

**Appendix 1**



# **Chief Constable's Update Report**

Strategic Performance and Resources Board

15<sup>th</sup> March 2016

Version 1.0

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**1.0 Introduction**

- 1.1 Since the previous update was provided in September 2015, there has been a significant amount of work undertaken to move the Force forward in terms of crime reduction, prevention and changes to our structures to make the organisation as efficient and effective for the future as possible.
- 1.2 The recent announcement by the Chancellor about public sector finances and cuts to central government funding has enabled us to further our discussions Leicestershire and Northamptonshire about aligning ourselves more closely. In December 2015 the three forces agreed a direction of travel as a Strategic Alliance.
- 1.3 The Force change programme, Delivering the Future (DtF), has moved into its third phase and business cases are being developed for each part of the Force change work to enable convergence for the Strategic Alliance.
- 1.5 In support of this, the PROUD values continue to underpin all of our daily business as we develop a new landscape for policing in Nottingham and Nottinghamshire (please see Appendix 1 for the definition of the PROUD values). These values are integral to our daily behaviours and everything we do, from frontline policing, to operational planning, to procurement, and throughout every element of our business. They are also closely aligned with the Code of Ethics.
- 1.6 Other areas of work in which there has been significant progress since my previous update report are Niche, EMOpSS and Crime and Justice.
- 1.7 This report gives an update on just some of the work that has been taking place recently and is set out by each of the Police and Crime Commissioners Force's seven strategic priority themes:
1. Protect, support, and respond to victims, witnesses and vulnerable people
  2. Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process
  3. Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)
  4. Reduce the impact of drugs and alcohol on levels of crime and (ASB)
  5. Reduce the threat from organised crime
  6. Prevention, early intervention and reduction in reoffending
  7. Spending your money wisely

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**2.0 Priority 1: Protect, support, and respond to victims, witnesses and vulnerable people**

- 2.1 Victim satisfaction and public confidence in local police has improved significantly in recent years. However, the force continues to focus on improving understanding victims and witnesses and on our diverse communities in order to help us understand the different and changing needs and expectations of the public that we serve.
- 2.2 In performance terms victim satisfaction has been stable over the last year in the percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour (ASB) and other crime issues.
- 2.3 A significant amount of work has gone into embedding the Policing Code of Ethics locally in Nottinghamshire Police. The Code sets out the exemplary standards of behaviour for everyone who works in policing. Here in Nottinghamshire we are clear that this is an extension to the detail within the 'Professional' element of the existing PROUD values and is about using these principles every day in every element of our business.
- 2.4 The National Child Abuse Inquiry was announced early in 2015, proposing to review historical abuse nationally. We are determined to ensure transparency here in Nottinghamshire and to fully support the Inquiry. We currently have two large scale historic abuse enquiries in Nottinghamshire, which are Operation Daybreak and Operation Xeres.
- 2.5 In 2015 the Prime Minister identified Child Sexual Abuse as a national priority. We continue to work with our partners to manage the way in which we deal with Child sexual Exploitation (CSE). Locally, we have launched the Child Abuse Images Database (CAID). We have developed an internal sexual offences coordination group to review the position on sexual offences reporting and understanding the wider picture. We have also invested further resources into our wider Public Protection Command to support child abuse and child sexual exploitation investigation.
- 2.5 Nottinghamshire Police is committed to policing the area with the upmost honesty and integrity. Where members of our staff fall short of the expectations required of them, there is a clear accountability process through the Professional Standards Department. Our values are integral to the services we provide and honesty, integrity, and professionalism are the basics of the standards that we expect from our officers and staff in Nottinghamshire Police.

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**3.0 Priority 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice Process**

3.1 The Force undertook a considerable amount of communication and awareness of National File Standards as part of the roll out of Transforming Summary Justice. File quality is discussed at Regional Prosecution Team Performance meetings between Police and CPS, continuing our commitment to provision of a quality assured police file.

3.2 We have seen an increase in the Early Guilty Plea rate compared to 2014-15. The Early Guilty Plea rate recorded in the Crown Court of 42.2% was considerably above the national average rate of 33.4%. The Magistrates' Court Early Guilty Plea rate has considerably improved from 67.4% in the same period last year, to 70.8%. Feedback from both Courts can be attributed to the early reported success of Transforming Summary Justice.

**4.0 Priority 3: Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour (ASB)**

4.1 The Force recorded a year-to-date 0.6% increase; a 0.3 percentage point increase compared to year-to-date performance to the end of December 2015. This has been accounted for due to the new offences now being recorded. When you consider comparing like for like performance overall is improved.

4.2 Overall, Burglary Dwelling continues to show strong performance, with January recording a -17.3% reduction, or 59 less offences. The City divisions recorded a -2% reduction in January 2016, following positive performance since July 2015. Against the 2011-2012 baseline, year-to-date the Force is now recording 36.4% (or 17,907) less ASB incidents than in April to January 2012.

4.3 There continues to be a strong focus on performance with the 2 Basic Command Units (BCUs) holding daily performance management meetings and by an Assistant Chief Constable chairing meetings with the Basic Command Unit (BCU) Commanders and Departmental Heads twice a week to review performance. This ensures a consistent focus and a flexible response to performance challenges.

4.4 Performance is also reviewed monthly by all Chief Officers at the Force Executive Board where they are provided with an update on exceptions and the Performance and Insight report, which covers crime performance, workforce performance (sickness etc), and performance against our finances.

4.5 However, there are still challenges to overcome and although achievements have been made to reduce crime over recent years in the Force, particularly when compared to national all crime reductions, there is no complacency amongst our

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staff and officers and we are determined to continue cutting crime and keeping people safe whilst at the same time, delivering value for money.

**5.0 Priority 4: Reduce the impact of drugs and alcohol on levels of crime and (ASB)**

- 5.1 The Drug Intervention Programme (DIP) is being utilised in a targeted way and is still available in custody. Local Neighbourhood Policing teams are working with community groups and voluntary services to assist in the support of substance users to turn them away from drug use and crime.
- 5.2 We are proactively policing drug intelligence and utilising the force drug fund where appropriate. There were 15 less supply and production drug offences recorded year-to-date. In comparison, there was a considerable reduction in possession offences (-21.0%).
- 5.3 The Reported number of Alcohol-Related Crimes is reducing, and the proportion of Alcohol-Related Violence appears to be falling and is less than half that is estimated nationally.
- 5.4 Supt. Fretwell has been appointed as the Forces new lead on Alcohol related crime.

**6.0 Priority 5: Reduce the threat from organised crime**

- 6.1 We have currently managed to reduce the number of high risk OCG's in Nottinghamshire to the lowest since formal recording of OCG's began. We are currently in the process of archiving twelve OCG's, which is a process we go through when we have so heavily disrupted a group that all indicators suggest they no longer pose a threat to the public in terms of their organised crime activity.
- 6.2 Through our robust 'Sentinel' process and our Firearm Nominal Management process we have a better understanding of firearm issues within Nottinghamshire than ever before, meaning we are better placed to minimise the threat posed by Firearms to the people of Nottinghamshire.
- 6.3 We have a strong commitment to working in partnership with other agencies around Serious and Organised Crime. A Home Office approved process of a Local Serious and Organised Crime profile is progressing to ensure a good understanding of information held across the Partnership and we now have a joint partnership tasking on the City around our tactics for dealing with Serious and Organised Crime. This is also being progressed on the county with a similar function.

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6.4 The City have allocated dedicated resources to a Serious and Organised Crime Task Force that focuses on dealing with these specific issues and ensures the right amount of policing in terms of minimising the threat, risk and harm posed to the public by Serious and Organised Crime.

**7.0 Priority 6: Prevention, early intervention and reduction in reoffending**

7.1 Integrated Offender Management are under current review by The Reducing Reoffending Board with the objective of addressing areas of more serious harm. We continue to utilise voluntary GPS tagging systems which are working well and being well used.

7.2 Prevention as a theme has been woven into the operating model being developed for the force as it restructures. Pilot work which has developed over the last 18 months is now being mainstreamed into operational activity, the force moving to a more preventative way of working rather than reactive.

7.3 Examples of this work are around mental health, triage cars ensuring early assessments can be made to direct people to the right care and services at the right time. The Force has also embedded a mental health practitioner within the contact management centre, ensuring an even earlier assessment of calls for service. This work has ensured that no children or adults are brought to the police station as a place of safety, instead they are taken to an appropriate healthcare setting.

7.4 The Nottinghamshire Safer Nottinghamshire Board is undertaking a review around its functions which will support a wider and more co-ordinated approach to prevention across Nottinghamshire. The aim is to strengthen Local and Community safety partnership structures, developing a service model which is based focussing on those with complex needs.

7.5 A number of pilots around prevention have been mainstreamed in to day to day delivery, all of which have shown significant results in driving down demand as well as improving the lives of the member of our community.

**8.0 Priority 7: Spending your money wisely**

8.1 Nottinghamshire Police's overarching vision is 'To be the best performing Police Force in England and Wales'. To achieve this vision we will continue to ensure that the budget allocated to us is spent wisely and that a balanced budget is delivered at the end of each financial year.

8.2 In December 2015 the three Chief Constables for Nottinghamshire, Leicestershire and Northamptonshire agreed to the creation of a single policing

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model for all three forces – the Strategic Alliance (SA). A detailed business case is now being developed to define what this will mean with an intention to introduce unified leadership, a single way of working, uniformity in systems, training, and policy and procedures to ensure a consistently high quality of service across the three forces.

- 8.3 I would like to take this opportunity to thank all the staff and officers involved in developing the 'proof of concept' model, which was approved by the three Chief Constables and three Police and Crime Commissioners in December 2015. My thanks also goes out to all of the staff and officers in Nottinghamshire Police for their hard work and dedication during what is an uncertain time for many – I know that there is recognition that we need to change to provide the best service to the public by operating in the most efficient and effective ways.
- 8.4 Although the Comprehensive Spending Review announcement in November 2015 was significantly less severe on Police budget cuts that we anticipated and we were pleased that the budget will not be cut further, we still have a significant amount of savings to achieve to balance the budget.
- 8.5 Our 'Delivering the Future 3' team are continuing to work with senior leaders within the force to develop more efficient and effective ways of doing things to achieve the savings that are still required and make Nottinghamshire Police as efficient and effective as we possibly can.

Appendix 1

## **PROUD To Serve: Our Values**

PROUD embodies everything we stand for as an organisation.

**P**rofessional

**R**espect for all

**O**ne Team

**U**tmost integrity, trust and honesty

**D**oing it differently