

For Information	
Public	
Report to:	Police and Crime Panel
Date of Meeting:	7 September 2015
Report of:	Police and Crime Commissioner
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Agenda Item:	7

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DELIVERING THE FUTURE

1. Purpose of the Report

- 1.1 This report provides an update on the progress of the Delivering the Future Programme, further broken down in to each individual project.

2. Recommendations

- 2.1 That the OPCC note the contents of the report and provide comment as appropriate

3. Reasons for Recommendations

3.1 Delivering the Future

Delivering the Future is a complex change programme with a number of projects all of which are at different stages in their delivery. The purpose of this update is to provide a snap shot of each project with an indication of what has been delivered to date.

3.2 Contact Resolution & Incident Management

The Contact Resolution and Incident Management (CRIM) project was implemented to combine a team of officers, working alongside Control Room staff, to provide an improved service by resolving suitable matters over the phone at the first point of contact.

The aim was to reduce demand on front-line officers, enabling more calls to be dealt with by the Control Room and creating capacity for our front line officers to keep the public safe.

Existence of the CRIM maintains and where possible increases the ability to dispatch officers to incidents that carry higher levels of threat, risk and harm.

Incidents that do not require an emergency response can be dealt with by an appointment to see an officer, enabling Neighbourhood Policing officers to be as

visible and active as possible within the local community to prevent crime and disorder.

There are some encouraging statistics detailed below that provide an indication of progress:

- Since the implementation of CRIM, Incident attendance appears to have decreased by between 11%-13%
- Non attend incidents have also increased by 4%
- As of May 2015, the average number standard grade incidents have reduced by 34% compared to average number between April 2013 and January 2014
- The percentage of crimes that are filed in less than or equal to three days is 29% between Feb and May 2015. Before the CRIM was implemented in October 2014, the average percentage since April 2013 was 15%.

3.3 Front Counters

Our front counter service provision was reviewed to ensure it was delivering a service where it was most needed within our communities, that opening times reflected demand and that the counters were cost effective.

We used our demand data to map service provision to fit community need more closely.

We investigated new technology, running pilots for Virtual Counters to test their appropriateness in a Police service environment.

The project was delivered within the set timescale and concluded in March 2015.

The changes have delivered:

- £815,000.000 saving to the Force (£45,913.50 over our predicted saving)
- An increase in public confidence from 91.6% to 93.2%
- A greater flexibility within the team with an agile workforce able to ensure our front counters remain open

We are currently reviewing how we can incorporate front counter and control room roles to make them more Omni competent, enabling our First Contact service to become more flexible.

3.4 Force Scheduled Appointments

The delivery of scheduled appointments force-wide was designed to service reported incidents where an immediate or urgent response is not required.

A self-sufficient team was created to attend all appointments and retain resulting investigations.

The team tailor their provision to demand, with a mix of both station based and mobile appointments.

The project delivered as planned in June 2015.

The project benefits include;

- 7 day a week coverage, using 8 mobile diaries and 8 station based diaries, with a capacity for 96 appointments
- Daily supervisory cover, ensuring quality of work
- Streamlining of appointment locations for easier public access
- Greater efficiency, currently operating at above 85% utilisation for appointments. 16 staff resolve up to 96 appointments per day (10-15% of total demand) On a typical day there are 2 or 3 appointments where the witness fails to show
- A reduction on custody suite demand by dealing with suspects under the voluntary attendance process
- Opportunity for subsequent workforce modernisation.

This area of our work will be constantly reviewed to ensure that we match capacity with need.

3.5 Response Model

The purpose of the project is to enhance force performance through the provision of a lean, flexible and efficient response team that aligns with our contact management and secondary investigation processes.

The first response hub at the Riverside was established in March 2015 and the last hub in Bassetlaw will be established towards the end of 2015.

To date the project has resulted in:

- A reduction in the number of Inspectors from 25 to 20 and Sergeants from 95 to 80 resulting in revised supervision arrangements and a structural reduction in costs
- The establishment of response hubs at The Riverside, St Anns, Oxclose Lane, Radford Road and Broxtowe Police Stations reducing the number of bases by 4 making more efficient use of our buildings and improving the supervision of officers
- The fitting of Sat Nav devices to all response vehicles at the new hubs making our workforce more agile
- The fitting of Wifi in the new response hubs thus improving mobile communications
- A reorganisation of airwave talk groups to facilitate a more efficient way of working
- Released a number of officers to fill roles within the Scheduled Appointments and Prisoner Handling Teams

The next steps include:

- Finalising the refurbishment of the response workspace within Radford Road and Broxtowe Police Stations
- Establishment of the Mansfield / Hucknall / Newark and Bassetlaw Response Hubs
- A whole cohort of Student officers will be released from response to the Prisoner Handling Teams for a 12 week attachment so that the number of prisoners processed by the teams can expand.

By the end of 2015 Response will be working with its agreed establishment of 20 Inspectors / 65 Sergeants and 510 constables operating from 9 response hubs.

3.6 Prisoner Handling Team

A Prisoner Handling Team (PHT) was developed to increase efficiency of prisoner processing. By having an expanded team of officers and case build staff based at the Bridewell and subsequently Mansfield and Newark the aim was to reduce the pressure on Response and improve quality of prisoner process.

The first PHT started on 3rd March 2015 with 30% of volume crime prisoners being processed at Bridewell.

On 21st July 2015 an increase in staffing will see PHT dealing with 50% of prisoners at the Bridewell. New teams at Mansfield and Newark will deal with 50% of their volume crime prisoners.

The process has quickly realised benefits, exact figures of volume crime prisoners are yet to be confirmed, however, our targets have been exceeded resulting in reduced demand on response officers. Work is on-going to improve victim updates and provide better support and communications with victims and witnesses until court date to reduce retractions.

Work also continues to improve quality of files, offender interviews and increase detections.

There is potential in future to modernise the workforce.

3.7 Improving Investigations

The project to improve investigations began in October 2014 following extensive research. Our aim is to ensure that we deliver the best quality investigations, prevent crime and make communities feel safer.

We have put the victim at the heart of this process, developing efficient crime processes, clear crime allocation policies, reducing handovers and matching skills levels of officers to complexity of investigations.

We have supported the Public Protection business model by transferring officers across the establishment.

Since March 2015 the Basic Command Unit (BCU) investigation teams have been assisting the response model, reviewing violent crimes and taking responsibility for the more complex investigations, allowing response officers to return to frontline policing.

From 1st September 2015 our BCU investigators will work collaboratively under two strands:

Violent crime:

Crimes that involve vulnerability of the victim or suspect, or pose a threat / risk / harm to our communities will be allocated to accredited investigators regardless of the seriousness of the offence.

All offences which cause serious harm or threat to the victim will be investigated by accredited detectives.

A Detective Inspector will have responsibility to ensure that all offences of violence are reviewed.

Other serious crime types:

These offences will be investigated by a local CID team.

This includes investigation of all offences of dwelling house and commercial burglaries, robbery and serious fraud.

Investigations will work towards a mixed workforce up to 2018 with the transition of retired officers and Police Investigating Officers.

3.8 Public Protection

The Public Protection Delivering the Future Project has seen an increase in staff of nineteen constables and five sergeants since March 2015.

On 1st July 2015 a new team called Triage and Safeguarding commenced operation providing the capacity for specialist teams to deal with the majority of serious sexual offences by ensuring they are allocated to teams with the most appropriate skillset and with the ability to offer specialist safeguarding provision.

Training is being provided to front line officers throughout the force to communicate the changes and to maintain and improve initial investigations; ensuring specialist officers receive quality handovers.

A process is being introduced and developed to reduce attendance time for reports of sexual offences by taking initial reports and triaging some incidents by telephone in order that they can be passed directly to the appropriate specialist team.

Work is underway to develop the role of a Safeguarding Officer to work alongside Prisoner Handling Teams at the Bridewell and Mansfield to ensure that all cases of domestic abuse including those of standard and medium risk are dealt with by specialist Public Protection officers. It is anticipated that this provision will commence on 1st October 2015.

Further work is underway to support the move of Public Protection to a two hubs model, providing specialist centralised Public Protection provision to cover the whole of Nottinghamshire.

3.9 Neighbourhood Policing

The force area is currently separated into two BCU's that align to the City/County Council boundaries. The City BCU has a total of 8 Neighbourhood Policing Areas (NPA) and the County 12. Each area has a Neighbourhood Policing Inspector (NPI) and Sergeant led teams of Constables and Police Community Support Officers (PCSO). This structure is designed to align to council/ward boundaries to enable close partnership working.

Current Establishment

- 20 Inspectors
- 40 Sergeants
- 169 Constables
- 340 PCSOs

The approved business case authorised the distribution of Neighbourhood Policing resources based upon demand geographically.

The advantages of the approved option are:

- Will allow the allocation of resource based on demand profile which can be demonstrated to and justifiable to the community, internal and external stakeholders in light of budgetary constraints
- Ensure resources are in the right place at the right time to deliver local policing
- Reduces cost
- Clarity of role and who delivers the functions of Neighbourhood Policing within the team

- Delivers problem solving for community issues
- Delivers prevention aimed at reducing overall demand
- Delivers community engagement and intelligence gathering
- Maintain safe guarding of Vulnerable Persons within the community

The disadvantages recognised with the approved option are:

- Reduction of Warranted officers/PCSOs in certain ward areas
- Warranted Officers will be required to support PCSOs where warranted powers are required
- Reduced capacity to support other areas of business in periods of increased demand

The authorised business case outlined the reduction of the following posts:

Reduction in PCSOs FTE by 89 – Cashable saving of £2,981,500

Achieved through Voluntary redundancy, voluntary severance and compulsory redundancy.

Reduction in Warranted Officer FTE by 28 – Non-cashable saving of £1,337,728

These Police officer FTE being moved to other areas of policing or not replaced as officers retire.

Implementation of the Neighbourhoods model has commenced.

Phase 1: The reduction in PCSO numbers has commenced with the proposal being communicated to all PCSOs across the force area. The period of formal consultation was completed on 8th June 2015.

HR have received applications for both voluntary redundancy and voluntary severance.

Decisions in regards to applications received for both options will be made once the assessment and grading of all PCOSs is completed and the consultancy period finishes at the end of July 2015.

A Phase 2 scoping document has been implemented to review all elements of Neighbourhood Policing and how they will fit together and be delivered with revised numbers of staff once Phase 1 is completed.

A Project Board has been established and tasking's have been allocated in respect of Phase 2.

Working groups have been implemented to review the following strands of Neighbourhood Policing:

- The role of the PCSO
- Problem solving,
- Public engagement
- Proactive beat managers
- Schools and youth issues
- Mental health

All the work streams will be subject to consultation and are linked into prevention. This will be built into any recommendations made.

3.10 Digital Front Line

The project set out to harness the power of our highly engaged online community to increase the efficiency and effectiveness of policing, from the very first point of contact and throughout the customer journey. Through the development of both front-facing and back-office digital systems, it aims to create a seamless digital journey for our customers, along with a smooth online to offline transition.

Ultimately the expectation was that this could reduce demand, reduce and detect more crime, increase efficiency and increase customer satisfaction.

Some of the expected (subject to research) deliverables were a new online advice centre on our website, some transactional services provided online (e.g. online crime reporting) and a CRM (customer relations management tool to capture data on our customers and put this to the fingertips of officers/staff at all public touch points).

The project was due to start in February 2015. We have been researching and planning for many months now, but there are still some uncertainties and interdependencies that mean we haven't been able to complete the business case yet.

We are likely to deliver some form of online crime reporting tool following the launch of Niche in February 2016, but at present the nature and exact date of this is uncertain due to several factors. There are a number of options that can achieve what we want to achieve, but it is likely that we will adopt these regionally or nationally.

In terms of delivery of other elements of the project – an update is provided on these below as research is still ongoing.

- We will be pulling together some options around a CRM. Currently we are exploring the potential of us creating or commissioning a CRM regionally in the future. We are also researching new functionality with our existing

Neighbourhood Alert system which would give us a form of CRM for neighbourhood officers. This work is ongoing

- We will also be pulling together options around an online advice centre, with the research team now looking at stats to support and prioritise this work. Originally we wanted there to be some integration between this and our online transactions/CRM, but in the interests of trying to provide a quick win for reducing demand, we may push ahead with this using our current website.

So in summary, this work is underway, we are having to be agile and develop the plan in a very changing landscape, looking at all the different elements separately while trying to ensure that, at some point in the future, they can be tied together.

3.11 Multi Force Shared Service (MFSS)

MFSS was implemented on 27th April 2015.

A strong working relationship has been developed between Nottinghamshire Police and the MFSS team.

The cost of the MFSS project is still tracking in line with the business case.

Officers and staff were encouraged to book on and off the new DMS system using the telephone 'BOBO' line. This initially resulted in some delays due to the high volume of calls at peak times and telephone line capacity issues. Since launch individuals have been reminded of the alternative method of booking on via the computer system and this issue seems to have been resolved.

Decisions were taken which have impacted on work volumes post go live. These were:

- Only to transfer positions with individuals assigned to them. The vacant positions have had to be created after go live which has been a significant piece of work
- To transfer sickness information relating to the previous twelve months only. It transpires that there are longer absences which need to be identified and transferred
- To transfer all skills. There is now a need to review and reduce the list
- The way the force structure was built on the new system. This has necessitated some adjustment of the reporting groups visible to line managers.

Reporting through the MFSS system is more limited than what was previously available. However, we have worked with Northamptonshire Police and adopted the reporting tool used by them in conjunction with MFSS to produce some of our priority reports. Our capability will develop in this area over time.

There have been some DMS systems stability issues. These have been prioritised by MFSS and Nottinghamshire Police. The latest 'fix' which has been implemented appears to have resolved a critical issue relating to the movement of officers. A 'service pack' is currently being tested which will resolve further priority issues. Until

the Force is satisfied that the system is completely stable we have refrained from exiting from the 'early life support' programme.

3.12 Control Room Accommodation Relocation

Timescales are on track with an estimated move date of July 2016.

3.13 EMCJS Custody

A Chief Inspector has now been appointed to manage custody services in Nottinghamshire and Lincolnshire.

3.14 Body Worn Videos

The East Midlands region (with Nottinghamshire being the lead force) bid as a joint enterprise for £1.68million from the Police Innovation Fund to be match funded by local PCCs for the procurement and implementation of body-worn video. The evidence for the use of body-worn video is stacking and includes offering a tool to gather the very best evidence, that is - an un-biased eye view of an incident. In addition evidence suggests that use of force by officers will be reduced by up to 45%, and complaints against police has dropped for some forces by up to 87%. In addition other evidence shows that early guilty pleas are increased, less officers are assaulted and the presence of body-worn video positively affects both the behaviour of the officer and the subject they are dealing with. This all means that more officers will be available to help those in need.

Currently the region have now procured a body-worn video solution (Reveal Media) and each force is now implementing their own body-worn video project. In Nottinghamshire, the IT infrastructure has been built and is ready for use and two stations are running a live pilot. Those stations are Central and Sutton. The pilot will run until the end of July and on successful completion the cameras will be rolled out across the rest of the force between August 2015 and January 2016.

Nottinghamshire has 550 cameras ready for deployment, with another 200 cameras due to be ordered in the 2016/17 financial year and will provide enough cameras for every uniformed officer and PCSO on duty at any one time. These will be deployed and give officers and PCSOs the best tools available to gather the best evidence to help protect the public through the effective use of the criminal justice process.

3.15 Agile Working

Agile Working continues as planned and is currently in the latter stages of the procurement phase. The project is expecting to be in a position to seek final sign offs for procurement by the end of July. In addition the rollout of over 80 Lenovo Agile devices has commenced and is scheduled for completion early August 2015.

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

4.1 Not applicable

5. Financial Implications and Budget Provision

5.1 The Delivering the Future programme has had full engagement with Business and Finance with each project subject to financial scrutiny during the development and agreement of the business case .

5.2 Project and Programme progress continues to be tracked to ensure affordability and efficiencies are met.

6. Human Resources Implications

6.1 The Delivering the Future Programme includes far reaching and transformational change that has both required and will continue to benefit from close HR involvement through the development of both the people plan as well as ongoing project support.

7. Equality Implications

7.1 Each element of the Delivering the Future Programme is predicated on providing a high quality and responsive service to each citizen. This includes ensuring that vulnerable groups in particular have a straightforward and appropriate access to services.

8. Risk Management

8.1 A risk log is maintained for each Project with an additional Programme risk log that considers an overview of the strategic risks

8.2 Currently the high scoring programme risks continue to focus around affordability and resourcing Public protection. These risks have been mitigated against and are currently under control.

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

9.1 All

10. Changes in Legislation or other Legal Considerations

10.1 Not applicable – all elements of the DtF Programme are compliant.

11. Details of outcome of consultation

11.1 Not applicable

12. Appendices

12.1 None

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

13. None

NB

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