

<b>For Information</b>	
<b>Public</b>	
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>8<sup>th</sup> November 2018</b>
<b>Report of:</b>	<b>Chief Constable</b>
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<b>Agenda Item:</b>	<b>8</b>

\*If Non Public, please state under which category number from the guidance in the space provided.

## Annual Departmental Assessment Outcomes

### 1. Purpose of the Report

- 1.1 The purpose of this report is to formally communicate the outcomes of the 2018 Annual Departmental Assessment (ADA) process to the Strategic Resources and Performance Meeting.

### 2. Recommendations

- 2.1 It is recommended that the Police & Crime Commissioner notes the contents of this report.

### 3. Reasons for Recommendations

- 3.1 To ensure the Police & Crime Commissioner is briefed on the outcomes arising from this year's ADA process and the programme of work for 2019/20.

### 4. Summary of Key Points

#### 4.1 2018 ADA Process

The Force's change programme was launched in April 2016, to enable a renewed approach to business planning and business change. A key tool in this process are the Annual Departmental Assessments (ADAs). ADAs facilitate heads of department in undertaking an evaluation of their area of business and in making proposals for improvement which seek to address risk and opportunity. Proposals in the 2018/19 ADAs have, where possible, responded directly to areas for improvement identified in the Force Management Statement.

The second year of the ADA process was launched in June 2018, with departmental heads presenting proposals for 2019/20 to the Extraordinary Force Executive Board (E-FEB) in September. The E-FEB was attended by both internal and external stakeholders and chaired by the Chief Constable and DCC who approved and directed activity, informing a programme of change for the forthcoming financial year.

#### 4.2 ADA Outcomes

As a result of this year's ADA process, 96 work streams have been commissioned. The delivery of each of the work streams will be overseen by the new Futures Board, chaired by

DCC Barber. Please see **Appendix A**, which provides summary of the programme of work which has resulted from the ADA process.

A number of key business change initiatives have been commissioned as part of the ADA process which seek to support the Police and Crime Plan. These include, but are not limited to:

- Introduce an Economic Crime Unit and Fraud triage capability to support the fraud prevention and protection strategy and safeguard vulnerable people.
- Continue to improve partnership response to missing persons by exploring opportunities to introduce a social worker and Children’s Home Officer into the Missing from Home team and increasing the establishment of the Locate Team.
- Support problem solving approaches to people suffering from mental health issues by resourcing a Daytime Street Triage Car.
- Review of key People Services and Organisational Development policies and processes to continue to implement the HR strategy and fulfil the requirements of the Equality Act 2010.
- Undertake new initiatives to increase representation and retention to ensure the police workforce and supervisory structure is more representative of the community it serves.
- Review of the role, responsibilities, powers and productivity of PCSOs and the NSU Provision in line with the new Force Operating Model.
- Invest in provision to enable implementation of key national IS programmes, including National Enabling Programmes, Single Online Home and the National Law Enforcement Data Programme to establish common IT platforms at a regional and national level.
- Explore options for the procurement of drone technology in collaboration with NFRS.

#### 4.2.1 Governance and monitoring

To reduce bureaucracy and ensure proportionate governance and monitoring, the activity has been categorised as follows:

- **Actions-** These include cost neutral proposals which don’t require a business case, including policy changes, asset replacement of existing software or technology or workforce planning. Where applicable, decisions will be made by the Tactical Workforce Planning Group, or FEB in the case of policy changes. Activity and business benefits will be monitored by exception on a quarterly basis by the Futures Board.
- **Innovations** - Innovation activity will require development of a business case to seek funding or significant business change. This will include departmental reviews or a bid for new software or technology. Innovations will not require project management provision to enable delivery. All business cases will be approved by the Futures Board and FEB, where applicable.

Type	No.
Action	35

- **Projects** - Projects will require a business case and full project management provision and reporting. To ensure proportionality projects have been categorised as small, medium or large. All projects will report via highlight report to the Futures Board to ensure delivery to expected timescales, budget and quality. Business benefits will also be reported on monthly.



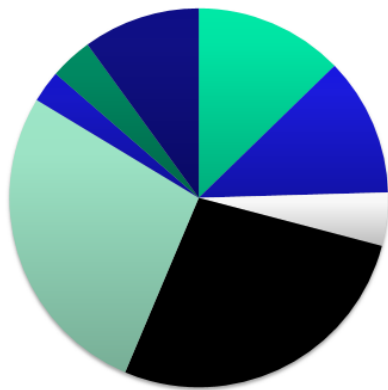
Innovation	45
Project	16

■ Actions ■ Innovations ■ Projects ■ No Further Action

Figure 1. ADA activity by type.

#### 4.2.2 Resource Management

To assist in effective resource management, the approved activity has also been categorised according to the enabler who will be responsible for facilitating the business change. Please see the table and chart below.



Enabler	No.
Departmental Reviews - Business Improvement Team (BIT) and People Services and Organisational Development (PS&OD)	13
Reviews (BIT / Business leads)	11
Estates and Facilities	5
Information Services	32
People Changes (PS&OD)	26
Other	8

■ Departmental Reviews ■ Reviews ■ Estates  
 ■ Information Services ■ People changes ■ Policy changes  
 ■ Training ■ Other

The sequencing of activity in the Programme Plan has been cognisant of impact on enabler resource. This will continue to be managed on a monthly basis by the Future's Board and risks managed accordingly to ensure delivery within expected timescales.

#### 4.4 Lessons Learned

A debrief was undertaken following the E-FEB which highlighted the following lessons learnt to be incorporated into next year's ADA process:

- Review the approach to the involvement of collaborations, including consistency in presentations and consideration of whether proposals are included;
- Ensure the department is explicit when presenting how their proposals link to the Police and Crime plan priorities;
- Departments should ensure they have undertaken sufficient horizon scanning in their respective areas of business, making sure their proposals are responsive to findings;

- Members of collaborations to be included on the E-FEB Panel as stakeholders;
- Focus on streamlining the ADA documents to reduce demand on department leads when taking part in the process.

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

- 5.1 No direct Financial Implications are raised with regard to this report.
- 5.2 Budgetary provision for business change initiatives required to address key issues highlighted by the FMS will be considered on a case by case basis as part of the financial planning process.

## **6. Human Resources Implications**

- 6.1 There are no direct HR implications with regard to this report.

## **7. Equality Implications**

- 7.1 There are no direct equality implications with regard to this report.

## **8. Risk Management**

- 8.1 Any Force risks identified in the production of ADAs are included in departmental / force risk register.

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

- 9.1 There are not direct policy implications as a result of this report.

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

- 10.1 There are not direct legal considerations with regard to this report.

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

- 11.1 Not applicable.

## **12. Appendices**

- 12.1 Appendix A: ADA Outcomes – High Level Programme Plan

## **13. Background Papers (relevant for Police and Crime Panel Only)**

13. Not applicable.

NB

See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.







GENERAL DETAILS				CUSTOMER		PROGRESS		DATES		18/19												19/20											
ID	AREA	Type of project	ACTIVITY	BUSINESS AREA	BUSINESS REQUESTOR	Decision Outcome	Reporting	START DATE	END DATE	9 1 1 1 1 2 2 2 3 3 3 3 4 4 4 4 5 5 5 6 6 6 7 7 7 8 8 8 9 9 9 9 1 1 1 1 2 2 2 3 3 3 3												1 1 1 1 2 2 2 3 3 3 3 4 4 4 4 5 5 5 6 6 6 7 7 7 8 8 8 9 9 9 9 1 1 1 1 2 2 2 3 3 3 3											
										OCT NOV DEC JAN FEB MAR APR MAY JUN JUL AUG SEPT OCT NOV DEC JAN FEB MAR																							
109	Local Initiatives	People	Funding / resource for the delivery of the Leadership Project (Proud to Lead)	Strategic Projects	Winter Supt	Innovation	Futures Board	01/01/2019	62 01/04/2019 74																								
110	Local Initiatives	IS	ESN – Airwave replacement handsets	Strategic Projects	Winter Supt	Action	Corporate PMO	01/04/2019	74 01/07/2019 87																								
111	Local Initiatives	Review	Vehicle Fleet Review	Fleet		Innovation	Futures Board	01/04/2019	74 01/09/2019 96																								