

Appendix 1



Chief Constable's Update Report

Strategic Performance and Resources Board

11th September 2015

Version 1.0

1.0 Introduction

- 1.1 Since the previous update was provided in May 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 start having discussions Leicestershire and Northamptonshire about aligning ourselves more closely. No decisions have been made in this respect but if we can find more effective ways of working together, we can protect front line operational jobs.
- 1.3 The Force change programme, Delivering the Future (DtF), continues to focus the future direction of the Force by reviewing ways to reduce demand, ways to create a more flexible workforce and how to embrace different ways of working.
- 1.4 The team continue their work on the future operating model for the Force, developing new ways of doing things with our staff to improve efficiency and to ensure that the force is forward looking, allowing the best delivery of service possible to people who work, live and visit Nottingham and Nottinghamshire.
- 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 There has been a significant amount of progress in relation to working with other Forces in the East Midlands region in a number of areas, including Police Business Services, Multi-Force Shared Services, Niche, 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 Force's three priority areas;
 1. To cut crime and keep you safe
 2. To spend your money wisely
 3. To earn your trust and confidence

2.0 Priority 1: Cut Crime and Keep You Safe

- 2.1 Although recorded all crime levels had risen in the month of June (2015/16 compared with June 2014/15), changes to counting rules, 24 hour interventions and new offence types, such as 'malicious communication' have contributed significantly to the increases recorded so far this year.
- 2.2 It should also be noted that, year-to-date increases in all crime mask strong reductions in Burglary Other (-57 offences), Burglary Dwelling (-128 offences), Bicycle Theft (-40 offences) and Robberies (-55 offences).
- 2.3 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.
- 2.5 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.
- 2.6 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 staff and officers and we are determined to continue cutting crime and keeping people safe whilst at the same time, delivering value for money.

3.0 Priority 2: To Spend Your Money Wisely

- 3.1 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.
- 3.2 The Force has already achieved significant financial savings, meeting the challenge set down to us by the Government. However, there is much concern both locally and nationally across Police Forces about the recent announcement by the Chancellor that 'unprotected departments' are being asked to plan for 25-40% budget cuts by 2020. Further detail on this is expected to be announced in November and we are starting to consider business planning options now in anticipation of this announcement.

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- 3.3 The Force has been planning for a 20% budget cut between 2016 – 2020 for the last 2 ½ years. The DtF plans are based on these assumptions and have been deliberately designed to be 'scale-able'. We can, therefore, use the same structures and alter the size of units to respond to changing risks or to meet additional budget cuts. This is essential to achieving the savings anticipated.
- 3.4 We know that there are likely to be additional cuts announced in the autumn, which might be substantial. The Force is, therefore, doing everything possible to minimise costs and improve efficiency now in order to protect the service to our communities and as many jobs as possible.
- 3.5 A key part of the work we are currently undertaking to ensure we are as lean as possible while protecting frontline posts is a focus on our short and long-term estates strategy. Our estates rationalisation phase 3 work stream is aimed at providing a fit for purpose, flexible and sustainable estate enabling savings of £2.4million over 3 years. We are in discussion with our colleagues in EMAS and the Fire and Rescue service over potential opportunities as well as both the City and County Council.
- 3.6 This autumn, we will be rolling out mobile data to the Force, which will transform how we police. In other Forces, this technology has substantially improved operational efficiency and allowed savings to be made. I've provided information about NICHE in my previous update reports and in the New Year this will go live and will replace many of our current IT systems with intelligence, information and data being shared with Northants, Lincs and Leicestershire police Forces. This will save the Force almost £1million per annum.
- 3.7 In my last two update reports I outlined how we will be working with 3 other Forces in the East Midlands region to develop a single IT system to allow sharing of key information and intelligence using the Niche records management system. As of 27th April two of the other forces are now 'live' on the new system. From early 2016 we will be able to see intelligence, crime data and custody information from 3 other Forces in the East Midlands region as well as our own. This is cheaper, more effective and removes duplication.
- 3.10 Building on the experience of other collaborative activity the Force has made significant progress in sharing some services with other Forces within the East Midlands region. The purpose of this work is to improve cost efficiency and improve service levels in a number of business areas. Collaborative work continues across the East Midlands Criminal Justice Service, ICT, EMOpSS and OHU to name but a few.
- 3.11 The Police Business Services (PBS) programme is now in its delivery stage, with the collaboration agreement being signed off at the PBS Transformation Board on 9th July 2015. Delivery will run from August 2015 – April 2017 and will be delivered in 2 distinct phases:

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- Stage 1 – PBS Integration, Set up & Launch - August 2015 to April 2016
- Stage 2 - Optimisation & Further Development - April 2016 to April 2017

Staff in defined posts began their 45 day consultation on 10th August and the remainder of the staff will commence their 45 day consultation in early October 2015. The aim is to have the new organisation structures fully operational from April 2016.

- 3.12 Discussions have been taking place between senior managers with a view to exploring even deeper collaboration with neighbouring police forces in order to drive out greater savings to ensure that maximum resources are invested in local and protective services. This is likely to involve senior leaders and Chief Officers sharing responsibilities across multiple forces and an alignment of procedures so that they can be digitalised to make savings.

4.0 Priority 3: To Earn Your Trust and Confidence

- 4.1 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.
- 4.2 In performance terms there has been a slight improvement over the 12 months to September 2014 in the percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour (ASB) and other crime issues.
- 4.3 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.
- 4.4 With recent large scale historical child abuse enquiries currently running nationally we are determined to ensure transparency here in Nottinghamshire. There are two enquiries in our Force area; Operation Daybreak and Operation Xeres. Both of these operations have been referred into the national historical child abuse operation – Operation Hydrant so that links between our investigations and others across the country can be identified and addressed.
- 4.5 HMIC have carried out, and will be carrying out further inspections of the Force area over recent months. The findings of the inspections are published and the Force is accountable for the recommendations within the reports. Nottinghamshire Police are continually working hard to earn the public's trust and

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confidence and through the HMIC publications we can ensure we have robust processes in place across some key areas of our business.

- 4.6 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.

Appendix 1

PROUD To Serve: Our Values

PROUD embodies everything we stand for as an organisation.

Professional

Respect for all

One Team

Utmost integrity, trust and honesty

Doing it differently