

For Information	
Public	Public
Report to:	Strategic Resources and Performance Meeting
Date of Meeting:	2nd November 2021
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Agenda Item:	10

Force management Statement 2021

1. Purpose of the Report

- 1.1 The purpose of this report is to update the Police and Crime Commissioner of the Force Management statement for 2021.

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 Police and Crime Commissioner is aware of the detail to the fourth Force Management statement (FMS), giving a comprehensive overview of the demand experienced since the previous FMS in May 2019.

4. Summary of Key Points

- 4.1 Please see Appendix 1 for the full report.

5. Financial Implications and Budget Provision

- 5.1 Any financial implications and/or budget provision for the work outlined in the attached appendix have been accounted for through the Force financial governance process, led by the Head of Finance.

6. Human Resources Implications

- 6.1 Any staffing implications relating to the areas outlined in the main report will have been considered by the People Services Department.

7. Equality Implications

- 7.1 Nottinghamshire Police is working hard to become even more representative of the communities we serve and with our staff to ensure they have the opportunity to progress and develop to make sure that this representation is reflected at all levels within the organisation.

- 7.2 Our equality objectives are engrained throughout all areas of our policing whether that be operational policing, engaging with local and diverse communities, and working closely with our partners.

8. Risk Management

- 8.1 This is an opportunity to make the Police and Crime Commissioner aware of the significant events for Nottinghamshire Police, the majority of which are already in the public domain.
- 8.2 Organisational risk management takes place as part of the Force's core business and is governed through the Chief Officer Team and senior managers using a robust and transparent process.

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

- 9.1 There are no policy implications arising from this report.
- 9.2 The attached appendix provides updates on areas of business set out against each of the four Police and Crime priorities.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no legal considerations relating to this report.

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 – Nottinghamshire Police, Force Management Statement Summary

Nottinghamshire Police – Force Management Statement – Summary – OPCC

This is our fourth Force Management Statement (FMS), and it provides a comprehensive overview of the demand we have recently experienced and what we expect to face in the next four years. Future demand is considered within the Strategic Risk Assessment which in turn provides an indication of potential future risks to our service delivery across 52 discrete areas of policing.

This statement details our recent developments and further plans to improve our workforce and other assets, outlining our initiatives to reduce the gap between demand and capability. It also outlines the sound financial plans we have in place to enable us to achieve this. The FMS this year also provides an enhanced focus on our recent performance and in particular our recent and continuing efforts to reduce crime.

This FMS is somewhat unique as it also details the impact and our response to the recent and unprecedented Coronavirus pandemic (COVID). Despite this significant challenge it outlines our continuing progress made during 2020/21 as we have sought to maintain our momentum in delivering improvements, serving the public and realising our strategic objectives.

We are currently undergoing our HMICFRS PEEL assessment. This follows our previous May 2019 assessment and overall grading of Good, where our significant improvements in effectively reducing crime and keeping our most vulnerable safe were recognised. We are hopeful that this FMS will contribute to the newly designed continuous assessment framework by outlining the unremitting efforts of all our officers and staff which we believe has facilitated further improvement.

Overall Findings

The full findings of this year's Strategic Risk Assessment are detailed in the following section of this FMS. For the second year running we have used the Strategic Risk Assessment methodology to generate red, amber, and green (RAG) risk assessments for all key demand areas in order to identify potential challenges to future areas of our service delivery. This has enabled us to provide a direct comparison to our previous FMS (FMS3) and identify recent change. These findings demonstrate that we have successfully reduced the volume of areas scoring the highest risk grading of Substantial by three, with all previous FMS3 Substantial risk areas, other than cybercrime, being successfully reduced. Our two highest scoring areas are now cybercrime and modern slavery, organised immigration, and human trafficking.

Through the hard work of all of our officers and staff we believe that we have made solid progress. While there is always more to do, the investment we have placed in frontline resources has led to noticeable improvements. In relation to our previous PEEL Areas For Improvements (AFI's) we have recently been reality tested in relation to neighbourhood policing and contact management and early feedback has been positive. Similarly, progress has also been made in relation to our thematic inspections. Evidence recently submitted has successfully closed 16 recommendations for roads policing and fraud. Finally, for our last remaining open recommendations, evidence has already been submitted and through a combination of interviews and reality testing, we are confident these too will be successfully concluded.

Despite COVID, we have continued to prioritise Operation Uplift to expedite the realisation of benefits from our expanding establishment. Exploiting our existing healthy recruitment pipeline, we have been able to swiftly accommodate additional officers putting ourselves one year ahead of schedule. Building upon year 1 (2019/20) where we recruited 107 officers, in

this period we have successfully recruited another 110 officers. We are uplifting by a further 100 officers this financial year in year 3 (2021/22) and a further 40 officers in year 4 (2022/23) thereby ensuring the vast majority of our allocation of 357 is in place well before the extended deadline of March 2023.

Despite the continued increase in complexity and seriousness of our incoming demand we have been very effective in preventing and reducing crime. Prevention remains a key part of our approach and it is our overriding intent to stem demand at source and minimise the consequences. From June 2018, we started to reduce recorded crime levels and our 2019/20 All Crime figures demonstrated a 0.6% reduction compared to 2018/19. In this reporting period of 2020/21, we reduced All Crime by 21%, a significant reduction that equates to over 22,000 fewer crimes. This is the largest reduction recorded in England and Wales, with the exception of the City of London Police and although undoubtedly influenced by the COVID pandemic the level of our attainment is put into perspective when compared to national (13%), regional (12%) and MSG (14%) averages. Within this overall figure we have achieved some notable reductions within specific key crime types such as violence against the person, knife crime, various acquisitive crime, and sexual offences, which once again exceed national, regional and MSG averages. Our statistical predictions through to 2024/25, indicate further reductions against our pre COVID 2019/20 baseline with forecasted reductions ranging between 8% and 19%.

Throughout this reporting period we have remained committed to investing in our neighbourhood policing offer and have now successfully fulfilled our plans to roll out dedicated proactive neighbourhood Reacher teams across all of our 12 local policing areas. In the first six months of our full force roll out from October 2020 to March 2021 this activity has resulted in over 1,000 arrests, the execution of 200 warrants and 400 PACE searches and the seizure of 300 cars, 200 weapons, £200k in cash and 400 individual seizures of drugs.

We have also enhanced the provision of dedicated resources to tackling crime that really matters to our public. We have now established a second Knife Crime and Robbery team to complement our existing Burglary Teams. This has equipped both of our City and County command areas with dedicated teams to address serious violence and acquisitive crime. We have also strengthened and developed a number of our key investigative and safeguarding assets such as our Prisoner Handling Teams, Public Protection Teams, Criminal Investigation Department, and the newly established Vulnerability Hub.

It is our belief that this potent combination of enhanced prevention, deterrence, proactivity, and investigative capabilities has underpinned our success and provides a strong foundation to support further improvements in our service delivery.

Coronavirus pandemic (COVID)

COVID has significantly contributed to our recent 2020/21 demand profile with calls for service reducing by 7%, all incidents decreasing by 9% and recorded crimes falling by 21%. However, this overall demand reduction has been offset by the policing of the COVID pandemic restrictions, the impact on our own resources and the requirement to adapt our working practices.

Strong leadership has enabled us to continue to safely discharge our duties as an emergency service. Our response under Operation Bion remains effectively co-ordinated and managed through a dedicated GOLD group structure. Through this structure we have implemented a raft of innovations to ensure the continued effective delivery of our service, several which have been highlighted as good practice within the recent HMICFRS COVID thematic inspection.

We established a Resource Hub to ensure the best use of our people and equipment and implemented dedicated patrols within our communities which offered vital reassurance, advice, and enforcement when required. Ensuring the safety of domestic abuse victims was a priority for us so we were proactive in using social media, marketing the silent 999 & 55 tool, and providing online safety advice. To assure ourselves that victims were able to seek help across the partnership and voluntary sectors we sought expert advice from our Women's Aid Partners. This advice helped us restructure how we support medium risk domestic abuse survivors, moving away from physical revisits by our Neighbourhood Policing Teams and implementing more effective support from our Research and Insight Team. The additional neighbourhood policing capacity remains refocused on reducing perpetrator risk through the enforcement of Domestic Violence Protection Notices, court bail conditions and Stalking Orders.

Adopting a proportionate and balanced approach to COVID regulation enforcement has been vital in maintaining public confidence and trust in our service. We have followed the national 4Es guidance and in the early months of the pandemic from the end of March to September 2020 we used fixed penalty notices (FPNs) sparingly issuing less than 100 a month, and instead focusing on public engagement, explanation, and encouragement. However, as autumn came and infection rates grew, we increased our use of FPNs issuing 172 in October and over 500 in November. During this time, we were the first force to administer a £10k fine. As of the end of June 2021, we have issued 3,065 FPN's which is slightly above the national average.

Section 1: Finance

Whilst recent funding announcements are a hugely positive step, since 2010 our budget has reduced by £50 million which at its lowest point resulted in a 21.5% reduction in police officer numbers. This is despite a changing and increasing population which inevitably generates increasing volumes of demand and constituent complexity.

The increase in funding for 2021/22 will help us build on the investment in our frontline resources, however even with this welcomed investment meeting demand is still an ongoing challenge. This emphasises the importance of investment in new technologies, fit for purpose buildings, high quality and efficient enabling services, and ongoing training and development of both officers and staff, all of which are in our plans.

This challenge coupled with that of our key strategic public sector partners some of whom have experienced even greater fiscal challenges than ourselves, is likely to put additional demands on the service as we move back to more normalised activity following the COVID pandemic. Our previous Police and Crime Commissioner fully supported maintaining policing resources and used council tax setting freedoms to the full. We have played a full part in maximising the use of resources and delivering efficiencies allowing for further increases above the uplift target.

The cumulative effect of grant freezes, precept differentials and an out-dated funding formula could serve to potentially frustrate our strategic objective of reducing crime. In general, the traditionally more urban, deprived, and higher volume crime areas are often finding themselves on the wrong side of the current formula. Whilst the uplift funding is very welcomed it does nothing to address this systematic unfairness. This also has a growing impact upon collaborative and national financing arrangements. We welcome the recent government announcement that this is now being looked at formally.

The short-term impact of the COVID pandemic has been managed with the help of an additional government grant. Looking ahead we have ambitious recruitment plans which are delivering at pace alongside some sound and tested plans which continue to deliver financial

savings in the short, medium, and long-term. The drive for efficiency in support costs either organisational or operational will continue. The completion of Programme Regain will see transactional services returned in-house delivering significant performance and financial benefits. We will also continue to realise further ongoing savings from our exit from our vehicle fleet PFI contract. The aim is to ensure our costs in respect of these activities are amongst the most efficient when compared to other police forces and the latest Value for Money (VfM) profiles continue to show that this ambition is being realised.

Our improved budgeting performance, the continuing development of our Annual Departmental Assessment process, more certainty of central government funding, and greater discretion in the setting of local taxation levels will all assist moving forward. Therefore, our finance and operating model is considered to be above the minimum standards and is sufficiently robust to be sustainable in the short, medium, and long-term.

Section 2: Wellbeing

We recognise that our workforce are our most valuable asset, and the health and wellbeing of our colleagues is pivotal in achieving our policing vision and strategic priority to become an employer of choice.

Our previous 2019 Durham University Staff Survey results showed that our workforce had strong clarity of our vision, high levels of job satisfaction, were motivated to serve our public, believed the force to be fairer than when the last survey was previously conducted, and we had supportive leadership. The results were consistent across the organisation from both officers and staff with no outlying departments. Our people did tell us that they needed help in achieving a healthy work life balance, techniques to ensure sufficient sleep and that there were still some hinderance factors and red tape in our working practices that frustrated them in delivering our services.

We have used these survey findings to shape our approach and to develop our initial wellbeing communication plan. We launched a bitesize video to let our people know the results and what we intended to do to address the issues they raised. We have continued to use bitesize animations to reinforce our commitment to the wellbeing of our staff. We have supplemented the Durham University Survey outcomes and our awareness of staff needs with pulse surveys, polls, Deputy Chief Constable (DCC) roadshows, our dedicated wellbeing email address and through feedback from our extensive network of Wellbeing Champions and Ambassadors. Therefore, we are confident that we now know the issues that affect our staff.

We launched our wellbeing strategy in late 2019 and used bright and fresh branding to ensure our staff recognised initiatives and work around wellbeing. The strategy was launched as our roadmap to wellbeing, and this continues to be supported by a dedicated monthly input by the DCC to the organisation in the form of roadshows, vlogs and webinars. With a dedicated intranet site which provides information, advice, guidance, and signposting, we have focussed on the issues and concerns raised by our workforce throughout.

As part of our 4-year strategy, the DCC chairs the Strategic Wellbeing Board which comprises of senior officers and departmental heads to ensure appropriate direction, support, and momentum in meeting our strategic wellbeing aims. This group is underpinned by a Tactical Wellbeing Group that devises, co-ordinates and delivers the thematic Wellbeing Plan and ensures it links to the strategy and that evaluation is meaningful.

In 2020 we provided a dedicated wellbeing budget which is managed through the Tactical Wellbeing Group. The Tactical Wellbeing Group is supported by all the force networks, staff associations and Police Federation and we have grown this group to now comprise of 12 Ambassadors and 121 Champions across the organisation who each ensure that supervisors

and colleagues are able to make a valuable contribution to wellbeing in addition to signposting, triage and contributing to evaluation.

To ensure our approach is delivering results we have recently re-run the Durham University Staff Survey, and this achieved an improved 51.9% response rate from 49.6% in 2019. The results have very recently been returned and in the main these are encouraging. Overall, our staff have told us that they are happy, have the tools to do the job and can see more staff and officers arriving. Furthermore, they welcomed the wellbeing agenda and the focus that has been put on this important topic since the last survey. Specifically, our staff told us that we were making progress in reducing red tape, that they are satisfied in their job, and that the organisation is perceived as being inclusive and fair. The results also suggest that our staff remain committed to our core values of serving the public and that emotional energy was high, which is impressive considering the additional challenges presented by the pandemic.

Whilst these results suggest we are progressing and concentrating in the right areas, we are not complacent and remain committed to enhancing wellbeing across the organisation and being an employer of choice.

Section 3a: Responding to the Public - Requests for Service

Throughout the pandemic and following the recent introduction of our new command and control system, we have ensured resilience and high levels of first contact performance. During 2020/21 our 999 calls decreased by 7.0% and we answered 93.6% within 10 seconds with an average answer time of 2 seconds and abandonment rates of less than 1%. Our 101 calls also decreased by 7.1%, with 66.4% being answered within 60 seconds.

Between January and July 2021, and the gradual return to pre-COVID demand, our performance has continued to improve. The level of 999 calls answered within 10 seconds have risen to 96.3%, with an average answer time of 1 second and an abandonment rate of 0.1%. Also, our 101 calls answered within 60 seconds rose to 89.5%.

Following the 2017 internal evidence-based review of our Contact Management department, we have continued to strengthen our Force Control Room (FCR) by recruiting above establishment for call handlers. This has helped to ensure continuity of our essential services in effectively managing public requests for service.

During 2020, we successfully embedded our new command and control system SAFE. This system provides us with a more effective call-handling platform ensuring greater oversight and transparency and has amalgamated eight systems into one. We continue to identify and implement enhancements to maximise our return from this significant £3.1m capital investment.

We have made steps to further improve the contact services we offered to our diverse communities. Through the expansion and adoption of Intelligent Voice Recognition System (IVR), Single Online Home (SOH) and accessibility channels such as Sign Video, Pegasus, Emergency SOS and Big Word we have provided other means to contact Nottinghamshire Police away from the traditional English speaking phone service. During COVID, the IVR provided a non-emergency call-back facility helping to prioritise our response to the greatest threat, risk, and harm, whilst SOH was used to report COVID breaches at the height of the pandemic without blocking emergency lines. At the peak of the pandemic, we received more than 250 portal reports per week. Moving forward our adoption of SOH will provide greater opportunity to report crimes and contact us through the online national portal.

Section 3b: Responding to the Public - Incident Response

Our overall response and attendance at the most serious incidents remained strong and has improved. Between 2019/20 and 2020/21, the percentage of Immediate Grade 1 incidents attended within target increased from 76% to 77%, with average attendance time decreasing by 11%. Urgent Grade 2 incidents attended within target increased from 51% to 58%, with average attendance time decreasing by 49%.

All response officers now have personal issue laptops and mobile devices which provide access to key force systems ensuring they remain fully agile. All frontline Response and Authorised Firearms Officers (AFOs) have access to personal issue Body Worn Video (BWV), enhancing our ability to glean vital evidence in line with national guidance on serious and critical incidents, whilst also supporting our transparency and legitimacy in dealing with the public via retrospective scrutiny.

Ensuring that our response staff are provided with the right technology, personal protective equipment, vehicles, and effective leadership has ensured a very successful approach to demand management. In addition, the expansion of our investigative and neighbourhood teams has increased response staff capacity enabling them to be more responsive to calls for service and deliver enhanced visibility and accessibility within communities.

Section 4: Prevention and Deterrence (Neighbourhood Policing)

In line with emerging National Crime and Policing Measures and the Home Office's wider crime reduction ambitions, we have continued to prioritise the prevention and deterrence of all crime. Although led by our Neighbourhood Policing Command we promote a holistic approach for all areas of our policing with the strategic intent to stem demand at source and minimise the consequences.

As mentioned in the overall findings section, within 2020/21 we have seen considerable reductions in a number of key crime types that have exceeded national, regional and MSG averages. This has included reductions in theft by 33%, robbery by 36%, burglary by 34%, vehicle offences by 36%, violence against the person by 13%, knife crime by 15.3%, sexual offences by 23%, drugs offences by 9% and possession of weapons by 11%.

We are determined to send a clear message that crime will not be tolerated through our endeavours to bring offenders to justice and securing appropriate criminal justice outcomes. This is evidenced by the recent VfM profiles that places us in 5th highest position for suspect identification and action. A recent national justice report also confirms our robust approach to prosecutions and identifies that we are 7th highest user of prosecutions by proportion for low level crimes.

Our strong approach to securing justice for our victims and deterring criminality is reflected in both our positive outcome rate and proportion of our all crimes which lead to a charge or summons, both of which are higher than national, regional and MSG averages. However, we recognise the need to continue to further drive improvements.

Although previous progress for our neighbourhood policing offer has been acknowledged by peers, the College of Policing and HMICFRS, we have introduced a number of significant resourcing and developmental initiatives. Consequently, we now consider ourselves to be in a much-improved position in relation to our capacity, capability, and service delivery. These improvements have been delivered in response to our AFIs, to implement the findings of the 2018 College of Policing guidance and ultimately to better serve our public.

Our newly formed Neighbourhood Policing Hub (NPHub) has brought together the key functions of problem solving and crime prevention. Formed with the support of our key

partners, the NPHub assists frontline practitioners in addressing issues in their area. This assistance can include the provision of data and analysis, the deployment of crime prevention and designing out crime specialists, and formulating, implementing, and evaluating new initiatives through our What Works Board. The hub also formally supports our local practitioners through learning and professional development.

We purposefully aligned our Operation Reacher teams to our Neighbourhood Policing Command as these teams offer an effective proactive capability that can be tailored to address local issues. This in turn enables these teams to build improved community relationships and gather intelligence to ultimately deter and disrupt crime before it happens. The Reacher performance figures quoted in opening section demonstrates that this approach is delivering exceptional results.

Our vision of having, as far as practicable, all local policing assets including response, CID, and neighbourhood policing co-located with partners has now been achieved. Across our county command we have co-located within partnership hubs at Worksop, Mansfield, Ashfield, Gedling, Broxtowe, and Rushcliffe. Within our city command every station houses joint police and council teams, with Central Police Station at Byron House being the city's main partnership hub where all strands of the City Council's community protection team, including Safer Housing, Trading Standards, Licencing, Environmental Health and Parking Enforcement, are integrated with our resources. This co-location has enhanced data and information sharing to address vulnerable people, premises, and locations in real-time. All of this activity is assessed and evaluated using our SARA aligned joint problem-solving methodology.

Recent findings from the OPCC's Police and Crime Survey has seen a marked improvement of 6% since March 2020. Throughout the pandemic local confidence and the feeling that we are doing a good job has improved significantly.

Section 5: Investigations

FMS3 identified there had been a marked increase in complexity and demand which created growing resource pressures on our investigative teams. This was compounded by the increasing requirement for digital device analysis, review, and disclosure of material. In recognition of this we have significantly increased our Prisoner Handling Teams and Criminal Investigation Department capacity by 30 constables and further uplifted Public Protection by 2 sergeants and 21 constables.

Currently 30% of our resources are assigned to investigative roles. To achieve this, we have led a proactive recruitment drive to actively encourage skilled investigators to transfer and have also continued to offer other recruitment through a variety of routes including Graduate Investigators (GI), Police Staff Investigators (PSI's), and the Fast Track to Detective Programme.

Last year we referenced our plans to expand our dedicated robbery resources to form two teams and we have delivered on this promise. Likewise, we have rolled out a further knife crime team. As a consequence, we now operate with two dedicated teams to specifically address our burglary, robbery and knife crime demands.

This combination of strengthening investigative resource and the of expansion of key dedicated teams has led to some impressive results. As mentioned previously, and although still with room for improvement, our positive outcome rate and proportion of our all crimes leading to a charge or summons remains higher than national, regional and MSG averages. Furthermore, our co-location of detectives with their neighbourhood and response colleagues has continued to work well and raise the standards of investigations.

In response to the expanding digital investigation requirements, we have commenced a phased implementation of a Digital Evidence Management System (DEMS) which will significantly reduce demand on our Digital Investigation Unit creating resilience for our specialists to undertake more complex work and improving our criminal justice processes. Development of our county wide ANPR capabilities has continued with enhanced coverage in our Rushcliffe and Newark areas. A replacement program has been established to maintain current capabilities over time and to upgrade our Operational Support vehicle systems.

The pandemic has presented some acute challenges for Her Majesty's Courts and Tribunals Service in regard to criminal justice case management and progression. Delayed cases have increased our workload and delayed outcomes for victims and witnesses. Despite this our own performance has remained strong with our effective trial rates currently scoring 40.8% against a national average of 39.3%. Our file preparers are now performing a cradle to grave approach and 6 permanent Evidential Review Officers have been introduced to assist with improving file quality across the force. This has successfully reduced rejection rates from 82% to around 25% and further improvements are anticipated.

Despite the disruption caused by COVID we are still on track to open the new Nottingham Custody Centre within budget and on time. The facility has been purposely designed to deliver an improved service to detainees and secure efficiencies in new operating practices. The new premises incorporates a vulnerability wing which will deliver enhanced care to detainees with additional needs. The layout of the new building is designed to maximise safety through effective management of high-risk detainees and will improve our ability to secure effective investigative outcomes.

Section 6: Protecting Vulnerable People

Although awarded a grading of Good by HMICFRS in March 2019 with regards to how we protect vulnerable people we have continued to strive for improvements by ensuring our own approach is holistic and comprehensive. The continued need to prioritise and effectively address vulnerability requires us to be responsive to local needs and to work in collaboration with partner agencies to effectively address such complexity. Partnership working is one of our strengths and we have continued to focus on identification and safeguarding through information sharing and proactive intervention.

We predict that future demand will continue to grow or at least stabilise at consistently high levels across a number of key vulnerability areas, including safeguarding for both adults and children, harassment and stalking, hate crime, mental health, child sexual exploitation and modern slavery, human trafficking and organised immigration crime.

In recognition of this we have taken steps to strengthen our commitment to making Nottinghamshire a safe place to work and live. As stated previously we have once again invested in Public Protection, building upon year one uplift allocation of 1 sergeant and 10 constables with an additional 2 sergeants and 21 constables. This has enabled us to significantly expand our teams and facilitate the introduction of polygraph safeguarding techniques. We have also developed various police staff roles including a Stalking Safeguarding Officer and dedicated Civil Order Officer.

We have also looked to realise gains through enhanced co-ordination and leadership and one of the ways we have sought to achieve this is through our newly established Vulnerability Hub that now brings together our response to hate crime, missing from home and mental health.

For missing from home episodes, we have built upon our previous 2019/20 reduction of 15% by continuing to address vulnerability and reducing reports by a further 21% in 2020/21. We estimate that this reduction in demand has secured an approximate non-cashable time

efficiency saving of £1.5m.

Access to mental health support, most specifically for young people, remains a significant factor in incidents requiring police attendance. Nationally mental health provision has previously been described as creaking. Therefore, to assist the policing of mental health incidents, additional funding has provided for two additional psychiatric nurses to bolster our effective Street Triage Team. This has enabled the team to focus on delivering further demand prevention initiatives and interventions.

Our hate crime performance remains strong with recent public satisfaction figures of 81.6% and positive outcomes increasing from 14.0% to 15.6%. These improvements to service delivery have been achieved due to a continued drive to improve awareness and understanding of hate within the organisation via a number of training offers which have also been extended to partners. In 2016, we became the first force to recognise and include misogyny as a non-crime hate strand and we have undertaken recent activity to continue to raise awareness and improve reporting.

Addressing child criminal exploitation (CCE) remains a priority. Over the past year both ourselves and partners have invested resources into tackling child sexual exploitation, county lines and gangs. We have recruited two CCE officers who coordinate partnership responses through a variety of multi-agency forums that focus on CCE, sexual exploitation and modern slavery.

We recognise that modern slavery, organised immigration crime and human trafficking victims are often vulnerable and exploited people, and this area of criminality has grown across the globe in recent years. Consequently, we have aligned our response under our specialist Serious and Organised Crime Unit Command and have established a dedicated Modern Slavery and Organised Immigration Crime Unit that comprises a detective sergeant and 6 detective constables, becoming the first force in the region to have PIP2 resources exclusively dedicated to these types of investigations. We intend to grow resource in this area as part of the Regional Organised Crime Unit uplift.

We are in the process of building a new and improved Sexual Assault Referral Centre with a target completion date of April 2022. This will further improve our service to victims of sexual assault and ensure compliance with Forensic Science Regulator and UKAS requirements.

For this year's FMS we have also provided an explanation of the extensive work we do to safeguard our public and to support lead agencies in addressing specific social vulnerability issues such as alcohol abuse, substance abuse and homelessness.

Section 7: Managing Offenders

As anticipated in FMS3 we have continued to see an increase in the demand placed upon our own teams and partners in managing sexual and violent offenders. Despite COVID, both the number of Registered Sex Offenders (RSOs) and MAPPA eligible offenders increased last year.

In this reporting period IOM took responsibility for the COVID early release scheme, acting as gatekeepers ensuring every release was carefully researched and supported or opposed in accordance with the risk presented.

Our Integrated Offender Management (IOM) approach includes the top 40 highest risk serial domestic violence perpetrators in the county and ensures that the allocation of our resources and prioritisation of our work is weighted towards threat, harm, and risk. We manage 203 offenders in the community or who are serving short term prison sentences and a further

146 offenders in prison on sentences in excess of 4 years with over 80% having convictions for violence.

The national IOM refresh, with an emphasis on reducing high volume reoffending, has introduced Fixed, Flex and Free cohorts that will be performance monitored nationally. This will move the primary focus firmly towards serious acquisitive crime offenders and we will progress delivery through the Nottinghamshire Reducing Reoffending Board.

Despite the high volumes our performance continues to be strong with the Risk of Reoffending score in 2020 showing an average reduction between IOM entry and exit of 81%. Data from the Independent Domestic Violence Advisors scheme shows further improvement with 100% of their referred survivors now feeling safer and at less risk when their linked offenders were managed by the IOM scheme. Encouragingly a high number of those survivors reported a cessation of physical and emotional violence.

Effective partnership working is a key factor in successfully managing offenders and we have prioritised our efforts accordingly. The Nottingham City Council initiative of a seconded Children in Care and Criminal/Sexual Exploitation Officer has been extended to our county area to better address issues of risk, safeguarding and exploitation right across Nottinghamshire. Our two recently recruited CCE Co-ordinators not only provide consistency of attendance and approach at the case-specific strategy meetings, but also will be well placed to detect emerging issues and trends and identify opportunities for process improvement.

We have exploited technological advancements to effectively manage dangerous individuals in our community, including RSOs. Securing Home Office funding we have successfully delivered on enhanced digital monitoring and are soon to introduce polygraph technology into the force.

Section 8: Managing Serious and Organised Crime

We have further strengthened our approach to managing serious and organised crime through enhanced proactive capability and capacity within both our Local Policing and Crime and Operations commands.

For Crime and Operations, we have continued to evolve our in house Serious Organised Crime Unit (SOCU) with surveillance operatives and specialist investigators. Additionally, through the uplift of detective posts we have separated the previous Modern Slavery and County Lines unit into 2 separate units, namely the County Lines Unit (CLU) and a Modern Slavery and Organised Immigration Crime Unit (MSOICU), providing enhanced capacity and specialism. For Local Policing this has included the role out of our 12 Reacher teams and the introduction of the second knife crime team. As mentioned previously, despite the challenges posed by the pandemic, the positive impact of our enhanced capabilities and proactivity is demonstrated within our recent results.

In 2020/21 our Serious Crime Task Force supported 49 covert operations, executed 39 warrants, processed 53 suspects, and charged 22 offenders. We have continued to work in partnership with our regional collaboration EMSOU and currently have 13 separate SOCU prosecutions impending at Crown Court against members of 8 Organised Crime Groups (OCGs).

Firearms offences reduced by 3% in 2020/21 however we achieved another yearly record for firearms and / or ammunition recoveries. Our search activities secured 163 recoveries an increase of 25 from the previous year.

Addressing knife crime remains a force priority and we have continued to secure impressive results through our expanded dedicated Knife Crime Team and the collaborative work of the Nottinghamshire Violence Reduction Unit. In 2019/20 we bucked national, regional, and MSG increases by reducing knife crime by 12.3%. In this most recent period of 2020/21, we reduced by 15.3%, again exceeding the national, regional and MSG reduction averages. We now have less knife crime per 1,000 population when compared to the national average with Nottinghamshire reporting a figure of 0.62 in 2020/21 compared to the national average of 0.74.

We have reduced all drug offences volumes by 9.4% and have also successfully identified and targeted high harm offence types. This resulted in a 14.7% increase in adult drugs trafficking offences in 2020/21 and a 37.4% increase in production offences, with 94% relating to cannabis. In 2020/21 our Drugs Support Team (DST) dismantled 125 cannabis grows and we seized 25,300 plants, a 127.3% increase on the previous year. These seizures had a street value around £12-24m and 3,300 of these cannabis exhibits were identified and weighed by the DST, saving an estimated £128k in laboratory testing costs.

The policing of organised crime is becoming increasingly complex and demanding. In this period, we have noticed an increasing number of foreign nationals linked to organised crime, the diversification of OCG activity into different crime types and activity becoming more sophisticated with the advancement of technology. Through our OCG management regime we have successfully increased our number of mapped OCGs by increasing intelligence coverage on both established OCGs and Emerging Criminal Networks. As a consequence, we currently manage 32 active OCGs, an increase of 7 OCGs from levels at the time of FMS3.

Meeting certain demands from Serious and Organised Crime (SOC) remains a challenge. The local and national focus of recognising children involved in criminality and specifically County Lines (CL), as potential victims of exploitation has led to a significant increase in multiagency safeguarding referrals. This has generated additional opportunities to gather intelligence and disrupt CL activity. There are currently 51 children under the age of 18 years identified at risk of CL exploitation within Nottinghamshire and in 2020/21 CL intelligence submission increased by 22%. As mentioned previously we have responded to this through the establishment of our dedicated County Lines Unit and through enhanced partnership working with the local authority, specifically through our initiation and participation in CCE strategy meetings that in 2020/21 increased by 59%.

Cybercrime continues to increase and present challenges, last year there were 545 cyber dependent crime reports compared with 497 the previous year, representing a rise of 9.7%. We have in part, driven this increase through our engagement with local communities, schools and businesses which has increased awareness and reporting. COVID has also significantly contributed to a further upturn in cybercrime. During lockdown more individuals turned to the internet for routine tasks and criminals adapted to exploit these changes through social engineering and phishing. This increased dependence on technology and growth in the cyber economy exposed more people and organisations to cyber-attacks and cybercrime and these behavioural changes are unlikely to revert after the pandemic ends. Due to previous and forecasted demand, we have strengthened our cybercrime team in 2020/21 and have plans to further bolster detective numbers in the year ahead. This investment has ensured our performance has been strong and in 2020/21 we achieved a joint 3rd position nationally in terms of securing cyber-dependent judicial outcomes.

We successfully addressed rising fraud demand in 2020/21 with investigations being down slightly from 2019/20. Being cognisant of the recommendations from the HMICFRS Fraud - Time to Choose report, we have implemented a fraud triage model. This includes triage assistants within our FCR who ensure the delivery of a proportionate, transparent, and consistent response across the Prevent, Protect and Pursue spectrum, or alternatively transfer

to a more appropriate agency. We now have a greater focus on the identification of vulnerable victims and their safeguarding, signposting to our Fraud Protect team as necessary. Despite our recent progress, recorded fraud offences are predicted to increase slightly into the future due to rising awareness, improved reporting, and national trend changes.

Section 9: Major Events

Demand relating to civil emergencies has been high during this period due to flood events, the implementation of EU Exit preparedness and our response to COVID through Operation Bion.

The successful delivery of Operation Bion has required us to effectively respond to national, regional, and local information and requests as well as providing extensive force plans and guidance. We have also worked as part of the Local Resilience Forum (LRF) to ensure a multi-agency response, playing an active role within the Tactical Coordination Group and chairing the Strategic Coordination Group and Communications Cell. To date we have successfully met these challenges utilising innovative practices to maintain operational effectiveness and organisational progress whilst keeping both our staff and the public safe. As mentioned at the start of this summary our response remains prioritised under the command of a GOLD group as we continue to recover to a state of pre-COVID normality.

The nature of our public order demand changed significantly in the reporting period due to COVID and other external factors. Demand reduced from the cancellation of regular events and sporting fixtures, but protest demand increased as a result of the Black Lives Matter movements, the anti-COVID restrictions movement, the Kill the Bill movement and unlicensed music events. These events were successfully policed, and positive community feedback was received.

We have continued to build upon the gains from our exit from the regional EMOpSS arrangements in 2018. This has enabled us to align our specialist operational support capabilities to local priorities and demand. We are cognisant that the Home Office recently reviewed the Strategic Policing Requirements and await the results. In the meantime, we continue to address the threat of firearms criminality and other serious weapon and violence related threats by analysing demand and identifying foreseeable threats through our Armed Policing Strategic Threat and Risk Assessment process.

The introduction of our ARV Patrol Strategy in 2020 has assisted in improving our Armed Response Vehicle (ARV) response performance. The strategy was informed by analysis of discharges, recoveries, incidents, and other operational demands across the force and directs ARVs to patrol specific areas. The availability of ARVs to meet shifting demands to the Mansfield / Ashfield and eastern county areas whilst maintaining effective patrols in the wider city areas has also proved effective. The average response of the first ARV to incidents in 2020 across the whole force area and to city centre incidents has seen further improvements from those previously achieved. This represents a significant improvement in our ability to respond to potential threats to our key crowded places.

We have also significantly increased taser capacity utilising Home Office funding to deliver a substantial uplift in the number of Specially Trained Officers within front line local policing roles.

We plan to uplift our armed capability over the next 12 months to help form part of a Road Crime team. This team will be supplemented by AFOs from the ARV groups as required for planned operations but will also be tasked to unarmed crime and roads related operations.

Section 10 – Knowledge and ICT Management

We continue to put technology at the heart of achieving improved efficiency and effectiveness and we have recently invested heavily in our Information Services (IS) department. This has enabled enhanced frontline support and improved the management of services, applications, and technology.

Our IS department have been pivotal in ensuring our continued effective operation during the pandemic. This has involved the extension and acceleration of agile working capabilities to enable regular and safe business practices across the force, including essential conferencing facilities to criminal and coronial courts. We secured approval from the National Enabling Programme (NEP) team to accelerate our use of a reduced form of Microsoft Teams which proved invaluable in enabling critical video conferencing with external agencies, including the LRF. We also procured, built, and deployed a further 700 laptops and accessories to staff to enable effective agile working and shielding.

Other vital technological advancements have also been made to improve our frontline capabilities. This has included the delivery of a further 1,328 BWV cameras, the deployment of 250 mobile fingerprint scanners and 100 barcode scanners to improve exhibit handling and storage.

To further improve our delivery and support changing organisational needs, we have brought our technical and business change project management resources together to create a single Business Change and Transformation Team. This development acknowledges the fact that our continued evolution will increasingly rely on IS for the delivery of organisational change.

Section 11 Force-wide Functions

People Services and Organisational Development (PS&OD)

Our People Service Support Teams and Health and Safety Teams have been instrumental in supporting our people through the unprecedented challenges of the pandemic. We have continued to monitor, manage, and reduce sickness to ensure efficiency and public value for money. Despite COVID we have maintained our year-on-year improvements in attendance with force wide sickness in 2020/21 being just 3.78%, compared to 5.07% in 2019/20.

Following our success as the first force to implement the Police Constable Degree Apprenticeship scheme and our delivery of Fast Track to Detective programme, work is now underway to develop and deliver the Degree Holder Entry Programme and the Degree Entry Route into policing. We have also developed the Specials to Police Constable programme and have successfully delivered the first national intake of this sort.

Special Constables (SC) and Police Support Volunteers (PSV) continue to make a valuable contribution to our policing. We have continued to heavily invest in this area and during 2020/21, and despite COVID challenges, we have successfully grown overall numbers by 28. Consequently, we now benefit from having 128 PSVs and 136 SCs and the collective contributions equated to an impressive 54,028 hours volunteered which based on relative national average hourly costs can be valued at £796k. We continue to work with both local universities and the College of Policing to develop the most effective future entry and conversion routes into policing.

Other key recruitment and organisational development has also been progressed during COVID. We have successfully increased Black, Asian, and Minority Ethnic (BAME) and female representation in both appointments and promotions. The recruitment market is buoyant, and we are currently building on recent success with targeted officer recruitment to attract talent from underrepresented groups. In 2020/21, 19% of our recruits were from a BAME

background and we achieved a 50% female recruitment ratio for the first time. A case study of our success was undertaken by the Commission on Race and Ethnic Disparities and was highlighted at the National Policing Board in March 2021. The Policing Minister conducted a virtual visit in February 2021 and was impressed to see the progress already made that places us one year ahead of schedule in respect of the Uplift programme. He also reflected on our diversity, particularly in respect of BAME recruits, together with the fact that retention of officers has remained high. Prior to Operation Uplift, we had a BAME representational figure of 3.8%. As of December 2020, this figure stood at 7.1% representing huge organisational change, making us the most representative force of those with a significant ethnic minority population of over 10% in the country.

Corporate Services

Our Corporate Services department has continued to provide essential support to enable operational activity and continued progress against our strategic change priorities. The NEP programme aims to roll out advanced Microsoft 365 technology to all forces, standardising methods of communication and data sharing. We have received approval to proceed to full force roll out, implementation has commenced and should be concluded by April 2022. Programme Regain, which looks to improve transactional support capabilities by bringing our payroll, finance, and human resources services back in force, has now successfully procured new systems. Data cleansing and transfer is now being progressed with a go live date for all new internal systems in April 2022. The DEMS system which will address a number of issues surrounding the capture, processing, sharing and retention of digital evidence has now been procured and implemented in July as part of a phased delivery process. SOH is due for adoption in November 2021, and this will offer an enhanced and more consistent way for members of the public to contact us and access our information and services.

Estates

In 2020/21, our primary demand has stemmed from our 2 major building projects. Despite the onset of the pandemic, and through effective project management and leadership these projects are still expected to be delivered on or below budget and within agreed timeframes. The cornerstone of our future estates strategy relates to the development of our current headquarters (HQ) to be shared with our Nottinghamshire Fire and Rescue Service (NFRS) colleagues. This £18.5 million project will enable financial efficiencies through the sale of our previous training facility at Hucknall Police Station. The new building will also result in lower revenue costs for both organisations through its energy efficient design. The project is on track to be delivered by 31st March 2022.

As mentioned previously we are also in the process of building the Nottingham Custody Centre which will replace our Bridewell facility in Nottingham city during the latter part of this year. Construction commenced last year to build the new 50 cell custody centre located on a brown field site adjacent to Radford Road in the city. We have recently sold the old Bridewell custody suite to Her Majesty's Courts and Tribunal Service.

In 2020, we have also progressed further co-location with our blue light partners by moving into our first tri-service base in Hucknall and moving into West Bridgford Fire Station. This has enabled us to maintain local footprints whilst also realising substantial capital recipes and savings from reduced running costs.

Professional Standards Directorate

In this period, we have seen the benefits of the new Performance Procedures and the Disciplinary Regulations. We are now more comprehensive in our recording of complaints, and we have improved the timeliness of our investigations. The new regulations place greater emphasis on learning and development, and in particular, there is a strong ethos of utilising

Practice Requiring Improvement (PRI) to address shortfalls in service delivery through to low level misconduct. So far, out of 73 finalised investigations under the new regulations, 33% have resulted in PRI.

Section 12: Collaborations

We place considerable emphasis on collaboration with blue light and local authority partners to develop shared accommodation, innovative solutions, and efficiencies. As mentioned above this has resulted in co-location and enhanced collaborative working at numerous sites across the force area providing opportunities to explore collaborative arrangements and realise efficiency savings.

We have also advanced other collaborative opportunities. Our joint police and NFRS Drone Team is now one of the most effective in the country and has helped us to locate at least 16 vulnerable missing people, including rescues from water and height, securing more than 52 arrests, and providing high-quality video evidence. In 2020/21 we have enhanced this collaborative capability by developing technology to stream video footage instantly to key decision makers and purchasing a new state of the art drone which has the ability to follow targets on a map and provide accurate geo-locational data from a distance of up to 1,200 metres away.

We continue to work with EMSOU colleagues through an established efficiency programme to ensure that our specialist operational collaborations continue to deliver the best possible value for money. Due to our demand profile, we have an enduring operational need to service more proactive action against local SOC and OCGs. Our force SOC teams are a crucial element of this approach and consequently, we continue to invest in our own surveillance and covert capabilities. Likewise, we continue to utilise major crime resources to provide surge capacity when there is an upturn in local investigative demand. We will continue to make effective use of these specialist regional resources through effective tasking and prioritisation in order to reduce the impact of serious offending upon the communities of Nottinghamshire. We also intend to increase our capacity and capability in the area of sensitive intelligence.

The EMSOU Forensic Service structure is the envy of other regions in relation to cost and outcomes. The external forensic marketplace has been turbulent over the last couple of years with the Radox Inquiry and the cyber-attack on Eurofins. However, the unit's contractual arrangements have provided a level of protection and we have avoided some of the difficulties that other forces have faced.

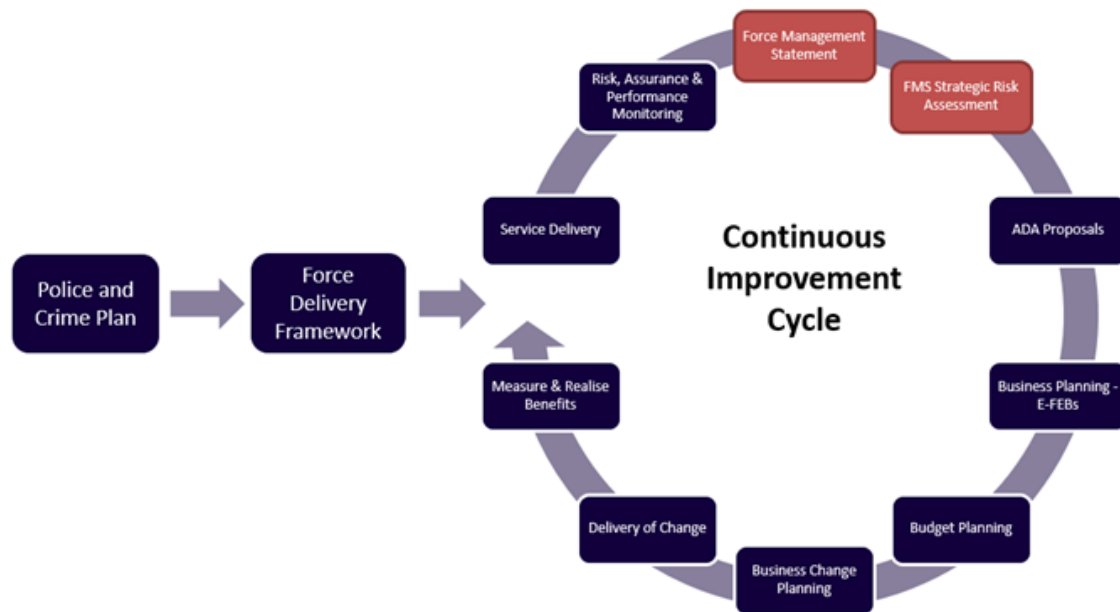
We have driven recent demand upon the East Midlands Police Legal Services collaboration, through our greater use of proactive civil orders to protect the most vulnerable in society, including Domestic Violence Protection Orders, Sex Offender Orders, disclosure applications to family court, and Stalking Prevention Orders. The unit have absorbed this additional demand within budget, and we are confident that this collaborative arrangement continues to deliver an efficient and effective service through a balanced model of retained and outsourced legal advisors.

Moving forward

Looking to the future we will continue to work with partners and our communities to make Nottinghamshire a safe, secure place to live, work and visit. In support of this we continue to focus on the delivery of our strategic priorities of engaging our communities, creating a service that works for local people and becoming an employer of choice.

Although we believe that our continued progress against these strategic priorities and resulting improvements to our service delivery is evidenced throughout this FMS, we recognise the

need for continuous and unrelenting improvement. Recognising its value, we have intentionally placed the FMS at the heart of our strategic planning process.



Consequently, this FMS remains a vital component in our continued evolution as it provides a key source of information to help inform future investment, prioritisation, and strategic direction. It is therefore our intention to fully utilise its findings in the pursuance of further organisational improvement as part of our unwavering commitment to provide the best possible policing service.

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.

Signed:

Craig Guildford
Chief Constable