

<b>For Information</b>	
<b>Public</b>	
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting / Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>6<sup>th</sup> September 2018 / 8<sup>th</sup> October 2018</b>
<b>Report of:</b>	<b>Supt Matt McFarlane, Head of Corporate Development</b>
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<b>Agenda Item:</b>	<b>4</b>

## **Force Management Statement – Next Steps and Lessons Learned**

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

- 1.1 To formally communicate the Force Management Statement (FMS) to the Police and Crime Commissioner and Police and Crime Panel for information.
- 1.2 To outline the next steps, including;
  - How the Force plans to respond to areas for improvement identified through completion of the FMS;
  - Identification of lessons learned following the production of the FMS.

### **2. Recommendations**

- 2.1 It is recommended that the Police and Crime Commissioner and the Police and Crime Panel note the contents of this report.

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

- 3.1 To ensure the Panel are briefed on the content of the FMS, the Force's response to areas for improvement highlighted in the FMS and identification of lessons learned.

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

#### **4.1 Response to FMS Outcomes**

Nottinghamshire Police prepared its first FMS (*Appendix A*) in May 2018. It provides an overview of the demand that is currently experienced, how its resources are currently deployed in response to demand, the future anticipated demand and the force's plans to meet that demand, and finally, any future demand the force feels it will be unable to meet.

The Force has carefully assessed where current and future demands lie and will continue to re-assess how we align resource to existing and emerging threats. Recent structural changes are specifically aligned with local public

and partner needs and they are all costed over the medium term with a 5 year MTFP which sees no intended use of reserves other than for planned infrastructure investments. A capability based policing model has been built which is both flexible and adaptive to present and future challenges.

The most recent PEEL inspection assessments in 2017 from HMICFRS grades the Force as GOOD: an improvement from assessments made in previous years which recognises the dedication, focus and hard work of all officers and staff. However, the Force recognises the need for continuous improvement and to remain responsive to existing and emerging demands.

For an overview of key points highlighted in the FMS, please refer to the FMS Executive Summary at Appendix A.

#### **4.1.1 FMS and the Annual Planning Cycle**

The Priority Plan Programme was launched in April 2016, to enable a renewed approach to business planning and business change. A key tool in this process is the Annual Departmental Assessments (ADA), which provide heads of department an opportunity to undertake an evaluation of their area of business and make proposals for improvement which seek to address identified risk and opportunity.

These proposals are presented to an Extraordinary Force Executive Board, chaired by the Chief Constable and attended by key internal and external stakeholders, who approve and direct activity, informing a programme of change for the forthcoming financial year.

Proposals in the 2018/19 ADAs will respond directly to areas for improvement identified in the FMS, as undertaking this has enabled an enhanced assessment of current and future demand to enhance and enrich the force's existing planning process.

#### **Planning Cycle 2018/19:**

- **June** – FMS finalised and submitted to HMICFRS.
- **July / August** – Departmental Heads produce ADA's to include proposals which respond to areas for improvement in the FMS.
- **September** - E-FEB takes place to approve and prioritise proposals and inform the Force's programme of change for 2019/20
- **October** – Departmental budget meetings; where sufficient information is available proposals will be costed and built into budgets for 2019/20. Where further scoping or review is required, business cases will be developed which will be subject to the Force's established governance process.
- **November** - Report to Strategic Resources and Performance Meeting to outline outcomes from ADA process, including how these respond to areas for improvement in the FMS.
- **Production of FMS 2019/20** - The template and specific timings of the FMS for next year are still to be confirmed by HMICFRS following review of this

year statements, however it is anticipated that these will continue to be in line with the Force's annual planning cycle.

## 4.2 **Lessons Learned from the 2018 FMS Process**

### **Understanding demand**

The ability to adequately forecast demand and to establish a common language and understanding between departments was highlighted as an area for development for a number of Forces. Whilst the Force is making headway in its ability to predict and analyse current and future demand, maturity in understanding is critical in ensuring that policing can remain dynamic and responsive to on-going challenges.

In order to understand demand more thoroughly, now and in the future, the force will continue to review its provision for predictive analysis and also available data sources to ensure that the best possible information is utilised. Furthermore, the forthcoming review of Corporate Development, commissioned as part of the ADA process in 2017, will be cognisant of the capacity and capability required to build a greater understanding of demand.

### **Governance**

The continued oversight of the FMS production at Chief Officer Team level is crucial in ensuring adequate resourcing and the required engagement from departmental and operational leads. The new Futures Board, chaired by DCC Barber, will provide strategic oversight for the production of the FMS going forward. Furthermore, following approval of proposals at the E-FEB in September, the Board will oversee the implementation of activity designed to resolve areas for improvement identified in the FMS.

### **Structure / Approach**

This year's FMS was conducted as a pilot, with no grading or formal feedback however it is expected to inform the Integrated PEEL Assessment (IPA).

The guidance which accompanied the template allowed for wide variation in approach. It is not yet known whether the guidance and template is likely to become more prescriptive in future years. A briefing by HMICFRS will take place at the end of September to outline key lessons learned from a national perspective at which point it is expected that the Force will know more in this regard.

In respect of the local approach however, a number of submissions collated by one individual led to a variation in approach, content and analysis. A revised method will be explored next year to enable greater corporacy, not only in respect of commonality of language, but also the balance of strategic and operational detail included by each department head. This will include a greater degree of facilitation by those producing the FMS and the use of focus groups to increase collective knowledge and understanding.

### **Analytical provision**

The degree of analytical provision required to service the requirements of the FMS were potentially underestimated this year. Next year the force will look to agree the scope of analytical data to be included at an early stage to ensure that sufficient insight is included. This will be supported by an improved approach to demand forecasting.

### **Wellbeing Data**

Whilst the Force's strategic approach to wellbeing has improved greatly in recent years, the production of the FMS highlighted a varying degree of understanding of officer and staff wellbeing by departmental heads. Sickness data cannot always be relied upon to give an accurate understanding of wellbeing due to potential presenteeism, therefore further use of perception surveys and other approaches will be explored. This is supported by the launch of a new Health and Wellbeing Strategy in September.

### **Celebrate successes**

As the FMS is intended in future to be a public facing document, it is important that the individual department heads learn to celebrate successes in their respective areas. Whilst the FMS encourages the Force to identify areas for focus and improvement, it is important that it provides a balanced perspective and celebrates what officers and staff already do well.

### **Overall assessment**

It is anticipated that the learning from this year's FMS coupled with a greater level of understanding and buy in from the across the Force, should lead to a smoother, less intensive process in future years. Overall the FMS provided valuable strategic insight and there are clear business benefits to be gained in driving cultural change through the need for improved strategic thinking, planning processes and demand management.

## **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 the Force Management Statement have been included in departmental or the 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.

9.2 Any planning undertaken as a result of the lessons identified in this report, will be undertaken in line with Police and Crime Plan priorities.

## **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 There has been no consultation carried out in relation to this report.

## **12. Appendices**

12.1 Appendix A - Force Management Statement



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# **Force Management Statement – Executive Summary**

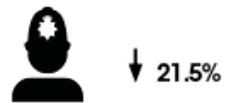
**June 2018**

## Executive Summary

### A typical day in Nottinghamshire Police



- The population of Nottinghamshire is 1,135,992 people
- Nottinghamshire Police has 1,917 police officers
- Across Nottinghamshire, there is approximately one police officer for every 593 members of the public
- Since 2010, officer numbers have fallen whilst the population of Nottinghamshire has risen



### Incoming demand



Calls received	Incidents created	Incidents attended	Crimes recorded	Arrests made	Positive outcomes
1,722	930	446	314	53	46
Approx: 493 to 999 1,216 to 101	Including: 91 ASB 12 MISPERs 24 mental health issues	Including: 24 RTCs 84 domestics 24 mental health qualifier	Including: 23 burglaries 72 violent crime 10 sexual assault	Of which: 16 have mental health issues 4 juveniles	Of which: 34 are charges 5 community resolutions
↑ 3.2%	↑ 2.4%	↓ 0.1%	↑ 23%	↓ 4.5%	↑ 11%

### On-going demand

As well as responding to the public, proactive work is taking place to safeguard the public, including:

- Supporting 1,522 domestic abuse survivors at the Multi-Agency Risk Assessment Centres
- Managing 1,642 sexual and violent offenders under Multi Agency Public Protection Arrangement
- Supporting 2,975 children and young people subject to a Child Protection Plan
- Supporting 2,968 priority families in Nottingham city, 29% of which have ASB or domestic problems
- Carrying out 5 stop and searches, with a 34.2% positive outcome rate



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This is the first Force Management Statement (FMS) prepared by Nottinghamshire Police; it provides an overview of the demand that is currently experienced, the future anticipated demand including our plans to meet it, and finally, unquantified future demand. The most recent PEEL inspection assessments in 2017 from HMICFRS find that we are GOOD: an improvement from assessments made in previous years which indicates the dedication, focus and hard work of all our officers and staff.

We believe there are things we can improve, and we recognise there are areas that require focus. We are ensuring that our Annual Departmental Assessments, those assessments completed by heads of departments, continue to take place allowing for a force wide overview of activity and structure to ensure it is meeting demand, the needs of the public, and has an operating and resource model fit for purpose.

2018 has seen the introduction of a new operating model in Nottinghamshire placing geographical local policing at the forefront of our policing response supported by force wide specialist operations. We believe that local accountability through Neighbourhood Policing Inspectors and Superintendent Area Commanders will ensure we have a dynamic and responsive service to meet the needs of the public whilst safeguarding neighbourhood policing. Efficiency savings created by re-structure and process changes have allowed for re-investment in front line constable posts with the recent precept increases supporting our vision to have 2000 police officers by April 2019. We are well on track with this ambition, currently having 1965 officers and will achieve our aim during 2018/19. This is a radical transformation away from 1650 officers and represents a significant shift in resource prioritisation to meet future demand.

HMICFRS Value for Money profiles have consistently demonstrated that we receive a high volume of 999 calls per head of the population, with the number of crimes and charges per officer above the national average. This is compared to a funding picture which has consistently demonstrated that we receive lower than average funding per head of the population, with below average central and local funding. In effect we have a demand and crime profile (as evidenced by the ONS Severity Index) of a more metropolitan force with the funding profile of a county force. This is also evidenced through the volume of criminal justice demand per officer when compared in regional data sets.

Since 2010, our budget has reduced by £54million, which has at its lowest point also resulted in a 21.5% reduction in police officer numbers. This is despite a changing and increasing population with high calls for service and increasing complex demand. Therein lies our challenge coupled with that of our key strategic public sector partners.

This funding picture is replicated within our partner agencies, with the Local Authorities receiving large funding reductions over this time period: for example

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Nottingham City Council's government grant funding has reduced by 80% requiring budget savings of over £200 million. Whilst this has led to structure changes and innovative working, we have also seen an inevitable withdrawal of services from key areas, predominately preventative services such as youth provision. We believe it is now that we are seeing the consequences of such reductions as those individuals who were 10 years old at the start of austerity, are now reaching adulthood. They have not received the same volumetric level of support from formal and third sector organisations as this is now reserved for those who are in need of statutory and acute intervention. A tangible example is to be found in our 'knife crime' cohort of younger people who frequently touch safeguarding and criminality thresholds.

The reduction in adult social care provision and the immense strain on social services can be seen and noted every day when reviewing demand on our services and our desire to increase joint initiatives. Our increase in MARAC meetings to ensure all high risk domestic abuse cases are reviewed was initially delayed due to partner capacity and resourcing. This impact and interdependency should not be forgotten or minimised in our increasing complex and connected society. We have seen an increase in crimes such as dating scams, family or friend related 'mate' crime and online frauds associated with older victims.

This complexity of demand is present throughout all departments and areas, and the increase in reports of high risk crimes, such as serious sexual offences both current and non-recent, increase in awareness of often international offences such as human trafficking, along with visible offences and vulnerabilities linked to the use of psychoactive substances, are examples of this.

National issues often have local impacts and we have worked hard to ensure that the National Child Abuse Investigation is fully supported ahead of its arrival in Nottingham later this year. We have recorded nearly 1000 crimes dating back to 1949 and we have shifted resource to permanently investigate non-recent abuse. This comes at a cost as we have shifted strategically away from dedicated bulk acquisitive crime towards Safeguarding and Vulnerability. This is assessed to grow over the next five years and we welcome the fact that more victims are coming forward and trusting the police.

Crime patterns continue to shift; we are seeing a large and active presence of 'paedophile hunters' within Nottinghamshire. Our aim is to keep children safe and despite the criminal justice challenges we have prosecuted all but one case referred by this method. We have invested increasingly in online operations, more often than not these are focused on the highest risk offenders. We have allocated dedicated resources and have recruited specifically against this threat.

Access to mental health support, most specifically for young people, remains a significant driver to incidents requiring police attendance. The PCC has funded

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bespoke triage arrangements to prevent S136 MHA detentions, a resource we have mainstreamed following demand analysis. Though we understand that binary custody detainee demand has decreased, the complex needs of each detainee are continuing to increase. (Drugs/Alcohol/Mental Health/Homelessness)

We have focused in the last 12-18 months on identifying vulnerability in its many forms, and ensuring that there is a suitably prioritised response. Process changes within the Control Room, Daily Management and Demand Management Inspectors ensure that this demand is regularly reviewed to sustain our improvements.

We have invested strongly in offences of high harm, such as Human Trafficking which we assess will increase. We have a dedicated investigation team and a partnership board that we have benchmarked regionally. Part of our investment has been specifically aimed at prevention and education.

Prevention is a key part of our approach despite the fiscal challenges. We know this is needed, wanted and that it delivers over time from academic research. Schools & Early Intervention Officers will be aligned ubiquitously across the force into every secondary school and academy following a successful trial this year whereby three officers undertook 482 bespoke interventions. This is also being extended to higher education establishments aligned to high profile demands such as knife crime.

This engagement strand is built on by projects such as Mini Police in some of our Primary Schools, which involves children in the activities of our service and teaches positive messages. We also have a substantial number of junior and senior Police Cadets across the force as a further positive preventative and engagement tool to reduce future demand. This work is delivered with Derby University.

We have the only dedicated knife crime team outside of The Met, who use intelligence led tactics working with partners to address knife carrying within Nottinghamshire. They are deployed according to the latest intelligence picture, using stop search powers with phenomenal success with a 65% positive outcome rate. We have jointly invested with our partners in a Knife Crime Strategy Manager who works across the partnerships to delivery direction and tangible improvements to our approach in line with the 4 P's of Pursue, Prevent, Protect and Prepare. This can be seen in the development of a knife crime cohort of offenders for proactive management and intervention using IOM principles. It is through a multi-faceted approach that we aim to reduce both the prevalence of carrying and use of knives within the community. Last year, knife crime rose locally by 11% compared to a national picture of 22% and each incident is carefully analysed.

Firearms offences increased by 11% nationally in 2017 and here in Nottinghamshire they have reduced by a third. Our demand in this area poses a historical and contemporary threat. Consequently we assess and invest with continuing resolve

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which is underlined within our force serious and organised crime teams, their enhanced capabilities and an evidenced gap our regional teams simply cannot meet.

In the last year, we have seen an increase in crime rate: 18% to the end of March 2018. This is in direct comparison to the decreases noted by the Crime Survey of England and Wales, however very much in line with all other police forces nationally. As we have only seen a marginal increase, 1.8%, in the number of incidents received we can attribute a large proportion of this increase to crime recording in line with the National Crime Recording Standards, especially in the offences of lower impact volume violence offences and public order.

We have experienced an increase in volume acquisitive crime offences, such as 29% in theft from motor vehicles, 18% increase in shoplifting and 29% increase in other theft offences. We believe with our partners that part of this increase is due to a genuine increase in crime. Working with partners, a dedicated volume crime cohort of offenders has been identified that will be managed according to offender management principles and will be managed by the joint resource of Nottingham City Council Community Protection and police neighbourhood team.

Due to national recording practices within burglary, it is difficult to ascertain the exact changes however our analysis shows burglary in a dwelling has increased locally approximately 4%, compared to 8% nationally. We recognise the importance and impact this offence has on our community through our survey work. From April 2018 we have established two dedicated burglary teams as part of the force re-structure.

We identify that technology is making our service more efficient and agile, whilst also creating demand locally and nationally. Technological advances and devices touch almost every investigation and incident, with some service providers cooperating with our role and safeguarding our most vulnerable members of the community more than others. National leadership is expected to create change in this area.

There is more action that some service providers could do to disrupt criminality and safeguard the public. Anonymity on the internet is a problematic area as some treat this as a way to incite hatred, with little or no consequence. We are investing in our cyber and digital capability, as we only expect this area of demand to increase for both cybercrime and cyber enabled crime. We have recruited dedicated graduate investigators straight into these areas in response to such demands and we have taken significant investment decisions to facilitate a greater capability closer to the operational frontline in response to these threats.

We will be one of the next forces to receive Single Online Home, and we continue to actively engage with the national ICT projects to realise benefits locally. This will complement online crime and incident reporting which we have invested in to help shift demand.

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This digital and data demand is also relevant in consideration of challenges of disclosure within criminal cases. This highlights, like many aspects of our role, that confidence in the criminal justice system is not just dependent on the police service and a holistic approach needs to be taken. Our ACC has written the national disclosure action plan and we have deliberately delivered more training in this area.

An area that will have a significant local impact is shale oil and gas exploration, with current on-going activity. This is already having a resourcing impact however the on-going legal case regarding exploration at Clumber Park, a National Trust property, is likely to throw the issue of policing such demonstrations into the spotlight. This is a demand and cost that we will be seriously challenged by should central fiscal assistance not be forthcoming in the form of Special Grant procedures.

We have changed our recruitment approach to meet our current and future needs, ensuring that the right skills are within our workforce. We are increasing the numbers of police officers, including launching the first national Police Constable Degree Apprenticeship to broaden the appeal of our service. Our targeted and proactive recruitment has resulted in an increase in the number of applicants from the BAME community with 38% of applicants. Our next traditional intake of 54 officers has an 11% BAME representation. We currently have graduate police investigation officers who are deployed within areas such as Public Protection and Cyber Crime. This not only brings an increase to our resilience, but a targeted skills offer. From July 2018, we will also have two specialist media interns to engage and investigate a changing age profile of social and criminal public communication methods.

Our officers and staff are comparably highly efficient and deliver a good service to the public despite recent fiscal challenges and changing demands. We have a comprehensive and accessible wellbeing programme overseen by the Force Wellbeing Board, taking a preventative and proactive approach to improving workforce wellbeing, such the Wellbeing Conference, Staff Wellbeing surveys in departments and force Disability Survey. These are all aimed at making Nottinghamshire Police an employer of choice and ensuring that we can continue to provide the very best service to the public now and into the future.

Finally all of the above comes at a choice and a cost. We have carefully assessed where our current and future demands lie and we will continue to re-assess how we align resource to emerging threats. Our recent structural changes are specifically aligned with local public and partner needs and they are all costed over the medium term with a 5 year MTFP which sees no intended use of reserves other than for planned infrastructure investments. We have built a capability based policing model which is both flexible and adaptive to the challenges we face. Our aim is to continue to strive for greater predictive analysis, to continue our front line and technological investments and to respond with pace where unpredicted demands require us to adapt in order to protect the public.

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### Declaration

This is the force management statement for Nottinghamshire Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

A handwritten signature in black ink, appearing to read 'C. Guildford', with a stylized flourish at the end.

Craig Guildford

Chief Constable