

**Appendix 1**



# **Chief Constable's Update Report**

Strategic Performance and Resources Board

21<sup>ST</sup> June 2016

Version 1.0

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**1.0 Introduction**

- 1.1 Since the previous update was provided in September 2015, there has been a significant amount of work undertaken to move the Force forward in terms of crime reduction, prevention and changes to our structures to make the organisation as efficient and effective for the future as possible.
- 1.2 Three forces have agreed to travel as a Strategic Alliance, these forces are Nottinghamshire, Leicestershire and Northamptonshire. Working is taking place to developing one way of working with the appointment of one Assistant Chief Officer (ACO) for each area; Finance; Human Resources and Information Technology. All three ACO's covering the three Forces.
- 1.3 The Force change programme, Delivering the Future (DtF) are progressing the business cases which were developed in Phase 3. These are for each part of the Force to enable change work for the convergence of the Strategic Alliance.
- 1.4 This report has been produced using The Peel: Police legitimacy 2015 document, an inspection of Nottinghamshire Police published in February 2016.
- 1.5 In support of this, the PROUD values continue to underpin all of our daily business as we develop a new landscape for policing in Nottingham and Nottinghamshire (please see Appendix 1 for the definition of the PROUD values). These values are integral to our daily behaviours and everything we do, from frontline policing, to operational planning, to procurement, and throughout every element of our business. They are also closely aligned with the Code of Ethics.
- 1.6 This report gives an update on just some of the work that has been taking place recently and is set out by each of the Police and Crime Commissioners Force's seven strategic priority themes:
1. Protect, support, and respond to victims, witnesses and vulnerable people
  2. Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process
  3. Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)
  4. Reduce the impact of drugs and alcohol on levels of crime and (ASB)
  5. Reduce the threat from organised crime
  6. Prevention, early intervention and reduction in reoffending
  7. Spending your money wisely

**2.0 How well the force develops and maintains ethical culture**

- 2.1 It is critical that the culture inside police forces is an ethical one, where challenge and continual improvement are encouraged and where staff feel that they and

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others are treated fairly and consistently. If it is not, the service provided to the public may be equally unfair and inconsistent. HMIC therefore considered the extent to which people at all levels and all ranks (or equivalent) were creating and maintaining an ethical culture.

- 2.2 The chief officer team communicated the need for an ethical culture to the workforce in a number of different ways. The main mechanism was through the force's shared values, commonly known as the 'PROUD' values. This acronym stands for Professional; Respect for all; One team; Utmost integrity, trust and honesty; and Doing it differently, which the force considered to be consistent with the College of Policing's Code of Ethics.<sup>7</sup> This code was launched in April 2014, and sets out nine policing principles that should be applied by all officers and staff.
- 2.3 The force values were developed in 2012, following a series of workshops and consultation events. A good awareness of these values influenced the way officers and staff carried out their roles and they were able to give examples of positive and negative behaviours. A staff survey in 2012 was the last time the views of the whole workforce were sought although there are plans in place to undertake an anonymous survey of staff and officers, developed by Durham University, which will ascertain the views of the workforce, including morale and wellbeing.
- 2.4 The chief constable provided regular updates to officers and staff on the current and future direction of the force and gave people an opportunity to ask him questions. 'Online chats' with the chief officer team provided another opportunity for the workforce to be engaged in what is happening and the force intranet was being updated to improve how it directs readers to updates on the change programme.
- 2.5 The deputy chief constable chaired a 'people board', which discussed ideas and suggestions to improve the working environment. A range of attendees from across the organisation were asked to speak with their colleagues prior to the forum asking for ideas to include in future work plans. Officers and staff we spoke to were positive about how they were involved in changes to the force.
- 2.6 There was a perception among some of those spoken to that access to opportunities such as temporary promotion, or involvement in new projects, was not widely advertised or known about across the organisation. A more transparent and fair selection process for identifying candidates for temporary rank was being implemented.
- 2.7 Some managers were having regular performance meetings with their staff, but this was not consistent across all managers and formal performance development reviews were not always taking place.

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- 2.8 Officers and staff were generally prepared to challenge inappropriate behaviour when it took place. There were several ways to report wrongdoing, including anonymous reporting. People reported they felt confident to challenge colleagues, but said they were less likely to challenge senior officers or staff although they knew there were mechanisms in place to support them should they do so. Officers and staff were encouraged by the chief officer team to challenge inappropriate behaviour or practice wherever they identified it.
- 2.9 The force had developed and maintained an ethical culture and had recognised where more consistency and transparency was required.

**3.0 How well has the Code of Ethics been used to form policy and practice**

- 3.1 In April 2014, the College of Policing launched the Code of Ethics.<sup>8</sup> This sets out nine policing principles that should be applied by all officers and staff: Accountability; Integrity; Openness; Fairness; Leadership; Respect; Honesty; Objectivity; and Selflessness. These principles should be used to underpin the decisions and actions taken by officers and staff.
- 3.2 This inspection considered the extent to which officers and staff were aware of the Code of Ethics, and how the force was working to make the code part of day-to-day practice.
- 3.3 The deputy chief constable was responsible for overseeing all governance and scrutiny arrangements for integrating the Code of Ethics into force practice. This was done through a standards, integrity and ethics board. The force recognised that the Code of Ethics was similar to, but distinct from, the force's PROUD values, mentioned above, and that the code overlaid these values. The force had reviewed the PROUD values to ensure they were consistent with the code. The force had also introduced Code of Ethics champions across the force to promote understanding. It had also emphasised the code within the National Decision Model.
- 3.4 The standards, integrity and ethics board provided an opportunity to discuss ethical dilemmas. Examples of these dilemmas were then used in training scenarios and management meetings and featured on the intranet to encourage wider discussion.
- 3.5 The Code of Ethics has informed policy and practice although officers and staff were less clear about the link between the PROUD values and the code.

**4.0 Priority 1: Protect, support, and respond to victims, witnesses and vulnerable people**

- 4.1 Victim satisfaction and public confidence in local police has improved significantly in recent years. However, the force continues to focus on improving

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understanding victims and witnesses and on our diverse communities in order to help us understand the different and changing needs and expectations of the public that we serve.

- 4.2 In performance terms victim satisfaction has been stable over the last year in the percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour (ASB) and other crime issues.
- 4.3 A significant amount of work has gone into embedding the Policing Code of Ethics locally in Nottinghamshire Police. The Code sets out the exemplary standards of behaviour for everyone who works in policing. Here in Nottinghamshire we are clear that this is an extension to the detail within the 'Professional' element of the existing PROUD values and is about using these principles every day in every element of our business.
- 4.4 The National Child Abuse Inquiry was announced early in 2015, proposing to review historical abuse nationally. We are determined to ensure transparency here in Nottinghamshire and to fully support the Inquiry. We have joined our two large scale historic abuse enquiries in Nottinghamshire, which are Operation Daybreak and Operation Xeres in to Op Equinox. We are also assisting with the Goddard Inquiry requirements
- 4.5 Nottinghamshire Police is committed to policing the area with the upmost honesty and integrity. Where members of our staff fall short of the expectations required of them, there is a clear accountability process through the Professional Standards Department. Our values are integral to the services we provide and honesty, integrity, and professionalism are the basics of the standards that we expect from our officers and staff in Nottinghamshire Police.

**5.0 Priority 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process**

- 5.1 The Force undertook a considerable amount of communication and awareness of National File Standards as part of the roll out of Transforming Summary Justice. File quality is discussed at Regional Prosecution Team Performance meetings between Police and CPS, continuing our commitment to provision of a quality assured police file. This is still providing positive results as shown below.
- 5.2 The Early Guilty Plea rate recorded in the Crown Court year-to-date to November 2015 was 42.3%, which is an improvement on the same period last year. The rate was also considerably above the national average rate of 33.4%. The Magistrates' Courts Early Guilty Plea rate has considerably improved from 67.4% in the same period last year, to 70.8%. This places Magistrates' Courts Early Guilty Plea rate just below the national average of 71.9%.

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5.3 The Ineffective Trial Rate in the Crown Court fell from 17.0% last year to 9.2%. The Effective Trial Rate meanwhile remains stable, at 48.5% year-to-date compared to 48.1% last year-to-date.

**6.0 Priority 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)**

6.1 The Force recorded a year-to-date 9.9% reduction in all crime compared with the same month of last year.

6.2 Overall, Burglary Dwelling continues to show strong performance, Notable decreases in all burglary were on Newark (-11.5%), City North (-19.7%) and City South (-19.7%). Dwelling burglary fell by 23.3% on City Central and 28.6% on City North. The Force also recorded a reduction of 4.9% of ASB incidents in April 2016 compared to April 2015, which equates to 155 fewer incidents. Personal ASB has reduced by 11.2% (59 less incident).

6.3 Performance is also reviewed monthly by all Chief Officers at the Force Executive Board where they are provided with an update on exceptions and the Performance and Insight report, which covers crime performance, workforce performance (sickness etc), and performance against our finances.

6.4 However, there are still challenges to overcome and although achievements have been made to reduce crime over recent years in the Force, particularly when compared to national all crime reductions, there is no complacency amongst our staff and officers and we are determined to continue cutting crime and keeping people safe whilst at the same time, delivering value for money.

**7.0 Priority 4: Reduce the impact of drugs and alcohol on levels of crime and (ASB)**

7.1 The Drug Intervention Programme (DIP) is being utilised in a targeted way and is still available in custody. Local Neighbourhood Policing teams are working with community groups and voluntary services to assist in the support of substance users to turn them away from drug use and crime.

7.2 We are proactively policing drug intelligence and utilising the force drug fund where appropriate. There were 24 less supply and production drug offences recorded year-to-date. There was also a considerable reduction in possession offences since December 2014, showing a downward trend. In the last three months these offences have increased month on month.

7.3 The reported number of Alcohol-Related Crimes has been reported in similar proportions since the last report; the level is less than half that is estimated nationally.

**8.0 Priority 5: Reduce the threat from organised crime**

- 8.1 We have a strong commitment to working in partnership with other agencies around Serious and Organised Crime. A Home Office approved process of a Local Serious and Organised Crime profile is progressing to ensure a good understanding of information held across the Partnership and we now have a joint partnership tasking on the City around our tactics for dealing with Serious and Organised Crime. This is also being progressed on the county with a similar function.
- 8.2 The Force is currently moving in to one BCU and the department will be servicing the Force as a whole. Within this we are embedding work with partnership agencies in to the department; such as Trading Standards and Prostitution task force.
- 8.3 We are spending a lot of time tackling organised crime groups from a proactive aspect, but we are also working towards further prevention work and community protection in partnership with the local council. A lot of work is taking pace with the Student market to educate and build awareness.

**9.0 Priority 6: Prevention, early intervention and reduction in reoffending**

- 9.1 Integrated Offender Management are under current review by The Reducing Reoffending Board with the objective of addressing areas of more serious harm. We continue to utilise voluntary GPS tagging systems which are working well and being well used.
- 9.2 The voluntary tagging pilot plans are progressing and process mapping workshops are currently taking place.
- 9.3 Prevention as a theme has been woven into the operating model being developed for the force as it restructures. Pilot work which has developed over the last 18 months is now being mainstreamed into operational activity, the force moving to a more preventative way of working rather than reactive.
- 9.4 We continue to work with our partnership agencies to engage with the community on a number of levels to offer assistance to all areas of the community, in particular the vulnerable. We are also working with the other communities to signpost them to the correct agency to prevent offending.
- 9.5 Work is continuing around mental health, triage cars are proving a success by ensuring early assessments can be made to direct people to the right care and services at the right time. The Force has also embedded a mental health practitioner within the contact management centre, ensuring an even earlier assessment of calls for service. This work has ensured that no children or adults

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are brought to the police station as a place of safety, instead they are taken to an appropriate healthcare setting.

**10.0 Priority 7: Spending your money wisely**

- 10.1 Nottinghamshire Police's overarching vision is 'To be the best performing Police Force in England and Wales'. To achieve this vision we will continue to ensure that the budget allocated to us is spent wisely and that a balanced budget is delivered at the end of each financial year.
- 10.2 The Strategic Alliance will allow us to make significant savings across all three forces which we will be able to reinvest in to front line policing.
- 10.3 We still have a significant amount of savings to achieve to balance the budget which has led to a number of decisions regarding staffing. A number of PCSO's and Police staff have been made redundant as a result of the review.
- 10.4 Our 'Delivering the Future 3' team are continuing to work with senior leaders within the force to develop more efficient and effective ways of doing things to achieve the savings that are still required and make Nottinghamshire Police as efficient and effective as we possibly can. They are developing the Thematic approach to policing which allows us to work from a common platform within the Force.



Appendix 1

## **PROUD To Serve: Our Values**

PROUD embodies everything we stand for as an organisation.

**P**rofessional

**R**espect for all

**O**ne Team

**U**tmost integrity, trust and honesty

**D**oing it differently