

Integrated PEEL Inspection 2021

Update on Progress with Areas for Improvement (AFI)

In April 2021 HMICFRS commenced their Integrated PEEL Inspection of the force. In conclusion the force was given an overall grade of ADEQUATE and received twelve areas for improvement.

An overview and update of current progress is given below –

PROVIDING A SERVICE TO VICTIMS OF CRIME

- **The force should audit crime recording on a regular basis and have effective governance and oversight, to fully understand its crime recording performance**

In relation to the Victim Service Assessment, the force has revised its processes, as detailed below:

- i. All crime related incidents closed without an occurrence number are reviewed for compliance – missed crimes are recorded in the original Officer in Charge's (OIC's) collar number and allocated back to them with the appropriate reason/learning.
- ii. All targeted incident types – Domestic (crime & non-crime), Stalking, Harassment, Malicious Communications, Violence against the Person (VAP), Sexual Offences and Rape, are reviewed by the team irrespective of whether they have an occurrence number or not. Again, missed crimes are recorded by the team and allocated back to the original OIC.
- iii. All priority non-crime occurrences – Domestic, Hate – are reviewed for accuracy – reclassified where required, with additional crimes also being recorded where required.

A monthly Missed Crimes report is produced providing a breakdown of offence types missed; Team's summary; and the Record level data which now forms part of the formal Daily Performance Review (DPR) process overseen by the City and County Chief Inspectors.

Early indications are that the new process is delivering the required uplift – In April the team recorded 626 crimes which had been missed by officers – an extra 400 crimes on top of the average 250 created through the previous process. Many of these are in the areas missed in the Crime Data Integrity (CDI) audit, for example, Common Assault, Behavioural Crime, and Public Order.

- **The force needs to improve the recording of equality data**

Other than gender and ethnicity, protected characteristics (PC) data is only recorded where a person's PC is actually, or perceived to be, a motivating or aggravating factor to the crime being reported.

There is no policing purpose to routinely collect and retain the extra data as a matter of course.

- **The force is too often failing to record some reports of violent crime, particularly domestic abuse, and behavioural crimes**

As detailed above, the force has revised its processes, as detailed below:

- i. All crime related incidents closed without an occurrence number are reviewed for compliance – missed crimes are recorded in the original Officer in Charge's (OIC's) collar number and allocated back to them with the appropriate reason/learning.
- ii. All targeted incident types – Domestic (crime & non-crime), Stalking, Harassment, Malicious Communications, Violence against the Person (VAP), Sexual Offences and Rape, are reviewed by the team irrespective of whether they have an occurrence number or not. Again, missed crimes are recorded by the team and allocated back to the original OIC.
- iii. All priority non-crime occurrences – Domestic, Hate – are reviewed for accuracy – reclassified where required, with additional crimes also being recorded where required.

A monthly Missed Crimes report is produced providing a breakdown of offence types missed; Team's summary; and the Record level data which now forms part of the formal Daily Performance Review (DPR) process overseen by the City and County Chief Inspectors.

Early indications are that the new process is delivering the required uplift. There are a higher number of coercive and controlling offences, and harassment/stalking offences being recorded. The Audit Team recorded 179 Stalking and Harassment offences, 108 Public Order Offences and 151 Violence (mainly without injury), in the month of April that were missed by those attending.

ENGAGING WITH AND TREATING THE PUBLIC WITH FAIRNESS AND RESPECT

- **The force should improve its internal and external scrutiny processes for stop and search and for use of force, to understand how fairly and appropriately they are being used. Learning should be used to improve the way officers use their stop search powers and how they use force**

The force has supported the implementation of the OPCC led, Independent External Scrutiny Panel (ICSP). The four-member panel have been recruited and vetted by the OPCC.

A force led Induction Day has been completed by the group covering areas such as, Hate Crime, Stop & Search, Professional Standards, Use of Force and Custody Processes.

The panel have also undertaken an arranged visit to the Nottingham Custody Suite.

They have elected themselves a chair who is an experienced, long standing community leader and who also chairs the Nottingham and Nottinghamshire Council of Mosques.

An initial ICSP meeting was held on 15/03/2022. This was an initial meeting whereby Body Worn Videos (BWVs) were requested and viewed by the panel.

The next ICSP meeting will review occurrences from the financial year Q1 (April to June inclusive).

The force Stop Search Lead met the Nottinghamshire IAG chair on 22/06/2022 to explore the development of the IAG including connecting the IAG to scrutiny processes and also the way to engage younger people, potentially through the establishment of a Youth IAG for Nottinghamshire.

To support this work further, the force has formally triggered the withdrawal from the use of the OPTIK system to record stop & search to a locally developed system called NAPPS – Nottinghamshire Applications. Phase 1 of the NAPPS project launched in June 2022 with Phase 2 due to launch in September 2022. Phase 2 will include Stop Search recording and will allow the force to adapt the system 'in house' to meet the prevailing requirements and to aid the identification of stop searches for external scrutiny.

The force has adapted the way on which it identifies occasions where force has been used by an officer or staff member by connecting the Niche Custody System to the Niche Crime System. This means that when a custody officer records that force has been applied or that the person arrived in a custody suite handcuffed, it automatically generates a Niche Task for the arresting officer requiring that a Use of Force Form be completed. The Task cannot be filed until the Use of Force (UoF) form is completed and therefore the crime occurrence cannot be filed until the Task has been addressed. This appears to be raising the number of UoF forms being submitted to give a better appreciation of when force is being used and against whom.

Two tactical leads at Chief Inspector rank are now in place for Stop Search and Use of Force respectively. Both report into the Chief Superintendent force lead for use of police powers.

PREVENTING CRIME AND ANTI-SOCIAL BEHAVIOUR

- **The force should consult all its diverse communities utilising various methods, and expand engagement activities to ensure the needs of those communities are identified and used to influence local policing priorities and problem-solving activity**

The force recognises the importance of keeping communities informed of its activities and progress.

To that aim, the corporate communications branch has aligned a nominated a communications officer to each district across the force. The communications officers work closely with the Neighbourhood Policing Inspector and partners to deliver a range of engagement activity.

Examples of engagement activities are given below:

- The force website - publishes formal engagement events.

- IAG (Independent Advisory Groups).
- Regular Multi-Agency patch walks across Neighbourhood Policing Areas (NPA's).
- Regular meetings with local Councillors, Parish Councils.
- Regular attendance at local public meetings and community hubs (funded through Safer Streets work).
- Online presence – including stakeholder updates, VLOGs, Q&A sessions, social media engagement and contact opportunities.
- Neighbourhood Alert messaging – including a bespoke service for the rural community.
- Mainstream media engagement such as news columns in the local newspapers and circulars, and sessions on the local radio.
- Established Neighbourhood Policing Team (NPT) beat managers who have responsibility for building relationships across their ward areas.
- Reacher teams dedicated to engagement activity such as youth diversion and outreach engagement work.
- Attendance at regular engagement events (County Show, recruitment events, community fairs).
- Established KINS database that represents a wide range of diverse communities across the county.

In addition, each district has an up-to-date Neighbourhood Community profile and engagement plan that is bespoke to the communities of that area. The engagement plan identifies any engagement gaps, therefore enabling the NPI to direct their activity to bridge the gaps, this work is supported by the Forces Community Cohesion Coordinator.

A Local Policing Priority Setting Meeting (LPPSM) process is also in place across the force. This has utilised the comprehensive Office of the Police and Crime Commissioner (OPCC) survey data, along with partner and community consultation from the above detailed engagement methods, to set the quarterly priorities for each area. The priorities are updated on the force website with monthly updates provided. Where a partnership solution is required, priorities will have a problem-solving plan on ECINS.

- **Nottinghamshire Police should make sure its problem-solving fully involves its partner organisations, and is regularly audited, assessed and, where successful, formally acknowledged and recognised**

Problem solving and prevention is well embedded across our neighbourhood policing teams. The force has adopted a single problem-solving methodology using recognised practice nationally. The OSARA approach has enabled us to improve our working practices with our partners to address long-term issues affecting our communities. Our approach to prevention and problem solving is captured in our Crime Prevention Strategy which is reviewed annually.

Partners are fully involved in problem solving activity. ECINS is a Multi-Agency data base which allows partners to share data and contribute to the OSARA problem solving plans. To breed this culture, partners have attended a problem-solving training program with the Neighbourhood Policing officers.

Regular partnership meetings are held to contribute to partnership problem solving, these are bespoke to each area depending on the problem they are facing (ASB meetings, VASS, Complex Case Panel, Neighbourhood safeguarding and disruption meetings).

In relation to governance and audit, the force has undertaken some key activity including

further investment in ECINS training to upskill all neighbourhood practitioners in making more effective use of the system as a partnership tool. A wholesale review of the quality and quantity of current and previously deployed Problem-Solving Plans has been undertaken to ensure that those which are published are evidenced based and assessed.

Neighbourhood Inspectors identify their policing priorities each quarter via the LPPSM process described above. These priorities are published on the force website and monthly updates are provided to stakeholders and the public. Many of the priorities require a bespoke problem-solving plan, and all plans are reviewed in the Neighbourhood Policing Hub, ensuring that best practice is shared throughout the force via a What Works Board.

The What Works Board was established to test and share working practices and guidance. The Board comprises of officers and partners and gives a clear governance and evaluation processes for reviewing local problem-solving plans and other demand reduction work. The board meets on a quarterly basis to review submissions and determine which should be considered for wider dissemination as best practice. Successful problem-solving initiatives include

- Operation Prolate – ASB and drug use in Mansfield Town Centre
- Operation Taffy – multi agency approach to youth related violence in the Conurbation
- Operation Lessened – partnership operation identifying victims of Modern-Day Slavery in Newark
- Operation Tyrosin – partnership Operation targeting “throw overs” at HMP Nottingham.

The force has recently established a Problem-Solving Force Award to recognise good problem-solving work. This award is considered and nominated by the What Words Board. It is the forces intention that the winner of this award will then be submitted for consideration for the National Tilly Award.

Performance governance

Overall strategic governance for our Neighbourhood Policing performance is provided through quarterly meetings chaired by the force neighbourhood lead. This meeting is attended by all Neighbourhood Policing Inspectors and the Corporate Communications Department. Actions are created, completed, and tracked through this group to ensure accountability and continued focus upon our strategic aims and objectives.

We have a robust performance framework that is consistent across all neighbourhood areas. On a monthly basis the four area Chief Inspectors complete a checklist with their Inspectors to ensure that all neighbourhood policing profiles, engagement and problem-solving plans are all up to date and circulated on the internal and external websites. To supplement this all-Problem-solving plans are reviewed fortnightly through the area Local Operations Meetings.

The LOM is designed to focus short term activity on performance across the individual areas with particular emphasis on identifying and mitigating risk and vulnerability amongst our communities.

RESPONDING TO THE PUBLIC

- **The force needs to make sure that call takers give appropriate advice on the preservation of evidence and crime prevention**

Since the visit from the HMICFRS, the force has evaluated areas in which further advice around the preservation of evidence and crime prevention could take place.

After some analysis and discussion with counterparts, it was felt that advice provided verbally by emergency call handlers might not be fully digested by callers, and could inadvertently lengthen calls significantly, which could affect further emergency calls for service for other members of the public.

In May 2022, the force launched an operation, which means that victims of the following crime types, receive an electronic advice/fact sheet to support the outstanding AFI:

- Burglary
- Robbery
- Harassment
- Stalking
- Hate Incidents
- Sexual Offences
- Domestic Abuse
- Missing Persons

The purpose of these information sheets is to provide enhanced advice in respect of preservation of evidence and crime scene advice, to better support the policing operation and thus positive outcomes, but also informs the victim of what they can expect from Nottinghamshire Police. Where appropriate, they also signpost to other suitable support agencies.

This is in addition to our newly launched Single Online Home platform, with enhanced information and guidance, coupled with the live chat service, to better support our neurodiverse and vulnerable communities, whereby phoning the police may not be the best option.

Monitoring of compliance is conducted through the monthly departmental performance pack together with THRIVE compliance, and data is safely secured on SAAB Command and Control.

Our Performance and Insight team also conduct calls with victims, and we liaise closely with this team around any potential areas of learning.

Further advice will be provided verbally by call handlers where appropriate on all other incidents, and the department reinforces the message to fully support victims of crime through a series of training days, and informative newsletters.

INVESTIGATING CRIME

- **The force should establish processes to ensure that the auditable record of the decision of the victim and their reasons for withdrawal of support, or their wishes for a caution are fully documented**

A comprehensive review of niche Outcome Entry Logs (OELs) has been completed. This data is currently recorded within Niche Outcome 16 OEL template. This is completed by a

Supervising Officer to confirm at which point the victim would not support an investigation and why. It also requires the supervising officer to cross-reference where this has been recorded, such as PNB, Statement, etc.

This has identified two main categories for Victims no longer supporting and investigation, these are:

- Victim mental health/alcohol/substance misuse as a factor; and/or
- Third party report and/or victim not willing to engage from the outset of the report.

This process also identified several occurrences where no reason has been stated for victim disengagement.

Work is currently ongoing to educate Supervisors to ensure accurate recording is completed, and where insufficient, returned to the OIC to update.

Ongoing work with the Force Niche team is also underway to improve niche recording. The current requirement on the OEL is 'free' text, therefore is difficult to be qualitatively audited, due to the wide array of updates. Work is underway to simplify the OELs and to improve qualitative auditable returns with use of closed questions/drop downs (i.e., at which point did the victim withdraw/disengage from the investigation? At point of recording/disengaged during investigation stage, disengaged after charge pending court process).

This will require agreement with other regional niche Forces prior to implementation and a projected timeline for implementation is Quarter 3 - 2022/2023.

In relation to Cautions, the OIC and Supervisor are required to complete an Out of Court Disposal OEL on niche. The OIC OEL requires the completing officer to confirm the complainant was consulted and views considered for a caution. The Supervisor OEL requires confirmation of the victim view and the victim's preferred outcome.

MANAGING OFFENDERS AND SUSPECTS

- **The force should immediately review its approach to the management of low-risk offenders to ensure risk is effectively monitored and managed, including that:**
 - **Court orders are robustly monitored and enforced**
 - **Annual Intelligence gathering is comprehensive and not reliant on information held on police systems alone**
 - **Dynamic risk factors are fully assessed**
 - **Decisions to manage RSOs reactively and outside of APP are made on a case-by-case basis considering the risks posed by each individual offender and the evidence available to suggest their risk can be managed in this way. The rationale for each decision should be recorded on the violent and sex offender register (ViSOR)**

A review has been carried out into the management of low-risk offenders. This has included a review of Nottinghamshire Police policy, best practice from other forces and discussions with the College of Policing.

HMICFRS recommendations have been implemented which has resulted in every Registered Sex Offender (RSO) with a Sexual Harm Prevention Order now being actively managed by a MOSOVO Officer. The exact nature of visits and enforcement is risk

assessed and (depending upon the individual offender's risk management plan) they will be visited at least annually. In addition, where Sexual, Harm Prevention Order (SHPO) prohibitions relate to computer or mobile phone use, MOSOVO Officers attend with a dedicated Digital Media Investigator (DMI) to effectively detect offences or identify safeguarding risks. This has resulted in an increase of 125 offenders.

All offenders who are actively managed have a current risk management plan, in line with the APP. All officers are trained in the use of OSP (static risk assessment tool) and ARMS (Active Risk Management System). ARMS is a dynamic risk assessment which requires the attending officer to measure the offender against a number of risk factors and arrive at an overall risk level. This will then direct actions required to mitigate risk and will dictate timescales for a future visit. All risk management plans are reviewed and approved by the MOSOVO DSs.

Low-Risk Offenders who are managed reactively, receive an annual review to ensure that they are being managed in the most effective way. Following feedback from the HMICFRS the force conduct PND checks as part of this review. A locally implemented, Multi-Agency information sharing system (ECINS) is also checked for risk related data. Furthermore, reviewing officers consider whether other agencies are actively involved with each offender and risk related information should be sought from them (housing, mental health services). This is facilitated by a local MAPPA Information Sharing Agreement signed by all duty-to-cooperate agencies.

Where intelligence or incidents are identified which may affect the offender's risk level, a visit is conducted to the RSO. Their current risk plan is reviewed to ensure it is fit for purpose and decision made on whether the risk level should be escalated.

- **Within the next three months, the force should assure itself via case file review, that its sex offender management policy results in consistent, and timely management of the risk posed by registered sex offenders (RSOs)**

Following the HMICFRS inspection and subsequent recommendations, a department case file review was carried out into the performance of the MOSOVO department. The review found that the department, on-the-whole, was performing well with consistent performance in RSO visits and actively pursuing and prosecuting breaches where they occur. This performance is managed through the departmental Senior Leadership Team (SLT) monthly performance meetings chaired by the head of the department (Detective Superintendent).

Following this review a new performance framework has been introduced to track and manage performance of the teams. These measures include visits completed, timeliness of breach enforcement, and officer workloads. To assist with the additional demand created from managing other investigations within the department a Domestic Violence team have been created to support increases in demand across the department. Although still early in the inception this is proving to have an impact.

The MOSOVO policy has been reviewed and amended to incorporate the management of low-risk offenders and subject of in person visits thereby linking in with the national and local violence against women and girls (VAWG) strategies. To continue to improve future performance a review of the staffing structure and partnership cohesion is underway which will only go to heighten performance and improve pro-active policing of RSO's including breaches.

BUILDING, SUPPORTING AND PROTECTING THE WORKFORCE

- **The force should ensure that its internal ethics panel is inclusive and relevant to the workforce at all levels. Staff should be encouraged to raise ethical concerns, and outcomes should be published**

Current and developed processes are in place to ensure dilemmas are available and publicised to the organisation.

Prior to Ethics meetings taking place an Intranet article is published including the 'teams link' for Staff and officers to either to participate in the discussion or observe. This has led to new attendees engaging in the debate that previously had not done so from a variety of departments

The topics of discussion are included and signposted to provide an overview of the planned topics for debate

A core of attendees with representatives from staff associations, Black Police Association (BPA), NEWS, LGBTQ+ support network, and Federation regularly attend and contribute to the discussion. Through these channels the discussion outcomes are shared to members.

Minutes and outcomes of discussions are available on the Intranet and contain an overview of the discussion once minutes are agreed and shared.

A PSD led initiative promoting and encouraging interaction with Ethical Dilemmas for staff and officers, which also provides guidance is linked across to the Ethics Intranet page.

Ethics lead has presented to the IAG, and open invites are available to members to attend future Panel meetings as an observer or participant.

Further developments are highlighted below -

Training Input for all new joiners highlighting the work of the panel and to encourage support / attendance - will be completed by June 2022.

Inputs for all commands by tactical lead - signposting to the panel and how to make a referral - ongoing - will be completed by end of July.

Production of a new 'fact sheet' for the Ethics Panel once inputs have been done for all commands.

Ongoing work with comms to champion the work of the panel at regular timed intervals throughout the year internally and externally.

Promotion of the panel beyond referrals and to highlight the opportunity for the group to provide support on a raft of policy/police decision making such as policing public order situations, HR matters or community engagements.

Identification of a new chair for the panel - Many Forces have an independent non-police chair for their internal panel. This person could be an academic who has interest in the area or a faith leader who volunteers their time - ongoing and will be subject to discussion with new Ethics lead in Force.

STRATEGIC PLANNING, ORGANISATIONAL MANAGEMENT AND VALUE FOR MONEY

- **The force should improve its understanding of resource and workforce capability**

The force has implemented a new establishment management system. This area for improvement remains work in progress as we move to embed the Programme Regain work.