

APPENDIX A

POLICE AND CRIME PLAN (2016-18)

COMMISSIONER'S STRATEGIC THEME 7 UPDATE

Draft V1

QRT 2 UPDATE (April 2017 to September 2017)

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

Green	Achieved or Adequate Progress being Made
Number & %	12/20 (60%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved
Number & %	8/20 (40%)

Red	Unachieved or likely that it won't be achieved
Number & %	0/20 (0%)

White (NS)	Not Started but Planned to take place during later Qrt
	0/20 (0%)

THEME 7: SPENDING PUBLIC MONEY WISELY

Ref	Lead Officer	Strategic Activity	RAGB STATUS
7C01	KD	PL1: Provide leadership and active support for the development of a strategic alliance with Leicestershire and Northamptonshire Police.	G
Update	A decision had been made not to progress with the full proposals of the TR-Force Collaboration at this time. Key work streams that will progress as part of this collaboration are Information Services, Finance and ICT.		
7C02	CR	Ensure the Force achieves a balance budget and delivers the required efficiency savings.	G
Update	A report detailing a balanced budget was submitted and approved by the Police and Crime Panel on 6th Feb 2017. Budget management meeting between the PCC and Force take place on a monthly basis. The Force is on track to achieve a balanced budget. Current indications are that the expenditure will be within budget with a possible underspend.		

7C03	CR	Achieve greater financial savings and improve service delivery through collaboration with other Forces and organisations.	G
Update	See 7C05 below.		
7C04	NW	Produce a commissioning framework with clear outcomes, which supports social responsibility strategies.	A
Update	The OPCC has a large portfolio of commissioning activity, with only one dedicated post in place. Funding has been earmarked to pay for an additional commissioning post, which will bring extra capacity and allow the commissioning framework to be developed during 2017. The target is to complete this action by the end of Q4.		
7C05	CR	Submit bids to maximise funding opportunities nationally.	A
Update	<p>The Tri Force Collaboration is £5.2m over two years.</p> <p>National projects with Notts as PCC lead and originally CC lead include:</p> <ul style="list-style-type: none"> • National Business Crime Hub £203,541 approved for 16/17, £398,681 for 17/18, £398,681 for 18/19, Total £1,000,903 – revised figures have been submitted awaiting approval. • Public Private Partnership Intelligence £125,000 16/17, £250,000 17/18, £125,000 18/19 Total £500,000 <p>More bids for Transformation Funding have been made we are awaiting notice of any award.</p>		
7C06	KD	Actively support and work with partners to develop a business case and develop an appropriate relationship between the future Mayor and PCC, subject to local consent.	A
Update	Devolution deal for Nottinghamshire and Derbyshire is on hold. Police and Crime Commissioner for both areas were actively engaged in the discussions about the proposal for a single Mayor to have responsibility for policing and other emergency services as part of the formal submission to Government. Nottingham and Derby cities have developed a joint metro strategy to increase opportunities to bring investment and jobs for local people. This action is being kept under review by the Commissioner and will form part of future priorities if circumstances change.		
7C07	KD	Work with emergency service providers to improve the efficiency and effectiveness of public services.	G
Update	<p>The Policing and Crime Act received Royal Assent in January 2017. The Act put in place a statutory responsibility for police and fire to collaborate to deliver efficiency, effectiveness and better public safety outcomes. Different collaboration models are permissible under the Act. Fire and Police are working in collaboration on a number of different levels. Examples include:</p> <ul style="list-style-type: none"> - Collocation of premises - NFRs is embedded with police emergency planning - NFRS/Police staff part it dedicated teams to support working the high crime neighbourhoods 		

	<ul style="list-style-type: none"> - NFRS/Police supporting Princes Trust Programme - Joint engagement in local delivery of national programme for the Emergency Service network - Joint East Midland blue light collaboration meeting. <p>The Commissioner is now a co-opted member of Nottinghamshire and Nottingham City Fire and Rescue Authority as of June 2017. A joint 'collaboration' board has been established to formalise and agree a joint work programme.</p>		
7C08	KD	PL1: Review regional governance structure to align with strategic alliance 'single operating model'	A
Update	<p>A common scheme of Governance including financial regulations across the three forces is under development.</p> <p>A decision had been made not to progress with the full proposals of the TR-Force Collaboration at this time. Key work streams that will progress as part of this collaboration are Information Services, Finance and ICT.</p>		
7C09	KO/PG	New: The PCC supports the Committee on Standards in Public Life and will hold the Chief Constable explicitly to account for promoting ethical behaviour & embedding the College of Policing's Code of Ethics. The Force to prepare a report to the Strategic Resources & Performance Meeting on how this standard is embedded.	G
Update	The Force produced a report for the Strategic Resources and Performance meeting of 25 May 2017 to explain how this standard is embedded within the Force. ¹ This will now form part of the Annual Forward Plan to hold the Chief Constable to account.		
7F01	SO	PL7.3. Recruit more volunteers (especially BME) to support policing.	G
Update	There are 80 volunteers of which 8.75% are from BME communities. This is twice as high as the overall Force representation which is 4.7%. 20 volunteers were recruited during 2016-17.		
7F02	ACC Prior	*Provide operational leadership to progress the Tri-Force collaboration subject to the business case.	A
Update	<p>A decision had been made not to progress with the full proposals of the TR-Force Collaboration at this time. Key work streams that will progress as part of this collaboration are that of Information Services, Finance and ICT.</p> <p>Phil Eaton has now been appointed to progress the IS element of the Tri-force collaboration and during the recent E-FEB panels he was able to assess how the proposals for each operational department will be linked to IS programme. Whilst no longer supporting a programme for a Strategic Alliance the three forces continue to work closely together to improve the effectiveness and efficiency of the forces. Some Transformation funding has been awarded mainly to provide the enterprise architecture that will enable a single way</p>		

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<http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Meetings/Strategic-Resources-and-Performance/May-2017/Item-04-Code-of-Ethics-update.pdf>

	<p>of working and standardise policies and procedures particularly in relation to the use of IT. This work continues even though Northants are exploring further options in relation to all of their IT provision.</p> <p>The tri-force collaboration is now complete. This action can now be closed.</p>		
7F03	ACC Prior/ AF Austin Fuller	PL5 - New: Ensure that the National Strategic Policing Requirements are reviewed regularly	G
Update	<p>10.10.17 – These areas were re-inspected by HMIC in September. HMIC undertook a risk based approach and did not examine in detail because the Force had been graded as 'Good' in previous inspections. There were no concerns raised at the time of Inspection.</p> <p>The force continues to robustly comply with its obligations to meet the Strategic Policing Requirement (SPR) and help plan, prepare and mitigate against national threats that extend beyond force boundaries. The force addresses the following national threats outlined in the SPR by ensuring resourcing and process solutions are in place between regional and national forces, ROCUs and other law enforcement partners. This is undertaken within the SPR's 5 C's framework consisting of Capacity & Contribution; Capability; Consistent; and Connectivity.</p> <p>Terrorism – Nottinghamshire Police form part a regional Counter Terrorism resourcing solution that operates throughout the East Midlands. Governance is via a regional Supt reporting into the national forum for counter terrorism. A local link is maintained by a Special Branch function operating at Police HQ.</p> <p>Serious Organised Crime – Nottinghamshire Police has a SOC unit that is supported by Intelligence and neighbourhood Policing teams in order to mitigate threats. High risk issues are escalated via the force tasking & coordination process to the East Midlands ROCU, with further escalation to national tasking process and the NCA as required, should the extent of the threat necessitate a national response. Governance is provided by a Supt lead officer for SOC who reports into the ACC for Crime. Multi-agency working is in place via City & County SOC Partnership Boards.</p> <p>CSEA – The Force level Public Protection team has a dedicated Child Abuse and Sexual Exploitation Unit. In line with national recommendations capacity and capability is being invested in and grown across the online and digital specialisms in order to improve knowledge and connectivity. Local governance is via a Supt lead officer, with high risk issues escalated to regional and national tasking. A Strategic Governance Group also exists which is overseen by an assigned lead officer from within the region (currently a Lincs Supt).</p> <p>National Cyber Security Incident(s) – A force and regional Cyber lead officer (ACC Prior – Nottinghamshire) is in place. At a local and regional level threats and vulnerabilities are managed in line with the national Cyber security strategy (2016-21) based upon <i>defend</i>, <i>deter</i> and <i>develop</i> implementation plans.</p> <p>Large Scale Civil Emergencies and Public Order – Nottinghamshire Police form part of a 4 force solution (EMOpSS) that provide operational support services to the majority of the region. This incorporates the primary response to large scale public order or civil contingencies issues. EMOpSS have collaborative arrangements in place with other forces to ensure sufficient capability in specific specialisms within operational support policing. EMOpSS maintain a local presence within each of the 4 regional forces and attend each forces Tasking & Coordination meeting to assist</p> <p>Force and Regional Strategic Tasking & Coordination processes review and assess the 5C framework in line with SPR. Both the force and region refresh their local priorities and Control Strategies within their respective Strategic Intelligence Threat & Risk Assessments.</p>		
7F04	Jo Ratchford	PL7.4 - New: Provide Positive Action support for BME candidates	G

	JR		
Update	The Force has in Positive Action plans in place for recruitment, which incorporate the College of Policing BME action plan. Operation Voice was launched aimed at increasing applications from our diverse communities. Positive action activity included recruitment seminars for BME/LGBT+ potential applicants, allocation of buddies/mentors, workshops on completing the CBQs and we have recently engaged the services of Talking Blues to provide pre-assessment centre support to BME & LGBT+ candidates.		
7F05	DCC Barber	PL7.5 - New: Introduce proactive mentoring, training and recruitment to ensure greater representation of women & BME candidates in senior roles?	G
Update	<p>The Force has recently promoted coaching and mentoring opportunities across the organisation with a particular focus on increasing mentoring/coaching take up by our underrepresented groups. Also to increase the Mentors/Coaches from these groups. Senior Managers involved in the recent Inspector promotion process received unconscious bias training. The EDI team have conducted 30 confidential discussions with BME & LGBT+ officers and staff with a view to understanding more about barriers to progression and required interventions to assist with progression.</p> <p>10.10.17 - An integrated modular programme is being developed to address each development need identified within the confidential discussions report and the DCC is working with the BPA (Black Police Association) to support and identify specific actions to achieve greater representation. The force has run a number of positive action recruitment events to complement its recruitment drive and is exploring alternative methods of targeting recruitment events to underrepresented groups.</p>		
7F06	DCC Barber	PL7.6 - New: Publish annual reports on the perceptions and experiences of BME officers in the force & the steps which have been identified to bring about change?	A
Update	<p>During the year, 30 confidential discussions have taken place with BME and LGBT+ officers, in order to gather information that will assist Nottinghamshire Police to form the basis of a mentoring/ development programme, aimed at enabling officers to pursue their own professional development and to assist them to fulfil their career aspirations. A report detailing the findings has been prepared and submitted to the DCC for consideration.</p> <p>10.10.17 - The force is currently identifying the best way to publish and share perceptions and experiences to better shape behaviours in the workplace. Furthermore, a research project has been agreed with Nottingham Trent University to undertake research into BME Police officers and Police staff perceptions and experiences of hate crime. The research contract is currently being finalised and it is estimated that the research will be undertaken during the remaining time of December 2017 to March 2018.</p>		

7F07	DCC Barber/DH	<p>NO COMPREHENSIVE STRATEGY FOR MANAGING DEMAND: Work with Partners to develop and implement a comprehensive strategy to better manage demand through prevention, building shared capacity and capability. Within the Force Quality of Service Programme a systematic review of service provision will occur and this will incorporate the following activities:</p> <ul style="list-style-type: none"> * Analysing the type and nature of police and relevant partnership demand to determine how such demand should be responded to having regard to available shared resources. * Explore ways in which repeat demand can be reduced by early preventative interventions and better use of technology's * Make recommendations in regards to the level of resilience and capacity of Volunteers and Special Constables. * Consider future service provision related to investigations to ensure that resources are more effectively utilised. * Develop a communications strategy that seeks to better manage public expectations with regard to changes in service provision and priorities 	A
New 2016/17 Update		<ul style="list-style-type: none"> • The force has engaged Process Evolution to complete a 'Deep Dive' review of Contact Management to help us understand how the department deals with conventional demand and to make recommendations on how it can work more efficiently to give improved customer service. The initial findings are expected to be reported in September and this will lead to the development of a business case. Following this review will be reviews of other departments and functions where demand enters the organisation to deliver efficient ways of working in those areas. • This work will be overseen by a Programme Board chaired by an ACC and decisions will then pass to the Force Executive Board for sign off prior to implementation. The PCC will be reviewing the Force's understanding of demand and how it intends to work with partners at the November Strategic Resources Meeting. Chair of the main Public Partnerships for the City and County will be invited to this meeting. The PCC's Strategic Assessment will also include information on demand and on current and future threats. • The force has engaged Process Evolution to complete a 'Deep Dive' review of Contact Management to help us understand how the department deals with conventional demand and to make recommendations on how it can work more efficiently to give improved customer service. The initial findings are expected to be reported in September and this will lead to the development of a business case. Following this review will be reviews of other departments and functions where demand enters the organisation to deliver efficient ways of working in those areas. • This work will be overseen by a Programme Board chaired by an ACC and decisions will then pass to the Force Executive Board for sign off prior to implementation. • 10.10.17 - The force is developing its use of technology to reduce demand and is looking to further invest in neighbourhood policing to ensure early preventative interventions. • 10.10.17 – Update Dan Howitt - The force continues to systematically identify opportunities to better manage demand as part of Annual Departmental Assessment process introduced in 2017. Underpinned by more targeted 'deep dive' reviews in areas such as Contact Management and Response, the ADA process is helping to improve our understanding of demand and improve organisational efficiency and effectiveness in dealing with demand as part of the business planning process. • The 2017 Police and Crime Needs Assessment continues to highlight growing agency demands in relation vulnerability and complex need, particularly in respect of mental health demands, improvements in the identification of hidden harm and bespoke neighbourhood issues of Anti-social Behaviour. Work continues via the Mental Health Crisis Care Concordat, community safety and victim service commissioning framework and neighbourhood-level problem solving to maximise opportunities to best prevent and manage these areas of demand. The OPCC is also exploring opportunities to progress a bid for academic research into the changing demands on the police service and the implications for front line officers, police training and development and partnership working in an age of austerity. 	
7F08	DCC Barber	<p>BME REPRESENTATION AND DISPARITIES IN SERVICE OUTCOMES: Explore and implement ways in which the workforce levy and Apprenticeship opportunities can be utilised locally and or regionally to advance BME representation within the Force(s) for school leavers</p>	A

New 2016/17 Update	<ul style="list-style-type: none"> One of the new Strategic Priorities for the force is to be an Employer of Choice, having a representative workforce is directly linked to this priority. At the recent E-FEB panels a number of proposals were considered and approved to look at developing new entry routes into the organisation. This work will be progressed by individual departments but with the oversight of HR to ensure that achieving a representative workforce remains a priority. 10.10.17 - As highlighted earlier the force is actively exploring new ways to engage with under-represented groups and encourage entry to policing through a number of employment choices, including apprenticeships. 		
7P01	NW	Greater commissioning, pooling budgets and integration of services to achieve greater efficiency and to deliver service improvement.	G
Update	<p>The Commissioner has been working towards greater integration of budgets and services. Achievements include pooling domestic abuse support funding with the County Council to enable an integrated holistic service for survivors, and pooling funding with the City Council and Nottingham Clinical Commissioning Group to enable an integrated support service for sexual violence survivors. The Commissioner's substance misuse funding and service delivery are also pooled and integrated.</p> <p>The Victim CARE service has brought services together to provide enhanced support to a greater range of victims.</p> <p>Following the 2015 Grant Thornton Community Safety Audit there is further work to be done to implement greater budget and service integration with the community safety partnerships.</p> <p>Greater commissioning, pooling of budgets etc.: the PCC's new Victim CARE service, which began in January 2017, has pooled his budgets for victim support and restorative justice, resulting in a more holistic integrated service for victims as well as financial savings. In addition, the PCC has pooled budgets where possible as part of co-commissioning arrangements. Examples include domestic abuse support in the county, sexual violence support in the city. Discussions are on-going with partners at the time of writing about pooling budgets for SARC and domestic abuse in the city when services are re-commissioned.</p>		
7P02	ME	PL1: Ensure there are practical information sharing agreements in place to support multi-agency and locality working.	G
Update	Currently there are ISAs in place with 26 multi-agency organisations which are supporting locality working.		
7P03	WB	Provide enhanced leadership and decision making through reviewing the role and function of SNB.	G
Update	<p>The SNB review work was delivered in two phases, the first being related to governance was agreed and signed off by the Safer Nottinghamshire Board (SNB) in April 2016, this agreement confirmed the SNB interim review findings and initial recommendations of; Role and function, Vision and principles, Governance and Priorities.</p> <p>The second phase was agreed in August 2016 and included a range of operational matters relating to what the SNB would focus on and how business would be conducted. The only outstanding matter from this phase is the establishment of cross organisation / function analytical resources which is work in progress and is still reporting to the SNB – see 3C02 above.</p>		

PERFORMANCE

Strategic Priority Theme 7: Spending your money wisely				
Measure		Objective	Target	Performance to date
1	Make efficiency savings	Make savings in line with MTFP by the end of each financial year Ensure that detailed plans are in place to ensure the savings target is met.	To make £5.5m saving by March 2018	<ul style="list-style-type: none"> • Latest position statement – September 2017. • Financial savings continue to be closely monitored as we end the first half of the year ensuring that they are aligning to the Medium Term Financial Plan (MTFP) and the recent ADA business planning process. Indications still show that we are on course to meet our financial objectives for this year whilst maintaining the levels of planned recruitment throughout the organisation. Departmental budget meetings will commence in October to begin the process for assessing any further risks or opportunities for 2018/19.
2	Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days) b) 3.7 % for staff (8.2 days)	<ul style="list-style-type: none"> • Data is to the end of September 2017. • The latest rolling 12 month (October 2016 to September 2017) sickness data for the Force reveals that officer sickness is 5.3% against the target of 3.7%. This equates to 11.6 days lost to sickness versus the target of 8.2 days. September, August and July have remained stable following recent months of an increasing trend for police officer sickness. • For the same period, staff sickness was 3.5% against the target of 3.7%. This equates to 7.7 days lost to sickness versus the target of 8.2 days. Staff sickness rates continue to reduce month on month.
3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community ²	<ul style="list-style-type: none"> • September data shows that BME headcount is at 4.62% for Police Officers and 4.69% for Police Staff. This is below the 11.2% for Nottinghamshire resident population (2011 Census).
4	Improve data quality ³ and	To improve the quality and integrity of data recording to ensure that crime is	Compliance rate with national recording	<ul style="list-style-type: none"> • This measure is reported quarterly. Latest position statement for August 2017. The next update will be in the November Report.

² The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.

³ Data Quality to be monitored through the PCC Delivery Plan to evidence that quality is improving.

	compliance with national recording standards.	better understood, ethically recorded and responded to.	standard in respect of Total Crime. ⁴	<ul style="list-style-type: none"> The NCRS Compliance Team will be phased in throughout 2017, albeit with a leaner structure than first proposed. The team will be responsible for reviewing all crime related incidents, immediately after opening, to record crimes where the basic principles for doing so are met. Where there is insufficient information initially recorded to make a determination, incidents will be reviewed again for compliance if closed without a crime number. Processes will evolve and be regularly reviewed to ensure that excellent levels of NCRS compliance are consistently achieved. The Force are still due to be subject to a Crime Data Integrity Inspection by the HMIC at some point in the future. The HMIC visits are unannounced with forces being given three weeks' notice of their intention to arrive in force. The work already undertaken and proposed for the future puts Nottinghamshire Police in a strong position ahead of the HMIC inspection. The latest weekly audit conducted by the Force Crime Registrar (FCR) revealed a compliance level of 91.9%, in respect of the appropriate creation of crimes from incidents. Compliance for violence and sexual offences was found to be extremely good at 100%. Compliance for burglary and robbery offences was lower however and requires action to improve. The FCR has communicated a reminder to all sergeants and performance will be monitored through the on-going audit process.
5	Manage Demand for Service with partners	Reduce Unnecessary Demand for Service	Monitor the number of: <ul style="list-style-type: none"> a) Total Calls received at Control Room b) 999 calls per 100k Population 	<ul style="list-style-type: none"> The Force received 52,641 calls to the control room in September 2017. Performance year to date (April to September 2017) suggests an approximate 8% increase in the number of calls to the control room against predicted values for the same period. Of the calls to the control room, a total of 14,915 were 999 calls which is below the anticipated level (average 16,200 calls anticipated in September). This equates to 1,366 calls per 100k population.
<p>Why is it important?</p> <p>The Commissioner has a legal requirement to provide a balanced budget and monitor actual spend against budget for Police and crime. Sickness monitoring contributes to providing an effective and efficient workforce. The Commissioner aims to ensure that Nottinghamshire Police is an employer that reflects the communities it serves.</p> <p>The public need to be assured that they can rely on Police crime figures and in order to build trust and confidence its importance to publish the results.</p> <p>With diminishing resources, managing demand by reducing unnecessary calls for Police service is more important now <i>than it's ever been so that resources are available to respond to incidents which carry a high Threat, Harm or Risk to people living, working or visiting Nottinghamshire. HMIC Value for Money Profiles 2015 identifies that Nottingham has one of the highest 999 calls per 1000 population nationally.</i></p>				