

<b>For Information</b>	
<b>Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>20 May 2015</b>
<b>Report of:</b>	<b>The Chief Constable</b>
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<b>Agenda Item:</b>	<b>5</b>

## **Chief Constable's Update Report**

### **1. Purpose of the Report**

- 1.1 The purpose of this report is to update members of the Strategic Resources and Performance Board of significant events and work that has taken place since the previous update in January 2015.

### **2. Recommendations**

- 2.1 It is recommended that the contents of the attached report are noted.

### **3. Reasons for Recommendations**

- 3.1 To ensure that the OPCC is aware of the most recent significant and notable events that have taken place since the previous update report in January 2015.

### **4. Summary of Key Points**

- 4.1 The attached report provides updates across a range of activity that has taken place within Nottinghamshire Police since the previous update report in January 2015 (please see Appendix 1).
- 4.2 A significant amount of work has taken place since the previous update was provided to the OPCC and the report attached gives the highlights of some of the changes and developments that have occurred.
- 4.3 This report will continue to be provided on a quarterly basis.

### **5. Financial Implications and Budget Provision**

- 5.1 There are no immediate financial implications relating to this report.

### **6. Human Resources Implications**

- 6.1 There are no immediate Human Resource implications arising from this report.

## **7. Equality Implications**

7.1 There are no equality implications arising from this report.

## **8. Risk Management**

8.1 This is an opportunity to make the OPCC aware of the significant events for Nottinghamshire Police, the majority of which are already in the public domain. There are no risks.

## **9. Policy Implications and links to the Police and Crime Plan Priorities**

9.1 There are no policy implications arising from this report.

## **10. Changes in Legislation or other Legal Considerations**

10.1 Updates within the attached appendix comply with legislation around the publication of court cases and other associated police communications.

## **11. Details of outcome of consultation**

11.1 There has been no consultation on this report as it is for information only.

## **12. Appendices**

12.1 Appendix 1 – Chief Constable's Update Report 20<sup>th</sup> May 2015.

**Appendix 1**



## **Chief Constable's Update Report**

Strategic Resources and Performance Meeting

20<sup>th</sup> May 2015

Version 1.0

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**1.0 Introduction**

- 1.1 Since the previous update was provided in January 2015, a huge amount of work has been undertaken to move the Force forward both 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 The Force change programme, Delivering the Future (DtF), continues to focus the future direction of the Force by reviewing ways to reduce demand, ways to create a more flexible workforce and how to embrace different ways of working.
- 1.3 The team are working on the future operating model for the Force, developing new ways of doing things with our staff to improve efficiency and to ensure that the force is forward looking, allowing the best delivery of service possible to people who work and live in Nottingham and Nottinghamshire.
- 1.4 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.
- 1.5 There has been a significant amount of progress in relation to working with other Forces in the East Midlands region in a number of areas, including Police Business Services, Multi-Force Shared Services, Niche, and Crime and Justice.
- 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 Force's three priority areas;
  1. To cut crime and keep you safe
  2. To spend your money wisely
  3. To earn your trust and confidence

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**2.0 Priority 1: Cut Crime and Keep You Safe**

- 2.1 In April, we published information about our end of financial year performance statistics. The figures show that there were 408 fewer home burglaries in Nottinghamshire in 2014/15 compared to the previous year – a reduction of 9.1%. Burglary reduction continues to be a priority for the Force.
- 2.2 During the same time frame, robbery has also fallen by 6.1% from 1,075 in 2013/14 to 1,009 in 2014/15.
- 2.3 Between 1 April 2014 and 31 March 2015, the Force recorded a rise in all crime of 5.8%. This included a 79.4% rise in rape offences due to the number of historic incidents and the fact that recent national programmes addressing sexual offences and the work of the criminal justice system has led victims to have greater confidence in reporting these crimes. A recent change in the Home Office Crime recording rules for such offences has also contributed to this increase.
- 2.4 There continues to be a strong focus on performance with the Divisions having daily performance management meetings and by an Assistant Chief Constable chairing meetings with the Basic Command Unit (BCU) Commanders and Departmental Heads twice a week to review performance. This ensures a consistent focus and a flexible response to performance challenges.
- 2.5 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.
- 2.6 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 delivering value for money.

**3.0 Priority 2: To Spend Your Money Wisely**

- 3.1 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.
- 3.2 The Force has already achieved significant financial savings, meeting the challenge set down to us by the Government. However, there will be further

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savings that need to be identified and delivered by the Force over the next 4/5 years to meet the gap in funding provisions.

- 3.3 Based on current estimates, over the next comprehensive spending review (CSR) (2014 – 2020) we expect a funding shortfall of over £42.9m, the equivalent of a 23% reduction in funding.
- 3.4 The DtF project is key to ensuring that we identify new and innovative ways of working to deliver an improved quality of service as well as addressing the majority of the funding gap.
- 3.5 One of the key projects has been the design and delivery of the new response policing model to increase productivity, capacity and quality with effective resourcing to ensure that it is financially efficient. On 3<sup>rd</sup> March, the first of our response hubs went live at Riverside. This means that response **officers** from Beeston, West Bridgford and the Meadows are now based at Riverside. The next **response** hubs will roll out in June at St Anns and Oxclose Lane. The 3 month gap between the roll out of the 2 hubs will allow time for an evaluation to embed the new processes and learn any lessons.
- 3.6 A proposal to relocate the police and Community Protection from Central Police Station to Byron House on Maid Marion Way is progressing well. Byron House will provide the 2 organisations with a location that fits the modern ways of working and which supports the delivery of an integrated service. The move is part of Aurora II – a project designed to review and improve how our partnership work is delivered and guide some significant changes to the estate. We are pushing the boundaries of our partnership and continuing to build on our success for the benefit of the public.
- 3.7 Our Contact Management Department have been working closely with Nottinghamshire Fire and Rescue and the East Midlands Ambulance Service to put in place a robust plan to deal with hoax calls. In 2014 Nottinghamshire Police recorded 11,155 instances of hoax calls equating to 2,788 hours of call handling time – an increase on 2013. We need to be more effective in this area and reduce demand through a combined effort of problem solving.
- 3.7 In my previous update report I outlined how we will be working with 3 other Forces in the East Midlands region to develop a single IT system to allow sharing of key information and intelligence using the Niche records management system. As of 27<sup>th</sup> April two of the other forces are now 'live' on the new system. From early 2016 we will be able to see intelligence, crime data and custody information from 3 other Forces in the East Midlands region as well as our own. This is cheaper, more effective and removes duplication.
- 3.8 Tackling this unnecessary demand as part of a preventative strategy is a really pinnacle part of providing a value for money service. The 'Preventing Demand'

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work is one element of how we are managing our demand and being able to provide a class a service to the communities of Nottingham and Nottinghamshire. We are also working with our staff and officers to identify operational requirements to help with the replacement of mobile data solutions over the next year and beyond.

- 3.9 A further example of our investment to balance demand with the service provided is the Contact Resolution and Incident Management (CRIM) approach in the Control Room. This has meant a different approach to the calls taken including telephone resolution at the first point of contact. This has led to improved service to the public, reduced demand for response officers, more effective use of officer's time, and a one team approach.
- 3.10 Building on the experience of other collaborative activity the Force has made significant progress in sharing some services with one other Forces within the East Midlands region. The purpose of this is to improve cost efficiency and improve service levels. On 27<sup>th</sup> April the Force went live with the Multi-Force Shared Service with Northamptonshire and Cheshire. This has taken some of our HR, Finance and Payroll transactional services and replaced what would previously have involved paperwork with greater self-service and automation.
- 3.11 In March 2015 Jeremy Thomas was appointed as the Programme Director for Police Business Services (PBS), a programme scoping how we can deliver certain business services with Northamptonshire Police. Support services such as finance, fleet, HR estates, Corporate Services are all being considered in this shared approach, which will ensure a high quality, sustainable business service that will contribute to the safety of our communities. It is intended that this joint service will be operational from 1<sup>st</sup> October 2015.

**4.0 Priority 3: To Earn Your Trust and Confidence**

- 4.1 Victim satisfaction and public confidence in local police has improved significantly in recent years. However, the force continues to focus on improving 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 there has been a slight improvement over the 12 months to September 2014 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 We have also seen increases in the number of incidents reported to us for certain crime types as highlighted above at 2.3. This is attributed to an improvement in the confidence of the public to report offences to the Police. We now have better recording practices and people are confident in our procedures and investigations of those crimes.

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- 4.4 In April, the new Victim Right of Review scheme went live across Nottinghamshire Police and all other Forces across the country. This gives victims the opportunity to seek a review of investigations in certain cases where the police have made a decision not to prosecute a suspect for a crime.
- 4.5 I have recently written to Stephen Otter at HMIC updating him on our progress regarding stop and search powers. We have invested a significant amount of time and effort into ensuring that we are robust in our practices. We regularly review the effectiveness of our stop and search activity and management indicators have been adopted so that the support of stop and searches in policing priorities can be reviewed. Our response to the recommendations in recent HMIC reports can be found on the Force's website at: <http://www.nottinghamshire.police.uk/document/response-2013-hmic-report-stop-and-search-nottinghamshire>
- 4.6 With recent large scale historical child abuse enquiries currently running nationally we are determined to ensure transparency here in Nottinghamshire. There are two enquiries in our Force area; Operation Daybreak and Operation Xeres. Both of these operations have been referred into the national historical child abuse operation – Operation Hydrant so that links between our investigations and others across the country can be identified and addressed.
- 4.7 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 Additional Information**

- 5.1 I would like to take this opportunity to put on record my sincere thanks to Steve Jupp who left the Force in April to join Suffolk Constabulary. Steve brought with him an immense sense of enthusiasm and professionalism over the previous 2 years while he has worked at Nottinghamshire Police and he will be deeply missed. He made significant inroads in a number of key areas of business and I wish him every success in his new role and for the future.
- 5.2 There have also been a number of changes to the team leading Business and Finance in the past month. In April we saw the departure of a number of staff including Paul Steeples who has achieved a significant amount during his time with the Force. Julie Mair and Andrea Naylor will head up the Corporate Development and Finance Departments respectively now that Paul has left the organisation.

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- 5.3 In March, a Financial Investigator whose work helped to convict a couple of a 15 year-old murder won The Keith Hughes Award for Excellence and Innovation in Financial Investigation, which is a national award. Clare Dennis' work in Operation Novelist saw her win this prestigious award, which celebrates excellence and innovation in Financial Investigation. Her work was in relation to an historic investigation from 1998, which saw convictions of a couple in June 2014. The couple received life sentences. I am immensely proud of all the work undertaken by everyone who works for Nottinghamshire Police and the award won by Clare is indicative of the professionalism and dedication of those who work for the organisation.
- 5.4 Following Steve Jupp's recent departure to Suffolk I reviewed the leadership model for the force and made a decision not to replace him. Consequently, this will reduce our Chief Officer team to me, Sue Fish as DCC, Simon Torr as ACC and an as yet to be appointed, Director of Finance and HR shared with Northamptonshire Police. We will have the smallest Chief Officer team in the region and our senior leaders will have to work very differently in order to maintain our influence in the region and our effectiveness with partners in Nottinghamshire.

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