

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Tuesday, 07 February 2023 at 10:30
County Hall, West Bridgford, Nottingham, NG2 7QP

There will be a pre-meeting for Panel Members only
in Committee Room B at 9.45am

AGENDA

- | | | |
|----------|---|----------------------|
| 1 | Minutes of the meeting 21 November 2022 | 3 - 10 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Work Programme | 11 - 14 |
| 5 | Police and Crime Commissioners Precept & Budget 2023-24 | 15 - 94 |
| 6 | Police and Crime Commissioners Update Report | 95 - 116 |
| 7 | Public Trust and Confidence in the Police | 117 -
124 |
| 8 | Vetting Misconduct and Misogyny Inspection 2022 | 125 -
130 |

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) 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 977 2590) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

- (c) 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

- (d) Membership: -

Christine Goldstraw OBE – Independent Co-optee– Chair
Councillor David Ellis – Gedling Borough Council – Vice-Chair

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor Scott Carlton – Nottinghamshire County Council
Lesley Dalby – Independent Co-optee
Councillor Kevin Greaves – Bassetlaw District Council
Suma Harding – Independent Co-optee
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Mike Introna – Nottinghamshire County Council
Councillor Neghat Khan – Nottingham City Council
Councillor John Lee – Newark & Sherwood District Council
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Helen-Ann Smith – Ashfield District Council
Bob Vaughan-Newton – Independent Co-optee
Councillor Linda Woodings – Nottingham City Council

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD ON MONDAY 21 NOVEMBER 2022 AT 2.00PM AT COUNTY HALL

MEMBERS PRESENT

Christine Goldstraw OBE – Independent Member (Chair)
Councillor David Ellis – Gedling Borough Council (Vice Chair)

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor Scott Carlton – Nottinghamshire County Council
Lesley Dalby – Independent Member
Councillor Kevin Greaves – Bassetlaw District Council - **Absent**
Suma Harding – Independent Member
Councillor Rob Inglis – Rushcliffe Borough Council – **Apologies**
Councillor Mike Introna – Nottinghamshire County Council
Councillor Neghat Khan – Nottingham City Council
Councillor John Lee – Newark and Sherwood District Council – **Apologies**
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Helen-Ann Smith – Ashfield District Council – **Absent**
Bob Vaughan-Newton – Independent Member
Councillor Linda Woodings – Nottingham City Council

OFFICERS PRESENT

Jo Toomey - Advanced Democratic Services	}	Nottinghamshire County Council
Officer	}	(Host Authority)
Laura Webb – Assistant Democratic Services	}	
Officer		

OTHERS PRESENT

Caroline Henry - Police and Crime Commissioner (PCC)
Sharon Caddell – Chief Executive of the Office of the PCC (OPCC)
Gillian Holder – Chief Financial Officer (OPCC)
Dan Howitt – Head of Strategy and Performance (OPCC)
Chief Constable Craig Guildford (Nottinghamshire Police)
Deputy Chief Constable Steve Cooper (Nottinghamshire Police)

1. MINUTES OF THE CONFIRMATION HEARING HELD ON 21 SEPTEMBER 2022

The minutes of the confirmation hearing held on 21 September 2022 having been previously circulated, were agreed as a true and correct record and were confirmed and signed by the Chair of the meeting.

2. MINUTES OF LAST MEETING HELD ON 21 SEPTEMBER 2022

The minutes of the last meeting of the Panel held on 21 September 2022 having been previously circulated, were agreed as a true and correct record and were confirmed and signed by the Chair of the meeting.

3. APOLOGIES FOR ABSENCE

- Councillor Rob Inglis (Rushcliffe Borough Council)
- Councillor John Lee (Newark and Sherwood District Council)

4. DECLARATIONS OF INTEREST

Councillor Richard MacRae declared a non-pecuniary interest because he was an ambassador for the Violence Reduction Unit.

5. WORK PROGRAMME

Ms Toomey presented the work programme to the Panel. Ms Toomey also highlighted the recent Police and Crime Panel webinar which was hosted by the Local Government Association and the Police (Fire) and Crime Panel annual conference.

Mrs Harding, who attended the conference, noted that it was well attended by representatives across the country and that it was useful for attendees to network and learn best practice from other panels. Suggestions for the Panel to consider included holding remote pre-meetings further in advance of the meeting and that sub-committees could be set up for task and finish items in line with the Panel's practice around the Commissioner's budget and proposed precept.

RESOLVED 2022/030

That the contents of the report be noted.

6. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

The Police and Crime Commissioner summarised her update report which covered her activities since September 2022 and highlighted the following:

- The Safer Streets Programme had received £3m additional Home Office funding in July 2022 which was being used to tackle neighbourhood crime and anti-social behaviour, improve feelings of safety in public places and tackle violence against women and girls.
- Following the completion of the city's night-time economy needs assessment in March 2022, the creation of a partnership working group had been requested to progress the recommendations and to gain consensus on how the late-night levy should be spent.
- Since September 2022, the Violence Reduction Unit had been awarded two new contracts for the provision of interventions and training. A tender for

the provision of therapeutic counselling had also been awarded to two organisations, which would provide cognitive behavioural therapy for children and young people impacted by violence and exploitation to support better outcomes around mental health.

- The formation of a Serious Violence Duty Implementation Group to oversee and co-ordinate partnership arrangements in preparation for the commencement of the Serious Violence Duty.
- £1 million funding had been awarded to assist children who had been affected by domestic abuse.
- Progress on the recommissioning of the victim care service.
- A monthly newsletter which had been launched and Walkabout Wednesdays, which continued.
- The findings of the inspection report by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) on vetting, misconduct and misogyny in the police service and the recommendations it made; Nottinghamshire Police had been graded as 'good'

Following the Commissioner's update, she gave her thanks to the outgoing Chief Constable whom she believed had left a legacy for the incoming Chief Constable. In particular, she highlighted the Chief Constable's impact around cutting crime, catching criminals and creating a force in which people wanted to work, noting particularly how the workforce had become more representative of Nottinghamshire's communities.

Members of the Panel asked questions about the requirement for police officers to wear body-worn videos following a historical incident where officers had entered a property without deploying body-worn video devices and had been the subject of misconduct proceedings. Panel members were assured that the wearing of body-worn devices was now embedded practice but that it was an officer's choice when to turn the camera on.

The Commissioner informed the Panel that she had recently visited the Operation Compass team in Nottingham city centre, which formed part of a multi-agency response to homelessness. She stated she had been shocked by the number of rough sleepers with substance misuse and mental health issues. The Commissioner noted that it was important for Nottinghamshire Police to work closely with partners to tackle issues and help people get support.

Members of the Panel raised concerns about the low conviction rates for sexual violence and abuse. The Commissioner responded by stating that a new board would be in place by early 2023 to bring relevant partners together and facilitate a joined-up approach.

The Panel referred to the new Nottinghamshire Criminal Justice Partnership Board and queried a new approach to police cautions launching in 2023, court backlogs and their impact on victims. The Commissioner stated she could provide an update on the Criminal Justice Assurance Partnership to the Panel at its next meeting.

The Commissioner informed the Panel that the introduction of 'Chat with Caroline' had received positive feedback. It was noted that information regarding the next 'Chat with Caroline' would be advertised in doctors' surgeries and the Commissioner's newsletter so that those without access to social media would be informed of the next event. It was noted that if any member of the public wished to raise something that could be dealt with in advance of the 'Chat with Caroline' session, then it would be.

Following the Commissioner's update, members of the Panel were pleased to note the work of the Divert Plus Custody Intervention which enabled children to have access to language and speech therapy.

A member of the Panel mentioned the recommendations published following the inspection of vetting, misconduct and misogyny in the police service by HMICFRS. Members asked about the assurance the Commissioner had received from the Chief Constable about the position in Nottinghamshire regarding this and a separate national online survey of officer experience which raised concerns about levels of sexual harassment and assault. The Commissioner stated that whilst the inspection had rated Nottinghamshire Police as good, she was proactively reviewing and scrutinising the force's response to all the local and national recommendations through her Accountability Board. Members also asked about the culture within the force and whether officers would be confident making complaints about any unacceptable behaviour displayed by colleagues.

The Panel raised concerns about progress against the action in the Commissioner's 'Make Notts Safe' plan to improve the response to mental health and multiple complex needs. The Commissioner stated that although the police had a duty to keep people safe, it was not always the right service. The Commissioner added that she had met with the Director of the Integrated Care Board to emphasise the matter was not the police's responsibility and that she would continue to work with partners to reiterate this.

Members of the Panel also sought assurance about measures to protect the mental wellbeing of police employees. The Panel was advised that Nottinghamshire Police provided access to wellbeing support services including counselling for dealing with traumatic events, wellbeing champions and mental health first aiders.

The other action against which no progress was showing was the commissioning and implementation of a targeted youth outreach programme. The Commissioner explained that responses to an initial attempt to commission this service did not fit what was required. It was therefore necessary to carry out engagement work with prospective providers before attempting to re-tender.

The session concluded with members asking whether the cost of living crisis had affected the Commissioner's priorities. It was recognised that these situations could lead to increases in acquisitive crime; the Commissioner stated that in the first instance the Chief Constable would determine how these offences should

be dealt with operationally but provided reassurance that she was always reviewing the Make Notts Safe Plan.

RESOLVED 2022/031

1. That the Police and Crime Commissioner's update report be noted.
2. That the Commissioner's next report to the Panel should include an update on the Local Criminal Justice Assurance Partnership.
3. Details around vetting to be brought to a future meeting of the Panel.
4. A request was made for the Panel to receive a report on complaints about the force.

7. PERFORMANCE UPDATE TO SEPTEMBER 2022

Members' attention turned to the performance report, which provided information to September 2022.

The Police and Crime Commissioner summarised the positive exceptions in the report, highlighting:

- An 8.2% reduction in burglary, which was higher than the regional and national averages.
- Reporting of domestic abuse and sexual offences had increased, which survey work indicated was because of increased confidence in reporting rather than an increase in incidents.
- Integrated offender management work had led to a 70% reduction in reoffending risk.
- Despite increased demand call answering performance remained strong with low abandoned call rates.
- The number of deployable police officers had increased by 9.9%.
- Ongoing compliance with the Victims Code of Practice had improved.

The following negative exceptions were also highlighted:

- The number of first-time entrants into the youth justice system across Nottinghamshire had increased by 25% so a task and finish group, which would include the Nottingham City Youth Justice Management Board, was being set up to explore strengthening diversionary activity and increased use of out of court disposals.
- In line with the national trend, there had been an increase in violent knife crime; the Commissioner was committed to a long-term approach with the Violence Reduction Unit and work was taking place to tackle possession of weapons.
- The proportion of respondents to the Police and Crime Survey stating they had confidence in the police had further deteriorated.

During the meeting, the Chief Constable indicated that recent statistics published by the Home Office showed a reduction of knife crime in Nottinghamshire.

Panel members recognised the difficulty in identifying a baseline against which to assess the performance because of the pandemic and asked whether the current rates indicated a return to a normal position to create an updated baseline. The Commissioner explained that more crime was being reported which meant that there was more work for officers compared to the height of the coronavirus pandemic. While lower levels of victim-based crime were being recorded, there had been increases in other types of crime, including online fraud.

A query was raised about figures reported on the number of police officers listed in the report as the number of deployable officers exceeded officer service strength.

Members of the Panel raised concerns about the increase in violent knife crime and first-time entrants into the youth justice system. Members asked what assurance the Commissioner could provide that those services commissioned through the Violence Reduction Unit were achieving their objectives and about the way in which they were being monitored. The Commissioner assured the Panel that the Violence Reduction Unit was subject to regular monitoring. Some members expressed concern that there did not seem to be any deterrent for knife crime given the number of incidents committed during the daytime in the city centre.

The Commissioner referred to commissioned work to support getting young people into employment. It was suggested by a Panel member that schools needed to become more open to partners of the Police and Crime Commissioner visiting to help prevent crime from happening. A member also suggested that more opportunities for girls needed to be available so they could access hobbies which would also help prevent them from committing crime.

Questions were raised about the Commissioner's ambition to increase confidence in policing. The Commissioner stated that it had been highlighted as a priority for the incoming Chief Constable, she also highlighted focus group and survey work being undertaken.

The Panel raised concerns that within the sub-categories of hate crime, there had been increases in reported crimes relating to sexual orientation, transgender and alternative subculture of +10.5%, +10.9% and +37.5% respectively. The Police and Crime Commissioner stated that despite the increase, it showed that more people had felt confident reporting hate crime to the police. She added that she was pleased to note that 82% of those who had reported hate crime had been pleased with the response from Nottinghamshire Police. The Chief Executive of the Office of the Police and Crime Commissioner stated that it was important for people to report hate crime as the statistics would help influence future commissioning and resource allocation.

RESOLVED 2022/032

1. That the Police and Crime Commissioner's performance update report be noted.

2. That an addendum be produced to clarify:

- Figures for rates of violent knife crime.
- The number of deployable officers, officer service strength and the number of full-time employees.

8. **POLICE AND CRIME COMMISSIONER'S GOVERNMENT GRANT INCOME 2022-25**

15:44 – Mayor Abrahams left the meeting and did not return

The Chief Executive of the Office of the Police and Crime Commissioner presented the report which provided an overview of the grant income the Police and Crime Commissioner had received from Government departments for 2022-3 to 2024-5.

The Panel was informed that the commissioning budget for 2022-3 was £12.4m and that this included PCC and local partner funding. It was noted that the Office of the Police and Crime Commissioner was responsible for commissioning around sexual violence. It was explained that the budget was evenly split across the Make Notts Safe Plan's Preventing, Responding and Supporting objectives.

It was noted that the Office of the Police and Crime Commissioner handled a number of time-limited grants which were due to finish over the next three years. Only the Ministry of Justice Victims' Services Grant, currently £1.35m a year, which was a long-standing annual grant that was expected to continue beyond March 2025.

The Chief Executive noted that the expiration of time-limited grant funding would more than halve the total commissioning budget. As such, unless continued or alternative funding was confirmed, there were likely to be adverse implications for the delivery of local services.

It was noted that the Police and Crime Commissioner would work with partners both to build Nottinghamshire's capacity to prevent crime and to mitigate the risk of potential funding loss by:

- Taking a whole systems approach to assessing needs and prioritising support and other functions to be provided.
- Monitoring demand for support and flow through services.
- Conducting needs assessments where appropriate to inform re-commissioning approaches.
- Managing contract lifetimes to ensure maximum flexibility to accommodate adaptations in funding.
- Scaling back or de-commissioning services to fit budgets, redesigning wider services where necessary to fit budgets, whilst ensuring that services continue to be safe and meet the needs of the most vulnerable.
- Co-commissioning redesigned services where necessary to meet the budget available.

Members were assured about the governance arrangements around grant funding, including the internal controls and reporting spending through the Joint Independent Audit Committee. The Chief Executive also noted that, as well as using data to influence commissioning priorities, the Commissioner was also working with victims and survivors.

RESOLVED 2022/033

That the report be noted.

Before the meeting closed, the Chairman said farewell to the outgoing Chief Constable. On behalf of the Panel, the Chairman thanked the Chief Constable for his hard work including the briefings he had provided and for bringing a new vision and vigour to Nottinghamshire Police. The Panel wished the Chief Constable good luck in his new role as Chief Constable of West Midlands Police.

The Chief Constable thanked the Panel for its kind words, challenge and support.

The meeting was closed at 3.59pm.

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

7 February 2023

WORK PROGRAMME

Purpose of the Report

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

Information and Advice

3. 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 Chief Executive of the Office of the Police and Crime Commissioner (OPCC).
4. Discussions take place with the Chair and Vice-Chair and the OPCC to schedule future agenda items as appropriate. Suggestions about future agenda items are welcome from Members and the PCC at any time.

Dates of future meetings – 2023/24 municipal year

5. The following dates are proposed for the 2023/24 municipal year:

Monday 5 June 2023 (already agreed)	2pm
Monday 25 September 2023	2pm
Monday 20 November 2023	2pm
Wednesday 24 January 2024 – Budget Workshop	10.30am
Tuesday 30 January 2024 – Budget Workshop	10.30am
Monday 5 February 2024 – Budget Meeting	2pm
Monday 18 March 2024	2pm
Monday 17 June 2024 - AGM	2pm

Other Options Considered

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

Reasons for Recommendation/s

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

RECOMMENDATIONS

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

- 2) That the following dates be agreed for the Panel's meetings in the 2023/24 municipal year:

Monday 5 June 2023 (already agreed)	2pm
Monday 25 September 2023	2pm
Monday 20 November 2023	2pm
Wednesday 24 January 2024 – Budget Workshop	10.30am
Tuesday 30 January 2024 – Budget Workshop	10.30am
Monday 5 February 2024 – Budget Meeting	2pm
Monday 18 March 2024	2pm
Monday 17 June 2024 - AGM	2pm

Background Papers and Published Documents

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

For any enquiries about this report please contact:

Jo Toomey, Advanced Democratic Services Officer, Democratic Services,
Nottinghamshire County Council
jo.toomey@nottscc.gov.uk Tel: 0115 977 4506

**Nottinghamshire Police and Crime Panel Work Programme
(as at 19 January 2023)**

<u>Agenda Item</u>	<u>Brief Summary</u>
27 March 2023	
Data quality and crime recording	The Panel will receive an overview of the work undertaken in response to recommendations from the PEEL assessment regarding data quality
Police and Crime Commissioner's update	The Panel will review any actions taken by the Commissioner and progress against the Make Notts Safe Plan
Performance update	The Panel will also consider the Commissioner's response to the key performance issues within the Force
5 June 2023 – Annual Meeting	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the next municipal year
Review of Balanced Appointment Objective	The Panel will review its membership to see whether any actions are required in order to meet the requirements for: <ul style="list-style-type: none"> • the membership to represent all parts of the police force area and be politically balanced • members to have the skills, knowledge and experience necessary
Complaints Annual Report	An overview of complaints made against the Police and Crime Commissioner during 2022-23
Commissioner's update on Force complaints	The Commissioner will update the Panel on key trends and themes from those Force complaints she has reviewed
Safer streets	The Panel will receive a report and presentation giving an overview of the different phases of Safer Streets projects
Police and Crime Commissioner's update	The Panel will review any actions taken by the Commissioner and progress against the Make Notts Safe Plan
Performance update	The Panel will also consider the Commissioner's response to the key performance issues within the Force
September 2023	
Police and Crime Panels Annual Report 2022/23	Members will consider the Panel's draft annual report for 2022/23
Police and Crime Commissioner's Annual Report	The Annual Report of the Police and Crime Commissioner giving an overview of activity and outcomes in 2022-23
Make Notts Safe Plan refresh	The Commissioner will present her refreshed 'Make Notts Safe' Plan
Police and Crime Commissioner's update	The Panel will review any actions taken by the Commissioner and progress against the Make Notts Safe Plan
Performance update	The Panel will also consider the Commissioner's response to the key performance issues within the Force

November 2023	
Divert Plus	The Panel will receive a presentation giving an overview of the Divert Plus programme
Review on scrutiny work	The Panel will receive an overview of the Independent Community Scrutiny Panel and the work it is undertaking
Police and Crime Commissioner's update	The Panel will review any actions taken by the Commissioner and progress against the Make Notts Safe Plan
Performance update	The Panel will also consider the Commissioner's response to the key performance issues within the Force
Informal Budget workshop 1	
Budget proposals	The Police and Crime Commissioner will informally present her precept and budget proposals to the Panel
Informal Budget workshop 2	
Budget meeting - question preparation	Panel members will consider the precept and budget information produced by the Commissioner and develop questions
February 2024	
Proposed Police precept and budget	To consider the Commissioner's proposed Council Tax precept
Police and Crime Commissioner's update	The Panel will review any actions taken by the Commissioner and progress against the Make Notts Safe Plan
Performance update	The Panel will also consider the Commissioner's response to the key performance issues within the Force
March 2024	
Police and Crime Commissioner's update	The Panel will review any actions taken by the Commissioner and progress against the Make Notts Safe Plan
Performance update	The Panel will also consider the Commissioner's response to the key performance issues within the Force
June 2024 – Annual meeting	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the next municipal year.
Review of Balanced Appointment Objective	The Panel will review its membership to see whether any actions are required in order to meet the requirements for: <ul style="list-style-type: none"> the membership to represent all parts of the police force area and be politically balanced members to have the skills, knowledge and experience necessary
Complaints Annual Report	An overview of complaints made against the Police and Crime Commissioner during 2022-23
Police and Crime Commissioner's update	The Panel will review any actions taken by the Commissioner and progress against the Make Notts Safe Plan
Performance update	The Panel will also consider the Commissioner's response to the key performance issues within the Force

For Information & Decision	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	7 February 2023
Report of:	Commissioner Henry (PCC)
Report Author:	PCC CFO, CC CFO & PCC Head of Strategy & Performance
E-mail:	ExecutiveSupport@notts.police.uk
Other Contacts:	None
Agenda Item:	5

POLICE AND CRIME COMMISSIONER'S PRECEPT & BUDGET 2023-24

1. Purpose of the Report

- 1.1 Under Schedule 5 of the Police Reform & Social Responsibility Act 2011 the Nottinghamshire Police & Crime Panel (the Panel) must review the Police & Crime Commissioner's (the Commissioner) proposed police precept and report on it. The Panel are required to make a decision in respect of the proposed increase to Council Tax for 2023-24.
- 1.2 Supplementary papers are provided to assist the Panel in their consideration of the precept proposal.

2. Recommendations

- 2.1 That the Panel uses its powers in accordance with The Police Reform and Social Responsibility Act 2011 and The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 to review and make recommendations regarding the Commissioner's proposed Police Precept for 2023-24.
- 2.2 That the Panel support the proposed increase in Band D council tax of £14.94 to £269.19.

3. Reasons for the Recommendations

- 3.1 To comply with the responsibilities of the Panel as prescribed by the legislation.
- 3.2 Proper financial governance.

4. Background Information

- 4.1 The Commissioner has proposed an increase in the Police Precept of £14.94 for Band D properties for 2023-24. Details of the proposal are attached to this report at **Appendix 1 (incl appendices A and B) and Annexes A to D.**
- 4.2 At its meeting on 7 February 2023 the Panel will review the Precept proposal and undertake its statutory duties.

5. Human Resources Implications

- 5.1 The budget provides for police officers, PCSOs and staff in accordance with the workforce plans.

6. Equality Implications

- 6.1 The Commissioner's decisions and strategic direction are fully compliant with the Equality Act 2020

7. Risk Management

- 7.1 These reports set out clear principles to limit any financial or operational risks related to the budget, including risks that relate to the future financial resilience of the service balanced against service demands, over the next five years. The robustness of the estimates is considered by the CFOs and a specific section is included in the budget report.

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

- 8.1 This complies with statutory reporting and decision-making requirements. These reports also provide evidence of good financial governance.

9. Changes in Legislation or other Legal Considerations

- 9.1 These reports comply with financial legislation, specifically the Police Reform and Social Responsibility Act 2011 and The Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.

10. Details of outcome of consultation

10.1 The details on the consultation with the public on the precept has been included within the report at Appendix B. The Joint Independent Audit Committee has been sent a copy of this report.

11. Appendices

Appendix 1 – The Commissioner's report to the Panel

Appendix A – Precept Report 2023-24

Appendix B – Public Consultation Report

Other papers provided for information:

Annex A – Draft Revenue Budget Report 2023-24

Annex B – Draft Capital Programme 2023-28

Annex C – Draft Financial Strategy & Medium-Term Financial Plan 2023-28

Annex D – Draft Reserves Strategy 2023-28



NOTTINGHAMSHIRE POLICE & CRIME COMMISSIONER

REPORT TO THE POLICE & CRIME PANEL POLICE PRECEPT 2023-24

1. Introduction

1.1 My proposals for the Police Precept 2023-24 reflect the priorities set in my *Make Notts Safe Plan 2021 – 2025*:

- Preventing crime and protecting people from harm;
- Responding efficiently and effectively to community needs and;
- Supporting victims and survivors, witnesses and communities

1.2 The opportunity for the people of Nottinghamshire to engage in budget consultation has been via three separate streams, ongoing consultation, focus groups and an online survey in January/February 2023 following the increase to the precept referendum threshold from £10 to £15 per band D. The outcome of all of these is analysed in appendix B attached. My precept proposal for 2023-24 reflects careful consideration of the views expressed in response to my consultations.

2. Government Grant

2.1 The Provisional Police Grant Report accompanied by a Written Ministerial Statement was laid before Parliament on 14 December 2022.

2.2 The core grant for Nottinghamshire is now £154.0m, an increase of £0.5m. In addition, a ringfenced allocation of £4.9m is available to Nottinghamshire upon maintaining the uplift officers target number of 2,387, although specific grant conditions are not yet known. The pension top up grant allocation (£2m) has been maintained in 2023-24 at the same level as for 2022-23, as have Legacy Council Tax Grants of £9.7m.

2.3 The Minister confirmed the precept referendum limit to allow an increase up to an additional £15 per annum for a Band D property, without the need to call for a local referendum. This was previously announced to be £10 but was increased in recognition of policing needs to balance budgets and deliver on key priorities.

2.4 The Minister's statement sets out the national priorities for 2023-24 which include:

- ☐ continuing to invest in critical priority areas including serious violence and drugs programmes that prevent crime and help keep communities safe;
- ☐ funding to improve the criminal justice system and support victims;
- ☐ and continued investment in Major Law Enforcement programmes to ensure police forces have effective IT capabilities.

2.5 Following the cessation of capital grant funding to PCCs in 2022-23 there is no capital grant allocated to PCCs in 2023-24, the £105m budget available will be redistributed as part of wider reallocations.

2.6 The Minister's statement does not refer specifically to the timing of the Core Grant Distribution Review (funding formula review), although it is my understanding this work is continuing. The Medium-Term Financial Plan (MTFP) therefore includes a prudent estimate of what additional core grant funding could be allocated to Nottinghamshire from 2025.

2.7 The provisional settlement is subject to consultation, and I have written to the Home Secretary and the Minister of State for Crime, Policing and Fire expressing my views of the provisional grant settlement and to set out information on how the Force is prioritising the budget, delivering efficiencies, and driving productivity improvements.

3. Council Tax

3.1 Council Tax receipts are based upon a 1.4% increase in the Council Tax base, this reflects the position received to date from the City and District Councils, our budget assumption had been 1.5% so the actual is just a little under the forecast.

3.2 The government published its approach relating to Council Tax referendum principles for 2023-24 as part of its Spending Review in October 2021. In all three years from 2022-23 PCCs were to be allowed to increase band D bills by as much as £10. In the Provisional Grant Report in December 2022 this was increased from £10 to £15. Whilst I welcome the additional precept flexibility, I am mindful that this places further burden on taxpayers particularly when households are already facing incredible financial pressures.

3.3 Due to the pressure on the budget and informed by the views of local people, I propose an increase in the police precept of £14.94 for 2023-24. More detailed information is included in the precept report at appendix A. The precepts for Band A and Band B (collectively representing some 60% of the tax base) would be:

- ☐ Band A £179.46; an increase of £9.96 per annum
- ☐ Band B £209.37; an increase of £11.62 per annum

3.4 My MTFP is based upon annual council tax increases of £9.99 per annum per Band D property in 2024-25 and then a 3% per annum increase in 2025-26 onwards.

4. Total Income and Funding

4.1 Total income included in the draft budget and projections for the subsequent four years are shown in **Table 1** below.

Core Income & Funding	2023-24	2024-25	2025-26	2026-27	2027-28	Assumptions
	£m	£m	£m	£m	£m	
Core Police Grant	154.0	159.8	161.0	161.0	161.0	23-24 PUP grant added to core. Assumed flat cash amounts thereafter
PUP grant	4.9	0.0	0.0	0.0	0.0	
C.Tax Legacy	9.7	9.7	9.7	9.7	9.7	Fixed amount
Funding Formula Review			2.0	4.0	5.0	Gains phased – floors & Ceilings
Pension Top-up Grant	2.0	2.0	2.0	2.0	2.0	Fixed Amount
Precept	89.6	94.3	98.6	103.0	107.7	£15, £10, then 3% increases, taxbase 1.5% p.a. increase
Transfer from reserves	1.5	0.4	0.4	0.5	0.5	
Total	261.7	266.2	273.7	280.2	285.9	

Table 1

5. Expenditure Plans

5.1 Total spending in 2023-24 has increased in the face of significant internal and external cost pressures.

5.2 The budget is summarised in Table 2 and described below.

Net Revenue Expenditure	2023-24	2024-25	2025-26	2026-27	2027-28	Assumptions
	£m	£m	£m	£m	£m	
Pay	208.1	215.2	220.5	226	231.2	2% in 23-24, then 2.5%
Non-Pay	79.4	81.5	83.3	85.2	87	Blended*, 5.5%, 2.7% then 2.2% p.a.
Specific Income	-24.8	-25.4	-25.9	-26.4	-27	2% p.a.
Use of Asset Reserve	-1.6	0.3	1.7	-1.9	-0.3	Planned use to smooth replacement ICT cost
Direct Revenue Funding of Capital	0.6					Reduces ongoing capital financing charges
Total	261.7	271.6	279.6	282.9	290.9	

Table 2

5.3 The draft 2023-24 budget has been compiled following a rigorous review by budget holders, a review of workforce plans, and assumptions built in for unknown factors such as

pay awards. Some £19m of budget pressures were identified during the budget review, c£13m on staff related budgets including pay awards, increments, restructures and pension contribution rate changes, c£2m contract and insurance price increases, and c£4m relating to inflation.

5.4 The budget proposals include provision for specific grants in the OPCC such as victims' services £1.3m, VRU £1m (Violence Reduction Unit), CADA £0.4m (Children Affected by Domestic Abuse), Safer Streets £1m and Youth Endowment Fund of £0.8m to name a few, with corresponding expenditure budgets included. Provision for crime & disorder reduction grants and commissioning is maintained at £4.2m.

5.4 The Chief Constable's 2023-24 budget includes £128.4m for police officer pay (including maintaining the uplift target number of officers at 2,378) and £6m for PCSO pay. The Police Uplift Programme (PUP) was to increase police officer numbers by 20,000 nationally by March 2023. The £4.9m ringfenced PUP grant is directly related to maintaining officer numbers at the PUP target level, or risk losing a proportion of the grant. The force is in a good place having already achieved the target number and the budgeted work force plan ensures this is maintained.

6. Savings and Efficiencies

6.1 Some £4.7m of savings and efficiencies have been identified and included in the proposed budget. This includes £1.9m of efficiencies from exiting the Multi Force Shared Services which has resulted in in-house teams being re-established which will allow greater autonomy over processes and therefore the ability to drive out efficiencies.

6.2 £1.3m has been identified in ICT budgets, the majority of this has come from challenging current and new contract provision in terms of volume activity, ensuring we are not paying for services/modules we no longer use, modifying the number of user licenses to match our actual demand, and were possible negotiating additional discounts on contracts.

6.3 A reduction in premises costs of £0.3m has been identified due to rationalisation of the estate, and £0.4m of transport savings from exiting the PFI. Other savings and efficiencies of some £0.7m include reduced recruitment campaign costs, reduced uniform and overtime costs, and a reduction in collaborations that are poor value for money.

6.4 I have also requested a value for money and efficiency plan from the Chief Constable. This will be included in the final iteration of the Financial Strategy.

7. Service Impact

7.1 The draft budget for 2023-24 shows a balanced budget, based upon a council tax increase of £14.94 per band D property, and some use of reserves. Final information on the collection fund surplus and deficits is not yet confirmed.

7.2 It is clear that use of reserves will be necessary to balance the budget beyond 2023-24, i.e. in the MTFP. Efficiencies will also need to be identified to reduce the expenditure budget in the MTFP, and to a greater extent if additional income is not forthcoming, e.g. from the formula funding review.

7.3 Plans for 2023-24 include:

- ☐ Maintaining Police officer numbers at 2,378, and PCSOs at 150.
- ☐ Maintaining staff establishment at c1,400 with a 3.5% vacancy factor included.
- ☐ Safeguarding the £4.2m budget for Grants and Commissioning to continue the vital work to support victims and prevent crime, help people feel safe and protect them from becoming victims of crime. Launch a new victim CARE service.
- ☐ Ensure new legal requirements being placed on us are planned for even when no new funding is available, such as changes to the Out of Court Disposals framework currently estimated to be a pressure of c£0.3m.
- ☐ Investing in capital projects to; ensure officers and staff have the right tools for the job e.g. appropriate ICT; ensure the vehicle fleet is fit for purpose; make provision for environmental projects to achieve a reduced carbon footprint (a review of opportunities is scheduled to take place) and deliver on the net zero target.
- ☐ Continuing to maximise new funding opportunities to target specific activity and benefit as many people as possible.

7.4 Further detailed information on revenue and capital expenditure plans, and risks and reserves is within the attached annexes.

8. Council Tax Proposal

8.1 My proposed Council Tax increase for 2023-24 is £14.94. This is £269.19 for a Band D property. With this increase, Council Tax provides £4.9m more funding than in 2022-23 (excluding any increase in the tax base).

8.2 The Police and Crime Commissioner's share of council tax is shown in table 3 below. This illustrates the impact of a £14.94, 5.9% increase. The additional cost to some 60% of Nottinghamshire council tax-payers would be 22 pence per week or less.

Council Tax Band	Proportion of Band D	2022/23 Council Tax	£14.94 Annual Increase to Band D	Proposed 2023/24 Council Tax	% increase	Pence per week increase
A	6/9	£169.50	£9.96	£179.46	5.9%	£0.19
B	7/9	£197.75	£11.62	£209.37	5.9%	£0.22
C	8/9	£226.00	£13.28	£239.28	5.9%	£0.26
D	9/9	£254.25	£14.94	£269.19	5.9%	£0.29
E	11/9	£310.75	£18.26	£329.01	5.9%	£0.35
F	13/9	£367.25	£21.58	£388.83	5.9%	£0.42
G	15/9	£423.75	£24.90	£448.65	5.9%	£0.48
H	18/9	£508.50	£29.88	£538.38	5.9%	£0.57

Table 3

Caroline Henry

The Police and Crime Commissioner for Nottinghamshire

27 January 2023



**NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER**

Precept 2023-24

January 2023

The Police & Crime Commissioner's

Precept 2023-24

Letter from the Home Secretary and the Minister

In announcing the Provisional Settlement figures for Police Grant the Home Secretary and the Minister has made the following comments:

- Funding nationally for Policing will increase by £287m to £17.2B.
- Up to £523m available to PCCs if precept is maximised, with £275m ringfenced for PUP target maintenance.
- Precept flexibility increased to £15, from £10 in SR2021, on Band D properties, raising £349m nationally if all Commissioners take this up.
- Continued support to cover the increase in pension costs, and legacy council tax grants.
- Continued support for National programmes, £1.1B.
- Continued focus on efficiency and productivity.

Introduction

Considering the budget requirement and opportunity made available by the Minister the Nottinghamshire Police & Crime Commissioner is proposing a precept increase of £14.94 for the 2023-24 financial year.

This increase in the precept supports the budget report and Commissioner's commitment to maintaining the increase in police officer numbers in our neighborhoods. The priorities of the revised Police and Crime Plan - the 'Make Notts Safe Plan', are fully reflected in our spending plans and include:

- Serious violence and knife crime
- Violence against women and girls
- Neighborhood crimes, including burglary, vehicle crime robbery and rural crime
- Other high harm offences, such as modern slavery, exploitation, and abuse

The Commissioner also supports Victims Services through formal contracts and grants with the third sector, these are seen as having growing importance and additional funding for their activities has been provided for.

This budget reflects the Police & Crime Plan for 2023-24.

Government Assumptions

In 2021 the spending review announcement provided more detail than usual as to what could be expected in a 3 year high level settlement. It was announced that there would be further precept freedoms of up to £10 on a Band D property for the next 3 years, along with increased certainty regarding overall grant levels. The Government intention for this was to ensure adequate resources to deliver the national uplift programme, fund employers national insurance increases (subsequently reversed) and provide for a pay award.

In providing the provisional grant settlement figure in December 2022 the Government has made certain assumptions in relation to the total funding available for Policing.

Firstly, it provides additional resource to the main police grant for the national uplift of 20,000 officers. This increase is in a ringfenced grant and is therefore unclear where this will be included in future years, it is assumed it will be included in the core grant in future. The planning assumption is for target officer numbers to be maintained in 2023-24.

Secondly, the £10 precept freedom previously indicated is increased to £15. The Home Office have commented that the increase is in recognition of policing needs to balance budgets and deliver on key priorities, with a focus on how the Force is prioritising the budget, delivering efficiencies, and driving productivity improvements.

Future outlook

We are in unprecedented times all of which have a major impact on the Government funding available for the public sector. It is reassuring to hear that Policing remains a priority, but this is alongside the NHS, teachers, and others applying pressure for an increase in pay, the cost and repayment in relation to the national debt arising from COVID. Global and national issues impacting on economic circumstances will undoubtedly put pressure on departmental expenditure limits in the coming year. Inflation at 10.5% (CPI) as at December 2022 and a recession forecast all makes for a fairly bleak outlook for public spending in the years ahead.

The Government remains committed to being able to balance the budget and reduce borrowing. The increased borrowing for COVID and more recent initiatives such as the support schemes for energy bills, against an economy that is in a recession, means that the repayment period for borrowing is likely to be longer term.

In recent years the Home Office has relied on Police and Crime Commissioners to take advantage of Council Tax freedoms and set above inflation increases to cover some of the inflationary costs no longer provided for within the Policing Grant, for 2023-24 the maximised precept of £15, 5.9%, is a below inflation increase.

There are positive signs with 5 out of the 8 District/City councils declaring a surplus on the collection fund, therefore an overall surplus on collection is estimated for 2023-24.

The impact on the council tax base, which last year saw the base increase by 1.92%, looks to be in recovery with this year's increase of 1.42% more in line with expectations.

The Government is also keen to ensure that it reaches its target of an additional 20,000 Police Officers by 2023. But there were worries that if this came without support for funding of future pay awards, inflation, pension increases and adequate funding for the major ICT programmes such as ESN (Emergency Services Network); then all that happens is that officers end up in non-policing roles, the 3 year funding announcement helps reduce those fears.

During the medium term there will be revaluations of the Police Pension Scheme. It is envisaged that this will have further impacts on the employers rate and therefore the funding available. The cost of the McCloud case being implemented will be met by the Treasury.

Supporting Reports

The Budget Report and the Financial Strategy and Medium Term Financial Plan on today's agenda details further the plans for 2023-24 and beyond.

The detailed draft budget for 2023-24, the draft Medium Term Financial Strategy, the draft Capital Programme and the draft Reserves Strategy, are provided for information purposes to the Police & Crime Panel. These have been compiled to support the Police & Crime Plan.

This report is based upon declared information provided by the Billing Authorities.

Process

When setting the budget and capital programme for the forthcoming financial year the Police & Crime Commissioner must be satisfied that adequate consideration has been given to the following:

- **The Government policy on police spending** – the issues highlighted earlier mean that the Treasury continues to face competing pressures from various departments. The grants provided to policing for 2023-24 provide for the additional police officers promised by the Prime Minister but is also predicated on maximum use of precept flexibility.
- **The medium term implications of the budget and capital programme** - the separate report sets out the Medium Term Financial Plan and an affordable capital programme, which is regularly reviewed and updated. This is now a key indicator of financial sustainability.
- **The CIPFA Prudential Code** - the separate Treasury Management Strategy covers the CIPFA Prudential Code, which evaluates whether the capital programme and its revenue implications are prudent, affordable and sustainable. The implications of borrowing to finance the unsupported element of the capital programme are incorporated within the proposed revenue Budget for 2023-24 and the Medium Term Financial Plan. This will be reviewed by the Audit Committee in February 2023 prior to publication.
- **The size and adequacy of general and specific earmarked reserves** - the current forecast of the general reserve at 31 March 2023 is £8.6 million. This is higher than the minimum 2% of NRE level in the approved reserves strategy and is considered by the Chief Finance Officer to be an adequate level for the year ahead. This is lower than the 5% guideline set by the Home Office. The Chief Finance Officer considers that all of the earmarked reserves set out in the Reserves Strategy are valid and continues to monitor them and their planned usage. This will continue into the medium term.
- **Whether the proposal represents a balanced budget for the year** - the assurances about the robustness of the estimates are set out in the budget report at annex A. The budget is in balance based upon an assumed £14.94 increase in the Police & Crime Council Tax Band D.
- **The impact on Council Tax** - this is covered in **Section 6** of this report.
- **The risk of referendum** – the threshold set for requiring a referendum is a £15 increase on the precept for all Police & Crime Commissioners. The proposed increase of £14.94 is below the level that would require a referendum, (further detail is provided in **Section 5**).

1. COUNCIL TAX BASE

- 1.1 For 2023-24 the Billing Authorities continue with the local Council Tax Support Schemes introduced in 2013-14. The Billing Authorities have considered the unemployment and benefits demographics and the likelihood of further non-collection when setting the tax base for 2023-24.
- 1.2 The Billing Authorities have therefore estimated an overall increase of 1.42% which is comparable to the expected increase, compared to last year's increase of 1.92%. Breakdown is shown below.

Local Council	2022/23 Tax Base	2023/24 Tax base	% Change
	No.	No.	%
Ashfield	34,052.70	34,428.30	1.10%
Bassetlaw	36,396.81	37,260.45	2.37%
Broxtowe	34,530.00	34,861.86	0.96%
Gedling	37,776.42	38,503.71	1.93%
Mansfield	30,557.30	30,778.70	0.72%
Newark & Sherwood	41,205.00	41,790.96	1.42%
Nottingham City	67,540.00	68,403.00	1.28%
Rushcliffe	45,387.60	46,068.40	1.50%
Total	327,445.83	332,095.38	1.42%

2. COLLECTION FUND POSITION

- 2.1 Each billing authority uses a Collection Fund to manage the collection of the Council Tax, for 2023-24 the overall surplus totals £0.3m after the spreading adjustment. A breakdown is provided in the table below:

Local Council	2022/23 Collection Fund surplus/(deficit)	2023/24 Collection Fund surplus/(deficit)
	£	£
Ashfield	48,039.00	44,415.00
Bassetlaw	58,453.00	330,883.00
Broxtowe	25,973.00	(56,839.00)
Gedling	0.00	115,875.00
Mansfield	284,274.51	56,478.98
Newark & Sherwood	267,321.40	(130,850.00)
Nottingham City	220,294.00	139,200.00
Rushcliffe	(51,762.00)	(199,352.99)
Total	852,592.91	299,809.99

3. GRANTS

- 3.1 The total core grant now stands at £170.6m, compared to £167.6m in 2022-23. £4.9m of the core grant is associated with the police officer uplift programme and is ringfenced, it is not yet clear what the full criteria for claiming this grant will be other than maintaining PUP target officer numbers (2,378 for Nottinghamshire).
- 3.2 Council Tax Legacy Grant is received by Commissioners for each Policing area. There is no change in the Legacy Grant for 2023-24 at £9.7m. This grant will be considered as part of the Funding Formula Review. The pensions top up grant is also maintained at £2.0m.
- 3.3 In addition to core funding there are specific grants which fund specific activity. They are included in both income and expenditure and net to nil in the budget.

4. CONSULTATION

- 4.1 The Nottinghamshire Police and Crime Commissioner (PCC) has a statutory duty under the Police Reform and Social Responsibility Act 2011 to obtain the views of local people and ratepayers' on budget and precept proposals and to consult and engage with local people on policing and in setting police and crime objectives.
- 4.2 In fulfilling these requirements, the Commissioner maintains a rolling programme of social research which is designed to obtain both a robust and representative sample of views from residents across Nottinghamshire, and more detailed qualitative insight from a diverse sample of informed residents in each Community Safety Partnership area (Focus Groups), and in this year an online survey to ensure the additional precept flexibility was consulted upon.
- 4.3 The full report on the consultation outcomes is contained in Appendix B.

5. COUNCIL TAX REFERENDUMS

- 5.1 The Localism Act 2011 requires authorities including Police & Crime Commissioners to determine whether their 'relevant basic amount of council tax' for a year is excessive, as excessive increases trigger a council tax referendum. The Secretary of State is required to set out principles annually, determining what increase is excessive. For 2023-24 the principles state that, for Police & Crime Commissioners, an increase of more than £15 in the basic amount of council tax between 2021-22 and 2023-24 is excessive.

For 2023-24 the relevant basic amount is calculated as follows:

Formula:

<u>Council Tax Requirement</u>	= Relevant basic amount of council tax
Total tax base for police authority area	

Nottinghamshire 2023-24 estimated calculation:

<u>£89,396,755.34</u>	= £269.19 (compared to £254.25 2022-23) (+£14.94)
332,095.38	

An increase of **£14.94** is **below** the threshold amount.

6. **RECOMMENDATION ON THE LEVEL OF POLICE & CRIME PRECEPT ON THE COUNCIL TAX**

- 6.1 As discussed in the Budget report resources have been allocated to support the police and crime plan. In assessing appropriate spending levels, consideration has been given to the significant unavoidable commitments facing the Police & Crime Commissioner, including the 20,000 uplift in Police Officer numbers nationally, pay awards and pension liabilities, and inflation. Due regard has been given to the overall cost to the local council tax payer. Consideration has also been given to the projected value of the available reserves and balances and the medium term financial assessment (both reported separately).
- 6.2 The Commissioners proposed spending plans for 2023-24 result in a Police and Crime Precept on the Council Tax of £269.19 for a Band D property, representing an increase of £14.94.
- 6.3 For calculation purposes the Council Tax for Precepting Authorities is always quoted for a Band D property. In Nottinghamshire the largest proportion of properties are in Bands A and B.

The impact per band is shown below:

Council Tax Band	Proportion of Band D	2022/23 Council Tax	£14.94 Annual Increase to Band D	Proposed 2023/24 Council Tax	% increase	Pence per week increase
A	6/9	£169.50	£9.96	£179.46	5.9%	£0.19
B	7/9	£197.75	£11.62	£209.37	5.9%	£0.22
C	8/9	£226.00	£13.28	£239.28	5.9%	£0.26
D	9/9	£254.25	£14.94	£269.19	5.9%	£0.29
E	11/9	£310.75	£18.26	£329.01	5.9%	£0.35
F	13/9	£367.25	£21.58	£388.83	5.9%	£0.42
G	15/9	£423.75	£24.90	£448.65	5.9%	£0.48
H	18/9	£508.50	£29.88	£538.38	5.9%	£0.57

- 6.4 To achieve a balanced budget and having regard for the provisional notification of grant income an increase in the Police & Crime Precept is required. This is on top of budget reductions and efficiencies included.

The overall Police & Crime Precept for 2023-24 is calculated as follows:

2023-24 Budget £m	
Draft Budget Requirement	261.7
Less income from:	
Core Police Grant	(154.0)
Legacy CT Grant	(9.7)
Pension Grant	(2.0)
Ringfenced PUP	(4.9)
Use of Reserves	(1.5)
Surplus on collection funds	(0.3)
Police Precept	<u>89.4</u>

Amounts to be raised in each billing authority area 2023-24:

Local Council	2023/24 Collection Fund surplus/(deficit)	2023/24 Council Tax Requirement	2023/24 Total amount due
	£	£	£
Ashfield	44,415.00	9,267,754.08	9,312,169.08
Bassetlaw	330,883.00	10,030,140.54	10,361,023.54
Broxtowe	(56,839.00)	9,384,464.09	9,327,625.09
Gedling	115,875.00	10,364,813.69	10,480,688.69
Mansfield	56,478.98	8,285,318.25	8,341,797.23
Newark & Sherwood	(130,850.00)	11,249,708.52	11,118,858.52
Nottingham City	139,200.00	18,413,403.57	18,552,603.57
Rushcliffe	(199,352.99)	12,401,152.60	12,201,799.61
Total	299,809.99	89,396,755.34	89,696,565.33

Collection Dates

The dates, by which the Commissioner's bank account must receive the credit in equal instalments, otherwise interest will be charged.

<u>2023</u>	£
19-Apr	8,969,656.00
25-May	8,969,656.00
03-Jul	8,969,656.00
04-Aug	8,969,656.00
11-Sep	8,969,656.00
17-Oct	8,969,656.00
21-Nov	8,969,656.00
<u>2024</u>	
03-Jan	8,969,656.00
05-Feb	8,969,656.00
11-Mar	8,969,661.33
	<u>89,696,565.33</u>

Nottinghamshire PCC Budget Consultation 2023

1. INTRODUCTION

- 1.1. The Nottinghamshire Police and Crime Commissioner (PCC) has a statutory duty under the Police Reform and Social Responsibility Act 2011 to obtain the views of local people and ratepayers' on budget and precept proposals and to consult and engage with local people on policing and in setting police and crime objectives.
- 1.2. In fulfilling these requirements, the OPCC maintains a rolling programme social research which obtains a robust and representative sample of views from Nottinghamshire residents on attitudes towards the precept for policing. In addition, the OPCC also commissioned independently facilitated focus groups in 2022 to obtain more detailed and informed qualitative insight from a diverse sample of residents in each Community Safety Partnership area and launched an open online poll to further canvas public opinion.
- 1.3. This paper presents headline findings from these respective sources and based on independent research undertaken between January 2022 and January 2023.

2. RESEARCH METHODS

- 2.1 Quantitative findings are primarily drawn from the Nottinghamshire Police and Crime Survey which obtained a robust and representative sample of views from 4,311 residents across Nottinghamshire over four quarterly waves of fieldwork in 2022. Sampling points for the survey are set at Lower Super Output Area level to ensure good geographical coverage, and was representative of the local population by age, gender, ethnicity, employment status and deprivation. The survey provided a margin of error of +/-3% at the 95% confidence level.
- 2.2 Qualitative findings are drawn from four independently facilitated focus groups held during the week commencing 15th and 20th December 2022. The focus groups covered each of Nottinghamshire's four Community Safety Partnership areas: Nottingham City; South Nottinghamshire; Bassetlaw, Newark and Sherwood; and Mansfield and Ashfield, and involved a combined total of 39 participants from a diverse range of backgrounds. The focus groups provided an opportunity to provide more technical details of the force's current financial position and areas of proposed spend in the event of an increase in the precept for policing.
- 2.3 To supplement these research methods and increase awareness of the precept proposals, the Commissioner also ran an online public poll between 13 January and 5 February 2023. The Commissioner will have regard to the feedback received within the online public poll as well as in the survey and focus groups. This will be incorporated into her ongoing accountability processes with the Chief Constable

3. RESIDENTS' PREPAREDNESS TO PAY MORE FOR POLICING

- 3.1. In 2022, the Police and Crime survey captured responses from 4,311 residents to the following question as part of a robust and representative consultation exercise:

Households in Nottinghamshire pay, on average, £254 a year towards policing as part of their Council Tax (Band D properties). The Police and Crime Commissioner can increase this amount by £10 this year, which would equate to an additional 83p per month per Band D household.

Please select one option only.

- Yes - I'm prepared to pay up to an additional £10 per year (£83p per month) for policing
- No - I'm not prepared to pay more for policing
- I Don't know - I need more information

Please explain your answer.

- 3.2. In 2022, the Police and Crime Survey found that (46.2%) of respondents across Nottinghamshire supported an increase in the precept for policing compared to 30.7% that did not. This represents a statistically significant difference (95% CI). Around a fifth of respondents (23.1%), however, stated that they needed more information to decide.
- 3.3. The overall proportion of respondents stating that they supported or did not support an increase in the precept saw no significant variation throughout the year (ranging from 44.9% to 47.4% and from 29.4% to 32.0% respectively). These results are not directly comparable to those obtained in 2021 due to practical revisions made to the question set in 2022 to take account of the government indicative precept threshold and an identified need to provide further information to residents to inform their decision-making¹.
- 3.4. Of those stating that they did not support an increase in the precept for policing, the most common reason was the cost of living crisis (27%), dissatisfaction with current levels of police visibility (14%) or dissatisfaction with a service they had received (13%).
- 3.5. In December 2022, the government confirmed its intention to increase the precept threshold to £15 per average (Band D) household. The Commissioner is committed to transparency in her consultation and engagement and she accordingly launched an online poll², which was undertaken between January 13th and 5 February 2023 to obtain views on proposals to increase the precept to the threshold level in 2023.

¹ Revisions were made to the question set in 2022 in order to take account of: the proposed precept threshold of £10 per average (Band D) household confirmed by central government for subsequent years in 2022 and; further information being provided on proposed areas of spend due to an increasing proportion of residents reporting that they required more information in order to answer the question (up from 21.7% in 2018 to 24.7% in 2022).

² <https://www.nottinghamshire.pcc.police.uk/Get-Involved/Consultations-and-Surveys/Police-Budget-202324-Consultation.aspx>

Figure 1: On average, households in Nottinghamshire pay £254 a year towards policing as part of their Council Tax. To what extent would you be prepared to pay more? Police and Crime Survey, 2022. Responses by Community Safety Partnership area

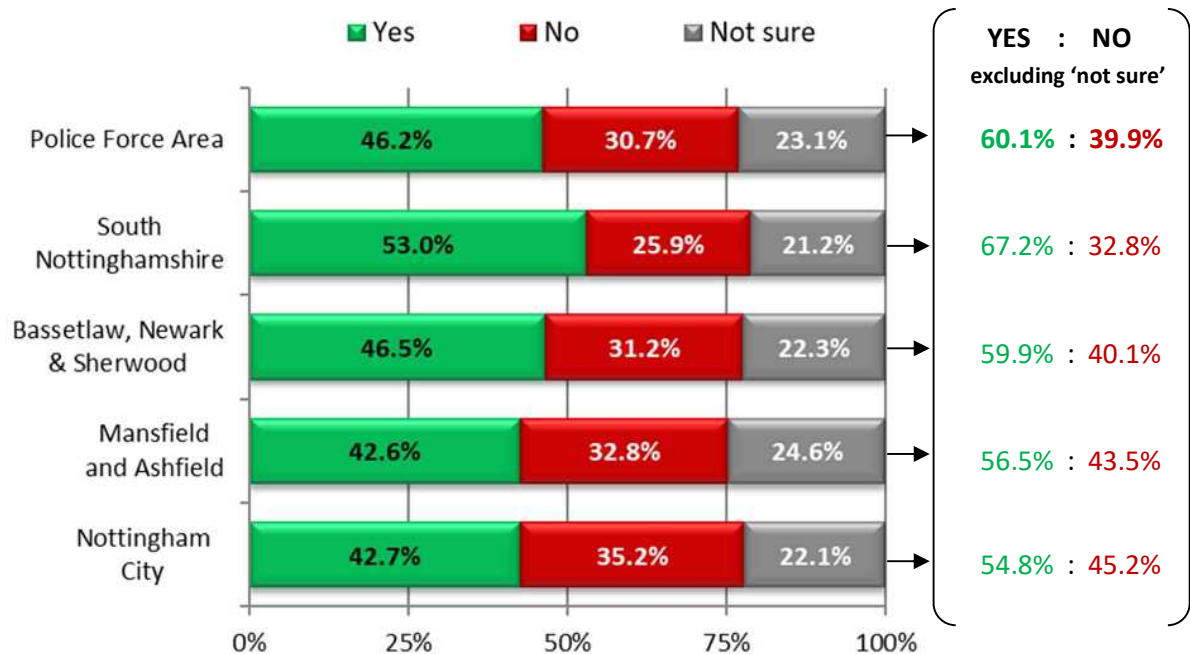


Figure 2: If you do not support an increase in the precept for policing, please explain your reason why. Police and Crime Survey, 2022

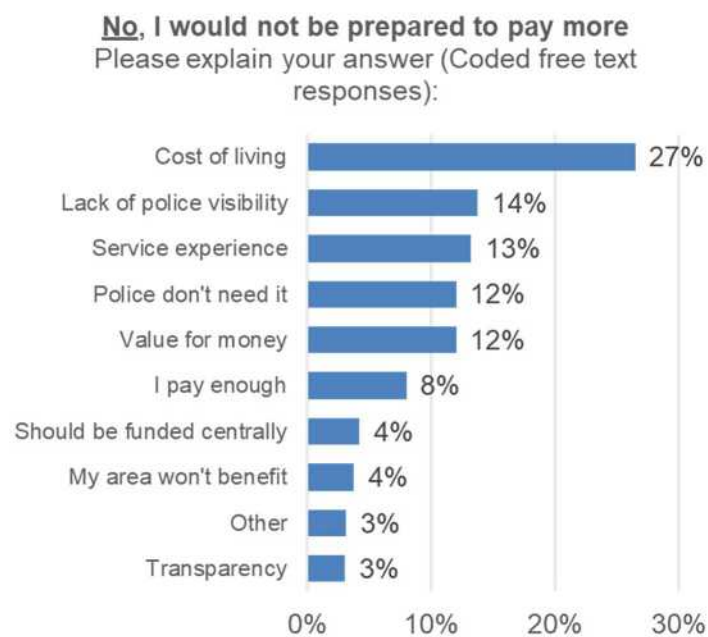
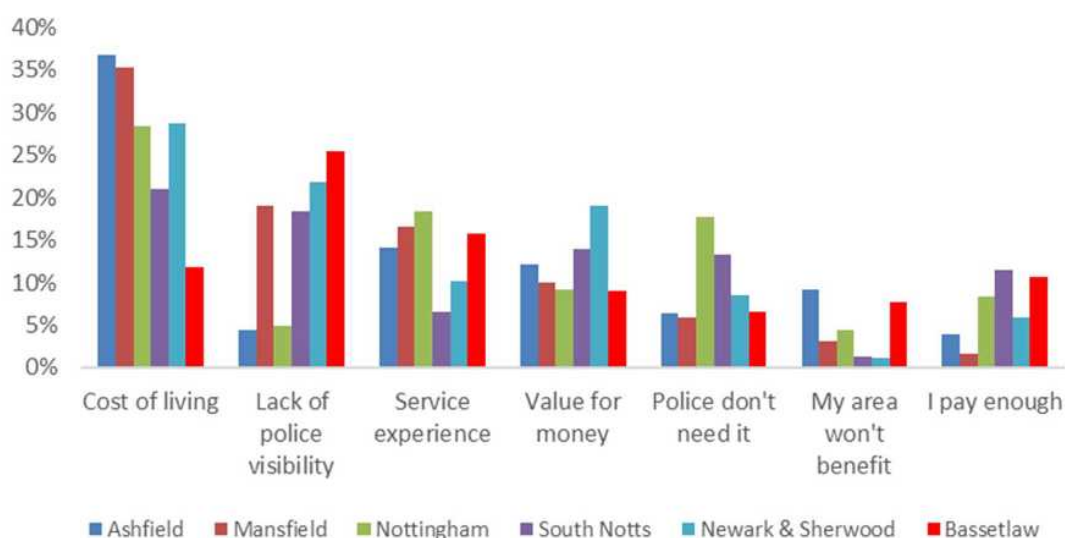


Figure 3: If you do not support an increase in the precept for policing, please explain your reason why. Results by local Authority area. Police and Crime Survey, 2022



5. NOTTINGHAMSHIRE PRECEPT FOCUS GROUPS 2022

- 5.1 Independently facilitated focus groups were also held in December 2022 with a view to providing a richer understanding of resident views on a proposed £15 increase in the precept per Band D household. Participants were recruited using a randomised telephone methodology in each of the four Community Safety Partnership areas. Quotas were set based on the local population including age, gender, and ethnicity. Twelve residents were recruited for each group to ensure a healthy attendance and account for the natural attrition. Each attendee was provided with a £35.00 payment to compensate them for any costs incurred and as a thank you for their participation. Incentives are distributed in line with the Market Research Society Code of Conduct to ensure an ethical and unbiased approach was being taken to engaging with them.
- 5.2 The sessions were informed by details of the force budget, efficiency savings and areas of anticipated spend. Participants considered the following precept scenarios and their implications for policing and delivery of the Nottinghamshire Police and Crime Plan:

- **Freeze in the Council Tax for policing:** The PCC would be unable to meet the costs of inflation and service demand cost pressures resulting in significant cuts in policing services, the loss of some frontline officers and staff and delays in the deployment of new technology to fight crime.
- **£5 increase per household in 2023/24:** Even with significant efficiency savings, this would require the force to make reductions in front line services to achieve a balanced budget. This would largely affect the number of PSCO and Staff Investigator roles employed across Nottinghamshire. Further front line reductions would also be required in subsequent years.
- **Increase to the threshold set by the government (expected to be £15 increase per household):** Combined with efficiency savings, this would enable the force to maintain current service standards in the short term. It is still likely that reductions in front line support staff would be required over the next 2 to 5 years to meet the costs of inflation and service demand pressures.
- **Increase of up to £24 per household in 2023/24:** An increase of up to £24 per household would off-set inflationary pressures and enable current service levels to be maintained in the short and medium term. To do this, however, the PCC would need to hold a referendum at an estimated cost of £1m.

- 5.3 All focus groups indicated strong support for an increase in the precept for policing, with 87% (34) participants supporting a £15 increase and 13% (5) stating that they did not. Among the respondents, many placed a high value on the police service and their local force and felt that it was an easy decision to make; some indicating that maintaining the current service levels at the very least, was a necessity.

“£15, £1.25 a month is less than a coffee each month, isn't it? I'd say go for the £15”

“I think going through a referendum is a waste of money. I don't think they'd even win that, especially with the current cost of crisis. I think £15 is a fair amount, I'd fall on that”

“Yes, to the £15; It's more important than the parish and the town council. The police are far more important and appreciated; definitely, yes to the £15 increase; I would pay more if it was needed”

“£15 a year more doesn't really bother me at all, not when you think about what they have to do and how hard it is getting these days; at the end of the day it's £1.25 a month”

- 5.4 In a number of cases, personal experience of the force and how they had been treated as a victim was an important driver to accepting the £15 increase.

“I'd say pay the £15, I think we've all clearly shared opinions that we've had to have some dealing with the police before, me personally I've had quite positive dealings with the police, they've been there when I've needed them and friends that have had quite bad things happen to them, and the police have always been there and dealt with it”

“I had a lot of dealing with them this year and they have been brilliant, if they need £15 more a year to maintain that service for victims, then it's an easy yes”

“Whenever I have needed them, they have been there for me and my family so any increase it worth it in my opinion”

“I would pay the £15 as they have been brilliant with me when I have needed them and the thought of losing that or what they can do for the sake of £15!”

- 5.1 The focus groups found genuine empathy for the police service alongside a recognition that financial challenges existed and a sense of resignation that the £15.00 increase was inevitable. Many recognised that the police, like all other organisations, faced challenges around inflation and increased costs of living and that the increase mirrored what was happening to all. The majority were concerned that the £15 option would only go as far as maintaining current standards:

“This is it. It’s really nerveing, it’s obvious we’re going to have cuts somewhere, reductions will be made but whichever option, £5 or £15, we’re still making reductions and even if you say fine then, I’ll push it to £15, you’ve still just said £15 isn’t going to get you much more so it’s very nerveing that neither option is going to stop cuts really.”

“It’s just sad to think that we pay £15 a month, which we will have to just to keep the service as it is, its sadly the world we live in now”

“Nobody in this room wants to pay it but we accept it for what it is; keeping the service as it is ”

“What’s the point of saying no, we have no choice”

“It’s going to happen because it has to happen, they need the money so what can you do”
 “It is good that there is a consultation, but I don’t know what influence it will have. I expect the £15 increase. I probably expect it year on year now and I will pay it, but I noted that it doesn’t prevent a reduction in frontline services, they are still expected”

“They have bills and wages like every other business and household in the UK, they are no different just because they are the police, £15 is probably a fair reflection on what we are all facing in terms of rising costs”

- 5.2 Whilst most agreed with the increase; there were several caveats and wider concerns expressed. One given that the precept had been raised in previous years, was the demand for accountability and transparency. This was considered lacking and most felt it was an area that needed improving through better communications and more easily available information.

“Obviously we’ve only got very little information here. They talk about efficiency savings - what efficiency savings? Why have the frontline staff got to go and not the backroom staff etc. If they’re going to ask for a higher bracket of money, I want more detailed information and specific targets they lay out and what if you don’t hit them? It gives me more questions than answers.”

“It’s a very short-term solution but if I had to pick and assuming it couldn’t just be found centrally, then I’d go for the £15...[but] If they’re asking people for that at a really difficult time at the moment, it would only be fair to be more transparent with how it’s spent and how they’re planning on using that.”

"Communication, I think that is critical because the only communication we get is when you get that brown envelope land at your door with what your council tax is going to be ...and they try and justify it. They could communicate throughout the year. The council does but the police don't, it's only once a year that has the slip in there that says what wonderful boys and girls they have, and this is why they need the money."

"I'd like to see it in real terms how much is being spent on for example staff absence, how are they supporting their officers in real terms. It's a demanding job, they must be losing people like that, a hat full. It would be interesting to see how that money's been spent and how the recruitment is been done, how are they retaining staff? How they are getting value for money"

"I have a lot of sympathy with the police, increasingly more so with my experiences this year. If you look at these figures, 999 and 111 calls risen 21% [since 2019], I think that's a lot in real terms. Staffing that is going to be difficult, I think if the crime commissioner published some kind of annual report - maybe if they did a bit more around the budget and how that's spent. If we are paying £15, we need to know it is being spent well"

- 5.3 There were a minority of participants that outright disagreed with any increase, largely due to feeling that this would put more pressure on already struggling households. A smaller number of participants based their decision on negative perceptions of the police.

"Okay then, so we go and pay £15 for this bit, then later down the line we must pay for another pot. Foods going up, electrics going up, we're just suffering from every which angle. Then the debts going to get higher"

"We've all been hammered; it has to stop somewhere"

"I simply cannot afford it; I have a family to look after"

"The problem is if we keep saying yes, where does it end, so I have to say no"

"This is Band D though, so what am I paying as band A? And how much is the rest of the parts of the council tax going to go up? So, it's £15 more for the police, but how much more is the county council going to increase? How much is the fire, the parish council and the town council going to put it up?"

"...and this is just for the police. Can I expect the same request from the Council and then another request from the Fire Service. In reality, it is probably more like a £10 to £15 increase per month rather than per year, if you factor in all the services and all the increases"

"If something happens, the police are the last people I think about"

"What is the point when you don't get a response from them, they don't respond"

"I would have doubts as to whether they spend that in the most effective way for the policing that's actually required?"

"If it helps them to be more efficient, then yes but if it doesn't, it's a two-edged sword really isn't it, not sure they would spend it well enough"

"I would like to know that it is not simply investment on investment and that work is being undertaken to identify any waste in the system. Basically, that figure of £15 needs to be after they have eliminated any waste and saved money elsewhere. If there is no waste or money to saved, fine, great, but they should be able evidence that when asking for the money they are asking for"

- 5.4 For one group the point of difference within the narrative and that of other groups was an appetite to understand if work had been undertaken to identify any inefficiencies, both within the police and within other partner organisations which received precept funding. Again, this came back to a perceived lack of information to prove this either way. There was frustration and surprise from attendees in two of the four groups around the lack of funding Nottinghamshire police receive from central government:

"I just can't believe central government cannot do more about this and just give the police more money. Like they found it for COVID so find it for the police"

"I don't think it's for us to pay. I think the services need to be kept up, but I don't think the funding needs to come from council tax"

"I agree with you, it should come from central government"

- 5.5 There was also discussion which considered the sustainability of the current model and an acknowledgement that as demand on policing increases, there is a parallel requirement for increased investment, compounded by inflation and other market forces.

"...but simply increasing the tax on residents is not sustainable. What else is going on to make this work, there will come a point when people cannot afford to pay the additional money. For some people it is not there now, they aren't choosing not to pay, the money just doesn't exist in their accounts, so what is the plan b?"

"This cannot keep happening year on year, it's not workable, someone needs to find a solution which has to come from the government"

"One thing that bothers me and it's not just the council tax, pretty much everything in this country seems to be about short term, we are looking at what happens in the next year to 18 months where really we should be looking at what's going to happen over the next 5-10 years and the other thing that bothers me is we're really not very good at looking how we utilise the resources we have and actually use, improving the efficiency of them and actually making better use of the money we've got in a more modern way"

"What's the short term? I'm giving you £15 more and it's not even going to stretch a month? You know or half a year, what are we talking about here? It's a little bit unnerving"

- 5.6 The Commissioner and OPCC will have regard to the feedback received via the online public poll as well as in the survey and focus groups. This will be incorporated into her ongoing accountability processes with the Chief Constable.

Focus Group Participants

Nottingham City (n=10)

Gender	Age	Ethnicity
Female	40	White British
Male	44	Black British
Male	30	White British
Female	19	White British
Female	32	Mixed – any other background
Male	73	White British
Female	58	White British
Female	30	White British
Male	57	White British
Transgender	37	Asian - Other

Bassetlaw, Newark, and Sherwood (n=10)

Gender	Age	Ethnicity
Male	29	White British
Female	25	White British
Female	32	White British
Male	40	White British
Female	41	Asian British - Pakistani
Male	47	White British
Female	55	White British
Male	54	Asian - Bangladeshi
Male	69	White British
Female	31	Black British

Mansfield and Ashfield (n=10)

Gender	Age	Ethnicity
Female	20	White British
Male	24	Asian British - Indian
Female	36	White British
Male	38	White British
Male	48	White British
Female	42	White British
Female	54	White British
Female	57	White British
Female	65	Asian – Pakistani
Male	71	White British

South Nottinghamshire conurbation (n=10)

Gender	Age	Ethnicity
Female	30	White British
Male	32	Black British
Male	29	Black British
Female	35	Black - Caribbean
Female	40	White British
Male	42	White British
Male	66	White British
Female	54	White British
Male	60	White British
Female	59	Middle Eastern



**NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER**

Draft

Budget 2023-24



**NOTTINGHAMSHIRE
POLICE
PROUD TO SERVE**

January 2023

1. OVERVIEW

The purpose of this report is to provide the relevant information to allow the PCC to approve the revenue budget.

The proposed budget for 2023-24 is set out in Appendix A and it is recommended that this is approved.

Police Grant Settlement 2023-24

On 14th December 2022 Chris Philp, The Minister of State for Crime, Policing and Fire, announced in a written statement the provisional Police Finance Settlement for 2023-24.

Ahead of this statement it was announced that Police and Crime Commissioners will be able to raise their Council Tax precepts by up to £15 for a Band D property.

Notable points from the statement are:

- Overall funding for policing will rise by up to £287 million when compared to the 2022-23 funding settlement
- An additional £5 on top of the £10 precept limit agreed at SR21
- Ensuring overall Police Officer numbers are maintained at the agreed Police Uplift baseline plus force level allocations of the 20,000 additional officers. Nottinghamshire's allocation of the 20,000 is 357 officers
- As part of the Spending Review 2021, the Home Office expect to see at least £100 million of cashable efficiency savings delivered from force budgets by 2024-25
- For the National Police Chiefs' Council to conduct a review of operational productivity in policing
- Funding arrangements for specific crime reduction programmes will be confirmed in due course
- The settlement provides £1.1 billion for national policing priorities to support PCCs and forces

The funding by grant allocation for Nottinghamshire for 2023-24 is made up as follows:

Core Grant	£153,993,145 (increase of 0.3% from 2022-23)
Legacy Council Tax Grant	£9,726,194 (no change from 2022-23)
Pensions Grant	£2,028,216 (no change from 2022-23)
PUP Ringfenced Grant	£4,909,421 (increase of 103.7% from 2022-23)
Total Grants	£170,656,976

Core grant funding has seen a very small increase of £0.5m which is significantly less than inflation whilst the PUP ringfenced grant has risen by £2.5m year on year which is only payable upon completion of meeting the performance criteria set out by the government for uplift. Whilst Nottinghamshire have every intention of maintaining the targeted headcount this does pose more of a risk than in past years of the PUP ringfenced grant.

The legacy council tax grant remains at £9.7m which has been the same allocation since 2014-15 and the pensions grant remains unchanged as it has been since 2019-20.

The total increase from 2022-23 is 1.8% or £3.0m but most of this is predicated on the ringfenced grant element and not core.

2. Revenue Budget 2023-24

The draft budget for the Office of the Police and Crime Commissioner including the budget delegated to the Chief Constable is set out in Appendix A. The following assumptions are worth noting:

- Pay award for 2023-24 for officers and staff has been budgeted at 2% with a further 1% included for inflation volatility within non-pay.
- Staff vacancy rate has been set at 3.5% for most of the force with only Contact Management and Custody set at a lower percentage due to the nature of their recruitment model
- General inflation is budgeted at 5% where applicable and specific areas such as gas, electricity, diesel, petrol and Home Office ICT charges budgeted higher to factor in the current pressures that are being faced
- Police Officer headcount is maintained at 2,378 to the end of March 2024 ensuring Nottinghamshire Police do not dip below the 357 additional officers allocated from the uplift period

Overview of budget changes

- Pay and allowances has seen a £12.6m growth in cost through factoring in the pay award as well as the increments to officers and staff, and pension scheme contribution rate changes. Also new staffing costs for Safer Roads and an increase in overtime which are both offset within income.
- Insurance cost increase of £0.7m caused by policy price changes and an increase in fleet vehicles
- Premises expenditure has increased by £0.8m due to a full year of the new builds at FHQ and Custody alongside gas and electric usage increase
- Inflationary rises and volatility account for £5.3m in additional cost
- £3.1m increase in income driven from grant income, Safer Roads and seconded officers which are all offsetting additional costs
- Maintenance of the OPCC budget at £6.9m including £4.2m for Grants and Commissioning

Further detail on the variance analysis between 2022-23 and 2023-24 can be found in Appendix B.

Within this £4.7m of efficiency savings have been identified as follows:

- £1.9m of efficiencies from exiting the Multi Force Shared Services which has resulted in in-house teams being re-established which will allow greater autonomy over processes and therefore the ability to drive out efficiencies.
- £1.3m has been identified in ICT budgets, the majority of this has come from challenging current and new contract provision in terms of volume activity, ensuring we are not paying for services/modules we no longer use, modifying the number of user licenses to match our actual demand, and where possible negotiating additional discounts on contracts.
- A reduction in premises costs of £0.3m has been identified due to rationalisation of the estate, and £0.4m of transport savings from exiting the PFI. Other savings and efficiencies of some £0.7m include reduced recruitment campaign costs, reduced uniform and overtime costs, and a reduction in collaborations that are poor value for money.

Ensuring costs are controlled and value for money

With an ever-tightening funding envelope it is key that we keep a firm grip on how we control costs and ensure value for money is always at the forefront of what we do. To deliver on this we have the following controls in place:

- Thorough monthly budget finance reviews are conducted with each department in the organisation by experienced finance professionals
- A solid governance structure in place to review and assess the priorities of the force against the needs and demands
- A monthly tactical workforce board chaired by the Deputy Chief Constable to ensure the officer and staff numbers remain in line with the budget and any changes can be clearly documented and approved
- A monthly accountability board with the Police and Crime Commissioner and the Chief Constable alongside other senior officials and both the OPCC and force Chief Financial Officers
- Regular review of the VFM profiles to benchmark against most similar forces and/or other forces of relevance
- Monthly Force Executive Board that will review the financial picture and be suitably informed of anything that requires action

3. Workforce Planning

Police Officers

The uplift figure for Police Officers is a headcount of 2,378 which equates to an FTE of 2,337. This figure will be maintained throughout 2023-24 with monthly monitoring to reflect any changes in the leaver rate to ensure this figure is met on 31st March 2024.

Police Staff

This number remains relatively static throughout the year with a small decrease of 12 FTE which is predominantly due to fixed term contracts ending within the financial year.

PCCOs

The number of PCSOs we have in the organisation remains at 150 FTEs throughout the whole of 2023-24.

Investigators

Investigators relate to both Police Staff Investigators (PSIs) and Graduate Investigators (GIs) and this number fluctuates within the year as we take new cohorts on, and others hopefully convert to becoming Police Officers that ties in with the Officer workforce plan. The main premise of these roles was to help feed the detective route of entry and this is an area in the future that can be tailored back in terms of FTEs as we bolster the detective constables within the force.

The Medium-Term Financial Plan

When planning forward for the Medium-Term Financial Plan the current permanent employee numbers as of 31st March 2024 remain static and are planned to be maintained at this stage although that does add considerable cost into the future as staff and officers receive pay awards and increments in line with policy.

Audit assurance

From a reassurance point during October 2022 our internal auditors, Mazars, issued a report following on from an internal audit surrounding our controls and processes that are in place in respect of annual budgeting and medium-term financial plans.

The specific areas that formed part of this review included Financial Plans, Efficiency Savings, Budget Management, Budget Variances, and Management Information.

The result of this audit was significant assurance (the highest level of assurance they give) which infers that there is a sound system of internal control designed to achieve the organisation's objectives and that the control processes that were tested are being consistently applied.

This is testament to the hard work that finance continually focus on to ensure our service and financial controls are not only fit for purpose but also drive performance in the right direction.

4. Chief Finance Officer's report under section 25 of the Local Government Act 2003

The purpose of this section of the report is to provide the Commissioner with information on the robustness of the estimates and the adequacy of reserves, so that authoritative advice is available when the budget decision is made.

The Commissioner is required to decide each year how much should be raised from council tax. This decision is based upon a budget that sets out estimates of spending plans.

The decision on the level of the council tax is taken before the year begins and it cannot be changed during the year, so allowance for risks and uncertainties that might increase expenditure above that which is planned must be made by:

- making prudent allowance in the estimates, and in addition;
- ensuring that there are adequate reserves to draw on if the estimates turn out to be insufficient.

Section 25 of the Local Government Act 2003 requires that the Chief Financial Officer reports to the Police & Crime Commissioner (PCC) as part of the consideration of the budget and council tax. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals. Section 25 also requires the PCC to have regard to the report in making the decision.

Robustness of Estimates

This report provides details of the revenue budget proposals for 2023-24 together with provisional budgets for 2024-25 to 2027-28. The budget proposals presented herein are based upon delivering the PCC's Police & Crime Plan.

Detailed estimates for 2023-24 have been prepared on a realistic basis and following a rigorous review by budget holders and Finance Business Partners.

The Chief Finance Officer to the Police & Crime Commissioner and The Chief Finance Officer to the Chief Constable has worked closely with the Head of Finance (Nottinghamshire Police) to obtain assurance on the accuracy of the estimates provided. There have been regular meetings between the Commissioner, Chief Constable and their professional officers.

Detailed workforce plans provide for the continuation of the Home Office target for Nottinghamshire's police officer uplift in 2023-24. Appropriate staff numbers and PCSOs are also included. Other estimates are set out below:

COST DRIVER	ESTIMATE
Pay inflation	2%
Vacancy levels for police staff	3.5%
Pensions	18.2% LGPS, 31.0% Police Officers
Non pay inflation	0% to 96% (Gas)
Inflation Volatility	1%
Taxbase growth and collection fund surplus/ deficits	This has been confirmed by billing authorities 1.42%
General Inflation	5%
Police/Home Office IT charges	10%
Insurance	10%

The budget proposed within this report represents a balanced budget. To achieve this, the

force has provided detail on how efficiencies and savings will be delivered. There are some potential risks to the full amount of savings being achieved and this will be monitored monthly, with alternative savings needing to be identified if the initial plans cannot be delivered.

Medium Term Financial Plan

Provisional service budgets are proposed for 2024-25 to 2027-28. The government has yet to set grant allocations for these years. Estimates have been based on prudent assumptions. There remains the risk that the grant income will be lower than assumed.

There is clarity on 2024-25 on the government's future intentions in relation to the limitation of council tax increases.

On current assumptions the budget requires a further plan for more efficiency savings and potentially an increased use of reserves to balance the MTFP.

This is based on maintaining the resources available for police officers/PCSOs and maintaining appropriate numbers of police staff.

Nevertheless, financial balance would be achieved across the medium term as a result of increased contributions from Nottinghamshire council taxpayers, use of reserves and further efficiency savings. Plus, the expected implementation of the long-awaited Formula Funding Review.

Alongside increased government funding for the national police officer uplift programme, improved service delivery to the people of Nottinghamshire will be achieved by investment in ICT, vehicles and estates to ensure officers and staff have the right tools for the job to work in the most efficient and effective manner.

Continually improving productivity and efficiency together with achieving additional government funding are key to maintaining sufficient levels of policing into the medium term. Continuing sound financial control will also be key to maintaining financial balance into the medium term.

Reserves

CIPFA's Guidance makes clear that the adequacy of the PCC's reserves should be assessed in the context of its strategic, operational and financial risks.

The currently approved Reserves Strategy sets out the level of general reserves to be maintained at the mid-point of a target range based on the financial risk assessment in respect of residual financial risks. The Reserves Strategy has been reviewed as part of the budget process and is the subject of a separate decision record.

The PCC currently holds a General Reserve of £8.6m, 3.3% of total net budget. It has previously been established that General Reserves will be maintained at a level above the **minimum of 2.0%, £5.2m of the total net budget**. Similarly, the General Reserve should be set at a prudent and not excessive level, as holding high level of reserves can impact on resources available and therefore performance. As such the **maximum** level of General Reserves is recommended to set at **5.0%, £13.1m of the total net budget**.

There are no plans to use this to balance the 2023-24 revenue budget, and it looks unlikely to become necessary to do so during the MTFP, with other Earmarked Reserves being utilised in the first instance. The Reserves Strategy provides details of the risk-based assessment that has been undertaken.

In the current circumstances, I am satisfied that the level of reserves is adequate.

Appendix A

Core Funding	£m	
Police Grant	(154.0)	
PUP Ringfenced Grant	(4.9)	
Pension Top Up Grant	(2.0)	
Council Tax Support Grant	(9.7)	
Council Tax Precept	(89.6)	
Council Tax Surplus/Deficit	0.0	
Use of reserves	(1.5)	
Total Core Funding	(261.7)	
Chief Constables Budget		
<u>Income:</u>		
General Income	(0.8)	
Income - Events	(0.2)	
Income - Grants	(3.9)	
Income Collaboration	(0.4)	
Income Fees & Charges	(6.8)	
Income Inter Force	(5.1)	
Local Gvt. Income	(0.6)	
		(17.8)
<u>Expenditure:</u>		
Police Officer Pay & Allowances	128.4	
PCSO Pay & Allowances	6.0	
Investigators Pay & Allowances	3.9	
Regional Budgets	14.2	
Archives & Exhibits	2.1	
Corporate Development	1.7	
Information Management	1.6	
Information Services	20.2	
Crime Command Team	0.4	
Criminal Justice	4.2	
Intelligence	4.7	
Operational Support	7.5	
Public Protection	3.2	
Serious & Organised Crime	3.9	
Violence Reduction Unit	0.6	
Collabn - Major Crime	1.1	
Command	0.6	
Corporate Communication	0.8	
Estates & Facilities	12.4	
Fleet	4.0	
People Services	6.1	
Professional Standards Directorate	1.2	
Staff Associations	0.1	
City Division	2.9	
Contact Management	14.0	
County Division	3.0	
Custody	4.6	
Projects - Grant Funded	0.5	
Projects - Internal	0.6	
Seconded	0.1	
Special Accounting	15.2	
		269.6
Total Chief Constables Budget		251.8
OPCC Budget		
<u>Income:</u>		
Income - Grants	(7.0)	
		(7.0)
<u>Expenditure:</u>		
OPCC & Democratic Core	2.6	
Grants & Commissioning	11.2	
		13.9
Total OPCC Budget		6.9
Joint Services Budget		
Finance	2.4	2.4
Budget		261.1
Efficiencies/Savings Required/Use of Reserves		0.0
Direct Revenue Financing		0.6
Overall Budget		261.7

Appendix B

Variance analysis between 2022-23 and 2023-24 budgets**Pay, allowances and overtime costs**

- Total movement of £12.5m comprising of:
 - Pay award of 2% for all officers and staff
 - Annual increments for employees
 - Full year impact of having more services inhouse
 - Additional cost of bank holiday in 2023 for the King's Coronation

Comms and computing costs

- Total movement of £2.9m comprising of:
 - Increase in contract prices for essential services
 - Impact of inflation from Home Office IT charges

Operational costs

- Total movement of £0.9m comprising of:
 - Increases in Custody medical contract and pathology costs
 - Counter terrorism cost impact for 2nd year of a 3-year grant agreement (this is offset within income)

Partnership costs

- Total movement of £0.6m comprising of:
 - Increases in costs for contracts that are held by partners that we contribute towards, such as, NFRS Welfare Van and FCIN
 - Increase in cost to NPAS for provision of borderless air support

Premises costs

- Total movement of £2.7m comprising of:
 - Gas and electricity costs rising rapidly creating a big financial impact year on year
 - Biomass and heating oil prices rises
 - Greater annual servicing costs predominantly down to a full year of the new joint headquarters and Custody suite

Supplies and services costs

- Total movement of £1.6m comprising of:
 - Inflation volatility contingency being included to help with the current economic instability

Transport cost

- Total movement of (£0.2m) comprising of:
 - Increase in fuel costs for diesel and petrol
 - Decrease in costs for vehicle maintenance and accident repair following on from further savings being able to be identified since moving away from Vensons

Income

- Total movement of (£3.0m) comprising of:
 - Greater income to come from NLED grant
 - Increase in seconded officer income
 - Higher income expected from vehicle recovery services, abnormal loads and safety camera
 - Full year impact of Safer Roads



NOTTINGHAMSHIRE POLICE & CRIME COMMISSIONER

DRAFT

Capital Programme 2023-2028



1. Introduction

The Commissioner is supportive of capital expenditure which improves the efficiency and effectiveness of the service provided to the public of Nottinghamshire.

The majority of capital expenditure relates to the buildings, IT systems and fleet.

The ability for the Commissioner to finance capital expenditure through borrowing is limited by the affordability of a rising Capital Financing Requirement, a key prudential indicator. In keeping within the indicator limits some major capital projects are being financed from revenue/reserves. Where capital receipts are available these are utilised to finance short life assets. Both actions reduce the burden on the revenue budgets in future years.

2. Capital Programme 2023-24

This programme is built upon the current priorities within the Force. Ensuring premises and equipment are fit for purpose, appropriately maintained, and replaced at the end of their useful life.

It is currently estimated that there will be approximately £3,513k slippage from 2022-23 (P9) capital programme into 2023-24, these figures will be re-evaluated and confirmed at the end of the financial year.

The detailed programme, proposed by the Force, for 2023-24 is provided in **Appendix A**.

The proposed programme is summarised in the table below:

£'000s					
Capital Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28
Estates & Facilities	2,433	2,116	2,174	2,234	2,296
Information Services	2,082	315	315	112	115
Fleet	2,604	2,758	2,696	2,432	1,591
Operations	197	0	0	0	0
Capital Programme	7,316	5,189	5,185	4,778	4,002

Inflation has been added over the life of the 5-year programme to show what we expect the impact to be, based on current assumptions.

Work continues in line with the building condition survey from 2017, a refresh of this survey will take place during 2023-24. Projects to ensure the custody suites remain Home Office compliant and general improvements to the force estate to make best use of the space available continue to progress.

An investment within IT to replace the existing airwave radios en masse will take place as many are beyond end of life and have been retained longer than planned to tie in with the Home Office Emergency Services Network (ESN) programme which now sees further delays.

Fleet shows the on-going replacement of vehicles as well as provision for replacing written off vehicles.

Operations reflects the replacement of 4 safety camera partnership vans and cameras.

3. Medium Term Capital Programme

It is normal practice to provide an indication of the capital programme for 2023-24 to 2027-28. With the understanding that this part of the programme will be subject to change following a detailed business case and affordability assessment.

An indicative proposed programme for the 5 years is provided in **Appendix A**.

4. Financing

Financing is included within the Treasury Management Strategy and is summarised in the table below:

£'000s					
Capital Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28
Estates & Facilities	2,433	2,116	2,174	2,234	2,296
Information Services	2,082	315	315	112	115
Fleet	2,604	2,758	2,696	2,432	1,591
Operations	197	0	0	0	0
Capital Programme	7,316	5,189	5,185	4,778	4,002
Financed by:					
Capital Receipts	-535	-300	-300	-300	-300
Capital Grants	0	0	0	0	0
Direct Revenue Financing	-600	0	0	0	0
Capital Reserve	-197	0	0	0	0
Loans	-5,984	-4,889	-4,885	-4,478	-3,702
Total Financed by:	-7,316	-5,189	-5,185	-4,778	-4,002

5. Revenue Implications

Capital Expenditure does have revenue implications; generally, these have the greatest impact in the year after the capital expenditure has been incurred/project completed. These costs reflect a depreciation cost and a cost of borrowing. The cost of borrowing is made up of a mixture of interest only and EIP (equal instalments of principal and interest) loans. Where interest only loans have been taken the capital sum will need to be repaid. Depreciation is allocated over the life of the asset.

The Revenue budget for 2023-24 includes the estimated Minimum Revenue Provision (MRP) based on expenditure prior to 1 April 2022, including an estimated total cost of existing borrowing and new borrowing planned in 2023-24.








The MTFS makes adjustments for significant changes in MRP and interest costs.

Some capital projects have an instant and direct impact on revenue for example additional building space, the running costs of these projects are built into the revenue budgets.

Appendix A

Capital Programme 2023-24 to 2027-28

PRIORITY SCHEMES RECOMMENDED FOR INCLUSION IN THE MEDIUM TERM PLAN

		Year 				
Suggested Priority 	Project Name 	2023/24	2024/25	2025/26	2026/27	2027/28
	1 Custody Improvements	113,000	116,000	119,000	123,000	127,000
	Is Investment Programme	1,949,000	0			
1 Total		2,062,000	116,000	119,000	123,000	127,000
	2 Building Condition Works	1,105,000	1,800,000	1,855,000	1,911,000	1,969,000
	Estates Improvements	0				
	Fleet	2,603,713	2,757,861	2,696,137	2,432,458	1,590,998
	Is Replacement Programme	133,000	315,000	315,000	112,000	115,000
	Operations	197,380				
	Techn Serv Refresh & Upgrades		0	0		
2 Total		4,039,093	4,872,861	4,866,137	4,455,458	3,674,998
	3 Environmental Improvements	200,000	200,000	200,000	200,000	200,000
	Estates Improvements	505,000				
	New Build Projects	510,000				
3 Total		1,215,000	200,000	200,000	200,000	200,000
	4 Environmental Improvements	0	0			
4 Total		0	0			
Grand Total		7,316,093	5,188,861	5,185,137	4,778,458	4,001,998

Priority Key:

- 1 Statutory Requirement - no choice in order to stay legal we have to do this, led by National Initiative and ongoing programmes.
- 2 Necessary to maintain/modernise to maintain existing structure
- 3 Rationalisation / Business Changes / Spend to Save
- 4 Desirable Improvements



**NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER**

Draft

Financial Strategy
& Medium-Term Financial Plan
2023-2028



**NOTTINGHAMSHIRE
POLICE**
PROUD TO SERVE

1. **Executive Summary**

- 1.1 This strategy brings together the Commissioner's business and financial planning. It looks forward over the next 5 years and sets out how it will meet the Commissioner's Police and Crime Plan objectives.
- 1.2 The Police & Crime Delivery Plan was refreshed in 2022 and it is assumed that these key aims remain throughout the strategy period. The key objectives within the plan are:
- Preventing Crime and Protecting People from Harm
 - Responding efficiently and effectively to Community Needs
 - Supporting Victims and Survivors, Witnesses, and Community

This financial strategy puts in place the financial commitments in achieving these objectives.

This strategy also links with other financial reports and strategies that have been reviewed as part of the 2023-24 budget setting process namely:

- the precept report
 - the revenue budget for 2023-24
 - the capital strategy
 - capital five-year programme
 - treasury management strategy and
 - reserves strategy.
- 1.3 This strategy brings together all these reports and strategies and they should be read in conjunction with one another. This strategy also includes indicative budgets for the next 4 years up to 2027-28 based on information known at the current time.
- 1.4 For 2023-24 the proposed level of net revenue expenditure after income and specific grants is £261.7m which is an increase of 5.7% over the 2022-23 amount of £247.7m. Setting a balanced budget requires a council tax increase of £14.94 (band D equivalent).
- 1.5 This level of council tax increase is possible due to the additional freedoms provided within the December Provisional Grant Report, which allow a council tax increase of up to £15 to cover the increase in cost pressures such as pay awards and inflation not included in core grant. This freedom is assumed to revert to £10 for the last year of the 3 year the funding settlement which covers a 3-year period for Policing from 2022-23 to 2024-25.
- 1.6 There is expectation that both specific reserves (used to smooth more volatile expenditure over the medium term i.e., the IT Investment Reserve) and planned use of other general reserves will be used to support expenditure and balance the budget in the future.

- 1.7 The level of General Reserves remains between minimum and maximum recommended levels. The level of reserves are reviewed each year considering the Organisation's spend and risk analysis, as shown in the Reserves Strategy. The Force now has a more planned approach to medium term financial planning, incorporating a whole organisation approach. This ensures all aspects are considered, e.g., workforce requirements, estate, vehicle, and ICT plans). The estates plan covers a period in excess of the medium-term planning period.
- 1.8 Revenue funds are also being made available to fund capital spending again in 2023-24 this is estimated to be in the region of £0.6m, although financial pressures are now such that further such contributions in future years are now unlikely. As capital funding from government grants ceases and the sale of assets reduces, the PCC becomes more reliant on funding Capital expenditure wholly via revenue either through direct revenue financing (reducing borrowing) or providing for the repayment of Loans (increasing borrowing).
- 1.9 Nottinghamshire Police is heavily dependent on government grant funding, with 2/3rds of its funding coming from grant. Core police resources are assumed to increase in line with inflation, although this is wholly driven by increases in Council Tax with no corresponding increase in Core Government Grants, subject to the outcome of the formula funding review.
- 1.10 In 2023-24 an additional £4.9m, in respect of uplift and pay award has been provided, and this whole amount is subject to delivering uplift police officer numbers, although this amount is therefore inherently riskier, the early delivery of uplift numbers by the Force gives Nottinghamshire far more certainty of achievement than other Forces. However, this increase, even including the maximum threshold Council Tax increase is insufficient to cover actual pay award and inflation amounts.
- 1.11 These changes take the total core grant including Uplift funding to £170.6m compared with £167.6m for 2022-23. The issue going forward in the medium to long term is that core grant and Council Tax increases are unlikely to cover all spending pressures, maintaining the requirement for the organisation to continue its delivery of efficiencies.
- 1.12 The budget includes the latest indicative assumptions from the Government's Settlement announcement and in the medium term makes some positive assumptions relating to a Funding Formula Review as, although the timing of a new formula is unknown, there does seem to be more certainty that this will be progressed during the current Parliament. As Nottinghamshire Police are one of the losers under the current funding formula it had been hoped that a new formula would provide a greater level of ongoing grant support in the longer term.
- 1.13 Looking forward, the 5-year medium term financial strategy for 2023-2028 currently forecasts a total remaining budget gap of £0.3m, with deficits first arising in 2024-25, earlier than previously forecast. The modest overall deficit is only achieved if efficiency targets are realised. See section 7 for more details.

- 1.14 Given all the above, it is imperative that financial governance is strong and given appropriate priority to delivering on the efficiency agenda and driving transformation. Good practice in this regard is demonstrated by the introduction of a new Financial Management System (which went live April 2022), major contract works being completed on time and within budget, as well as the restructuring of the Office of the Police and Crime Commissioner with greater resources being allocated to Commissioning, Governance and Community Engagement.
- 1.15 Work has been ongoing on a number of fronts in the past year, including a restructure of the Finance Team, the appointment of new senior finance staff, improved budget monitoring and the embedding of business partnering within the Force approach to business management, all which leads to improved confidence in overall financial sustainability.

2. Financial Context

National Background

- 2.1 The last 10 years have resulted in many changes to the environment that Policing operates in. The economic downturn which started in 2007-08 was initially seen as a key driver for austerity and increased efficiency requirements. This need has continued with the Pandemic impact, and inflationary pressures caused by various global and national circumstances which has presented the Police & Crime Commissioner with significant challenges for policing in Nottinghamshire, including:
- Reductions and flat cash settlements in grant funding
 - Restrictions on Council Tax: relaxed in recent years
 - Demand led pressures
 - Other external factors
 - Delivery of the Uplift target
- 2.2 These economic challenges have contributed to uncertainty, and this has been reflected in the way in which Commissioners have developed medium term strategies for the delivery of services.

Spending Review

- 2.3 The Home Office have concluded their work on the Spending Review 2021. This was done over a very short period of time and within a remit from the Treasury that funding will be tight, where we have had an indication of how this impacts police funding it has been applied to this strategy.
- 2.4 A long-awaited Funding Formula review is still required and is currently in the planning stage, with consultation expected during this financial year. The Police Grant is allocated on a formula which originates and includes data from 2005, and the formula

itself was never fully implemented due to the floors mechanism operated, resulting in underfunding for Nottinghamshire and others. Where future funding formula gains are assumed in this plan, their value has been scaled back as it is also assumed that any gains will be subject to a reducing 'floors and ceilings' mechanism.

Other factors

- 2.5 At a national level the factors which will affect local finances include: the ongoing impact from leaving the European Union, Pension Revaluations, the impact of the pandemic, and nationally run projects such as ICT projects. These are all outside of local control, but all will continue to impact significantly on resources made available.

3. External Influences & Local Impact?

Background and Budget Setting

- 3.1 Each year the Force commences its budget process in late Summer, with a draft budget required by 30th November. Only small adjustments are then needed as the information from the Autumn Statement and grant settlement become known. Final adjustments are made in February once final grant settlement has been announced, and local tax base and collection fund positions are confirmed.
- 3.2 Both the PCC and PCC CFO's attend meetings at a regional and national level to ascertain any possible information from the Home Office that can be obtained and influence the parameters for setting the local budget.
- 3.3 When the settlement was announced in December 2022, it provided PCCs with precept freedom of £15 and a core grant increase that is wholly linked to performance. The settlement period is the second of a three-year period. The precept and budget reports are produced on this information with future assumptions based on increased core grant for uplift only, a £14.94 increase in Council Tax for 2023-24, £10 further increase per year in precept in 2024-25, plus expected tax base growth.
- 3.4 As part of this process all variables are reviewed such as pay award assumptions, the costs of incremental progression, the impact of the living wage, inflation, demand led increases such as the increase in IT (purchase and revenue running costs), efficiencies and savings.
- 3.5 This revised strategy updates all known variables based upon the latest information.
- 3.6 The Force runs a series of internal events known as the ADA process to identify growth required. This also provides the initial contribution towards on-going efficiencies.
- 3.7 Section 6 provides an updated high-level projection of net revenue expenditure and potential funding. This will continue to be updated as we go through the Budget Setting process and Spending Review period.

Current Knowns and Unknowns

Impact of Brexit

- 3.8 As impacts are on-going regarding the implementation of the exit deal with the European Union, its longer-term impact on public sector funding remains unknown, however current plans reflect the impact this has had on national settlement figures and locally borne inflation changes.

Impact of the Pandemic

- 3.9 The impact of the pandemic at a national level on public sector funding is still emerging, although economic recovery has been more positive than first expected the impact both short and long term is likely to be focused on the recovery of the National Health Service for any further additional funding being made available. The longer-term national borrowing position is already likely to restrict public funding in the next CSR.
- 3.10 There remains concern on the impact of the pandemic on council tax. Locally, billing authorities are concerned about any reduction on the amount of council tax collected, although many have a collection fund surplus declared in 2023-24 and tax base increases have returned to the normal range.
- 3.11 Subsequent announcements as part of the previous spending review have confirmed the provision of a Council Tax Support Grant to alleviate the problems of a reduction in the forecasted tax base. And the provision of a local Council Tax Income Guarantee Grant to contribute 75% towards the deficit on the CollectionFund from 2021-22 for three years.
- 3.12 The actual impact of a 1% reduction in Tax Base is estimated at a loss in funding of £850,000.

Pension Revaluations

- 3.13 Over the medium term there is a planned revaluation of the Police Pension Fund and the Local Government Pension Fund. The last revaluations saw the employers' contribution for Police pensions rise by 6.8% to 31.0%. The revaluation of the Staff LGPS scheme has been announced and although core contributions have risen to 18.2% from 16.5%, the fund is now in surplus so past funding contribution amounts have been removed. Overall, the impact therefore has been minimal.
- 3.14 Current estimates are that the employers rate for the police pensions may rise again, to as much as 40%, a net 3.5% increase in police pensions in 2025-26 has been assumed.
- 3.15 The full impact of the McCloud case on public sector pensions is still being implemented, however the Treasury has provided assurance that the full cost of this will be met by Government.

Uplift Grant

- 3.16 The Home Office is providing grant funding for all of the costs associated with the recruitment of additional officers (pay, uniform, premises, vehicles, support services). This core funding which has previously been rolled into core police grant has for this year

been classified as performance related (and includes elements for the police pay award), it has been assumed that this Force will achieve the drawdown of this amount (£4.9m) in full.

- 3.17 A punitive performance claw back system has been put in place, meaning that not achieving the uplift target by a single post will result in a 10% reduction in grant. The Chief Constable has been very proactive in ensuring that Nottinghamshire continues to achieve its target and the Force is in fact expected to be above this target in every month of the financial year. In addition to this advanced recruitment of 50 Officers (with financial support from Government), to replace leavers in 2023-24 has taken place in 2022-23 to support the national achievement of the 20,000 target. This additionality will reduce during the financial year but does remove any uncertainty about the uplift income amount, now that this is fully performance driven.

Efficiencies

- 3.18 The CSR assumes £100m p.a. in efficiency savings for the service. This means that the Force needs to identify and deliver savings on an ongoing basis. The Annual Budget report details the organisations achievement in this respect; currently the trend is that achievement is well above the apportionment of the national target set by government, and this continues to be the expectation in the medium term.

4. Risks and Robustness

- 4.1 In general terms the biggest risk is having insufficient funding to meet expenditure requirements. This can lead to perverse/inefficient outcomes, such as Police Officers carrying out staff roles.
- 4.2 Historically, Nottinghamshire has been underfunded from Police Grant. Since the current formula came into place in 2005-06 Nottinghamshire has had significant amounts of funding withheld in a floor mechanism that protected overfunded forces from experiencing significant cuts in their funding. The consequence of which is that Nottinghamshire has always had to make do with less, does not have cash rich reserves and was already financially stretched when austerity hit.
- 4.3 Nottinghamshire is approximately 2/3rd funded by police grant and 1/3rd by precept. Which during austerity meant we were hit the hardest financially compared to others who are 30-50% grant funded. These forces were still able to receive increased funding from precepts whilst grant was either cut or static. This ratio continues to be a risk that we must manage and work within.
- 4.4 The Funding Formula Review is now being reviewed by the Home Office, although the precise outcome for Notts and any implementation date is unknown, modest assumptions about the impact of this in Nottinghamshire have been made, but this only affects the last 3 years of this 5-year strategy period. Under this current funding formula Nottinghamshire has had at least £10m per annum withheld in grant funding and at one point as high as £18m.

Reserves and Balances

- 4.5 The consequence of the underfunding of police grant has meant that Nottinghamshire has never been “cash rich”. Its level of reserves has always been lower quartile.

Despite this, when opportunities have arisen, we have acted proactively. For example, efficiencies delivered ahead of schedule or greater than expected were transferred to reserves to fund transformation, redundancies, and revenue budget pressures. This is an effective use of reserves for one-off funding to reduce the total revenue base budget going forward.

- 4.6 Nottinghamshire holds a general reserve of £8.6m. Of this £0.075m relates to a requirement under regional collaboration. The £8.6m has increased from £7m with the increase being funded by the previous year’s underspend, and currently represents 3.3% of our net revenue expenditure (NRE), well within the expected 2% to 5% range, this is set out in more detail in the Reserves Strategy.
- 4.7 Nottinghamshire holds other earmarked reserves for specific reasons, the likely to be worsening settlement, along with demand and other changes (like the removal of the nighttime levy in the City) as well as the planned use of these to support expenditure during the period of this strategy, is likely to result in some earmarked reserves being reduced. This will be reviewed by the CFOs as part of the closure of accounts each year and in refreshing the reserves strategy each year.
- 4.8 The Government has made it very clear that it does not expect any force or local authority to hold significant levels of reserves and any capital receipts (which themselves are expected to reduce significantly as the estates rationalisation works comes to fruition) are utilised to fund short life assets in the capital programme, as this is more beneficial to the future revenue budgets. It should be noted Capital grant has now ceased from 2022-23 so all capital funding will require to be funded locally, unless specific grants are made available, none are assumed in this strategy.

5. Strategy Assumptions

- 5.1 The strategy is built based on a number of assumptions as detailed below:

Core Funding

- **Core grant.** It is assumed that there is no increase to core grant funding in line with recent Government Policy until the assumed introduction of the formula funding review .
- **Precept.** It has been assumed for the base position that precept will increase by £15, with this additional freedom for an additional £5 increase being notified as part of the settlement information for 2023-24. This then reverts to £10 year in

line with the previous 3-year CSR. A 3% per annum increase is assumed thereafter.

- **Tax Base.** An addition of 1.5% per annum as a result of new builds and changes to any council tax benefits rules, the actual tax base in each year is determined by the respective billing authorities in the County.

Net Revenue Expenditure

- **Pay.** It has been assumed that both police officer and staff pay will increase in September by 2.0% in 2023-24, and 2.5% thereafter.
- **Pensions.** It has been assumed that all new officers and staff will remain in the schemes following their auto enroll into the respective pension schemes. At the next triennial valuation for the police pension a net increase of 3.5% is assumed. The impact of the recent LGPS revaluation of the staff pension scheme has been factored into the projections.
- **Efficiencies.** A core annual achievement of £2m per annum is assumed in all future years in line with expected national targets. For 2023-24 we have again over achieved (£4.7m) against the theoretical local allocation (£1.8m) of the national efficiency target (£100m). This has helped off-set the higher-than-expected inflation position in the year, which has not been funded in the settlement amounts.
- **Non-Pay.** Inflation is currently running at over 10% and is expected to persist over the short term. Individually there are assessments for specific items of this type of expenditure namely for Gas, Electric, Fuel, Water Rates, General Rates, and Insurance, where specific market data is available. In addition, where contract terms dictate an inflation rate then this has been used. For all other non-pay inflation an amount of 2% has been assumed, although for 2023-24 some adjustment has been made given the exceptional levels of inflation the UK is currently experiencing.
- In addition, because of the level of uncertainty, a further provision of £1.8m has been made for pay and prices inflation volatility

6. High level medium term financial summary

- 6.1 The following identifies a balanced budget for 2023-24, however there is a stretched efficiency requirement, i.e., above the £2.0m amount expected, in each of the following years of the plan. This is a worsening position and indicates that maintenance of current service standards will become increasingly challenged as time progresses.

Medium Term Financial Plan - as at January 2023

Revenue	2023-24	2024-25	2025-26	2026-27	2027-28	Assumptions
Expenditure	£m	£m	£m	£m	£m	
Pay	208.1	215.2	220.5	226.0	231.2	2% in 23-24, then 2.5%
Non-Pay	79.4	81.5	83.3	85.2	87.0	Blended*, 5.5%, 2.7% then 2.2% p.a.
Income	-24.8	-25.4	-25.9	-26.4	-27.0	2% p.a.
Use of Asset Reserve	-1.6	0.3	1.7	-1.9	-0.3	Planned use to smooth replacement cost
Total Net Revenue	261.1	271.6	279.6	282.8	291.0	
Expenditure (NRE)						
Funding Analysis						
Core Police Grant	154.0	159.8	161.0	161.0	161.0	23-24 PUP grant added to core. Assumed
PUP grant	4.9	0.0	0.0	0.0	0.0	flat cash amounts
C.Tax Legacy	9.7	9.7	9.7	9.7	9.7	Fixed amount
Funding Formula Review	0.0	0.0	2.0	4.0	5.0	Gains phased – floors & Ceilings
Pension Top-up Grant	2.0	2.0	2.0	2.0	2.0	Fixed Amount
Precept	89.6	94.3	98.6	103.0	107.7	£15, £10, then 3% increases
Core Funding Available	260.2	265.8	273.3	279.7	285.4	
Balance Sheet Funding						
Use of Reserves	1.5	0.4	0.4	0.5	0.5	Planned use to fund general expenditure
Total Funding Available	261.7	266.2	273.7	280.2	285.9	
DRF	0.6					Funding of capital expenditure
Net Surplus/(deficit)	0.0	(5.4)	(5.9)	(2.6)	(5.1)	
Core Efficiency requirement (BAU)	£4.6m of efficiencies have been removed from NRE above	1.5	0.8	0.4	0.3	This is the level of efficiencies/reductions expected each year as part of normal business
Stretch Efficiency Target		3.9	5.1	2.2	4.8	Additional efficiencies required to balance the budget
Total Efficiency requirements – Balanced Budget	0.0	5.4	5.9	2.6	5.1	The efficiency total required (non-cumulative impact)
Cumulative Deficit	0.0	5.4	11.3	13.9	19.0	Cumulative deficit if efficiencies are not achieved.

7. Efficiency strategy

- 7.1 The settlement this year is challenging, especially in respect of the management of inflation which at a national level is significantly above target. In respect of uplift funding is now heavily weighted to performance, and this is a trend that might be employed by Government in the future to core funding. In any case it is clear to see that greater focus on how forces are planning for, and delivering, efficiencies in their operation is likely to happen.

- 7.2 The force also has pressure to deliver efficiencies to invest in new buildings technologies, in office-based technology, and vehicles for both operational need as well as to support government in the delivery of its environmental targets, both the short, medium, and long term. There will therefore be an on-going need to achieve efficiencies as the Force continues to maintain a financially sustainable position over the long term.
- 7.3 The Chief Constable continues to drive efficiency challenges within Force and the current years budget has a reduction in costs of £4.6m, these are required to support a balanced annual budget and are detailed in the Annual Budget Report.
- 7.4 There are risks associated should the efficiencies and savings identified not be achieved in the year that they are required, but these are much less than in previous years. The substantially improved link between financial management and recruitment means that mechanisms for managing both operational and financial performance, and thus risk mitigation, are now well developed.
- 7.5 However, although efficiencies delivered over the last 4 years exceed those identified in the previous Medium Term Operational Plan, these still haven't been sufficient to deliver a sustainable medium to long term financial position, as external global and national factors, and other supply chain issues has led to a global recession and high inflation rates.
- 7.6 The Commissioner is of the view that continually achieving efficiencies is necessary however challenging. Although current indications at the time of producing this report is that the Force will achieve its efficiency targets for the 2022-23 budget, and that overall outturn will be below budget. As in the previous year if budget and efficiency targets are not met then the Commissioner will require the force to provide alternative in-year savings plans.

Future Efficiency Targets

- 7.7 The budgeted summary financial position above shows current year and future efficiency requirements:

Revenue Expenditure	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Assumptions
Total Efficiency requirements – Balanced Budget	0.0	5.4	5.9	2.6	5.1	The efficiency total required (non-cumulative impact)
Cumulative Deficit	0.0	5.4	11.3	13.9	19.0	Cumulative deficit if efficiencies are not achieved.

Business as Usual.

- 7.7 In the normal running of a business, it would be expected some form of on-going efficiency savings or budget reductions would become the norm. At the Force we do expect a continuous challenge by the Force Executive Board, Budget Managers and from the Finance Team to ensure this is delivered.
- 7.8 In the medium-term efficiency strategy work expectations are as follows:

Core Efficiencies – Business as Usual expectations

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	
Core Efficiency requirement (BAU)					This is the level of efficiencies/reductions expected each year as part of normal business
Procurement Activity	0.350	0.050	0.050	0.050	On-going activity
Estates (sustainability investment/rationalisation)	0.150	0.100	0.050	0.050	Net impact of sustainability business cases
IT (obsolete systems/licenses)	0.250	0.200	0.100		On-going programme
Flexible working	0.100	0.100			Part reduction in hours/smaller estate
New Income generation	0.250	0.100			Safer Roads, abnormal loads etc.
Ad Hoc staffing reviews	0.100				Normal business practice
Budget Build challenges	0.300	0.250	0.200	0.200	Part of annual budget gatekeeping
Total BAU (cumulative)	1.500	0.800	0.400	0.300	
Cumulative Total	1.500	2.300	2.700	3.000	

Stretch Efficiency Target

- 7.9 However, given both the annual and cumulative savings identified in the MTFP this alone would not be sufficient to deliver a balanced budget. The Force therefore needs to identify further stretch efficiencies or reductions to balance the budget.
- 7.10 This is on-going work with business cases and operating models being constantly reviewed, the ADA approach we take to identifying developments in service also assist in targeting areas for future efficiencies. The following table gives examples of current expectations that could be achieved:

Stretch Efficiencies – Areas for delivery in the medium term

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	
Stretch Efficiency Target					Additional efficiencies required to balance the budget
Custody Suite Staffing review	0.250				In line with business case requirements
Riverside Sub-lets	0.150				PFI exit strategy
Reduced Graduate Investigator posts	0.300	0.150			Reduced to 12 per annum 24-25, and 6 per annum 25-26
Reduced PSI posts	0.350	0.350	0.400		Reduce 10 per year, in line with strategy
Vacancy rate up 1.0%	0.350				
MRP/CFR review	0.100	0.100			
Increase in income fees	0.100		0.100		Locally set income only
Total Stretch Efficiency	1.600	0.600	0.500	0.000	
Cumulative Total	1.600	2.200	2.700	2.700	

- 7.11 If these efficiencies were to be delivered in the timeframes expected, then this would

have the following impact on the MTPF

Medium Term Financial Plan with efficiencies embedded

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	
Total NRE before efficiencies	271.6	279.6	282.8	291.0	
New in-year NRE (after efficiencies applied)		276.5	278.3	285.6	Net increases in expenditure are £8.0m, £3.2m, £8.2m in 25-26, 26-27 and 27-28 respectively
Core Efficiency Target (BAU)	1.500	0.800	0.400	0.300	This is the level of efficiencies/reductions expected each year as part of normal business
Stretch Efficiency Target	1.600	0.600	0.500	0.000	Additional efficiencies required to balance the budget
Total in year Efficiencies	3.100	1.400	0.900	0.300	
New NRE (after efficiencies applied)	268.5	275.1	277.4	285.3	
Total Funding Available	266.2	273.7	280.2	285.9	
In year deficit/(surplus)	2.3	1.4	(2.8)	(0.6)	The efficiency total required as part of the Forces efficiency strategy
Cumulative Deficit	2.3	3.7	0.9	0.3	Cumulative deficit after efficiencies are achieved.

8. CFO Conclusion

- 8.1 Work continues towards achieving and refining the required savings plans in order to deliver on the Commissioners Police and Crime Plan, it is however clear that on-going savings will be required in order to achieve this. The full implementation of pay and other non-pay efficiencies, along with the Annual Departmental Assessments and Departmental Reviews will leave the Force well placed to deliver the required efficiencies required during this planning period, and thereafter achieve a sustainable financial position.
- 8.2 There is more clarity in relation to future Home Office funding levels, and the relaxing of Council Tax referendum rules with a £15 in year increase does provide for more certainty and opportunity in the future. The investment in the Uplift programme will enable the Force to meet its operational demand, which has seen additional resources being mainly directed to front line delivery in neighborhoods. Force performance remains good and plans to maintain PC numbers as well as provide for the maintenance and replacement of operational equipment and buildings beyond the planning period are in place.
- 8.3 The drive for efficiency in support costs, either corporate or policing related will continue. The aim is to ensure our costs in respect of these activities are amongst the most efficient

when compared to other police forces. However, following on from Op Regain further savings in these areas may be limited.

- 8.4 Sufficient on-going review and risk management is in place such that if funding levels anticipated are not forthcoming then delivery of the standard policing model is achievable in a time frame that does not jeopardise the minimum sustainable policing level. The current efficiency strategy does begin to realise some of these reductions as we reduce the number of temporary staff investigation roles as core PC roles become more experienced and can be directed towards this activity.
- 8.5 During the period of the plan to 2027-28, if the efficiency gains are achieved as identified, a minor deficit of £0.3m is expected. This is a sufficiently small enough number to consider, given the large number of planning assumptions made, that the financial plan is balanced. The Force has a track record of over-achieving its targets, and if this is the case then these will be used to increase the reserves of the OPCC.
- 8.6 This strategy shows that the delivery of the MTFP and achieving the Forces operational need is reliant on both maintaining current real term spending as well as the delivery of on-going efficiencies. Neither of these is certain and the level of risk in the assumptions are such that this position could be in jeopardy if government grants are reduced and if inflation, especially in respect of pay, are greater than estimated, or if the Commissioner does not use the maximum of freedoms given in the setting of Council Tax.
- 8.7 In conclusion there are robust plans in place to deliver savings in the short, medium, and long term. The risks associated with the annual efficiency target of are significantly reduced in the current year as these have already been included in core budgets.
- 8.8 As a consequence of the improved budgeting performance, the introduction of the Annual Departmental Assessment reviews, more certainty of Central Government funding, and greater discretion in the setting of local taxation levels, the finance and Operating Model of Nottinghamshire Police Force is considered to be above the minimum standards and is sufficiently robust to be **affordable**.

9 Opinion

- 9.1 The Commissioner and Chief Constable are of the view that achieving the levels of efficiencies shown above, although challenging, are certainly achievable. There is monthly monitoring of performance, spend and recruitment against the financial targets, and in year adjustments, when necessary, continue to be proactively made. Above all a **prudent** approach to both the operational and financial management of the organisation is in place
- 9.2 However there is no room for complacency and consideration is being given on the best ways to retain the thoroughness of delivering on-going efficiencies. We are also mindful of the risks associated in these plans, especially those affecting the national economy, the upcoming review of the police funding formula, and the level of uncertainty in the base assumptions that a forecast of this nature relies upon.
- 9.3 The Annual Budget, Operational Models, and this Medium-Term plan are sufficiently robust to ascertain that policing in Nottinghamshire is above the levels required to provide

an adequate police service and that the Force is sufficiently resourced to ensure this on a **sustainable** basis.

Risk Review

- 9.4 Although with the achievement of efficiencies the plan does give a positive financial position, the level of risk in the assumptions are such that this position could be compromised. The main risks being if government grants are reduced and if inflation, especially in respect of pay, is greater than estimated or that there is a significant and unplanned uplift in demand. In these situations, modelling has shown that a move to the minimum policing model is sustainable, although performance would be reduced.
- 9.5 Furthermore modelling does show that the OPCC will have sufficient funding in the Reserves to allow for a minimum of two years achieving any required change. Two years is more than sufficient for recruitment to be curtailed, but not stopped, for the force to scale down to a revised employee number by the natural attrition rate for officers and staff.

C Henry
Police and Crime Commissioner

K Meynell
Chief Constable

S Caddell
Chief Executive to the PCC

S Cooper
Deputy Chief Constable

G Holder
Chief Finance Officer to the PCC

M Kimberley
Chief Finance Officer to the CC

January 2023



NOTTINGHAMSHIRE POLICE & CRIME COMMISSIONER

DRAFT

Reserves Strategy **2023-2028**

Reserves Strategy 2023-2028

Background

1. The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Act require Precepting authorities (and billing authorities) in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
2. In England and Wales, earmarked reserves remain legally part of the General Reserve, although they are accounted for separately.
3. There are other safeguards in place that help to prevent Police & Crime Commissioners over-committing themselves financially. These include:
 - The balanced budget requirement (Local Government Act 1992 s32 and s43).
 - Chief Finance Officers duty to report on the robustness of estimates and adequacy of reserves (Local Government Act 2003 s25) when the Police & Crime Commissioner is considering the budget requirement.
 - Legislative requirement for each Police & Crime Commissioner to plan for the proper administration of their financial affairs and that the Chief Finance Officer has responsibility for the administration of those affairs (section 151 of the Local Government Act 1972).
 - The requirements of the Prudential Code.
 - Auditors will consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based.
4. These requirements are reinforced by section 114 of the Local Government Finance Act 1988, which requires the Chief Finance Officer to report to the Police & Crime Commissioner if there is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the Commissioner will not have the resources to meet its expenditure in a particular financial year. The issue of a section 114 notice cannot be taken lightly and has serious operational implications. Indeed, the Police and Crime Commissioner must consider the s114 notice within 21 days and during that period the Force is prohibited from entering into new agreements involving the incurring of expenditure.

5. Whilst it is primarily the responsibility of the Police and Crime Commissioner and its Chief Finance Officer to maintain a sound financial position, external auditors will, as part of their wider responsibilities, consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual Police and Crime Commissioners or authorities in general.
6. CIPFA's Prudential Code requires the Chief Finance Officers to have full regard to affordability when making recommendations about the Commissioner's future capital programme. Such consideration includes the level of long-term revenue commitments. Indeed, in considering the affordability of its capital plans, the Commissioner is required to consider all resources available to them and estimated for the future, together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years. There is a requirement for three-year revenue forecasts across the public sector and this is achieved through the Medium-Term Financial Strategy (MTFS). The Comprehensive Spending Review (CSR) has provided the Commissioner with details of proposed revenue grant for three years, and although this provides some additional certainty, the political and economic climate remains challenging requiring additional to focus on the levels of reserves and application of balances and reserves on the balance sheet.
7. CIPFA and the Local Authority Accounting Panel do not accept that there is a case for introducing a generally acceptable minimum level of reserves. Commissioners on the advice of their Chief Finance Officers should make their own judgements on such matters considering all relevant local circumstances. Such circumstances will vary between local policing areas. A well-managed organisation, for example, with a prudent approach to budgeting should be able to operate with a level of general reserves appropriate for the risks (both internal and external) to which it is exposed. In assessing the appropriate level of reserves, a well-managed organisation will ensure that the reserves are not only adequate, but also are necessary.
8. The Home Office has now indicated that it expects general reserves to be no more than 5% of the net revenue budget, this would equate to a maximum amount of £13.1m, which is higher than the actual amount held.
9. Section 26 of the Local Government Act 2003 gives Ministers in England and Wales a general power to set a minimum level of reserves for authorities. However, the government has undertaken to apply this only to individual authorities in the circumstances where the authority does not act prudently, disregards the advice of its Chief Finance Officer and is heading for serious

financial difficulty.

10. A level of reserves of 2% or below this would be an indicator that immediate action to maintain the adequacy of reserves is required. This equates to an amount of £5.2m and is lower than the actual level of reserves held.

The Commissioner's Plans

11. The Commissioner holds reserves for specific reasons that are included within the Police & Crime Plan and Medium-Term Financial Strategy these include:
 - To meet forthcoming events where the precise event, date and amount required for such events cannot accurately be predicted. For example, major events that would require the use of the General Reserve. These are detailed within the General Reserve risk assessment provided at **Appendix A**.
 - To meet forthcoming events where the precise date and amount required cannot be accurately predicted. For example: Night Time Levy where partners are making proposals together on how best to utilise this funding or the Grants and Commissioning Reserve, where proposals on how to utilise are being considered for Crime Prevention or Victims.
 - To meet forthcoming capital expenditure/replacement needs where capital schemes are being planned and the reserve will be utilised to reduce the cost of borrowing and capital charges to the revenue account.
 - To fund smaller projects such as the Animal Welfare Reserve where expenditure is only met from this reserve, when it meets specific policy requirements.
 - A reasonable amount to meet peaks and troughs in revenue expenditure requirements (e.g., redundancy or restructuring costs).

Current Financial Climate

12. The pressures on public finances are continuing with various global and national circumstances being the key drivers affecting the totality of funding for the public sector. At the local level the achievement of recruiting additional officers ahead of the Government's uplift target, although challenging, has added more certainty to the core policing performance. The approach for setting a national target for achieving savings in policing continues and whilst welcomed, it becomes particularly difficult when officer numbers must be maintained and the level of back-office support is now in the lowest quartile making it difficult to find where additional savings to fund any shortfalls in

funding can actually be made. Therefore, the ability to retain reserves for unforeseen events and circumstances requires careful consideration.

13. Nottinghamshire currently has one of the lowest levels of forecast reserves for policing in England and Wales. Nottinghamshire has never been cash rich and has been underfunded through the current funding mechanism.
14. The Medium-Term Financial Strategy identifies a need to achieve efficiencies to ensure balanced budgets over future years, this may require additional investment, e.g., in improved and new technologies, with funding from reserves to achieve this.

Types of Reserve

15. When reviewing the medium-term financial strategy and preparing the annual budgets the Commissioner should consider the establishment and maintenance of reserves. These can be held for four main purposes:
 - A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
 - A contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves.
 - A means of building up funds often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the general reserve.
 - The economic climate and the safety of the Commissioner's financial assets. This would link closely with the Treasury Management Strategy and Prudential Code requirements - this also forms part of general reserves.
16. The Commissioner also holds other reserves that arise out of the interaction of legislation and proper accounting practice. These reserves are not resource-backed and cannot be used for any other purpose, are described below:
 - The Pensions Reserve – this is a specific accounting mechanism used to reconcile the payments made for the year to various statutory pension schemes.
 - The Revaluation Reserve – this is a reserve that records unrealised gains in the value of fixed assets. The reserve increases when assets are revalued upwards and decreases as assets are depreciated or revalued downwards or disposed of.

- The Capital Adjustment Account – this is a specific accounting mechanism used to reconcile the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system.
 - The Available-for-Sale Financial Instruments Reserve – this is a reserve that records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have arisen from impairment of the assets. Currently none.
 - The Financial Instruments Adjustment Reserve – this is a specific accounting mechanism used to reconcile the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund. Currently none.
 - The Unequal Pay Back Pay Account – this is a specific accounting mechanism used to reconcile the different rates at which payments in relation to compensation for previous unequal pay are recognised under proper accounting practice and are required by statute to be met from the general fund. Currently none.
 - Collection Fund Adjustment account – this is specific to the changes in accounting entries relating to the Collection Fund Accounts held by the Billing Authorities and smooths any significant change in the tax base or collection rates.
 - Accumulated Absences Account – this account represents the value of outstanding annual leave and time off in lieu as at 31st March each year.
17. Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation, such as the Capital Grants Unapplied.
18. In addition, the Commissioner will hold a Capital Receipts Reserve. This reserve holds any unused proceeds from the sale of assets and can only be used for capital purposes in accordance with the regulations.
19. For each earmarked reserve held by the Commissioner there should be a clear protocol setting out:
- The reason for/purpose of the reserve

- How and when the reserve can be used
 - Procedures for the reserves management and control
 - A process and timescale for review of the reserve to ensure continuing relevance and adequacy
20. When establishing reserves, The Commissioner needs to ensure compliance with the Code of Practice on Local Authority Accounting and in particular the need to distinguish between reserves and provisions.

Nottinghamshire Police and Crime Commissioner's Reserves

21. This document aims to provide an over-arching strategy that defines the boundaries within which the approved budget and Medium-Term Financial Strategy (MTFS) operate.

The General Reserve

22. The purpose of this reserve is to provide for any unexpected expenditure that cannot be managed within existing budgets. Such expenditure would be one-off and resulting from an extraordinary event.
23. It has previously been established that General Reserves will be maintained at a level above the **minimum of 2.0%, £5.2m of the total net budget**.
24. Similarly, the General Reserve should be set at a prudent and not excessive level, as holding high level of reserves can impact on resources and performance. As such the **maximum** level of General Reserves is recommended to set at **5.0%, £13.1m of the total net budget**.
25. Authorisation to finance such expenditure from reserves must be obtained in advance from the Commissioners Chief Finance Officer, in accordance with the scheme of delegation and the protocol between the Chief Constable and the Chief Finance Officer. Where time permits the request should be supported by a business case.
26. As the net budget position increases the level of General Reserve must be monitored to ensure at least the minimum level is maintained.
27. **Appendix A** details the elements that make up the current General Reserve balance and the levels of risk attached to each of these elements. These are indicative and may not be exhaustive as new risks emerge. This does not include the Jointly Controlled Operations regional general reserve of £0.075m.

Earmarked Reserves

28. Unlike General Reserves earmarked reserves have been identified for specific areas of expenditure, e.g., the Allard case, where there are anticipated costs that can only be estimated. It is therefore prudent for the Commissioner to identify such areas of expenditure and set aside amounts that limit future risk exposure (e.g., balancing any budget shortfalls in the MTFS).
29. Such expenditure usually arises out of changes in policy or where the organisation is working in collaboration with other forces to provide a specific service (for example Private Finance Initiative (PFI)).
30. Expenditure relating to earmarked reserves must specifically relate to the purpose of the reserve.
31. Appendix Cii details the earmarked reserves that existed at the start of the 2022-23 financial year and their estimated balance each year during the planning period.

Details of the earmarked reserves available for use in 2022-23 and beyond are given below and in Appendix B:

Asset Replacement Reserve

32. This reserve is reflecting the need to consider the major programme of asset and equipment replacements.
33. In some cases, the annual contribution to and from the reserve from the revenue budget are used to smooth the impact of replacing routine operational items of equipment, that otherwise might have irregular impact on the annual budget.

Investment Reserve

34. This reserve is set aside to support investment in new assets like IT hardware and software, new buildings and improvements to existing buildings, additional vehicles. Where possible investments made from this reserve funding should deliver efficiency savings.

PCC Reserve

35. This reserve is to meet any additional cost associated with the PCC elections or referendums.

36. **Temp PC Uplift Reserve**

This reserve is used to support the temporary costs of employing an additional 50 Police Officers in support of the national Uplift target. The contribution to the fund is by way of additional government grant and will be fully utilised in 2023-24.

Grants & Commissioning Reserve

37. It is intended that this reserve is to provide for risks associated with grant budget audit losses, in year demand changes, known commissioning liabilities and risks associated with third party commissioning deliverables. There are also potential risks where activities may be required to be wound down, especially as we move towards commissioning grants being for more than a single year, and the future of specific grants are unclear.

Private Finance Initiative (PFI) Reserve

38. This is a reserve for the equalisation of expenditure over the life of the contract. This is a statutory reserve to maintain. This reserve relates to commitments within the Riverside PFI, the transfers and balance will remain until the Building PFI has been terminated in 2027.

Property Act Fund Reserve

39. This reserve relates to the value of property sold where the Commissioner can retain the income for use in accordance with the Property Act.

Drugs Fund

40. This minor reserve is received from court awards in drugs cases and is only used for initiatives that reduce drug related crime.

Revenue Grants

41. This reserve combines the small amounts of grant income on completed projects where the grant conditions do not require repayment of any balances. Cumulatively they create a reasonable reserve. It also includes the Road Safety Partnership Reserve.

Animal Welfare Reserve

42. This reserve was established to support the policy for the welfare of animals specifically police dogs on retirement as working animals. There is a panel which meet with representatives from the Vets and the Force and to approve any claims against this fund. Any approved expenditure relating to on-going welfare because of work-related injuries can then be paid from this fund.

Tax Base Reserve

43. Due to the timing differences between the Commissioner's budget being approved and the deadline for the Billing Authorities to notify us of the final tax base and any Collection Fund surplus or deficit this fund has been created.
44. This reserve will be utilised where the tax base reduces from the estimated figures provided by Billing Authorities to the declaration of the actual tax base, or the surplus/deficit amount as these could create a shortfall in overall total funding.
45. This reserve will also be used to cover the Commissioner's portion of costs associated with the Single Occupier Discount Reviews undertaken periodically across the City and the County.
46. This also includes additional funding in respect of covid related collection fund and other income deficits.

Night Time Levy

47. The Commissioner utilises this funding to contribute towards projects that ensure the City Night Time economy runs smoothly and safely (e.g., the work of the Street Pastors/additional policing when required). Decisions on what projects should be funded are made in partnership with the City Council.
48. The amount of funding through the levy has reduced significantly over the few years it has operated. There is a full programme of projects to utilise the revenue received, but their delivery has been delayed due to the pandemic.

Allard Reserve

49. To help fund any settlement risks associated with this case which are now likely to be settled by the end of 2023-24.

TPAC Collision Reserve

50. This is held to support the costs of replacing vehicles that are written off or damaged as part of routine policing operations. The reserve is designed to be available where the number of such incidents is higher than that budgeted for in the annual budget.

Jointly Controlled Operations (Regional Collaboration) Revenue Reserve

51. There are a growing number of areas where collaborative working is undertaken with other Regional Policing areas. EMSOU is providing collaboration for specialised policing services, such as Major Crime and Forensics. Collaboration has also extended beyond Police Operation Services

to include areas such as Legal Services and Learning and Development.

52. The Police & Crime Commissioners meet to make decisions and agree further areas of collaboration. They would also approve the use of this reserve for regional activity.
53. The reserve exists to finance activities of regional collaboration above those identified within the annual budget.

Procedure for Use of Reserves

54. The use of reserves requires approval of the Commissioner.
55. All requests should be supported by a business case unless there is an approved process for use, such as the Animal Welfare Reserve, or the request relates to a specific project for which the reserve was specifically intended.
56. On occasion where an urgent request is being made this should comply with the protocol between the Chief Constable and the Chief Finance Officer to the Commissioner.

Monitoring

57. The level of reserves is kept under continuous review. The Commissioner receives reports on the levels of reserves as part of the Medium-Term Financial Strategy updates together with the Annual Reserves Strategy in January and the out-turn position in June each year.
58. The current level of forecast reserves remains towards the lower end of the range expected, but at £8.6m is within the expected boundary (i.e. £5.2m to £13.1m see Appendix Ci) so if called upon these would likely be required to be increased by contributions in future years. This therefore could impact negatively on future funding available to the PCC for service provision. Reserves and their usage are carefully planned for and monitored throughout the year.

Risk Analysis

59. Any recommendations that change the planned use of reserves reported within the Annual Budget and Precept Reports will take account of the need for operational policing balanced against the need to retain prudent levels of reserves.

60. However, there are significant risks, which affect the level of reserves to be maintained, and it is for this reason that a minimum level of 2% (with a maximum level of 5%) of total net budget has been set for the General Reserve.
61. The significant risks that have been considered, but which will also be kept under review are:
- Significant unforeseen legal costs.
 - The Budget Monitoring Report highlights potential risks in being able to achieve the required efficiencies and savings during the year.
 - The ability to seek financial assistance from the Home Office for major incidents has been diminished and can no longer be relied upon.
 - The need to finance Organisational change and redundancies which may have an impact on the use of reserves.
 - The ability to recover significant overspends by divisions and departments would be very difficult in the current financial climate.
 - The instability of the Financial Markets means that the investments we make with balances are currently exposed to greater risk. This is in part negated by the Treasury Management Strategy, which states order of priority being security first, liquidity second, and yield third.
 - Should the Commissioner and Force be faced with two or more of the above issues at the same time then the reserves may be needed in full.
 - Once utilised reserves have limited scope for replenishment. This is usually achieved through a budget underspend.
 - There may be exceptional levels of insurance claims that cannot be met from the usual provisions.
 - Home Office interest in the levels of reserves held by Police Forces. Nottinghamshire is in the lower quartile in regard to this so any requirement by Central Government affecting reserves would have a potential negative impact.

STRATEGY REVIEW

This strategy will be reviewed annually, and the Police & Crime Commissioners approval sought.

During the year changes may occur in the MTFS, which affect this strategy. Such changes will be monitored by the Chief Finance Officers and reported to the Commissioner for approval.

Reserves Risk Assessment 2022-23

GENERAL RESERVE

RISK	IMPACT	PROBABILITY	Min £m	Max £m	2022-23 £m
Major Incident(s) Unbudgeted expenditure	Any amount under 1% of net budget is to be funded by the authority. Amounts over 1% of net budget are subject to Home Office application approval.	Single Incident amounting to less than 1% of net budget. MEDIUM Multiple incidents amounting to over 1% of net budget. MEDIUM Single incident amounting to over 1% of net budget. LOW	2.6	5.2	3.5
Major Disaster (e.g. natural)	Operation policing affected and resources diverted. (e.g. through building being inaccessible and disaster recovery plan being auctioned).	LOW	0.5	1.0	0.5
Partnership Support	Funding supported by partners continues to reduce. This has also been risk assessed as part of the budget assumptions.	MEDIUM	0.5	4.6	1.0
Counterparty failure	If invested balances were tied up in a process to recovery there would be an immediate impact on the revenue budget (possibly short term).	LOW	3.0	8.0	3.0
Employment Tribunals and other litigation	Direct impact on revenue budgets.	LOW	0.1	0.5	0.1
Insurance	Emerging Risks and late reported claims.	To date no claims of this type have affected the accounts. Low to MEDIUM	0.3	0.7	0.5
TOTAL	Range (2% - 5%)	Actual 3.3%			8.6

Earmarked Reserves Assessment

RISK/RESERVE	PURPOSE	HOW AND WHEN IT WILL BE USED	Management	Review
Asset Replacement	To provide funding towards replacement of assets and equipment.	In conjunction with the Treasury Management Strategy and annual Budget.	Chief Finance Officer (CC)	On-going
Asset Investment	Investment in new IT software & hardware, Buildings, Vehicles etc.	In line with the IT strategy	Chief Finance Officer (CC)	On-going
PCC Reserve	Underspends on PCC budgets are transferred here, to meet future needs.	To be utilised to meet unforeseen expenditure.	Chief Finance Officer (PCC)	On-going
Temp PC Uplift	To fund the temporary additional uplift stretch target of 50 Officers	To fund Police Officer pay in 2023-24	Chief Finance Officer (CC)	Annual
Grants & Commissioning	To collate small balances within revenue accounts to provide funding for this growing area of work, and balance risk of multiyear grants	To meet specific requirements relating to Grants and Commissioning.	Chief Finance Officer (PCC)	On-going
PFI reserve	To fund irregular PFI related expenditure on a smoothed basis. And to provide for end of life PFI expenditure.	Life cycle equalisation for Riverside PFI.	Chief Finance Officer (CC)	Annually
Property Act Fund	Income from the sale of property act confiscations.	To be determined by the Police & Crime Commissioner.	Chief Finance Officer (CC)	Annually

ANNEX D

RISK/RESERVE	PURPOSE	HOW AND WHEN IT WILL BE USED	Management	Review
Drug Fund	For use in reducing drugrelated crime.	To be determined by thePolice & Crime Commissioner and CC.	Chief Finance Officer (CC)	Annually
Revenue Grants	Balances on grants not required to be repaid. Use needs to be risk assessed.	To be determined by thePolice & Crime Commissioner.	Chief Finance Officer (CC)	Annually
Animal Welfare	To set up a scheme for animal welfare on retirementas working animals.	Scheme established.	Chief Finance Officer (CC)	During the year
Tax Base	To iron out fluctuations caused between estimated and actual tax base data.	Every 3-4 years to finance Single Person Discount Review, and planned use to fund budget shortfalls	Chief Finance Officer (PCC)	Annually
Night Time Levy	To be utilised to address Night Time economy issuesof crime and safety.	To be determined by thePolice & Crime Commissioner.	Chief Finance Officer (CC)	Annually
Target Hardening	To be utilised when activity has been identified and agreed with partners.	Once schemes have been approved.	Chief Finance Officer (CC)	Annually
Allard	Once legitimate claims aremade and approved for payment	On receipt of claims.	Chief Finance Officer (CC)	During the year
TPAC Collisions	To provide for fluctuations inclaims made against the Force.	On receipt of claims abovethe budgeted.	Chief Finance Officer (CC)	Annually
JCO – Jointly Controlled Operations	To provide for unexpectedexpenditure relating to regional collaboration.	Decisions relating to the useof this fund follow the regional governance arrangements.	EM meeting of the Commissioners	Annually

ANNEX D

Appendix C (i)

Tables to show the use of General Reserves

	2023-24		2024-25		2025-26		2026-27		2027-28	
	Opening Balance £m	Use in year £m	Opening Balance £m	Use in year £m	Opening Balance £m	Use in year £m	Opening balance £m	Use in year £m	Opening Balance £m	Use in year £m
General Reserve	8.621	0	8.621	0	8.621	0	8.621	0	8.621	0
EMSOU general reserve	0.075	0	0.075	0	0.075	0	0.075	0	0.075	0
<i>% of net budget</i>	3.3%		3.2%		3.1%		3.0%		3.0%	

The policy in relation to General Reserves is that they will be no less than 2% £5.2m of the Net Budget and no more than 5% £13.1m of the net budget.

ANNEX D

Appendix C (ii)Tables to show the estimated use of Earmarked Reserves

	2023-24			2024-25		2025-26		2026-27		2027-28	
<u>Earmarked Reserves</u>	01.04.23 Estimated balance £m	Change in year £m	31.03.24 Estimated balance £m	Change in year £m	31.03.25 Estimated balance £m	Change in year £m	31.03.26 Estimated balance £m	Change in year £m	31.03.27 Estimated balance £m	Change in year £m	31.03.28 Estimated balance £m
Asset Replacement	3.585	(1.600)	1.985	0.300	2.285	1.700	3.985	(1.900)	2.085	(0.300)	1.785
Investment	1.938		1.938		1.938		1.938		1.938		1.938
PCC Reserve	1.048		1.048		1.048		1.048		1.048		1.048
Temp PC uplift	1.000	(1.000)	0.000		0.000		0.000		0.000		0.000
Grants & Commissioning	1.949		1.949		1.949		1.949		1.949		1.949
PFI	0.127	0.040	0.167	0.040	0.207	0.040	0.247	0.040	0.287	0.040	0.327
Property Act Fund	0.129		0.129		0.129		0.129		0.129		0.129
Drug Fund	0.048		0.048		0.048		0.048		0.048		0.048
Revenue Grants	1.883		1.883		1.883		1.883		1.883		1.883
Animal welfare	0.019		0.019		0.019		0.019		0.019		0.019
Tax Base	5,467	(0.500)	4,967	(0.400)	4,567	(0.400)	4,167	(0.500)	3,667	(0.500)	3,167
Night Time Levy	0.212	0.049	0.261	(0.050)	0.211	(0.050)	0.161	(0.050)	0.111	(0.050)	0.061
Target Hardening	0.073		0.073		0.073		0.073		0.073		0.073
Allard	1.200	(1.200)	0.000		0.000		0.000		0.000		0.000
TPAC Collisions	0.100		0.100		0.100		0.100		0.100		0.100
Joint Ops	1.035		1.035		1.035		1.035		1.035		1.035
TOTAL	19.813	(4.211)	15.602	(0.110)	15.492	1.290	16.782	(2.410)	14.372	(0.810)	13.562

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	7 February 2023
Report of:	Commissioner Henry (PCC)
Report Author:	Dan Howitt
E-mail:	ExecutiveSupport@notts.police.uk
Other Contacts:	None
Agenda Item:	6

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

1. PURPOSE OF THE REPORT

- 1.1 This report provides the Police and Crime Panel with an overview of the activities undertaken by the Police and Crime Commissioner and her office since September 2022 in undertaking their statutory duties¹ and delivering against the ambitions of the 2021 to 2025 Police and Crime Plan.
- 1.2 Supplementary papers include a summary of delivery against the Commissioner's 2022/23 Police and Crime Delivery Plan (Appendix A) and a forward plan of key OPCC and force decisions for the latest planning period (Appendix B).

2. RECOMMENDATIONS

- 2.1 The Police and Crime Panel is invited to scrutinise the contents of these reports and seek assurance on any specific areas of concern. The Panel is also invited to request further information where required and make relevant observations and recommendations within the scope of their role².
- 2.2 The Police and Crime Panel's purpose is to review, support and scrutinise the Commissioner's work in fulfilling her statutory duties (Section 14 of the Policing Protocol 2011). These reports are designed to assist the Police and Crime Panel in fulfilling this purpose.

¹ Section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 requires the Commissioner to, subject to certain restrictions, provide the Panel with any information which they may reasonably require in order to carry out their functions, and any other information which the Commissioner considers appropriate

² [Police and Crime Panels: A Guide to Scrutiny](#), Local Government Association, Updated 2016

3. Police and Crime Delivery Plan 2022/23

- 3.1 The Commissioner's annual delivery programme shown at Appendix A outlines a range of specific actions and objectives planned for 2022/23 which underpin the strategic Make Notts Safe Plan. This section highlights progress made against the plan by the OPCC, police and partner agencies since November 2022.

Making our streets, villages, towns and city safer

- 3.2 Nottinghamshire's £3m Round 4 Safer Streets programme continues to drive improvements in in safety and feelings of safety across the four priority locations targeted. Monthly project boards and delivery groups continue to be held, with most situational crime prevention interventions (e.g., CCTV, ANPR) being installed and fully operational during quarter 4 of the financial year. A more detailed update will be provided to the Panel at the June 2023 meeting.
- 3.3 The PCC's Head of Communications is the lead for all media activity and attends all Project Board meetings liaising with local authority press officers. A Communications Plan has been developed to detail the work required and a partnership memorandum of understanding has been formulated to ensure good communication and working practices. The Commissioner has issued numerous media releases and media teams across local authority areas continue to publicise the project, with recent examples including the [Gedling Shopwatch Radio scheme](#), [National Award for PCSO's Safer Streets work](#), the [Ashfield Safe Space Accreditation Scheme](#), [Broxtowe Electric Bike for Police](#), [Broxtowe CCTV and other crime Prevention](#), [Ashfield CCTV Refuge Cameras](#), [Bassetlaw Safer Streets Wardens](#).
- 3.4 Over the past few months, key partners, including City Council and Business Improvement District, have been meeting to advance plans in response to the City's Night-Time Economy (NTE) Needs Assessment and optimise the impact of non-recurring revenue secured via the Late-Night Levy. The intention is to try and ensure the remainder of the funding is used for initiatives that are sustainable and have enduring impact.
- 3.5 It is currently proposed that funding be used to embed projects supported via the Safety of Women at Night (SWaN) fund in 2022, including the Safe Spaces pledge and the accreditation of 'Best Bar None' establishments, which will ensure a quality standardised response is able to be provided to vulnerable women and girls and individuals venues. Funding will also be used to expand training for NTE staff, with a view to ensuring that an active bystander model is promoted and that staff and other personnel at such

venues feel comfortable to call out and stand up against misogyny and violence against women and girls. Further to this, the group is currently exploring viability of expansion of the pledge and training into other venues that women and girls have reported feelings of unsafety in, for instance, hotels and gyms.

Steering vulnerable young people away from crime

- 3.6 Since September 2022, the Violence Reduction Unit have awarded two new contracts for the provision of interventions and training. A tender for the provision of therapeutic counselling has also been awarded to two organisations; the organisations will provide Cognitive Behavioural Therapy for children and young people impacted by violence and exploitation to support better outcomes around mental health.
- 3.7 In addition, the OPCC and VRU have appointed a provider to deliver accredited Youth Work training to the voluntary and community sector (VCS). The provider will support the implementation of the PCC and VRU Youth Work Strategy which seeks to ensure high quality youth provision for children and young people in Nottingham and Nottinghamshire. It will also provide an opportunity for VCS practitioners to have equity of access to workforce development. Both contracts are expected be in place until March 2025.
- 3.8 Other key commissioning updates include the progression of a tender exercise which will see the implementation of a detached youth work model which can be deployed to hotspot areas of the city. The model, which will include three mobile teams of youth workers, will be flexible in responding to changing demand and will operate throughout the year. The intervention will be aimed at children and young people who are at risk of being impacted by serious violence and or exploitation with robust pathways into support mechanisms. The specification for the intervention is currently out for consultation with stakeholders, including the voluntary and community sector. A market engagement event was held on 2nd November, with the tender exercise launching soon after.
- 3.9 Finally, the OPCC and VRU have also recently requested proposals from academic partners to provide independent evaluation of the sports diversion activities which the PCC commissioned through the Make Notts Safe funding round earlier this year. The evaluation will include a cost benefit analysis, a review of the processes for designing and implementing the interventions and a measure of impact on participants based on qualitative and quantitative data. The emphasis that the PCC has put on evaluation and evidence base enables a far better understanding of the impact delivered as a result of public spend, in addition it provides leverage for community providers in seeking sustainable funding in the future.

- 3.10 In terms of delivery and implementation, the OPCC and VRU continue to oversee a number of commissioned interventions, including outreach, youth diversion and therapeutic interventions across the City and County.
- 3.11 The Divert Plus Custody Intervention has now been live since April and is starting to demonstrate positive outcomes for participants. As of September, a personalised plan had been developed for 29 children and young people across the City and County, the majority of whom have been young males aged 15-17 years. A key part of the Divert Plus model has been enabling children and young people to access speech and language therapy (SLT); national and local research already highlights high number of those that offend have diagnosed or undiagnosed speech and language difficulties. 82% of young people referred to Youth Justice Services have difficulty understanding information and often lack the linguistic skills to understand what's happening as part of the judicial process. This programme is unique in providing SLT assessment and therapy
- 3.12 A range of case study examples have been compiled which demonstrate the impact that the Divert Plus projects having. This includes, for example, the support provided to a 17-year-old male arrested for knife and cannabis possession, bailed to court and accepted a referral onto the Divert Plus trial. Engagement with the individual, his immediate family and social care revealed that he had been a victim of knife crime earlier in the year, had stopped going to school and stopped going out, living in fear of those accused of stabbing him – who live on same street and are linked to gang involvement. Work is now ongoing with this vulnerable individual. He was sentenced to a five-month referral order for knife and cannabis possession and has been referred to Stronger People for mentoring. The police are managing the threats to him and his family
- 3.13 The VRU continue to work closely with partners in Youth Justice Services, the Police and Probation to co-produce the Focussed Deterrence intervention which is due to launch in March 2022. The intervention will work specifically with those children and young people who are known to be offending or are on the periphery of offending as part of a group dynamic. The intervention draws from an international evidence base, with the first intervention of its kind being implemented in Boston, Massachusetts in the 1990s. When delivered effectively the intervention is shown to have up to 33% impact on the reduction of serious violence.
- 3.14 During the last quarter the VRU have continued to progress a number of programmes and workstreams through countywide multi agency groups. The first Trauma Informed Strategy Implementation Group has taken place. This

has engaged representation from all partners and an initial subgroup has been formed to co-produce a suitable readiness assessment to support the role out of the Strategy across the partnership. This will provide a consistency to enable sharing of good practice and support evaluation.

- 3.15 The PCC and VRU are preparing for the commencement of the Serious Violence Duty legislated for as part of the Police, Crime, Sentencing and Courts Act (PCSCA) 2022. This will introduce a new duty on public bodies to ensure specified authorities work together to share data and knowledge that allow them to target interventions to prevent and reduce serious violence.
- 3.16 Specified authorities include the police, integrated care board, local authorities, probation service providers, youth justice services and fire and rescue services for the local area. The Duty also requires the specified authorities to consult educational, prison and youth custody authorities for the area in the preparation of their strategy
- 3.17 The Home Office published final statutory guidance in December 2022 in advance of the commencement of the Duty on 31st January 2023. It is expected that specified authorities will spend the initial months after the 31 January determining their obligations and how the Duty will be delivered through a partnership forum. Following this, partnerships will have to prepare a Strategic Needs Assessment (SNA) and an associated local strategy that will enable implementation of activities to reduce serious violence in their area. Strategies must be published by the 31st of January 2024.
- 3.18 Whilst not a specified authority, regulations conferring functions on PCCs have been made under section 14 of the PCSC Act, making provision for them to coordinate specified authorities in relation to the Duty. The provision includes:
- convening and chairing meetings;
 - requiring representatives of specified authorities to attend such meetings;
 - providing administrative and management support to the specified authority and monitoring delivery of activity by specified authorities; and,
 - reporting to the Home Office on a quarterly basis.
- 3.19 The Duty does not require the creation of new multi-agency structures where existing arrangements will facilitate fulfilment of the duty. Nottingham and Nottinghamshire is an area with an established VRU, and it was previously agreed that the Duty will be locally be governed and monitored through the Strategic Violence Reduction Board (SVRB). All specified authorities are represented on this Board.

3.20 PCCs will be allocated grant funding which will support Duty holders in meeting costs arising from the Duty funding allocations are as follows:

- 2022/23 labour costs: £25,863.99, non-labour costs: £15,312.34
- 2023/24 labour costs: £121,394.13, non-labour costs: £46,235.26
- 2024/25 labour costs: £115,562.56, non-labour costs: £23,450.10

3.21 Of note is that all partners have agreed that the VRU will be renamed as the Violence Reduction Partnership (VRP) in view of the new Duty coming into effect. An event to mark this and the three-year anniversary of the VRU is being held at Trent Vineyard on 31st January 2023, to which key stakeholders have been invited.

Preventing violence against women and girls (VAWG)

3.22 The Commissioner was successful in securing a Home Office funding bid for just over £1m from the Children Affected by Domestic Abuse Fund. This funding will provide projects to better support children and young people affected by domestic abuse.

3.23 In July 2022, Nottinghamshire OPCC received confirmation of £1,702,948 additional Ministry of Justice funding for Domestic and Sexual Violence Support Services over the 2022/23 to 2024/25 period. This follows receipt of expressions of Interest from eligible local organisations and guidance from the Ministry of Justice received earlier in the year. A proportion of the new funding will be used to increase Nottinghamshire's Independent Domestic Violence Advisor (IDVA) and Independent Sexual Violence Advisor (ISVA) capacity, alongside further investment in local domestic and sexual abuse support services.

3.24 In addition to this, the Commissioner has also been awarded a further uplift in relation to the local commissioned sexual violence framework fund which amounts to £76,533 per annum for 2022/23, 2023/24 and 2024/25 alongside a further uplift to core Ministry of Justice funding equating to £117,597 in 2022/23.

3.25 The advent of local authority statutory responsibilities to convene local domestic abuse partnerships has galvanised and raised the profile of domestic abuse and the need to provide a whole system response. However, the refined arrangements around domestic abuse, and the scale and complexity of it, has resulted in sexual violence and abuse becoming somewhat side-lined. Partners report that it is difficult to escalate and act upon system wide issues such as child sexual exploitation, harmful sexual

behaviour, and capacity pressures in adult services. Partners were unanimous in their view that there was a need for a strengthened sexual violence governance in Nottinghamshire, and this development work is being facilitated by the OPCC.

- 3.26 In addition to the partnership work on developing a VAWG strategy and the late night economy work referred to in paragraph 3.5, it is hoped that these multiple strands of work will also help to mitigate against rising popularity of misogynistic social influencers who are widely acknowledged to have stimulated damaging discourse and attitudes amongst younger people.

Reducing Reoffending

- 3.27 The OPCC chaired the Nottinghamshire Reducing Reoffending Board on 5 December 2022. The Board discussed interim findings from the Police and Crime Needs Assessment 2022 relating to perpetrators and offending and reviewed the latest reducing reoffending performance position.

- 3.28 Emerging issues included:

- a rise in the proportion of suspects that are aged 10 to 15 alongside an incremental increase in First Time Entrants (FTE) into the Youth Justice System (YJS) seen in both the City and County over recent months. This is being further explored by the Youth Justice Service Task & Finish Group.
- An increase in shoplifting offences in 12 months to September 2022 which is likely to be compounded by increasing financial hardship as a result of the cost-of-living crisis. Options will be explored to strengthen Nottinghamshire's retail diversion offer
- A rise in the proportion of suspects for which ethnicity details are not known or have not been captured. The Disproportionality steering group, chaired by Probation, will seek to improve understanding and response to this issue

- 3.29 The Reducing Reoffending Board also reviewed progress in transitioning to the new police Out of Court Disposals framework in 2023, the capacity constraints impacting on key delivery partners and received an update on the Your Choice Perpetrator Programme ahead of the findings of an evaluation of the pilot which will be published in due course.

- 3.30 On 14 December, the Commissioner convened her local Criminal Justice Partnership Board where a range of key stakeholders shared updates on critical risks relating to the court backlogs, capacity and resilience of the judiciary. Partners agreed a forward plan for the year ahead which will include a thematic focus on Violence Against Women and Girls, file quality,

children and young people in contact with the CJS, Out of Court Disposals and Severe Multiple Disadvantage and intersectionality.

Tackling Serious and Organised Crime

3.31 In December 2022, the Commissioner undertook responsibility for the PCC Serious and Organised Crime (SOC) regional portfolio and will be working to develop consistent monitoring, oversight and scrutiny of:

- East Midlands Special Operations Unit (EMSOU) delivery of the Police Uplift Programme
- Fulfilment and contribution towards the Regional Organised Crime Unit (ROCU) 2030 vision and networking principles: 'Coherent, Consistent, connected'
- Reporting to and attending the APCC SOC Portfolio Meeting alongside National Police Chief Council SOC Portfolio Leads
- Monitoring delivery against recommendations set out in relevant HMICFRS Inspections

Improving outcomes for victims of crime and ASB

3.32 The Commissioner's Victim Support Services received an uplift of £117,000 Ministry of Justice funding to be spent in the current financial year. This uplift funding has been allocated out across PCC victim services as a one-off funding uplift to help with the financial pressures these services are currently facing both in terms of increased demand for service and associated increased costs as well as the ongoing cost of living increases.

3.33 The new Notts Victim CARE specification is being developed, working with two victims with lived experience. The new specification will include requirements to ensure that the recommendations from the Victims Needs Assessment are met. This will include a change in police referral processes, to ensure that vulnerable victims and those more likely to want to take up support are automatically referred into Notts Victim CARE unless they request otherwise. An invitation to tender for the Victim CARE service will be published in March 2023.

3.34 The PCC is working with HMPPS and East Midlands Probation Service – covering Nottingham City and Notts County to develop and potentially co-commission a new restorative justice service based on best evidence of what works. Market engagement was undertaken in January 2023 and an invitation to tender will be published in March 2023. Areas for improvement identified as part of the independent needs assessment included:

- Greater flexibility to scale support to victims up and down to meet changing need, including tailored support for specific crime types such as fraud
- A need for greater cultural responsiveness within services and better support for victims from minority ethnic communities. This included a need for a greater understanding of the different cultural experiences of victims and more consultation with victims from different communities
- Increased awareness of Victim CARE among victims and stakeholders
- Improvements in referral routes, including digital options for support - although many victims also stated that they had not needed support
- Consideration of an opt-out referral model to reduce the risk of victims in need of support 'slipping through the net' and address issues of timing among those that do not require help immediately.
- Reconsidering and potentially changing the Community Point model from 'broad and shallow' to 'narrow and deep'
- Greater consistency in the quality of support provided by the police, where positive and negative experiences were relatively evenly distributed. Negative perceptions were predominantly related to poor communication, a perceived lack of support and frustration that no action had been taken
- Opportunities to improve information sharing between key support services or improve access to police systems
- Exploring opportunities to broaden the Restorative Justice offer through co-commissioning, improved partnership working and education

Exposing Hidden Harm and Safeguarding Vulnerable People

3.35 The OPCC has continued to work with City and County partners to develop options for expanding the Slavery and Exploitation Risk Assessment Conference (SERAC) model. A revised model has been provisionally agreed which includes an uplift in caseworker capacity to drive improvements in the identification and response to slavery and exploitation across the county. Alongside this, the SERAC has introduced a new process for assessing and prioritising caseloads which is helping to ensure our finite resources are more effectively targeted. The SERAC has been identified as local model of good practice, having garnered interest from police forces nationally and internationally.

Supporting Communities to Make Notts Safe

3.36 The Commissioner has awarded two rounds of Make Notts Safe Community Chest funding in 2022/23, with a total of 16 grassroots and community-based organisations benefiting and a total of £61,253 being awarded. The Community Chest fund provides seed-corn funding of up to £5,000 for third sector organisations to help delivery against the PCCs priorities. All delivery

and spend associated with these Community Chest Grants must be undertaken by the end of the financial year. New Community Chest grants will be awarded in 2023/24.

3.37 The Commissioner has launched five Make Notts Safe Thematic Grants Rounds in 2022/23 as follows:

- Youth Diversion thematic grants were launched in January 2022 with seven organisations successfully receiving a share of £299,601 for Youth Diversion projects to be delivered between May 2022 and March 2025.
- Hidden Harm thematic grants were launched in January 2022 with eight organisations successfully receiving a share of £315,150 for Hidden Harm projects to be delivered between May 2022 and March 2025.
- Hate Crime thematic grants were launched in July 2022 with six organisations successfully receiving a share of £114,511 for Hate Crime projects to be delivered between December 2022 and March 2025.
- Communities thematic grants were launched in July 2022 with four organisations successfully receiving a share of £98,790 for local community projects to be delivered December 2022 and March 2025.
- Rural Crime thematic grants were launched in July 2022. No funding application were received at this time and therefore it is anticipated that this fund will be re-launched in January/February 2023.

3.38 The Commissioner is planning to launch the Make Notts Safe Innovation Fund in early 2023. This Innovation Fund will support third sector organisations to research, develop or pilot and evaluate a new initiative. This fund will only be used to support truly new and innovative projects ideas which aim to enable local delivery against PCC priorities

3.39 The Commissioner is continuing to build on the work of the Independent Community Scrutiny Panel (ICSP), having recruited two further members to join the panel in January. The ICSP will convene on the 7th of February to scrutinise hate crime cases and the force's practice in dealing with hate crime and non-crime hate incidences. The work schedule continues in Spring 2023 with ICSP members receiving a full induction on Stop and Search and Use of Force procedures to support their analysis of police Body Worn Video (BWV) footage and a subsequent scrutiny panel.

3.40 The ICSP will be involved in community consultation to capture the issues of greatest concern to communities that are affected by disproportionately in relation to policing and criminal justice. This will work in line with PCC's vision for transparency and the force's own race action plan which includes listening and engaging with the communities that they are serving.

4. Governance and accountability

- 4.1 The PCC continues to hold monthly Accountability Boards as part of her regular programme of oversight and scrutiny. This is helping to ensure a priority focus on the objectives of the Make Notts Safe Plan and ensure that Nottinghamshire Police continue to deliver efficient and effective services.
- 4.2 In addition to the Accountability Board, the Commissioner maintains a weekly dialogue with the Chief Constable and Force leads about matters of organisational significance, or that impact upon community safety and criminal justice across Nottingham and Nottinghamshire.
- 4.3 The PCC convened Accountability Boards on 6 December 2022 and 10 January 2023, which included specific focus on priority themes including the Safer Streets programme, crime outcomes, tackling ASB, youth diversion, child criminal exploitation and county lines, hate crime, local 'watch' schemes, neighbourhood policing, policing the digital beat, public protection and Corporate Services.
- 4.4 The new Chief Constable, Kate Meynell, formally commenced her role in Nottinghamshire on 12 December 2022. The Chief Constable consulted on her key messages communications to the Force, which included setting out commitments to ensure public trust and confidence in the police by setting the highest of standards of integrity and by ensuring delivery against both the Race Action Plan and Violence Against Women and Girls framework.
- 4.5 Chief Constable Meynell has also developed a forward plan in which she will be engaging with officers, staff, members of our communities and partner agencies during her first 100 days in office to gather information regarding local challenges. This will be used to inform the setting of operational priorities designed to support and complement the Commissioner's strategic Make Notts Safe Plan.

5. Community engagement and consultation

- 5.1 The Commissioner attended the launch of the Nottinghamshire Youth Commission delivery programme for 2023/24 on 14 January 2023. 17 new members have been recruited to join the existing cohort, with a particular focus on underrepresented and marginalised groups such as looked-after children, care-leavers, young people from minority ethnic backgrounds, victims of crime and young people with personal experience of the criminal justice system.

- 5.2 The Youth Commission will be working to develop and embed a Youth Independent Advisory Group for Nottinghamshire which will meet regularly throughout the year to inform, support and shape the key priorities of the Police and PCC. Members of the Youth Commission will also undertake peer-led engagement with young people across Nottinghamshire to explore the issues affecting trust and confidence in the police, and feelings of safety among women and girls. This will seek to engage 1,800 young people across Nottinghamshire alongside peer-led education campaigns or further research to address confidence and trust between young people and the police.
- 5.3 The Commissioner and her office have continued to undertake a range of community engagement activity since November 2022. This has included:
- Mojatu Foundation's 'Festive Fiesta' (10 December)
 - Himmah Event and Nottingham Social Justice Awards (10 December)
 - Engagement with students at West Notts College (15 December)
 - The Centre Place charity in Worksop supporting young people (11 Jan)
- 5.4 The Chief Executive Officer, in place of the Commissioner who was unable to attend, was a guest speaker at the formal re-launch of 'The Nottingham Space' at National Justice Museum's 'Choices and Consequences' workshop. Separately, the Commissioner visited Radford Road Police Station to meet the Neighbourhood Policing Team there and to observe the morning briefing process.
- 5.5 The Commissioner held a Walkabout Wednesday event in Newark, Castle Ward on 30 November 2022, visiting the Safer Streets work being undertaken in the area and meeting representatives from Newark Pub Watch, Newark College, Newark Business Club, NSDC, a local councillor and the Newark Neighbourhood policing team. On 21 December 2022, the Commissioner and new Chief Constable Kate Meynell undertook a walkabout in Nottingham City Centre engaging with representatives from Nottingham Bid, Nottingham City Council, Neighbourhood Policing Teams and the High Sheriff of Nottinghamshire. The next scheduled Walkabouts are for 11 January (Worksop town centre), 7 February (Clifton, Nottingham) and TBC March (Mansfield).
- 5.6 The Commissioner and the OPCC have reviewed the 'Chat with Caroline' events and taken the decision to combine the programme with visits to local community groups, organisations and charities, including commissioned services and grant recipients. Following the Commissioner's Walkabout Wednesday on 11 January in Worksop, her first Chat with Caroline was arranged. Commissioner and OPCC staff visited 'The Centre Place' a charity

which covers Nottinghamshire offering support for young people. The Commissioner attended the 16-25 LGBT+ support group, listening to the young people who attend. The next Chat with Caroline visit will be to meet the team of volunteers who run Notts LGBT+ Network on Tuesday 7 February 2023. The opportunity for members of the public to request a conversation with the commissioner via contact with the Commissioner's office is still available through the OPCC website.

5.7 The Commissioners first monthly newsletter, Connect, was sent out to subscribers on 21 December. The OPCC has initially put an agreement in place for Inspire Libraries to distribute copies of Connect to their libraries across Nottinghamshire, in total 58. After this trial the OPCC will work towards getting agreements in place for the Newsletters to be distributed to other community venues in order to reach more people across Nottingham and Nottinghamshire. The January edition will be sent out on Tuesday 31 January 2023. To subscribe please visit the following link: <https://forms.office.com/r/ZXgx5NTkdB>

5.8 Latest findings from the OPCC commissioned Police and Crime Survey were reported in December 2022 based on over 4,500 responses received from a representative sample of Nottinghamshire residents. Findings will be reported as part of the Quarter 3 Performance Update paper on 27 March.

6. Organisational Developments

6.1 The OPCC recently commissioned an independent audit of its data protection and information governance processes. This identified a number of areas for improvement in order to ensure compliance with General Data Protection Regulations (GDPR). Work is now underway to establish a more robust information governance infrastructure and policy framework, alongside actions to ensure data protection is a standing agenda item on all OPCC team meetings. Mandatory organisational training for all OPCC staff was held on 18 January 2023.

7. Finance, use of resources and value for money

2022/23 Budget Monitoring and 2023/24 Budget Setting Process

7.1 The overall budget position was reviewed by the Commissioner and Chief Constable prior to the provisional grant settlement announcement in December. This information has been used to inform the Commissioner's precept proposal which has been presented as a stand alone paper.

8. National Developments

- 8.1 The Home Office has committed a further £36m Domestic Abuse Perpetrator Intervention Funding over the next two years to support PCCs in increasing the availability of domestic abuse perpetrator intervention schemes in their areas. This was published alongside seven standards which provide commissioners with the guidance they need to commission effective interventions with perpetrators, whilst also ensuring that victims' safety and welfare remains paramount. Nottinghamshire OPCC is in the process of compiling a bid for this funding.

9. Decisions

- 9.1 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to her 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.³
- 9.2 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 shown at Appendix B.

10. Human Resources Implications

- 10.1 None - this is an information report.

11. Equality Implications

- 11.1 The Commissioner's decisions and strategic direction are fully compliant with the Equality Act 2020

12. Risk Management

- 12.1 There are no significant risks within this report that need to be drawn to the attention of the Police and Crime Panel.

³ <http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx>

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

13.1 This report provides Members with an update on performance in respect of the Make Notts Safe Plan and provides information on emerging policy and legislative developments.

14. Changes in Legislation or other Legal Considerations

14.1 The Commissioner undertakes routine horizon scanning of emerging legislation, government publications, audits and inspections and significant consultations, statistics and research findings in order to help inform local strategic planning and decision making.

14.2 Changes to the Specified Information Order came into force on 31 May 2021 requiring Police and Crime Commissioners to publish on their websites:

- A statement on how their force is performing in relation to key national priorities for policing;
- Copies of HMICFRS PEEL inspection reports, and a summary assessment of the force's performance; and
- Copies of IOPC data on force complaints, and a statement on how the PCC (or Mayor's Office) is exercising its complaints-handling functions under the Police Reform Act 2002.

14.3 The Commissioner has taken steps to ensure compliance with the amended legislation and will be publishing a statement on how the force is performing in relation to the national police outcomes framework when publishing her statutory Police and Crime Plan.

15. Details of outcome of consultation

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

16. Appendices

- A. Nottinghamshire Police and Crime Delivery Plan 2022/23
- B. Forward Plan of Key Decisions for the OPCC and the Force - November 2022

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













Make Notts Safe Plan 2021 - 2025

For any enquiries about this report please contact:

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Make Notts Safe Plan: Projects, Programmes and Activity - 2022/23

OBJECTIVE	OUTCOME	ON TRACK	ACTIVITY	STATUS
PREVENTING	A1: Making our streets, villages, towns and city safer		Safer Streets / Safer for All Programme: South Nottinghamshire	G
			Safer Streets / Safer for All Programme: Mansfield & Ashfield	G
			Safer Streets / Safer for All Programme: BNS	G
			Safer Streets / Safer for All Programme: Nottingham City	G
			Safer for All: Target Hardening Programme	G
			Implement recommendations of the NTE Needs Assessment	A
	A2: Steering Vulnerable young people away from crime		Develop and embed the Youth Work Programme	A
			Divert Plus: Strengthen the use of Custody Diversion	G
			Develop and implement a trauma informed strategy across the partnership	A
			Commission & implement a targeted youth outreach programme	G
			Lead the implementation of the Serious Violence Duty	G
			Strengthening data sharing, insight and evidence	A
	A3: Preventing Violence Against Women and Girls		Primary and secondary school healthy relationships programmes	A
			Co-produce a VAWG strategy for Nottinghamshire	A
			Support the work of the Consent Coalition to tackle sexual violence	G
			Seek funding for evaluation and roll out of preventing VAWG initiatives	G
	A4: Improving Our Approach to Reducing Reoffending		Development of the Reducing Reoffending Board	G
			Increase number of offenders in drug treatment and improve outcomes	A
			Improving the use of tagging technology, incl. curfew, location & sobriety	A
			Support delivery of the Notts Domestic Violence Perpetrator Programme	A
RESPONDING	B1: Visible and Responsive Neighbourhood Policing		Further strengthen front line capacity across Nottinghamshire	G
			Further develop local communication and engagement strategies	A
			Maintain strong call handling performance	G
			Improve response to mental health and multiple and complex needs	R
	B2: Policing the Digital Beat		Increase digital reach and engagement, incl. Single Online Home & Live Chat	G
			Improving response to crimes committed or facilitated online	A
			Improving digital media investigation capabilities	G
			Maximise use of crime prevention tools and materials to reduce online fraud	A
	B3: Responding to Issues of Greatest Community Concern		Continue to increase capacity and capability of the Operation Reacher Teams	G
			Improving understanding and response to hate crime (early intervention)	A
			Award Make Notts Safe Grants to third sector orgs tackling crime & ASB	G
			Establish ASB Taskforce to improve partnership response to ASB	G
	B3R: Tackling Rural Crime		Convene and facilitate an annual rural crime summit	A
			Award Make Notts Safe Grants to third sector orgs tackling rural crime	A
			Explore opportunities to improve service response for repeat victims of RC	A
			Continue to invest in rural crime training and professional development	G
	B4: A Hostile Environment for Serious and Organised Crime		Strengthen Serious and Organised Crime Partnership engagement / outcomes	G
			Ensure VfM from Serious and Organised Crime regional investment	A
			Increase criminal asset recovery applications and outcomes	G
			Expand use of ANPR across Nottinghamshire	G
SUPPORTING	C1: Improving Outcomes for Victims of Crime and ASB		Recommissioning local Victim CARE service	A
			Invest further new funding into domestic abuse and SV support services	G
			Continue to co-commission joined up and high quality DSA support services	G
			Improve support for victims of slavery and exploitation	A
	C2: Improving Victims' and Witnesses' Experience of the CJS		Co-commission a new 'Restorative Nottinghamshire Service'	A
			Improve the use of evidence-led prosecutions where appropriate	A
			Establish a new Victim and Witness CJ Group to report to the LCJPB	G
			Scrutiny of compliance with the Code of Practice for Victims	A
	C3: Exposing Hidden Harm, Safeguarding Vulnerable People		Improving reporting and referral pathways for hidden harm	A
			Roll out Slavery and Exploitation Risk Assessment Conferences	G
			Commission hidden harm support services	A
			Improve availability of pre-NRM support for potential victims of slavery	A
	C4: Supporting Communities to Help Make Notts Safe		Increase involvement in volunteering, police cadets and specials	A
			Improve coverage and consistency of Community Speedwatch scheme	A
			Support development of the rural neighbourhood Alert programme	G
			Hold regular 'Meet the Commissioner' sessions across Notts	G
			Embed and further promote take up of the Neighbourhood Alert service	A

Decisions of Significant Public Interest: Forward Plan

November 2022

1.0 Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
2.0 Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
2.1	November 2022	Vehicle Replacements	Contract award	>£250k	Gillian Holder	OPCC
2.2	December 2022	Targeted Outreach and Mentoring Provision	Contract award	>£250k	Gillian Holder	OPCC
2.3	December 2022	Vehicle Repairs	Contract award	>£250k	Mark Kimberley	Force
2.4	December 2022	Condition Survey – Decoration and Flooring	Contract award	>£250	Mark Kimberley	Force
2.5	December 2022	Mansfield Custody Improvements Phase 2	Contract award	>£250	Mark Kimberley	Force
2.6	December 2022	Condition Survey	Contract award	>£250	Mark Kimberley	Force
2.7	December	Airwave Extension	DN for extension	>£250	Mark Kimberley	Force
2.8	January	Travel	Contract award	>£250	Mark Kimberley	Force
2.9	January	Accommodation	Contract award	>£250	Mark Kimberley	Force
2.10	January	On-Line Auditing	Contract award	>£250	Mark Kimberley	Force
2.11	March	Fuel Cards	Contract award	>£250	Mark Kimberley	Force
2.12	March	Windscreen Replacement	Contract award	>£250	Mark Kimberley	Force
2.13	March	Non Police Vehicle Disposal	Contract award	>£250	Mark Kimberley	Force

3.0 Estates, ICT and Asset Strategic Planning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
3.1	TBC	London Road Fire Station	To agree to lease part of the second floor as the new Meadows Police Station	TBC	Tim Wendels, Estates and Facilities	Force
3.2	TBC	Workshop, Riverside Police Station	To agree to grant a sub-lease of the Workshop up to the end of the PFI Contract, following vacation of the building by the Police	TBC	Tim Wendels, Estates and Facilities	Force
	TBC	Former Stores building, Sherwood Lodge	To agree to the conversion of the former Stores building to office accommodation to assist with the vacation of the Riverside PFI	TBC	Tim Wendels, Estates and Facilities	Force
3.3	June – 18 months	National Enabling Programmes	Current rollout status – 4497 laptops issued; 3161 migrations completed	-	Chief Insp Al Pearson	Force
3.4	Ongoing	DEMS	NICE Investigate is live with four connectors implemented (NICHE, BWV, DIR & SAAB). Our fifth connector NICE Inform is commencing and a decision on our sixth connector is due to be made in November.		Chief Insp Al Pearson	Force

4.0 Workforce Plan and Recruitment Strategies						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
4.1	On going	Operation Uplift	The recruitment and L&D budget are on target for financial year end 22/23. All	-	Claire Salter/ Supt Amy Styles-Jones	Force

			<p>recruitment and training costs are monitored and are on track.</p> <p>Operation Uplift was achieved in March 2022 a year ahead of target as planned. However, maintenance of the establishment position is a priority through to the end of the financial year along with achieving our additional target of 31 recruits by end of March 2023 to assist the national uplift target of 20,000 new officer by the same date. We are on track to maintain our original uplift allocation of 257 officers and the additional 31, along with another 19 to take our additional total to 50 more new officers. These will be absorbed into recruitment during this financial year albeit within the last quarter for funding purposes. Officer recruitment will therefore continue at pace and there is no additional cost required for this activity.</p>			
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5.0 Strategic Issues including Finance						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
5.1	Each Meeting	Routine monthly monitoring reports in respect of capital and Revenue expenditure'	Approval of virements and additional budget		Mark Kimberley	Force

6.0 Other OPCC Commissioning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
6.1	May 2022	Substance Misuse Support	To contribute towards the cost of contract extensions for criminal justice substance misuse support service in the city (City Council lead commissioner)	>£250k	Nicola Wade	OPCC
6.2	May 2022	Domestic Abuse Perpetrator Programme	To continue to fund the DA perpetrator programme, following further funding received from Home Office	>£250k	Nicola Wade	OPCC
6.3	May 2022	Adult Sexual Assault Referral Centre	To award further funding to NHS England to contribute towards the increased costs of adult SARC provision	TBC	Nicola Wade	OPCC
6.4	June 2022	Domestic abuse and sexual violence funding awards	To make various funding awards, to be confirmed following MoJ decision on extra funding for Nottinghamshire services	TBC	Nicola Wade	OPCC
6.5	June 2022	Therapeutic support for Children and Young People	Invitation to Tender to be published	C£215k	Natalie Baker-Swift / Claire Good	OPCC / VRU
6.6	July 2022	Non Domestic stalking	To review and re-commission non domestic stalking	C£230K	Nicola Wade	OPCC

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	7 February 2023
Report of:	Commissioner Henry (PCC)
Report Author:	Dan Howitt
E-mail:	ExecutiveSupport@notts.police.uk
Other Contacts:	None
Agenda Item:	7

PUBLIC TRUST AND CONFIDENCE IN THE POLICE

1. PURPOSE OF THE REPORT

- 1.1 This report provides the Police and Crime Panel with an overview of trends in public confidence in the police in Nottinghamshire and details of activity underway to address the decline in public confidence seen locally and nationally during 2022. The panel will receive a presentation on 7 February 2023 which will provide further opportunities for discussion.

2. RECOMMENDATIONS

- 2.1 Police and Crime Panel members are invited to review, support and scrutinise the contents of this report and formal presentation and seek assurance on any specific areas of concern. The Panel is also invited to request further information where required and make relevant observations and recommendations within the scope of their role¹.

3. Public Trust and Confidence in the Police - Background

- 3.1 A range of local² and national³ indicators suggest that public trust and confidence in the police and other public services has been in steady decline over recent years. This is commonly believed⁴ to have been affected by a series of nationally high-profile cases of law breaking, misconduct and abuse of power⁵ that have raised concerns about the culture of the police service⁶, led to an increase in negative

¹ [Police and Crime Panels: A Guide to Scrutiny](#), Local Government Association, Updated 2016

² Nottinghamshire Police and Crime Survey: July 2017 to December 2022

³ The State of the State 2022-23- from the pandemic to a cost-of-living crisis

⁴ Strategic review of Policing in England and Wales- The Police Foundation: March 2022

⁵ Included the murder of Sarah Everard (March 2021) and identification of serial rapist David Carrick in 2023

⁶ HMICFRS "An inspection of vetting, misconduct, and misogyny in the police service": November 2022

sentiment towards the service⁷ and contributed towards reductions in feelings of safety among women and girls.

- 3.2 Whilst recognised as part of a national trend, reductions in public confidence in the police present a significant local threat which has potential to impact upon: crime reporting and identification of hidden harm; feelings of safety among local communities; levels of community engagement and the fundamental model of policing by consent. Nottinghamshire Police and PCC are therefore working to understand the drivers of public confidence and opportunities to impact upon this emerging trend at a local level.

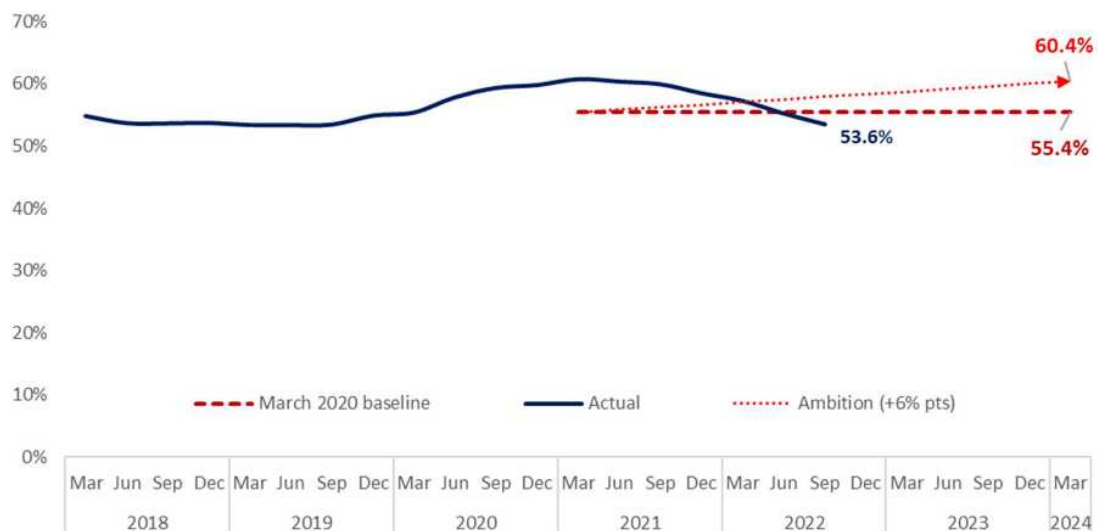
4. The Local Picture

- 4.1 Nottinghamshire Office of Police and Crime Commissioner (OPCC) has been consistently monitoring public perceptions of the police in Nottinghamshire since 2017 as part of a robust social research programme.
- 4.2 All indicators of public confidence and trust in Nottinghamshire police saw an overall deterioration between March 2020 and December 2022, with overall public confidence falling from 55.3% prior to the Covid outbreak in March 2020 to 53.6% in December 2022.
- 4.3 Changes in levels of public confidence have varied by area, with South Nottinghamshire (-6.7% pts) and Nottingham City (-3.8% pts) showing the most significant reductions, whilst public confidence in Mansfield and Ashfield increased by 2.8% in 2022 compared to the pre-pandemic baseline.
- 4.4 In South Nottinghamshire, a deteriorating public confidence picture has been mirrored by reductions in the proportion of respondents feeling that the police 'understand local crime and ASB issues' and 'are dealing with issues that matter most to local people'. Similarly, in the City, reductions in public confidence have correlated with reductions in the proportion of respondents that feel the police a 'understand local crime and anti-social behaviour issues' and 'have a good reputation among local people'.
- 4.5 In Mansfield and Ashfield, around 51% of respondents stated that they had confidence in Nottinghamshire Police prior to the Covid outbreak in March 2020, with levels rising to 60% during the pandemic and remaining higher than the pre-pandemic baseline during the year to September 2022 (55%). This comparatively strong picture has been coupled with increases in the proportion of respondents feeling that the police 'are providing a visible presence where needed most' and 'are dealing with issues that matter most to local people'.

⁷ PEEL 2021/22 - An inspection of the Metropolitan Police

4.6 Lower levels of confidence are typically recorded in Bassetlaw, Newark and Sherwood, often compounded by challenges in establishing a visible presence across dispersed rural localities. Overall levels of trust and confidence in Bassetlaw, Newark and Sherwood were broadly in line with those seen pre-pandemic in the year to September 2022.

Fig 1. Taking Everything into account – I have confidence in the police in my area (% Agree) Nottinghamshire Police and Crime Survey 2018-2022. N = 21,500 over 5 years



4.7 Other research has highlighted a number of demographic groups exhibiting lower than average levels of trust and confidence in the police. These include:

- Some youth cohorts, including Black children and teenagers, as highlighted via local⁸ and national⁹ research and engagement. Many participating in local peer-led research expressed a lack of rapport with the police but recognised the impact that social media can have on shaping their perceptions. A national Crest Advisory report published in 2022 captured the views of 1,542 children and teenagers in 2022, of which 73% said they trust the police, compared with 62% in the adult survey. Among the sample, however, only 36% of Black children and teenagers (and 28% of Black Caribbean children and teenagers) stated that they trust the police compared with 75% of young White people
- New and Emerging Communities: Research¹⁰ undertaken by Nottingham Trent University in 2019 highlighted the range of barriers to engagement between the police, other service users and new and emerging communities, which include language, culture and experience of police corruption and brutality in their home

⁸ Nottinghamshire Youth Commission: Report to the police and crime commissioner, Leaders Unlocked July 2022

⁹ Forgetting voices: Policing, stop and search and the perspective of Black children, Crest Advisory, December 2022

¹⁰ New and Emerging Communities, Nottingham Trent University, August 2019

country. Respondents felt that more could be done by the police to build trust with young people from migrant communities and certain migrant groups who, due to negative treatment and stigmatisation are highly distrusting of the police.

5. Opportunities and risks

5.1 Home Affairs Committee inquiry into policing priorities undertaken in 2022 acknowledged the crisis in public confidence fueled by high profile misconduct cases and the transparency/scrutiny afforded via mass media and social media. The inquiry made recommendations for:

- Stronger engagement with communities: Arguing that community / local policing should be put back at the forefront in order to restore trust. Each force should a staff member(s) dedicated to coordinating community engagement between the force and members of the public. Specific consideration should be given to communities where public confidence has eroded over recent years.
- Greater recognition of the impact of the fear of crime: Policing efforts to build trust and confidence within the community should be informed by better understanding, awareness, and proactivity in the response to fear of crime versus presence of crime.
- The prioritisation of prevention: People must be protected from being victims of crime and must be free from fear of crime. It is important that police forces in England and Wales strike a balance between a focus on preventing and solving crime and carrying out their other functions

5.2 Analysis undertaken by the College of Policing¹¹ in 2020 also highlighted a range of converging factors that are likely to impact upon public trust and confidence and the level and complexity of issues facing the service over the coming years. These include:

- An expanding and unregulated information space: The growing volume and resonance of digital disinformation presents an escalating threat which may be compounded by the speed in which false, misleading or abusive content and 'deep fake' material information and disinformation can 'go viral'. The paper highlights a growing role for the police service in responding to fake news and propaganda, especially in the midst of a crisis where existing social tensions may be exasperated.

¹¹ Policing in England and Wales: Future Operating Environment 2040, College of Policing, August 2020

- The digital revolution presents both opportunities for the police and partner organisations, but also risks to the intimate connection with the public, particularly among marginalised communities already affected by digital exclusion. New technologies allow people to sidestep existing institutions and systems as the digital environment becomes increasingly complex and chaotic. This shift over the next 20 years may require the police service to find new ways of cultivating public trust in the context of populist attacks on the relevance and accountability of institutions and increasing calls for devolution of power to the regional or local level.
- Artificial intelligence has potential to become the most transformative technology of the next 20 years, enabling powerful surveillance and crime prevention tools, improving the speed in which criminals and their motives are identified, enabling neighbourhood policing teams to better understand community dynamics and improving the response to major incidents and calls for service. It is critical, however that public trust and confidence is maintained throughout policing's 'AI journey' alongside the necessary ethical frameworks and regulation.

6. Tackling the drivers of public confidence in the police in Nottinghamshire

- 6.1 The Chief Constable and Police and Crime Commissioner have undertaken a range of activity to better understand and respond to the factors impacting upon public confidence in Nottinghamshire. This has included the commissioning of qualitative focus groups to supplement findings from the Nottinghamshire Police and Crime Survey.
- 6.2 To strengthen assurance in respect of police **integrity and professional standards**, the Commissioner continues to hold the Chief Constable to account for delivery via her weekly 1:1 meetings and monthly Accountability Board. This includes reviewing progress in addressing recommendations from HMICFRS inspections and IOPC reports. Papers and actions captured as part of the Accountability Board are proactively published on the Commissioner's website. The Commissioner also has a key role in supporting the Independent Community Scrutiny Panel and youth and adult Independent Advisory Groups (IAGs) in scrutinising police processes, activity and outcomes.
- 6.3 A wide range of activity is underway to improve engagement and trust and confidence among **specific cohorts and communities**. This includes, for example, targeted work in schools via Schools Education and Intervention Officers (SEIOs), the force's Cadets programme and the work of the Nottinghamshire Youth Commission in exploring the factors affecting public confidence in the police among young people across Nottinghamshire. The OPCC is also working with the force to

ensure delivery of the national Police Race Action Plan¹² which aims to develop a police service that is trusted by Black people and where all communities are effectively protected and not over-policed.

- 6.4 **Quality of service** remains an important factor impacting upon residents' experience and perceptions of the police. The Commissioner continues to play a key role in monitoring and holding the Chief Constable to account for delivery of quality policing services, monitoring service satisfaction among victims of hate crime and domestic abuse via the force's quality assurance processes and tracking general satisfaction with policing services via the Police and Crime Survey. The Commissioner also has a key role in monitoring and overseeing the police complaints process.
- 6.5 The force and OPCC have worked extensively to improve police **visibility and community impact**, following investment in neighbourhood policing as part of the national Police Uplift Programme and 'Operation Reacher' activity, alongside targeted investment in programmes such as Safer Streets and the Safety of Women at Night Fund. The neighbourhood-level priority setting process continues to identify and address the issues impacting most on local communities as part of a multi-agency problem solving approach. PCC engagement activities such as walkabouts with neighborhood inspectors and kitchen talks are also helping to develop a richer understanding of public perception and the issues impacting upon local communities.

7. Recommendations for improvement

- 7.1 The OPCC's analysis of public trust and confidence in the police in Nottinghamshire identifies key recommendations for improvement in 2023. These include:
- Targeted communication and engagement activity, with a focus on areas of low or deteriorating trust and confidence, including the city and our rural communities. This should be informed by our emerging evidence of the issues impacting upon public confidence in local communities
 - Continue to improve the transparency of local accountability arrangements through the promotion and pro-active publication of assurance reports, particularly in relation to the scrutiny of complaints and outcomes from independent scrutiny panels.

¹² Police Race Action Plan- Improving policing for Black people 2022

- Robust scrutiny and oversight of training and development needs and the Professional Standards implications of the rapid programme of officer recruitment seen over recent years
- Support delivery / implementation of the national Police Race Action Plan, particularly in driving improvements in workforce representation; ensuring Black communities are treated fairly and equitably and not over-policed; and in ensuring Black people are not under-protected
- Work to ensure that expectations of the police are effectively managed among victims of crime and ASB and that victims and communities receive timely high-quality feedback on the progress of their case and activity and interventions undertaken.
- Review and, if necessary, implement recommendations from key local and national reports such as the Home Affairs Committee inquiry into policing priorities, Nottinghamshire Youth Commission's review of public confidence in the police, HMICFRS thematic review of Vetting and Misconduct and any learning from Baroness Casey's Review of the Metropolitan Police
- Drive further improvements in the response to issues of greatest community concern via the Neighbourhood Priority setting process and PCC's Anti-Social Behaviour Taskforce.
- Strengthen and re-invigorate Nottinghamshire's Independent Community Scrutiny Panel and establish a Youth IAG to scrutinise police interactions and use of powers

7.2 The Commissioner will continue to monitor changing trends in public perception, trust and confidence in the police as part of her rolling programme of attitudinal research. This will be considered alongside evidence and assurance of performance in respect of integrity and professional standards, quality of service and the visibility and impact of policing in local communities.

7.3 Furthermore, the OPCC will continue to work with the police and local partners to develop our understanding the factors impacting upon public confidence in the police and other public services in Nottinghamshire. This will include further insight into variations in levels and trends in public confidence seen across the police force area and work to explore opportunities for benchmarking with other force areas.

8. Human Resources Implications
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None - this is an information report.

9. Equality Implications

Disproportionality in perceptions and experience of policing remains an important consideration.

10. Risk Management

There are no significant risks within this report that need to be drawn to the attention of the Police and Crime Panel.

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

This paper underpins a clear ambition set out within the Make Notts Safe Plan to drive improvements in local trust and confidence in the police.

12. Changes in Legislation or other Legal Considerations

Changes to the Specified Information Order came into force on 31 May 2021 requiring Police and Crime Commissioners to publish on their websites. The Commissioner has taken steps to ensure transparency and proactive publication of key decisions and performance outcomes.

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

Nottinghamshire Police and Crime Needs Assessment 2022

For any enquiries about this report please contact:

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For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	7th February 2023
Report of:	Commissioner Henry (PCC)
Report Author:	Dan Howitt
E-mail:	ExecutiveSupport@notts.police.uk
Other Contacts:	None
Agenda Item:	8

VETTING, MISCONDUCT AND MISOGYNY INSPECTION 2022

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to present the Police and Crime Panel with the key findings from His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) recent inspections of Vetting, Misconduct & Misogyny in the Police Service, including an inspection of the effectiveness of vetting and counter corruption arrangements in Nottinghamshire.
- 1.2 This report also sets out the response from the Force and Office of Police and Crime Commissioner (OPCC) in ensuring that the inspection findings and recommendations are acted upon.

2. RECOMMENDATIONS

- 2.1 That the Panel discuss the report and note the progress made.

3. REASONS FOR RECOMMENDATIONS

- 3.1 For information and assurance purposes, and to enable Police and Crime Panel scrutiny and support of the Commissioner in her oversight of Nottinghamshire Police.

4. Summary of Key Points

- 4.1 In November 2022, HMICFRS published a national thematic inspection report in relation to vetting, misconduct and misogyny, based on force visits undertaken earlier in the year. This included fieldwork undertaken in Nottinghamshire Police force area in March 2022. The report identified systemic failings and missed opportunities in maintaining standards in the police service nationally and

identified 43 recommendations for improvement, 28 of which were the primary responsibility of Chief Constables. The recommendations aim to:

- introduce more thorough pre-employment checks and establish better processes for assessing, analysing, and managing risks relating to vetting decisions, corruption investigations and information security
- improve the quality and consistency of vetting decision-making and improve the recording of the rationale for some decisions.
- improve understanding and definition of what constitutes misogynistic and predatory behaviour in a policing context.
- improve the way the police collect corruption-related intelligence; and
- improve the way police assess and investigate allegations of misconduct.

4.2 Positively, Nottinghamshire was assessed as 'good' as part of the inspection process; with 24 of the 28 recommendations being confirmed as existing practice within the force area. These included but were not limited to the following recommendations:

- Where adverse information is identified about an applicant during the vetting process, the vetting unit counter corruption unit, professional standards department, and HR team work together to create and implement effective risk mitigation strategies where there is robust oversight.
- Vetting decisions are supported with sufficiently detailed written rationale that considers identified risks factors. This is supported by a quality assurance process to review vetting decisions.
- The police national database (PND) is used as a tool for revealing any unreported adverse information about officers and staff. This research is conducted on every person within a vetting file.
- The professional standards departments attach a prejudicial and improper behaviour flag on the local case management system.
- For intelligence around potential abuse of position for a sexual purpose (APSP) there is a risk assessment process, with action taken to minimise any risk identified. There is also a APSP review group that meets to discuss opportunities to develop this area of work.

4.3 In general, the local inspection found:

- Nottinghamshire Police were performing in line with Vetting Authorised Professional Practice (APP). Upon dip sampling of vetting data, all officers

and staff assessed were found to have had the correct level of vetting for their role.

- The Force Vetting Unit (FVU) were found to have sufficient resource to meet normal demand. However, a small number of unallocated cases were identified, and annual review of management vetting cases were found to have been paused to meet the demand of the Police Uplift Programme (PUP).
- The Force Vetting Unit maintained a list, annually reviewed by the Head of Professional Standards Department (PSD) and Vetting Manager, to ensure that those carrying a higher level of risk are designated for either Management Vetting or Management Vetting / Security Clearance vetting. Whilst not formally highlighted as an area for improvement, the Force were encouraged to review this list to capture the roles requiring this higher level of vetting.
- The force had a current counter-corruption Strategic Threat Assessment (STA), which it completes annually to identify corruption risks. The STA and associated control strategy identified three priorities, namely, disclosure of information, inappropriate associations, and sexual misconduct. However, the STA corruption priorities were not shared across the wider workforce which was considered a missed opportunity but was not formally highlighted as an area for improvement.
- The force correctly categorised all 41 items of corruption intelligence reviewed by the inspection team, in line with the national Counter-Corruption (Intelligence) Authorised Professional Practice (APP).
- Since the last HMICFRS inspection in 2018, the Counter Corruption Unit (CCU) had increased in size and had sufficient staffing levels. As such there were some examples of proactive intelligence development, using IT monitoring and proactive system audits. The Force had increased its analytical and investigative resource to enable a more proactive approach as the monitoring capability matures.

4.4 Only one notable area for improvement was identified for Nottinghamshire Police. This related to the further analysis of vetting decision data to explore any disproportionality and, if so, the reasons for these. Whilst the force collated data in relation to vetting decisions for applicants with protected characteristics, data quality did not allow for meaningful analysis. However, from February 2023 the Vetting Unit will transfer to a new system which has mandatory pre-defined fields for protected characteristics which will allow for effective analysis moving forward.

4.5 The OPCC will continue assess Nottinghamshire Police's performance in relation to the outstanding recommendations relevant to Force. The office will also monitor

progress in relation to the recommendations directed to the College of Policing and NPCC leads, so that the Force can be prepared to implement any revised policies and guidance.

5. Financial Implications and Budget Provision

5.1 None - this is an information report.

6. Human Resources Implications

6.1 None – all recommendations of relevance to Force HR are already in practice within Nottinghamshire Police.

7. Equality Implications

7.1 There is potential for unconscious bias within vetting decisions, and both local & national inspection reports recommend that more is done within Nottinghamshire Police to monitor and understand any disproportionality.

8. Risk Management

8.1 There will always be a degree of risk involved with vetting decisions and a risk of misconduct and corruption of Police Officers & Staff. However, as highlighted within the inspection, Nottinghamshire currently has good mitigations in place to manage this risk. Nevertheless, the Force & OPCC are committed to raising general vetting standards.

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

9.1 None directly identified because of this report.

10. Changes in Legislation or other Legal Considerations

10.1 None which affects the content of this report.

11. Details of outcome of consultation

11.1 The Chief Constable has been consulted on this report. Nottinghamshire Police are proactively examining the recommendations, providing early assurance that they are committed to driving ongoing improvement.

12. Appendices

NA

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

- A) Inspection of Vetting, Misconduct & Misogyny in the Police Service.
- B) A report into the effectiveness of vetting & counter corruption arrangements in Nottinghamshire.

For any enquiries about this report please contact:

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