



# Police and Crime Strategic Board

20 April 2017

## Chief Constable's Report

### 1 Chief Constables Council April 2017

#### 1.1 Transforming Forensics

- 1.1.1 A recently released business case with respect to the transformation of national forensic provision was discussed. The case is made that there is a need to move to a model that better supports policing and the wider Criminal Justice System and adapt to the changing nature of demands in the future.
- 1.1.2 The challenge to the project team was to enhance support and provide a strong platform to allow agile flex in the face of emerging crime trends such as CSE and the wider evolution of cross boarder digital based offences. This is balanced with the need to free resources to ensure sustainability while remaining in line with the policing vision 2025.
- 1.1.3 The team considered a range of five options for future delivery, from minimum changes to the status quo, necessitated by the updated biometric matching systems currently being developed to a comprehensive transformation to a fully integrated service. The analysis completed determined that the fully unified forensic service supporting local delivery was the most compelling.
- 1.1.4 This option would aim to simplify governance arrangements and introduce aggregated capabilities in a consistent way which ensures appropriate quality standards. The new service would maximise the use of technologies including at-scene forensic tools. The option would be able to exert influence of the whole forensic supply chain and bring the benefits of commercial and partnership approaches to procurement.
- 1.1.5 Forces and the region are considering the proposals and Chief Constables will resolve the approach on 21 April 2017.

#### 1.2 Abuse of Position for Sexual Gain Strategy

- 1.2.1 Chief Constable Stephen Watson, Chair of the National Counter Corruption Advisory Group has developed a comprehensive strategy to build a common framework on which local policies and procedures can be built. The paper reflects the commitment the whole service has to tackle this abuse which can only ever be seen as serious corruption and should be treated as such.

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- 1.2.2 The strategy is built on four principles drawing together the recommendations made by ACPO and the IPCC in 2012, HMIC PEEL Legitimacy report 2016 and the direction given by the Minister of State for Fire and policing on 8 December 2016. In addition the report draws on the findings of international academic research.
- 1.2.3 Prevention – forces should ensure that professional boundaries are clearly defined and that officers and staff clearly understand the standards expected of them. Prevention will take the form of robust selection, vetting, training and supervisory practices. The service will work with academic partners to develop a problem profile and a solid evidence base for preventative strategies.
- 1.2.4 Intelligence – the service should proactively gather information and intelligence to prevent and detect offences. This will be achieved by ensuring appropriate pathways are available to officers, staff and the public to report abuse and to ensure they have the confidence that they will be treated seriously and in confidence.
- 1.2.5 Enforcement – once abuse is recorded it will be referred to the IPCC for their consideration on investigative strategy. ACUs will ensure they have sufficient resource, skills and capacity to investigate offences, including access to Serious Sexual Offence trained staff. Forces should ensure victim specific needs are met with particular attention to vulnerabilities. The College of Policing will make specific reference to this type of abuse in their indicative sanction guide.
- 1.2.6 Engagement – to maintain public confidence it is necessary to engage openly and honestly, both internally and externally, with partners and stakeholders by developing a communications strategy. Engagement with the IPCC is vital to ensure lessons are learnt and with partners who provide services to victims and witnesses.
- 1.2.7 The strategy was ratified by Chief Constables' Council and Supt Steve Taylor will have responsibility in force for the implementation plan.

### **1.3 Better Understanding Demand – Policing the Future**

- 1.3.1 The Performance Management Coordination Committee (PMCC) of the National Police Chiefs' Council (NPCC) commissioned a project into better understanding demand on the Police Service. The first part of the project was conducted by the College of Policing and resulted in a report published in January 2015. The NPCC felt that there was further work to be completed in order that understanding and awareness of demand could be raised across the service and its partner agencies.
- 1.3.2 Within this, the NPCC are keen to increase the debate around the demand that is passed to the Police from other parts of the public sector, including the expectations of other agencies and the public. It was argued that the police needed to define policing demand beyond just calls for service and to better understand the demands presented through our daily management of threat, risk, harm and vulnerability.
- 1.3.3 It was also important to develop a new understanding of the totality of demand on the Police Service that could inform the Police Funding Formula (PFF) review.
- 1.3.4 The work found that demand on the service goes far beyond simple 'calls for service' but instead can be categorised into *Public Demand*, *Protective Demand* and *'Internal Demand'*

and there is an inconsistent approach across policing. The service should invest in technology to collect data and utilise external analytical capacity to translate it to better predict demand. Finally the work of the Police Service cannot be viewed in isolation but that it is part of the wider system of Public, Private and Voluntary Sectors, working together to deliver public safety.

1.3.5 The report recommends the following:

- The Peelian Principles of Policing are still valid but if demand on the Police Service is to be better managed there needs to be more emphasis on prevention and early intervention rather than reaction. This would include increased collaborative working to alleviate vulnerability
- Tools and techniques such as THRIVE and MoRiLE should be adopted across the service
- There should be more emphasis across the service and the public sector on collaborative working and on 'Whole System' thinking
- There should be a reconsideration of the role and scope of the services that the Police Service provides
- There should be more investment in research and use of Big Data solutions
- There should be a better understanding on the part of the Police Service of techniques such as Systems Thinking, Value Streaming, Lean Manufacturing and Process Mapping so as to improve the efficiency of internal processes in order to reduce internal demand and improve productivity
- There should be further work commissioned by the NPCC to consider investment in systems and partnerships to gather demand management information and to develop analytics to better predict future demand
- Police Service funding should be linked to the totality of demand on the service

1.3.6 This paper will be considered at the Thoughtful Policing Board Chaired by DCC Knighton to identify relevant learning for the force.

## **2 Regional**

### **2.1 EMSOU-FS Transformation**

2.1.1 In relation to the regional EMSOU-FS transformation programme the single employer model was not supported by Nottinghamshire and a four force regional model with one force remaining local is now being developed for consideration by Chief Constables.

2.1.2 This 4 + 1 arrangement has been drafted with two potential funding options; one using pro-rata per staff and the second using the funding formula. In both instances a saving across the region can be achieved, and if the funding formula contribution is chosen Lincolnshire realises the highest savings of all. Tables of both scenarios are detailed below.

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4 FORCE COLLABORATION - Single Employment Model - Costs shared by Funding Formula					
Force	Current Budget £	New Costs £	Savings £	Ops CSI Managers Savings £	Total Savings £
Nott's	n/a	n/a	n/a	n/a	n/a
Leics (31.5%)	1,246,102	1,155,921	(90,181)	(63,457)	(153,638)
Derby's (30.0%)	1,206,632	1,100,396	(106,236)	(60,146)	(166,382)
Northants (20.4%)	684,588	747,058	62,470	(40,557)	21,913
Lincs (18.1%)	885,800	666,295	(219,505)	(35,591)	(255,096)
<b>TOTAL</b>	<b>4,023,122</b>	<b>3,669,670</b>	<b>(353,452)</b>	<b>(199,751)</b>	<b>(553,203)</b>

4 FORCE COLLABORATION - Single Employment Model - Costs shared pro rata to staff					
Force	Current Budget £	New Costs £	Savings £	Ops CSI Managers Savings £	Total Savings £
Nott's	n/a	n/a	n/a	n/a	n/a
Leics (28.2%)	1,246,102	1,035,035	(211,067)	(63,457)	(274,524)
Derby's (28.2%)	1,206,632	1,035,035	(171,597)	(60,146)	(231,743)
Northants (20.5%)	684,588	752,753	68,165	(40,557)	27,608
Lincs (23.1%)	885,800	846,847	(38,953)	(35,591)	(74,544)
<b>TOTAL</b>	<b>4,023,122</b>	<b>3,669,670</b>	<b>(353,452)</b>	<b>(199,751)</b>	<b>(553,203)</b>

- 2.1.3 In addition to fiscal savings the new transformation will bring operational benefits in building resilience to surges in demand and greater flexibility and interoperability for regional crime units.
- 2.1.4 There are risks associated with the withdrawal of participation by Nottinghamshire, most of which centre around their loss of capabilities. However the proposed agile working solution is based on Nottinghamshire's IT infrastructure; if support is withdrawn the remaining four forces could have to transition to a new IT platform bringing additional costs.