

For Consideration	
Public/Non Public*	Public
Report to:	Strategic Resources & Performance Meeting
Date of Meeting:	4th September 2018
Report of:	Paddy Tipping Police Commissioner
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Agenda Item:	6

POLICE AND CRIME PLAN (2018-21) – THEME 4: TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Commissioner with a progress report on how the Chief Constable and partners are delivering his strategic activities in respect of Theme 4 of his new Police and Crime Plan for 2018-21.
- 1.2 The report identifies an outline of the activities that are planned for 2018-2019 or have been progressing across policing and community safety.

2. RECOMMENDATIONS

- 2.1 The Commissioner to discuss the progress made with the Chief Constable.

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Police and Crime Panel have requested an update on Theme 4 in its work plan for 2018-19 and this report gives the Commissioner an opportunity to hold the Chief Constable to account and raise any concerns prior to the next Panel meeting.
- 3.2 This monitoring report provides an overview of the delivery of the activity and performance in respect of Theme 4 of the Police and Crime Plan (2018-21) for quarter 2 of 2018-19.

4. Summary of Key Points

- 4.1 On 7th February 2018, the Commissioner presented his new Police and Crime Plan (2018-21) for implementation commencing 1st April 2018. The new plan has four new themes:
 - T1. Protecting People from Harm

- T2. Helping and Supporting Victims
- T3. Tackling Crime and Antisocial Behaviour
- T4. Transforming Services and Delivering Quality Policing

4.2 **Appendix A** provides a table summarising the progress and achievements in respect of Theme 4 of the new plan. The activities have been graded in terms of completion/progress and it will be seen that 92.75% of activity is currently graded Green (on track) and there is one action graded (6.25%) Amber.

5. Details of outcome of consultation

5.1 The Chief Constable has been sent a copy of this report.

6. Appendices

6.1 **Appendix A:** Table detailing the progress and achievements of the Commissioner's toward Theme 4 of the Commissioner's Police and Crime Plan (2018-21).

7. Background Papers (relevant for Police and Crime Panel Only)

- [Police and Crime Plan 2018-2021 \(published\)](#)

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APPENDIX A



POLICE AND CRIME DELIVERY PLAN (2018-21)

Working with you for a safer Nottingham and Nottinghamshire

COMMISSIONER'S STRATEGIC THEME 4 UPDATE - QRT 1 UPDATE (Sept 2018)

Final

STATUS KEY and Results: The overall rating is therefore very good

Green	Achieved or Adequate Progress being Made
Number & %	15/16 (92.75%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved
Number & %	1/16 (6.25%)

Red	Unachieved or strong likely that it won't be achieved
Number & %	0/16 (0%)

White (NS)	Not Started but Planned to take place during later Qrt
	0/16 (0%)

THEME 4: TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

No	Organisation	SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS	RAG Status
1	NOPCC – KD/PD	Continue to put forward a strong national case for Nottinghamshire to receive a fair share of policing resources.	G

The Commissioner has been involved in many discussions concerning the level of existing Police resources in Nottinghamshire and nationally. He has been an active member on a national group established to propose changes to the Police funding formulae. He is also a member of the national strategy group established to provide evidence for the next CSR (Competitive Spending Review). He has chaired the Police Reform Transformation Board. He regularly meets with Home Office Ministers and officials to discuss Police finance and resources.

2	NOPCC – CR	Ensure the force achieves a balanced budget and reduces non-pay costs to help grow officer numbers.	A
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The Force has only recently finished last year's outturn and it is not yet able to say whether there is a balanced budget. The Budget is actively managed and regular reported upon at the PCC/CFO joint force budget meetings.

3	Force	Completely review and introduce a new policing model across Nottinghamshire.	G
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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. Local accountability through Neighbourhood Policing Inspectors and Superintendent Area Commanders will ensure the Force has a dynamic and responsive service to meet the needs of the public whilst safeguarding neighbourhood policing.

The new operating model is based on the following design principles:

- A hybrid operating model which is adaptive to changing demand and society's complex and diverse needs; with,
- Co-located and locally based operational service delivery, where possible;
- Centrally managed specialist functions where there is a clear benefit to doing so;
- Clear accountability and responsibility for quality and performance;
- Investment in areas of greatest threat, risk and harm, including burglary, knife crime, modern slavery and cyber-crime;
- A structure which is more in line with the national VFM profile to enable investment in frontline operations;
- An agile workforce, which is engaged, motivated and equipped to deliver modern policing services.

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. The Force is 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.

4	Force	Work with Partners to identify further collaboration opportunities for pooled budgets, efficiencies and improved services.	G
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The Police & Crime Commissioner has continued to support investment in many collaborative projects which should deliver significant savings or improve and change the way in which the policing service is provided. Nottinghamshire is a significant partner in regional collaborations and collaborations which go outside of the region. This will ensure an on-going visible presence in neighbourhood policing and provide the training and equipment to meet the needs for all cyber related crime detection.

Nottinghamshire will continue to strive for best value from any collaboration and will review and recommend changes that will maximise operational and financial benefits in the short, medium and long term.

5	Force	Develop a programme of collaboration with the Fire and Rescue Service, including sharing estates, vehicles and training.	G
<p>Work to explore the feasibility of a Joint Headquarters with Nottinghamshire Fire and Rescue (NFRS) is progressing to plan and the draft report has now been prepared which will be presented to the Strategic Collaboration Board in September 2018.</p> <p>As well as exploring options for a Joint Police and Fire and Rescue headquarters the following collaboration opportunities are being explored;</p> <ul style="list-style-type: none"> • Lease of Clifton Community Centre (former Community Safety Centre) to Notts Police to form a Neighbourhood Policing base in Clifton. • Provision of a Police 'Front Desk' facility at Carlton Fire Station • Provision of a Police 'Community Contact Point' at East Leake Fire Station. • The commissioning of a Joint Estates Strategy for NFRS, Notts Police and East Midlands Ambulance Service; examining potential rationalisation of estates across three organisations, sharing of surplus accommodation, and potential sharing of new HQ, Control & training facilities. • Provision of a Neighbourhood Policing 'drop in' at London Road Fire Station for the Meadows Neighbourhood Policing Team. • Work to deliver a co-location site at EMAS Ambulance Station at Hucknall between Police, Fire and Ambulance services. • Agreement to share bunkered fuel facilities between Fire & Police from NFRS sites. This means that the police can reduce the number of tanks, the volume of fuel it stores and reduce capital replacement costs. • Rebranding and sharing NFRS Welfare Unit and Fire Investigation Unit in order to improve utilisation, improve officer welfare and to save costs. • Developed a Memorandum of Understanding which results in Nottinghamshire Police supplying Police Officers and other staff as Team Leaders to the Prince's Trust Team Programme, for which NFRS is a delivery partner. Collaboration with and funding from Help For Heroes to provide placements for Wounded, Injured or Sick Armed Forces personnel to undertake roles within the Prince's Trust Team Programme. <p>Collaborative opportunities for joint working between NFRS and Nottinghamshire Police Corporate Communications are also being explored.</p>			

6	Force	Increase co-location of public services and where beneficial share data, buildings, people and information	G
<p>The Force has a wide range of co-locations with local authority, blue light and other partners. These have continued to increase in line with the Estates Strategy with recent new co-locations with Bassetlaw District Council at Worksop, Mansfield District Council at Mansfield, Eastwood Town Council at Eastwood, NFRS at Carlton and East Leake, East Midlands Ambulance Service (EMAS) at Carlton and an extension to the successful co-locations with Gedling Borough Council at Arnold and Ashfield District Council at Kirkby.</p> <p>Our biggest shared service operates with Nottingham City Council and the Community Protection (CP) services running from the City Centre. Teams, including the senior leadership teams, are co-located, with a fortnightly joint tasking process which brings together all of the relevant police and CP teams to find solutions to jointly identify priorities across the City.</p> <p>In the County we co-locate our Neighbourhood Policing Teams (NPT) and partner activity within a number of areas, such as the 'Ashfield Hub', where our neighbourhood</p>			

officers work within the same office as members of the council to direct address crime and anti-social behaviour, and improve communication links.

We have progressed the accreditation of local authority employees of police powers in other areas this year, such as the accreditation by the Chief Constable of Community Wardens of Gedling Borough Council. The co-locations we have secured have realised efficiencies in non-pay budgets and closer local working whereby the exchange of data has accelerated within such a dynamic operational environment.

New co-locations are planned with EMAS and NFRS at Hucknall, NFRS at London Road, Nottingham and Rushcliffe Borough Council and Nottinghamshire County Council at Cotgrave. Discussions are also taking place with a range of partners regarding further possible co-locations. We are currently exploring and trialling opportunities to co-locate with Nottinghamshire Fire & Rescue, including sharing training rooms and a shared HQ.

7	Force	Invest and support a common IT platform and system across policing and other technological solutions such as drones.	G
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The digital enabled services strategy for the Force is being developed by Paul Edwards (TowersHolt) in conjunction with DCC Barber. The strategy takes in to account the requirements of the National Policing Technology Portfolio in support of the Policing Vision 2025, which seeks to embed a number of common IT platforms nationally. This includes:

- The CJSC Programme which focuses on transforming the CJS business through the creation of a single ‘common’ digital platform across the end-to-end Criminal Justice System;
- a National Law Enforcement Data Programme, the aim of which will be to provide an on-demand and at the point of need, current and joined-up source of information to prevent crime and better safeguard the public.

Other programmes of work are also being explored, including real-time biometrics, improvements to digital investigations and intelligence and the implementation of Single Online Home, which will provide a simple, reliable digital contact service between the public and police that will ensure the public are informed and access to police services is digitally enabled.

Other technological solutions being explored are the procurement of drones in collaboration with NFRS. This will accommodate a number of operational and tactical applications including aerial photography and search capability for missing persons, large scale disorder and road traffic incidents.

8	Force	Invest and promote the welfare of officers, staff and volunteers.	G
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The Force has 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.

The following core principles underpin our approach:

- Ensuring senior level ownership of health and wellbeing;
- Investigating, understanding and targeting local needs and underlying influences;
- Mapping all health and wellbeing services;
- Involving staff in identifying and designing appropriate interventions, and'
- Learning from good practice.

The Force has a dedicated wellbeing intranet page which has been developed in line with the launch of the new force intranet. This will allow for discussion boards for areas of specific interest, and will allow officers and staff to easily navigate between different areas for support and advice.

This page is linked to the themes identified within the national Oscar Kilo framework, where we were one of the first forces to complete a self-assessment. We are currently refreshing this self-assessment to ensure we have a valuable and up to date strategic overview of organisational health. The range of services we are able to provide to our staff is comprehensive ranging from support of the police treatment centre, to multi faith prayer rooms, and childcare benefit schemes.

Through our disability staff support network, Enable, we have a Peer to Peer supporters group providing independent support to individuals who do not wish to approach their line management, and have recently launched the disability survey in order to further guide and support initiatives that are wanted and driven by the workforce.

9	Force	Ensure the police workforce and supervisory structure is more representative of the community it serves.	G
<p>The Force capacity to engage with communities has been increased in recent forcewide restructures. Within the Peoples Services department there are now three roles dedicated to positive action in support of attraction and development of talent pipelines for both recruitment into the organisation as well as progression within the organisation. Reporting into the Inspector, People Services Development and Wellbeing, these are the Resourcing Advisor, Apprentice Co-ordinator and Positive Action Co-ordinator.</p> <p>Within the new Force structure, Contact Management now have a dedicated Community Cohesion Co-ordinator. Whilst this post was started on the 1st June 2018, they have a clear plan around improving the links with the local communities, in particular those that are underrepresented / seldom heard. New initiatives have been launched to link our police constable recruits with community leaders (first session held on Tuesday 10th July 2018 in Hyson Green) with several key objectives, including breaking barriers, new cultural understanding for our employees and making Nottinghamshire Police more approachable for members of the underrepresented communities.</p> <p>Within Contact Management there is also an Equality and Diversity Officer. A further role, the Partnerships Officer (also within CM) will work together with the community cohesion and Equality and Diversity Officer to develop a stronger working relationship to support these objectives.</p> <p>Recent recruitment activity for the roles of Police Constable Degree Apprenticeships delivered an initial candidate pool including BAME of 38% and gender split of 33% female 66% male with LGBT numbers at 0.75%. The police constable recruitment window has just closed and analysis of the results of this will be compared to the results of the PCDA to assess if there is any best practise form the two approached that could be adopted in future campaigns. Some barriers to recruitment have been identified, for example the recent College of Policing assessment centre for the PCDA, there was a disproportionate number of applicants unsuccessful from BME backgrounds as opposed to white candidates. This has been raised with the college of policing as a concern and a review is underway of the assessment centre results for that cohort.</p>			

Work is currently underway to re-launch the Force IAG as a critical friend to assist us in developing a truly holistic approach to achieving the attraction of underrepresented groups to Nottinghamshire Police.

We have engaged with HRM students from the Nottingham Trent University who represent a variety of BAME backgrounds and commissioned a piece of academic study on how we engage with the communities and what deters or attracts BME people applying to the Police. This presentation and recommendations were insightful and valuable to our future strategy.

10	NOPCC - PG	Invest in community led initiatives to facilitate positive relationships between BME and/or new and emerging communities and the police.	G
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A briefing paper has been prepared setting out proposals on how the various BME consultation groups can be established on a more permanent footing. In recent years the IPCC and the Home Office have either made recommendations or invited Police forces to establish Scrutiny Panels in order to receive and respond to community feedback in relation to stop and search, use of force and discrimination complaints against the Police in order to maintain and build trust and confidence especially with BAME communities.

11	Force	Continue to implement HR Strategy to fulfil requirements of Equality Act 2010.	G
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The People Services Strategy is under development and will be finalised following the Annual Department Assessment process in September 2018. The emphasis will be on the objectives of the Police & Crime Plan and will include work streams on policy review, wellbeing, recruitment, retention & progression and workforce transformation. This will all underpin the requirements of the Equality Act.

Meanwhile, during 2017/18 the HR department has been reviewed and a new structure has been designed to deliver a tiered HR service model to enhance the HR and organisational development capability to support the delivery of the Force's strategic goals.

12	NOPCC	Introduce a new model to deal with complaints against policing.	G
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The implementation date for PCCs taking on responsibility for dealing with public complaints has been delayed. It is expected that any changes will now be introduced between Jan – April 2019. In preparation for these changes, work is underway to gain a better understanding of complaints demand submitted to the Force from the public under the Complaints Reform – a definition of a complaint will be 'any dissatisfaction with service'. It is also expected that the Office of the Police and Crime Commissioner will need to take on an additional part-time member of staff to deal with appeals and help prepare for changes in the autumn.

13	Force	Undertake education and proactive communication and media campaigns to reduce inappropriate calls for service	G
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Corporate Communications continue to post regularly on social media and the Force website to promote awareness in reducing inappropriate calls for service into 999 and 101. There is also a steady stream of news coverage, which is promoted on Twitter where the media have been picked this up.

The Force are also looking at launching an online game (based on Surrey's 'Cop or Not') which aims to promote awareness of when it is appropriate to call 999. Corporate Comms will also be posting about a 'day in the life of time wasting calls' where they will tweet all the unnecessary calls received over a 24 hour period to raise awareness.

14	Force	Undertake further research to improve understanding of presenting demand, including the drivers of high rates of 999 and 101 calls.	G
<p>In October 2017 a 3-week exercise was undertaken to review why 40% of the calls received didn't lead to an incident being generated. This work resulted in a review of the intelligent voice recognition system that callers hear when phoning to enable calls to be managed more effectively; this new system will be live in the third quarter of 2018/19. This work it also led to various communication initiatives to educate callers on how best to contact the organisation. The total volume of 999 calls has dropped as have the volumes of 101 calls, this is largely due to the work undertaken to reduce the number of abandoned phone calls where the number has halved year to date.</p> <p>The Value for Money figures from 2017 have however identified that Nottinghamshire Police has the 8th highest per 1,000 population yet us 29th highest, compared to all other forces, for the number of emergency incidents per 1,000 population which indicates a greater tendency for call the police on the emergency number than might actually be necessary. The departments work to reduce this call pattern continues primarily focusing on media work.</p>			

15	NOPCC - KD	Consider any Government opportunities for further devolution of criminal justice services.	G
<p>There is a government manifesto, commitment to the greater devolution of criminal justice responsibility and budgets to local commissioners. In May this year the MOJ sent out a briefing paper highlighting opportunities for devolution. Specifically in relation to victims code of practice, court based witness services, sexual violence services, deferred prosecution pilots and oversight of CRC and NPS services. In June this year the Police and Crime Commissioner submitted an expression of interest bid to take devolution of CJ services in relation to probation contracts, and sexual violence. The Commissioner is awaiting a response from the MOJ.</p>			

16	NOPCC - DH	Explore opportunities to establish an annual consultation forum of third sector providers to help inform the Strategic Needs Assessment.	G
<p>To be arranged during Qrt3</p>			

