

For Information	
Public	
Report to:	Strategic Resources and Performance meeting
Date of Meeting:	18th September 2020
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Agenda Item:	11

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Force Management Statement 2020

1. Purpose of the Report

- 1.1 The purpose of this report is to update the Police and Crime Commissioner (PCC) with the findings of the Force Management Statement (FMS) and how this is now being used by Nottinghamshire Police as part of the business planning process.

2. Recommendations

- 2.1 It is recommended that the Police and Crime Commissioner note the contents of this report and the attached appendix in relation to the contents of the FMS.

3. Reasons for Recommendations

- 3.1 To ensure the Police and Crime Commissioner is aware of activity being undertaken by Nottinghamshire Police in response to the findings of the FMS.

4. Summary of Key Points

4.1 Background to FMS 2020

FMS 2020 is the third Force Management Statement (FMS) prepared by Nottinghamshire Police, It provides an overview of the demand we expect to face in the next four years, how we plan to change and improve our workforce and other assets to cope with that demand, how we will continue to reduce the gap between future demand and future capability along with articulating the sound financial plans in place to enable us to achieve this.

The HMICFRS describe the FMS as a Chief Constable's statement and explanation of:

- The demand the force expects to face in the foreseeable future;
- The current performance, condition, composition, capacity, capability, serviceability and security of supply of its workforce, and the extent to

which current force assets will be able to meet expected future demand;

- How the force will change and improve its workforce, policies, practices and other assets to cope with future demand;
- The impact the chief constable expects those changes to have and the effect of any residual risk of service failure; and
- The money the force expects to have to do all this.

The HMICFRS guidance directed a slightly revised four step approach as outlined below;

1. Establish the difference between current demand and the demand that you expect in the foreseeable future (at least the next four years).
2. Establish the current status of your workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply.
3. Explain what you will do to make sure your workforce and other assets can meet the demand you are anticipating. Describe the expected effect of the planned changes and how this will be monitored.
4. Estimate the extent of future demand that you expect to be met having made the changes and efficiencies in step 3. You should state any demand that you expect to be unmet and what the consequences of not meeting it are expected to be.

4.2 **Key points from the FMS 2020**

The key points from the FMS 2020 are captured within the overall summary section at the start of the FMS 2020 report and this is attached as an appendix.

This overall summary provides a synopsis of the findings regarding the following 12 areas;

- Section 1: Finance
- Section 2: Wellbeing
- Section 3a: Responding to the public - requests for service
- Section 3b: Responding to the public - incident response
- Section 4: Prevention and deterrence (Neighbourhood Policing)
- Section 5: Investigations
- Section 6: Protecting vulnerable people
- Section 7: Managing offenders
- Section 8: Managing Serious and Organised Crime
- Section 9: Major Events
- Section 10: Knowledge and ICT management
- Section 11: Force-wide functions
- Section 12: Collaboration

A summary section and overall statement on the findings provide the following

key points.

4.3 **Summary**

Our most recent HMICFRS PEEL Assessment was published in May 2019 and recognised the significant improvements we have made in our ability to effectively reduce crime and keep people safe. Our overall grading of 'Good' was a significant endorsement of our progress and a tribute to the hard work undertaken by our officers and staff. There has been a huge amount of effort undertaken to sustain and build on these improvements and we continue to invest in frontline resources, with more officers serving local communities whilst tackling crime, vulnerability and ASB.

These commitments have meant that, against a national increase, Nottinghamshire has bucked the trend by achieving a -13.6% reduction in knife crime. We've also reduced overall crime including robbery, burglary, vehicle crime and rape offences whilst prosecuting over 100 more drug dealers in line with local priorities. We remain committed to investing in all of our neighbourhoods and have increased our capacity with dedicated proactive neighbourhood teams across our 12 geographic areas whilst we will also continue to grow our robbery, burglary, public protection, knife crime and digital forensics teams. This has included setting up two dedicated burglary teams across both the city and county.

The lion's share of our 107 Uplift will be placed across our University of Cambridge academic endorsed Operation Reacher Teams. These featured in a recent Home Office good practice guide which links SOC to local Neighbourhood Policing and Crime investigation. I describe these resources as giving Neighbourhood Policing some 'teeth', a theme very much aligned with the recent announcements surrounding Neighbourhood Crime outcomes from the Home Secretary. Of note is the fact that we have creatively delivered the uplift 12 months ahead of target.

4.4 **Overall statement on the force's findings in the FMS**

This Force Management Statement highlights many of the areas of notable progress against the discreet areas for improvement in our most recent PEEL assessment. Overall we continue to make very solid progress thanks to all the hard work undertaken by our officers and staff. There has been a huge amount of effort undertaken to get us to this position. While there is always more to do, the investment we have placed in frontline resources, with more police officers available to bolster our local communities will continue to reap rewards. We continue to welcome HMICFRS feedback.

Like many other forces we have also noted a marked increase in the complexity and seriousness of our incoming demand. The simultaneous 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. For example, our increase

in MARAC meetings to ensure all high risk domestic abuse cases are reviewed was initially delayed due to partner capacity and resourcing. I anticipate future pressure in this area as the wider focus upon domestic abuse and partner Safeguarding activity increases following anticipated legislative change.

We have extended our investment and innovation in key areas of vulnerability as evidenced by the work of our dedicated human trafficking and modern slavery team, County Lines Team and the management of our serial domestic abuse offenders through IOM. Our dedicated Street Triage Team also continues to perform well and has been expanded this year to provide greater coverage and support to the frontline. Access to mental health support, most specifically for young people, remains a significant driver to incidents requiring police attendance. Nationally Mental Health provision has been described as 'creaking'. Our approach has led to a virtual elimination of Police Sec 136 detentions with a relatively modest investment of 5 Police Officers. I believe there is a very strong local role for each and every PCC in helping facilitate a national approach to this issue with local partners. It's better for those in need and much more efficient for the service.

The strategic shift towards the policing of vulnerability and safeguarding along with the diversification of crime, present real challenges in respect of legitimacy amongst those communities who do not feel the effects of, or understand the priority placed upon such issues, but their lives are affected by acquisitive crime. It is here where they rightly expect that their policing investment is focused. It is essential that local policing structures, despite this strategic shift, remain sensitive to local needs and demands and work innovatively together in local partnerships. On a national basis this will be a challenge as in my experience Serious Acquisitive Crime (SAC) and Public Protection require highly trained investigators. As Uplift kicks-in, it will be crucial for forces to keep a close eye on their investigative capacity and skills profile. National Policing Priorities and Ministerial impetus from the newly established National Policing Board will also have a direct impact upon force investigative capacity. Strategically the service must plan to mitigate any competitive tension from SOC expansion, SAC and Public Protection demand.

In Nottinghamshire we have met this challenge by ensuring prevention remains 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 are aligned ubiquitously across the force into every secondary school and academy following a successful trial and positive evaluation by Nottingham Trent University. This is also being extended to higher education establishments aligned to high profile demands such as knife crime. This engagement strand is complemented by projects such as our Mini Police programme and a continuous youth offer into our junior and senior Police Cadets. We also have a uniquely bespoke Primary School offer too and all this is linked to recruitment, engagement, diversity of thought plus knife crime prevention.

We were the first force outside of The Met to mainstream a dedicated knife crime team, 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 and consistently high positive outcome rates and weapons seizures. We have continued to invest with our partners in a Knife Crime Strategy Manager who works across the partnerships to deliver direction and 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 younger 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 across Nottinghamshire which is augmented by the development of our local VRU.

Partnership working is one of our strengths and we are continuing to effectively identify and protect those who are vulnerable, sharing information and taking proactive steps to keep people safe. Our joined up approaches including the mental health triage process and the Multi-Agency Safeguarding Hubs in the City and County (MASH), ensures those in need get the appropriate help they require.

Though significantly more demand heavy and risk intensive than similar and regional forces, we face similar challenges including our understanding of the demand for our service. That said despite these challenges we continue to work collaboratively across the public sector developing innovative solutions and we professionally challenge the efficiencies of existing collaborations. Recent highlights include sharing our estate, as we are doing with Nottinghamshire Fire and Rescue Service and local authorities. This reduces cost and helps retain local footprints across communities wherever possible.

We look to prioritise our response according to the threat, harm and risk to the public and we have introduced school liaison officers to educate young people, and seek to prevent and detect crime through our knife crime team, burglary team, and most recently a robbery team to reduce demand. We have not closed any Front Counters and we are using them more creatively than ever with IT.

There are some internal processes that we need to improve and we are looking to maximise the skills of the workforce and maximise the capabilities available to us. We have tight control of our finances, strongly acknowledged by HMICFRS and we remain committed to fair and ethical leadership, to ensure we are an employer of choice for those working for Nottinghamshire Police.

Our Integrated Peel Assessment 2018/19 grading of 'Good' is a significant endorsement of the progress we have made and while there is more to do, the investment we have placed in frontline resources will continue to reap rewards as our service delivery optimism on behalf of the public remains unstinting.

4.5 Current utilisation of FMS 2020

Through the application of these steps across all departments the FMS has assisted us in identifying the effect that changing demand will have on performance. By drawing out the main themes and focusing most attention on the areas where we have found the most important risks informed decisions can be made on how to prioritise investments and efficiencies.

The current Annual Departmental Assessment (ADA) process is informed by the key themes, risks and issues identified within the FMS. Department heads are now in the process of preparing their ADA submissions, which will include efficiencies delivered within their respective business areas, planned changes which are ongoing or recently delivered and proposals for future changes and investment to best meet anticipated future demand.

5. Financial Implications and Budget Provision

- 5.1 Some ADA proposals will have a financial implication which will be scrutinised and approved or declined through the e-FEB (exceptional Force Executive Board) element of the ADA process. These are scheduled for late September 2020.

6. Human Resources Implications

- 6.1 There are no immediate HR implications although some changes to the size and configuration of departments may come from the ADA process.

7. Equality Implications

- 7.1 There are no equality implications arising from this report

8. Risk Management

- 8.1 There are no immediate organisational risks associated with this report. Risks identified in relation to demand and performance are detailed within the main report attached at Appendix A.

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

- 9.1 The FMS will allow Nottinghamshire Police to make informed decisions on how best to meet anticipated future demand in support of delivering the strategic priorities of the Police and Crime Plan.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no changes in legislation or other legal considerations that are relevant to this report.

11. Details of outcome of consultation

11.1 There has been no consultation in relation to this update paper

12. Appendices

12.1 The attached, appendix A, is the summary of the FMS 2020.