

**The Nottinghamshire Police and Crime Commissioner's response to the publication of Her Majesty's Inspectorate of Constabulary's (HMIC) - PEEL: Police Efficiency November 2016.**

[The report can be found here](#)

On 3<sup>rd</sup> November 2016, HMIC published its PEEL: Police Efficiency report (2016). In the second year of assessing police against the annual PEEL Efficiency inspection, HMIC examined how police forces use their resources now and how they plan to do so in the future in order to keep people safe and reduce crime. Forces were inspected on how well they are able to predict demand for their services now and in the longer term, and how they manage their resources, especially their officers and staff. This year HMIC found that Nottinghamshire Police:

- is good at understanding the demand it currently faces;
- needs to improve how it is organised if it is to make best use of its existing resources; and
- is inadequate in terms of its plans for the future, and at the time of the inspection, faced serious financial risk.

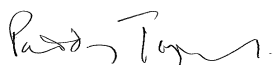
I have read the report and discussed it with the Chief Constable and pleased that HMIC found the Force to have a good understanding of the broad spectrum of demand it currently needs to meet in order to prevent and fight crime, and protect the diverse communities of Nottinghamshire and that the Force also works well with its neighbouring forces in the East Midlands, reducing its costs through working in collaboration with others and achieving some impressive economies of scale.

However, I am disappointed that overall HMIC determined that the Force requires improvement in terms of the efficiency with which it keeps people safe and reduces crime. It's fair to say that we recognised the issues that were raised in the report, prior to the HMIC inspection and took direct action to address them, including the appointment of a senior finance manager which has helped the Force to address the problems it faced. As a result

things have improved significantly and the Force has firm plans in place for the future. The Force accounts were successfully audited with the external audit certification being received in September 2016 prior to this HMIC inspection.

The Force has a dedicated 4ACTION database for tracking and responding to HMIC recommendations and areas for improvement. **Annex 1** of this written response to HMIC provides an update on the current action taken by the Force to address the issues raised by HMIC. The Force provides regular HMIC update reports to my Joint Audit and Scrutiny Panel who provide additional scrutiny in these important areas.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Paddy Tipping'.

Paddy Tipping  
Police and Crime Commissioner

## **ANNEX 1 – FORCE RESPONSE TO HMIC AREAS FOR IMPROVEMENT AND RECOMMENDATIONS**

### **AREAS FOR IMPROVEMENT**

- 1. By 31 May 2017, the force should ensure that it has a detailed understanding of its skill gaps and is implementing an action plan to address these gaps that aligns with the new way of working in the future operating model.**

The force holds accurate information of the skills base within its workforce and with regards to specialist skills such as firearms and police driving our sophisticated systems generate reminders, linked to course availability, ensuring that officers and staff remain operationally qualified to undertake their roles.

We have undertaken a review of retirements and leavers to ensure that we are aware of any skills loss, and we take steps to replace skills in advance of people leaving where possible.

In upgrading our training database some data is not readily accessible, but is nevertheless accessible on the legacy system. We are working to rationalize all data and to resolve this matter before the 31<sup>st</sup> May 2017.

- 2. By 28 February 2017, the force should ensure that there are credible and achievable plans in place for the new police operating model and provide clarity on the effect the new model will have on the service provided to the public.**

Nottinghamshire Police have implemented a thematic policing structure in response to financial challenge and the need to operate in a more efficient way with fewer resources.

The force is confident that in advance of the 28<sup>th</sup> February 2017, it will have reviewed the structure of both the Operations Command and the Investigation and Intelligence Command, providing clarity on how they will operate until the 31<sup>st</sup> March 2018.

This will include providing a costed breakdown of the number of police officers and police staff within each Department within the two commands, as well as clarity on the level of service provision to the public.

The force will also develop a process of Priority Based Budgeting; this will identify future efficiency opportunities and priority areas where additional investment is required in the years ahead to meet new and emerging risks to the public.

## RECOMMENDATIONS

1. **Immediately, the force should ensure that it has rigorous financial controls and robust governance arrangements in place to ensure effective financial management. This should include appropriate oversight by the leadership team and sufficient capacity and expertise within the finance team to ensure that improvements are implemented and sustained.**

The force is working to the OPCC Treasury Management Strategy and the OPCC Medium term financial plan.

The force has also adopted its own Financial Planning Medium Term Operational Plan which has been approved by the Force Executive Board. Use is made of external auditing funded by the OPCC and undertaken by Mazars. The latest audit of Core Financial Systems shows that the level of assurance has improved overall to be regarded as satisfactory. The latest financial data also indicates that the force will achieve its budget target for this financial year with some scope to invest in additional resources.

Budget monitoring takes place in a number of forums within the force including the Force Performance Board, The Force Management Board and the Force Executive Board.

The force is presently preparing budget plans for the next financial year. A part of this process has included the Deputy Chief Constable acting as chair of budget planning meetings involving finance and departmental heads. This will ensure that plans meet both financial and operational targets.

Our (ACO) Finance & Resources - Paul Dawkins performs a role that provides strategic oversight and direction with regard to the financial performance for Nottinghamshire, Leicestershire and Northants Police. We have an experienced head of finance working in Nottinghamshire supported by a stable and capable team with the required skills to meet the financial challenge. Being part of the tri-force collaboration provides greater potential resilience to cope with any loss of experience brought about when key people leave the organisation. **(ACO) finance & Resources - Paul Dawkins**

2. **Immediately, the force should build on the medium-term financial strategy and develop and work with an effective medium-term plan that aligns revenue and capital spending (over the next three years, as a minimum) with force priorities, taking into account future change and savings plans alongside prudent assumptions about anticipated income.**

The Financial Planning Medium Term Operational Plan referred to in item 2 above is designed to achieve this objective.

Nottinghamshire Police does have a greater dependence on Central Government funding than most other forces and so this has some impact on our ability to accurately predict future funding.

- 3. By 28 February 2017, the force should ensure that there are credible and achievable plans in place for the new police operating model. The plans should make clear how the reductions in workforce numbers are to be achieved and provide costed options for service provision and clarity on the impact on services of each option.**

Nottinghamshire Police have implemented a thematic policing structure in response to financial challenge and the need to operate in a more efficient way with fewer resources whilst delivering the best possible victim focused service.

The force is confident that in advance of the 28<sup>th</sup> February 2017 it will have reviewed the structure of both its Operations and Investigation and Intelligence Commands providing clarity on the service specification until the 31<sup>st</sup> March 2018.

This will include providing a numeric and financial breakdown of police officers at each rank and police staff within each Department within the two commands, as well as clarity on the service provision to the public.

Commencing early in 2017 the force will develop a programme of Priority Based Budgeting which will enable the identification of future efficiency opportunities, as well as priority areas where additional investment is required to meet new and emerging risks to the public. This process will become integrated in the annual business planning cycle ensuring a consistent and evidenced based approach to future budget setting and service delivery.