

Nottinghamshire Police Authority and Nottinghamshire Police Response to the Capability Review

Response from the Authority and the Force

The Authority and Force welcome the opportunity offered by a Capability Review – the first to be commissioned by and conducted in a Home Office Police Force – to improve further the service provided to the people of Nottinghamshire. We are keen to learn and develop in order to achieve this and we believe the review will prove to be a catalyst. We recognise the development areas described.

While the Authority and the Force are united in our desire to provide the best possible protection and service to the people of Nottinghamshire, we have different roles and responsibilities in acting on the findings of this review. In order to be clear about this, we set out below our separate actions but in a joint response.

The review presents short, medium and long term challenges and identifies some key areas for action. The three preconditions for success (Recommendations 1,2,3) are already receiving the most urgent attention. However there is also an immediate need to optimise our performance in light of continuing adverse comparisons with our Most Similar Group of forces. Progress has already been made to address some strands of the Review's recommendations immediately.

For example, a Special Meeting of the Police Authority was held on 8 March 2010 to build a joint commitment to the changes we need to make, and to the implementation of our Improvement Plan. Decisions were made on:

- The Leadership in the Police Authority
- Leadership in the Police Authority Executive
- Proposals for the Chief Officer Team in the Police Force. The Force has supported the Authority in this by developing and presenting its proposals for the Chief Officer Team.

This progress will be followed by an Away Day for all Members of the Authority. A clear start has been made by the Authority in establishing a Change Management Group, which will work with partners to drive delivery of the improvements required to ensure that the Authority is fit for purpose in how it fulfils its core functions, and fit for progress on how it will equip itself to effectively drive the improvements being made in the Force.

Since the completion of the Review, the Force has also developed a revised Force Improvement Plan Action Plan, which reflects the findings of the review as well as other learning and development. This will drive organisational change in the Force and help improve performance further in the immediate term as well as making it sustainable.

The Authority and the Force welcome the offers of assistance and support from HMIC, APA, ACPO and the NPIA. Progress and improvements must be owned by us and it

is important that we ensure the right areas for assistance are identified, along with the best source of this assistance.

In the short term the Authority and Force will work to address the following areas for action with urgency.

Leadership

We will work together to ensure the best possible outcomes from key partnerships, sharing the conclusions of the review with partners and negotiating together to address the issues identified.

Authority

- We will continue to ignite the passion and maintain the commitment of Authority members to public service provision
- We will build on and share across the Authority the positive impact some members are having on the workforce and communities
- We will provide leadership to the Force and the Police Authority Executive to urgently drive through the changes needed
- We will develop and implement a programme to strengthen leadership in the Authority and improve the way it works, through building trust and confidence amongst Authority members and developing a more collegiate style of working and decision making
- We will provide induction and training for all Authority members to improve understanding of their roles and responsibilities
- We will increase the pace of engagement with the Force and raise the urgency in taking forward actions from this engagement
- We will take action to raise the profile and visibility of the Authority and how it adds value to policing our communities.

Force

- We will build on the strengths identified such as the Chief Constable's popularity and personal style, and the quality of leadership, passion, commitment and professional competence of our people. We will continue to promote a positive confident working culture within the Force through such vehicles as the leadership strategy and a new corporate communications strategy
- We will refine the Force Improvement Plan and supporting Action Plan, reflecting the findings of the Review and other feedback received, and implement revised processes for governance, performance management and organisational change to ensure they become the key drivers for activity throughout the Force
- We will develop and implement a new Corporate Communications Strategy whose focus will include ensuring the Vision, the Leadership Strategy and the Improvement Plan penetrate and permeate the Force at every level, accelerating the necessary changes in culture

- The Human Resources Strategy (People Plan) has already been developed incorporating accepted best practice with the help of leading practitioners within the police service. The implementation phase will be accelerated with additional resources and will become the highest priority change programme in the force.

Strategy

Authority

- We will review all Police Authority strategies to ensure they are robust and fit for purpose with ambitious, focussed outcomes
- We will build on the good practice highlighted in the review and apply this to the development and launch of all Authority strategies
- We will, through the Change Programme, make the Authority's input into the Force's strategy setting processes
- We will review the Authority's involvement in and contribution to partnership working, especially in the County. We feel this is part of a wider improvement exercise for all partners within which the Authority will be active.

Force

- The revised Force Vision, Improvement Plan and other key strategic documents had to be developed with great urgency to respond to external requirements. The review rightly identifies where this approach, essential though it was, left gaps which now need to be addressed in order for them to drive the Force's activity effectively
- We will revise the key strategic documents to increase their focus on outcomes and raise the level of our ambitions
- We will review the evidence base for these documents, articulate it more clearly and revise any elements that are insufficiently evidence based
- We will engage and consult with a wide community of stakeholders, giving them an opportunity to influence the strategy, as part of the new Corporate Communications Strategy
- We will continue our efforts to improve the quality of partnership working across the Force area.

Delivery

Authority

- We recognise that performance improvement is the key driver behind progress and we will work to improve the monitoring of the Force to challenge them for performance improvements, increase the speed of progress and ensure its sustainability. Performance improvements will be clearly focussed on improving outcomes for our communities
- We will build on the direction of travel in relation to performance to ensure this is maintained

- We will take ownership of the scrutiny process to increase the level of challenge the Authority expects
- We will review governance structures to enhance accountability and focus.

Force

- We will further develop the performance strategy for the force, and the key enabling tools for performance monitoring, to improve performance sustainably still further
- We will deliver changes to the deployment of our workforce to reflect the most pressing performance issues without risking our capability to address areas of serious public threat, harm and risk
- We will review the balance of activities of our senior leaders to ensure both strategic and tactical areas of responsibility are given proportionate effort
- We will develop and implement systems for governance, organisational change and service development and apply them rigorously and consistently to ensure clarity, monitoring and review, and intervention and direction where appropriate.

Conclusion

Nottinghamshire Police Authority and Nottinghamshire Police are determined that the people of Nottinghamshire should receive the highest standards of service and protection that can be provided. We commissioned this capability review as part of that commitment and we are responding positively and energetically to it.

The Authority and Force will welcome being allowed the time and space to implement our improvement plans. We both have been the subject of intense scrutiny and overview and we feel by now most of the key issues have been identified and improvement plans progressed. While respecting the needs of stakeholders to ensure we are progressing, time, space and assistance are what is most needed now.

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