

For Information	
Public	
Report to:	Strategic Resources and Performance meeting
Date of Meeting:	4th September 2019
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Agenda Item:	12

*If Non Public, please state under which category number from the guidance in the space provided.

Force Management Statement 2019

1. Purpose of the Report

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

2. Recommendations

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

3. Reasons for Recommendations

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

4. Summary of Key Points (this should include background information and options appraisal if applicable)

- 4.1 The HMICFRS describe the FMS as a Chief Constables statement and explanation of:
- Demand the force expects to face in the next four years
 - How the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand
 - How the force will improve to make sure the gap between future demand and future capability is as small as it can be; and
 - The money the force expects to have to do all this
- 4.2 The HMICFRS guidance directs a four step approach as outlined below;
1. Establish the gap between current demand and demand expected in next four years

2. Establish the current status of the workforce and other assets: their performance, condition, capacity, capability, serviceability, wellbeing and security of supply
3. Explain what we will do to make sure our workforce and other assets are able to meet the demand we are anticipating; this may be by changing the skills of the workforce, investing in new ICT and making efficiencies.
4. State how much and what types of future demand we don't expect to be able to meet having made changes and efficiencies in step 3

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

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

5. Financial Implications and Budget Provision

- 5.1 Some ADA proposals will have a financial implication which will be scrutinised and approved or declined through the e-FEB (exceptional force executive board) element of the ADA process. These are scheduled for late September 2019.

6. Human Resources Implications

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

7. Equality Implications

- 7.1 There are no equality implications arising from this report

8. Risk Management

- 8.1 There are no immediate organisational risks associated with this report

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

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

10. Changes in Legislation or other Legal Considerations

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

11. Details of outcome of consultation

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

12. Appendices

12.1 The attached appendix summarises the key themes from the FMS 2019

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

13. N/A

NB - See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

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Force Management Statement

May 2019

A typical day in Nottinghamshire Police



- The population of Nottinghamshire is 1,147,060 people
- Nottinghamshire Police has 1,981 police officers
- Across Nottinghamshire, there is approximately one police officer for every 1,768 members of the public
- Since 2010, officer numbers have fallen whilst the population of Nottinghamshire has risen

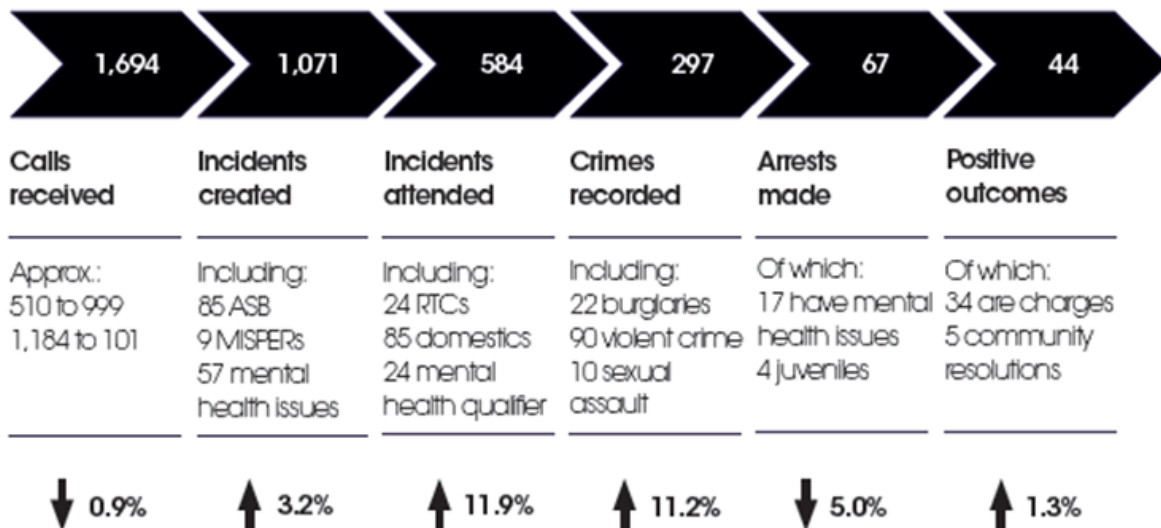


↑ 5.6%



↓ 18.9%

Incoming demand



On-going demand

As well as responding to the public, proactive work is taking place to safeguard the public, including;

- Supporting 1,654 domestic abuse survivors at the Multi-Agency Risk Assessment Centres
- Managing 1,728 sexual and violent offenders under Multi-Agency Public Protection Arrangement
- Supporting 2,975 children and young people subject to a Child Protection Plan
- Supporting 2,958 priority families in Nottingham city, 29% of which have ASB or domestic problems
- Carrying out 8 stop and searches, with a 38.8% positive outcome rate

Nottinghamshire Police – Force Management Statement 2019 summary

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

Our recent Integrated Peel Assessment 2018/19 recognised the significant improvements we have made in our ability to effectively reduce crime and keep people safe. Previously graded as 'requiring improvement' HMICFRS has now deemed the force to be 'Good'. This is a very significant endorsement for the organisation and a tribute to the hard work undertaken by our officers and staff. There has been a huge amount of effort undertaken to get us to this position, and while there is more to do, the investment we have placed in frontline resources, with more police officers available to bolster our local communities will continue to reap rewards. Our service delivery optimism on behalf of the public remains unstinting.

Section 1: Finance

Since 2010, our budget has reduced by £54million, which has at its lowest point also resulted in a 21.5% reduction in police officer numbers. This is despite a changing and increasing population with high calls for service and increasing complex demand. Therein lies our challenge coupled with that of our key strategic public sector partners, some of whom have experienced even greater fiscal challenges than ourselves. In addition we continue to see a growing fiscal gap with grant freezes compared to precept freedom and a growing funding formula disparity which we find ourselves on the wrong side of. This has a growing impact upon collaborative and national financing arrangements.

There are some very sound and tested plans in place to deliver savings in the short, medium and long term. The risks associated with the annual efficiency target of £3.3m for 2019-20 are already significantly reduced early in the current year, with confidence high after the predicted overachievement of the required efficiencies in the last two years. As a consequence of the improved budgeting performance, the introduction of the Annual Departmental Assessment reviews, more certainty of Central Government funding, and greater discretion in the setting of local taxation levels, the finance and Operating Model of Nottinghamshire Police is considered to be above the minimum standards and is sufficiently robust to be sustainable in the short, medium and long term.

The drive for efficiency in support costs, either corporate or policing related will continue. The aim is to ensure our costs in respect of these activities are amongst the most efficient when compared to other police forces, and latest VFM profiles show that this ambition is being realised. The further investment of 40 officers in 2019-20 will place the force 120 officers above the minimum level and does provide sufficient flexibility to meet both known and future demand. 33 of the 40 new posts are dedicated Neighbourhood Constables and 7 are Detectives on the newly created robbery team.

Section 2a: Responding to the public - requests for service

Call handling performance in our Contact Management department has dramatically improved in relation to 999 and 101 calls answered within target times due to the emphasis we place upon it. Traditionally this was delivered at the expense of 101 calls. These performance improvements have come at a modest cost. We have invested substantial time and resources since our 2017 evidence based review and strategically mandated recruitment to 105% establishment for call handlers addressing turnover and improving resilience within this important front line service to ensure our calls for service are met. We have also creatively utilised an amount of latent temporal capacity within the organisation flexibly at no cost.

Like many other forces we have noted a marked increase in the complexity and seriousness of our incoming demand. We have also felt the impact of changes to public and third sector provisions in local communities and the associated strains on both adult and childrens social care, including youth and mental health provision, which all have a visible impact on demand for our services.

Section 2b: Responding to the public - incident response

Through our recent officer recruitment campaign we have significantly increased the number of response and

neighbourhood officers available to respond to incidents. These additional officers have substantially improved our capacity and capability in responding to demand as well as providing a massive boost to morale following a two year recruitment freeze. Front line reviews of response policing and the role of our PCSO's are currently underway. Themes emerging from these highlight some of the pressures our front line teams are facing in responding to increasingly complex calls with a greater number having a vulnerability dimension. Whilst we have invested in refreshing our Vulnerability Strategy and upskilling the workforce in this area, the reality is that these complex incidents take longer to deal with and consequently reduce the number of incidents each officer can resolve during each tour of duty.

In response to previous HMICFRS feedback we have worked with Crest Advisory to develop our new demand modelling tool that will enable more sophisticated forecasting of future demand. The model is able to go beyond statistical predictions of volumetric increases and consider the productive hours required to meet forecasted demand. The modelling is based on aggregate workforce hours associated with interdependent components of incident response, investigation and criminal justice processes. Initial demand forecasting indicates the greatest risk in meeting future demand is the reduced availability of officer hours, caused by increases in time required for secondary investigations. Whilst the volume of deployments to non-crime demand remains a concern the greatest strain in terms of officer hours are the investigations resulting from crime incident attendance. The scale of this challenge is compounded by a number of cross cutting issues including rising vulnerability and complexity. We have also benchmarked our data with another non-local force in the model.

Section 3: Prevention and deterrence (neighbourhood policing)

Following a recent change in the force operating model, neighbourhood officers are now co-located with response officers, with whom they work closely in policing local communities. This locally focused operating model has provided a platform for greater emphasis on prevention and deterrence activities with notable successes evidenced in the neighbourhood case studies. Prevention remains a key part of our approach despite the fiscal challenges. We know this is needed, wanted and that it delivers over time from academic research. Schools & Early Intervention Officers are aligned ubiquitously across the force into every secondary school and academy following a successful trial and positive evaluation by Nottingham Trent University. This is also being extended to higher education establishments aligned to high profile demands such as knife crime. This engagement strand is complemented by projects such as our growing Mini Police programme and a continuous youth offer into our junior and senior Police Cadets. We also have a uniquely bespoke Primary School offer too.

We have mainstreamed the only dedicated knife crime team outside of The Met, who use intelligence led tactics working with partners to address knife carrying within Nottinghamshire. They are deployed according to the latest intelligence picture, using stop search powers with phenomenal success with a 65% positive outcome rate and 120+ weapons seized as a result of 846 searches during 2018. We also continue to invest with our partners in a Knife Crime Strategy Manager who works across the partnerships to deliver direction and improvements to our approach in line with the 4 P's of Pursue, Prevent, Protect and Prepare. This can be seen in the development of a knife crime cohort of younger offenders for proactive management and intervention using IOM principles. It is through a multi-faceted approach that we aim to reduce both the prevalence of carrying and use of knives across Nottinghamshire. Our local increases even with a core city, have been under the national average.

Section 4: Investigations

We have very markedly moved away from a 'proportionate investigations' approach which set the investigative bar too high and left crimes with potentially viable lines of enquiry being filed prematurely. This change has come at a deliberate cost and means a much greater number of incidents require investigation by our front line officers. This can create some tension between incoming demand and existing officer workloads, however we have balanced this with more frontline officers and a supervisory led approach to the management of risk within incident volumes.

We have also noted that investigations increasingly involve one or more digital devices that require careful recovery, triage, download and data sifting as well as creating a significant disclosure burden in the context of evolving complexity. We have increased our capacity and capability with dedicated kiosks and examination officers at key locations to improve investigative efficiency and reduce waiting times for complex cases. The

introduction of our burglary teams has had a positive effect on performance and we fully expect similar positive results from the newly established robbery team. Co-location of detectives with their neighbourhood / response colleagues is working well as is our Career Pathways approach which supports detectives' progression through the organisation. Our prisoner handling and criminal justice teams continue to deliver an impressive level of productivity and both perform well against their respective performance indicators. Our sustained CJ performance leads the way regionally. Further improvements to efficiency and effectiveness are expected from staffing investments in custody and CID which will also have a positive impact on the wellbeing of both departments.

Section 5: Protecting vulnerable people

We are anticipating growing demand across most areas of vulnerability especially child and adult safeguarding and child sexual exploitation. We recognise the need to grow the number of appropriately trained officers within this department and plans are in place to meet projected increases in demand. We continue to invest and innovate in key areas of vulnerability as evidenced by the work of our dedicated human trafficking and modern slavery team and the management of our serial DV offenders through IOM. Our dedicated Street Triage Team also continues to perform well and work is ongoing to provide greater coverage and support to the frontline. Access to mental health support, most specifically for young people, remains a significant driver to incidents requiring police attendance. Our Fast Track Detectives are specifically designed to expeditiously augment capacity.

National issues often have local impacts and we worked hard to ensure that the National Child Abuse Investigation was fully supported ahead of its arrival in Nottingham. We have recorded over 1000 crimes dating back to 1949 and we have shifted resource to permanently investigate non-recent abuse. This comes at a cost as we have shifted strategically away from dedicated bulk acquisitive crime towards Safeguarding and Vulnerability. This is assessed to grow over the next five years and we welcome the fact that more victims are coming forward and trusting the police. We are also seeing a large and active presence of online child abuse activist groups, also known as 'paedophile hunters' within Nottinghamshire. Our aim is to keep children safe and despite the criminal justice challenges we have successfully prosecuted all but one case referred by this method. We have invested increasingly in online operations, more often than not these are focused on the highest risk offenders. We have allocated dedicated resources and have recruited specifically against this threat. Keeping up with this technological challenge continues to require financial resources and we continue to explore the latest technological opportunities.

Section 6: Managing offenders

Similar to the national picture, there has been an increase in the demand placed upon police teams and partners through the management of sexual and violent offenders. This is expected to continue well into the forecasting period given the increase in focus on and national coverage of child sex abuse investigations following IICSA, the continuing development and improvement of IT systems to detect sexual offending and the continuing emergence of online child abuse activist groups. Anticipated reductions in sentencing to better manage the prison population will see a rising volume of riskier offenders needing to be managed in the community.

The IOM scheme is somewhat at the behest of the future Probation Service operating model in that it is unknown what the service agreements will be once the current tendered services transition. However, the provision of a multi-agency approach for priority offenders will exist in some form so a minimum of disruption is entirely possible given the strength and established governance of local relationships. Future work will continue to include management of non-statutory knife crime offenders which have been the subject of a funding agreement from the OPCC. A second seconded Children in care / criminal / sexual exploitation officer post will also be created in the county area to mirror successful arrangements in the city after we shared the learning from this post with partners.

Section 7: Managing Serious and Organised Crime

Our in force SOC team have been instrumental in a high number of firearms recoveries with the surveillance team deploying 147 times over the last financial year in support of a wide range of operations. OCG policing is becoming increasingly complex as we have seen an increasing number of foreign nationals linked to organised crime and OCG activity is diversifying into different crime types and becoming more

sophisticated via the advancement of technology. County Lines is also a growing area of demand bringing with it increases in safeguarding activity required in response to the vulnerability and exploitation associated with such criminality.

Fraud offences and cybercrime also present increasing challenges as the use of the internet and connected devices continues to grow, leading to an increase of exploitable opportunities for criminals to commit crime which require proactive disruption, investigation and cross border working. The majority of frauds are committed by organised crime groups and nationally it is recognised that there are very few mapped OCG's specifically in relation to fraud. Ideally, all should be mapped, however due to the geographic limitations of Police Forces, some issues arise around ownership. We are investing in our cyber and digital capability and have recruited dedicated graduate investigators straight into these areas. We have invested further to facilitate a greater capability closer to the operational frontline in response to these threats.

Section 8: Major Events

Recent changes in the structure of our Operational Support Department have allowed officers from specialist departments such as dogs, firearms and territorial support group to be more closely aligned to local priority areas. This has not only supported us in preventing and deterring incidents in prevailing hotspots but also in providing crucial surge capacity during periods of peak demand, by ensuring resources are deployed to the local areas of greatest need when not employed in their specialist capacity. This assisted the force to meet its World Cup/Weather demand peak in 2018.

Anti-fracking protest activity has been resource intensive for ourselves but nothing like some forces have experienced. This will continue to be so with sites in Nottinghamshire identified for further exploratory drilling. Demand around sporting events in the county is expected to remain broadly stable. Nottingham Forest Football Club has ambitious ground developments which we are assisting with from a policing perspective too. We have noted some modest increase in the number of armed deployments and Taser authorisations over the last year and we are investing in our capability through recruitment of new AFO's and an improved MAST capability to support our surveillance operations which we intend to increase in line with our levels of threat and risk.

Section 9: Force Wellbeing

Workforce health and wellbeing is a real issue as a consequence of increasing and diversifying demand on officers and staff. This follows a sustained period of austerity and resource rationalisation along with the associated organisational change. Strategies are in place to support, develop, inspire and professionalise our practitioners and leaders to ensure they can adapt to this new policing landscape which may be alien to those who have policed in different times. We are embedding these through our wellbeing and leadership development schemes and are partnered with both professional and academic institutions to ensure our people are equipped for the future. Our estate investments have been made with a substantial amount of staff input to address such issues. For Example, our new control room, training school, canteen and gym. We have also started some early work with Fire ahead of their transition on to our shared joint Headquarters site from a wellbeing perspective.

Section 10: ICT and Information Management

The Information Management area continues to change in an ever evolving digital landscape with increasing demands from a number of areas. Big data, artificial intelligence and machine learning are becoming more widespread and Information Management must enable the introduction of new technology and innovations in a manner that is sustainable, with reduced risk, transparency and public confidence. To maximise the potential benefits from our information we need to manage it effectively, digitise it where we can, share it appropriately and ensure that it is adequately protected. We have recognised the limitations of our existing information management structure and we are in the process of restructuring the department to provide clear responsibility, accountability and improved resilience in order to deliver consistent performance and a quality service.

As part of the Police and Crime Plan 2018-2021 we have committed to investing in and supporting a common IT platform across policing – the National Enabling Programme. Information Services are currently updating the IT strategy which will be complete by June 2019 and allow the rest of the organisation to plan better by

incorporating a multi-year roadmap for delivering the required uplift to policing capabilities. This will sit under the wider Corporate Services Strategy to ensure interdependencies between the departments are captured. The IS restructure is expected to be completed this financial year (2019-20) and will re-shape the department by making investment in the support/service management roles and those that enhance business effectiveness, performance, efficiency savings and the retirement of legacy systems and services. The investment is £300k per annum and will be spent entirely on uplift in staffing to assist in meeting the increases in demand.

Section 11 Force-wide functions

People Service and Organisational Development - We were the first force to implement the police constable degree apprenticeship (PCDA) and work is underway developing the degree holder entry programme (DHEP). We have a small number already taking part in the BA in policing route which will be further refined in 2019. An ageing workforce will place demand on PS & OD to review strategies, actions plans and policy changes in support of wellbeing both physical and mental. We understand that the top two reasons for absence remain minor illnesses and psychological disorders. We have implemented a wellbeing strategy and are dedicating newly commissioned resources in our desire to improve in this area. The welfare support service has been recently refreshed and refined.

Professional Standards Directorate - The number of recorded complaints increased by 15.1% in 2018 with 22.6% more of those complaints being investigated when compared to the year before. This increase is balanced with a strategic shift towards learning from blame following the Chief Constable's national leadership. Recording appropriately and the timeliness of investigations can often frustrate, however national changes are anticipated to mitigate this once legislation has been passed.

Corporate Development - The new Corporate Development structure is designed to ensure the function has the capacity and capability to meet current and future challenges. The department undertakes a vital role in supporting change and business planning throughout the organisation. The corporate development restructure will seek to rectify many of the capacity and capability issues historically experienced. Furthermore, options around new IT solutions in respect of project portfolio management and risk management are being explored to provide automated workflows, reduced administrative burden, improved oversight and reporting abilities. The area of greatest focus lies in 'benefits realisation' where we expect to see a sustained level of improvement and consistency.

Special Constables and Volunteers – continue to make a valuable contribution to Nottinghamshire Police with special constables, volunteers and police cadets contributing over 60,000 hours collectively during 2018. We are working with both local universities and the College of Policing to develop the most effective future entry and conversion routes into policing including how Special Constabulary service works to compliment academic development.

Section 12: Collaboration

In Nottinghamshire our unreformed collaborative arrangements seek to service competing demands from local forces within the limitations of their determined individual resources and structures. Three out of five forces have an in-house Serious Organised Crime team, with surveillance and covert capability, to address a gap between local demands and regional capacity to support local priorities. We have achieved an efficiency review which has secured savings for all five forces in Major Crime and we have the most efficient and effective CSI department regionally. The regional forensics structure is the envy of most forces on cost, value and outcome. However EMSOU is currently subject to a much needed efficiency programme in order to ensure that it is delivering a value for money service to Nottinghamshire and its other four constituent forces. This is an ongoing piece of work which receives Chief Officer oversight.

Overall statement on the force's findings in the FMS

This Force Management Statement demonstrates that work is already ongoing to improve discreet areas including preventing crime and tackling antisocial behaviour, meeting current demands and using resources, planning for the future and fair treatment of the workforce, which were found to require improvement in our 2018/19 PEEL assessment.

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Overall we continue to make very solid progress thanks to all the hard work undertaken by our officers and staff. There has been a huge amount of effort undertaken to get us to this position, and while there is always more to do, the investment we have placed in frontline resources, with more police officers available to bolster our local communities will continue to reap rewards.

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

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

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

There are some internal processes that we need to improve and we are looking to maximise the skills of the workforce and maximise the capabilities available to us. For example with our new apprentices and our graduate investigators.

We have tight control of our finances, strongly acknowledged by HMICFRS and we remain committed to fair and ethical leadership, to ensure we are an employer of choice for those working for Nottinghamshire Police.

We are extremely proud of our officers and staff who continue to work incredibly hard to deal with high levels of 999 calls, crimes and charges per officer (relative to population and national averages). Through our recent restructure, Force Management Statement (FMS) and Annual Departmental Assessment (ADA) processes we have a clear overview of activity and structures, which allows us to ensure we are configured to best serve the public, by meeting the challenges of both current and future demand. Our Integrated Peel Assessment 2018/19 grading of 'Good' is a significant endorsement of the progress we have made and while there is more to do, the investment we have placed in frontline resources will continue to reap rewards as our service delivery optimism on behalf of the public remains unstinting.

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:

A handwritten signature in black ink, appearing to read 'C. Guildford', with a stylized flourish at the end.

Craig Guildford
Chief Constable