

# APPENDIX A



## POLICE AND CRIME DELIVERY PLAN (2020-21)

Working with you for a safer Nottingham and Nottinghamshire

### COMMISSIONER'S STRATEGIC THEME 4 UPDATE - UPDATE (Qrt 2)

V1

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

Green	Achieved or Adequate Progress being Made
Number & %	16/16 (100%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved or No update received.
Number & %	0/16 (6%)

Red	Unachieved or strong likely that it won't be achieved
Number & %	0/16 (0%)

White (NS)	Not Started but Planned to take place during later Qrt
Number & %	0/16 (0%)

### THEME 4: TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

No Organisation SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS			RAG Status
1	Force	Increase visibility and confidence through continuing to deliver the 'Operation Uplift' positive action recruitment strategy	G
<p><b>13.11.20 MS:</b> Despite COVID-19, PA engagement has continued at great speed. Stronger links within Schools as well as new links through the MBLC (majority black led churches) IAG and also NextGen (BLM) have offered a cohesive approach. Utilising technology and maintaining strong relationships with colleagues in the local media have helped. It is noticeable that lots of information in regards to community tensions, challenges are fed into the HR PA team / CIPD as opposed to local area, showing the strength of relationship developed with local minority communities.</p> <p>The Commissioner will present the Panel with up-to-date figures at the Panel meeting.</p>			

<b>2</b>	<b>Force</b>	<b>Ensure teams/individuals have the necessary specialist skills and experience to manage investigations</b>	<b>A</b>
<p><b>13.11.20 MS:</b> Since 2019, all force training has been managed locally, and feedback has been positive. A refresh of the training packages has taken place ranging from Initial police learning and development programme (IPLDP) + through to investigators. Stronger emphasis on file quality and detailed investigations. Oversight and governance has been embedded in the improved proud to lead offering (new Sergeant and Inspector courses).</p>			

<b>3</b>	<b>KD</b>	<b>Support the MOJ to implement the new 'Probation Service' model and work with the 'Preferred Delivery Partners' to ensure 'community payback' is responsive to victims and neighbourhood priorities and concerns</b>	<b>G</b>
<p><b>30.10.20 KD:</b></p> <p>OPCC is actively engaged and working Probation locally to implement the new model. OPCC Chief Executive now chairs the Nottinghamshire Reducing Reoffending Board and he is currently with Probation, Police and other partners to devise a robust performance management framework to strengthen local accountability arrangements for offender management and reducing reoffending. A New probation service dynamic framework has been launched, which will allow HM Prison and Probation service to purchase a range of rehabilitation and resettlement services. These services include: accommodation, employment, education and training and women services. Nottinghamshire OPCC will be supporting probation with the evaluation of bids for women services over the next few months.</p>			

<b>4</b>	<b>DS</b>	<b>Establish a new race and diversity listening scrutiny panel(S) to improve relationships and confidence in policing</b>	<b>G</b>
<p><b>29.10.20 DS:</b></p> <p>The Community Listening and Community Scrutiny processes are being delivered in phases.</p> <ul style="list-style-type: none"> <li>• A framework document detailing the rationale for setting up these processes that is acceptable to the communities most impacted by stop &amp; search, use of force and hate crime.</li> <li>• The framework document following overwhelming support from the BAME community groups is now being implemented</li> <li>• The Community Listening Group has been established to create a two way communication with the Commissioner for communities to escalate community issues. The group has started meeting and is in the process of strengthening governance so that it is able to receive and manage resources.</li> <li>• To complement the work of the Listening Group, professional scrutineers will shortly be recruited to review aggregate operational data on stop and search, use of force and complaints. The involvement of BAME scrutineers would strengthen trust and confidence in policing</li> <li>• The scrutiny process is expected to start in early 2021.</li> </ul>			

5	CG	<b>Invest in community-led initiatives to facilitate positive relationships between BME and/or new and emerging communities and the police</b>	<b>G</b>
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**29.10.20 PG:**

An external service provider will be commissioned to establish and recruit members of the Independent Community Scrutiny Panel' (ICSP). Budget provision has been earmarked and a tender process has started. It is hoped that this service can be procured to start on 1<sup>st</sup> January 2021 and for the ICSP to meet during Qrt 4 of 2020/21.

6	Force	<b>Develop a police workforce that is more representative of the communities it serves and implement HR Strategy to fulfil requirements of the Equality Act 2010</b>	<b>G</b>
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**13.11.20 MS:** Nottinghamshire has topped the tables nationally for representation. During the last financial year, we averaged 25% Black and Minority Ethnic (BAME) new officer recruits, the highest in the country. Overall officer workforce for BAME stands at a record 6.7%, whilst female is 34% (also a record) Recruitment at this rate is set to continue in the medium term, and the challenge is now to retain these diverse staff through opportunities afforded once probationary period is completed, and fair and equitable treatment and leadership.

**The Commissioner will present the Panel with up-to-date figures at the Panel meeting.**

7	LG	<b>Introduce a new model and accountability arrangements for dealing with complaints against the police</b>	<b>G</b>
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**Update 29.4.20**

With effect from 1 February 2020, the Police and Police Commissioner obtained responsibility for oversight and accountability of the Police complaints system and complaint reviews.

The Police and Crime Commissioner has commissioned an external company to undertake the police complaint reviews with sufficient expertise to assess the level and nature of reviews for the first 6-12 months. This area of responsibility has been delegated to the Police and Crime Commissioner's Chief Executive.

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

Their role will be to make an independent determination as to whether the complaint outcome has been handled reasonably and proportionately in accordance with primary legislation and the Independent Office for Police Conduct (IOPC) Statutory Complaints Guidance.

8	NW	<b>Work with partners to identify further collaboration opportunities for pooled budgets, efficiencies and improved services</b>	G
<p><b>2.11.20 NW:</b></p> <p>The PCC has regular discussions with his public sector partners and continually seeks to identify areas where pooled budgets may help to improve the effectiveness and efficiency of initiatives. He has agreed a pooled budget approach with the City and County Councils, Bassetlaw and Nottingham and Nottinghamshire CCG to pool a budget for the new sexual violence hub and therapy support service. This arrangement is new and will result in enhanced and more joined up service provision for survivors.</p> <p>Other conversations with public sector funders during 2020 have focussed on service responses to Covid 19, and in particular identifying what the PCC can do to help the strain on service provision.</p>			

9	Force	<b>Develop a programme of collaboration with the Fire and Rescue Service, including sharing estates, vehicles and training</b>	G
<p><b>13.11.20 MS:</b></p> <ol style="list-style-type: none"> <li>1. Police and Nottingham Fire Rescue Service (NFRS) and East Midlands Ambulance Service (EMAS) are now co-located at the Tri-Service Hub at Hucknall this has helped to release the existing Training Centre in Hucknall for sale.</li> <li>2. Police and NFRS are now co-located at West Bridgford Fire Station which will enable the sale of West Bridgford Police Station towards the end of 2021.</li> <li>3. Police and fire and co-located at Highfields Fire Station which provides temporary accommodation until the new Head Quarters (HQ) Development is complete.</li> <li>4. The Legal Framework for the new joint HQ is complete and NFRS are now co-owners of the site.</li> <li>5. The new Joint HQ development is progressing well for completion and occupation early in 2022.</li> </ol> <p>Overall the project is within budget and being constructed to programme plan.</p> <p>Work is on-going with the other work streams including:</p> <ul style="list-style-type: none"> <li>• People</li> <li>• Finance</li> <li>• Estates</li> <li>• Information Technology</li> <li>• Communications</li> </ul>			

**13.11.20 MS:**

Co-locations in place with local authorities at: -

- Arnold
- Beeston
- Cotgrave
- Eastwood
- Harworth
- Kirkby
- Nottingham
- Retford
- Worksop

Co-locations in place with blue light services at: -

- Beeston
- Carlton
- East Leake
- Hucknall
- Nottingham
- West Bridgford

Agreement in place for “drop in” facility at all Fire Stations.

Agreement in place for use of NFRS bunkered fuel sites.

Planned additional co-locations include: -

- Joint HQ with NFRS at Sherwood Lodge (Under Construction – delivery end 2021)
- Shared accommodation with EMAS at Arnold (Terms agreed).
- Shared accommodation with EMAS at Ollerton (Terms agreed).
- Use of car wash facilities at Fire Stations. (Legal Agreement being finalised).

11	Force	Continue to develop understanding and response to higher than average 999 and 101 call rates and address inappropriate or misplaced calls for service	G
<p><b>13.11.20 MS:</b></p> <p>The 999 and 101 performance improvement identified below has been delivered by staffing to establishment and the re-modelled shift patterns that deliver staff when calls are predicted to arrive.</p> <p>Based on Vision data before the move to SAFE (April to Jan 2019/20), 999 calls increased by 4.1% from 155,697 to 162,097 compared to the same period the year before. Performance has remained very strong with 98.5% of calls answered in 10 seconds with an average answer time of 2 seconds and a 0.1% abandoned rate.</p> <p>Over the same period 101 calls decreased by 9.4%, from 341,606 to 309,368. 84.2% of these were answered in 60 seconds and there was an average call answer time of 27 seconds. The number of abandoned calls dropped by 66.3% from 19,161 (5.6%) to 6,456 (2.1%).</p> <p>Calls answered within the switchboard remained static although the number includes some double counting with the 101s due to the methods of call-routing. Call handling within 60 seconds increased from 97% to 97.1% though more significantly the number of calls dropped by 33.3% from 455,537 to 303,647 and the number of abandoned calls dropped by 34.5% from 3,410 to 2,235 or 0.7%.</p> <p>We also recently implemented a change of process so that any calls which are not able to be serviced through switchboard due to excessive demand are redirected to the front counter teams in the police stations where latent capacity exists to take these calls. This has meant that switchboard calls are not fed into the control room, thereby ensuring both the capacity within the control room to deal with incidents and reducing the number of abandoned or unanswered calls.</p> <p>Of particular note, the number of incidents recorded dropped by 1.2% from 308,912 to 305,099 however the call conversion rate rose from 62.1% to 64.7%. In previous years this had remained static at 60%. This follows the launch of a new Intelligent Voice Recognition (IVR) system that was directed by our internal audit work which identified waste-demand that didn't require incident recording. It is estimated that this has reduced call flow into the FCR by 6%.</p> <p>In January 2020, we launched a new command and control system called SAFE. The new system is a more effective call-handling platform and has the advantage of logging every call as a contact record which means previous contact is easier to review. This software has combined eight systems into one, was delivered on time and was procured with significant contractual savings of over £3.3m by going through a competitive tender process rather than adopting versions already in place with other forces. A detailed plan delivered substantial staff familiarisation and training pre-launch.</p> <p>The Police and Crime Needs Assessment prepared by the Nottinghamshire Police and Crime Commissioner (PCC) highlights a number of factors which are anticipated to impact on our incoming demand over the next few years.</p> <p>Like other areas across the country, we continue to see changes in social and economic factors that are likely to impact upon crime, victimisation, vulnerability and risk of harm. These include an aging population and increases in prevalence of illicit drug use, financial hardship, severe multiple disadvantage and common mental health disorders. These factors are clearly evident within the changing profile of demand on local services, where vulnerable people can present as victims, perpetrators, people at risk, or a combination of all three.</p> <p>Marked improvements in proactive safeguarding activity and understanding of risk have led to increases in demand on safeguarding bodies and multi-agency case conferencing arrangements. There are indications, however, that greater proactivity in these areas is resulting in earlier intervention and the prevention of future risk of harm.</p> <p>Overall levels of police recorded victim-based crime are expected to increase over the next year driven by greater recording of violence without injury; ongoing improvements in crime recording processes and practices, increasing levels of targeted police pro-activity, likely increases in confidence to report crime, ongoing improvements in service access and the impact of any new criminal offence categories or areas of national focus during 2020.</p> <p>The proportion of crime that has a digital element is likely to continue to grow for the foreseeable future, requiring greater levels of specialist investigation and expertise. Growing demands in relation to the interrogation, storage and retrieval of digital data are placing increasing costs pressures on the police service locally, regionally and nationally.</p>			

COVID has however presented significant issues both in handling the call demand with staff absences but also made predicting demand for this reporting year extremely difficult if not impossible. As such the year 2020/21 should be viewed as abnormal and the expectation is that with a viable vaccine 2021/22 will return to levels of predicted demand and calls service.

<b>12</b>	<b>Force</b>	<b>Continue to invest in and promote the welfare of officers, staff and volunteers</b>	<b>G</b>
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**13.11.20 MS:**

There will be a wellbeing programme for 2021. This will include the themes that we will focus on ensuring that they are aligned to the findings of the last staff survey. We are in the process of delivering a pulse survey to the Force to ensure we prioritise and cover topics and items in line with Force needs and expectations. We will also ask the Force whether the information already delivered during the first lockdown was appropriate for the pandemic and crucially what they felt was required and maybe not delivered. The programme for November and December will continue as planned and we will weave into the themes information to support our staff and officers during the second lockdown. The Deputy Chief Constable (DCC) has undertaken 'walk arounds' in the remaining locations following the pause of the DCC Road show earlier in the year due to Covid-19. She will also host a Wellbeing vlog answering questions from the Force on wellbeing during the winter. We also plan to undertake a virtual meeting with the Force Single Point of Contacts (SPOCS) in the coming months.

<b>13</b>	<b>Force</b>	<b>Ensure the force achieves a balanced budget and reduces non-pay costs to grow officer numbers and increase service capacity</b>	<b>G</b>
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**13.11.20 MS:**

Budget for 2020/21 agreed 6th February 2020, this achieved a balanced position and also allowed for the early recruitment of year 2 uplift (150 Police officers) as well as a significant (£3.5m) contribution to capital investment.

<b>14</b>	<b>Force</b>	<b>Embed the National Enabling Programmes and Digital Policing Strategy 2025 to modernise the management and delivery of IT services</b>	<b>G</b>
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**13.11.20 MS:**

Phase 2 planning is progressing well and detailed planning of delivery into Chief Officer team, Operational support, Corporate Development and Crime Scene Investigations is under way as we build towards the first deployment in February 2020. A full IT refresh to the 250 users is underway with a central store of new laptops and machines on order to enable the upgrading and deployment of National Enabling Programmes (NEP) compliant builds for all users. External training is booked and paid for so that we can have 60 super users across the force to assist with this phase which should be completed in June 2021. Phase 3, which is the full rollout across the rest of the force, will begin shortly after this and is currently expected to take a year to complete.

15	Force	Support innovative customer-led approaches to better informing and engaging with local communities and support the transition to Single Online Home	G
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**13.11.20 MS:**

We have recently re contacted Single online Home (SOH) as we are wanting to make plans for joining the service. They have confirmed that they are still waiting for the financial details so that they can plan next years activity. They are now looking at delivering SOH LITE as an option to forces wanting to join who have reservations about some of the services on offer. This service will cost less than the full SOH transition and we are awaiting full details of the options available to us which will be released shortly. We are currently looking at taking a free SOH service that will enable us to take online reports of COVID-19 breaches which will allow for some diversion of 101 calls.