

# NOTTINGHAMSHIRE POLICE AND CRIME PANEL

**Monday, 06 June 2016 at 14:00**

**County Hall, County Hall, West Bridgford, Nottingham, NG2  
7QP**

**There will be a pre-meeting for Panel Members only  
in The Civic Suite at 1.15pm**

## **AGENDA**

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Election of Chairman</b>   |                |
| <b>2</b> | <b>Election of Vice-Chairman</b>  |                |
| <b>3</b> | <b>Minutes of last meeting held on 18 April 2016</b>  | <b>5 - 12</b>  |
| <b>4</b> | <b>Apologies for Absence</b>  |                |
| <b>5</b> | <b>Declarations of Interests by Members and Officers:- (see note below)</b><br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |                |
| <b>6</b> | <b>Rules of Procedure</b>   | <b>13 - 22</b> |
| <b>7</b> | <b>Review of Membership - Balanced Appointment Objective</b>  | <b>23 - 24</b> |
| <b>8</b> | <b>Results of Police and Crime Commissioner Election</b>  | <b>25 - 28</b> |

<b>9</b>	<b>Work Programme</b>	<b>29 - 32</b>
<b>10</b>	<b>Chief Constable Recruitment</b>	<b>33 - 40</b>
<b>11</b>	<b>Police and Crime Commissioner's Update Report</b>	<b>41 - 66</b>
<b>12</b>	<b>Strategic Alliance Update</b>	<b>67 - 74</b>
<b>13</b>	<b>Police and Crime Plan Strategic Priority Theme 7 - Spending Your Money Wisely - Delivering the Future</b>	<b>75 - 82</b>
<b>14</b>	<b>Draft Consultation, Engagement and Community Involvement Strategy 2016-2020</b>	<b>83 - 100</b>

## **Notes**

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Nominations for the position of Chair / Vice-Chair for the 2016/17 municipal year will be requested at the meeting. Nominations will need to be seconded. In the event of more than one nomination being received, voting will take place by a show of hands.
- (c) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 9772590) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

- (d) Members of the public wishing to inspect 'Background Papers' referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

(e) Membership:-

Mayor Kate Allsop – Mansfield District Council  
Mr Rizwan Araf – Independent Member  
Councillor Andrew Brown – Nottinghamshire County Council  
Councillor Cheryl Butler – Ashfield District Council  
Councillor David Challinor – Bassetlaw District Council  
Councillor Azad Choudhry (replaces Cllr Eunice Campbell) Nottingham City Council  
Councillor Mike Edwards (replaces Cllr Neghat Khan) - Nottingham City Council  
Councillor David Ellis – Gedling Borough Council  
Councillor Glynn Gilfoyle – Nottinghamshire County Council  
Councillor Keith Girling (replaces Cllr Tony Roberts) – Newark & Sherwood  
District Council  
Mrs Christine Goldstraw OBE – Independent Member  
Councillor John Handley – Nottinghamshire County Council  
Mrs Suma Harding – Independent Member  
Councillor Nicola Heaton – Nottingham City Council  
Councillor Tony Harper – Broxtowe Borough Council  
Councillor Keith Longdon – Nottinghamshire County Council  
Councillor Debbie Mason – Rushcliffe Borough Council  
Mr Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council



## **MINUTES OF THE MEETING HELD ON MONDAY 18<sup>th</sup> APRIL 2016 AT 2.00 PM AT COUNTY HALL**

### **MEMBERS PRESENT**

(A denotes absent)

Chairman - Christine Goldstraw OBE – Independent Member  
Vice-Chairman Councillor Debbie Mason – Rushcliffe Borough Council

Executive Mayor Kate Allsop – Mansfield District Council  
Rizwan Araf – Independent Member  
Councillor Andrew Brown – Nottinghamshire County Council  
Councillor Cheryl Butler – Ashfield District Council -A  
Councillor Eunice Campbell – Nottingham City Council -A  
Councillor David Challinor – Bassetlaw District Council  
Councillor David Ellis – Gedling Borough Council  
Councillor Glynn Gilfoyle – Nottinghamshire County Council  
Councillor John Handley – Nottinghamshire County Council -A  
Suma Harding – Independent Member  
Councillor Tony Harper – Broxtowe Borough Council -A  
Councillor Nicola Heaton – Nottingham City Council  
Councillor Neghat Khan – Nottingham City Council  
Councillor Keith Longdon – Nottinghamshire County Council -A  
Councillor Tony Roberts – Newark and Sherwood District Council - A  
Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council

### **OFFICERS PRESENT**

Keith Ford – Team Manager, Democratic Services ) Nottinghamshire  
Pete Barker – Democratic Services Officer ) County Council  
(Host Authority)

### **OTHERS PRESENT**

Paddy Tipping – Police and Crime Commissioner (PCC)  
Chris Cutland – Deputy Police and Crime Commissioner (DPCC)  
Kevin Dennis – Chief Executive, Office of PCC (OPCC)  
Simon Torr – Deputy Chief Constable

The Chair opened the meeting and apologised for the problems experienced with the public address system.

#### **1. MINUTES OF LAST MEETING**

The minutes of the meeting held on 1 February 2016, having been previously circulated, were agreed as a true and correct record and were confirmed and signed by the Chair of the meeting.

Councillor Woodings informed the Panel that in addition to providing staffing support the Force did make a financial contribution to the running of the City's Youth Offending Team. The Commissioner agreed that this was the case, with £50k in the budget for the current financial year, and he would confirm this in writing.

## **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Butler, Councillor Campbell, Councillor Harper, Councillor Longdon and Councillor Roberts.

## **3. DECLARATIONS OF INTERESTS**

None

## **4. WORK PROGRAMME**

Keith Ford introduced the report and informed the Panel that an item had been added to the June meeting to give the opportunity for the newly elected PCC to outline their priorities for their forthcoming term of office. Keith invited Councillor Khan to feedback to the Panel about her and Councillor Harper's attendance at two recent engagement events.

Councillor Khan informed the Panel that the first event attended was the Black and Minority Ethnic (BME) Steering Group Conference on the 19<sup>th</sup> March at which appreciation was expressed for the decrease in the use of stop and search. A speech by Keith Vaz MP was also well received. The second event attended was the Notts Youth Commission Conference held on the 21<sup>st</sup> March which dealt with six topics including 'Stop and Search' as well as 'The Link Between Crime and Poverty', 'Drugs, Alcohol & Sexual Harassment', 'Relationship with the Police', 'Education & Crime Prevention', and 'Re-offending & Rehabilitation.' Councillor Khan explained that the attendees differed between the two conferences, at the BME event those attending were older and had lived through some bad experiences whereas at the youth event the attendees were younger and had had fewer unsatisfactory dealings with the Police. Councillor Khan explained that at both conferences the view was expressed that bridges needed to be built owing to the lack of trust, but that it was recognised that the Police were moving in the right direction with the example of the introduction of body worn cameras being a positive initiative that would protect both the community and the Police.

The Chairman expressed the Panel's appreciation for the invitations to such events and emphasised their importance in being able to hear the public's views on the services provided.

The Chairman informed the Panel that this would be the last meeting that Councillor Khan would be attending and stated that the Panel would be losing a very valuable member.

The Chairman invited Panel members to submit any comments/amendments to the Work Programme to herself or Keith so that new items could be programmed in.

## **RESOLVED 2016/005**

- 1) That the work programme be noted.**

**2) That the feedback from Panel members who attended recent PCC consultation and engagement events be noted.**

**5. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT**

The Commissioner thanked the Panel for its scrutiny and support over the last three and a half years and though there had been differences discussions had always taken place in an adult manner. He shared with the Panel his perception that this Panel was regarded as one of the best in the country.

The Commissioner informed the Panel that his Deputy, Chris Cutland, would be retiring next week and expressed his gratitude for all of her hard work over the years. The Chairman joined the Commissioner in thanking Chris on behalf of the Panel and especially congratulated her on her considerable achievements in the field of domestic violence.

The Commissioner informed the Panel that Simon Torr had been promoted to the post of Deputy Chief Constable and the Chairman joined the Commissioner in congratulating him on his promotion.

The Chairman made the Commissioner aware that the Panel had been copied into a question to himself from a member of the public regarding the budget and that the topic raised and progress made would be kept under review.

The Chairman expressed the Panel's disappointment that some of the information contained in the report was not up to date.

The Commissioner introduced the report and stated that up to date figures had only been available from Monday and that they showed overall crime had decreased slightly for 2015/16. The Commissioner said that the Home Office was due to publish their figures next week which covered the period to the end of 2015 and that those figures confirmed the same trend. The Commissioner stated that the Force had been praised for the accuracy of its figures.

The Commissioner spoke about the new enforcement powers available to the police in the field of anti-social behaviour and informed the Panel that a conference had been arranged for 25<sup>th</sup> April for partners to discuss the implications. The Commissioner confirmed that a leaflet explaining these powers to the public would be published soon.

The Commissioner referred to Appendix A to the report which highlighted the work being undertaken with the BME community and pointed out the success the Force had had in reducing the incidence of stop and search to the lowest in the country. The Commissioner expressed his belief that there was no point in stopping people if there was no end result.

The Commissioner wanted to address two areas in particular in the report and firstly spoke about the failure to respond within the prescribed timescale to Grade 2 incidents and explained that work was in progress to address the issues, part of the reason was the on-going re-organisation with particular problems being experienced with the team working out of Mansfield. Secondly, the Commissioner referred to sickness levels and the new improved recording system. The Commissioner felt that the reality was that the figures were more accurate rather than sickness actually increasing.

During discussions the Panel raised the following points:

- The Panel congratulated the Force on the recent positive HMIC report especially in the use of stop and search and lower Taser use which the Panel considered to be examples of a well-run Force. The Panel felt that much progress had been made and hoped that this would be recognised.
- The Panel were concerned that the sickness absence figures for police officers and staff were rated as Amber when submitted to the Strategic Resources & Performance meeting but are now rated as Red in the report to the Panel. The Commissioner thought that this could be explained by the introduction of the new system and the disparity with the old system.
- The Panel asked what measures were being put in place to reduce the levels of sickness. Simon Torr replied that it was important to bear in mind in which areas sickness was occurring and explained that very little of it was on the front line of public protection where there had been very few injuries and assaults were not increasing. Simon explained that those with existing health problems were working in departments where the roles were stressful especially in a time of austerity where staff were worried about their futures. Simon informed the Panel that measures implemented included the provision of counselling, clinics/surgeries on attendance management, increased enforcement by management with the vast majority of those reaching trigger levels being interviewed, and managers being trained to recognise those staff with potential problems. Simon explained that all staff, including himself, now had to book in and out of work meaning that the information obtained was much more accurate than in the past and this had led to staff with poor attendance records being dismissed.
- The Panel expressed concern at the increase in hate crime, and while it was appreciated that the reporting of such crime was being encouraged, asked what was being done to reduce its incidence. The Commissioner replied that he did not anticipate the levels of this crime decreasing in the foreseeable future as partners continued to push this agenda. The Commissioner confirmed that levels of Islamophobia were being monitored and though there had been a slight rise following the attacks in Paris, the rise had not been significant. The Commissioner reassured the Panel that the Force did give a high priority to this area of work and gave details of a recent case that resulted in a long jail sentence. Simon Torr informed the Panel that community and national meetings revealed increasing levels of hate crime of between 2 -15%. Simon explained that he thought there was still some way to go before all relevant incidents were reported but that he was encouraged by the type of incidents that were being reported, for example verbal attacks, which gave him confidence that things were moving in the right direction. Simon felt that that the current year's figures had been skewed by a one-off incident that resulted to damage to a cemetery and was recorded as 35 separate crimes, though it subsequently became clear the damage was caused by rampaging youths rather than by those who might be described as committing a hate crime. Simon reassured the Panel that the Force did take instances of hate crime very seriously. The Panel felt that a meaningful comparison could be made with the early work undertaken in the area of domestic violence and thought it would be useful if the topic was covered in a future Panel meeting to address what the position was and to receive hard data and information on strategy to ascertain how high the levels of hate crime might climb.



- The Panel asked the Commissioner about over-time payments and that despite reassurances in the past, there still appeared to be an overspend in this area. The Commissioner replied that the final accounts had now been done for the last financial year and that now the emphasis would be on the current financial year, and he would be holding discussions with the Chief Constable and other members of the Force about forthcoming performance.
- The Panel asked the Commissioner that in view of the better than expected CSR settlement whether any previously planned savings measures could be pursued to offset the budget deficit. The Commissioner replied that a new Director of Finance was now in post and that it was hoped a temporary Head of Finance would take up their post in the near future. The Commissioner informed the Panel that he and the Chief Constable were clear the effect the high turnover of staff had had and regretted the consequent loss of historic knowledge in this area but the new appointments and the adoption of new systems should allow improved financial control in the future.
- The Panel questioned the Commissioner about the substantial amount of 'Other' expenditure incurred under the heading of 'Corporate Services' referred to on page 43 of the report. The Commissioner agreed to supply the information in writing following the meeting.

#### **RESOLVED 2016/006**

**That the Panel notes the contents of the revised update report.**

#### **6. POLICE AND CRIME PLAN (2015-16) - THEME 3 PROGRESS TO DATE - TO FOCUS ON PRIORITY CRIME TYPES AND THOSE LOCAL AREAS THAT ARE MOST AFFECTED BY CRIME AND ANTI-SOCIAL BEHAVIOUR**

The Commissioner introduced the report and spoke about the strain public finances were under and that despite the better than expected CSR settlement he informed the Panel that he expected a 2% annual reduction to the Force's budget to be the norm. The Commissioner shared with the Panel that he thought the pressure on Local Authorities' budgets would be even greater and that it was essential that partners worked to draw services together. The Commissioner explained that he had personally been working with Local Authorities on numerous projects and gave the Panel examples including the Police Contact Point in conjunction with Rushcliffe Borough Council, the 'Aurora' partnership working arrangement with the City Council, and the 'New Cross' initiative with various partners, details of which were contained in the appendix to the report. The Commissioner told the Panel that he felt it vital services were scrutinised and budgets pooled where possible and stated that 25% of crime in the City was committed in only 5 wards and explained to the Panel that partners needed to work in a new and dynamic way where priorities were reviewed and preventative work undertaken. The Commissioner informed the Panel that Kevin Dennis had taken the lead in examining the Partnership Plus areas and found that the model was very much a top down one with very little engagement with the community. The Commissioner felt that more projects similar to the Community Safety Hubs in Ashfield and Mansfield were the way forward and where, when services were brought to local people the demand on local services could be reduced.

The Commissioner informed the Panel that Nottinghamshire County Council was also investing in locality working and it is now being seen what can be achieved.

Simon Torr also spoke about working with partners and gave the examples of the opening of the new central police station in cooperation with the City Council, the Mansfield hub was another positive development, the Ashfield hub was also due to open soon, in Bassetlaw a protection order was in place and the ASB contracts were being used. Simon informed the Panel that the incidence of ASB across the County was reducing, especially now the link with alcohol was better understood. Simon told the Panel that other developments had also been useful with the option now to put the White Hart in Newark into immediate review. Simon informed the Panel that he thought the above developments demonstrated the understanding the Force had of the issues involved and felt that the new hubs would help these improvements to continue.

During discussions the Panel raised the following points:

- The Panel commented positively on the examples of how partnership working could improve results, save money and keep the community better informed.
- The Panel asked about the work being undertaken with the Community Safety Partnerships (CSP) and asked why the performance measure was rated as 'Amber' and what measures were being put in place to improve the situation. The Commissioner admitted that when the Partnerships began not enough attention was paid to the set of concerns that were being raised including speeding and behaviour on the roads. The Commissioner informed the Panel that since working more closely with local authorities the performance management figures indicated that progress was being made. Simon Torr replied that part of the problem was that CSPs only reported by exception, not on a regular basis and that he wanted issues regarding road safety to be treated the same as any other type of crime. Simon gave the example of the problem of cars being parked on the zig zag lines outside of schools and said that these violations needed to be reported if the Force was going to be able to deal with them. The Panel asked for confirmation as to what type of incidents the Force would respond to and queried whether the Force had the resources to respond in such circumstances. Simon stated that a response was more likely if there was a threat to the safety of a child rather than when a parking offence occurred.
- The Panel commented on Operation Graduate and noted that though students suffered from high crime rates and the performance measure was graded as 'Amber' much good work was being undertaken. The Commissioner confirmed to the Panel that both universities and their student unions had been helpful and that he had joined a tour of premises and found many doors and windows left open. Simon confirmed the Commissioner's experience and informed the Panel that the students were not as focused on security as they might be. Simon shared with the Panel the problems faced when a third of the population changes every year but that measures in place included focussing on problem landlords, encouraging landlords in general to increase security and the setting up of student patrols. Simon informed the Panel the Force's approach was changing from just concentrating on the problem during term time only, as well as supporting students who lived farther out from the City centre. The Panel recognised the importance of the student population to Nottingham's economy.

**RESOLVED 2016/007**

**That the contents of the report be noted.**

**7. COMPLAINTS UPDATE**

Keith Ford introduced the report and informed the Panel that four complaints had been received since September 2015 but that only one of those complaints fell within the remit of the Panel and that that complaint had now been informally resolved.

**RESOLVED 2016/008**

**That the contents of the report be noted.**

The meeting closed at 3.14pm

CHAIRMAN



## **RULES OF PROCEDURE**

### **Purpose of the Report**

1. To inform Members of the Nottinghamshire Police and Crime Panel's ("**Panel**") Rules of Procedure.

### **Information and Advice**

2. The Rules of Procedure, as set out in the appendix to this Report, were agreed by the Panel at its first meeting on 19 October 2012.

### **Other Options Considered**

3. None – it is not proposed that the Rules of Procedure be changed.

### **Reason/s for Recommendation/s**

4. To ensure new Members are aware of the Panel's Rules of Procedure.

## **RECOMMENDATION/S**

- 1) To note the Panel's Rules of Procedure as set out in the appendix to this report.

### **Background Papers and Published Documents**

- 1) Police Reform and Social Responsibility Act 2011 (published)
- 2) Report to the Police and Crime Panel – 19 October 2012 and minutes of that meeting.

### **For any enquiries about this report please contact:**

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council  
Tel: 0115 9772590 E-mail: keith.ford@nottscc.gov.uk

**APPENDIX**  
**RULES OF PROCEDURE**

**PART A – RULES OF THE PANEL MEETING**

**1. Chairman of the Police and Crime Panel**

- 1.1. The Chairman and Vice Chairman of the Police and Crime Panel (“Panel”) will be appointed in June or at the first meeting of the Panel following the appointment of members by constituent councils. The Chairman and Vice-Chairman will be drawn from amongst the Panel members.
- 1.2. In the event of the resignation of the Chairman or Vice-Chairman, a new appointment will be made from amongst the Panel members.
- 1.3. The Chairman or Vice-Chairman may be removed by a resolution of the Panel and in that event a new appointment will be made from amongst the Panel members.
- 1.4. The Panel will elect a person to chair a meeting if the Chairman and Vice-Chairman are not present.

**2. Meetings of the Police and Crime Panel**

- 2.1. There will be a minimum of four ordinary meetings of the Panel held in public in each year to carry out the functions of the Panel. In addition, extraordinary meetings may be called from time to time.
- 2.2. An extraordinary meeting may be called by the Chairman or by four members of the Panel.
- 2.3. An extraordinary meeting may also be called by the Proper Officer of the host authority.
- 2.4. Ordinary meetings will take place in accordance with a programme decided by the Panel, and will start at the time decided by the Panel.

**3. Notice of meetings**

- 3.1. At least five clear working days’ notice of all Panel meetings will be given.

**4. Minimum attendance (Quorum)**

- 4.1. A meeting of the Panel cannot take place unless three Members are present.

- 4.2. Substitute councillor members from the same authority may attend a meeting in place of the relevant councillor members of the Panel that are unable to attend that meeting. Details of any substitutions must be notified to Democratic Services at the host authority no later than 3.30pm on the working day before the relevant meeting.
- 4.3. Details of any changes in authority representation must be notified to Democratic Services at the host authority no later than 3.30pm on the working day before the relevant meeting.

## **5. Work programme**

- 5.1. The Panel will be responsible for setting its own work programme.
- 5.2. The work programme must reflect the responsibilities set out in the terms of reference for the Panel as appropriate.

## **6. Agenda items**

- 6.1. Any member of the Panel will be entitled to give notice to the Proper Officer of the host authority that they wish an item relevant to the functions of the Panel to be included on the agenda for the next available meeting.
- 6.2. The Panel's agenda will be issued to Panel Members at least five clear working days before the meeting. It will also be published on the host authority's website and by sending copies to each of the member authorities.

## **7. Order of Business**

- 7.1. The order of business can be varied at the discretion of the Chairman.

## **8. Declarations of Interest**

- 8.1. Where any Panel Member has an interest in any matter to be discussed or decided, they will, in accordance with their authority's code of conduct (in the case of co-opted independent members, the host authority's Councillor Code of Conduct), declare the existence and nature of that interest and whether the interest is Disclosable Pecuniary Interest. Any declaration of interest will be recorded in the minutes of the meeting.
- 8.2. Where any Panel Member has declared a Disclosable Pecuniary Interest in any matter, they will leave the room in which the meeting is being held while the matter is under consideration unless:
  - a) they have been granted a dispensation in accordance with the host authority's procedures; or

- b) the matter is only under consideration by the meeting as part of a report of the Minutes of a committee or sub-committee and is not itself the subject of debate.
- 8.3. If the Panel Member has chosen to remain within easy reach, that Panel Member will be recalled by an appropriate member of staff before any further business is started.
- 8.4. Any person or member of staff who is appointed to do anything in connection with the Panel which enables them to speak at meetings, will make the same disclosures of interests and will withdraw from the room in which the meeting is being held on the same occasions as they would have to do if they were a Panel Member.

## **9. The Rules of Debate**

- 9.1. If a Panel Member wishes to speak they should indicate their intention by raising their hand.
- 9.2. The Chairman will decide the order in which speakers will be heard. Any Panel Member who wishes to speak will be given the opportunity to do so unless any of the exceptions contained in these rules of debate apply.
- 9.3. Panel Members must speak strictly to the subject under discussion.
- 9.4. Any Panel Member may at anytime during a meeting request that the meeting be adjourned for up to one hour. The Chairman of the meeting has discretion to decide whether to agree the request and, if agreed, to determine the length of any such adjournment.
- 9.5. At any time during the meeting the Chairman can adjourn the meeting.

## **10. Amendments to Recommendations and Motions**

- 10.1. Amendments to a motion can be moved or seconded by any Panel Member to leave out words, to add words or both provided that such changes must not have the effect of reversing a proposal (for example to recommend approval instead of refusal) and must be relevant to the original motion.

## **11. Commissioner and officers giving account**

- 11.1. The Panel may scrutinise and review decisions made or actions taken in connection with the Commissioner's role. As well as reviewing documentation, in fulfilling its scrutiny role it may require the Commissioner, and members of that Commissioner's staff, to attend before the Panel to answer any questions which appear to the Panel to be necessary in order to carry out its functions.



- 11.2. Where the Commissioner, or a member of his staff, is required to attend the Panel under this provision the Chairman will inform them in writing. The notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required for production for the Panel. Where it is necessary for the Commissioner to submit a report, sufficient time will be given to allow preparation.
- 11.3. Where, in exceptional circumstances, the Commissioner or their Deputy is unable to attend on the required date, then an alternative date for attendance may be arranged following consultation with the Chairman of the Panel.
- 11.4. On occasions where the Commissioner is required to attend, the Panel may also request the Chief Constable or their representative to attend the same meeting to answer any questions.

## **12. Sub-committees and task groups**

- 12.1. Time limited task groups may be established from time to time by the Panel to undertake specific task based work.
- 12.2. Any special functions of the Panel under the Police Reform and Social Responsibility Act 2011 may not be discharged by a sub-committee or a task group. These include the following:
  - a) Scrutiny of Police and Crime Plan;
  - b) Scrutiny of annual report;
  - c) Review of senior appointments;
  - d) Issuing precepts;
  - e) Scrutiny of appointment of the Chief Constable.
- 12.3. A full project brief will be provided by the Panel for any such sub-committee or task group together with timescales for completion and reporting.

## **13. Voting**

- 13.1. All Panel Members may vote in proceedings of the Panel. Voting will be by show of hands and by simple majority unless otherwise required.
- 13.2. Where there is an equal number of votes for and against a motion the Chairman can exercise a second or casting vote. In the event that the vote relates to the removal of the Chairman, the Vice-Chairman will have the casting vote.

- 13.3. Any Panel Member can require that the minutes of the meeting record how they voted on any decision taken.

#### **14. Reports from the Police and Crime Panel**

- 14.1. Where the Panel submits a report to the Commissioner, it will publish the report or recommendations.
- 14.2. The Commissioner must provide a response and the Panel may set a deadline for this. In providing a response the Commissioner must:
- a) consider the report or recommendations;
  - b) respond to the Panel indicating what (if any) action they propose to take;
  - c) publish the response.
- 14.3. The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the law on access to information.
- 14.4. If the Panel cannot unanimously agree on a final report to the Commissioner then members may request the submission of a separate report for consideration along with the majority report.
- 14.5. In its report the Panel will specify a deadline for a response from the Commissioner taking into account the circumstances.

#### **15. Attendance by others**

The Panel may invite anyone to address it, discuss issues of local concern and/or answer questions as it sees fit.

#### **16. Disorderly conduct**

- 16.1. In the event of a general disturbance which in the opinion of the Chairman makes business impossible, the Chairman, may adjourn the meeting for any period considered necessary and/or order that the public leave.

## **PART B – FUNCTIONS OF THE PANEL**

### **17. Carrying out ‘special functions’**

Further to the procedures outlined in paragraph 14 above there are additional requirements in relation to the special functions as set out below.

#### Police and Crime Plan

- 17.1. On receipt of the Commissioner’s draft Police and Crime Plan (or draft of any variation to it) the Panel must meet to review it and report or make recommendations to the Commissioner.

#### Annual report

- 17.2. As soon as possible after receipt of the Commissioner’s Annual Report the Panel must meet and the Commissioner will be required to attend to present the report and answer questions. The Panel will submit a report or recommendations on the annual report to the Commissioner.

#### Senior appointments

- 17.3. Where an appointment of the Chief Executive, Chief Finance Officer or Deputy Commissioner is being made by the Commissioner, the Panel will need to hold a confirmatory hearing. This will be held at the next available meeting of the Panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged.
- 17.4. Confirmatory hearings will be held in public, where the candidate is requested to appear for the purpose of answering questions relating to the appointment. Following this hearing, the Panel submit a report to the Commissioner on the appointment including a recommendation as to whether or not the candidate should be appointed.

#### Chief Constable’s appointment

- 17.5. Where an appointment of the Chief Constable is being made by the Commissioner, the Panel will need to hold a confirmatory hearing. The Panel is required to hold a confirmation hearing within three weeks from the day on which it receives notification.
- 17.6. Confirmatory hearings will be held in public, where the candidate is requested to appear for the purpose of answering questions relating to the appointment. Following this hearing, the Panel submit a report to the Commissioner on the appointment including:

- a) a recommendation as to whether or not the candidate should be appointed; or
  - b) a statement that the Panel vetoes the appointment (this option must be supported by the required majority of at least two-thirds of the existing membership) with reasons.
- 17.7. If an appointment is vetoed the Commissioner may name a reserve candidate for appointment. Within three weeks of receiving any such notification the Panel will call another confirmatory hearing to review the proposed appointment. The Panel will submit a report to the Commissioner with a recommendation as to whether or not the candidate should be appointed. The Panel cannot veto the reserve candidate's appointment.

#### Appointment of an Acting Police and Crime Commissioner

- 17.8. The Panel must appoint a person to act as Commissioner if:
- a) no person holds the office of Commissioner;
  - b) the Commissioner is incapacitated, or
  - c) the Commissioner is suspended.
- 17.9. The Panel may appoint a person as Acting Commissioner only if the person is a member of the Commissioner's staff at the time of the appointment.
- 17.10. In appointing a person as Acting Commissioner in a case where the Commissioner is incapacitated, the Panel must have regard to any representations made by the Commissioner in relation to the appointment.
- 17.11. The appointment of an Acting Commissioner ceases to have effect when any of the following occurs:
- a) the election of a person as Commissioner;
  - b) the termination by the Panel of the appointment, or resignation of the Acting Commissioner;
  - c) where the Commissioner ceases to be incapacitated, or
  - d) where the Commissioner ceases to be suspended.

#### Proposed precept

- 17.12. By 1 February of each year the Commissioner will notify the Panel of their proposed precept for the forthcoming financial year (the proportion of

council tax levied for the Police Force). The Panel must review the proposed precept by 8 February and submit a report which may include recommendations as to the proposed precept.

- 17.13. In the event the Panel does not agree to the proposed precept, it may veto the proposed precept (by the required majority of at least two-thirds of the existing membership) and the report must include a statement to that effect
- 17.14. The Panel will require a response to the report and any recommendations.
- 17.15. If the proposed budget has been vetoed by the Panel the Commissioner will notify the Panel of the proposed revised precept by 15 February. By 22 February, the Panel will review the proposed revised precept and submit a further report to the Commissioner. The report may either support or reject the proposal and may make recommendations. The Panel cannot veto the revised precept.

## **18. Suspension of the Commissioner**

- 18.1. The Panel may suspend the Commissioner if they have been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence which carries a maximum term of imprisonment exceeding two years. The suspension of the Commissioner ceases to have effect when any of the following occurs:
  - a) the charge being dropped;
  - b) the Commissioner being acquitted of the offence;
  - c) the Commissioner being convicted of the offence but not being disqualified by virtue of the conviction, or
  - d) the termination of the suspension by the Panel.

## **19. Suspension of the Chief Constable**

- 19.1. The Commissioner must notify the Panel if they suspend the Chief Constable.

## **20. Removal of the Chief Constable**

- 20.1. The Commissioner must notify the Panel of their proposal to call upon the Chief Constable to retire or resign together with reasons.
- 20.2. The Chief Constable has the opportunity to provide representations to the Commissioner. The Commissioner must consider any representations received and provide the Panel with a copy of these. Following this opportunity the Commissioner must notify the Panel accordingly (the

'further notification') if they still propose to call for retirement or resignation.

- 20.3. Within six weeks of receiving the further notification the Panel must make a recommendation to the Commissioner in respect of the proposal. Before making any recommendation the Panel may consult the Chief Inspector of Constabulary, and must hold a meeting ('the scrutiny hearing').
- 20.4. The scrutiny hearing is a private Panel meeting to which the Commissioner and Chief Constable are entitled to attend to make representations. Representation can be made in person, or via telephone or video link.
- 20.5. The Panel must make and publish a recommendation which the Commissioner must consider. The Commissioner must notify the Panel of their final decision.
- 20.6. The Commissioner may not call upon the Chief Constable to retire or resign until the end of this scrutiny process or six weeks from notification if the Panel has not made a recommendation by that time.
- 20.7. In calculating the six week period, the Commissioner's post-election period is ignored.

## **21. Complaints**

- 21.1. Criminal and non-criminal complaints in relation to the Commissioner or other office holders should be dealt with and/or delegated in accordance with the relevant legislation and any procedure adopted by the Panel.

**REVIEW OF MEMBERSHIP – BALANCED APPOINTMENT  
OBJECTIVE**

**Purpose of the Report**

1. To consider the Panel's membership and any changes required to meet the balanced appointment objective as required by legislation.

**Information and Advice**

2. The Police and Social Responsibility Act 2011 specifies that Police and Crime Panels must represent all parts of the police force area, be politically balanced and that members should have the skills, knowledge and experience necessary.
3. The Panel needs to review its membership at its Annual Meeting in June (or following elections which may have affected the Panel's political balance).

**Elected members and proportional representation**

4. Legislation stipulates that Police and Crime Panels must represent all parts of the relevant area, be politically balanced and have a membership that has the necessary skills, knowledge and experience.
5. The panel membership for 2015/16 was:-  
  
Ashfield District Council (1); Bassetlaw District Council (1); Broxtowe Borough Council (1); Gedling Borough Council (1); Mansfield District Council (1); Newark & Sherwood District Council (1); Nottingham City Council (2 & 2 co-optees); Nottinghamshire County Council (1 & 3 co-optees); Rushcliffe Borough Council (1), plus 4 Independent Member co-optees.
6. There have been some changes to representation on the Panel made by the relevant Councils. These are as follows:-
  - i. Councillors Azad Choudhry and Mike Edwards have replaced Councillors Eunice Campbell and Neghat Khan as two of the City Council's representatives;
  - ii. Councillor Keith Girling has replaced Councillor Tony Roberts as Newark and Sherwood District Council's representative.
7. As these changes are like-for-like in terms of political group representation and there were no local Council elections in Nottingham or Nottinghamshire in May 2016, the political balance of the Panel therefore remains unchanged.

### Independent Members

8. In order to retain the existing knowledge, to ensure greater continuity of membership and to help the Panel's membership reflect the communities it serves, the Panel agreed in June 2015 that the term of office of all four Independent co-optees be extended to June 2017.

### **Other Options Considered**

9. None – it is proposed that no changes to the Panel's membership are required at this point to achieve the balanced appointment objective.

### **Reason/s for Recommendation/s**

10. To inform the Panel of recent changes in membership and to give assurances that the balanced appointment objective continues to be met.

### **RECOMMENDATIONS**

- 1) That the changes in Council representation on the Panel, as detailed in paragraph 7 above, be noted.
- 2) That, in light of the balanced appointment objective being met, no further changes to the Panel's membership be pursued at this point.

### Background Papers and Published Documents

- 1) Police Reform and Social Responsibility Act 2011 (published)
- 2) Nottinghamshire Police and Crime Panel's Panel Arrangements (published)
- 3) Political Balance calculations

### For any enquiries about this report please contact:

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council  
Tel: 0115 9772590 E-mail: keith.ford@nottscc.gov.uk



**RESULTS OF THE POLICE AND CRIME COMMISSIONER ELECTION**

**Purpose of the Report**

1. To inform Members of the results of the recent Nottinghamshire Police and Crime Commissioner (PCC) election.
2. The PCC will be given an opportunity to address the Panel at the start of his new term of office.

**Information and Advice**

3. The national PCC elections took place on 5 May 2016.
4. The results of the Nottinghamshire election are appended to this report.

**Other Options Considered**

5. None.

**Reason/s for Recommendation/s**

6. To inform Members of the results of the recent election.

**RECOMMENDATION**

That Members note the results of the recent election.

**Background Papers and Published Documents**

None

**For any enquiries about this report please contact:**

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council  
Tel: 0115 9772590 E-mail: keith.ford@nottsc.gov.uk



# Certificate of result– first count

Police and Crime Commissioner Election, 5 May 2016

As the Police Area Returning Officer appointed at the election for the Police and Crime Commissioner for the Nottinghamshire Police Area held on Thursday 5 May 2016, I hereby certify that:

The total number of valid first preference votes cast for each of the candidates is as follows:

CANDIDATE NAME	DESCRIPTION	VOTES CAST
BATES, Tony	Independent	14,579
HARPER, Tony	The Conservative Party Candidate	48,155
LOI, Fran	UK Independence Party (UKIP)	20,320
TIPPING, Paddy	Labour Party	80,926
ZADROZNY, Jason Bernard	Independent	7,164

The number of ballot papers rejected at the first count is as follows:

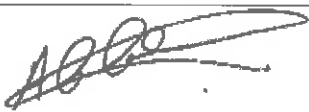
a)	Want of an official mark	27
b)	Voting for more than one candidate as to the first preference vote	1,654
c)	Writing or mark by which the voter could be identified	23
d)	Unmarked as to the first preference vote	463
e)	Void for uncertainty as to the first preference vote	608
Total rejected papers at the first count		2,775

The total number of ballot papers verified is:	173,918
The turnout in this police area at this election is:	21.8%

As no candidate received more than 50% of the valid first preference votes every Local Returning Officer will now count the second preference votes for the candidates who are not eliminated from the contest.

The remaining candidates are:

CANDIDATE NAME	DESCRIPTION
Harper, Tony	The Conservative Party Candidate
Tipping, Paddy	Labour Party

Signed:	
Name:	ALLEN GRAHAM
Police Area Returning Officer	
Dated:	Friday 6 <sup>th</sup> May 2016

# Certificate of result – second count

Police and Crime Commissioner Election, 5 May 2016

As the Police Area Returning Officer appointed at the election for the Police and Crime Commissioner for the Nottinghamshire Police Area held on Thursday 5 May 2016, I hereby certify that:

The total number of valid second preference votes cast for each of the remaining candidates is as follows:

CANDIDATE NAME	DESCRIPTION	VOTES CAST
HARPER, Tony	The Conservative Party Candidate	7,950
TIPPING, Paddy	Labour Party	8,823

The number of ballot papers rejected at the second count is as follows:

a)	Want of an official mark	0
b)	Voting for more than one candidate as to the second preference vote	30
c)	Writing or mark by which the voter could be identified	0
d)	Unmarked as to the second preference vote	4,763
e)	Void for uncertainty as to the second preference vote	13
Total rejected ballot papers at second count		4,806

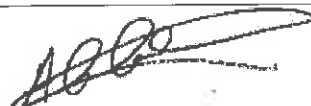
The total number of valid first and second preference votes cast for each of the remaining candidates is as follows:

Candidate Name	Description	First preference	Second preference	Total
HARPER, Tony	The Conservative Party Candidate	48,155	7,950	56,105
TIPPING, Paddy	Labour Party	80,926	8,823	89,749

I therefore give notice that:

CANDIDATE NAME	DESCRIPTION
TIPPING, Paddy	Labour Party

is duly elected as Police and Crime Commissioner for Nottinghamshire Police Area.

Signed:	
Name:	ALLEN GRAHAM
Police Area Returning Officer	
Dated:	Friday 6 <sup>th</sup> May 2016

**6 JUNE 2016**

**WORK PROGRAMME**

**Purpose of the Report**

1. To give Members an opportunity to consider the work programme for the Panel and to suggest further topics for inclusion (**see appendix A**).

**Information and Advice**

2. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Police and Crime Commissioner (PCC) and the Chief Constable.
3. The work programme is updated to include specific focus on each of the seven Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel (except the February meeting at which the precept and budget is considered).

**Other Options Considered**

4. All Members of the Panel are able to suggest items for possible inclusion in the work programme.

**Reasons for Recommendation/s**

5. To enable the work programme to be developed further.

**RECOMMENDATION/S**

- 1) That the work programme be updated in line with Members' suggestions as appropriate.

**Background Papers and Published Documents**

- 1) Minutes of the previous meeting of the Panel (published).

**For any enquiries about this report please contact:-**

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council  
[keith.ford@nottscc.gov.uk](mailto:keith.ford@nottscc.gov.uk)  
Tel: 0115 9772590

**Nottinghamshire Police and Crime Panel****Work Programme (as at 25 May 2016)**

<b><u>Agenda Item</u></b>	<b><u>Brief Summary</u></b>
<b>5 September 2016 – 2.00pm</b>	
Police and Crime Plan a) 12 Month Monitoring Report b) updated Delivery Plan and c) Commissioner's Annual Report	To enable the Panel to scrutinise performance against the strategic priority themes and activities set out in the Plan.
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
<b>7 November 2016 – 2.00pm</b>	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme – Theme 2- Improve the efficiency, accessibility and effectiveness of the criminal justice process.
<b>19 December 2016 – 2.00pm</b>	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme - Theme to be confirmed

<b><u>Agenda Item</u></b>	<b><u>Brief Summary</u></b>
<b>6 February 2017 – 2.00pm</b>	
Proposed Precept and Budget 2017/18	To consider the Commissioner's proposed Council Tax precept.
Police and Crime Plan 2014-18 Refresh	To seek the Panel's views on the draft refreshed Police and Crime Plan.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
<b>24 April 2017 – 2.00pm</b>	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme - Theme to be confirmed
<b>5 June 2017 – 2.00pm</b>	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2017/18 year.
Review of Balanced Appointment Objective.	<p>The Panel will review its membership to see whether any actions are required in order to meet the requirements for:-</p> <ul style="list-style-type: none"> <li>the membership to represent all parts of the police force area and be politically balanced; and</li> <li>members to have the skills, knowledge and experience necessary.</li> </ul> <p>The terms of office for independent Members is also due to be reviewed in June 2017.</p>
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and

<b><u>Agenda Item</u></b>	<b><u>Brief Summary</u></b>
	Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme – Theme to be confirmed



For Information / Decision	
Public/Non Public*	
Report to:	Police and Crime Panel
Date of Meeting:	6 <sup>th</sup> June 2016
Report of:	Chief Executive Kevin Dennis
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	10

\*If Non Public, please state under which category number from the guidance in the space provided.

## CHIEF CONSTABLE RECRUITMENT

### 1. Purpose of the Report

- 1.1 This report informs the Police and Crime Panel of the retirement of the current Chief Constable, Chris Eyre. It provides detail on the timescales and process for the recruitment of a replacement permanent Chief Constable.

### 2. Recommendations

- 2.1 The Panel to note the content of the report and agrees to organise an appointment confirmation hearing in 'December' 2016 at the latest to enable the panel to review the recruitment process in accordance with legislation.

### 3. Reasons for Recommendations

- 3.1 The Chief Constable has notified in writing to the Police and Crime Commissioner his intention to retire on 22<sup>nd</sup> July 2016 following his 30 year service in policing.

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

- 4.1 With outstanding annual leave Chris Eyre's last day as Chief Constable of Nottinghamshire Police will be on Friday 24<sup>th</sup> June 2016.
- 4.2 Under Chris Eyre's leadership crime in Nottinghamshire has fallen faster than almost anywhere else in the UK and the Force is the fastest improving Force in England and Wales. HMIC PEEL assessment in 2015 has been rated Nottinghamshire good for overall effectiveness, efficiency and legitimacy.
- 4.3 The Police and Crime Commissioner has asked Deputy Chief Constable Sue Fish to delay her retirement until 31<sup>st</sup> March 2017. Sue Fish will become Acting Chief Constable from Monday 26<sup>th</sup> June 2016.
- 4.4 Simon Torr will take up his new role as Deputy Chief Constable on 11<sup>th</sup> June 2016.

## **Recruitment Process**

- 4.5 Section 38 of the Police Reform and Social Responsibility Act 2011 provides the Police and Crime Commissioner with the legal authority to appoint a Chief Constable for their Force area. The Police and Crime Commissioner must inform the Panel of the proposed appointment within three weeks of his decision.
- 4.6 In appointing a Chief Constable under Section 38 the Police and Crime Commissioner must comply with schedule 8 of the Act. Under this schedule no appointment can be made until the end of a confirmation process. The Police and Crime Panel must hold a confirmation hearing to review the proposed appointment and then submit a report to the Police and Crime Commissioner on whether the appointment should be made.
- 4.7 In addition the Secretary of State has made regulations on how the Police and Crime Panel must exercise their powers as referred to in Schedule 8 of the Police Reform and Social Responsibility Act.
- 4.8 The table below sets out in broad terms the recruitment timetable for the recruitment of the Chief Constable. It is possible following discussion with the College of Policing and other bodies that this timetable might change.
- 4.9 The form of the selection is subject to consideration and agreement by the Police and Crime Commissioner. It is likely to include an interview, psychometric testing, stakeholder panel and final appointments panel.
- 4.10 Under legislation the Police and Crime Commissioner must appoint an independent member to be part of the appointments panel. Their role is to ensure the appointments process is conducted in line with the principles of merit, fairness and openness, and the successful candidate is selected on merit. They are required to submit a report to the Police and Crime Panel to be considered at the confirmation hearing.

<b>Item</b>	<b>Date</b>
Appointment of Independent Policing Advisor/organisation to assist with recruitment and attracting high calibre candidates	June 2016
Advertisement published	1 <sup>st</sup> September 2016
Closing date for application	23 <sup>rd</sup> September 2016
Shortlisting	w/b 26 <sup>th</sup> September 2016
Notification to short list candidates	w/b 3 <sup>rd</sup> October 2016
Online psychometric assessments	w/b 17 <sup>th</sup> October 2016
Selection process (2 days)	w/b 7 <sup>th</sup> November 2016
Confirmation hearing	December (Latest)
Notice and handover period	January to March 2017

## **5. Financial Implications and Budget Provision**

- 5.1 Costs relating to the advertising and recruitment of another Chief Constable will be met from the Police budget 2016/17.

## **6. Human Resources Implications**

- 6.1 Both the Home Office and the College of Police have published good practice guidance and a tool kit on successfully appointing Chief Officers. A copy of the Home Office circular 20/2012 is attached for information in Appendix A.

## **7. Equality Implications**

- 7.1 All aspects of the recruitment process will comply with the provision of the equalities Act 2010. The Act prohibits discrimination, harassment and unlawful conduct because of protected characteristics.

## **8. Risk Management**

- 8.1 Police and Crime Commissioner has asked the Deputy Chief Constable to delay her retirement until 31<sup>st</sup> March 2017 to ensure continuity of police leadership and a continued focus on delivering an efficient and effective force during 2016/17.

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

- 9.1 None. Key responsibility of a Chief Constable is to support the Police and Crime Commission in the delivery of the strategy and objectives set out in the Police and Crime plan.

## **10. Changes in Legislation or other Legal Considerations**

- 10.1 The Police Reform and Social Responsibility Act 2011 provides the legal basis for the recruitment and appointment of a Chief Constable.

## **11. Details of outcome of consultation**

- 11.1 The Police and Crime Commissioner has been fully consulted on the timetable and recruitment process contained within this report.

## **12. Appendices**

- 12.1 Home Office Circular 20/2012 is attached for background information.

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

- 13.1 Home Office Circular 20/2012.



## **Selection and Appointment of Chief Officers - from 22 November 2012**

1. This Circular outlines the legal requirements and principles for the appointment of Chief Constables (CCs), Deputy Chief Constables (DCCs) and Assistant Chief Constables (ACCs) and equivalent ranks in the Metropolitan Police Service.

### **Legal Requirements**

2. Section 38 of the Police Reform and Social Responsibility Act 2011 requires the selection and appointment of CCs to be made by Police and Crime Commissioners (PCCs).
3. PCCs must adhere to the processes set out in Part I of Schedule 8 to the Police Reform and Social Responsibility Act 2011 when appointing CCs which prescribes that a PCC must not appoint a person to be CC unless:
  - a) that person is, or has been, a constable in any part of the United Kingdom; and
  - b) the end of the confirmation process has been reached.
4. Sections 45, 46 and 47 of the Act make provision for the appointment of senior Metropolitan Police Service officers including Assistant Commissioners (ACs), Deputy Assistant Commissioners (DACs) and Commanders respectively.
5. Sections 42 and 43 of the Act make provision for the appointment of the Commissioner and Deputy Commissioner.
6. Sections 39 and 40 of the Act relate to the appointment of chief officers (DCCs and ACCs) by CCs for forces across England and Wales outside London. The appointment of the Commissioner and Assistant Commissioner of the City of London Police continues to be governed by the City of London Police Act 1839.
7. Part One of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that the Senior Police National Assessment Centre and the Strategic Command Course must be satisfactorily completed before a person may be substantively appointed to a rank higher than that of Chief Superintendent. The College of Policing holds records of officers who have passed these courses which should be requested by those responsible for appointing chief officers in order to verify policing qualifications and experience.
8. In making appointments PCCs and CCs must comply with the provisions of the Equality Act 2010, and candidates' personal data must be handled in accordance with the Data Protection Act 1998.

### **Fixed Term Appointments**

9. Regulation 11 of the Police Regulations 2003 makes provision for fixed term appointments and extensions for senior officers.

### **Job Advertisement**

10. Part Two of Annex B of the Secretary of State's determinations, made under Regulation 11 of the Police Regulations 2003, specifies that vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement.

### **Police and Crime Panel Scrutiny of Appointment**

11. Schedule 8 to the Police Reform and Social Responsibility Act 2011 requires a PCC to notify the Police and Crime Panel (PCP) of a proposed Chief Constable appointment.
12. The PCP must review the proposed appointment within three weeks. This must include holding a public confirmation hearing and making a report to the PCC. The report must include a recommendation as to whether the candidate should be appointed.
13. The PCP has the power to veto, with a two-thirds majority, the proposed appointment. The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 outline the process to be followed should the PCP veto a proposed chief constable appointment.

### **Complaints**

14. The Elected Local Policing Body (Complaints and Misconduct) Regulations 2012 set out the process for making complaints against PCCs, which can be made by members of the public or candidates involved in appointment processes.

### **Principles of Appointment**

15. Those responsible for the selection and appointment of chief officers must observe the three principles of **merit, fairness and openness**.

### **The Appointment of CCs (police forces outside London)**

16. It is for the PCC to decide how they wish to run their recruitment process and which candidate they wish to appoint. The PCC should involve an independent member during assessment, shortlisting and interviewing of candidates for CC positions.

### **The Appointment of DCCs and ACCs (and ACs, DACs and Commanders in the MPS)**

17. The Commissioner must consult the Mayor's Office for Policing and Crime before appointing an AC, DAC or Commander. The CC must consult the PCC before appointing a person to be DCC or ACC for forces outside London.
18. It is for the CC (and Commissioner) to decide how they wish to run their appointment process and which candidate they wish to appoint. The CC (and Commissioner) should involve an independent member during assessment, shortlisting and interviewing of candidates.

## **The Independent Member**

19. The independent member should be chosen by the PCC/CC/Commissioner, and be someone independent of him / her and the force. The role of the independent member is to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit. The PCC/CC/Commissioner should appoint the independent member through a fair, open and merit based process.
20. The independent panel member should not be a PCC, a member of the PCC's staff, a member of the Police and Crime Panel, a Member of Parliament, a Member of the European Parliament, a local councillor, a serving or retired police officer or member of police staff, a civil servant, a member of the National Assembly for Wales, a member of the Northern Ireland Assembly, a member of the Scottish Government, an employee of Her Majesty's Inspectorate of Constabulary, an employee of the Independent Police Complaints Commission, or an employee of the College of Policing.
21. The types of people suitable for the role of independent panel member might include, but is not limited to, Magistrates, Chief Executives of local authorities, and representatives of community organisations. The independent member may also be drawn from an established pool of accredited independent members or assessors.

## **Further Information**

22. Further information and assistance may be obtained from the College of Policing (Gordon Ryan, 01423 876606).

Home Office  
1 November 2012





<b>For Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>6<sup>th</sup> June 2016</b>
<b>Report of:</b>	<b>Paddy Tipping Police and Crime Commissioner</b>
<b>Report Author:</b>	<b>Kevin Dennis</b>
<b>E-mail:</b>	<b>kevin.dennis@nottinghamshire.pnn.Police.uk</b>
<b>Other Contacts:</b>	<b>Kevin Dennis</b>
<b>Agenda Item:</b>	<b>11</b>

## **POLICE AND CRIME COMMISSIONER'S UPDATE REPORT TO MARCH 2016**

### **1. PURPOSE OF THE REPORT**

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) update report.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which he thinks appropriate.
- 1.3 This report provides the Panel with an overview of current performance, since the last report in April 2016.
- 1.4 It should be emphasised that the action taken by the Chief Constable may be the result of discussions held with the Commissioner during weekly meetings. The Commissioner is briefed weekly on all performance exceptions by his office staff which is then discussed with the Chief Constable the same week.

### **2. RECOMMENDATIONS**

- 2.1 The Panel to note the contents of this revised update report, consider and discuss the issues and seek assurances from the Commissioner on any issues Members have concerns with.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 To provide the Panel with information so that they can review the steps the Commissioner is taking to fulfil his pledges and provide sufficient information to enable the Panel to fulfil its statutory role.

## 4. Summary of Key Points

### POLICING AND CRIME PLAN – (2015-18)

#### Performance Summary

- 4.1 Performance against refreshed targets and measures across all seven themes is contained in the Performance section of the Commissioner's web site to March 2016.<sup>a</sup> This report details the end of year performance for 2015-16.
- 4.2 So far this year to March 2016, even though more incidents are recorded as crimes through increased compliance with the National Crime Recording Standard (NCRS) the Force is ranked 3rd best nationally in terms of % change i.e. -0.1%. Other force performance is estimated to range from -3.9% to +29%.<sup>b</sup>
- 4.3 Crime types with a 10% or more reduction (and more than -100) are listed below:
- Burglary (Dwelling) -17.15%
  - Drugs (Possession) -15.87%
  - Drug Offences -13.71%
  - Theft from the Person -11.02%
  - Robbery (All) -10.19%
- 4.4 Crime types with a 10% or more increase (and more than 100) are listed below:
- Most Serious Violence 32.31%
  - Possession of Weapons Offences 26.94%
  - Theft of a Vehicle 21.30%
  - Rape 15.04%
  - Misc. Crimes Against Society 13.45%
  - Violence WITHOUT Injury 12.22%
- 4.5 Most Serious Violence was initially statistically masked by a reduction in robbery on account of no longer being an official Home Office Class, in the last quarter of 2015-16 successful work was introduced to combat the issue via the provision of the City knife Crime team and initial results are positive with a full scale analytical product due late May 2016.
- 4.6 The increase in Possession of Weapons reflects the increased pro-activity in terms of searches in the context of both Stop & Search and related impromptu on street searches and also in the context of structured procedural searches such as Section 18 and custody searches. The 'weapons' in question are not always possessed for the intention of use as a weapon and also relates to the possession and use of bladed implements for de-tagging by shop thieves and for use in the commissioning of other crimes such as burglary.

<sup>a</sup> <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Performance/2016/Performance-and-Insight-Report-to-March-2016.pdf>

<sup>b</sup> This data is subject to validation.

- 4.7 A large portion of the Vehicle thefts increase relates to increasing theft of scooters and motorcycles involving the use of vans and Lorries to transport the stolen items via lifting them on. There were reductions in this issue following some arrests and work is on-going with partners regarding further crime prevention.
- 4.8 Rape has seen an increase that correlates to increased confidence in reporting due to increased methods of approaching relevant authorities and associated support networks including partnership work providing support pathways, encouraging others to report rape and increased work in relation to partnerships with Universities, Taxi Licensing, the Night Time Economy (NTE), Street Pastors, Night Owls and club hosts. Historical reports are levelling off after a large surge due to assisted media report around Operation Yewtree. This is also set to be reviewed in the next Force Performance Board.
- 4.9 Misc Crimes Against Society has seen an increase due to increased reporting of matters related to breaking of prison regulations and attempts to smuggle goods in and out of prisons and Proceeds of Crime related offences.
- 4.10 Violence without injury reflects issues such as stalking and harassment and, 'sexting'. The former has resulted in misleading crime volumes in some localities where a single incident results in multiple crimes due to multiple victims being in the house(hold) at the time of the offence. This matter was identified through recent VAP related analysis and as such plans are in place within local policing to deal with the issue.

### **Reporting by Exception**

- 4.11 The Commissioner's report has been simplified to focus on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.12 The table below shows a breakdown of the RAGB status the Force has assigned to the 33 sub-measures reported in its Performance and Insight report to March 2016.
- 4.13 It can be seen that 26 (79%) of these measures are Amber, Green or Blue (one less than the previous Panel report) indicating that the majority of measures are close, better or significantly better than the target. Only 21% (7) of measures reported are Red and significantly worse than target (slightly worse than the previous Panel report when it was 18%).
- 4.14 This report includes one new blue grade (Threat, Harm and Risk Assessment for Organised Crime - THR) and one new red grade (Proceeds of Crime Act - POCA).

KEY to Performance Comparators									
Performance Against Target		Aug-15	% of Total	Sep-15	% of Total	Jan-16	% of Total	Mar-16	% of Total
●	Significantly better than Target >5% difference	5	15%	6	18%	4	12%	5	15%
●	Better than Target	13	39%	11	33%	13	39%	12	36%
●	Close to achieving Target (within 5%)	4	12%	5	15%	10	30%	9	27%
●	Significantly worse than Target >5% difference	8	24%	8	24%	6	18%	7	21%
●	Data Issues prevent grading	3	9%	3	9%	0	0%	0	0%
Total		33	100%	33	100%	33	100%	33	100%

4.15 The table below provides an overview of the measures currently graded blue ● and details the change from previous Panel reports to show the trend as requested.

Objective / Target – RAGB Status Blue ●	Jul-15	Aug-15	Sep-15	Jan-16	Mar-16
A reduction in the number of non-crime related mental health patients detained in custody suites	-86.50%	-76.70%	-76.7	-79%	-79%
Now Green: An increase in the Early Guilty Plea rate compared to 2014-15 – Magistrates Court	8.00%	7.90%	6.80%	3.40%	3.40%
Now Blue: An increase in the Early Guilty Plea rate compared to 2014-15 – Crown Court	1.90%	0.70%	1.50%	7.50%	7.50%
Now Red: A 10% increase in the number of POCA orders compared to 2014-15	-1.20%	65.60%	48.40%	5.60%	0.40%
Now Amber: To monitor the number of production and supply drug offences	33.50%	20.30%	9.70%	-2.50%	-5.80%
To be better than the national average for Early Guilty Plea rate for the Crown and Magistrates' Courts – Crown	4.90%	0.70%	6.00%	8.90%	8.90%
Reduce percentage of ineffective trials due to prosecution team reasons compared to 2014-15 – Crown Court	-8.20%	-6.80%	7.20%	7.70%	7.80%
New Blue: To reduce the Threat, Harm and Risk assessment below the 2014-15 level	5.70%	5.70%	5.70%	12.10%	17.60%

4.16 The Table above includes one new blue grade (Threat, Harm and Risk Assessment for Organised Crime - THR) which was previously graded amber and green. However, a review of the RAGB grades for this measure has highlighted that the THR measure should have been graded blue instead of amber in January's Performance and Insight Report.

4.17 There are now 5 measures graded blue. 1 is now graded green, 1 amber and 1 red.

4.18 The table below provides an overview of the measures currently graded red ● and details the change from previous Panel reports to show the trend as requested.

Objective / Target RAGB Status Red ●	Jul-15	Aug-15	Sep-15	Jan-16	Mar-16
<b>Now Green:</b> A reduction in the number of repeat victims of domestic violence compared to 2014-15	10.10%	11.50%	5.40%	-4.00%	-4.00%
<b>Now Amber:</b> A reduction in the number of repeat victims of hate crime compared to 2014-15	110.00%	50.00%	38.50%	10.80%	2.90%
To monitor the percentage of Grade 1 and 2 incidents attended within the prescribed timescale	Grade 2 65.50%	Grade 2 65.10%	Grade 2 65.00%	Grade 2 65.50%	Grade 2 68.70%
<b>Now Green:</b> A reduction in All Crime compared to 2014-15	6.40%	5.80%	4.10%	0.60%	-0.20%
<b>Now Amber:</b> A reduction in Victim-Based Crime compared to 2014-15	9.40%	6.70%	4.90%	0.60%	0.40%
<b>Now Amber:</b> To monitor the detection rate for All Crime	-5.80%	-5.30%	-4.10%	-3.50%	-3.50%
To make £11.0m saving by March 2016	-£0.7m	-£0.8m	-£1.2m	-£2.5m	-£2.4m
Overall spend v budget	-£1.2m	-£2.8m	-£2.7m	-£6.1m	-£6.5m
2015/16 budget - £191.2m	-1.70%	-3.30%	-2.80%		
Total number of days lost to sickness - Officers	Not Available	Not Available	Not Available	19.10%	21.90%
Total number of days lost to sickness - Staff	Not Available	Not Available	Not Available	38.00%	38.90%
<b>New Red:</b> 90% of victims of crime are completely, very or fairly satisfied with the service they have received from the police	85.50%	85.60%	85.40%	85.80%	84.80%
<b>New Red:</b> A 10% increase in the number of orders compared to 2014-15	-1.20%	65.60%	48.40%	5.60%	0.40%

4.19 In summary, four of the original eight measures graded red in July 2015, have improved, two are now graded green and three are graded amber indicating an improved position. However, two measures are now graded red i.e. victim satisfaction levels and POCA (graded blue July to September 2015).

4.20 Panel Members require the Commissioner's update report to:

1. Explain the reasons for improved performance and lessons learned for blue graded measures and
2. Reasons/drivers for poor performance and an explanation as to what action is being taken to address underperformance in respect of red graded measures.

4.21 The Force has provided the following responses to these questions in sections 5 and 6 below.

## 5. Blue Rated Measures (● significantly better than Target >5% difference)

### A reduction in the number of non-crime related mental health patients detained in custody suites - Improved Performance and Reason/Lessons Learned

- 5.1 So far in 2016 there have been no instances whereby people with mental health related illnesses have been presented to custody as a first place of safety.
- 5.2 As previously reported, this significant improvement in performance is a direct result of the introduction of the Street Triage Team which has previously been reported on. In addition the Force has carried out a review and revision of processes in accordance with national guidance, and has a joint protocol with partners which includes a Service Level Agreement with the East Midlands Ambulance Service, and a coordinated approach with the two nominated places of safety (Highbury Hospital and Millbrook).

**1. An increase in the Early Guilty Plea rate compared to 2014-15 – Crown Court - Improved Performance and Reason/Lessons Learned**

**2. To be better than the national average – Crown Court**

**3. To be better than the national average for Early Guilty Plea rate for the Crown and Magistrates' Courts – Improved Performance and Reason/Lessons Learned (Crown Court)**

- 5.3 No further updates have been provided for these measures.
- 5.4 These measures are clustered together because the improvements are brought about by the same intervention. Please note some measures are reported quarterly.
- 5.5 The Early Guilty Plea rate recorded in the Crown Court year-to-date (YTD) to November 2015 was 42.3%, which is an improvement on the same period last year by 7.5%. The rate was also considerably above the national average rate of 33.4%.
- 5.6 The Ineffective Trial Rate in the Crown Court fell from 16.7% last year to 9.0%. There has been a slight improvement in the Effective Trial Rate from 48.4% last year-to-date to 48.7% this year-to-date.
- 5.7 Magistrates Courts' have seen less change in performance, with the Ineffective Trial Rate falling to 21.2%, and the Effective Trial Rate increasing by 2.1% to 41.6%.
- 5.8 As reported previously, the improvement in the above measures can be attributed to the success of Transforming Summary Justice (TSJ).<sup>c</sup> The reasons for improved performance were fully explained in the previous Panel report.

**New Blue: To reduce the Threat, Harm and Risk (THR) assessment below the 2014-15 level**

- 5.9 This is a new blue graded measure as the THR assessment is considered to be 17.6% lower than the 2014-15 level.
- 5.10 A significant review between December 2013 to July 2014 of high risk Organised Crime Groups (OCGs) lead to an increase in the number of OCGs from December 2013 to August 2014 due to OCGs being broken down in to several smaller, more manageable OCGs.
- 5.11 This review was shortly followed by a National OCG Archiving Embargo from September 2014 to January 2016 where forces were not allowed to archive active OCGs.
- 5.12 This meant that forces that had disrupted OCGs, and removed the risk they presented, could not archive them and had to keep them active, albeit with a low

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<sup>c</sup> [https://www.cps.gov.uk/publications/agencies/transforming\\_summary\\_justice\\_may\\_2015.html](https://www.cps.gov.uk/publications/agencies/transforming_summary_justice_may_2015.html)

threat score. As such, the “increase” in OCGs within this period is not indicative of an increased threat due to a number of disrupted OCGs “waiting” to be archived.

- 5.13 Thus, the current number of OCGs is -17.6% lower in March 2016 compared to March 2015. The number of OCGs assessed as ‘High Risk’ has reduced by just over 70% from 7 to 2; with numbers of Active OCG Nominals reducing by -10.5%, whilst there are 70% less Active Nominals in ‘High Risk’ OCGs in line with the overall reduction.

<b>6. Red Rated Measures (● significantly worse than Target &gt;5% difference)</b>
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**To monitor the percentage of Grade 1 and 2 incidents attended within the prescribed timescale<sup>d</sup> - Reason for Performance and Action being taken (Grade 2 Incidents)**

- 6.1 In terms of Grade 1 incidents, the Force attended 82.1% of Urban areas and 79.1% of Rural areas within the specified times. However, 68.7% of Grade 2 incidents were attended within 60 minutes falling short of the 80% target.
- 6.2 Grade 2 response times performance is not as positive as Grade 1 performance. In line with the Force’s Threat Risk and Harm approach, the more serious Grade 1 incidents are prioritised over Grade 2 incidents due to the nature of the incident; however the Force is committed to respond to all incidents within the appropriate targeted timescales.
- 6.3 The Force CRIM (Contact Resolution Incident Management) team aim to deal with all non-attend and standard grade incidents, allowing response officers to focus on attending immediate and urgent (Grade 1 and 2) incidents within the target times. The Force plans to increase the number of incidents dealt with appropriately through the CRIM. A review of Grade 2 incidents year-to-date reveals that the volume has actually reduced by 15.8%, although response times are fairly similar to those recorded last-year.
- 6.4 The Commissioner has been aware of the shortfall in Grade 2 response performance for some time and has discussed the issue with the Chief Constable on a number of occasions. He is aware that there have been radical changes to the response model and the creation of new response hubs which take time to embed. Sometimes, the plans require tweaking.
- 6.5 In addition, the Commissioner’s staff are represented at the Divisional and Force level performance meetings and are assured that the Force are taking steps to fully understand the causes for the dip in performance and are taking various actions to improve it.
- 6.6 For example, the recent launch of the OPTIK (Operational Policing Tool and Information Kit) mobile data solution will further support response officers to manage their daily business effectively, and it is anticipated that response times will improve as a result of officers spending more time away from their base

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<sup>d</sup> Historically the targets for attendance to incidents have been as follows: 85% attendance to Grade 1 incidents in Urban areas within 15 minutes and Rural areas within 20 minutes; and, 80% attendance to Grade 2 incidents within 60 minutes.



station. Senior managers are taking action to address any cultural practices e.g. officers being drawn back to the Police Station to complete administrative tasks rather than using new technology to complete such tasks out on patrol.

- 6.7 The Force demand profile is currently being refreshed in line with the national demand work stream in order to inform a review of resource allocation. This will ensure that Response Hubs are appropriately resourced in order to meet demand.
- 6.8 In addition the Force is currently reviewing its performance management and monitoring process in order to align performance information with the new response hubs. This will enable the Force to better understand and address specific issues where identified.
- 6.9 In terms of performance per response hub, the Riverside hub responds to nearly a fifth of all Grade 2 incidents recorded by the Force, and is attending just over 73% of calls within the 60 minute target time, the highest of the 9 hubs. The overall volume of Grade 2 incidents across the Newark hub is a third of that recorded by the Riverside, with similar attendance performance. The Mansfield hub responds to a similar volume of Grade 2 incidents; however performance in 2015/16 is lower than target at 61%. Performance on the remaining 7 hubs is in line with the overall Force performance.
- 6.10 Whilst Grade 2 Incidents have reduced by 15.8% compared to 2014-15, there is less capacity to service these calls. For example, crime reports especially sexual crime and child sexual exploitation (CSE) have placed significantly higher demands on Police time. This means that officers are carrying a much higher workload and on occasions demand for service is higher than available resources. Despite this, it is encouraging that Grade 1 incidents are still achieving target as these incidents carry a higher threat, harm and risk to people. The target set in Leicestershire and Northamptonshire is 2 hours (twice the Nottinghamshire target).
- 6.11 With increasingly diminishing resources and more incidents requiring greater intensity and Police time, managing demand is becoming increasingly critical for Police and partners.
- 6.12 The Commissioner has included a strategic activity in his Police and Crime Plan (2015-18) to 'Adopt an integrated partnership approach to preventing demand for public, private and third sector.' There is now an agreed Partnership Prevention Programme Plan. Some prevention principles and enablers have been agreed. The plan will continue to concentrate on the following themes:
- Locality working in areas of high demand;
  - Business crime and Town Centres;
  - Community Safety and protection;
  - Mental health, children and young people.
- 6.13 The Force's 'Delivering the Future' (DTF) programme is addressing this performance conundrum by dealing with increasingly more incidents at the first point of contact (i.e. over the phone). Also, appropriate resources are targeted to the right crime or incidents which are graded so that attendance only occurs when there is value or necessity in doing so.



**To make £11.0m saving by March 2016 - Reason for Performance and Action being taken**

- 6.14 The Government's grant has reduced significantly and in order to balance the budget, savings of £11.0m were required to be made in 2015-16.
- 6.15 The Force is unable at this time to provide finalised end of year figures because the numbers have not been formally shared with the Force Executive Board (FEB) and they are still provisional whilst they are going through scrutiny with the Auditors. **This Section may be updated post the Panel Pre Agenda meeting.**
- 6.16 What can be said is that the Finance and Delivering the Future Teams are working closely with key enablers to ensure that there are coherent and tightly monitored plans in place to deliver £12m saving over the next financial year 2016/17 in line with total funding of £190.2m.
- 6.17 This includes a restructuring programme that is currently in phase one which incorporates people based services totalling around £2.5m. This phase, along with an on-going programme of Voluntary Redundancy (VR) at appropriate stages will roll in to a Second Phase of savings initially and tentatively identified in November 2015 which will include other areas of the Force that were not in Phase One. This is planned to deliver the £3.5m required.
- 6.18 Additionally, non-pay savings are being closely monitored to deliver £1.7m made up of improved contract management, procurement and tighter controls of non-required spend and natural reductions of retiring and resigning Officers and a more streamlined approach to senior ranking structure will deliver £5m.
- 6.19 In August 2015, a decision was taken in principle for the Force to form a Strategic Alliance with Leicestershire and Northamptonshire. The Force is also working closely with other Forces. Between the three Forces there is around a £0.5billion budget, which offers huge opportunities to protect communities and tackle the challenges ahead. A Chief Superintendent will support the work of Delivering the Future and the Strategic Alliance, on behalf of Nottinghamshire, with Deputy Chief Constable leading overall as the dedicated Chief Officer.
- 6.20 The Force's Delivering the Future work has six dedicated streams with lead officers:
- Capability
  - Capacity
  - Communication and Engagement
  - Demand
  - Finances
  - Force structure

**Overall spend v budget 2015/16 budget - Reason for Performance and Action being taken (£191.2m)**

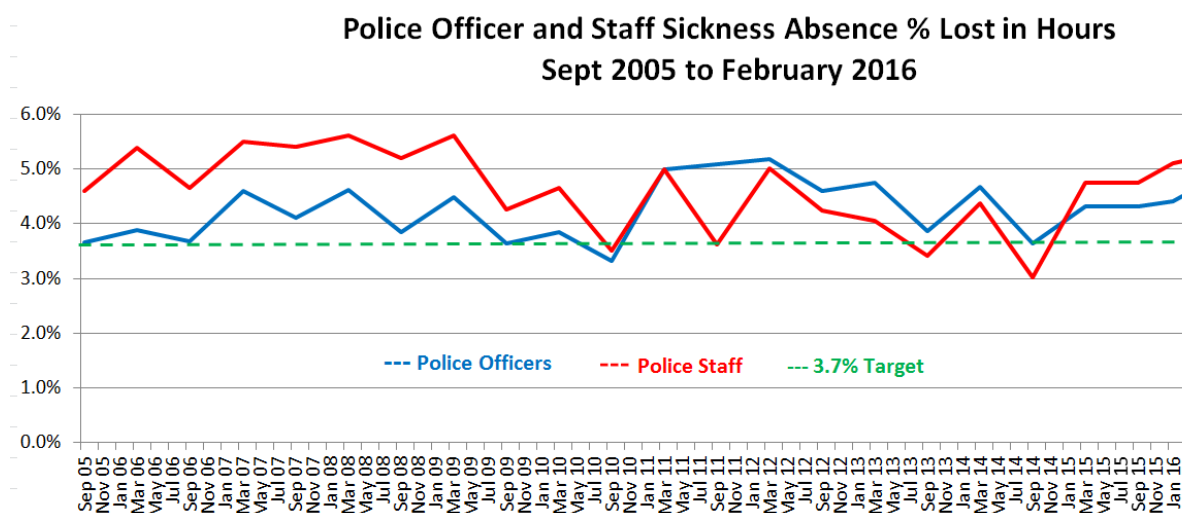
- 6.21 Expenditure at year end was £6.892m worse than budget. This was largely due to the shortfall in the efficiency programme which impacts numerous lines of expenditure. The yearend shortfall is anticipated to be £3.5m; due to redundancy costs; Police officer overtime due to various operations, staff pay; communications

and computing due to a charge for systems provided by the Central Government; the charge for the MFSS which was omitted from the original budget; the timing of income recognition for externally funded projects which will reverse by the year end especially for the camera/speed awareness projects.

- 6.22 The Commissioner has regular meetings with the Chief Constable specifically to review the budget and hold the Chief Constable to account and consider options to improve performance and efficiency.

### Total number of days lost to sickness – Officers and Staff

- 6.23 The chart below shows the 10 year trend since September 2005 to February 2016 (source: Iquanta, Jan and Feb 2016 Force data).



- 6.24 The latest cumulative (April 2015 to February 2016) sickness data for the Force has shown that officer sickness is **4.51%**. This equates to 10.0 days lost to sickness versus the target of 8.2 days (21.9% over target).
- 6.25 The latest cumulative (April 2015 to February 2016) sickness data for the Force has shown that staff sickness is **5.14%**. This equates to 11.4 days lost to sickness versus the target of 8.2 days (38.9% over target).
- 6.26 The Table below shows a breakdown of sickness by division and department.

Division/Department	Officers	Police Staff
City	4.25%	4.61%
County	3.83%	3.58%
Corporate Services	10.66%	3.66%
Crime and Justice Regional	2.11%	3.89%
Crime and Intelligence Command	3.99%	3.71%
Public Protection	6.67%	8.19%
EMOpSS <sup>e</sup>	4.05%	0.96%
Contact Management	16.76%	8.74%
Regional	1.00%	1.57%

<sup>e</sup> The East Midlands Operational Support Service (EMOpSS)  
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<b>Force-wide</b>	<b>4.51%</b>	<b>5.14%</b>
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- 6.27 There are two departments where the sickness level exceeds 10% i.e. Police Officers working in Contact Management and Corporate Services.
- 6.28 In Contact Management, officers from the Telephone Investigation Bureau (TIB) have now transferred into the CRIM (Contact Resolution Incident Management) team. This included officers with restrictions and historically higher absence levels. Three Police officer medical retirements from Contact Management have recently been approved - these individuals had long term sickness issues. It is anticipated that absence rates will show an improvement in this area in the coming months. Additionally since mid-February six Written Improvement Notices (WIN's) have been issued to officers in the CRIM team.
- 6.29 In Corporate Services, whilst there are relatively few officers (44), absence will have a disproportionately higher impact. Three officers on long term sick, returned to work in February which will reflect lower sickness absence rates in future months.
- 6.30 Since the introduction of MFSS, sickness data is controlled by individuals and line managers, and will reflect what has been reported into DMS (Duty Management System). Also, due to changing the Force HR and Duty Management System managers were unable to supply rolling 12 month sickness data.
- 6.31 The increase in sickness maybe due to that it is being more accurately recorded through the Force's 'Booking On / Booking Off' system introduced in March 2015. In addition to this there are now less officers and police staff. Police officer headcount has reduced by 124 (5.7%) from 2,161 at the end of March 2015 to 2,037 as at the end of March 2016. Over the same period Police Staff headcount has reduced by 260 (15%) from 1,736 to 1,476. This reduction may have contributed to an increase in the sickness absence rates, as any sickness will proportionally result in a higher percentage rate of absence.
- 6.32 The April 2015 to February 2016 cumulative figures compared to the February 2015 rolling average represents a 34% increase for officers and 47% increase for police staff.
- 6.33 In April 2016, new arrangements have been introduced to reduce the high number of sickness reasons that line managers can select on MFSS. This has been communicated on the Forces intranet and DMS log-on screen, and will be supported by the HR sickness Single Point of Contact (SPOC)s.
- 6.34 There are a number of HR activities taking place on Attendance Management, including:
- holding 'surgery' / 'clinics' to support line managers on attendance management policy and procedures
  - attending SMT / People Meetings to review sickness and provide information
  - liaising with line management to provide advice and support at formal stage 1, 2, 3 meetings (incl. attending, and pre-meetings)
  - providing monthly sickness information to divisional / department SMT and 2nd Line Managers

- supporting with case conferences and reviewing long term sickness cases to facilitate return to work
- supporting with stress actions plans and recuperative duties processes

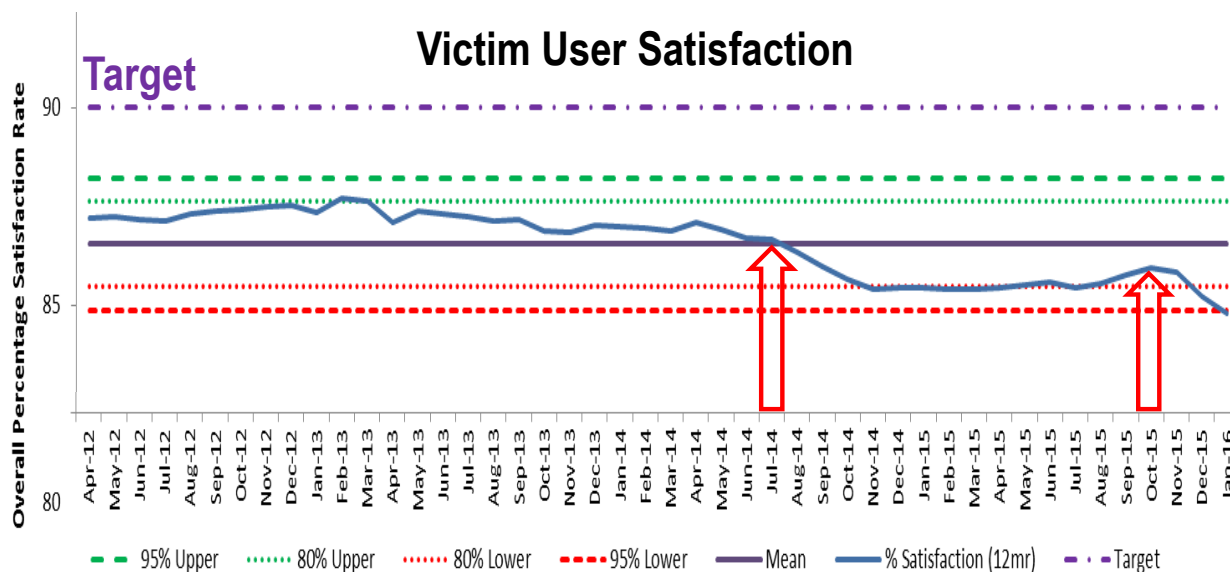
6.35 In addition, there have been a number of locally driven initiatives in relation to attendance management. In Contact Management, a sickness case review meeting discussed all long-term sick cases. Progress will be reviewed and action taken as appropriate. In the City Division, a Superintendent has been leading/driving the requirement to undertake Stage 1/2/3 meetings with appropriate outcomes.

6.36 Divisional/department line management have liaised with HR for officers/staff that have breached a 'trigger' who have had a formal management meeting; in summary, 665 officers and police staff have breached a sickness trigger. Of these, 499 (75%) have had a formal management meeting.

**New Red: 90% of victims of crime are completely, very or fairly satisfied with the service they have received from the police**

6.37 The Chart below shows the trend for Victim Satisfaction since April 2012. The Commissioner's target of 90% is particularly challenging and in fact has never been met. The highest level was in February 2013 when it was 87.7%. Since then and up to July 2014 it declined slowly. There was a fall of 1% between July 2014 (87.7%) and November 2014 (86.7%) which was maintained for 9 months until August 2015 when it improved slightly until October 2015 when it was 86%. Since then it has fallen to its lowest level for nearly 4 years i.e. 84.8%.

6.38 It is worth noting that the difference between the peak in February 2013 and lowest point in February 2016 is only 2.9%. In addition, despite the dip in performance, Nottinghamshire Police ranks 2nd place in its MSG (most Similar Group) for Overall Victim User Satisfaction, and is still well above the MSG average of 82.7%. But nevertheless there is a fall in performance which has been analysed and responded to by the Force.



- 6.39 There is a significant difference between the Divisions in terms of the headline figure (City 82.7%, County 86.2%).
- 6.40 Previously this measure was Amber but when it was recently graded red, there was increased scrutiny at various Divisional and Force performance meetings. Discussions have recently taken place to better understand the dip in performance so that remedial action can be taken.
- 6.41 In terms of the various aspects which contribute to overall Victim User Satisfaction, Ease of Contact and Treatment well exceed the 90% target. However there is a significant deterioration in the Follow Up aspect. Traditionally the lowest aspect of Victim User Satisfaction has reduced from 77.8% last year to 75.0% this year. Looking at the short-term (3 month rolling) picture, a greater deterioration is apparent, with the rate down by 3.8% compared to the same period of last year.
- 6.42 When looking at performance by crime type, victims of Vehicle Crime show the lowest overall satisfaction levels. Within this, Theft of Motor Vehicle in particular has seen a significant deterioration in overall Victim User Satisfaction, Action Taken and Follow Up, each of these aspects has deteriorated by more than 5% in the 12 month rolling picture.
- 6.43 All supervisors receive and record satisfaction level data on a monthly basis, allowing them to assess their team's performance and address any specific issues. This information enables supervisors to effectively manage performance, with a view to either recovering service with dissatisfied victims or learning lessons in order to improve future service delivery.
- 6.44 These issues were discussed at the Force's Local Performance Board on 28<sup>th</sup> April 2016. Force policy no longer requires a Police officer to visit the scene of a crime involving a theft of or from a motor vehicle. Historical analysis reveals that there is little evidential benefit in such visits and with fewer resources the Force prioritises crimes which carry a higher Threat, Harm or Risk to the victim.
- 6.45 It would seem that there is an expectation by some of the public that Police officers should still visit the scene of a vehicle crime. Doing so is likely to improve satisfaction levels but would reduce capacity to service crimes which carry a higher level of Threat, Harm or Risk. Since satisfaction levels are still much higher than the Force's MSG, the Commissioner is satisfied with the Force's current policy.

**New Red: A 10% increase in the number of orders compared to 2014-15**

- 6.46 The Force recorded 1 additional Confiscation and Forfeiture Order in 2015-16 compared to 2014-15, placing the Force 9.9% below target. However, the overall value of POCA<sup>f</sup> orders has increased by 7.2% or £73,196.89, with the average value now at £4,827 compared to £4,522 in 2014/15.
- 6.47 The position against target has been reported as an absolute difference between the % change performance (+0.4%) and the target performance (+10%), so the Force is actually 9.6% below the 10% target. The Force had a total of 224 orders

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<sup>f</sup> POCA – Proceeds of Crime Act

in 2014/15 and 225 in 2015/16. To achieve the 10% increase in orders the Force should have secured an additional 23 orders in 2015/16.

- 6.48 In respect of POCA, the financial investigation team is now operating with a reduced size; POCA orders are requested by the CPS (Crown Prosecution Service) and granted by the Court based on case files presented and are not necessarily a direct reflection on Police activity.
- 6.49 Due to the low numbers of orders, the Force considers % changes to be misleading. The variance in the number of orders does fluctuate considerably, from one year to another resulting in a high % swing. For example, in November 2014, 21 orders were granted and in 2015 only eleven were granted; similarly in March 2015, 26 orders were granted and in 2016 18 orders were granted.
- 6.50 The Home Affairs Committee is currently undertaking inquiries into how effectively the measures introduced in the Proceeds of Crime Act 2002, to deprive criminals of any benefit from their crimes, are working. In particular, the inquiry is assessing the operation of confiscation orders, which are the main mechanism through which this policy is implemented.<sup>9</sup>

## **7. Monitor the Proportion of Rural Crime Compared to 2014-15**

- 7.1 This measure has not been RAGB graded.
- 7.2 There were a total of 8,741 offences identified as Rural Crimes<sup>h</sup> to the end of 2015-16, equating for just over 12% of all crime recorded by Nottinghamshire Police. This is fairly similar to the proportion in 2014-15. In terms of performance in rural areas, the Force recorded a 5.4% increase, or 450 additional crimes, compared to a -0.9% reduction, or 572 less crimes, in urban areas.
- 7.3 In line with the overall Force trend, Violence Against the Person (VAP) accounted for the main bulk of the increase recorded in rural areas with 299 additional offences recorded in 2015-16 compared to 2014-15, an increase of 16%.
- 7.4 Comparing offending in rural areas to urban, most crime types are following similar trends with the exception of Burglary Non Dwelling.
- 7.5 The Force recorded a 16.2% increase in Burglary Non Dwelling offences in rural areas in 2015-16 compared to a 5.8% reduction in urban areas. The increase in rural areas equates to 134 additional offences recorded in the 12-months to the end of March 2016, and was driven by increases in; Newark & Sherwood (+3.3% or 85 additional offences) and Bassetlaw (+4.6% or 41 additional offences).
- 7.6 Overall, Newark & Sherwood features as a rural area experiencing higher levels of offences in 2015-16 compared to the previous performance year with a 9.3% increase, or 236 additional offences. The increase was mainly driven by

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<sup>9</sup> <http://www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/inquiries/parliament-2015/proceeds-of-crime/>

<sup>h</sup> Rural Crime Force Definition: Rural crimes include all crimes occurring in rural areas in addition to those offences defined as rural (i.e. theft of livestock).



performance to the end of the first quarter where Newark & Sherwood recorded a 40.5% increase at that time.

- 7.7 Performance for rural crime from the start of Quarter 2 levelled off with similar levels recorded in most months culminating in a strong -16.7% reduction in the month of February 2016, and a -0.4% reduction in March 2016.
- 7.8 Offences with notable increases in 2015-16 are; Violence Against the Person (VAP) (+18.3% or 108 additional offences), and Burglary Non Dwelling. Violence increased due to a rise early in the year connected to changes in recording practises for 'Without Injury' offences, VAP levels reduced throughout the rest of the year. Burglary non dwelling relates to shed breaks and commercial premises; the increase has recently come to the attention of the Burglary Gold Group and is being investigated with the belief that it may be connected to the activities of certain specific individuals.
- 7.9 Although, the Force reduced crime overall in 2015-16, there were urban and rural areas where increases were experienced – see list below ranked by % increase. These are a mixture of Police areas and Partnership Plus Areas. Some Partnership Plus areas will contain a mixture of rural and urban beats. The below list contains hierarchical derivatives and as such the high level of crime in one will be directly attributable to the high level in another.
- Sutton –In-Ashfield North, a Partnership Plus Area (+20%)
  - Sutton East, a Partnership Plus Area (+15%)
  - Castle, a Partnership Plus Area (+13%)
  - Rural Hamlets and Isolated Dwellings, a rural area sub group (+12.8%)
  - Oak Tree, a Partnership Plus Area (+12%)
  - Rural Total, which includes the above "Rural Hamlets.." (+5.4%)
  - Worksop South, a Partnership Plus Area (+8%)
  - Trent Bridge, a Partnership Plus Area (+8%)
  - Woodlands, a Partnership Plus Area (+6%)
  - County Overall (+3.25%)
  - Force Overall (-0.1%)
  - City a reduction of (-4.56%)

### **Holding the Chief Constable to Account**

- 7.10 The Commissioner is represented at the key Divisional, Partnership and Force Local Performance board meetings in order to obtain assurance that the Force and Partners are aware of the current performance threats, and are taking appropriate action to address the emerging challenges. Should there be any issues of concern these are relayed to the Commissioner who holds the Chief Constable to account on a weekly basis.

- 7.11 In addition, from time to time the Commissioner meets with both Divisional Commanders to gain a deeper understanding of threats, harm and risk to performance. The next meeting is due to be held on 21<sup>st</sup> March 2016.
- 7.12 At a previous Panel meeting Members asked if the Commissioner would include a specific example of where he had held the Chief Constable to account on an issue. The Commissioner would emphasise that he has a regular weekly agenda meetings with the Chief Constable. Furthermore, Force performance is always discussed. Frequently the budget and investigations on historic child sex offending are on the agenda.
- 7.13 Panel Members have asked if a case study could be prepared for each meeting. Previous case studies relating to Shoplifting, the Victims Code, Improving BME Policing Experiences were prepared. For this meeting, a case study has been prepared in respect of Hate Crime (see **Appendix A**).

### **Activities of the Commissioner and Deputy Commissioner**

- 7.14 The Commissioner and Deputy Commissioner continue to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City. Key activities are reported on the Commissioner's web site.<sup>i</sup>
- 7.15 On 27 April 2016 the Deputy Commissioner retired from her role.

### **DECISIONS**

- 7.16 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.<sup>j</sup>
- 7.17 Panel Members have previously requested that the Commissioner provide a list of all forthcoming decisions (Forward Plan) rather than those already made. This Forward Plan of Key Decisions for the OPCC and the Force has been updated and is contained in **Appendix B**.

## **8. Financial Implications and Budget Provision**

- 8.1 Finance and Budget performance is covered in a separate report under a different agenda item to this meeting.

<sup>i</sup> <http://www.nottinghamshire.pcc.police.uk/News-and-Events/Latest-News.aspx>

<sup>j</sup> <http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx>



## **9. Human Resources Implications**

9.1 None - this is an information report.

## **10. Equality Implications**

10.1 None – although it should be noted that high levels of hate crime are racially motivated adversely impacting BME communities. The Case Study contained in **Appendix A** details action taken to tackle Hate Crime.

## **11. Risk Management**

11.1 Risks to performance are identified in the main body of the report together with information on how risks are being mitigated.

## **12. Policy Implications and links to the Police and Crime Plan Priorities**

12.1 This report provides Members with an update on performance in respect of the Police and Crime Plan.

## **13. Changes in Legislation or other Legal Considerations**

13.1 None that directly relates to this report.

## **14. Details of outcome of consultation**

14.1 The Deputy Chief Constable has been sent a copy of this report.

## **15. Appendices**

A. Case Study – Hate Crime

B. Forward Plan of Key Decisions for the OPCC and the Force

## **16. Background Papers (relevant for Police and Crime Panel Only)**

- [Police and Crime Plan 2015-2018 \(published\)](#)

For any enquiries about this report please contact:

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## Appendix A

### Case Study – Improving Hate Crime Performance

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#### Police and Crime Plan (2015-18)

- 1.1 Hate crime is a policing priority for the Commissioner. In the Commissioner's Police and Crime Plan for 2015-2018 he outlined in his priorities the need to ensure targeted provision is available, effective and focused on those most vulnerable to victimisation and offending and, in this context, to better understand and respond to hate crime.
- 1.2 Within his plan's first priority theme, he set two hate crime objectives: (1) Reduce the number of repeat victims of hate crime, and (2) Encourage the increased reporting and identification of hate crime. In support of his objectives, the Commissioner set the Chief Constable the targets of (1) a reduction in the number of repeat victims of hate crime compared to 2014-15, and (2) to monitor the number of hate crimes and the proportion which are repeats.
- 1.3 In 2015-16 there were 40 additional hate crimes recorded, representing a 4.0% increase. A similar volume of offences were recorded on the divisions; City with 493 offences and County with 447 offences. The proportion of hate crimes which are repeats reduced from 11.0% last year to 10.8% this year. There were 2 additional repeat victims in the year, an increase of 2.9%, the City recording 7 additional victims and the County 5 less.

#### Nottingham Citizens

- 1.4 The Commissioner took office in November 2012. At the end of 2013 Nottingham Citizens driven by community concerns, commissioned research into the experience of hate crime in Nottingham and Nottinghamshire. On 9<sup>th</sup> October 2014 the Nottingham Citizens published the results of its research: A Citizens Commission: No Place for Hate.
- 1.5 The Citizens' Commission report was a significant moment and raised a number of challenges for public authorities. It noted critically that in 2009-10 Nottinghamshire Police recorded almost 1,200 hate crimes and that by 2014-15 the figure was down to 592.
- 1.6 Nottingham Citizens' Commission also included amongst its key findings:
  - Significant under-reporting of hate crime in Nottinghamshire.
  - Weak public and professional understanding of what hate crime is.
  - The disproportionately significant impact of "low-level" hate crimes.
  - Hate crimes experienced specifically by women not being captured by recording.
- 1.7 In analysing its findings the Commission made particular reference to the loss of the Police's specialist hate crime function in 2010 as a likely contributory factor to the change in performance. Reference was also made to the loss of the Hate Crime Monitoring Project and the absence of a hate crime function within Nottingham City Council as a factor in less effective hate crime collaboration.
- 1.8 In response to their findings, Nottingham Citizens made the following key recommendations:
  - That Nottinghamshire Police (re)creates a specialist hate crime function.
  - That Nottingham City Council creates a specialist hate crime post.

- Nottinghamshire Police works with other groups to record misogynistic hate crime and that different forms of religious hate crime be disambiguated.

1.9 Following publication of the Commission report public authorities, including Nottinghamshire Police and Nottingham City Council, were lobbied to respond positively to the recommendations, particularly in terms of resource provision but at that time financial restrictions prevented a change in the resource landscape.

### **Safer Nottinghamshire Board**

1.10 Partnership activity around hate crime in Nottinghamshire is coordinated by the Safer Nottinghamshire Board's (SNB) Hate Crime Steering Group (HCSG). The Commissioner and Nottingham Citizens (in their report) both recognise the pivotal role that the Hate Crime Steering Group plays in delivering improvements in hate crime.

1.11 The HCSG is headed by the Chief Executive, of Broxtowe Borough Council who chairs a quarterly Steering Group. The HCSG has a Hate Crime Delivery Plan to manage its business. The HCSG has no designated staff.

1.12 The Commissioner was fully involved with key members of Nottingham Citizens' and had numerous meetings with other stakeholders across the City and County to discuss a way forward with regard to existing albeit limited resources.

1.13 Consequently, the Commissioner agreed to fund a Hate Crime Manager to service both the Police and the HCSG for two years (2015-17). The Hate Crime Manager came into post on 1<sup>st</sup> April 2015. Following on from this in June 2015 Nottingham City Council seconded a Hate Crime Project Officer to work in conjunction with the Hate Crime Manager.

1.14 The Hate Crime Manager and Hate Crime Project Officer have been working to deliver the Commissioner's objectives through the HCSG's Action Plan. The job description of the Hate Crime Manager post was drafted to ensure that as many issues raised by the Nottingham Citizen's report were incorporated into this new role.

1.15 In 2015-16, 9 separate actions in the plan were delivered in full. A further 23 new actions have been included in the plan for 2016-17. A Nottingham City Hate Crime Action Plan has also been developed to ensure that activity to tackle hate crime is coordinated and joined up across the City and County.

1.16 Including funding for the Hate Crime Manager, the Commissioner allocated funding of £85,000 to the Hate Crime Steering Group in 2015-16 for work on hate crime. The Commissioner has allocated a further £78,250 to service the HCSG in 2016-17.

### **Achievements**

1. Coordinated by the HCSG, on 18<sup>th</sup> December 2015 a "No to Hate" Pledge event was held at the National Holocaust Centre. At that event the Commissioner, Nottinghamshire Police, all local authorities in Nottinghamshire and other key statutory agencies made a landmark organisational pledge to address hate crime, which will be the basis for future work to engage partners.
2. Coordinated by the Hate Crime Manager, during 2015-16 all local authorities in Nottinghamshire have introduced hate crime policies for their organisations.
3. Following a conference event on women's safety in Nottingham in the autumn of 2015, Nottinghamshire Police committed itself to dealing with the sexist street and sexual harassment of women as misogynistic hate crime, bringing this online in April/May 2016. The Commissioner has committed funds to Nottingham Women's Centre to support

training of police staff on this important extension of hate crime in the organisation. At the same time, Nottinghamshire Police has engaged with the S.O.P.H.I.E. foundation to raise the profile of hate crimes against alternative sub-cultures and the force has extended its approach to hate crime to address this particular form of prejudice explicitly.

4. The Commissioner prioritises the effective response to vulnerable victims of hate crime. In 2015, the Hate Crime Manager in partnership with academic staff from Nottingham Trent University revised the hate crime risk assessment tool/process. This should significantly improve the quality of information obtained from victims in respect of the impact on them, their communities, repeat victimisation and perceptions of risk and harm. There is national interest from the Ministry of Justice in the new risk assessment as leading-edge practice. An important additional aspect of the risk assessment will be the facility to disambiguate particular forms of religious (and other) hate crimes. It will also identify hate crimes targeted towards Gypsy, Roma and Traveller communities.
5. Supported through the Commissioner's funding, a marketing campaign was delivered in 2015 to increase public awareness of hate crime through posters, postcards, billboards, internal and external bus posters, tram advertising, throughout the City & County. Evaluation shows that confidence in reporting hate crime to the police increased by 11% in the period. The Commissioner has provided funds to the HCSG in 2016-17 to further developing public communications to increase hate crime reporting.
6. In early 2016 the HCSG delivered three one-day hate crime events at the National Holocaust Centre for approximately 200 organisational staff members. The events included personal testimony from Sylvia Lancaster OBE and an ex far-right hate crime perpetrator. Feedback has been extremely positive. Through the Commissioner's funding to the HCSG for 2016-17 and from Nottinghamshire County Council a further six one-day events have been secured for 2016.
7. Both the Commissioner and the Nottingham Citizens recognise the particular priority of disability hate crime. In 2015 the Commissioner supported the Safe Places programme to support people with learning disabilities in the community. Nottinghamshire Police has worked with the scheme in 2015-16 to train staff to support Safe Places and to help in creating more Safe Places. The Commissioner has committed additional funding in 2016-17 to support the Safe Places initiative.
8. The Commissioner recognises hate crimes against Gypsy, Roma and Travellers (GRT) as an important issue. The Commissioner is supporting an event in June 2016 for community members and organisational staff.
9. The Commissioner considers providing effective interventions with perpetrators a priority and has funded Remedi to provide restorative justice services. To ensure victims of hate crime have access to this service, a specific hate crime referral process between Nottinghamshire Police and Remedi has been implemented. Additionally, the HCSG is developing a behavioural change programme for perpetrators. This work has included the National Holocaust Centre, both Nottingham's universities and city and county youth offending services. The first planned programmes will occur over the summer of 2016.

## Conclusion

- 1.17 The Commissioner's commitment through his leadership and financial support has significantly changed the provision of resources to address hate crime. The benefits of specific hate crime resources for the Police and City Council, as recommended by Nottingham Citizens, are showing real benefits in terms of partnership activity, action to support victims and address perpetrating behaviour. This has been translated into action

through the Hate Crime Steering Group's Delivery Plan, which has seen significant progress made with partner agencies to commit to tackling hate crime and incorporating this into their business.

- 1.18 Overall Police performance has improved, with hate crime reporting increasing and the proportion of hate crimes being repeat victimisation decreasing. Further work needs to be undertaken to reduce the overall frequency of repeat victims of hate crime.
- 1.19 The leadership of the former Deputy Commissioner and support of Nottinghamshire Police has demonstrated real commitment and new approaches to misogynistic hate crime which is nationally ground-breaking and the new risk assessment process has already been identified by the Ministry of Justice as of national relevance.

## APPENDIX B

### Decisions of Significant Public Interest: Forward Plan

1<sup>st</sup> May 2016 – 31<sup>st</sup> August 2016

Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
	April / May 2016	Digital Investigation Unit	Purchase of hardware regarding digital interview storage.	Up to £90,000	DI Les Charlton	Force
	April / May 2016	Vision server	Upgrade to control room software	£26,000	Christi Carson	Force
	April / May 2016	Police Link Officer for the Deaf (POD)	Training of two officers to be available to do BSL and provide support for hearing impairment issues	£6,000	Insp Annie Yates	Force
	TBC	Niche Implementation Programme	Retaining some of the original programme resource to deliver general incident module.	£95,000		Force

Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
	May 2016	Temporary Staff – Long term and Specialist	Procurement for the long term provision of temporary agency staff to Nottinghamshire Police for a period of two years with the option to extend for a further two years.	£2.6 million	Ronnie Adams, EMSCU	Force
	TBC	Victim Services	Potential contract extension for Victim Services.	£1 million	Ronnie Adams, EMSCU	Force



Nottinghamshire

**POLICE & CRIME COMMISSIONER**

	TBC	Various contracted work at Oxclose Lane and Carlton	Part of the Estates Rationalisation Programme.	£850,000 Carlton £300,000 Oxclose	Ronnie Adams, EMSCU	Force
	May 2016	Covert Vehicle Hire Services	Regional including Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire	£1,044,000 (£261,000 pa)	Ronnie Adams, EMSCU	Force
	July 2016	Refurbishment of 1 <sup>st</sup> Floor, West Bridgford	Part of the Estates Rationalisation Programme.	£300,000	Ronnie Adams, EMSCU	Force
	TBC	Commoditised software	Value to be confirmed for potential contract extension.	TBC >£250,000	Ronnie Adams, EMSCU	Force
	TBC	Holmes House & Mansfield Police Station	Consultants and Contractors	>£800,000	Tim Wendels, Assets	Force
	May 2016	Forensic Medical Examination	Medical Services for Custody and SARC	£4,000,000	Ronnie Adams EMSCU	Force
	TBC	Vehicle Recovery	Recovery of seized vehicles	TBC >£250,000	Ronnie Adams EMSCU	Force
	TBC	Uniform	Extension to Uniform Managed Service	TBC >£250,000	Ronnie Adams EMSCU	Force
	TBC	Waste Management	All waste services including general, recycled, WEEE and confidential shredding.	TBC >£250,000	Ronnie Adams EMSCU	Force

**Estates, ICT and Asset Strategic Planning**

Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
	April 2016	Mansfield Partnership Hub	Lease for new Partnership Hub at Mansfield Civic Centre and sale of Mansfield Woodhouse Police Station	Approx. £80,000 capital spend £18,100 annual running costs	Tim Wendels, Assets	Force





Nottinghamshire

**POLICE & CRIME COMMISSIONER**

	April 2016	Netherfield Front Counter	Lease of premises for new Front Counter at St George's Centre, Victoria Road, Netherfield	£20,750 capital spend £5,000 annual rental	Tim Wendels, Assets	Force
	April/May 2016	Southwell Police Station	Lease of premises for replacement Police Station.	£2,300 annual rental plus IT costs.	Tim Wendels, Assets	Force
	June 2016	Cotgrave Police Station	Sale of existing Police Station and long lease of new Partnership Hub building	Property exchange	Tim Wendels, Assets	Force
	June 2016	Bunkered Fuel Sites	Decommissioning, repair and addition of bunkered fuel sites around Nottinghamshire.	TBC	Tim Wendels, Assets	Force
	June/July 2016	Hucknall Police Station	Lease of replacement premises for Neighbourhood Team and Training facilities. Sale of existing Police Station.	TBC	Tim Wendels, Assets	Force

<b>Financial reporting (Including forecast budget and virement requests and Medium Term Financial Plan)</b>						
<b>Ref</b>	<b>Date</b>	<b>Subject</b>	<b>Summary of Decision</b>	<b>Cost (£) <i>Where available.</i></b>	<b>Contact Officer</b>	<b>Report of OPCC / Force</b>
	May 2016	Capital Outturn Report	Outturn of 2015/16 expenditure. This may include virements and requests a decision on the slippage to be carried forward into the next years capital programme.	NA	Pam Taylor	Force
	May/June 2016	Draft Annual Governance Statements	From the CC and the PCC	NA	Julie Mair for CC Charlie Radford for PCC	Both
	June 2016	Draft Statement of Accounts	Signed off by the CFO and DoF Reported to A&S		Charlie Radford, Paul Dawkins and Pam Taylor	Both
	May 2016	Revenue Outturn Report	As per Capital outturn above for revenue.	NA	Danny Baker/Mark	Force



Nottinghamshire

**POLICE & CRIME COMMISSIONER**

					Kimberley	
	May 2016	Treasury Management Strategy	Year-end Outturn report	N/A	Pam Taylor	OPCC

#### **Workforce Plan and Recruitment Strategies**

<b>Ref</b>	<b>Date</b>	<b>Subject</b>	<b>Summary of Decision</b>	<b>Cost (£) Where available.</b>	<b>Contact Officer</b>	<b>Report of OPCC / Force</b>
<i>No decisions regarding workforce planning or recruitment strategies for decision, dependent on outcome of business cases.</i>						

<b>For Consideration</b>	
<b>Public/Non Public*</b>	
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>6<sup>th</sup> June 2016</b>
<b>Report of:</b>	<b>Strategic Alliance</b>
<b>Report Author:</b>	<b>Donna Jordan</b>
<b>E-mail:</b>	
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>12</b>

\*If Non Public, please state under which category number from the guidance in the space provided.

## **Strategic Alliance briefing note**

### **1. Purpose of the Report**

- 1.1 To provide an updated overview of the work being undertaken to develop the design of the three force Strategic Alliance between Nottinghamshire, Leicestershire and Northamptonshire Police Forces.

### **2. Recommendations**

- 2.1 For the panel to consider and note the update information on the Strategic Alliance

### **3. Reasons for Recommendations**

- 3.1 To bring together in-depth baseline information about key areas of the forces including finance, HR, demand, and functional activity.

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

- 4.1 The Governance system created to support and provide oversight to this work is two tiered, as follows; Design Authority Meeting and the Strategic Alliance Programme Board. See Appendix A for further explanation.

### **5. Financial Implications and Budget Provision**

- 5.1 There are financial implications for the Strategic Alliance however the detail will be contained in a future report, pending the outcome of a decision relating to the final business case.

### **6. Human Resources Implications**

- 6.1 See Appendix A

## **7. Equality Implications**

7.1 Not applicable at this time

## **8. Risk Management**

8.1 See Appendix A

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

9.1 See Appendix A

## **10. Changes in Legislation or other Legal Considerations**

10.1 Governance procedure put in place.

## **11. Details of outcome of consultation**

11.1 See Appendix A

## **12. Appendices**

12.1 Appendix A

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

13. N/A

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## **Briefing note for Police and Crime Panel 6<sup>th</sup> June 2016**

### **Three Force Strategic Alliance**

#### **Purpose**

This briefing note provides an updated high level overview of the work being undertaken to develop a blueprint design of a three force Strategic Alliance between Leicestershire, Northamptonshire and Nottinghamshire police forces.

#### **Background**

In August 2015, the three Police and Crime Commissioners and Chief Constables for the respective Forces agreed to explore the potential of further collaboration below the rank of Chief Constable, to share resources and better protect the public.

The Strategic Alliance is the term used for this programme of work.

A Strategic Alliance programme team was brought together to produce a 'proof of concept', and their research established that a three-force Strategic Alliance could be viable - operationally, financially and politically.

Since then, a business case has been developed, bringing together in-depth baseline information about key areas of the forces including finance, HR, demand, and functional activity. It also outlined key principles, such as reducing duplication and bureaucracy, unifying command structures and operating in a borderless environment. It did not provide any detailed operational structures.

There is a clear and agreed set of principles (Annex A) the Strategic Alliance project team is working to, which sees local policing as fundamental.

#### **Governance**

The governance system created to support and provide oversight to this work is two tiered, as follows:

##### **Design Authority Meeting**

A Design Authority meeting is held every two weeks, chaired by DCC Roger Bannister, and brings together the three DCCs, three Chief Executives to the Office of the Police and Crime Commissioner, and the programme director. When necessary, other representatives attend to provide updates and information.

The frequency of meetings is designed to ensure decisions are made and progress of the programme team continues. It also provides a focus on specific work streams and resource allocation.

The Deputy Chief Constables and OPCC Chief Executives provide the appropriate level of oversight in order to be in the position to make clear recommendations for the primary decision making body, the Strategic Alliance Programme Board.

It has been agreed the three DCCs will have lead responsibility for developing a detailed design of the following portfolios:

**DCC Roger Bannister** – The single Senior Responsible Officer for the forces relating to the Strategic Alliance. He will lead the Strategic Alliance change programme and Corporate Communication.

**DCC Andy Frost** – Operational Policing which includes all elements of operational policing, including our existing collaborations. This lead role will cover the design and development of these operational policing elements.

**DCC Sue Fish** – Enabling Services which includes HR, Finance, IT, Estates, Fleet, Procurement, and Corporate Development. This role will also oversee Standards, which includes Professional Standards Directorates and is responsible for the line management of the two shared Assistant Chief Officers.

These are provisional portfolios, which may be subject to change.

The respective OPCC Chief Executives have also agreed lead roles:

**John Neilson** - Chief Executive for the Northamptonshire OPCC, is the single Senior Responsible Officer for the three OPCCs relating to the Strategic Alliance.

**Kevin Dennis** - Chief Executive for Nottinghamshire OPCC, is responsible for leading the Stakeholder and communication work stream.

**Paul Stock** - Chief Executive for Leicestershire OPCC, is leading the Governance work stream.

#### Strategic Alliance Programme Board

The Strategic Alliance Programme Board meeting is held monthly, and allows the three Chief Constables and three Police and Crime Commissioners to hear the latest programme developments and make key decisions, based on recommendations from the Design Authority.

This board is the primary decision-making forum, in the overall governance of the programme.

Governance is underpinned by a set of 22 agreed design principles.

#### Current position (as of May 2016)

The Strategic Alliance work has now progressed into phase two and three of the programme.

Phase 1	Scoping and outline business case (Initiating the programme)
Phase 2	Full business case (Defining the programme)
Phase 3	Design
Phase 4	Implementation
Phase 5	Optimisation

The first phase of detailed design is focusing on the Enabling Services functions of HR, finance and information services; Contact Management and Niche optimisation. (NICHE is a regional IT replacement programme that will be live in all five East Midlands forces by June 2016. NICHE covers custody, crime, intelligence and case management systems providing all five forces with a standardised IT platform in this regard, that can be used to streamline and standardise operating processes and systems across the region/Alliance forces).

Programme leads have been allocated and resources identified for a number of work streams, to June 2016, which include:

- Niche Optimisation
- Contact Management
- Enabling Services
- Full business case / Target Operating Model planning
- Estates
- Technology Infrastructure
- People and Culture
- Stakeholder and Engagement
- Governance
- External Assistance
- Programme Design and Development

Leicestershire's Adam Streets has been appointed as temporary Chief Superintendent to support the existing heads of Contact Management and the Strategic Alliance team to scope, develop and set the strategy and implementation for a potential three force Contact Management solution, while also helping to standardise, refine and align existing Contact Management departmental business.

Northamptonshire's Gary Jones is coordinating the development of the financial business case, in collaboration with the Chief Finance Officers in force and within the Office of the PCCs, who are engaged in considering the strategic funding scenarios, developing funding options and workable financial governance arrangements.

Leadership appointments have been agreed on a three force basis as follows:

- Paul Dawkins – Assistant Chief Officer – Finance and Resource
- Ali Naylor – Assistant Chief Officer - HR

A Section 22A agreement, which legally allows collaborative working across Leicestershire, Northamptonshire and Nottinghamshire has also been formally signed off by the three Chief Constables and PCCs.

At this stage, an Alliance is expected to enable savings of between £50m and £75m each year when fully operational, on a total budget of around £480m today. Forces had their own significant investment plans that will now allow a coordinated approach to be developed to reduce duplication, and ensure consistent ways of working. It is estimated that an investment of around £60m will be required to implement the Strategic Alliance programme over a period of four years.

## **Appendix A – Design principles**

1. Protecting our communities from harm will be the primary focus of the Strategic Alliance.
2. Concept design to focus on an end state model for the year 2019/20.
3. Any transition plans will be built from the 2015/16 year end predicted position.
4. To meet the scale of the financial challenge required all options including productivity, pay rates (via locating jobs in lower cost areas of region), procurement, working with commercial partners (including outsourcing), income generation and reduction in physical assets will be considered (excluding offshoring of jobs overseas).
5. A Strategic Alliance Board will be jointly chaired by the PCCs and will include Chief Constables with each partner having an equal voice.
6. The Strategic Alliance will seek to maximise the benefits of integration.
7. The working assumption is that the Strategic Alliance will include all resources below the rank of Chief Constable.
8. Existing collaborations are assumed to be unchanged operationally until the scale of the programme is understood. However it is recognised that the potential for further efficiencies will be examined in conjunction with existing partners.
9. Three forces will share a single vision, mission and values statement within the Strategic Alliance.
10. The three forces and OPCCs will have a common approach to policing (i.e. contact management, response policing, neighbourhood policing, crime investigation etc) and will follow the same policies, procedures and be delivered in the same way across the Alliance.
11. The three forces and OPCCs will aim to reduce, minimise or remove duplication of effort (e.g. PSD, CMD, Custody) unless there is a legal, regulatory, cost benefit or clear service penalty for communities in doing so.
12. Neighbourhoods will still be the bedrock of service delivery, policing services will be delivered under common standard operating frameworks.
13. The Alliance will implement an integrated Chief Officer Team for decision-making
14. The Alliance will implement a lean organisation structure with wide spans of control and appropriate tiers/layers with delegated decision-making (Gold, Silver, Bronze principles).
15. Transparent selection of the right people (forces and OPCCs) based on capability will be made, whether that is from internal or external sources.
16. Implementation of a single people services framework and more importantly a single use and interpretation of HR policies and procedures, including the consistent application of an effective performance management process and workforce / succession planning.
17. Designing of efficient JNCC processes in collaboration with the Staff Associations and Trade Unions.



18. A shift in the emphasis and agreement to ensure the utilisation of self-service to its maximum effect (internal).
19. Investment in physical locations to be minimised with reduced estate enabled by mobile and agile working.
20. Physical locations to be reviewed to ensure they are in the most appropriate area to provide optimal mix, service and cost. Considerations will be focused on community requirements for policing, skills availability, labour cost and premises.
21. The Alliance will consolidate on to single technology platforms, contracts and suppliers across the three forces including communication, command and control, Wide Area Network with common standards and no firewalls.
22. Existing and future collaborations / partnerships with other organisations, partners and stakeholders will be fully considered.



<b>For Information</b>	
<b>Public</b>	
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	
<b>Report of:</b>	<b>Police and Crime Commissioner</b>
<b>Report Author:</b>	<b>Superintendent Stephen Cartwright</b>
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<b>Agenda Item:</b>	<b>13</b>

## **DELIVERING THE FUTURE**

### **1. Purpose of the Report**

- 1.1 This report provides an update on the progress of the Delivering the Future Programme, with particular reference to the efficiencies being delivered in 2016/17.

### **2. Recommendations**

- 2.1 That the Police Crime Panel notes the contents of the report.

### **3. Reasons for Recommendations**

#### **3.1 Delivering the Future**

The Delivering the Future programme is a complex change programme containing a number of work streams that are planning the delivery of modern, effective and efficient policing service within a balanced budget.

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

- 4.1 Total funding for Nottinghamshire Police in the year 2016/2017 is £190,166,416.

A bottom up budget was calculated in Sept/Oct 2015, the cost for policing was identified as £202,178,274.

Therefore a £12.0m efficiency plan was required to reduce spend in line with the 2016/17 budget. A plan was developed and approved during autumn 2015.

#### 4.2 The efficiency plan consists of:

Description	Total £'000
<b>Efficiency Plan</b>	
IS Efficiencies	(115)
Estate Efficiencies	(182)
NICHE system saving	(506)
MFSS Legacy Commitment Reduction	(55)
Revised MRP calculation 2015/16	(1,062)
Cost recovery and cost reduction	(175)
Overtime - Officers	(200)
Overtime - Staff	(50)
HR efficiencies	(24)
Fleet efficiencies	(162)
Procurement	(387)
Reductions of Acting/Temporary Posts	(500)
	(3,418)
<b>Major Staff Restructures</b>	
Officer/Staff movement in line with DTF	(5,094)
VR, DTF and shift review	(3,500)
	(8,594)
	(12,012)

4.3 The efficiency plan is now in delivery phase and is tracked against the revised budget projections with monthly progress reports provided to Delivering the future board, Force transformation Board and Monthly budget meeting between the OPCC and CC. Any slippage is to be notified as soon as it is identified to the weekly meetings of the PCC and CC.

4.4 The Delivering the future programme has been undertaking work to determine how the organisation will operate with reducing numbers of Police officers and Police staff and maintain and improve positive service outcomes. The capacity work stream of the programme looks to ensure the Force understands:

- The workforce as it now and how it will be until 2020
- How to match resources to the demands we face
- Explore current systems and processes identifying how to make them lean, effective, and release capacity for the force
- Make best use of technology to provide capacity to the force

- 4.5 Whilst operating in a period of austerity has been and continues to be challenging the force's audited crime performance figures for the 12 months to April 2016 shows a reduction in recorded crime. Satisfaction amongst victims of crimes has remained significantly higher than comparable forces. The force is committed to providing increasing positive service outcomes whilst operating in an environment of reducing budgets.

#### 4.6 **Q1 2016/2017 progress against the efficiency plan.**

##### 4.6.1 **Reduction of Police officers and Police staff**

Current establishment of Police officers and Police staff as at 30<sup>th</sup> April 2016 is shown in the table below.

Our budgeted establishment for Police officers was 1,923 FTE at 30<sup>th</sup> April 2016. The actual position is a variance of -33.5 FTE.

A similar position is reported in terms of PCSOs with a budget establishment of 237.9 FTE but an actual variance of -23.8 FTE.

Our Police staff position also reflects a fall from our budgeted establishment with a variance of -166.2FTE.

In the month of April pay efficiencies within Officers, Staff and PCSOs have been met and due to a current higher than budgeted rate of natural leavers means it has been over achieved by £54,000.

	Police Officers		Police Staff			
	Substantive Actual FTE	Externally Funded Actual FTE	Substantive Actual FTE	Budgeted Establishment	Variance to Establishment	Externally Funded Actual FTE
Local Policing						
City	652	22	125	149	(24)	
County	563	4	168	177	(8)	41
Contact Management	39		265	285	(21)	
	<b>1,253</b>	<b>26</b>	<b>558</b>	<b>611</b>	<b>(53)</b>	<b>41</b>
Specialist Services						
Crime & Intelligence	152	2	151	169	(17)	
Public Protection	175	1	36	37	(1)	
Crime & Justice	53		181	212	(30)	
EMOpSS	135	1	17	19	(3)	
Regional	79	35	24	29	(5)	2
	<b>594</b>	<b>39</b>	<b>409</b>	<b>466</b>	<b>(57)</b>	<b>2</b>
Command	3		4	6	(2)	
Corporate Services	39		276	355	(79)	14
	<b>1,889</b>	<b>64</b>	<b>1,247</b>	<b>1,437</b>	<b>(190)</b>	<b>57</b>
Budgeted Establishment (30 April 2016)	<b>1,923</b>					
Variance to budgeted establishment	<b>(33.5)</b>					

PCSO (included within Staff)				
City	89	103.5	(15.0)	
County	126	134.4	(8.8)	
	<b>214</b>	<b>237.9</b>	<b>(23.8)</b>	<b>-</b>

#### 4.6.2 Voluntary Redundancy

A total of 54 people, to date, have had VR agreed and a leaving date set. These posts will be permanently deleted from the establishment. The total efficiencies net of redundancy payments for 2016/2017 is £1.19m.

### Voluntary Redundancy

	<u>15/16</u>	<u>16/17</u>	<u>17/18</u>	<u>Total</u>
Phase 1 Costs of Redundancy	742,504.08			742,504.08
Phase 1 Salary Savings	(16,803.73)	(1,132,350.69)		(1,149,154.42)
Phase 2 Costs of Redundancy		168,981.41		168,981.41
Phase 2 Salary Savings		(226,520.45)	(157,967.75)	(384,488.20)
	725,700.35	(1,189,889.73)	(157,967.75)	(622,157.13)

#### 4.6.3 Restructure of Enabling Services

Business cases developed in autumn 2015 are now in delivery phase. The HR1 form and S188 letters that form the basis of the legal notification to the Government and Staff associations gave notification of the potential of 211 Police Staff being within scope of the Phase 1 Business Cases.

From this pool, 88 Police Staff have been identified as being potentially 'at risk' of redundancy. Further examination shows of this 88, 63 are clerical staff, 20 professional staff grade and 5 managerial staff grade.

#### 4.6.4 Reduction in Police officer acting ranks

A reduction in the number of Policing acting ranks was projected to provide an efficiency saving of £500,000. This projection has now been adjusted downwards to £425,000 to take into account the slower than anticipated release of acting ranks within the City BCU. This risk is currently being absorbed within the overall pay efficiencies being greater than expected but further modelling is ongoing to identify where further reductions in acting can be made to mitigate this downward adjustment and realise the full year saving as expected.

#### 4.6.5 Overtime reductions

Overtime spend remains on track to provide a £250,000 efficiency saving for 2016/2017. Additionally, implementation of new shift patterns within contact management is underway and proposals around Force response shift patterns are being explored and reviewed.

#### 4.6.6 Minimum Revenue Provision revision

The Minimum revenue provision (MRP) in relation to capital expenditure has been revised to provide a prudent provision in line with the national legislation and guidance to deliver £1,062,000 efficiency against the 2016/2017 budget.

#### 4.6.7 Non-pay cost efficiencies

These are projected to provide £1,719,857 of savings in 2016/17.

£387,000 of this target is in relation to savings being made by East Midlands Strategic Commercial Unit (EMSCU) predominantly through contract savings.

By 17<sup>th</sup> May 2016 EMSCU had realised £53,000 of these efficiencies.

A review of the EMSCU contract efficiency plan has been undertaken and a result the remaining £334,000 has been placed at risk of non-delivery. EMSCU will be reporting each month to the Force Transformation Board by exception to provide continuous detail on how this will be achieved.

<b>5. Financial Implications and Budget Provision</b>
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- 5.1 The revised budget and efficiency projections discussed above raise a risk of £409,000 variance between budget and efficiency plan made up from:

- £75,000 Acting rank reductions
- £334,000 Non pay cost efficiencies

The contingencies put in place to mitigate the variance and provide a balanced budget for 2016/2017 are:

- 5.2 Exploiting the leaving rate of Police officers and PCSOs below budgeted forecasts to provide additional financial efficiency. Based upon April payroll data we are meeting the required pay savings and even exceeding this by £54,000. This increased pay saving projected over 2016/17 will provide efficiency of £648,000
- 5.3 A re-basing of the payroll budget is currently being undertaken to bring forward the original budget assumptions to the current day in light of the higher than normal natural leavers that are currently occurring within the Force to identify if there are any further financial upside available.
- 5.4 EMSCU are currently conducting benchmarking exercises for two large suppliers, looking at a tendering process for a contract that is due to be cancelled soon as well as targeting £100,000+ contracts with a view to securing a better cost and provision for the force. Whilst this is flagged as a

risk in this report they still assure the Chief Officer Team and the OPCC that this target will still be delivered in 2016/17.

- 5.5 Restructures of remaining departments are being invoked to deliver the remaining savings to ensure a balanced budget in the event of the risks identified above continuing through 2016/17.

## **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 programme and project support.

## **7. Equality Implications**

- 7.1 The Delivering the Future Programme is predicated on continuing to provide 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.
- 7.2 All restructures and projects involving staff, including area restructures and the force wide voluntary redundancy programme, follow the agreed management of change policy which ensures transparency and fairness and the completion of equality impact assessments.

## **8. Risk Management**

- 8.1 A programme risk log continues to be maintained for the DtF Project that is discussed and mitigated at both DtF and Transformation programme Boards
- 8.2 The high scoring programme risks, as in previous reports to this panel continue to focus around affordability and meeting the budgetary challenges. However, as per this report the risks being mitigated against are under control.

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

- 9.1 The Delivering the Future programme ensures that future plans support the commissioners seven strategic themes.

## **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



<b>12. Appendices</b>
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12.1 Not applicable

<b>13. Background Papers (relevant for Police and Crime Panel Only)</b>
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13. None



<b>For Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	
<b>Report of:</b>	<b>The Police and Crime Commissioner</b>
<b>Report Author:</b>	<b>Kevin Dennis</b>
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<b>Agenda Item:</b>	<b>14</b>

## **Draft Nottinghamshire OPCC Consultation, Engagement and Community Involvement Strategy**

### **1. Purpose of the Report**

- 1.1 The purpose of this report is to obtain feedback on Nottinghamshire OPCC Consultation, Engagement and Community Involvement Strategy.
- 1.2 The strategy brings together a wide range of statutory and non-statutory OPCC functions and sets a framework for way in which the organisation informs, consults, involves and empowers local communities.
- 1.3 The document also includes a 12 month consultation and engagement plan which is updated on a three month rolling basis and sets out additional areas for development in 2016/17.

### **2. Recommendations**

- 2.1 That the Police and Crime Panel note and provide feedback on the report.

### **3. Reasons for Recommendations**

- 3.1 The PCC has a range of statutory duties to consult and engage local communities as set out in the Police Reform and Social Responsibility Act 2011. These include duties to consult local people on policing, engage with local people in setting police and crime objectives, obtain the views of ratepayers' on budget and precept proposals and obtain the views of victims of crime about matters concerning local policing.
- 3.2 The PCC is also responsible for overseeing the extent to which the Chief Constable has fulfilled their statutory duties for consultation and engagement, including duties to obtain the views of local communities on crime and disorder in their area, provide local communities with information about local policing and hold regular police and community meetings.

## 4 Summary of Key Points

- 4.1 Nottinghamshire PCC has set a vision as part of his Police and Crime Plan to *“give victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire”*. While the PCC, Police and local community safety agencies in Nottinghamshire have made strong progress working to engage local communities and understand their priorities, the new strategy identifies clear areas for further development and sets a framework for the way the OPCC informs, consults, involves and empowers local communities.
- 4.2 The strategy is guided by a number of core principles which aim to ensure that, wherever possible, local consultation and engagement activity is representative and inclusive, collaborative and joined up, provides value for money, is planned and purposeful and is receptive to changes in the way people engage and communicate.
- 4.3 The strategy includes a range of measures which provide an indication of the extent to which the OPCCs objectives for community engagement are being achieved. These will be monitored throughout the year and include levels of public confidence in Nottinghamshire Police, proportion of residents feeling informed about what is being done to tackle crime and anti-social behaviour (ASB) in their area and the proportion of residents that feel they have influence over local decision making.
- 4.4 Planned activity and areas of focus for 2016/17 include work to:-
- Develop a more comprehensive understanding of local communities and their needs – including new and emerging communities
  - Develop more tailored and targeted approaches to informing and engaging with communities
  - Support improvements in planning, co-ordination and collaboration in the delivery of local consultation and engagement activity
  - Improve awareness, understanding and take up of volunteering roles within the OPCC and police service
  - Develop the Mystery Shopper programme to explore services delivered to victims of crime
  - Develop our understanding of ‘what works’ in delivering effective, resilient and sustainable community-led action
  - Support activity and initiatives which recognise and celebrate the work of active citizens and ‘unsung heroes’ within our communities

## **5 Financial Implications and Budget Provision**

- 5.1 The Consultation, Engagement and Community Involvement Strategy brings together a wide range of activity and initiatives, a number of which have their own directly allocated budget. These include independent public consultation research jointly commissioned with Nottinghamshire County Council and Nottingham City Council, focus group activity and the Independent Custody Visitor and Animal Welfare Schemes. Consultation also remains a statutory requirement in setting the annual precept for policing.

## **6 Human Resources Implications**

- 6.1 Human Resource implications will be identified as part of a review of the skills and resources available to support consultation and engagement in the area in 2016/17. It is anticipated that this work will support the development of more integrated and sustainable approaches to prioritising and servicing future consultation and engagement demands.

## **7 Equality Implications**

- 7.1 The combined consultations have obtained views from a diverse range of residents in terms of age, gender, ethnicity, sexuality and locality. Local authority level consultation activities have set representative samples for response rates across the local area based on gender, age, working status and ethnicity. While it has not been possible to set equivalent controls for the OPCC public opinion poll and public engagement events, responses have been geographically weighted as part of the analysis process to mitigate the risk of geographic skew.
- 7.2 The report recognises that there are opportunities to further explore the views of young people (aged 18 to 25) who more likely to feel unsure regarding their views on the policing precept. The report also identifies opportunities for making use of 'segmentation data' to better understand the needs, demands and priorities of different geographic and socio-demographic groups.
- 7.3 The strategy sets out the OPCCs commitment to ensuring consultation and engagement activities are fair and representative in terms of geography, demography and identity and that appropriate and proportionate action is taken to obtain the views of those that may be under-represented, unheard or dis-engaged – including those with direct experience of the criminal justice system. The strategy also sets out the OPCCs commitment to fulfilling duties under the Equality Act 2010 and actively engaging diverse groups and communities that do not normally participate with the police.

## **8 Risk Management**

- 8.2 Strategic risks identified across this agenda will be captured via the OPCC's strategic risk register as part of the PCC's general governance processes.

## **9 Policy Implications and links to the Police and Crime Plan Priorities**

- 9.1 Development and delivery of the Police and Crime Plan is practically and statutorily dependent upon the OPCC's consultation and engagement framework. The consultation and engagement strategy is also dependent upon a range of other plans, strategies and activity, which include Nottinghamshire / East Midlands Contact Management Strategy (in development), Nottinghamshire Police and Crime Needs Assessment and national Code of Ethics for policing which defines how all officers and staff should interact with the public and one another.

## **10 Changes in Legislation or other Legal Considerations**

- 10.1 The Strategy sets out a range of relevant duties and legal requirements, the specific provisions of which are set out in:
- Police Reform and Social Responsibility Act 2011
  - Police Act 1996
  - Policing and Crime Act 2009
  - Community Engagement and Membership Regulations 2010
  - Equality Act 2010

## **11. Background Papers (relevant for Police and Crime Panel Only)**

- 11.1 OPCC Business Plan

**DRAFT**

# **Nottinghamshire Consultation, Engagement and Community Involvement Strategy 2016-2020**

***“Giving victims and citizens a bigger voice in  
policing to achieve a safer Nottingham and  
Nottinghamshire”***

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## 1. Introduction

**Engaging and involving local people in decision making and making their communities safer remains at the heart of Nottinghamshire Police and Crime Commissioner's (PCC) approach.**

Since 2012, PCC Paddy Tipping has been responsible for ensuring that the police are directly answerable to the communities they serve. The Police Reform and Social Responsibility Act 2011, together with other legislation places statutory duties on the PCC to:-

- Obtain the views of local people on policing and have regard to those views<sup>1</sup>
- Make arrangements for engaging with local people in setting police and crime objectives<sup>2</sup>;
- Obtain the views of local people and ratepayers' on budget and precept proposals; and
- Obtain the views of victims of crime about matters concerning local policing.

The PCC is also responsible for overseeing the extent to which the Chief Constable has fulfilled their statutory duties<sup>3</sup> to:-

- Obtain the views of local communities on crime and disorder in their neighbourhood
- Provide local communities with information about policing in their neighbourhood
- Hold regular police and community meetings in local neighbourhoods.

The PCC, Police and community safety agencies in Nottingham and Nottinghamshire have good links with the communities they serve and work with them well to understand local priorities. There are, however, always opportunities to improve and strengthen levels of community engagement and involvement on which the success of the Police and Crime Plan so heavily relies.

This strategy provides a framework to underpin the way we inform, consult, engage and involve local communities, often in collaboration with other partner agencies such as the Nottingham Crime Drugs and Partnership, the Safer Nottinghamshire Board and the Ashfield and Mansfield, Bassetlaw, Newark and Sherwood and South Nottinghamshire Community Safety Partnerships.

The strategy is also interdependent on a range of other plans, strategies and activity which includes:-

- The Nottinghamshire Police / OPCC Research and Analysis Strategy (in development)
- Nottinghamshire / East Midlands Contact Management Strategy (in development)
- Nottinghamshire Police and Crime Plan
- Nottinghamshire Police and Crime Needs Assessment which consolidates consultation and research findings and provides an evidence base to inform planning and commissioning
- The national Code of Ethics for policing which defines how all officers and staff should interact with the public and one another.

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<sup>1</sup> Statutory duties to consult with local people and have regard to their views about policing in their area:- the Police Act 1996, Policing and Crime Act 2009 and Community Engagement and Membership Regulations 2010

<sup>2</sup> Make arrangements for obtaining, before a police and crime plan is issued, the views of the people in that police area, and the views of the victims of crime in that area, on the plan:- Section 34 of the Police Reform and Social Responsibility Act & Section 96 of the Police Act 1996 as amended

<sup>3</sup> Police Reform and Social Responsibility Act

## 2. Strategic Framework

Nottinghamshire's Police and Crime Commissioner, Paddy Tipping, set a vision as part of his Police and Crime Plan to *"give victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire"*. In doing so, the Commissioner aims not only to develop **safer communities**, but also further improve **trust and confidence in local policing**.

This strategy sets a framework for achieving the Commissioner's vision by driving further improvements in the way local communities are **informed, consulted, involved** and **empowered**.



## Principles

This strategy is guided by a number of core principles which aim to ensure that, wherever possible, local consultation, engagement and involvement activity is:-

- **Representative and inclusive:** Consultation and engagement activities should be fair and representative in terms of geography, demography, identity. The OPCC continue to be proactive in giving a louder voice to those that may be under-represented, unheard or dis-engaged – including those with direct experience of the criminal justice system. Efforts will be taken to ensure engagement opportunities are open to all and include a commitment to fulfilling duties under the Equality Act 2010<sup>4</sup> and actively engaging diverse groups and communities that do not normally participate with the police.
- **Collaborative and joined up:** The OPCC will work collaboratively with partner agencies to minimise duplication and share skills, resources and results of consultation and engagement activity across partner agencies. This will help to deliver efficiencies, identify benchmarking opportunities, share best practice and reduce consultation fatigue.
- **Cost effective and provides value for money:** The OPCC is committed to fulfilling the PCC's statutory duties for engaging and consulting communities, victims of crime and other stakeholders in an effective, meaningful and cost effective way and will aim to ensure a proportionate balance between cost, quality and benefit in discharging these functions. The OPCC will also endeavour to ensure that consultation and engagement activity is informed by evidence of best practice and learning from what works.
- **Planned and purposeful:** The OPCC will aim to ensure that consultation and engagement activities are directly aligned to the annual planning cycle, are afforded sufficient time to be effective and inclusive and that sufficient time is allocated to collate, analyse and communicate findings as part of the strategic decision making process. The OPCC will also ensure that the purpose of all consultation and engagement is clearly articulated.
- **Receptive to change:** The way individuals engage and communicate has undergone unprecedented change over recent years, particularly with the growth of social media and on-line communication. The OPCC will work to use both new and traditional means of communicating and engaging with communities to maximum effect, seek innovate new ways of working and embrace new technology and techniques.

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<sup>4</sup> Equality Act 2010 brought together all previous equality legislation and included a new public sector equality duty. The Equality Act refers to nine different protected characteristics - Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual Orientation. While there is no explicit legal requirement under the Act to engage with people with different protected characteristics, the Act does require public authorities to have an adequate evidence base for their decision making, and engagement can assist with developing that evidence base.

### 3. Keeping Communities and Service Users Informed

**The OPCC is committed to ensuring that communities and victims are kept informed and updated on the crime and community safety matters that affect them**

**This will be achieved by ensuring that:-**

- Our agencies have a comprehensive understanding of the communities they serve, the information residents want to receive and their preferred methods of receiving it
- A diverse range of communication tools and methods are used which are tailored to the needs and preferences of local communities.
- Victims and other service users are kept informed of the progress of their case to the level and frequency that they require.
- Feedback from consultation and engagement activity is pro-actively published and communicated in a timely manner along with the details of what will be done as a result

**Primary mechanisms include:-**

- Website and social media: OPCC website, Facebook page, blogs, Twitter feed, webinars
- Newsletters and publications: “The Beat” newsletter, ‘You said, we did’ feedback
- Community Messaging -
- Formal publications: Commissioner’s Annual Report, Police and Crime Plan
- External communications: press, newsletters and partner agency websites
- Track-My-Crime: enabling victims of crime to access updates on progress of their case

**Areas of focus for 2016/17**

1. Support work to develop a more comprehensive understanding of our local communities and their needs – including new and emerging communities
2. Support further development of tailored approaches such as community messaging and ensure systematic feedback is provided in response to consultation outcomes
3. Support further work to promote knowledge and take-up of Track-My-Crime and continue to scrutinise victim satisfaction in respect of being kept informed
4. Work with partner agencies to improve forward planning and alignment of key communications and strategic planning cycles
5. Continue to raise public awareness and profile of the Police and Crime Commissioner role, activities and outcomes and knowledge and understanding of priorities and financial savings<sup>5</sup>
6. Extend the Mystery shopper scheme to assess whether victims are effectively and properly kept informed

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<sup>5</sup> Priorities and Budget Consultation Report 2015, Nottinghamshire OPCC

## 4. Public Consultation and Engagement

**The OPCC is committed to ensuring local communities are consulted on and have an influence over the services they receive and the strategic decisions that affect them**

**This will be achieved by ensuring that:-**

- Consultation activity concerns proposals at a formative stage, provide enough information for intelligent consideration, provide adequate time for a considered response and are given conscientious consideration by decision makers<sup>6</sup>
- Consultation and engagement activities have a clear purpose and are undertaken in a manner which best suits the purpose and target audience
- Consultation and engagement activity is undertaken in a robust, representative and inclusive way, with targeted work where appropriate to capture underrepresented voices
- Duplication and consultation fatigue is minimised via an ongoing commitment to more integrated working across agencies

**Primary mechanisms include:-**

- General population surveys: Nottingham Respect Survey (CDP), Nottinghamshire County Council Residents' Satisfaction Survey, Crime in England and Wales Survey<sup>7</sup>
- Victim Satisfaction / Experience surveys<sup>8</sup>: Domestic abuse and ASB satisfaction surveys
- OPCC Engagement Activity: Priorities and Precept Poll, Summer Events, public places, scheduled 'Walkabouts'<sup>9</sup>
- Focus groups & consultation forums enabling planned discussion on defined areas of interest
- Police Neighbourhood meetings: Neighbourhood-level perceptions and priority setting
- Contacts and correspondence: - provide a 'rich picture' of community issues and concerns

**Areas of focus for 2016/17**

1. Establish a structured public consultation and engagement plan for 2016/17 and support improvements in consistency and co-ordination of activity across community safety agencies
2. Review skills and resources available to support consultation and engagement in the area and develop more integrated and sustainable approaches to prioritising and servicing activity
3. Develop a consolidated profile of community issues and concerns based on available consultation and engagement activity – including neighbourhood priority setting
4. Scope and establish a mechanism to gather feedback from victims on their experience of the services they receive
5. Consider more targeted work to understand views on the council tax precept for policing and current and emerging financial savings plans

<sup>6</sup> Gunning Principles – Government Codes of Practice recommend minimum consultation period of 12 weeks

<sup>7</sup> CSEW provides force level insight into victimisation and perceptions of crime and service providers

<sup>8</sup> Telephone based interviews re. victim satisfaction with first contact, action taken, follow-up and treatment

<sup>9</sup> Commissioner Walkabouts are undertaken in relation to priority projects and areas across and provide opportunities to gather views from the public with regard to policing and community safety

## 5. Involving Communities and Service Users

**The OPCC is committed to involving communities and service users in shaping local services and putting the voice of service users and communities at the heart of delivery**

**This will be achieved by:-**

- Continuing to provide a range of opportunities for community involvement, volunteering and scrutiny that are well publicised, linked to local democracy and enable widespread participation. Maximise opportunities to bring new skills and perspectives into policing and community safety
- Increasing participation amongst younger people<sup>10</sup>, particularly via the Cadets Scheme, Youth Commission<sup>11</sup> and working with individuals with direct experience of the criminal justice system
- Increasing awareness of the opportunities to influence neighbourhood services and priorities, particularly through a citizen shaped services approach to local neighbourhoods
- Ensuring that victim and service user engagement is an explicit part of the commissioning process

**Primary mechanisms include:-**

- Independent Scrutiny Roles:- Independent Custody Visitor Scheme, Independent Animal Welfare Scheme, Mystery Shoppers
- Resident and Service User Reference groups:- Victim services, IAGs<sup>12</sup>, BME Steering Group
- Volunteering roles:- Police Cadets, Special Constabulary
- Youth Commission structured programme for engaging 14-25 year olds and providing opportunities for young people to become part of the decision making process
- Community engagement work in local neighbourhoods – Partnership Plus programme, CSPs
- Police Neighbourhood Priority Meetings:-

**Areas of focus for 2016/17**

1. Raise public awareness and understanding of volunteering roles and continue to increase take up of Cadets, Special Constables and apprentice opportunities within the police
2. Further develop Mystery Shopper programme to explore services delivered to victims of crime and ASB and explore new ways of involving local people in scrutinising policing
3. Explore new ways of involving under-represented groups and those seldom heard and continue to support and locally embed the work of the Youth Commission
4. Explore opportunities for participatory budgeting by involving local people in designing funding for local projects and further develop integrated locality working and joint problem solving
5. Develop the role for community groups in enabling victims to cope and recover from crime and increase the influence of voluntary and community organisations in local decision-making

<sup>10</sup> Research shows that young people in particular are less likely to trust the police, less likely to report victimisation and less likely to report feeling satisfied with the police service they receive

<sup>11</sup> The Commissioner set up a Youth Commission in 2015 which worked to co-ordinate the views of 14-25 year olds across Nottinghamshire and identify the gaps in understanding young people's views

<sup>12</sup> Independent Advisory Groups, introduced in 1999 following the Stephen Lawrence enquiry, enable volunteers from various backgrounds to act as a 'critical friend' to the police/PCC across a range of policy areas

## 6. Community Empowerment

**The OPCC is committed to empowering and enabling citizens to take action in making their streets and homes safer**

**This will be achieved by:-**

- Promoting active citizenship and supporting improvements in the co-ordination, coverage and sustainability of schemes such as Neighbourhood Watch, Community Speedwatch and Street Pastors
- Ensuring communities have access to the information and advice they need to be safe and feel safe
- Issuing grants to community projects that promote community action in delivering the ambitions of the Police and Crime Plan
- Empowering communities to tackle neighbourhood problems, particularly through Neighbourhood Priority meetings and patch surgeries

**Primary mechanisms include:-**

- 'Watch' Initiatives such as Neighbourhood Watch and Community Speedwatch
- Grants and commissioning - Small Grants, Community Safety Funding
- Neighbourhood meetings and Patch Surgeries –
- Partnership Plus programme – Community Safety Partnership activity – SNB

**Areas of focus for 2016/17**

1. Further developing our understanding of 'what works' in delivering effective, resilient and sustainable community-led action
2. Review the perceptions and service satisfaction amongst active citizens and 'watch' groups to ensure that they have access to the information and support they need to be effective
3. Working with partners to further develop local assets in communities, particularly through the Integrated Locality Working approach
4. Supporting Nottingham and Nottinghamshire citizens to develop and implement local plans to improve community safety in their area
5. Continue to support activity and initiatives which recognise and celebrate the work of active citizens and 'unsung' heroes within the communities of Nottingham and Nottinghamshire



## 7. Indicators of Success

A range of measures have been identified which provide an indication of the extent to which activity to inform, consult and involve local communities is helping to deliver the PCCs vision of safer communities and improved trust and confidence in policing. These include:-

- **Public confidence in the police and other service providers** - The Crime Survey for England and Wales (CSEW) indicates that public confidence in the police in Nottinghamshire has been rising steadily since 2010, reaching the highest level ever recorded during 2014 (75%)
- **Residents feeling that the police understand their communities** – The CSEW indicates that perceptions that the police understand their communities has also increased steadily since 2010 and is in line with the England and Wales average of 70%.
- **Residents feeling that the police treat people fairly** – the CSEW indicates that the proportion of residents feeling that the police treat people fairly in Nottinghamshire has plateaued since 2012 at around 61% and remains lower than the national average of 66%
- **Residents feeling that the police are doing a good or excellent job** – the CSEW indicates that the proportion of residents feeling that the police do a good or excellent job in Nottinghamshire has plateaued since 2012 at around 55% and remains lower than the national average of 62%
- **Residents feeling informed** - Research<sup>13</sup> has demonstrated a strong relationship between feeling informed, having confidence in local service providers and having positive perceptions of service provider performance. Nottinghamshire's annual resident survey indicates that the proportion of residents feeling that the County Council keeps them very or fairly well informed has increased steadily over the previous three years, from 50% to 54%. Force level data unavailable.
- **Residents feeling able to influence decisions affecting their area** – The Nottinghamshire annual resident survey indicates that the proportion of residents feeling able to influence decisions affecting their area has fallen by 9% since 2014 to 27%. It should be noted however that trends in this area can be subject to annual fluctuations. Force level data unavailable.
- **Levels of active citizenship** – while a number of initiatives, such as Neighbourhood Watch, Neighbourhood Alert and Community Speed Watch continue to be supported across Nottinghamshire, there are currently no reliable estimates for the number of individuals engaged in these initiatives. The Nottinghamshire Residents Survey, however, identified that around 16% of residents have been involved in some form of volunteering activity over the last year.

Further work will be undertaken in 2016/17 to explore additional 'indicators of success', including:-

- Qualitative and quantitative indicators of service user satisfaction
- Take up of volunteering roles including the Special Constabulary and Cadets
- Levels of engagement amongst diverse groups and under-represented groups and communities

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<sup>13</sup> NPIA Public Confidence Route map:

[http://minutes.tewkesbury.gov.uk/documents/s11809/Crime%20and%20Disorder%20Appendix%20-%20confidence\\_route\\_map.pdf](http://minutes.tewkesbury.gov.uk/documents/s11809/Crime%20and%20Disorder%20Appendix%20-%20confidence_route_map.pdf)

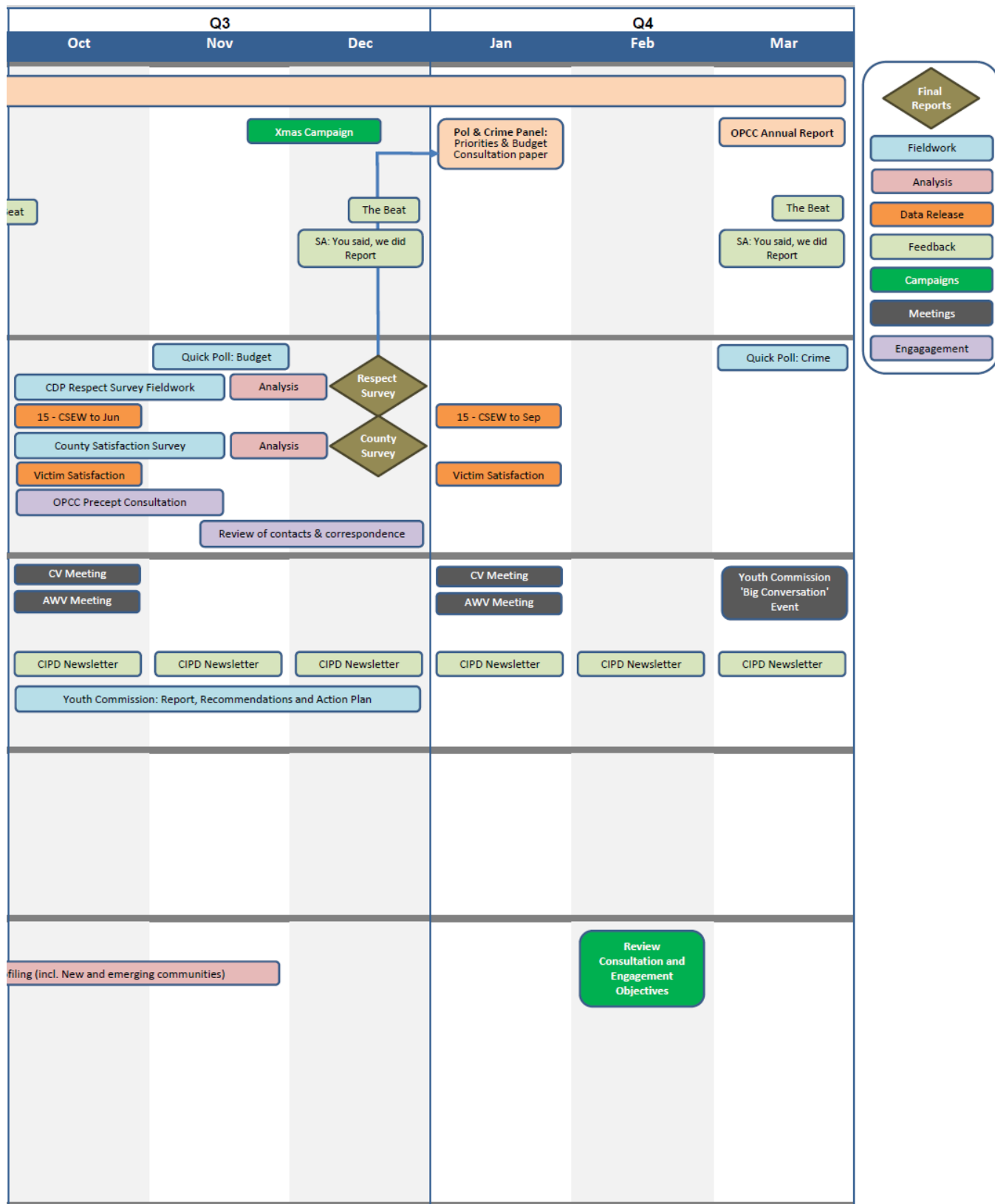


## 8. Glossary of Terms and Concepts

Informing	Transmission of information to citizens – usually via a one way process
Consultation	Two way process to invite comment, feedback and challenge
Engagement	Umbrella term for the actions that will be taken to enable people to get involved in and be listened to with a clear response which requires a commitment to on-going relationships and dialogue
Empowerment	Enabling citizens to take action and ownership of activities in their area and giving citizens influence over local decision making

## Nottinghamshire OPCC Consultation and Engagement Planner 2016/17

Financial Quarter	Q1			Q2		
	Apr	May	Jun	Jul	Aug	Sep
KEEPING COMMUNITIES INFORMED						
	Police and Crime Plan 2016/19					Student Burglary
KEEPING VICTIMS AND OTHER SERVICE USERS INFORMED	Track My Crime milestones		SA: You said, we did Report	The Beat		SA: You said, we did Report
CONSULTATION				Quick Poll: Priorities		
ENGAGEMENT	15 - CSEW to Dec			15 - CSEW to Mar		
	Victim Satisfaction			Victim Satisfaction		
		14/15th Newark Show		30th Nottm Pride	Caribbean Carnival	
COMMUNITY INVOLVEMENT	CV Meeting			CV Meeting		
	AWV Meeting			AWV Meeting		
	Specials Recruitment					
SERVICE USER INVOLVEMENT	CIPD Newsletter	CIPD Newsletter	CIPD Newsletter	CIPD Newsletter	CIPD Newsletter	CIPD Newsletter
				Youth Commission: 'Big Conversation' & priority setting		
COMMUNITY EMPOWERMENT					NHW Conference	
ACTIVE CITIZENSHIP						
EFFICIENCY AND EFFECTIVENESS	Partnership Strategy Meeting			Skills and resources audit		Community Prof



## Stay informed

**Register for Neighbourhood Alert** – this free service enables Nottinghamshire Police, neighbourhood watch and other organisations to send community safety alerts to you quickly and efficiently. Register at [www.nottinghamshire.police.uk/alert](http://www.nottinghamshire.police.uk/alert)

**Sign up for the PCC's newsletter** <http://www.nottinghamshire.pcc.police.uk/Public-Information/Newsletters-and-Publications.aspx> or follow Nottinghamshire PCC on Twitter @NottsPCC or Facebook NottsPCC

## Influence Policing in Your Area

**Complete a Neighbourhood Priority Survey** - The Neighbourhood Priority Survey enables you to have your say about what issues are important to you and what you want your Neighbourhood Policing Team to focus on. The survey can be accessed on the Nottinghamshire police website at [www.nottinghamshire.police.uk/priority-survey](http://www.nottinghamshire.police.uk/priority-survey)

## Get Involved

**Join one of the local Independent Advisory Groups** which enable diverse communities to work with the police to improve access to police services and quality of services provided. For further information call 101 or contact us online at [www.nottinghamshire.police.uk/iags](http://www.nottinghamshire.police.uk/iags)

**Become a volunteer** and work with the OPCC and Police in areas such as Independent Custody Visiting, Animal Welfare, the Cadet Scheme or Special Constabulary. Find out more at [www.nottinghamshire.pcc.police.uk/Get-Involved/Volunteering/Volunteering.aspx](http://www.nottinghamshire.pcc.police.uk/Get-Involved/Volunteering/Volunteering.aspx)

## Be Active in Your Community

**Join Neighbourhood Watch** - We can currently cover the set up costs for new schemes subject to the availability / terms of our funding. Find further details about joining or setting up a Neighbourhood Watch Scheme and register for free alerts at [www.nottswatch.co.uk](http://www.nottswatch.co.uk)

### Set up a Community Speedwatch scheme

Community SpeedWatch is a partnership between the Community, Police, Fire Service, Parish Council and County Council which aims to tackle speeding motorists. You can find further details at [www.nottinghamshire.police.uk/local-update/community-speed-watch](http://www.nottinghamshire.police.uk/local-update/community-speed-watch)