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| For Consideration | |
| Public/Non Public* | Public |
| Report to: | Strategic Resources and Performance Meeting |
| Date of Meeting: | 6th November 2019 |
| Report of: | Paddy Tipping Police Commissioner |
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| Agenda Item: | 7 |

POLICE AND CRIME DELIVERY PLAN (2019-20) – THEME 4 TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Commissioner with a progress report on how the Chief Constable and partners are delivering his strategic activities in respect of Theme 4 of his Police and Crime Delivery Plan (2018-21) for 2019-20.
- 1.2 The report identifies an outline of the strategic activities that have been progressing across policing and community safety since April 2019 in respect of Theme 4.

2. RECOMMENDATIONS

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

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Police and Crime Panel have requested an update on Theme 4 in its work plan for 2019-20 and this report will also be submitted to the Panel meeting of 25th November 2019.
- 3.2 This monitoring report provides an overview of the delivery of the activity and performance in respect of Theme 4 of the Police and Crime Plan (2018-21) during and up to quarter 2 of 2019-20.

4. Summary of Key Points

- 4.1 On 7th February 2018, the Commissioner presented his new Police and Crime Plan (2018-21) for implementation commencing 1st April 2018. The new plan has four new themes:
 - T1. Protecting People from Harm
 - T2. Helping and Supporting Victims

- T3. Tackling Crime and Antisocial Behaviour
- T4. Transforming Services and Delivering Quality Policing

4.2 On 7th February 2019 the Commissioner submitted a revised Police and Crime Delivery Plan (2019-20)^a for implementation commencing 1st April 2019.

4.3 **Appendix A** provides a table summarising the progress and achievements in respect of Theme 4 of the plan. The activities have been graded in terms of completion/progress and it will be seen that all activity is graded Green.

5. Details of outcome of consultation

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

6. Appendices

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

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

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

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^a Click this [link](#) to download the PCC's revised Police and Crime Delivery Plan (2019-20)

APPENDIX A



POLICE AND CRIME DELIVERY PLAN (2019-20)

Working with you for a safer Nottingham and Nottinghamshire

COMMISSIONER'S STRATEGIC THEMES UPDATE - UPDATE (Qrt 1 and 2)

V1

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

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| Green | Achieved or Adequate Progress being Made | Amber | Started but Inadequate Progress or Risk that it won't be achieved | Red | Unachieved or strong likely that it won't be achieved | White (NS) | Not Started but Planned to take place during later Qrt |
| Number & % | 15/15 (100%) | Number & % | 0/0 (0%) | Number & % | 0/0 (0%) | Number & % | 0/0 (0%) |

THEME 4: TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

| No Organisation SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS | | | RAG Status |
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| 1 | Force | Ensure the force achieves a balanced budget and reduces non-pay costs to grow officer numbers and increase service capacity | G |
| <p>The Force's approved budget included £3.3m of efficiency savings of which £1.3m relates to non-pay costs. Current monitoring shows that we are on track to deliver these savings although some risk exists in the timing of the delivery of some of the non-pay costs. The budget provided for the uplift of 40 Officers, however this has now been overtaken by Governments pledge to deliver an extra 20,000 police officers. This Force is currently working with the Government to deliver an additional 150 Officer uplift in the current financial year (this will be funded by local and national funding).</p> | | | |

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| 2 | CR/PT | Continue to put forward a strong national case for Nottinghamshire to receive a fair share of policing resources | G |
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The PCC is deputy lead of the national APCC Finance & Collaboration body which represents all PCCs in relation to the CSR (Competitive Spending Review) submissions, the funding formula review, resource & demand, non-grant funding and estates & sustainability. Continual lobbying by this group has clearly influenced the Government to commit to providing funding for 20,000 additional police officers nationally over the next three years.

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| 3 | DH | Work with independent external partners to further improve understanding and management of policing demand | G |
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Crest Advisory have concluded the first phase of their demand modelling work. This culminated in a roundtable event in Nottinghamshire hosted by the PCC on 30th September which brought together national and regional experts police demand including representatives from the Home Office, HMICFRS, College of Policing, Police Foundation and Cabinet Office. The findings of Crest's work are helping to ensure that our resources are configured to achieve best value for money. The PCC intends to continue to work with Crest during 2019/20 to develop more sophisticated and dynamic demand modelling and demand management approaches and explore opportunities to identify process and service efficiencies, review the resources, skills and specialisms required of a 21st Century police service, understanding drivers of demand to inform targeted prevention and problem solving activity and better understand outcomes from partnership and collaboration activity. The OPCC is also undertaking work to better understand community needs and expectations of the police in Nottinghamshire via focus groups and involvement in national research being led by the Police Foundation which is scheduled for publication later this year.

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| 4 | Force | Continue to develop understanding and response to higher than average 999 and 101 call rates and address inappropriate or misplaced calls for service | G |
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For the year ending 2018/19 the call handling performance of answering 999 calls in 10 seconds for rose from 95.3% to 97.1%, despite there being a 3.4% increase in such calls, from 179,825 to 185,979. Calls were answered in an average of 3 seconds. The increase in 999 calls has been evidenced nationally though there is no clear reason identified for this that could cause reduction activity to take place. The force continues to publicise weekly inappropriate 999 calls in an effort to reduce this number; this publicity has achieved national circulation on a couple of occasions.

101 calls have seen a 3.1% reduction from 424,496 to 411,402 this has been supported by a 60.3% reduction in abandoned calls which a meant those callers who put the phone down have not had to call again, which would register as a further call. Calls were answered in an average of 58 seconds against a 60 second target and 72.8% of all calls were answered in this time compared to 58.4% in the previous year.

Both the 999 and 101 call handling performance improved largely because the full staffing establishment was achieved and because the re-modelled shift pattern puts staff on duty to answer calls when they were predicted to arrive.

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| 5 | Force | Continue to invest in and promote the welfare of officers, staff and volunteers | G |
| <p>Nottinghamshire Police recognises that our people are our most valuable asset. Our people are the constant and critical success factor in respect of our past achievements and will be for our future successes. In order to achieve our vision, we need to ensure that they are effectively supported, developed and representative to meet both their needs and the needs of the public of Nottinghamshire.</p> <p>We know that wellbeing means many different things to different people from physical, psychological and financial wellbeing. Our mission is to have a healthy, happy and engaged workforce. To do this we will strive to deliver a positive and healthy workplace, seeking to ensure that Nottinghamshire Police is an employer of choice and delivers a service that works for local people. We are currently developing a 5 year Wellbeing Strategy that will listen to our workforce, commit to develop and embed wellbeing, provide a fit for purpose estate and ensure our practices and procedures recognise and support wellbeing creating a culture that is free from stigma and judgement.</p> <p>We are currently reviewing and evaluating the wellbeing initiatives the Force adopts to ensure that we know what has been effective and what has not. We are reviewing policy and procedure putting employer of choice front and centre and doing the right thing by our staff. We have completed a Staff Survey to ensure that we listen to our staff and when the results are received we will publish them and put in place actions to address their concerns being honest about what can reasonably be achieved.</p> <p>We have developed a comprehensive communications plan which provides meaningful information in one place, accessible by all our staff. We will publish widely information relating to our Employer Assistance Provider – PFOA so that our staff are aware of what is available and we will engage with our staff associations to ensure the support they offer is accessible and published. We are also developing a robust governance programme which builds on the work already completed to ensure we have wellbeing champions across the Force.</p> | | | |

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| 6 | Force | Work with partners to identify further collaboration opportunities for pooled budgets, efficiencies and improved services | G |
| <p>Work is underway to develop a Tri-Emergency Service Hub at the Ambulance Station at Annesley Road, Hucknall and this is expected to be fully operational by the end of January, 2020. This development will bring together EMAS Ambulance and Paramedics, with the Hucknall Fire Station and the Ashfield Response and Neighbourhood Policing Teams and as a consequence will lead to improved inter-agency working and efficiencies as a result of the closure of other Police and Fire Buildings.</p> <p>Nottinghamshire Fire and Rescue and Nottinghamshire Police have recently agreed that the Police training teams based at the Watnall Road Training Centre will move into underutilised space at the Highfields Fire Station in October 2019. This will enable the police to exit the lease at Watnall Road earlier than was originally planned thus providing savings.</p> <p>In a similar way to the Tri-service hub it will promote interagency working, particularly with regard to driver training as both police and fire driver training teams will be based in the same building. Work is now taking place to enable the Police teams based at West Bridgford Police Station to co-locate with the Fire teams</p> | | | |

based at the West Bridgford Fire Station. This move will enable both Police and Fire to retain a base in that community and also enable the police to generate some efficiencies from its estate that will ensure its ability to maintain its levels of front line staff. This move is expected to take place towards the end of 2019.

Following a decision of the Police and Crime Commissioner and the Fire Authority work is taking place to develop a shared Police and Fire HQ at the existing Police HQ at Sherwood Lodge.

A planning application has been submitted that would see an £18.5M re-development of the site to include:

- Space for shared HQ functions
- A new Control Room
- New Police Training School to replace the two existing sites in Hucknall
- A canteen
- Multi-purpose hall and Gym
- Conferencing facilities
- Reconfigured and enlarged car parking space

The planning application is to be determined in October 2019 and if successful enabling works will commence soon after. Subject to planning the main building work will commence in July 2020. The main building will then be completed and occupied by the end of December 2021.

This development will bring together both Police and Fire Command teams and it will provide a first class facility from which major incidents across Nottinghamshire can be managed. Once occupied there will be efficiencies for both organisations through the disposal of the Fire HQ at Bestwood Lodge and the two police training sites.

Operational Initiatives

Police and Fire are working together to create a capability to routinely deploy Aerial Unmanned Airborne Vehicles or more commonly known as 'Drones'

This project is progressing well with a group of 10 pilots in training and they are expected to be operationally deployable at both police and fire lead incidents by the end of December 2019.

This approach will provide additions in operations such as missing persons, sporting events, protest, firearms operations and tackling rural crimes.

This also provides an intermediate measure when the request for support does not quite meet the level of risk that would result in the deployment of the National Police Air Service Helicopter. Experience from other parts of the country indicate that this equipment will prove extremely effective in preventing people from suffering serious harm.

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| 7 | Force | Develop a programme of collaboration with the Fire and Rescue Service, including sharing estates, vehicles and training | G |
| <p>The Force is transferring its driver training to Highfields Fire Station in October 2019, where it will be sharing facilities with the Fire Service.</p> <p>At the Hucknall Ambulance station the Force is building an extension with the Fire Service that will accommodate Police Neighbourhood and Response Team and the Fire Service, in what will be a Tri-Force building, which is expected to be fully operational early in 2020.</p> <p>In West Bridgford the Force will soon to begin alteration works within the Fire Station to create accommodation for Police officers and staff from the current Police Station, and create a shared Police and Fire station and be operational early in 2020. We continue to work on the development of the joint Police and Fire HQ at Sherwood Lodge, which is expected to be, completed late 2021.</p> | | | |

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| 8 | Force | Increase co-location of public services and where beneficial the sharing of information, buildings and people | G |
| <p>In 2019 the Force opened a Partnership hub with Bassetlaw District Council at the Queens Building in Worksop, where officers and staff from the former Police Station have been relocated, and this also includes a Front Counter service for the public to visit.</p> <p>We are transferring our driver training to Highfields Fire Station in October 2019, where we will be sharing facilities with the Fire Service.</p> <p>At the Hucknall Ambulance station we are building an extension with the Fire Service that will accommodate Police Neighbourhood and Response Team and the Fire Service, in what will be a Tri-Force building, which is expected to be fully operational early in 2020.</p> <p>In West Bridgford we will soon to begin alteration works within the Fire Station to create accommodation for Police officers and staff from the current Police Station, and create a shared Police and Fire station and be operational early in 2020.</p> <p>We continue to work on the development of the joint Police and Fire HQ at Sherwood Lodge, which is expected to be, completed late 2021.</p> | | | |

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| 9 | Force | Consider any Government opportunities for further devolution of criminal justice services, victims, witnesses and offenders | G |
| <p>The OPCC are identifying and exploring further opportunities for local devolution arising from national and regional reform. The PCC has a devolved budget from the Ministry of Justice to provide local support services for victims and witnesses.</p> | | | |

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| 10 | Force | Embed the National Enabling Programmes and Digital Policing Strategy 2025 to modernise the management and delivery of IT services | G |
| <p>There are 3 visible stages to NEP implementation. 1) 50 user technical pilot – this went live in early June 2019, with users mainly within Information Services and serves the purposes of a limited test of the technology on Nottinghamshire’s network and infrastructure. This has been a valuable learning experience, which has served to unpick some teething issues and will undoubtedly smooth the process of further rollout. 2) 250 user pilot – this is scheduled from January 2020 and will be based around users for 5 defined ‘use cases’.</p> <p>The teams involved are COT, CSI, Operational Planning, the force Portfolio Management Office and Corporate Communications. Prior to approval being given to move to this phase, considerable testing is undertaken of the IT security arrangements of the organisation and this is where the bulk of the effort has been concentrated in recent months. We have successfully run a table-top exercise for approval to connect to the National Management Centre, which will remotely scan for potential cyber-attacks against the force.</p> <p>The National NEP team are currently in force conducting an NEP Security Assessment. This will undoubtedly result in a number of actions, but every indication is that we are well placed to achieve sign-off to move to the 250 user pilot stage. 3) Full force rollout to all users – this is scheduled to take place from April 2020 onwards and is likely to take the form of rollout to a team or business area at a time; in order to manage the demand on IS services and user training and support.</p> <p>A change champion’s network has been established with members from across the organisation, and they will be fully engaged throughout the process.</p> | | | |

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| 11 | DH | Undertake research and co-engagement activity to build a better understanding of communities | G |
| <p>The first phase of Nottingham Trent University’s research project exploring the needs and experiences of new and emerging communities has concluded. The project engaged with diverse ethnic and cultural groups across Nottinghamshire with a view to improving partner agency understanding of the lived experiences of ‘new’ and ‘emerging’ communities, and in particular, the challenges and barriers they faced in accessing services and how these could be overcome. The research also considered experiences of hate crime and perceptions in relation to Brexit.</p> <p>The PCC and SNB partners are now developing responses to the research recommendations which include; improving information on migrant groups in Nottinghamshire via a snowball sampling framework in order to enable important information to be cascaded onto other migrant groups; providing additional support and advice to be provided to migrants to help them get off to the best start in understanding their rights and obligations; canvassing key information such as the police 101 number and 111 NHS numbers to those not currently engaging with existing community groups; work more closely with schools and universities as organisations to disseminate key information; enhancing the availability of interpreters and small voluntary groups playing a key role in providing access to English; ensuring regular police engagement with new and emerging communities via non-uniform community policing resources; explore</p> | | | |

more work in schools with respect to education on cultural differences. The researchers have gained extensive access to a range of local new and emerging community representatives as part of this work which the PCC and partners are keen to maintain and develop going forward

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| 12 | Force | Invest in community-led initiatives to facilitate positive relationships between BME and/or new and emerging communities and the police | G |
| <p>In respect of community led initiatives, we have significantly changed both our HR and CIPD approach – which now includes;</p> <ul style="list-style-type: none"> - Community cohesion coordinator (reaching out to hard to reach communities) - Vulnerable outreach worker (fast tracking vulnerable youth / hard to reach communities into the police cadets) - Dedicated mini police SPOC (440 inner city pupils now involved in this programme) - SEIO programme (all schools have a dedicated officer) - Children in care officer (disproportionately affects BMAE children from poorer areas) - Hate Crime Officers (working with seldom heard communities) - Dedicated Positive Action team linked with Operation Uplift <p>Nottinghamshire Police are engaging with BMAE/new and emerging communities from a grass roots level through to adults. The IAG are wedded to this programme and are assisting with police promotion boards and observing on new police recruit interviews.</p> <p>New Police recruits now have a dedicated days input around community cohesion, and also meet the community in a local setting to ensure better and more cohesive relationships – this programme has now been running for 18 months, and with a good level of success. Many new recruits were also involved in significant community events throughout 2019 including Stephen Lawrence Day and Taken Too Soon. Both these events were well attended and received positive media coverage.</p> | | | |

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| 13 | Force | Develop a police workforce that is more representative of the communities it serves and implement HR Strategy to fulfil requirements of the Equality Act 2010 | G |
| <p>The Force will continue to deliver positive action initiatives aimed at retention and progression and seek to encourage individuals from under-represented groups to consider opportunities to work with Nottinghamshire Police as police officers, police staff, special constables, cadets and volunteers. People Services is currently finalising the Force's 5 year People Strategy and plans.</p> <p>Diversity picture for the Force at 31st July 2019: The male to female ratio being 55.59% male to 44.41% female (female ratio +0.08% on the previous month). BME representation for the force increased by 0.03% to 5.83%. The first regular Police Officer cohort of the financial year started on the 26th April 2019, with a</p> | | | |

BME % of 16.67%, the second cohort who started on the 7th June 2019 has a BME % of 11.11%, and the third cohort who started on the 12th July has a BME % of 5.56%, The overall BME % for the first 3 cohorts of 2019-2020 to date stands at 11.32%. The percentage of the force with a self-declared disability has decreased slightly by 0.01% to 4.41%.

The majority of staff fall into the 26 to 40 and 41 to 55 age bands (40.47% and 40.61% respectively). 10.73% of the force are 25 and under and 8.19% of the force are in the 55+ age band.

Operation Uplift is as a result of the government, pledging to increase police officer numbers by 20,000 within 3 years. Nottinghamshire Police are using this opportunity to further develop our positive action strategy, and ensure that Nottinghamshire Police is more representative of the communities, building on recent success. Operation Uplift is split into three phases – the first being our initial pool of candidates, those with SEARCH transfers from other areas, and then also looking at transferees and re-joiners. During this specific phase, we have utilised opportunities, including the National Black Police Association and other support networks, to attract those with protected characteristics – the first 9 transferees have been 33% female and 22% BAME.

However, the local strategy is of significant importance to us, and that is why in phase 2 of Operation Uplift – we will be changing our method to directly target specific communities and ensure that we ‘go to the communities’ as opposed to expect them come to us. We have also sought assistance from external stakeholders, including famous BMAE professional sportsmen/women and KIN networks; to help unlock new opportunities, together with a refresh of our communications and media strategy.

Phase 3 is our medium to longer term plan, which will involve utilising our more diverse police cadet programme, university and higher education programmes, plus other initiatives such as ‘Inspire to Achieve’. Our Police Cadets sit at 20% BMAE and almost a 60/40 gender split, which shows that at a grass roots level, we are improving our representation, which will stand us in good stead for the future.

It is important to note, that Operation Uplift equally applies to police staff – and therefore we can jointly tackle the disproportionality in both officers and staff, however both the race and gender divide is far smaller for staff than officers.

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| 14 | Force | Support innovative customer-led approaches to better informing and engaging with local communities and support the transition to Single Online Home | G |
| <p>Having made a decision to delay implementation in January of this year due to concerns about cost, the readiness of the platform and that we would be losing services by moving away from our existing website, we are now expecting to go live between April and June 2020, when we expect that the services included with SOH will have matured and the pro rata cost will have come down as more forces will have on-boarded. The section 22 agreement has now been signed by the CC and the PCC. In the meantime, provision is being put in place locally for submission of dash cam footage by the public and for online payments for licences etc., which are 2 of the elements of SOH. We have also developed an online crime reporting function as the national product was withdrawn over the Summer, in favour of the SOH service. The service to the public has been seamless in this regard.</p> | | | |

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| 15 | KD | Introduce a new model and accountability arrangements for dealing with complaints against the police | G |
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Update 10.5.19 LG: The implementation date for PCCs taking on responsibility for dealing with public complaints has been delayed. It is expected that any changes will now be introduced between September-December 2019 although there may be further delays due to Brexit and the PCC's elections. In preparation for these changes, work is underway to gain a better understanding of complaints demand submitted to the Force from the public under the Complaints Reform – a definition of a complaint will be 'any dissatisfaction with service'. It is also expected that the Office of the Police and Crime Commissioner will need to take on an additional part-time member of staff to deal with appeals and help prepare for changes. We will have 6 months to implement the changes once they are enacted.

Update 23.10.19 LG: The plan is to lay five sets of regulations in early December 2019 and for all of them to come into Force simultaneously on 1st February 2020. The five sets of Regulations are: Conduct, Performance, Complaints and Misconduct, Police Appeal Tribunal Rules and Commencement Regulations (which will commence the relevant primary provisions in the Policing and Crime Act 2017 -mainly relating to complaints).

The draft Home Office Guidance and IOPC Guidance is being updated to reflect changes to the regulations. The final versions will not be available until the Regulations have been laid. It is recommended that the Police and Crime Commissioner should commission an external company to undertake the police complaint reviews with sufficient expertise to assess the level and nature of reviews for the first 6-12 months.

The external company will act independently under authority from the Nottinghamshire Police and Crime Commissioner's Chief Executive to undertake a review of complaints and make recommendations where the Chief Constable is the appropriate authority.