been completed and five priority areas identified as a result. The framework for the strategy has also been completed and the final draft of this product will be completed by the end of March.	

Legitimacy	How well does the force ensure that its workforce behaves ethically and lawfully?		The force should improve how it clarifies and reinforces standards of behaviour to its workforce, in particular when dealing with vulnerable people, including victims of domestic abuse.		Yes	DCC Knighton	Supt Taylor	Early Plans - A force wide guidance note on issues relating to abuse of authority for sexual gain will be sent out across the force by DCC. A profile to be completed on the potential risk of sexual misconduct by officers & staff. (TOR being prepared fro DCC)	**Phase One** completed by March 17 **Phase Two -** ongoing.	**High**	A guidance document on 'Professional Boundaries' has been completed and disseminated across the force to all staff. During wc 6/2/17 a week long internet campaign has been run on abuse of authority towards vulnerable persons. Phase 2 will be an ogoing rolling program of communications and prevention activity towards high risk groups identified via the ACU strategic assessment.	
	How well does the force ensure that its workforce behaves ethically and lawfully?		The force should review the capacity and capability of its Anti Corruption Unit to ensure it can manage its work effectively.		Yes	DCC Knighton	Supt Taylor	Early Plans - Priority based budget to include proposals for change that will address capacity and capability within the ACU Dept.	Jul-17	**High**	A review of ACU capability has been completed and the PBB for PSD submitted with a recommendation of an increase in x1 G grade for ACU, P/T to F/T analyst capability increase (one post) as well as a further G grade on complaints & misconduct. A tasking and coordinating process will be developed to then ensure increased efficiency and effectivness with all ACU resources.	
	To what extent does the force treat its workforce with fairness and respect?		The force should improve how it manages individual performance.		Yes	DCC Knighton	Supt Taylor	Early Plans - Head of PSD to review current UPP & UAP procedures and instigate a plan for improving performance management of individuals by 1st & 2nd line managers.	Sep-17	**High**	The PSD Department has alreadt delivered inputs to all senior managers across the force (C/I and above). During 5 days in March ALL 1st & 2nd line managers will receive similar training. In addition to this, the PDR, UPP & UAP process has been reviewed and a new process for managing individual performance will commence from April 17. Further bedding in is then planned with a review to completing this recommendation by Sept 17	
Leadership	Report in general		The force should ensure there is a wider understanding of the leadership expectations across the whole workforce, notably at constable and equivalent level.		Yes	ACO Shackleton	Julie Wilkins	Review of the senior leadership, Insp and Sgt (and policing staff equivalent development programmes around the initial 'training' and then ongoing CPD expectations. This will also link in with the skills audit work.	Apr-18	**High**	Once the review work is completed we will be in a better position to do the same at the constable and equivalent level, although at that level it will be focused on personal responsibility, PRIDE, Staff Charter etc. There is an added complication in that the new CoP Competency and Values Framework for policing is coming into play next year which sets out clear expectations around leadership at all levels.	

Effectiveness			The force should improve its ability to analyse information and intelligence to gain a better understanding of crime and anti-social behaviour in Lincolnshire to enable it to focus activity effectively.		tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	Jun-17	High	The Performance and Analysis Unit is currently recruiting 3 additional Analyst posts to create additional capacity across a number of different subject areas	
			The force should develop its understanding of – and have a clear process to prioritise – those offenders who are not immediately arrested or who breach police and court bail conditions and who cause the most harm to ensure they are captured and dealt with quickly.		tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	
			The force should improve the quality of investigations by recording supervisors' directions consistently on investigation and victim care plans.		tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	
			The force should reduce the backlog of Stop Abuse referrals to the central referral unit awaiting a risk assessment to ensure those who are vulnerable receive the response they need in a timely way and safeguarding is not delayed.		tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	
			The force should ensure that all specialist staff have the opportunity for continuous professional development and the right training and support to be able to fulfil their investigative and safeguarding responsibilities well.		tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	
			The force has made insufficient progress on two of the areas for improvement identified in HMIC's 2015 effectiveness (vulnerability)	The force should address this rapidly to ensure that victims are safeguarded and staff know how to respond well: • The force should improve its response to missing and absent people, including frequently missing children, by: • developing its understanding of the scale and nature of the issue; • managing the assessment process more robustly; • using systems designed to support the management of cases effectively; and • increasing awareness of trigger plans for those children who frequently go missing and who are at risk of sexual exploitation.	tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	

			report.	• 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 know how to identify cases and understand how to respond.	tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	
Effectiveness: Has the force improved since HMIC's 2015 vulnerability inspection?			A number of recommendations and areas for improvement were identified in HMIC's 2015 effectiveness (vulnerability) report. Good progress has been made on most of the areas identified for improving the force's response to children at risk of sexual exploitation and missing and absent people, and investigators are better skilled and equipped. However, we are concerned that the force has made limited progress in some areas, which we set out (right).	The force's understanding of the nature and scale of vulnerability is insufficient, because: there are too few analysts; the IT systems cannot record vulnerability consistently; and domestic abuse is not always recorded accurately. The current backlog in the central referral unit means that referrals concerning children experiencing domestic abuse do not contain all the relevant information.	tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	
				The force still has an inconsistent approach to the management of risk for missing and absent children. Not all missing persons are reviewed in accordance with force policy, and the missing record is not always created on a specialised database.	tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	
				The force's specialist investigative capacity is generally sufficient although some specialist staff do not have the opportunity for continuous professional development and the right training to fulfil their safeguarding responsibilities. Supervisors do not always record decisions consistently and there is still a lack of visible supervision.	tbc	DCC Knighton	T/D/Ch/Supt Davison	Action Plan in development	tbc	tbc	In progress	