

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 05 February 2024 at 14:00
County Hall, West Bridgford, Nottingham, NG2 7QP

There will be a pre-meeting for Panel Members only
at **1.15pm** in **Committee Room B**

AGENDA

1	Minutes of the meeting held on 20 November 2023	3 - 10
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3	Apologies for Absence	
4	Declarations of Interests by Members and Officers:- (see note below)	
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8	Independent Community Scrutiny Activity	99 - 106

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: -

Independent Co-optees

Lesley Dalby
Christine Goldstraw OBE **(Chair)**
Suma Harding
Bob Vaughan Newton

Council representatives

Ashfield District Council – Councillor John Wilmott
Bassetlaw District Council – Councillor Madelaine Richardson
Broxtowe Borough Council – Councillor Teresa Cullen
Gedling Borough Council – Councillor David Ellis **(Vice-Chair)**
Mansfield District Council – Mayor Andy Abrahams
Newark & Sherwood District Council – Councillor Paul Taylor
Nottingham City Council – Councillor Linda Woodings
Nottingham City Council – Councillor Sajid Mohammed
Nottinghamshire County Council – Councillor Boyd Elliott
Nottinghamshire County Council – Councillor Mike Introna
Rushcliffe Borough Council – Councillor Rob Inglis

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD ON MONDAY 20 NOVEMBER 2023 AT 2.00PM AT COUNTY HALL

MEMBERS PRESENT

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

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor Scott Carlton – Nottinghamshire County Council – Apologies
Councillor Teresa Cullen – Broxtowe Borough Council
Lesley Dalby – Independent Member
Suma Harding – Independent Member
Councillor Rob Inglis – Rushcliffe Borough Council – Apologies
Councillor Mike Introna – Nottinghamshire County Council
Councillor Sajid Mohammed – Nottingham City Council
Councillor Madelaine Richardson – Bassetlaw District Council
Councillor Helen-Ann Smith – Ashfield District Council – Apologies
Councillor Paul Taylor – Newark & Sherwood District Council
Bob Vaughan-Newton – Independent Member
Councillor John Wilmott – Ashfield District Council (substitute for Councillor Helen-Ann Smith)
Councillor Linda Woodings – Nottingham City Council

OFFICERS PRESENT

Jo Toomey - Advanced Democratic Services	} Nottinghamshire County
Officer	
Laura Webb Assistant Democratic Services	}
Officer	

OTHERS PRESENT

Police and Crime Commissioner (PCC) Caroline Henry
Gillian Holder – Chief Financial Officer (OPCC)
Dan Howitt – Head of Strategy and Performance (OPCC)
Nicola Wade – Head of Commissioning and Partnerships (OPCC)
Steve Cooper – Deputy Chief Constable (Nottinghamshire Police Force)

1. MINUTES OF THE MEETING HELD ON 25 SEPTEMBER 2023

The minutes of the last meeting held on 25 September 2023, having been circulated to all Members, were taken as read and were confirmed and signed by the Chair.

2. APOLOGIES FOR ABSENCE

An apology was received from Councillor Helen-Ann Smith (Ashfield District Council). She was replaced by Councillor John Wilmott for this meeting only.

Apologies were also received from:

- Christine Goldstraw OBE (Independent Member)
- Councillor Rob Inglis (Rushcliffe Borough Council)
- Councillor Scott Carlton (Nottinghamshire County Council)

3. DECLARATIONS OF INTEREST

Councillor Teresa Cullen declared a potential pecuniary interest because she was employed at Transform Training, which had received funding from the Commissioner, to which there was reference in the Commissioner's Update report.

The independent members of the panel declared a pecuniary interest in the item 'Independent co-opted members' and stated that they would leave the meeting during the item's discussion.

4. WORK PROGRAMME

The Panel's support officer introduced the work programme and invited members to propose additional items. It was also noted that a confirmation hearing would need to be organised following a recruitment process for a Chief Executive for the Office of the Police and Crime Commissioner.

The Panel was informed that the Annual Police (Fire) and Crime Panel Conference had taken place recently and that Suma Harding attended as its representative. Suma Harding provided positive feedback about the conference and particularly found the question-and-answer session with three Police and Crime Commissioners useful.

One suggestion arising from the conference feedback was about whether panel members might be able to attend public meetings with the Commissioner. The Commissioner agreed to send the Panel's support officer dates of future public meetings to circulate to the Panel. A further suggestion was highlighted about opportunities used by other panels, like piggy-backing on existing newsletters, to explain what the panel was and how it worked.

A member raised a query about an event in their local area to which the Commissioner was invited, its purpose and attendees. This was picked up outside the meeting.

It was suggested that consideration be given for the Panel to receive a report regarding the statistics for repeat sexual and domestic violence.

Action points

- The Police and Crime Commissioner to send meeting dates to the Panel support officer.
- That an item be added to the work programme on repeat sexual and domestic violence

RESOLVED 2023/22

That the work programme be noted.

5. POLICE AND CRIME PANEL'S ANNUAL REPORT 2022-2023

The Chair presented the Police and Crime Panel Annual Report which summarised the Panel's activities over the previous municipal year (from the annual meeting in June 2022 to May 2023). The annual report also highlighted forthcoming planned areas of focus. The Chairman thanked everyone who was involved in putting the report together. It was noted that the Annual Report would be used as a communications tool targeted at the public and other elected members to promote the Panel's role and raise awareness of its activities. One member highlighted that Ashfield District Council's logo needed updating. It was confirmed that this could be done in advance of the document being published.

RESOLVED 2023/23

That the Police and Crime Panel Annual Report be approved and published on the Nottinghamshire County Council website subject to the Ashfield District Council logo being updated.

6. POLICE AND CRIME COMMISSIONERS UPDATE REPORT

The Police and Crime Commissioner delivered an update to the Panel, offering an overview of the activities she had undertaken since September 2023. The report informed the Police and Crime Panel about how she was fulfilling her statutory responsibilities and progress made to achieving the objectives outlined in the 2021 to 2025 Police and Crime Plan. The work that had taken place since the Panel was last updated included:

- The detached youth programme which to date had worked with 4586 in Nottingham and aimed to steer them away from drugs, alcohol and crime.
- The Nottingham Knife Crime in Schools guidance was launched on 17 October 2023. The launch covered improving partnership work and strategic planning, promoting good practice, co-ordinating early intervention and improving information sharing.
- Two new officers had joined the Office of the Police and Crime Panel to assist with delivering the preventing violence against women and girls action plan.
- Cyber Monday would see the first in-person fraud partnership meeting. A fraud partnership charter had been introduced which included private-sector partners to help prevent people from becoming victims of cybercrime.

- The Anti-Social Behaviour Taskforce had been working together to identify anti-social behaviour hotspot locations and it was expected that some funding would be available in the next financial year to continue this project.
- The Immediate Justice Programme would launch in January 2024.
- Police was tackling rural crime at the Commissioner's next accountability board meeting with the Chief Constable.
- The new Nottinghamshire Victim CARE service commenced on 1 October 2023 with a bespoke service for children and young people called 'got your back'.
- The Commissioner thanked her members of staff for their hard work in deputising following the departure of their Chief Executive and informed the Panel that her priority was commencing the recruitment process to appoint a new Interim Chief Executive.
- Going forward, the Police and Crime Commissioner stated that she would be consulting with residents on their feelings about the police precept.

Panel members posed questions regarding community tension and how Nottinghamshire Police was addressing islamophobia and antisemitism. In response, the Commissioner stated that there was a national requirement for all police forces to provide daily reporting of community tensions and demonstrations. It was noted that 16 hate crimes had been reported which had been linked to the conflict in Gaza. Nottinghamshire Police had also been helping the Metropolitan Police support large protests in London. The Deputy Chief Constable informed the Panel that police officers were deployed if the force was made aware of protests and provided assurance that hate-related incidents were being investigated thoroughly. The Commissioner highlighted her ongoing work engaging with Jewish and Muslim communities in Nottingham and Nottinghamshire.

Following a question, the Commissioner agreed that early intervention was essential for preventing crime. The Commissioner informed the Panel that Divert Plus aimed to prevent young people in Nottinghamshire from re-offending and that she was proud of the programmes delivered in schools to educate young people about toxic relationships.

The Commissioner informed the Panel that she had spoken with the new Home Secretary and that their priorities were protecting the public, pursuing criminals and prosecuting.

Following questions about the increase of retail crime in Nottinghamshire, the Commissioner stated that she was worried that due to the cost-of-living crisis, residents would become more tempted to buy stolen goods. She also stated new measures were being introduced to prevent shoplifters selling on their stolen goods to licensed premises and their customers.

Concerns were raised that some retailers were not getting responses from Nottinghamshire Police after reporting a crime. The Deputy Chief Constable stated that once a crime was reported it was assessed based on threat, harm and risk which meant some cases might be dealt with by telephone.

The Commissioner spoke about Operation Pegasus when the Panel raised concerns about organised gang crime and shop lifting. It was explained that the

plan included a police commitment to prioritise urgently attending the scene of shoplifting instances involving violence against a shop worker, where security guards had detained an offender or where attendance was needed to secure evidence.

Members of the Panel raised concerns that only 10% domestic abuse cases resulted in a charge. The Deputy Chief Constable assured the Panel that every victim received support from an officer and that safeguarding was put in place. It was also noted that there had been a 3.3% increase in the last year of evidence-led prosecutions.

The Panel asked for further information about women's and men specific cautions as detailed in the Commissioners forward plan.

Councillor Teresa Cullen left the meeting whilst the following question was discussed as it related to her pecuniary interest.

The Panel raised concerns about the £64k spend for district councils to carry out a range of community engagement initiatives to support the compliance with the serious violence duty and support the 2024 needs assessment. Members wanted assurance that work was underway in all areas and that the needs assessment that was being shaped by the information, would be ready to be shared in advance of the deadline of 31st January 2023.

The Commissioner agreed to provide a written response to further questions about the production of the Strategic Needs Assessment in support of the implementation of the serious violence duty.

The Commissioner was confident that the immediate justice programme would be ready to launch by 2nd January 2024. The Panel was informed that Red Snapper had been commissioned to manage the programme. The Commissioner was confident that up to 32 people a week would take part in the immediate justice programme.

The Commissioner agreed to share the anti-social behaviour priority hotspot locations identified by the anti-social behaviour taskforce with members of the panel. It was hoped that the identification of anti-social behaviour hotspots would inform the focus of new Home Office funding in 2024 and would enable 25,000-30,000 hours of hotspot patrolling.

The Commissioner stated that she was prioritising the recruitment of a new Interim Chief Executive and aimed to complete interviews in January 2024.

The Panel were informed that the Commissioner was considering appointing a deputy so that a representative could attend all meetings when required. The Commissioner stated that the scope of her role had increased since she was first elected in 2021 and therefore, she believed that she could deliver more for residents if a deputy was appointed.

In response to questions regarding the new Nottinghamshire Victim CARE service, the Commissioner stated that the posters advertising the bespoke support for

children and young people called 'Got Your Back' was representative of Black, Asian and minority ethnic communities in Nottingham.

Action points:

- The Police and Crime Commissioner to provide a written response regarding the £64k spend on community engagement activities for Community Safety Partnerships and the following questions:
 - What does the Commissioner know about engagement that has happened to date and plans for future engagement?
 - Does the Commissioner have any areas that cause concern and is there any support that could be provided by Panel members to help move work forwards?
 - What confidence does the Commissioner have that the Strategic Needs Assessment will be ready to be submitted by the deadline?
 - What can the Commissioner do to ensure that partners have the opportunity to review the Strategic Needs Assessment in a meaningful way before its submission?
- The Police and Crime Commissioner to share the anti-social behaviour hotspot areas identified by the anti-social behaviour taskforce.

RESOLVED 2023/24

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

7. PERFORMANCE UPDATE

The Office of the Police and Crime Commissioner's Head of Strategy and Performance presented the performance update to the Panel, offering an overview of performance against key indicators that reflected priorities within the Make Notts Safe Plan.

The positive exceptions highlighted were:

- Levels of violence with injury were standing 10% below the previous year and 12.5% below the pre-Covid baseline.
- The recorded possession of weapons offences continued to increase as a reflection of proactive work being carried out across the force to respond to reports of knife crime and use of stop and search powers where necessary.
- At local authority level, public confidence rates had begun to stabilise at levels comparable to the pre-covid average.
- Police recorded anti-social behaviour had reduced by 10%.

The negative exceptions highlighted included:

- Nottingham City remained the highest rate of first-time entrants into the youth justice system per 100,000 children.

- The number of individuals killed or seriously injured on Nottinghamshire's roads stood 12% higher than in the previous years.
- There was a downward trend in stop and searches resulting in a positive outcome.

Members of the Panel raised concerns about the deterioration in public confidence indicators. The Commissioner agreed with their concerns and believed that the Chief Constable was passionate about improving confidence in Nottinghamshire Police and increasing neighbourhood policing. The Panel was informed that the statistics in the report were from the police and crime survey in which 4,500 residents take part. Despite the low levels of confidence in the Police, the Deputy Chief Constable was pleased to note that satisfaction levels with those who had direct dealings with the police were high. The Deputy Chief Constable also stated that Nottinghamshire Police survey its own police officers and staff to understand how confident they were in the police.

Some members of the Panel believed that low confidence levels in the police, particularly in Bassetlaw, made some residents feel reluctant to report crime. Concerns were also raised about the number of police officers being taken off the beat when they took a detainee to a custody suite in Mansfield or Nottingham City. Additionally, some Panel members believed that there had been a decrease in arrest rates in Newark since the closure of the custody suite.

In response to the Panel's concerns about there not being a custody suite in Bassetlaw or Newark the Commissioner suggested that information she had recently provided to Bassetlaw District Council be distributed to Panel members. The Commissioner explained that the response talked about the cost benefit analysis of custody suites. She also stated that there was enough capacity at the current custody suites in Mansfield and Nottinghamshire for the number of detainees.

Responding to the Panel's opinions about the number of arrests made, the Deputy Chief Constable noted that arrest rates had dropped in Newark before the custody suite had closed due to the introduction of voluntary attendance. It was agreed that other queries about custody suites could be discussed at the Panel's budget workshops in January 2024.

The Deputy Chief Constable was confident that there had been no deterioration in reasonable grounds for stop and search to take place. The Commissioner also stated that the Panel would receive a report providing them with an overview of the outcomes of the Independent Community Scrutiny Panel.

The Panel was informed that the Violence Reduction Partnership was progressing an exploratory research study by Nottingham Trent University to better understand the factors driving higher than average rates of first-time entrants into the youth justice system.

The levels of anti-social behaviour were a concern for a panel, with reference made to a specific area in Worksop. The Commissioner indicated that she would be happy to visit with the neighbourhood inspector.

In response to the substantial increase in the number of disclosures and stalking protection orders granted, the Deputy Chief Constable stated that there were now a number of orders that could be granted. It was also noted that the use of 'outcome 16' when the victim did not support police action going forward was decreasing. The Commissioner believed that this was due to the introduction of digivans which enabled a victim to receive back their mobile phone within 48 hours of the police taking it away to retrieve evidence.

Action points:

- That information produced for Bassetlaw District Council which covered custody suites and resource allocation be shared with Panel members.
- That further discussion around custody suite provision be captured within one of the budget workshop sessions in January 2024.

RESOLVED 2023/25

That the Performance Update report be noted.

8. INDEPENDENT CO-OPTED MEMBERS

The independent co-opted members of the Panel left the meeting at this point.

Councillor David Ellis introduced the report and reminded members of the options that were contained in the report.

Councillor David Ellis praised the high contribution of the current independent co-opted members and proposed that their terms of office be extended should they wish. It was noted that if there were vacancies a recruitment process would take place.

RESOLVED 2023/26

1. That the terms of the independent co-opted members be extended for a further two years following the expiry of their current terms to the end of May 2026 should they wish.
2. Recruitment should take place to fill any vacancy created by any independent co-opted member not choosing to extend their terms of office.

The meeting was closed at 4.19pm.

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD ON MONDAY 8 JANUARY 2024 AT 2.00PM AT COUNTY HALL

MEMBERS PRESENT

Christine Goldstraw OBE – Independent Member
Councillor David Ellis – Gedling Borough Council

Executive Mayor Andy Abrahams – Mansfield District Council - **Apologies**
Councillor Teresa Cullen – Broxtowe Borough Council - **Apologies**
Lesley Dalby – Independent Member
Councillor Boyd Elliott – Nottinghamshire County Council
Suma Harding – Independent Member
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Mike Introna – Nottinghamshire County Council
Councillor Sajid Mohammed – Nottingham City Council - **Apologies**
Councillor Madelaine Richardson – Bassetlaw District Council - **Apologies**
Councillor Paul Taylor – Newark & Sherwood District Council - **Apologies**
Bob Vaughan-Newton – Independent Member
Councillor John Wilmott – Ashfield District Council
Councillor Linda Woodings – Nottingham City Council - **Apologies**

OFFICERS PRESENT

Jo Toomey - Advanced Democratic Services	} Nottinghamshire County
Officer	} Council (Host Authority)

OTHERS PRESENT

Police and Crime Commissioner (PCC) Caroline Henry
Gillian Holder – Chief Financial Officer (OPCC)

Michelle Buttery – Commissioner's preferred candidate for Interim Chief Executive

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

- Executive Mayor Abrahams (Mansfield District Council)
- Councillor Teresa Cullen (Broxtowe Borough Council)
- Councillor Sajid Mohammed (Nottingham City Council)
- Councillor Madelaine Richardson (Bassetlaw District Council)
- Councillor Paul Taylor (Newark and Sherwood District Council)
- Councillor Linda Woodings (Nottingham City Council)

The Chair also welcomed Councillor Boyd Elliott (who had permanently replaced Councillor Scott Carlton, Nottinghamshire County Council) and Councillor John Wilmott (who had permanently replaced Councillor Helen-Ann Smith, Ashfield District Council)

2. DECLARATIONS OF INTEREST

No interests were declared.

3. PROPOSED APPOINTMENT OF INTERIM CHIEF EXECUTIVE OFFICER

The Commissioner introduced Michelle Buttery, her preferred candidate for the role of Interim Chief Executive of the Office of the Police and Crime Commissioner. She explained the vacancy had arisen when the previous Chief Executive left the employment of the Office of the Police and Crime Commissioner (OPCC) on 31 October 2023. Since that time, the different elements of the role had been covered by members of the OPCC, whom she thanked.

Members were advised that to fill the vacancy as quickly as possible while ensuring the recruitment process was robust and transparent, the Commissioner had engaged an independent resources consultant. Of the applications received, three candidates were short-listed. Following a series of exercises, Michelle Buttery was identified as the Commissioner's preferred candidate; the Commissioner highlighted the candidate's 22 years working in policing, highlighting in particular her current role as CEO and solicitor for South Yorkshire Police, and indicated she would be a good fit for what was needed in the office.

Panel members were given the opportunity to ask questions of the Commissioner about the reasons for selecting the preferred candidate and the process she followed. The answers the Panel received are summarised below:

- The Commissioner felt the candidate shared her values of public service and gave an example of the candidate's leadership style and the way she supported her team.
- The candidate had a lot of experience around improving transparency.
- The Commissioner had confidence the candidate would continue to deliver following the election, including continuing delivery of work commissioned during the current term.
- Filling the vacancy on an interim basis had been preferred in the interests of expediency.
- Recruitment to the permanent role was expected to begin shortly after the election in May 2024.

The Panel was then given the opportunity to ask questions of the Commissioner's preferred candidate to test her knowledge, experience, and independence.

The first question probed the candidate's understanding of the police and crime context in Nottinghamshire. The response highlighted similarities between the profiles of Nottinghamshire and South Yorkshire. Reference was made to historic and anticipated inspections of the force and the policing structure that was in place. The candidate had also researched the financial position of the force and its plans to address anticipated funding gaps. The response also covered Nottinghamshire's arrangements around community safety partnerships, the violence reduction partnership and how they compared with the structures she had experienced previously.

Members of the Panel asked about the candidate's interest in Nottinghamshire and what she saw as the major challenges. The candidate explained she had spent 10 years working for the South Yorkshire PCC and the breadth of issues and progress on which she had led. She identified the biggest challenges as trust and confidence, a young workforce and the balance between demand, resourcing and financial challenges.

A follow up question explored diverse communities and opportunities to build trust and confidence through robust processes and scrutiny.

In response to question about her experience, the candidate referred to her career progression, including 10 years in a similar role. She highlighted a key achievement as strengthening her current Commissioner holding Chief Constables to account. She hoped experience would assist the Commissioner in her ambition of ensuring robust systems were in place to support the PCC fulfilling her functions.

Members explored how the candidate would work with all the different councils in Nottinghamshire and balance competing priorities. The answer focussed on using the Commissioner's plan to bring people together and finding opportunities to dovetail outcomes for the common good. The candidate also recognised the complexities of operating across the wider partnership arena.

One member asked whether the candidate had any questions regarding the Panel and the support she would want from it. She was interested in whether the Panel felt it had sufficient support around scrutiny and assurance and whether there were opportunities for the OPCC to provide support for the areas in which it was interested. She also gave an example with work she had undertaken with a Panel in the past, asking it what it felt a value for money framework would look like.

The Panel was interested in how the candidate would balance her role with Nottinghamshire and national portfolio work. Reference was made to the benefits that national-level work could bring to the force, but the candidate indicated balancing any such commitments would be done in conjunction with the Commissioner.

The next question explored how the candidate would build relationships with colleagues and key stakeholders, recognising the short-term nature of the proposed appointment. The candidate explained her approach to understanding

the way people work and recognising them as individuals rather than parts of large organisations. She added that, whilst the role was hybrid, she would be more physically present as she built relationships with colleagues and partners and then review that balance with the Commissioner as time progressed.

Reference was made to the track record of the OPCC in securing large amounts of grant funding and high value commissioning. A question was asked about the candidate's experience of running this kind of environment. She referred to similar funding and commissioning experience in her current role. The candidate also highlighted the importance of ensuring that priorities aligned with the funding offer and that all partners could deliver within the tight timescales set out in the grant conditions. She also highlighted potential political or partner consequences if the OPCC did not lead in pursuit of a grant; in those circumstances she would see the OPCC supporting partners to lead the bid.

Noting the upcoming PCC elections, members wanted to explore the candidate's experience of managing change and providing stability, including a specific focus around the role of the CEO and OPCC during the election campaign, particularly the pre-election period. Members were advised that the candidate had led preparations for three elections, including a by-election which had a high media profile. She also gave examples of working with key elections contacts, candidates, inducting new PCCs and ensuring business continued during that transition period.

Members of the Panel were interested in the candidate's experience of challenging people in authority and providing advice that might not be welcome. The response talked about the importance of building credibility and trust, and ensuring advice was well-researched and based on a sound legal basis. The candidate saw governance as finding a way to support decision-makers to do things legally rather than a reason to say no. She added that it was important for a decision-maker to understand the likely consequences of a decision. She concluded by stating that she was clear who the decision-maker was and that they could choose whether or not to take the advice, but she would still be there, continuing to support them professionally in dealing with any consequences and accepting the decision that they have reached. A question was also asked about a specific example from the candidate's experience in their current role.

The final question related to key processes and attributes required to ensure that robust systems of governance were in place. The candidate approached this from two different perspectives. In response to wider governance, the candidate referred to the Nolan principles, the policies, strategies and procedures within which the OPCC and force operated and making them user friendly. She also highlighted the importance of culture and bringing those values to life, keeping policies and strategies under review and using audit as a means of providing assurance. The second part of the answer covered the governance around the Commissioner holding the Chief Constable to account. It also talked about wider assurance about other contributors to the Police and Crime Plan. She emphasised the importance of assurance arrangements that were public, transparent, open and robust.

Members concluded the session by asking the Commissioner of the anticipated timeline for the candidate taking up post. Members were advised that vetting was on standby to run the process in an expedited way. The candidate's official notice period with their current employer, but it was hoped that with negotiation a transitional co-working period might be possible. This was something that the Commissioner would negotiate with the South Yorkshire Police and Crime Commissioner in the event the preferred candidate was supported by the Panel and passed pre-employment checks.

4. EXCLUSION OF THE PUBLIC

RESOLVED 2024/01

That the public be excluded for the remainder of the meeting on the grounds that the discussions are likely to involve disclosure of exempt information described in Schedule 12A of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

5. PROPOSED APPOINTMENT OF A CHIEF EXECUTIVE – PANEL'S DECISION-MAKING

Panel members considered the Commissioner's preferred candidate for the Interim Chief Executive role, taking account of the process that was followed and the answers given by the candidate to the questions posed by Panel members.

RESOLVED 2024/02

Members of the Panel unanimously supported the appointment of Michelle Buttery as Interim Chief Executive of the Office of the Police and Crime Commissioner.

The meeting was closed at 3.20pm.

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

5 February 2024

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 assists with the Panel's agenda management and forward planning. The draft programme is updated and reviewed regularly in conjunction with the Chair and Vice-Chair of the Panel. It is also subject to detailed discussion with the Chief Executive of the Office of the Police and Crime Commissioner (OPCC).
4. Members and the PCC are welcome to suggest future agenda items at any time. Discussions take place with the Chair and Vice-Chair and the OPCC to schedule future agenda items.

Confirmation Hearing

5. On Monday 8 January 2024, the Panel held a confirmation hearing for an interim Chief Executive. A confirmation hearing for the substantive post will be arranged following completion of a full recruitment exercise.

Other Options Considered

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

Reasons for Recommendation/s

7. To enable the further development of the work programme.

RECOMMENDATIONS

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

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 18 January 2024)**

<u>Agenda Item</u>	<u>Brief Summary</u>
18 March 2024, 2pm	
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
17 June 2024, 2pm – Annual meeting	
Results of the Police and Crime Commissioner Election of 2 May 2024	The Panel to receive an update on the results of the election for the Police and Crime Commissioner for Nottinghamshire following an election on 2 May 2024.
Appointment of Chair and Vice-Chair	To appoint the Chair and Vice-Chair 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 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
Results of Police and Crime Commissioner election	Report to inform members of the results of the Nottinghamshire Police and Crime Commissioner election
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
To be scheduled	
Confirmation Hearing	Once the Commissioner has identified their preferred candidate to become Chief Executive, the Panel will hold a confirmation hearing on their appointment.

For Information & Decision	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	5 February 2024
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:	6

POLICE AND CRIME COMMISSIONER'S PROPOSED PRECEPT & BUDGET 2024-25

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 2024-25.
- 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 2024-25.
- 2.2 That the Panel support the proposed increase in Band D council tax of £12.96 to £282.15.

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 £12.96 for Band D properties for 2024-25. Details of the proposal are attached to this report at **Appendix 1 (incl appendices A and B) and Annexes A to C.**
- 4.2 At its meeting on 5 February 2024 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 detail on the consultation with the public regarding 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 2024-25

Appendix B – Public Consultation Report

Other papers provided for information:

Annex A – Draft Revenue Budget 2024-25 and MTFP & Capital Programme
2024-29

Annex B – Draft Financial Strategy 2024-29

Annex C – Reserves



NOTTINGHAMSHIRE POLICE & CRIME COMMISSIONER

REPORT TO THE POLICE & CRIME PANEL POLICE PRECEPT 2024-25

1. Introduction

1.1 My proposals for the Police Precept 2024-25 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 four separate streams, ongoing consultation, focus groups, and, at pop up events and an online survey in December/January. This reflects my commitment to consult more widely on the precept. The outcome of all of this is analysed in Appendix B attached. My precept proposal for 2024-25 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 2023.

2.2 The core grant for Nottinghamshire is now £163.2m, an increase of £3.3m. In addition, a ringfenced allocation of £7.6m is available to Nottinghamshire upon maintaining the uplift officers target number of 2,378. There is a further recruitment top up grant of £1.4m for maintaining an additional 30 officers to 2,408. The pensions grant allocation has been increased to £6.9m in 2024-25 from £2m in previous years, and Legacy Council Tax Grants of £9.7m have been maintained.

2.3 The Minister confirmed the precept referendum limit to allow an increase up to an additional £13 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 the Provisional Police Grant Report, saying '*the Government remains committed to ensuring the police are properly funded without placing an excessive burden on local taxpayers*'.

2.4 The Minister's statement sets out the national priorities for 2024-25 which include:

- ☐ investing in flagship crime programmes which are helping to keep our streets safe;
- ☐ a focus on driving innovation and accelerating the delivery of priority capabilities into policing e.g development of a 'digital front counter';
- ☐ and delivering a range of Major Law Enforcement Programmes to replace and improve essential national technology systems and improving the quality and the use of police data.

2.5 Following the cessation of capital grant funding to PCCs in 2022-23 there is no capital grant allocated to PCCs in 2024-25, the £128.7m budget available will be redistributed as part of wider reallocations including police aviation and police technology programmes.

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 hope that 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 2026.

2.7 The provisional settlement was subject to consultation, and I have written to the Home Secretary and the Minister of State for Crime, Policing and Fire expressing my views on the provisional grant settlement.

3. Council Tax

3.1 Council Tax receipts are based upon a 1.2% 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 below the forecast. This assumption may be reconsidered for the final MTFP.

3.2 The government published its approach relating to Council Tax referendum principles for 2024-25 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 2023 this was increased from £10 to £13. In considering the additional precept flexibility, I am mindful that this places further burden on taxpayers particularly when households are already facing financial pressures. The outcome of the various budget consultation exercises has helped to inform my decision.

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 £12.96 for 2024-25. 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 £188.10; an increase of £8.64 per annum
- ☐ Band B £219.45; an increase of £10.08 per annum

3.4 The MTFP is based upon annual council tax increases of 3% per annum 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	2028-29	Assumptions
	£m	£m	£m	£m	£m	£m	
Core Police Grant (<i>restated for 2023/24</i>)	159.9	163.2	175.6	179.2	182.7	186.4	PUP grant added to core in 2025-26 with 2% inflation and 2% thereafter
PUP Grant	4.9	9.0	0.0	0.0	0.0	0.0	
Legacy CT Grant	9.7	9.7	9.7	9.7	9.7	9.7	Fixed Amount
Pensions Grant	2.0	6.9	6.4	6.4	6.4	6.4	Fixed Amount
Special Grant	0	2.0	2.0	1.7	1.1	0.0	Op Perth
Funding Formula Review	0	0.0	0.0	2.0	4.0	5.0	Gains phased - Floors & Ceilings
Precept (<i>incl CF surplus in 23/24 & 24/25</i>)	89.7	95.6	99.1	103.7	108.4	113.3	£10, then 3% increases, tax base 1.5% p.a. increase
Transfer from Reserves	1.5	3.3	2.1	2.6	1.9	0.0	
Total	267.8	289.7	294.9	305.3	314.2	320.8	

Table 1

5. Expenditure Plans

5.1 Total spending in 2024-25 has increased in the face of 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	2028-29	Assumptions
	£m	£m	£m	£m	£m	£m	
Pay (<i>restated 23/24 for pay award</i>)	214.2	234.6	241.2	249.2	254.5	259.6	2.5% pay award each year
Non-Pay	79.4	87.7	89.4	91.2	93.0	94.9	2.5% inflation for 2025-26 and 2% thereafter
Specific Income	-24.8	-32.3	-29.1	-29.7	-30.3	-30.9	2% p.a. and loss of commissioning income in 25/26
Use of Asset Reserve	-1.6	-0.3	1.3	0.6	0.0	0.0	Planned use to smooth replacement ICT cost
Direct Revenue Funding of Capital	0.6	0.0	0.0	0.0	0.0	0.0	Reduces ongoing capital financing charges
Total	267.8	289.7	302.8	311.3	317.2	323.6	

Table 2

5.3 The draft 2024-25 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 £35m of budget pressures were identified during the budget review, c£25m on staff related budgets including pay awards, increments, restructures and pension contribution rate changes, c£3m contract and insurance price increases, and c£2m relating to inflation. £2m has been included to meet demand/improve performance, and £3m of additional budget for NUH Maternity Investigation (Op Perth) that is forecast to be met by a combination of special grant funding and use of reserves.

5.4 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 £0.4m, Immediate Justice (tackling anti-social behaviour) £1m, and Youth Endowment Fund of £0.3m plus others are included. The £4.2m budget has been maintained 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. Development and commissioning of a new provision for out of court disposals aiming to reduce future offending.

5.5 The Chief Constable's 2024-25 budget includes £147.6m for police officer pay (including maintaining the uplift target number of officers at 2,408) and £6.5m for PCSO pay. The police staff establishment is budgeted for including a 4.75% vacancy factor. The Police Uplift Programme (PUP) was to increase police officer numbers by 20,000 nationally by March 2023, and then to maintain them. The ringfenced allocation of £7.6m is available to

Nottinghamshire upon maintaining the uplift officers target number of 2,378. There is a further recruitment top up grant of £1.4m for maintaining an additional 30 officers to 2,408. The force is in a good place having already achieved the target number and the budgeted work force plan ensures this is maintained through 2024-25.

6. Savings and Efficiencies

6.1 Some £5.2m of savings and efficiencies have been identified and included in the proposed budget (this is £0.5m higher than 2023/24):

- £2.0m of efficiencies due to service redesigns, removal of temporary posts and conclusion of fixed term contracts
- £2.5m has been identified from investment income and reduced interest paid on loans
- £0.7m arising through savings from premises, comms and computing, supplies and services and additional income.

7. Service Impact

7.1 The draft budget for 2024-25 shows a balanced budget, based upon a council tax increase of £12.96 per band D property, efficiency savings, assumptions on receiving special grant 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 continue to be necessary to balance the budget beyond 2024-25, i.e. in the MTFP. Efficiencies will also need to be identified to reduce the expenditure budget in the MTFP, and to an even greater extent if additional income is not forthcoming, e.g. from the formula funding review.

7.3 March 2025 sees the last of some of the specific grants awarded to PCCs such as for the VRP, Victim's Services, ISVA/IDVA/RSF and CADA¹. Planning is about to start on how sustainable the funded activities are and how the specific earmarked reserve can help to phase the impact of the funds ceasing. The plan is to do a system wide approach to review all the activity that is grant funded in Nottinghamshire because there are so many crossovers with partners' service delivery.

7.4 Plans for 2024-25 include:

- ☐ No service reductions, where possible demand and performance improvement funding has been included.
- ☐ Maintaining Police officer numbers at 2,408, approximately one police officer for every 482 members of the public, and PCSOs at 150.
- ☐ A staff establishment at c1,400 with a 4.75% vacancy factor included.
- ☐ Increasing the number of neighbourhood PCs to 590, from 485. Increase of 15 Sergeants to enhance supervisory ratios at a time when the level of experience of officers has reduced following the Police Uplift Programme.

¹ Independent Sexual Violence Advisors/Independent Domestic Violence Advisors/Rape Support Fund/Children Affected by Domestic Abuse

- ☐ Neighbourhoods policing to fully incorporate Op Reacher, giving better availability and skill mix to these teams.
- ☐ Promoting the force as an employer of choice to fill vacant posts/retain staff and thus deliver better services to the public.
- ☐ Safeguarding the £4.2m budget for OPCC 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.
- ☐ Force continues to attend all burglaries and has a dedicated lead for shop thefts.
- ☐ Improve prosecution rates through greater synergy in investigations.
- ☐ Maintaining a high-level response rate to 999 calls.
- ☐ Improvements to responding via rapid video response.
- ☐ 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 has taken place and a plan has been drafted) 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 2024-25 is £12.96. This is £282.15 for a Band D property. With this increase, Council Tax provides £4.3m more funding than in 2023-24 (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 £12.96, 4.8% increase. The additional cost to some 60% of Nottinghamshire council taxpayers would be 19 pence per week or less.

Council Tax Band	Proportion of Band D	2023/24 Council Tax	£12.96 Annual Increase to Band D	Proposed 2024/25 Council tax	% increase	Pence per week increase
A	6/9	£179.46	£8.64	£188.10	4.8%	£0.17
B	7/9	£209.37	£10.08	£219.45	4.8%	£0.19
C	8/9	£239.28	£11.52	£250.80	4.8%	£0.22
D	9/9	£269.19	£12.96	£282.15	4.8%	£0.25
E	11/9	£329.01	£15.84	£344.85	4.8%	£0.30
F	13/9	£388.83	£18.72	£407.55	4.8%	£0.36
G	15/9	£448.65	£21.60	£470.25	4.8%	£0.42
H	18/9	£538.38	£25.92	£564.30	4.8%	£0.50

Table 3

Caroline Henry, The Police and Crime Commissioner for Nottinghamshire

25 January 2024



**NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER**

Precept 2024-25

January 2024

The Police & Crime Commissioner's

Precept 2024-25

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 £843m to £18.4B.
- Up to £922m available to PCCs if precept is maximised, with £425m ringfenced for PUP target maintenance.
- Precept flexibility increased to £13, from £10 in SR2021, on Band D properties, raising up to £298m 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, £1B.
- Continued focus on maintaining PUP numbers, efficiency, productivity and visibility.

Introduction

Considering the budget requirement and opportunity made available by the Minister the Nottinghamshire Police & Crime Commissioner is proposing a precept increase of £12.96 for the 2024-25 financial year.

This increase in the precept goes towards balancing the budget and Commissioner's commitment to maintaining the 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 and retail crime
- Other high harm offences, such as modern slavery, exploitation, and abuse
- Building trust and confidence in the police, and improving visibility of policing.

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

This budget reflects the Police & Crime Plan for 2024-25.

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 pay awards.

In providing the provisional grant settlement figure in December 2023 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 2024-25.

Secondly, the £10 precept freedom previously indicated is increased to £13. The Minister's Statement said *'the Government remains committed to ensuring the police are properly funded without placing an excessive burden on local taxpayers'*.

Future outlook

We are living in uncertain times which have a major impact on the Government funding available for the public sector. There has been pressure to provide increased pay awards across many government departments. It is reassuring to hear that Policing remains a priority, but this is alongside the NHS, education and social care budget pressures, and the cost and repayment of 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 years. There has been an increase in the number of local authorities issuing section 114 notices, and many planning for service cuts in the forthcoming budget.

The Government remains committed to being able to balance the budget and reduce borrowing, but this 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 2024-25 the maximised precept of £13 is a 4.8% increase in Nottinghamshire but this varies across PCCs, the December 2023 rate of inflation was 4%.

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 2024-25.

The impact on the council tax base, which last year saw the base increase by 1.42%, looks to be declining with this year's increase of 1.2% a little below expectations.

The Government is also keen to ensure that it maintains its target of an additional 20,000 Police Officers into 2024/25.

The revaluation of the Police Pension Scheme has had further impacts on the employer's rate, and additional funding has been made available for this. The cost of the McCloud remedy being implemented has received some specific additional funding, with any further costs being considered in the next spending review.

Supporting Reports

The draft Revenue Budget, MTFP and Capital Programme decision record, and the draft Financial Strategy and VfM Financial Plan on today's agenda details further the plans for 2024-25 and beyond.

The detailed draft revenue budget for 2024-25, the draft Medium Term Financial Strategy, the draft Capital Programme and the draft Reserves position, are provided for information purposes to the Police & Crime Panel. These have been compiled to support the delivery of the Police & Crime Plan.

These reports are based upon declared information provided by the Billing Authorities to date.

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 2024-25 provide for the continuation of 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 2024-25 and the Medium Term Financial Plan. The strategy will be reviewed by the Audit Committee in March 2024 prior to publication.

- **The size and adequacy of general and specific earmarked reserves** - the current forecast of the general reserve at 31 March 2024 is £9m. This is 3.4% of NRE (Net Revenue Expenditure), 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 draft budget decision at annex A. The budget is in balance based upon an assumed £12.96 increase in the Police Council Tax Band D, along with efficiency savings and use of reserves.
- **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 £13 increase on the precept for all Police & Crime Commissioners. The proposed increase of £12.96 is below the level that would require a referendum, (further detail is provided in **Section 5**).

1. **COUNCIL TAX BASE**

- 1.1 For 2024-25 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 2024-25.
- 1.2 The Billing Authorities have therefore estimated an overall increase of 1.21% which is lower than the expected increase, compared to last year's increase of 1.42%. The taxbase in 2023-24 was 332095.38. The information provided for 2024-25 currently is a taxbase of 336113.21.

2. **COLLECTION FUND POSITION**

- 2.1 Each billing authority uses a Collection Fund to manage the collection of the Council Tax, for 2024-25 the overall estimated surplus is currently £941k after the spreading adjustment.

3. **GRANTS**

- 3.1 The total core grants now stand at £188.8m, compared to £159.9¹m in 2022-23. £9m of the core grant is associated with the police officer uplift programme and is ringfenced for maintaining PUP target officer numbers (2,408 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 2024-25 at £9.7m. This grant will be considered as part of the Funding Formula Review. The pensions grant allocation has been increased to £6.9m in 2024-25 from £2m in previous years.
- 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

¹ Adjusted to include the 2023 pay award funding

local people and taxpayers 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 and pop up sessions were carried out 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 2024-25 the principles state that, for Police & Crime Commissioners, an increase of more than £13 in the basic amount of council tax between 2023-24 and 2024-25 is excessive.

For 2024-25 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 2024-25 estimated calculation:

$\frac{£94,834,342.20}{336113.21}$	= £282.15 (compared to £269.19 2023-24) (+£12.96)
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An increase of **£12.96** is **below** the threshold amount.

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

- 6.1 As discussed in the accompanying reports resources have been allocated to support delivering 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, demand and inflation. Due regard has been given to the overall cost to the local council taxpayer. 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 2024-25 result in a Police and Crime Precept on the Council Tax of £282.15 for a Band D property, representing an increase of £12.96.
- 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	2023/24 Council Tax	£12.96 Annual Increase to Band D	Proposed 2024/25 Council tax	% increase	Pence per week increase
A	6/9	£179.46	£8.64	£188.10	4.8%	£0.17
B	7/9	£209.37	£10.08	£219.45	4.8%	£0.19
C	8/9	£239.28	£11.52	£250.80	4.8%	£0.22
D	9/9	£269.19	£12.96	£282.15	4.8%	£0.25
E	11/9	£329.01	£15.84	£344.85	4.8%	£0.30
F	13/9	£388.83	£18.72	£407.55	4.8%	£0.36
G	15/9	£448.65	£21.60	£470.25	4.8%	£0.42
H	18/9	£538.38	£25.92	£564.30	4.8%	£0.50



**NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER**

Precept Consultation Report
2024-25

January 2024

NOTTINGHAMSHIRE OPCC PRECEPT CONSULTATION 2023/24

05 FEBRUARY 2024

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 Commissioner 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. The OPCC also undertook focus groups in December 2023 to obtain more informed qualitative insight from a diverse sample of residents 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 2023 and January 2024.

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 4,043 residents across Nottinghamshire over four quarterly waves of fieldwork in 2023. 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 all held during the week commencing 18 December 2023. A focus group was held in each of Nottinghamshire's four Community Safety Partnership areas: Nottingham City; South Nottinghamshire; Bassetlaw, Newark and Sherwood; and Mansfield and Ashfield, and involved a total of 40 participants from diverse backgrounds. The focus groups provided an opportunity to provide more detailed information to participants regarding the force's current financial position and planned activity in the year ahead.
- 2.3 To supplement these research methods and increase awareness of the precept proposals, the Commissioner also ran an online public poll between 20 December 2023 and 26 January 2024 receiving responses from over 680 residents and engaged with over 194 residents through a series of pop-up events at shopping centres and community hubs throughout December 2023 and January 2024. Whilst these methods could not assure a representative sample of responses from across the police force area, the valuable comments and feedback received have been used to inform this report.

3. NOTTINGHAMSHIRE POLICE AND CRIME SURVEY

- 3.1. The Police and Crime survey captured responses to the following question from 4,043 residents across Nottinghamshire in 2023. as part of a robust and representative independent consultation exercise:

Households in Nottinghamshire pay, on average, £269 a year towards policing as part of their Council Tax (Band D properties). The PCC is expected to have the ability to increase this amount by up to £15 in 2024, which would equate to an additional £1.25 per month per Band D household.

If the precept was increased, the additional funding would be used to maintain police officer numbers in Nottinghamshire, help ensure that they have the resources to do their job effectively and increase the amount spent on crime prevention. To what extent would you be prepared to pay more?

Please select one option only.

- Yes - I'm prepared to pay up to an additional £15 per year (£1.25 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. **The Police and Crime Survey found that 40.0% of respondents across Nottinghamshire supported an increase in the precept for policing compared to 35.0% that did not. This represents a statistically significant difference (95% CI). A quarter of respondents however, felt that they needed more information.**
- 3.3. The overall proportion supporting an increase has fallen by 6.2% points since 2022, whilst the proportion that do not support an increase has remained relatively stable (-0.7% points). The proportion stating that they did not know increased by 1.9% points.
- 3.4. Positively, however, the proportion of respondents supporting an increase consistently exceeded the proportion that did not in all quarterly waves of fieldwork during 2023, with the greatest difference (45.0% versus 31.3%) featuring in the latest wave (Nov-Dec 2023).
- 3.5. Of those stating that they did not support an increase in the precept, the most common reason was the cost of living (23%), a lack of police visibility (14%) or a feeling that the police did not need additional funding (12%).

Figure 1: On average, households in Nottinghamshire pay £269 a year towards policing as part of their Council Tax. The PCC is expected to have the ability to increase this amount by up to £15 in 2024, which would equate to an additional £1.25 per month per Band D household. To what extent would you be prepared to pay more? Police and Crime Survey, 2023. Responses by Community Safety Partnership area

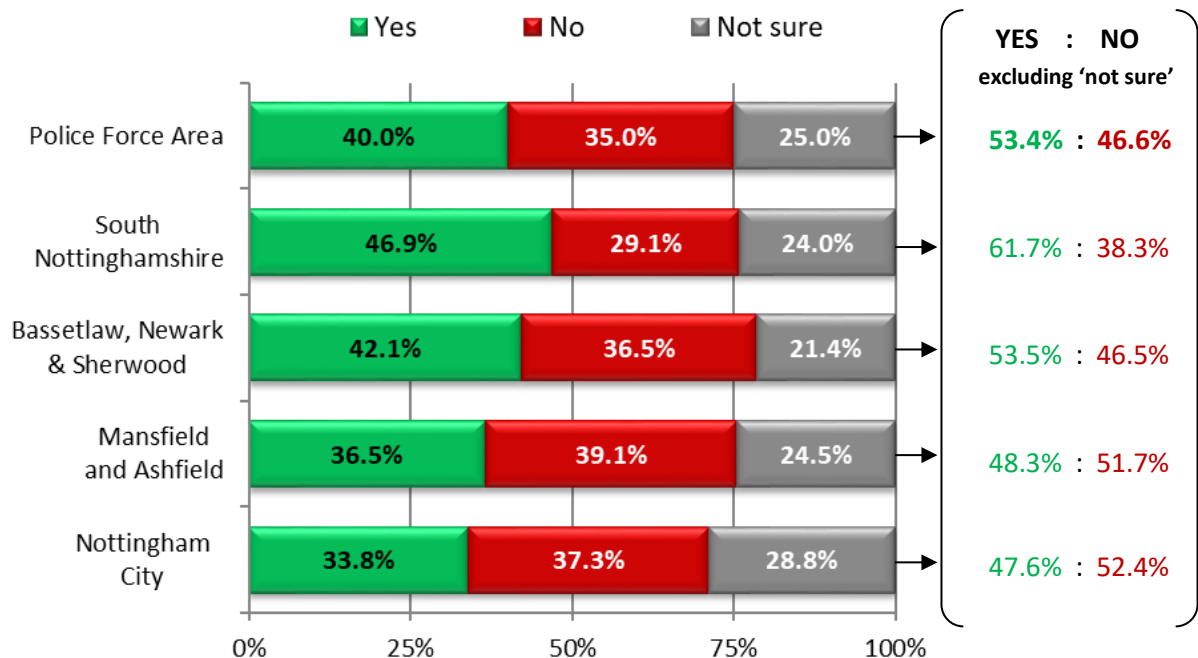


Figure 2: If you do not support an increase in the precept for policing, please explain your reason why. Police and Crime Survey, 2023

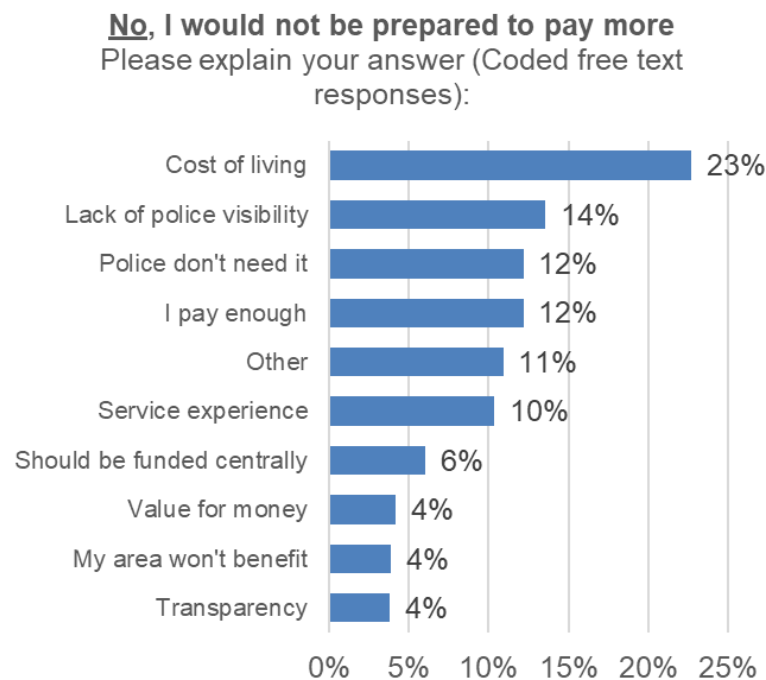


Figure 3: If you do not support an increase in the precept for policing, please explain your reason why. Results by local Authority area. Police and Crime Survey, 2023

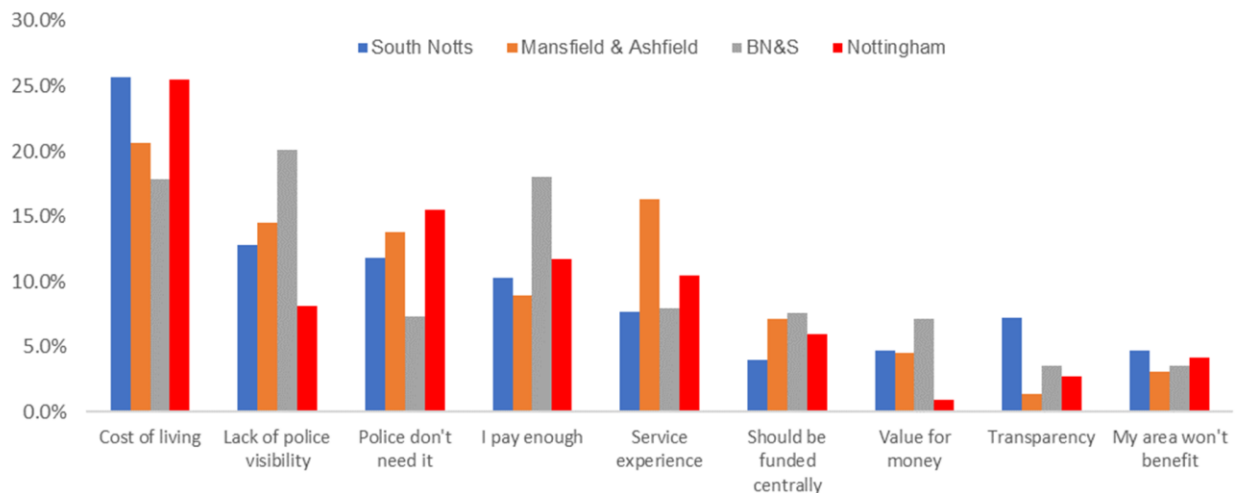


Table 1: Sample of free text responses provided. Police and Crime Survey, 2023

Yes, I'm prepared to pay up to an additional £15	No, I'm not prepared to pay more for policing	I don't know, I need more information
"I think the police have very difficult job. I think we are served very well by police offices"	"Because we never see any police presence in the area"	"I need to know how effectively funding is used - then I could see if paying more is justified"
"As long as we can see a difference / where the money is going, I have no issue"	"I've not seen a policeman in this village in the 10 years I've lived here"	"I would like a breakdown of what would come of increasing police numbers"
"£15 pounds a year to be safer? Of course!" "Paying a small increase to improve services can only be beneficial"	"I would like to fund policing more but simply can't afford to"	"I have very minimal contact with police and have little information about police programmes"
"Provided that extra income was definitely used for benefit of policing in our community"	"I am now on pension and with the utility bills going up I do not want extra expenses"	"Would be helpful to know the breakdown of what these costs cover"
"Any amount levied is worth the security as long as it is being spent effectively"	"The police need to manage with what they have, more does not mean better"	"Is this due to further decline in central government support? Is so, they should foot the bill"
"Money is going up for everything else so why not?"	"I don't feel that paying more will solve anything"	"I would want to see a step-by-step guide to where the money was being spent"
"The fact that I haven't had any contact with police in the 9 years I've lived here tells me they must be doing a good job"	"They never helped my son when he needed it"	"I don't know if police number are at a suitable level that warrants being maintained"
"You can't put a value on safety and the police are invaluable"	"I would like to see reduced bureaucracy and increased efficiency"	"I am currently receiving no information about how police are dealing with crime in my area"

4. NOTTINGHAMSHIRE PRECEPT FOCUS GROUPS

- 4.1 Independently facilitated focus groups were also held in December 2023 with a view to providing a richer understanding of residents' 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 £40 payment to compensate 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.
- 4.2 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:

- **42 pence more per month / £5 more per year for a band D property:** This would provide £2.3m additional funding which would help us to maintain current officer numbers along with savings and likely reductions in PCSO and police staff investigator roles.
- **83 pence more per month / £10 more per year for a band D property:** This would provide £4.6m additional funding and enable us to maintain police officer numbers, meet inflationary cost pressures and invest in equipment and technology to improve the services we deliver to the public.
- **£1.25 more per month / £15 more per year for a band D property:** This would provide £6.8m additional funding and enable us to maintain police officer numbers, meet inflationary cost pressures, invest in equipment and technology to improve policing and increase our staffing numbers in key areas such as restorative justice and tackling serious and organised crime.
- **Freeze in the Council Tax for policing:** This would mean that the PCC would be unable to meet the costs of inflation and service pressures. The force would need to identify over £5m of budget reductions resulting in significant cuts to policing services, potential loss of some frontline roles and delays in the deployment of new technology to fight crime.

- 4.3 Public support was slightly less positive than in previous years, however the majority of focus group participants (31 out of 40) were conditionally willing to contribute a greater amount towards the Police Precept. Support was, however generally contingent upon:
- 4.4 **Visibility of results:** Participants expressed a need to see tangible, visible improvements in policing and local safety as a result of their increased financial contribution. They are looking for direct outcomes and effective use of their funds in addressing specific local issues:

"It doesn't matter how much you put it up every year, nobody ever sees a result so we're just throwing money into a pot but what do we see from it?"

"People want to see foot patrols, visibility... So, I'm not sure what the Police and Crime Commissioners relationship is with the senior police officers, but I have concerns, because they're deploying the police and year after year it's the same, nothing seems to change."

- 4.5 **Effective communication, engagement and feedback:** Participants highlighted a lack of effective communication and engagement from the police and other public bodies and expressed a desire for more proactive, transparent information regarding the allocation and impact of additional funds:

"We're the biggest stakeholders in the police force, so why are we not communicated with enough about that? Every private company has to do budgets... you have to budget for everything, and this gets communicated out to the company."

"It's not that we're not prepared to spend on things, but it's knowing what we're getting for it. I'd happily pay it, but I just want to see or hear something come from it."

"If we get a letter from the council saying there's an increase of £15 in the council tax because we want to increase the number of police officers, stations, equipment, that's fine and let this happen. But next year we need the letter saying, 'thank you for giving us more money, we've done this and this'."

"...if there were maybe 3 local issues that were picked on that could then be reported back on, maybe that's a way to connect to people a bit more. Yes, everyone wants more police and to feel safer, but the police have to connect with people deeper than that. It needs to be more community focussed, I need those things where I live, in my neighbourhood".

- 4.6 **Trust, accountability and value for money:** The willingness to pay more is also closely linked to the perceived value they would receive. Participants want assurances that any additional payment would lead to noticeable improvements in community policing and crime resolution:

"I would happily pay an extra £15 a year but... first of all you need to make sure that it's been maximised in the right areas before you start asking for more in my opinion."

"If they get an extra so many million a year, what are we seeing? Are they having new carpets and a coffee machine, where does it actually go? There's probably more advanced technology that they could use now to help them evidence and solve crime quicker. I want to see Notts Police be progressive and keep up."

"If you could believe this money was going to be spent wisely, then why not? We're paying in Kirkby one of the highest council taxes in the country. Why don't they spend this more cleverly?"

“Can we be sure bearing in mind the current situation with Nottinghamshire City Council, Derbyshire County Council and I think it’s about 7 other County Councils up and down the country, do we know that money won’t be put into something else to meet these budgets they can’t manage?”

5. ONLINE POLL AND POP-UP ENGAGEMENT EVENTS

5.1 The OPCC ran and promoted an online poll¹ and undertook a series of in person engagement events between 14 December 2023 and 26 January 2024 to obtain views on attitudes towards the precept for policing. In each case, residents were asked to consider the following scenarios and ask to what extent they supported an increase in the precept for policing in 2024:

- **42 pence more per month / £5 more per year for a band D property:** This would provide £2.3m additional funding which would help us to maintain current officer numbers along with savings and likely reductions in PCSO and police staff investigator roles.
- **83 pence more per month / £10 more per year for a band D property:** This would provide £4.6m additional funding and enable us to maintain police officer numbers, meet inflationary cost pressures and invest in equipment and technology to improve the services we deliver to the public.
- **£1.25 more per month / £15 more per year for a band D property:** This would provide £6.8m additional funding and enable us to maintain police officer numbers, meet inflationary cost pressures, invest in equipment and technology to improve policing and increase our staffing numbers in key areas such as restorative justice and tackling serious and organised crime.
- **Freeze in the Council Tax for policing:** This would mean that the PCC would be unable to meet the costs of inflation and service pressures. The force would need to identify over £5m of budget reductions resulting in significant cuts to policing services, potential loss of some frontline roles and delays in the deployment of new technology to fight crime.

5.2 The **online poll** obtained responses from 681 residents in the period to 25 January 2024 of which 82% supported an increase in the precept for policing. Around 67% of all respondents supported an increase of between £10 and £15 per Band D household. In considering this strong level of support, it should be noted that respondents from South Nottinghamshire (41%), Bassetlaw, Newark and Sherwood (29%) and people aged 75 and over (30%) were over-represented in the sample compared to the area’s demographic composition (30%, 21% and 9% respectively).

5.3 Reflecting the focus group findings, support for an increase was largely contingent on seeing visible and tangible results in their community.

¹ <https://www.nottinghamshire.pcc.police.uk/Get-Involved/Consultations-and-Surveys/Police-Budget-202324-Consultation.aspx>

**Figure 4: To what extent would you be prepared to pay more towards policing in 2024?
OPCC Online Poll, December 2023 to January 2024**

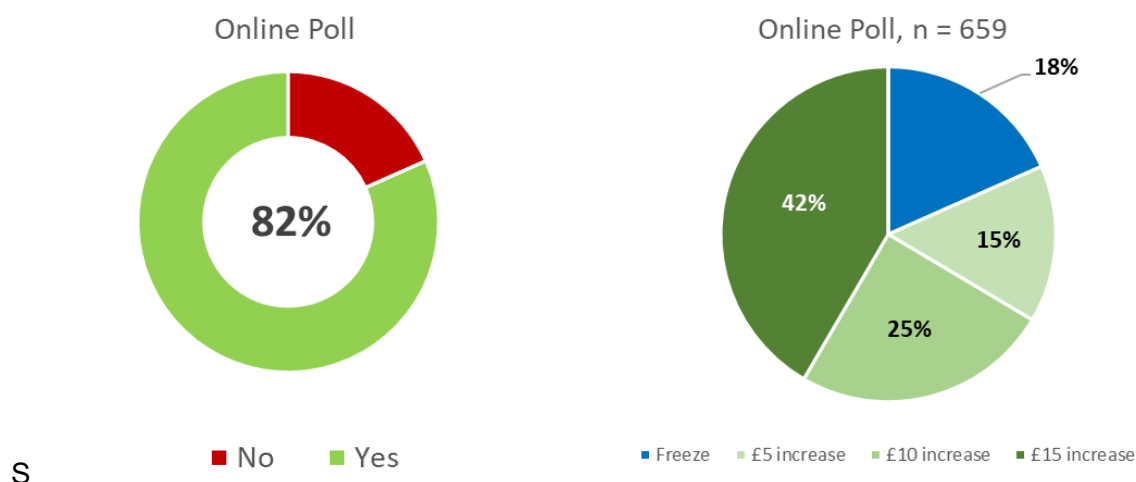


Table 2: Sample of free text responses provided. OPCC Online Poll, 2023-24

Yes, I'm prepared to pay up to an additional £15	Yes, I'm prepared to pay up to an additional £5 to £10	No, I'm not prepared to pay more for policing
<p><i>"The police deserve our support"</i></p> <p><i>"I don't mind spending extra money on policing providing I see concrete results in the local area relating to anti-social behaviour"</i></p> <p><i>"I am prepared to pay more if it grants more bobbies on the beat in the village, clamping down on speeding, illegal off road bikes and drug use"</i></p> <p><i>"I am happy to pay for a high quality service which improves the quality of life for my family"</i></p> <p><i>"Just want to see the money meaning something and not disappear into a black hole"</i></p> <p><i>"£15 isn't going to make any difference to me but would make a difference to my community"</i></p> <p><i>"If we want the police to be able to stop crime we need to fund it in every aspect be it technology, security or more officers"</i></p>	<p><i>"I would love to say more, but our personal costs are also rising, so I picked the mid amount as I realise costs have to rise"</i></p> <p><i>"Seems reasonable. Other services need money as well"</i></p> <p><i>"I feel we probably do need to pay more but more than £10 is not affordable for many people"</i></p> <p><i>"Our police officers are fantastic but morale will drop if we spread the service too thin. These are essential services"</i></p> <p><i>I don't mind paying a bit extra but cannot afford much with bills and mortgage rises as they are"</i></p> <p><i>"I accept an increase is required but you need to become more efficient and utilise resources in a better way"</i></p>	<p><i>"I would select £5 more per year, but, there have been too many price increases - food, utility bills, council tax, water rates, but my wages remain the same"</i></p> <p><i>"Too much public money is mismanaged and wasted"</i></p> <p><i>"Whilst I support the Police and what they do I believe there are further efficiencies and cost savings that could occur before raising council tax"</i></p> <p><i>"The police are invisible in my area and we do not get value for money from policing or in any Council Tax charges"</i></p> <p><i>"I would pay more if I felt I would see any benefit but I don't believe I will - any increase will be swallowed up in towns and cities where the least money gets the most results"</i></p> <p><i>"The money should be there already. Where has it gone?"</i></p>

5.4 In person ‘**pop up**’ events were held at supermarkets in Arnold, Mansfield, Worksop, Hyson Green, Bulwell, Netherfield, Newark, Clifton, Retford, Kirkby-in-Ashfield, Gamston and West Bridgford during December 2023 and January 2024. Collectively, these events obtained the vires of 194 local residents. 72% of all respondents consulted via this method expressed support for an increase in the precept for policing, with 59% of all respondents supporting an increase of between £10 and £15 per Band D household.

**Figure 5: To . To what extent would you be prepared to pay more towards policing in 2024?
Local Area Pop Up Events, December 2023 to January 2024**

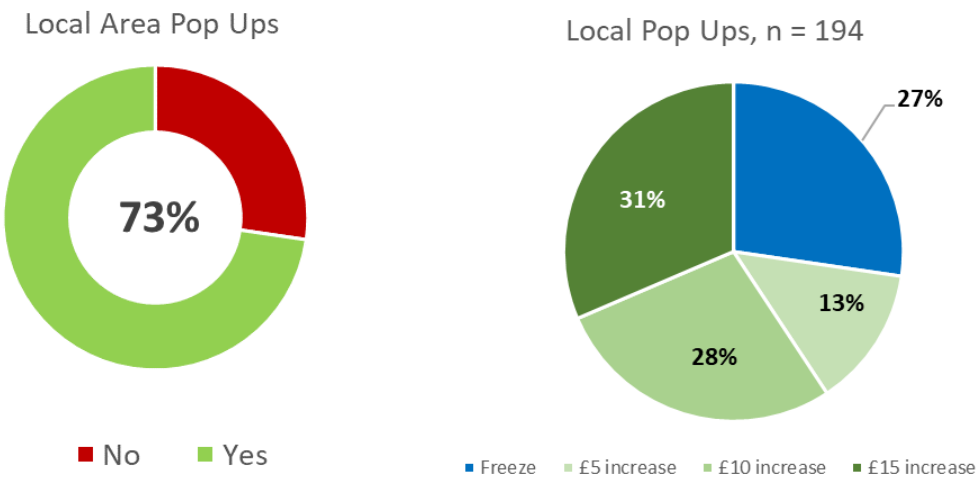


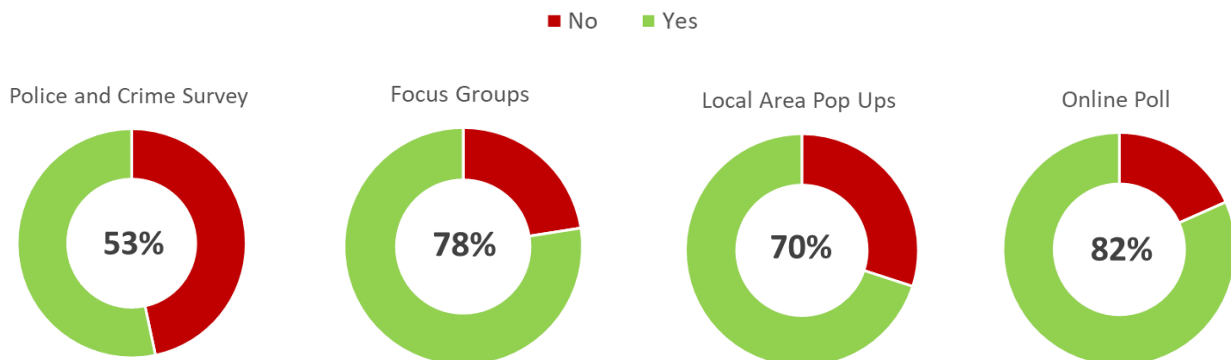
Table 3: Sample of free text responses provided. OPCC Pop Up Engagement Events, 2023-24

Yes, I'm prepared to pay up to an additional £15	Yes, I'm prepared to pay up to an additional £5 to £10	No, I'm not prepared to pay more for policing
<p>"Only £1.25 a month, I see that as affordable"</p> <p>"I understand the pressures the police are under"</p> <p>"I can afford this but understand that many cannot"</p> <p>"Anything I can do to improve and support the police"</p> <p>"We don't need anything else cutting"</p> <p>"I'd like to see more police on the streets"</p> <p>"To get a better service"</p>	<p>"This is manageable"</p> <p>"They deserve an increase for what they do. Wish I could afford more"</p> <p>"You've got to have some sort of increase to go in line with inflation"</p> <p>"I do believe it needs increasing but don't think it should all rely on council tax"</p> <p>"I want more PCSOs, £10 increase is affordable for me"</p>	<p>"They get enough"</p> <p>"I pay enough already"</p> <p>"Police were no help when I needed them following an incident with my garage"</p> <p>"There is a cost of living crisis, I feel we don't get value for money"</p> <p>"We don't get what we pay for now, so why should we pay any more?"</p> <p>"The overall council tax should be looked at as more of it should go to policing"</p>

6. CONCLUSION

- 6.1 Evidence drawn from a range of different consultation and engagement methods indicates that levels of public support for an increase in the precept for policing has reduced over the previous year, largely driven by concerns relating to the rising cost of living. Despite this, the proportion of residents supporting an increase in the precept generally outweighs the proportion that do not.
- 6.2 Support for an increase in the precept was most pronounced in the online poll (82%) however, unlike the Police and Crime Survey, this method was unable to achieve a fully representative sample of responses by local authority due to the self-selecting nature of the methodology. Face-to-face community engagement and focus group exercises (70%-78%) both found strong support for an increase in the precept while allowing greater opportunities for participants to review the current financial position and proposed areas of spend.
- 6.2 The Police and Crime Survey found that support for an increase in the precept remains strongest in strongest in South Nottinghamshire (62%) and Bassetlaw, Newark and Sherwood (53%) and lowest in Nottingham and Mansfield and Ashfield, where 48% support an increase when those that 'did not know' are excluded.

Would you be prepared to pay more towards policing?



- 6.2 Across all consultation methods, support for an increase in the precept was largely based on an expectation that communities would see visible and tangible improvements in policing as a result of their contribution and greater assurance that the service is delivering good value for money.

Respondent Profile 2023/24

	Police and Crime Survey		Online Poll		Focus Group Participants		Pop-up Events	
	No.	%	No.	%	No.	%	No.	%
Female	2,035	50.3%	267	39.2%	20	50%	n/a	n/a
Male	1,997	49.4%	377	55.4%	20	50%	n/a	n/a
Prefer to self-describe	11	0.3%	31	4.6%	0	0%	n/a	n/a
Under 25	458	11.3%	15	2.2%	5	13%	n/a	n/a
25 to 34	854	21.1%	51	7.5%	10	25%	n/a	n/a
35 to 44	617	15.3%	45	6.6%	10	25%	n/a	n/a
45 to 54	602	14.9%	55	8.1%	6	15%	n/a	n/a
55 to 64	563	13.9%	150	22.0%	5	13%	n/a	n/a
65 to 74	533	13.2%	157	23.1%	4	10%	n/a	n/a
75 and over	415	10.3%	202	29.7%	0	0%	n/a	n/a
White British	3,257	80.6%	608	89.3%	25	63%	n/a	n/a
Asian background	233	5.8%	15	2.2%	3	8%	n/a	n/a
Black background	118	2.9%	5	0.7%	6	15%	n/a	n/a
Dual Heritage background	99	2.4%	6	0.9%	1	3%	n/a	n/a
Other White background	278	6.9%	29	4.3%	4	10%	n/a	n/a
Other background	57	1.4%	0	0.0%	1	3%	n/a	n/a
Bassetlaw, Newark & Sher	830	20.5%	195	28.6%	10	25%	56	28.9%
Mansfield and Ashfield	807	20.0%	106	15.6%	10	25%	39	20.1%
Nottingham	1,174	29.0%	97	14.2%	10	25%	42	21.6%
South Nottinghamshire	1,232	30.5%	280	41.1%	10	25%	57	29.4%
Total	4,043	100%	681	100%	40	100%	194	100%

Nottinghamshire Police and Crime Commissioner – Notice of Decision

AUTHOR:	Gillian Holder
TELEPHONE NUMBER:	0115 8445998
EMAIL ADDRESS:	Officepcc@notts.police.uk
DECISION OR INFORMATION:	Decision
DATE RECEIVED:*	XX/02/2024
REF:* (to be inserted by the OPCC)	2024.0XX

TITLE:	BUDGET 2024-25
---------------	----------------

EXECUTIVE SUMMARY:
<p>The purpose of this decision is to propose:</p> <ul style="list-style-type: none"> • A revenue budget and council tax precept for 2024-25 • A medium term financial plan for 2025-26 to 2028-29 • A capital programme for 2024-25 to 2028-29 <p>The proposals will support delivery of the Police and Crime Plan.</p>

INFORMATION IN SUPPORT OF DECISION: (e.g., report or business case)
<p>The attached report sets out the detail. The Police and Crime Commissioner is asked to:</p> <ol style="list-style-type: none"> 1. note the Chief Finance Officer's statement on robustness of estimates and adequacy of reserves in Section 7; 2. approve the council tax requirement for 2024-25 as set out in Appendix A; 3. approve the revenue budget for 2024-25 at Appendix B and medium-term financial plan for 2025-26 to 2028-29 as set out in Appendix C; and 4. approve the capital programme and its funding for 2024-25 to 2028-29 as set out in Section 5

FINANCIAL INFORMATION	
All relevant financial information is contained in the attached report.	
Signature: Chief Finance Officer	
Date:	

Is any of the supporting information classified as non-public or confidential information?**	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, please state under which category from the guidance**				
DECISION:				
To: <ol style="list-style-type: none"> 1. approve the council tax requirement for 2024-25 as set out in Appendix A; 2. approve the revenue budget for 2024-25 at Appendix B and medium term financial plan for 2025-26 to 2028-29 as set out in Appendix C; and 3. approve the capital programme and its funding for 2024-25 to 2028-29 set out in Section 5. 				

OFFICER APPROVAL:	
I have been consulted about the proposal and confirm that the appropriate advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.	
Signature: Chief Executive	
Date:	

DECLARATION:	
I confirm that I do not have any disclosable pecuniary interests in this decision, and I take the decision in compliance with the Code of Conduct for the Nottinghamshire Office of the Police and Crime Commissioner. Any interests are indicated below:	
The above request has my approval	
Signature: Nottinghamshire Police & Crime Commissioner	
Date:	

** See guidance on non-public information

1. Police Grant Settlement

- 1.1 The Provisional Police Grant Report accompanied by a Written Ministerial Statement was laid before Parliament on xx January 2024 and debated on xx February 2024. It is anticipated that the settlement remains unchanged from that set out at the provisional police funding settlement published on 14 December 2024.
- 1.2 The core grant for Nottinghamshire is now £163.2m, an increase of £3.3m from 2023-24 (this includes the in-year grant in respect of the pay award). In addition, a ringfenced allocation of £9.0m is available to Nottinghamshire upon maintaining the uplift officers target headcount number of 2,378 plus an additional 30 bringing the total number to 2,408, the funding will be released on a bi-annual basis, following the publication of police workforce statistics, and will be based on officer headcount in forces as at 30th September and 31st March. Should forces not meet the necessary requirements to claim the funding available at the mid-year point, this funding will not be available to forces at the end of the year. The pension top-up grant allocation, £6.9m, has been increased in 2024-25 due to the employer pension contribution rates increasing to 34.5%. The Legacy Council Tax Grants of £9.7m have been kept at the same level as per 2023-24.
- 1.3 The Minister confirmed the precept referendum limit to allow an increase up to an additional £13 per annum for a Band D property, without the need to call for a local referendum.
- 1.4 The Minister's statement sets out the national priorities for 2024-25 which include:
- ☐ investing in flagship crime programmes which are helping to keep our streets safe;
 - ☐ a focus on driving innovation and accelerating the delivery of priority capabilities into policing e.g development of a 'digital front counter';
 - ☐ and delivering a range of Major Law Enforcement Programmes to replace and improve essential national technology systems and improving the quality and the use of police data.
- 1.5 Following the cessation of capital grant funding to PCCs in 2022-23 there is no capital grant allocated to PCCs in 2024-25, the £129m budget available will be redistributed as part of wider reallocations.
- 1.6 Whilst we await any initial principles in relation to the Core Grant Distribution Review (funding formula review), and the structure and components of a new formula the Medium-Term Financial Plan (MTFP) still includes a prudent estimate of what additional core grant funding could be allocated to Nottinghamshire from 2026.

2. Council Tax

2.1 *To be fully inserted at a later date*

2.2 The impact on Nottinghamshire council taxpayers is summarised in Table A below.

Council Tax Band	2023/24 Council Tax	£12.96 Annual Increase to Band D	Proposed 2024/25 Council tax	% increase	Pence per week increase
A	£179.46	£8.64	£188.10	4.8%	£0.17
B	£209.37	£10.08	£219.45	4.8%	£0.19
C	£239.28	£11.52	£250.80	4.8%	£0.22
D	£269.19	£12.96	£282.15	4.8%	£0.25
E	£329.01	£15.84	£344.85	4.8%	£0.30
F	£388.83	£18.72	£407.55	4.8%	£0.36
G	£448.65	£21.60	£470.25	4.8%	£0.42
H	£538.38	£25.92	£564.30	4.8%	£0.50

Table A: Council Tax

3. Other Income

3.1 The budget includes the use of £3.3m of reserves to balance the 2024-25 budget; and further use of reserves in future years in conjunction with efficiency savings to maintain a balanced position across the MTFP. This shows the need for a favourable outcome for Nottinghamshire in the long-awaited Funding Formula Review. Specific income from grants, partners and fees and charges is also included, detail is set out in Appendix B.

3.2 Core 2024-25 income is set out in Table B below.

2024/25 Core Funding	£m
Core Police Grant	(163.2)
Legacy CT Grant	(9.7)
Pension Grant	(6.9)
Ringfenced PUP	(9.0)
Special Grant	(2.0)
Surplus on collection funds	(0.8)
Police Precept	(94.8)
Core Funding Total	(286.4)
Use of Reserves	(3.3)
Total Funding Available	(289.7)

Table B - Funding

4. Revenue Expenditure

4.1 The 2024-25 budget is summarised in the Table C below, and in more detail in Appendix B.

2024/25 Expenditure	GROSS £m	NET £m
OPCC Grants & Commissioning	12.2	
Less OPCC Specific Income	(8.1)	
Core Grants & Commissioning		4.1
PCC Office & Democratic Core		2.8
Total OPCC		6.9
CC Budget Requirement	309.9	
Less Specific Income	(24.0)	
Less Allocated Efficiencies/Savings	(5.2)	
Total CC		280.7
Direct Revenue Funding		0.0
Joint Service - Finance		2.2
Total		289.7

Table C – Expenditure (*amounts are rounded and may not sum*)

4.2 The following assumptions are included:

- Pay award for 2024-25 for officers and staff has been budgeted at 2.5%.
- Staff vacancy rate has been set at 4.75%.
- General inflation is budgeted at 2.5% where applicable and specific areas such as gas, electricity, diesel, petrol and Home Office ICT charges budgeted at varying levels to factor in the current pressures that are being faced.
- Police Officer headcount is maintained at 2,408 (2,367 FTE) to the end of March 2025 ensuring Nottinghamshire Police do not drop below the 357 additional officers plus the additional 30 officers allocated from the Uplift Programme.
- Police Staff establishment has seen a small increase in numbers to cope with the increasing demands placed upon the service following years of no change to our police staff numbers.
- PCSO numbers is maintained at 150 FTEs throughout the whole of 2024-25.
- 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.

4.3 The following cost pressures are included:

- Pay and allowances has seen a £25m growth in cost through factoring in the pay award as well as the increments to officers and staff, restructures, and pension scheme contribution rate changes.
- £3m contract and insurance cost increases and a further £2m relating to inflationary pressures.

- £1.8m of demand pressures that are shown as growth requests in the budget for 2024/25 to accommodate the challenge ahead.
- £3m of additional cost for NUH Maternity Investigation (Op Perth) that will look to be met by a combination of special grant funding and use of reserves.
- Maintenance of the OPCC £4.2m for Grants and Commissioning to continue the vital work to support victims and prevent crime and help people feel safe.

4.4 More detail on the budget changes since 2023-24 are in Appendix D.

4.5 £5.2m of efficiency savings have been identified and included as follows:

- £2.0m of efficiencies due to service redesigns, removal of temporary posts and ending of fixed term contracts.
- £2.5m has been identified from investment income and reduced interest paid on loans.
- £0.7m arising through savings from premises, comms and computing, supplies and services and income.

5. Capital Programme

5.1 The 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.

5.2 It is currently estimated that there will be approximately £1.3m slippage from 2023-24 capital programme into 2024-25, these figures will be re-evaluated and confirmed at the end of the financial year.

5.3 The capital programme for 2024-25 to 2028-29 and its funding is summarised in Table D below. This outlines the funding made available, however, business cases will be completed and approved before funding is released.

£'000s					
Capital Expenditure	2024/25	2025/26	2026/27	2027/28	2028/29
Estates & Facilities	1,205	2,705	5,323	1,827	1,831
Information Services	315	315	112	115	140
Fleet	2,742	3,628	2,784	2,312	2,414
Capital Programme	4,262	6,648	8,219	4,254	4,385
Financed by:					
Capital Receipts	(300)	(300)	(300)	(300)	(300)
Capital Grants	0	0	0	0	0
Direct Revenue Financing	0	0	0	0	0
Loans	(3,962)	(6,348)	(7,919)	(3,954)	(4,085)
Total Financed by:	(4,262)	(6,648)	(8,219)	(4,254)	(4,385)

Table D: Capital Programme

5.4 Estates & Facilities - A refresh of the building condition survey is taking place during 2023-24 to identify elements of future work required. There is a project to relocate Jubilee House in 2024-25. Also, a continuation of improvements to ensure the custody suites remain Home Office compliant, and general updates to the force estate to make best use of the space available and improve the environmental impact progress.

5.5 An investment within IT to continue the replacement of the ANPR static camera programme.

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

6. Medium Term Financial Plan (MTFP)

6.1 The MTFP shows that a budget gap is emerging, the summary in Table E below demonstrates this.

	Budget	Medium Term Financial Plan - as at January 2024			
	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m
Revenue Expenditure	289.7	302.8	311.3	317.2	323.6
Direct Revenue Financing	0.0	0.0	0.0	0.0	0.0
Total Expenditure	289.7	302.8	311.3	317.2	323.6
Core Funding	286.4	292.8	302.7	312.3	320.8
Use of Reserves	3.3	2.1	2.6	1.9	0.0
Total Funding Available	289.7	294.9	305.3	314.2	320.8
Net Surplus/(Deficit)	0.0	(7.9)	(6.0)	(3.0)	(2.8)
Core Efficiency Requirement (BAU)	0.0	1.0	1.7	2.1	2.4
Cumulative Stretch Efficiency Targets	0.0	2.0	2.9	3.6	4.0
Total Efficiency Requirements	0.0	3.0	4.6	5.7	6.4
Use of Reserves from/(to) / One-off savings	0.0	4.9	1.4	(2.7)	(3.6)
Net Surplus/(Deficit)	0.0	0.0	0.0	0.0	(0.0)

Table E - MTFP

6.2 The detailed MTFP can be found in Appendix C. The Financial Strategy will provide more detail on the specific savings and efficiencies outlined.

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

7.1 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.

7.2 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.

7.3 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.

7.4 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

7.5 This report provides details of the revenue budget proposals for 2024-25 together with provisional budgets for 2025-26 to 2028-29. The budget proposals presented herein are based upon delivering the PCC's Police & Crime Plan.

7.6 Detailed estimates for 2024-25 have been prepared on a realistic basis and following a rigorous review by budget holders, Finance Business Partners, the Force Executive Board, and the Office of the Police and Crime Commissioner.

7.7 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 to discuss the proposals.

7.8 Detailed workforce plans provide for the continuation of the Home Office target for Nottinghamshire's police officer uplift in 2024-25. Appropriate staff numbers and PCSOs are also included. Other estimates are set out below:

COST DRIVER	ESTIMATE
Pay inflation	2.5%
Vacancy levels for police staff	4.75%
Pensions	18.2% LGPS, 34.5% Police Officers
Non pay inflation	0% to 5%
Inflation Volatility	£400k
Taxbase growth and collection fund surplus/ deficits	1.21% and £940k surplus
General Inflation	2.5%
Police/Home Office IT charges	10%
Insurance	30%

7.9 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

- 7.10 Provisional service budgets are proposed for 2025-26 to 2028-29. 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, and significant specific grants may not continue at the same level or at all.
- 7.11 Similarly there is no clarity on the government's future intentions in relation to the limitation of council tax increases from 2025-26 onwards. Prudent assumptions have been made.
- 7.12 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. This also makes provision for smoothing the impact of OPCC specific grants that may cease or be reduced.
- 7.13 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.
- 7.14 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. Priority performance and demand related funding requirements have been included.
- 7.15 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

- 7.16 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.
- 7.17 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.
- 7.18 The PCC currently holds a General Reserve of £9.0m, 3.1% of total net budget in 2024-25. It has previously been established that General Reserves will be maintained at a level above the **minimum of 2.0%, £5.8m 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%, £14.5m of the total net budget**.
- 7.19 There are no plans to use this to balance the 2024-25 revenue budget, and it looks unlikely to become necessary to do so during the MTFP, with Earmarked Reserves being utilised in the

first instance. The Reserves Strategy provides details of the risk-based assessment that has been undertaken.

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

APPENDIX A – Council Tax Requirement – To be inserted at a later date

APPENDIX B – Budget 2024-25

				2024/25	2023/24
		£'000	£'000	£'000	£'000
		INCOME	EXPENDITURE	TOTAL	TOTAL
Core	Council Tax Precept	(94,834)	0	(94,834)	
	General Police Grant	(101,764)	0	(101,764)	
	Legacy Council Freeze Grant	(1,332)	0	(1,332)	
	Legacy Council Support Grant	(8,394)	0	(8,394)	
	National Non Domestic	(61,407)	0	(61,407)	
	Pension Top Up Grant	(6,866)	0	(6,866)	
	Police Special Grant	(2,039)	0	(2,039)	
	PUP Ringfenced Grant	(9,027)	0	(9,027)	
	Council Tax Surplus	(800)	0	(800)	
	Use of Reserves	(3,330)	0	(3,330)	
Core		(289,794)	0	(289,794)	(261,907)
		INCOME	EXPENDITURE	TOTAL	
Chief Constable	Police Officer Pay & Allow	0	147,602	147,602	
	PCSO Pay & Allowances	0	6,484	6,484	
	Investigators Pay & Allowances	0	5,431	5,431	
	Archives & Exhibits	(35)	2,252	2,218	
	City Division	(84)	2,647	2,563	
	Collabn - Major Crime	(44)	1,168	1,125	
	Collaboration - Operations	(6,118)	14,911	8,792	
	Collaboration - Services	0	1,465	1,465	
	Command	(9)	788	779	
	Contact Management	(1,096)	14,107	13,011	
	Corporate Communication	0	1,136	1,136	
	Corporate Development	0	1,752	1,752	
	County Division	(145)	2,409	2,264	
	Crime Command Team	0	501	501	
	Criminal Justice	(959)	5,195	4,236	
	Custody	(11)	4,880	4,869	
	Estates & Facilities	(2,220)	12,191	9,971	
	Fleet	(263)	4,102	3,839	
	Hostage Negotiators	0	5	5	
	Information Management	(1,085)	1,961	876	
	Information Services	(446)	21,357	20,910	
	Intelligence	(1)	4,380	4,379	
	Operational Support	(6,207)	9,605	3,398	
	People Services	(61)	6,659	6,597	
	Prevention Hub	(93)	2,900	2,808	
	Professional Standards Directorate	(60)	1,342	1,282	
	Projects - Grant Funded	(1,054)	1,054	(0)	
	Projects - Internal	0	2,727	2,727	
	Public Protection	(176)	2,679	2,503	
	Seconded	(414)	76	(338)	
	Serious & Organised Crime	(214)	4,220	4,006	
	Special Accounting	(3,167)	16,903	13,736	
	Special Investigations	0	1,001	1,001	
	Staff Associations	0	144	144	
	Violence Reduction Unit	(2)	0	(2)	
	Balancing budget items	0	(1,305)	(1,305)	
Chief Constable		(23,964)	304,727	280,764	251,829
		INCOME	EXPENDITURE	TOTAL	
OPCC	OPCC & DEMOCRATIC CORE	0	2,792	2,792	
	OPCC GRANTS & COMMISSIONING	(8,138)	12,204	4,066	
OPCC		(8,138)	14,996	6,858	7,232
		INCOME	EXPENDITURE	TOTAL	
JOINT SERVICES	Finance	(100)	2,273	2,173	
JOINT SERVICES		(100)	2,273	2,173	2,247
		INCOME	EXPENDITURE	TOTAL	
Direct Revenue Financing	Direct Revenue Financing	0	0	0	
Direct Revenue Financing		0	0	0	600
TOTAL		(321,996)	321,996	0	0

APPENDIX C – Medium Term Financial Plan 2025-2029

Medium Term Financial Plan - as at January 2024						
	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	Assumptions
Revenue Expenditure						
Pay	234.6	241.2	249.2	254.5	259.6	2.5% each year
Non-pay	87.7	89.4	91.2	93.0	94.9	Average of 2% increase p.a.
Income	(32.3)	(29.1)	(29.7)	(30.3)	(30.9)	2% p.a from 2026-27 onwards
Use of Asset Reserve	(0.3)	1.3	0.6	0.0	0.0	Planned use to smooth replacement cost
Total Net Revenue Expenditure (NRE)	289.7	302.8	311.3	317.2	323.6	
Funding Analysis						
Core Police Grant	163.2	175.6	179.2	182.7	186.4	24-25 PUP Grant added to core. Assumed 2% increase from 2025-26 onwards
PUP Grant	9.0	0.0	0.0	0.0	0.0	
Council 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 and ceilings
Pension Top-up Grant	6.9	6.4	6.4	6.4	6.4	Fixed amount
Special Grant	2.0	2.0	1.7	1.1	0.0	Op Perth
Precept	94.8	99.1	103.7	108.4	113.3	£12.96, then 3% increase and 1.5% tax base growth
Collection fund surplus/(deficit)	0.8	0.0	0.0	0.0	0.0	
Core Funding Available	286.4	292.8	302.7	312.3	320.8	
Balance Sheet Funding						
Use of Reserves	3.3	2.1	2.6	1.9	0	Planned use to fund general expenditure
Total Funding Available	289.7	294.9	305.3	314.2	320.8	
DRF	0.0	0.0	0.0	0.0	0.0	Funding of capital expenditure
Net Surplus/(Deficit)	0.0	(7.9)	(6.0)	(3.0)	(2.8)	
Core Efficiency Requirement (BAU)	£5.2m of efficiencies have been removed from NRE above	1.0	1.7	2.1	2.4	This is the level of ongoing efficiencies/reductions expected each year as part of normal business
Stretch Efficiency Target		2.0	2.9	3.6	4.0	Additional efficiencies required to balance the budget shown as ongoing
Total Efficiency Requirements	0.0	3.0	4.6	5.7	6.4	Total cumulative efficiencies required of £19.7m
Use of Reserves from/(to) / One-off savings		4.9	1.4	(2.7)	(3.6)	Balance to zero over the MTFP
Cumulative Deficit	0.0	0.0	0.0	0.0	0.0	

APPENDIX D - Variance analysis between 2023-24 and 2024-25 budgets

Pay, allowances and overtime costs

- Total movement of £28.9m comprising of:
 - Pay award of 7% for all officers and staff in 2023-24 and a full year impact in 2024-25
 - Annual increments for employees
 - Impact of first year of Op Perth
 - Full year impact of having more services inhouse

Comms and computing costs

- Total movement of £1.4m comprising of:
 - Increase in contract prices for essential services
 - Impact of inflation from Home Office IT charges

Operational costs

- No change year on year

Partnership costs

- Total movement of £4.0m comprising of:
 - Increases in costs for contracts that are held by partners that we contribute towards as well as inflation
 - Increase in cost to OPCC grants & commissioning (offset within income)
 - Increase to regional EMSOU contribution

Premises costs

- No change year on year with inflation costs offset by efficiency savings

Supplies and services costs

- Total movement of £1.0m comprising of:
 - Greater costs for Safer Roads as more attendees (offset within income)
 - McCloud remedy implementation costs

Transport cost

- Total movement of £0.1m comprising of:
 - Increase in fuel costs for diesel and petrol

Income

- Total movement of (£8.4m) comprising of:
 - Increase in investment income
 - Greater income from Safer Roads
 - Increase in OPCC commissioning grants
 - Increase in seconded officer income, court income and special services income



NOTTINGHAMSHIRE
POLICE & CRIME
COMMISSIONER

Draft Financial Strategy

Including Value for Money & Efficiencies Plan

2024-2029



January 2024

1. Introduction

1.1 The purpose of the Financial Strategy is to provide a framework and parameters for financial management. It aims to ensure that finances are managed to ensure:

- Financial management facilitates the delivery of the Police and Crime Plan;
- Taxpayers' money is used effectively, efficiently and demonstrates good value for money;
- Nottinghamshire Police is in sound financial health;
- There is effective corporate governance with sound systems of internal financial control.

1.2 The Strategy is implemented through several plans and policies as detailed in para 1.4.

1.3 Content of the Financial Strategy:

2. Statutory requirements and guidance
3. Revenue spending and council tax
4. Capital spending and funding
5. Carry forward of over and under spending
6. Financial health and governance
7. Income and charging
8. Procurement
9. Accounting and financial processes
10. Budget Management
11. Treasury Management
12. Value for Money & Efficiency

1.4 This strategy also links with other financial reports and strategies that have been reviewed as part of the 2024-25 budget setting process namely:

- the precept decision
- the revenue budget for 2024-25
- the MTFP 2024-25 to 2028-29
- capital five-year programme
- the capital strategy
- treasury management strategy and
- reserves strategy.

2. Statutory Requirements and Guidance

2.1 The financial affairs of the Commissioner and the Chief Constable will comply with statutory requirements including the requirements of the Police Reform and Social Responsibility Act 2011.

2.2 Financial affairs will also comply with the considerable amount of secondary legislation and guidance including:

- The Accounts and Audit Regulations
- Local Government Act & Local Government Finance Act
- The Code of Practice on Local Authority Accounting
- The Code of Practice on Internal Audit in Local Government
- Delivering Good Governance in Local Government
- Prudential Code for Capital Finance in Local Authorities
- The Code of Practice for Treasury Management in Public Services
- CIPFA Financial Management Code 2019, (FM Code)

3. Revenue Spending and Council Tax

3.1 Resources will be allocated in budgets to support and promote achievement of the Police and Crime Plan. The total resources available and their allocation will be planned for a number of years ahead and agreed in a Medium Term Financial Plan. Budgets will be set realistically with expenditure balanced to the income available.

3.2 The council tax will be set to deliver the Police and Crime Plan and with regard to the impact on Nottinghamshire council taxpayers and council tax referendum thresholds set by the government.

3.3 In year budget monitoring and reporting will take place in the Force, OPCC and be reported to the Accountability Board, Police & Crime Panel and Joint Independent Audit Committee in line with their work plans.

4. Capital Spending & Funding

4.1 Resources will be allocated in the capital programme to maintain and replace existing assets including buildings, vehicles and ICT systems.

4.2 Resources will also be allocated for new developments with priority given to projects, particularly ICT projects, which will generate worthwhile future savings or promote performance and productivity improvements.

4.3 Specific resources will be allocated for collaborative programmes.

4.4 Capital spending will be funded largely through long term borrowing, with some direct revenue financing if affordable. Surplus assets will be disposed of where appropriate. A review of the estate may result in property disposals and/or shared locations with other public services; this is in line with the One Public Estate agenda.

4.5 Annual provision will be made for the repayment of debt. The amount charged will be related directly to the useful life of the assets acquired through borrowing so that debt is not outstanding after the end of an asset's useful life.

4.6 Provision for the repayment of debt including interest as a proportion of annual income from government grants and council tax will not exceed the limit set in the Treasury Management Strategy Statement to ensure that long term borrowing is affordable and sustainable.

4.7 In year budget monitoring and reporting will take place in the Force, OPCC and be reported to the Accountability Board, Police & Crime Panel and Joint Independent Audit Committee in line with their work plans.

5. Carry forward of over and under spending

5.1 Under and over spends on department budgets are not carried forward into the following year automatically. The use of any under spends will be considered overall as part of the outturn report and will be proposed by the CFOs and approved by the PCC.

5.2 All under and over spends due to timing issues on the following budgets will be carried forward without exception:

- capital budgets
- specific grants (subject to grant conditions)

6. Financial Health and Governance

6.1 The Commissioner's Chief Finance Officer is responsible for ensuring that the Commissioner's financial affairs are properly administered having regard to their probity, legality and appropriate standards. The Chief Constable's Chief Finance Officer has the same responsibilities in relation to the Police Force.

6.2 The PCC and the Chief Constable will both prepare and publish codes of corporate governance and annual governance statements in conjunction with their relevant statutory officers.

6.3 The PCC and the Chief Constable will also prepare risk registers and keep them under review, and appropriate arrangements made to eliminate or mitigate risks including establishing provisions, earmarked reserves and the use of insurance where applicable.

6.4 A Joint Independent Audit Committee will monitor and report on the effectiveness of corporate governance and risk management arrangements.

6.5 Detailed Financial Regulations and Contract Standing Orders will be maintained, and compliance monitored.

6.6 An internal audit function will be maintained in accordance with the CIPFA Code of Practice.

7. Income and Charging

7.1 Charges for services will be set to comply fully with national guidance. National rates of charges will be applied where set.

7.2 Charges will be set to recover the full economic cost for policing commercial events.

7.3 Discretionary charges will, as a minimum, recover the costs of providing services. All charges will be updated at least annually.

8. Procurement

8.1 Procurement arrangements will be designed to ensure that the right things are acquired at the most economically advantageous price. This recognises both price and value.

8.2 Procurement processes will promote:

- Value for money;
- Transparency, accountability and probity;
- And compliance with legal requirements.

8.3 Strong centralised controls will be maintained to ensure high levels of compliance with approved processes.

8.4 Competitive prices will be achieved through maximising the use of national or regional contracts which provide significant savings. Higher value contracts will be subject to tendering

or other competitive processes in accordance with contract standing orders.

9. Accounting and Financial Processes

9.1 Strong financial controls will be maintained with the Chief Finance Officers responsible for agreeing all financial processes, systems and financial records.

9.2 Accounting policies will comply fully with International Financial Reporting Standards and statutory requirements as set out in the Code of Practice on Local Authority Accounting in the UK. The annual financial statements will give a true and fair view of the financial position and transactions in the opinion of the external auditor.

10. Budget Management

10.1 The PCC and the Chief Constable will manage within approved budgets.

10.2 Budget management responsibilities for every revenue and capital budget will be delegated to nominated budget holders who will be expected:

- to set realistic budgets and to manage actual expenditure and income within these budgets;
- to manage in a way which maximises service performance and benefits, and;
- to take responsibility for financial management in their service area.

10.3 The PCC and the Chief Constable will monitor overall financial performance on a monthly basis and take any necessary corrective action. This will include ensuring that there is a planned approach to finding the savings necessary to balance the budget and that the required savings are achieved.

10.4 The Chief Finance Officers will ensure that budget holders and senior managers receive appropriate support including training. The CFOs will also ensure that the finance function is resourced to be fit for purpose, including the availability of specialist financial expertise as necessary.

11. Treasury Management

11.1 The PCC will agree an annual Treasury Management Strategy Statement before the start of each financial year. The Joint Independent Audit Committee will receive, as a minimum, a six-monthly progress report and a year-end annual report.

11.2 Long term borrowing will be taken to fund capital expenditure. Decisions on borrowing will be based on a range of treasury management considerations including the cash flow position, current and projected interest rates, and the maturity profile of current debt.

11.3 Policies for the investment of surplus cash will be security first, liquidity second and then return. Protection of the capital invested will be the overriding priority. Return on investment will be maximised but will be modest, commensurate with this level of risk.

11.4 The PCC will agree targets for specified prudential indicators in relation to capital financing and other treasury management matters before the start of each financial year. The main purpose of these is to ensure that capital financing, in particular long-term borrowing, is prudent, affordable and sustainable.

11.5 The PCC agrees a formal Capital Strategy following the introduction of the requirement by the CIPFA Prudential Code (2017) in 2019-20.

12. Value for Money & Efficiency Plan

12.1 The Commissioner will agree an annual Value for Money & Efficiency Plan (this document) before the start of each financial year. There will be specific arrangements to oversee its delivery with regular monitoring and reporting to the Chief Constable and the Police and Crime Commissioner.

12.2 Value for money will be a key consideration in decision making. This includes:

- Having robust business plans linking policing plans with the budgets available.
- Applying a rigorous business case for all major projects involving new revenue or capital spending. All business cases will include the Chief Finance Officer's comments on financial implications, compliance, risk and value for money.
- Reviewing all areas of spending periodically through specifically commissioned value for money reviews.

12.3 Services will be delivered in partnership with other bodies where this provides better value for money including better services and / or lower costs. This may include:

- Working jointly with partners;
- commissioning services from other bodies, and;
- contracting out services to private sector providers.

12.4 The latest PEEL assessment was published in April 2022, in which the Force were rated as 'Adequate' on the measure of 'good use of resources/operating efficiently'. Specific findings included:

- The force must make sure it can achieve efficiency savings and improve productivity through the introduction of new systems.
- The force's performance management process needs to show a wider understanding of demand.
- The force does not have an awareness of capability in all teams, resulting in silo working.
- The force actively seeks opportunities to improve services by working with other organisations.
- The force makes the best use of the finance it has available, and its plans are both ambitious and sustainable.
- The force makes good use of ICT to support frontline policing.

A PEEL inspection of the Force is currently in progress but is not expected to report until the summer, this will be reviewed and if required this strategy will be updated to reflect any findings that affect financial management or VFM.

12.5 HMICFRS have provided a detailed set of VFM profiles based on the Police Objective Analysis 2022.

- Nottinghamshire spends the 18th lowest amount per head of population, £198.85, compared with all 43 forces.
- Nottinghamshire have 1.94 Police Officers per 1000 population, mid table compared with all 43 forces.
- Nottinghamshire have 0.13 PCSOs per 1000 population, 14th lowest compared with all 43 forces.

Efficiency Plan

12.6 The CSR 2021 assumed £100m p.a. in efficiency savings for the service nationally. This means that the Force needs to identify and deliver savings on an ongoing basis. The annual budget report details the organisation's 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.

12.7 The following table sets out a balanced approved budget for 2024-25 including £5.2m of efficiencies and savings. There is a stretched efficiency requirement, i.e., above the 'business as usual amount' expected, in each of the following years of the plan. This is however an improving position compared to previous years and indicates that maintenance of current service standards, although challenging, should be sustainable.

	Budget	Medium Term Financial Plan - as at January 2024			
	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m
Revenue Expenditure	289.7	302.8	311.3	317.2	323.6
Direct Revenue Financing	0.0	0.0	0.0	0.0	0.0
Total Expenditure	289.7	302.8	311.3	317.2	323.6
Core Funding	286.4	292.8	302.7	312.3	320.8
Use of Reserves	3.3	2.1	2.6	1.9	0.0
Total Funding Available	289.7	294.9	305.3	314.2	320.8
Net Surplus/(Deficit)	0.0	(7.9)	(6.0)	(3.0)	(2.8)
Core Efficiency Requirement (BAU)	0.0	1.0	1.7	2.1	2.4
Cumulative Stretch Efficiency Targets	0.0	2.0	2.9	3.6	4.0
Total Efficiency Requirements	0.0	3.0	4.6	5.7	6.4
Use of Reserves from/(to) / One-off savings	0.0	4.9	1.4	(2.7)	(3.6)
Net Surplus/(Deficit)	0.0	0.0	0.0	0.0	(0.0)

12.8 The settlement for 2024-25 is challenging, especially in respect of the management of inflation, which at a national level is significantly above target. In respect of uplift funding this is now heavily weighted to performance and maintenance of numbers, a trend that was expected in the last financial strategy document. In any case it is clear to see that greater focus will be on how forces are planning for, and delivering, efficiencies in their operations.

12.9 The force also has pressure to deliver efficiencies in the short to longer term to invest in new buildings, technologies, and vehicles for both operational need as well as to support government in the delivery of its environmental targets. The Force is in the process of delivering a comprehensive sustainability strategy, which will become a key strategy in support of the overarching financial strategy. An investment reserve of £1.5m has been made available by the PCC to support investment to help achieve future environmental targets. There remains an on-going need to achieve efficiencies as the Force continues to maintain a financially sustainable position over the long term.

12.10 The Chief Constable continues to drive efficiency challenges within Force and the current year's budget has a reduction in costs of £5.2m, these are required to support a balanced annual budget and are detailed in the annual budget report.

12.11 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.

12.12 Although efficiencies delivered over the last 5 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 with both high inflation and interest rates.

12.13 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 2023-24 budget, and that overall outturn will be significantly 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. Where significant underspends are available consideration will be given to using these to fund capital expenditure so as to reduce the impact of borrowing in future years.

12.14 The budgeted summary financial position below shows current year and future efficiency requirements, along with the cumulative impact:

	2024-25	2025-26	2026-27	2027-28	2028-29	Assumptions
	£m	£m	£m	£m	£m	
In year budget shortfall	0.0	7.9	6.0	3.0	2.8	Based on £12.96 precept in 2024/25 and balancing the budget
Ongoing efficiency impact	0.0	-1.0	-1.7	-2.1	-2.4	
Shortfall	0.0	6.9	4.3	0.9	0.4	The efficiency total required (non-cumulative impact)
Cumulative shortfall	0.0	6.9	11.2	12.1	12.5	Cumulative deficit if efficiencies are not achieved

12.15 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.

12.16 In the medium-term efficiency strategy work expectations are as follows:

Core Efficiencies – Business as Usual expectations

Core Efficiency Requirement (BAU)	2025-26	2026-27	2027-28	2028-29	Assumptions
	£m	£m	£m	£m	
Procurement Activity	0.25	0.10	0.05	0.05	On-going activity
Estates (sustainability)	0.10	0.05	0.05	0.05	Net impact of sustainability business cases
IT (obsolete systems/licenses)	0.20	0.10	0.05	0.00	On-going activity
Flexible working	0.10	0.05	0.00	0.00	Part reduction in hours/smaller estate
New income generation	0.10	0.10	0.05	0.05	
Budget build challenges	0.25	0.25	0.20	0.20	Part of annual budget scrutiny
Total	1.00	0.65	0.40	0.35	

12.17 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.

12.18 This is on-going work with business cases and operating models being constantly reviewed, the 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

	2025-26	2026-27	2027-28	2028-29	Assumptions
Stretch Efficiency Target	£m	£m	£m	£m	
Reduced Graduate Investigator Posts	0.20				In line with detective constable recruitment
Reduced PSI posts	0.25	0.20			In line with detective constable recruitment
Rank mix review	0.25				Post review of target operating model
Removal of volatility contingency	0.20	0.20			Remove as inflation moves to a normal level
IT storage review			0.25	0.25	Benefits of cloud storage/other innovations
Vacancy rate up 0.25% to 5%	0.15				In line with regional levels
Review of trading account cost allocations	0.20	0.20	0.15	0.15	Maximising benefits from Nottinghamshire Safer Roads
Departmental allocations (TBC)	0.75	0.30	0.30		Individual targets to be allocated as part of 25-26 budget build
Total Stretch Efficiency	2.00	0.90	0.70	0.40	
Cumulative Total	2.00	2.90	3.60	4.00	

12.19 If these efficiencies were to be delivered in the timeframes expected, then this would have the following impact on the MTFP.

Medium Term Financial Plan with efficiencies embedded

Medium Term Financial Plan - as at January 2024						
	2024-25	2025-26	2026-27	2027-28	2028-29	Assumptions
Revenue Expenditure	£m	£m	£m	£m	£m	
Pay	234.6	241.2	249.2	254.5	259.6	2.5% each year
Non-pay	87.7	89.4	91.2	93.0	94.9	Average of 2% increase p.a.
Income	(32.3)	(29.1)	(29.7)	(30.3)	(30.9)	2% p.a from 2026-27 onwards
Use of Asset Reserve	(0.3)	1.3	0.6	0.0	0.0	Planned use to smooth replacement cost
Total Net Revenue Expenditure (NRE)	289.7	302.8	311.3	317.2	323.6	
Funding Analysis						
Core Police Grant	163.2	175.6	179.2	182.7	186.4	24-25 PUP Grant added to core. Assumed 2% increase from 2025-26 onwards
PUP Grant	9.0	0.0	0.0	0.0	0.0	
Council 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 and ceilings
Pension Top-up Grant	6.9	6.4	6.4	6.4	6.4	Fixed amount
Special Grant	2.0	2.0	1.7	1.1	0.0	Op Perth
Precept	94.8	99.1	103.7	108.4	113.3	£12.96, then 3% increase and 1.5% tax base growth
Collection fund surplus/(deficit)	0.8	0.0	0.0	0.0	0.0	
Core Funding Available	286.4	292.8	302.7	312.3	320.8	
Balance Sheet Funding						
Use of Reserves	3.3	2.1	2.6	1.9	0	Planned use to fund general expenditure
Total Funding Available	289.7	294.9	305.3	314.2	320.8	
DRF	0.0	0.0	0.0	0.0	0.0	Funding of capital expenditure
Net Surplus/(Deficit)	0.0	(7.9)	(6.0)	(3.0)	(2.8)	
Core Efficiency Requirement (BAU)	£5.2m of efficiencies have been removed from NRE above	1.0	1.7	2.1	2.4	This is the level of ongoing efficiencies/reductions expected each year as part of normal business
Stretch Efficiency Target		2.0	2.9	3.6	4.0	Additional efficiencies required to balance the budget shown as ongoing
Total Efficiency Requirements		0.0	3.0	4.6	5.7	Total cumulative efficiencies required of £19.7m
Use of Reserves from/(to) / One-off savings		4.9	1.4	(2.7)	(3.6)	Balance to zero over the MTFP
Cumulative Deficit	0.0	0.0	0.0	0.0	0.0	

CFO Conclusion

12.20 Work continues towards achieving and refining the required savings plans to deliver on the Commissioner's 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 Reviews will leave the Force well placed to deliver the required efficiencies required during this planning period, and thereafter achieve a sustainable

financial position.

12.21 There is more clarity in relation to future Home Office funding levels, and the relaxing of Council Tax referendum rules with a £13 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.

12.22 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 force.

12.23 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.

12.24 During the period of the plan to 2028-29, if the efficiency gains are achieved as identified, a balanced position is achieved. The Force has a track record of over-achieving its targets, and if this is the case then these will be used to re-invest in key priority activity and/or increase the reserves of the PCC.

12.25 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 wish to maximise the precept within referendum threshold principles.

12.26 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.

12.27 As a consequence of the improved budgeting performance, the introduction of the Annual Departmental Reviews, 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**.

Opinion

12.28 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

12.29 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.

12.30 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

12.31 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.

12.32 Furthermore modelling does show that the PCC will have sufficient funding in the Reserves to allow for a phased introduction of any required changes. This is considered to be sufficient to allow time for workforce plans to be adjusted.

C Henry
Police and Crime Commissioner

K Meynell
Chief Constable

M Buttery
Chief Executive Officer to the PCC

S Cooper
Deputy Chief Constable

G Holder
Chief Finance Officer to the PCC

M Kimberley
Chief Finance Officer to the CC



NOTTINGHAMSHIRE POLICE & CRIME COMMISSIONER

DRAFT

Reserves **2024-2029**

Reserves

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.

Current Reserves Strategy

The current reserves strategy is included below, this was approved by the PCC in March 2023.



2023.044-Reserves-
Strategy-2023-28-Fir

Reserves Strategy 2024-25 to 2028-29

To assist the Panel with an early oversight of the future reserves plan the table below depicts the movement in the Total Earmarked Reserves and General Fund Reserves through to 2028-29 however please note this is still to be finalised so is subject to change:

	2022-23	2023-24		2024-25		2025-26		2026-27		2027-28		2028-29	
<u>Reserve</u>	Balance 31st March	Change in year	Est. Balance 31st March	Change in year	Est. Balance 31st March	Change in year	Est. Balance 31st March	Change in year	Est. Balance 31st March	Change in year	Est. Balance 31st March	Change in year	Est. Balance 31st March
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Total Earmarked Reserves	24.281	1.637	25.918	-2.440	23.478	-1.610	21.868	-2.210	19.658	-1.967	17.691	0.200	17.891
General Fund Reserves	9.014	0.000	9.014	0.000	9.014	0.000	9.014	0.000	9.014	0.000	9.014		9.014
<i>% of net budget</i>			3.4%		3.1%		3.0%		2.9%		2.8%		2.8%

The review of the Reserves Strategy is currently taking place and a revised strategy will be approved and published in March 2024.

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

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 in fulfilling their statutory duties¹ and delivering against the ambitions of the 2021 to 2025 Police and Crime Plan since November 2023.
- 1.2 Supplementary papers include a summary of delivery against the Commissioner's 2023/24 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 briefings 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 has a statutory duty³ to undertake scrutiny of the Commissioner 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 these responsibilities.

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 Reform and Social Responsibility Act 2011

3. Police and Crime Delivery Plan 2022/23

- 3.1 The Commissioner's annual delivery plan shown at Appendix A outlines a range of specific actions and objectives planned for 2022/23 which underpin the strategic Make Notts Safe Plan. Police and partner agencies across Nottinghamshire continue to make strong progress in delivering against the plan. A number of recent developments are outlined in the section below.

Making our Streets, Villages and Towns Safer

- 3.2 Safer Streets 5 project funding commenced in October 2023 with a further £1.3m being made available for local interventions to tackle ASB, residential burglary, personal robbery, theft from person, vehicle crime and violence against women and girls (VAWG). This comprises of £1m Home Office Safer Streets funding and £333k PCC funding. Interventions in each area include:

	Ashfield	Broxtowe	Bulwell	Clifton	Gedling	Mansfield	Newark	Rushcliffe	Worksop
Alleygating									Y
ANPR			Y	Y					
Awareness Raising / Reporting		Y			Y		Y	Y	
CCTV	Y	Y	Y	Y		Y	Y	Y	Y
Environmental improvements	Y		Y				Y		Y
Home Security	Y								
Neighbourhood Watch							Y		
Outreach attitudinal activities			Y	Y		Y	Y		
Public guardianship initiatives						Y			
Street Lighting					Y		Y		

- 3.3 Serious Violence Duty funding has also enabled St John Ambulance Service to provide a mobile treatment centre in Nottingham's night-time economy during weekends throughout December 2023. This partnership initiative was supported by Nottinghamshire Police, East Midlands Ambulance Service and Nottingham City Council and provided welfare support and a place of safety on weekends throughout December to those who are vulnerable and at risk of being victim to serious violence or sexual assault in the night-time economy. The project helped to reduce demand on various agencies during this period and provided an evidence base for future investment.

Steering vulnerable young people away from crime

- 3.4 The Nottinghamshire Violence Reduction Partnership (NVRP) continues to deliver a comprehensive programme of early intervention and prevention work targeted at reducing serious violence.
- 3.5 VRP funded Detached Youth Work teams were deployed in Bulwell, Aspley and Radford and Nottingham City Centre between September and December 2023 and engaged with a combined total of 5,524 young people on topics including education and employment, alcohol and drugs, behaviour management, and family and relationships.
- 3.6 The 'Another Way' focussed deterrence project which went live in June 2023 is now working with 16 young people aged 17 and under from the cohort of 54 identified as eligible for support and intervention. Work with 18 to 24 year olds is yet to commence due to a range of external factors, however, the VRP are working with City Council partners to mobilise this element by April 2024. Work is also underway to put additional support services in place with the involvement of a range of broader local community organisations.
- 3.7 The VRP, under the convening authority of the OPCC, continues to support specified authorities in meeting the requirements of the Serious Violence Duty which commenced on 31 January 2023. All specified authorities are required to complete local area profiles, response strategies and delivery plans by 31 January 2024. Local area profiles have been created for each local authority across Nottinghamshire, plus an additional profile for Nottingham City Centre. These assessments provide a comprehensive overview of trends, drivers and enablers impacting upon serious violence in the respective areas. The information was used to inform Community Safety Partnership level workshops held in November and December to co-produce response strategies and plans.
- 3.8 The OPCC has also completed the Serious Violence Joint Strategic Needs Assessment for 2023/24. The information and recommendations from the assessment are being used to inform the Serious Violence Response Strategy for Nottinghamshire which will be formally submitted to the Home Office at the end of March 2024. The assessment has incorporated information from the local area profiles as well as feedback from consultation and engagement. Focus groups were also held with Police Cadets, Nottingham College and across Nottinghamshire Young People's Centres to understand the impact of serious violence, community perceptions and potential solutions.
- 3.9 Nottinghamshire Violence Reduction Partnership funded a major event at Nottingham College to raise awareness of the risks and consequences of knife crime on 14 November 2023 as part of the national 'Operation Sceptre' week of

action. The event was facilitated by the Nottinghamshire Police Youth Outreach team and involved a series of musical and spoken word performances alongside impactful stories from mothers who have lost children as a result of knife crime. Around 200 individuals attended the event. The force's Youth Outreach team continues to visit college campuses to meet with students as part of a 12-week youth outreach programme.

- 3.10 The Commissioner attended the launch of Chayah Development's 'Mix and Blenz' project in Stapleford in December. Chayah is one of 12 organisations benefitting from the latest round of Make Notts Safe Community Chest funding, having received £10,000 to help young people from mixed-race backgrounds to address the issues they may face and develop key skills.

Preventing Violence Against Women and Girls (VAWG)

- 3.11 Our work to drive, enable and embed delivery of the partnership VAWG action plan has been strengthened by the appointment of a new Violence Against Women and Girls Project Lead and Commissioning Officer, both of whom joined the OPCC in November 2023.
- 3.12 The 'Your Choice' project went live across Nottinghamshire in December 2023 following a successful bid for Home Office funding earlier in the year. The project, delivered by Equation, is a voluntary domestic violence and abuse programme designed to support and effect behavioural change. The OPCC also successfully recommissioned Independent Sexual Violence Advocate (ISVA) and Child ISVA services in December 2023.

Visible and Responsive Neighbourhood Policing

- 3.13 The Commissioner undertook public scrutiny of reforms to the Neighbourhood Policing model in December 2023 following a review undertaken earlier in the year. The new approach aims to ensure that Neighbourhood Policing delivers on the neighbourhood policing guidelines of Targeted Activity; Problem Solving; and Engaging Communities. This will see Operation Reacher teams being combined with the neighbourhood teams to strengthen the consistency of proactive and targeted activity across all neighbourhood areas.
- 3.14 The approach will also aim to ensure that abstractions from neighbourhood policing are minimised, local teams remain focused on local issues and growth in analytical capability via the Prevention Hub helps to ensure that neighbourhood policing is evidence-led and addressing greatest community issues and concerns.

- 3.15 Further to this, a new University Team based at Radford Road and Bryon House (2 PCs and 2 PCSOs) was formed in November to support the specific needs of Nottingham's student population. This includes a focus on strengthening engagement with what can be a highly transient group, building trust and confidence and support the delivery of priorities such as the Violence Against Women and Girls and Race Action Plan.
- 3.16 Work is also underway to develop Nottinghamshire's hotspot policing patrol strategy in view of new Home Office funding which will be made available in April 2024. The hotspot patrols will ensure police resources and activities are targeted in areas where crime and ASB is most concentrated. This approach has been shown to reduce crime and disorder, as well as increase public confidence and satisfaction with the police.
- 3.17 In November, the Commissioner undertook public scrutiny of the force's approach to tackling rural and wildlife crime following new investment in training, development and capabilities. Nottinghamshire Police now has 24 specialist officers as part of its 'Rural Cohort', who have received extensive training in rural crime alongside additional training for new recruits and those acting as at first point of contact within the force's control centre. The force's fleet was increased in November 2023, with three new 4x4 vehicles which allow officers far greater access to remote areas and increase tactical options in the pursuit of those committing crimes within rural settings.
- 3.18 Nottinghamshire Police has also employed a full-time Rural and Wildlife Manager who sits within the Prevention Hub structure, providing a first point of contact. Through Safer Streets funding and a Rural Crime Prevention Officer to undertake target hardening as part of the OPCC led Safer Streets scheme. Nottinghamshire Police is also investing in a number of other innovative initiatives courtesy of funding from the Police and Crime Commissioner. These include the purchase of diesel dye to inhibit rural thefts and a campaign, in collaboration with Crimestoppers, designed to target domestic violence within rural communities.

Policing the Digital Beat

- 3.19 The Nottinghamshire Fraud Charter was formally launched on 27 November (Cyber Monday), with partner agencies across the force area coming together to pledge their support. The event included updates from local and national experts in the field of fraud prevention, the impact and severity of fraud and minimising the risk of a victim blaming culture. It also included professional insights into supporting victims of fraud and Trading Standards 'scambassador' training, primarily aimed at local Councillors, CEOs and fraud portfolio holders.

- 3.20 The Fraud Partnership Board and subgroup continue to meet quarterly and drive delivery against the fraud action plan. The first communications cell meeting took place in December with steps being taken to fraud-related comms, content and engagement across the partnership and develop a shared comms calendar aligned to the NPCC/Action Fraud National plan. Experian have produced dashboards for Nottinghamshire which is being used to support a range of initiatives and performance monitoring arrangements. A print version of the Fraud protect booklet has also been published and is being disseminated to higher risk victims. Current notable areas of fraud-related risk include door to door/rogue tradesmen, dating scams, hacking via extortion and pyramid/Ponzi schemes.

Responding to issues of greatest community concern

- 3.21 The Commissioner launched the Nottinghamshire Immediate Justice scheme on 10 January 2024 after the force area was identified as one of ten 'trailblazer' sites nationally to receive funding to implement the scheme. Immediate Justice will aim to ensure a swift and visible community response to people who commit antisocial behaviour or low-level offences. This includes activity to clean up local streets, work in soup kitchens or take part in other positive community activities.
- 3.22 The scheme provides an alternative to court or paying fines for eligible first-time or low-level offenders. Nottinghamshire OPCC is leading the project, working in partnership with Nottinghamshire Police, local authorities and the enforcement service Red Snapper who will supervise placements. As the scheme develops, communities will receive more of a say over the types of reparation activity and where this activity is needed most through a community consultation tool. Victims affected by the anti-social behaviour or low-level crime will also be consulted to ensure that they support the referral and are satisfied with the outcome. The project has secured Home Office funding to the end of March 2025.
- 3.23 The ASB Taskforce will be working with the Immediate Justice programme and force Prevention Hub to identify ASB priority hotspot locations in each local authority area across Nottinghamshire. This information will be used to inform targeted interventions, the sharing of best practice and the location of Home Office funded ASB hotspot patrols in April 2024. Panel members will be kept informed of developments in this area, including and the priority locations identified.

Exposing Hidden Harm and Safeguarding Vulnerable People

- 3.24 The force appointed two additional Specialist Honour Based Abuse staff in December 2023 as part of a team situated within the newly formed Prevention and Safeguarding Hub. The roles will help to drive further improvements in the identification, investigation and service response to Honour Based Abuse.

- 3.25 The service response to Modern Slavery and County Lines has been bolstered by the introduction of a new open-source internet investigation platform which will help to improve the development of intelligence and evidential leads. Work is also now progressing to deliver the planned roll out of the partnership Slavery and Exploitation Team across Nottinghamshire.
- 3.26 The Commissioner undertook scrutiny of the force's approach to exposing hidden harm and supporting victims of forced marriage, honour-based violence and Female Genital Mutilation as part of her month Accountability Board in January. This also included an overview of new measures under the Online Safety Act 2023 which place a positive requirement on online service providers to report a range of specified illicit content.

Improving Outcomes for Victims of Crime and ASB

- 3.27 The new Restorative Nottinghamshire Service was formally launched on 24 November 2023 at an event attended by around 100 stakeholders. The service, which is run by Remedi, allows victims the chance to communicate with the perpetrator and receive an explanation, apology or some other form of reparation. The service aims to deliver up to 60 face-to-face consultations per year with those impacted by crime, with every stage of the restorative justice process being guided by a trained practitioner and progressed at a pace that the victim is comfortable with.
- 3.28 Restorative Justice has been shown to be highly effective in helping victims feel empowered as it gives them a voice and enables them to have direct or indirect contact with the offender. Government research demonstrates that 85% of victims participating in Restorative Justice are satisfied with the process. It has also demonstrated a reduction in the re-offending rate of offenders who have taken part, which helps to save public money.
- 3.29 On 21 November, the RaSSO (Rape and Serious Sexual Offences) and Domestic Abuse Crown Court Victims Experience Improvement Group was convened for the third time as part of work towards improving the local experience of victims at the crown court. The half day event was facilitated by the OPCC and hosted by Nottingham Crown Court. The group undertook a large scale process mapping exercise which identified a number of key pinch points and areas of concern where the victims experience could be adversely impacted.
- 3.30 Concerns included the lack of specialist defence barristers, the conduct in which court listing were developed, the lack of cohesive data on understanding the victims' journey and experience through the CJS, and fragmented communication between services and victims. Various workstreams are moving forward to improve overall victim experience and partnership working between all

agencies and key concerns from the group will be raised at a national level with senior Ministry of Justice, Home Office and APCC representatives.

4. Governance and transparency

- 4.1 The Commissioner convened further Accountability Boards on 21 November and 19 December 2023 as part of her regular programme of scrutiny which is helping to ensure a priority focus on the objectives of her Make Notts Safe Plan. Scrutiny topics included the response to rural and wildlife crime, improving outcomes for victims of crime and ASB, delivery against the Violence Against Women and Girls Strategy, vetting complaints and misconduct, the neighbourhood policing model, delivery of the Race Action Plan and steering vulnerable young people away from crime.
- 4.2 Scrutiny sessions relating to Neighbourhood Policing and Rural and Wildlife Crime were recorded and made available on the Commissioners website for the first time in November and December, with these sessions also including pre-submitted questions from members of the public⁴. This approach will be adopted where appropriate as part of all future Accountability Board meetings with a view to increasing transparency and public confidence in the scrutiny process.
- 4.3 In addition to the Accountability Board, the Commissioner also continues 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.

5. Organisational developments

- 5.1 The OPCC appointed Michelle Buttery as Interim Chief Executive in December 2023, with the Police and Crime Panel holding her confirmation hearing on 8 January 2024. Michelle is due to join the OPCC in early 2024, with the OPCC's Head of Commissioning and Partnerships continuing to deputise as Monitoring Officer and the OPCC's Head of Strategy and Performance continuing to deputise as Head of Paid Service in the interim.
- 5.2 Upcoming appointments within the OPCC include four new project leads for VAWG, Safer Streets 5, Immediate Justice and a Whole Systems Approach for Women and Girls in the Criminal Justice System - all of which are predominantly externally funded.

⁴ [Nottinghamshire PCC Accountability Board](#)

- 5.3 More than 30 delegates from police forces across the country arrived at Nottinghamshire Police HQ on 18 December to learn about the innovative Military Service Leavers Pathway into Policing programme. The programme was launched by Nottinghamshire Police and the University of Derby in March 2023 providing a direct entry route for those in their military resettlement period to utilise their skills and experiences in the police service. The first cohort are now completing their Police Constable Degree Apprenticeship (PCDA), which will see them become fully-fledged police officers. The scheme is the first of its kind in the country.

6. Consultation and Engagement

- 6.1 The Commissioner has provided funding for the Majority Black Led Churches (MBLC) in Nottingham to facilitate community conversations with Black communities to obtain a deeper understanding of local community cultural experience and help strengthen trust and confidence in the police. MBLC and the Force continue to develop new initiatives aimed at improving trust and confidence in the black community, which has included the development of a scheme to provide culturally competent pastoral support within custody settings.
- 6.1 The OPCC continued to hold regular supermarket pop-up events during November and attending supermarkets covering the areas of Bulwell, Netherfield, Clifton, Retford, Mansfield, Gamston and West Bridgford during November and December to seek views on the council tax precept for policing. Further pop-up events are planned in Broxtowe and Ashfield.
- 6.2 The Commissioner also commissioned four independent focus groups in December in each of Nottinghamshire's four Community Safety Partnership areas. The focus groups were used to explore both views on the precept for policing and perceptions of trust and confidence in local policing.
- 6.3 The Commissioner and her office continue to maintain an extensive schedule of engagement which, during the latest reporting period, has included:
- Safer Streets End of Project event (6 November)
 - Neighbourhood Inspector visit, City West (8 November)
 - Rushcliffe Farmers Forum (8 November)
 - Mansfield BID's Celebrate Mansfield Town Centre Night (9 November)
 - Remembrance Services - Force HQ (10 Nov), Nottingham City (12 Nov)
 - Launch event of Restorative Nottinghamshire (22 November)
 - Elimination of Violence against Women Soroptimist Event (25 November)
 - Himmah's Second Annual Awards Ceremony (26 November)
 - Launch of the Nottinghamshire Fraud Partnership Charter (27 November)
 - Fire Service Annual Awards Ceremony (29 November)

- Opening of Coronation House (30 November)
- Diesel Dye Engagement event (7 December)
- VRP Stakeholders Event (12 December)

6.4 The OPCC has continued to expand the physical and online reach of the Commissioner's monthly newsletter, which can now be found in all GP surgeries, front desk counters at Nottinghamshire Police Stations and Inspire Libraries across the city and county. To subscribe to the electronic version of the newsletter, please visit: <https://forms.office.com/r/ZXgx5NTkdB>

7. National Developments

- 7.1 The National Police Chief's Council (NPCC) issued new guidance issued in December urging forces to prioritise attending the scene of a domestic burglaries within an hour of the report in order to capture forensic tests, searches, neighbour interviews and CCTV footage. Evidence suggests that 'golden hour' enquiries such as these significantly improve the likelihood of a positive crime outcome. The Commissioner reviewed force compliance with these guidelines as part of her Accountability Board on 16 January 2024.
- 7.2 On 8 December 2023, HMICFRS published their thematic inspection of the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation in England and Wales. The report identifies significant national areas for improvement in terms of partnership working between forces and local agencies, improving understanding of the local intelligence picture, and making better use of warning markers when conducting safeguarding checks. The report also highlighted evidence of victim blaming language across some forces and opportunities to better educate officers and staff on the threat of group based CSE. The Commissioner will hold a dedicated scrutiny session with the force to explore the extent to which these national findings are reflected locally and what areas for improvement are underway.
- 7.3 On 19 December 2023, HMICFRS, HMCPSP, and HMI Probation published their national joint inspection of the police, probation and CPS ability to meet the needs of victims in the Criminal Justice System. The report found that while the victims code is often complied with, this is not always undertaken in an empathetic and considerate manner. LCJBs could not always access how good the victims experience is due to the lack of data sharing across organisations. Furthermore, high workloads are impacting the ability of officers and staff to appropriately investigate all lines of inquiry, which is compounded by a high level of new inexperienced officers and a lack of supervision. The Commissioner's Victim and Witnesses Subgroup and Local Criminal Justice Board will consider the local impact of these national findings.

8. Decisions

- 8.1 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.⁵
- 8.2 The Forward Plan of Key Decisions for the OPCC and the Force has been updated and is shown at Appendix B.

9. Human Resources Implications

- 9.1 None - this is an information report.

10. Equality Implications

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

11. Risk Management

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

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

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

13. Changes in Legislation or other Legal Considerations

- 13.1 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.

⁵ <http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx>

13.2 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.

13.3 The Commissioner has taken steps to ensure compliance with the amended legislation.

14. Details of outcome of consultation

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

15. Appendices

- A. Make Notts Safe Delivery Plan 2022/23 – January 2024 Update
- B. Forward Plan of Key Decisions for the OPCC and the Force - January 2024









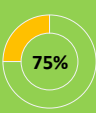
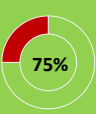
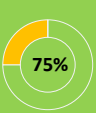
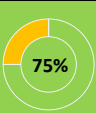
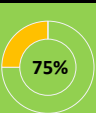

16. Background Papers (relevant for Police and Crime Panel Only)

Make Notts Safe Plan 2021 - 2025

For any enquiries about this report please contact:

Dan Howitt, Head of Strategy and Performance of the Nottinghamshire Office of the Police and Crime Commissioner, ExecutiveSupport@notts.police.uk, Tel: 0115 8445998

Make Notts Safe Delivery Plan 2023/24 January 2024

OBJECTIVE	OUTCOME	ON TRACK	ACTIVITY	STATUS
PREVENTING	A1: Making our streets, villages, towns and city safer		Deliver Round 4 Safer Streets Programme: VAWG, Neighbourhood Crime & ASB	G
			Secure Safer Streets legacy and future investment	G
			Deliver 'Safer for All' Target Hardening Programme	G
			Maximise use of the Late Night Levy in improving Night Time Economy safety	G
	A2: Steering Vulnerable young people away from crime		Develop and embed the Youth Work Programme	G
			Develop and implement a trauma informed strategy across the partnership	A
			Lead the implementation of the Serious Violence Duty	G
			Implement the Another Way programme	G
	A3: Preventing Violence Against Women and Girls		Roll out of primary and secondary school healthy relationships programmes	A
			Delivery of the Notts Violence Against Women and Girls Strategy	G
			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		Support mobilisation of the new Out of Court Disposals framework	G
			Improve drug treatment engagement and outcomes across the CJS	A
			Improving the use of tagging technology, incl. curfew, location & sobriety	G
			Support development and delivery of domestic abuse perpetrator initiatives	G
RESPONDING	B1: Visible and Responsive Neighbourhood Policing		Drive further improvements in neighbourhood policing outcomes & visibility	G
			Increase digital reach and engagement, incl. Single Online Home & Live Chat	G
			Maintain strong call handling performance	G
			Support wider roll out of the Rapid Video Response programme	A
	B2: Policing the Digital Beat		Establish a Fraud Partnership to drive improvements in multi-agency approach	G
			Improve digital media investigation and digital forensic capabilities	G
			Improving knowledge, skills and capability to respond to online crime	G
			Maximise use of crime prevention tools and materials to reduce online fraud	G
	B3: Responding to Issues of Greatest Community Concern		Continue to increase capacity and capability of the Operation Reacher Teams	G
			Improving understanding of and response to hate crime (early intervention)	G
			Develop and deliver the Nottinghamshire ASB Immediate Justice pilot	G
			Work via the ASB Taskforce to improve partnership response to ASB	G
	B3R: Tackling Rural Crime		Maintain an ongoing programme of rural crime engagement	G
			Award Make Notts Safe Grants to third sector orgs tackling rural crime	G
			Explore opportunities to improve service response for repeat victims of RC	G
			Continue to invest in rural crime training and professional development	G
B4: A Hostile Environment for Serious and Organised Crime		Strengthen local partnership responses to Serious and Organised Crime	G	
		Improve local and regional connectivity in the response to SOC	A	
		Maximise partnership opportunities to seize and recover criminal assets	G	
		Drive improvements in use of technology to deter, detect and disrupt SOC	G	
SUPPORTING	C1: Improving Outcomes for Victims of Crime and ASB		Recommission and implement a refreshed Victim CARE service	G
			Continue to co-commission joined up and high quality DSA support services	G
			Work with partners to implement the Sexual Violence Pathfinder programme	R
			Commission and implement a refreshed stalking advocacy service	G
	C2: Improving Victims' and Witnesses' Experience of the CJS		Co-commission and implement a new 'Restorative Nottinghamshire Service'	G
			Improve the use of evidence-led prosecutions where appropriate	G
			Improving monitoring & understanding of victim satisfaction across the CJS	G
			Scrutiny of compliance with the Code of Practice for Victims across the CJS	A
	C3: Exposing Hidden Harm, Safeguarding Vulnerable People		Improving reporting, referral pathways and support for hidden harm	G
			Roll out Slavery and Exploitation Risk Assessment Conferences	A
			Further improve the identification of Child criminal and sexual exploitation	G
			Improve response to mental health and multiple and complex needs	G
	C4: Supporting Communities to Help Make Notts Safe		Increase involvement in volunteering, police cadets and specials	G
			Improve coverage and consistency of Community Speedwatch scheme	A
			Launch MNS Innovation Fund and Community Chest	G
			Embed and promote further take up of the Neighbourhood Alert service	G
Cross cutting actions and objectives			Strengthening data sharing, evidence and insight	G
			Embedding and delivering the Race Action Plan	G
			Ensuring integrity and compliance with professional standards	G
			Support the work of the Independent Community Scrutiny Panel & IAGs	G

Decisions of Significant Public Interest: Forward Plan

January 2024

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
2.9	December/January	Oxclose Lane Ventilation and Decarbonisation	Contract Award	>£250k	Mark Kimberley	Force
2.10	January	Self-Drive Hire	Contract Award	>£250k	Mark Kimberley	Force
2.11	February/March	Workstation Refresh	Contract Award	>£250k	Mark Kimberley	Force
2.12	February/March	Womens and Mens Specific Cautions	Contract Award	>£250k	Gillian Holder	OPCC
2.13	February/March	Specialist Sexual Violence Mental Health Practitioner	Contract Award	>£250k	Gillian Holder	OPCC
2.14	March	Youth Commission	Contract Award	>£250k	Gillian Holder	OPCC
2.15	March	Oracle Licensing	Contract Award	>£250k	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
3.4	Ongoing	DEMS	The NICE Inform Connector is now live, therefore all six agreed connectors have now been delivered. The project will remain ongoing while development continues around RRD and storage concerns continue to be worked through.	-	Chief Insp Al Pearson	Force
3.5	TBC	Relocation of Arnold Police Station	Consideration of options for the relocation of Arnold Police Station from Jubilee House.	-	Tim Wendels, Head of Estates and Facilities	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

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	Throughout the year as required	Routine monthly monitoring reports in respect of capital and Revenue expenditure'	Approval of virements and additional budget as required		Mark Kimberley	Force

5.2	February	Police Precept	To approve the Council Tax for 2024/25		Gillian Holder	OPCC
5.3	End February	Revenue budget and capital programme	To approve the Revenue Budget 2024/25, and Capital Programme 2024-29		Gillian Holder	OPCC
5.4	End March	Supporting Financial Strategies	To approve the various financial strategies for 2024/25		Gillian Holder	OPCC
5.5	April/May	Outturn 2023/24	To approve any end of year adjustments for 2023/24		Gillian Holder	OPCC

6.0 Other OPCC Commissioning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
6.1	January 2024	DA perpetrator partner support	Contract award and extensions through co-commissioning arrangements	>£250k	Nicola Wade	OPCC
6.2	January 2024	Criminal justice substance misuse support	Contract extension through co-commissioning arrangements	>£250k	Nicola Wade	OPCC
6.3	January 2024	Sexual violence prevention work in schools	Contract award	<£25k	Nicola Wade	OPCC
6.4	February 2024	Funding for locality work in CSPs	Grant awards	TBC	Nicola Wade	OPCC

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	5 February 2024
Report of:	Commissioner Henry (PCC)
Report Author:	George Bascom
E-mail:	ExecutiveSupport@notts.police.uk
Other Contacts:	None
Agenda Item:	8

Independent Community Scrutiny Activity

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Police and Crime Panel with an update on the work of the Commissioner's Independent Community Scrutiny Panel (ICSP). The ICSP was developed in 2022 to help improve perceptions and experience of policing among Black and Minority Ethnic communities through greater transparency and accountability and improving understanding of how the policing powers are used in Nottinghamshire.
- 1.2 The report details the activity of the panel since its inception and the observations and feedback provided by the ICSP to support police and OPCC activity to strengthen trust and confidence between in police among the community they serve.

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 to understand how the Commissioner is addressing disproportionality within the use of policing powers such as Stop and Search and Use of Force.

4. Summary of Key Points

- 4.1 This report details the activity of the ICSP in reviewing an anonymised dip sample of cases during 2023. The paper also includes an update on the training received by the ICSP to support their scrutiny work and actions taken by the force in response to feedback provided.

- 4.2 The Commissioner recruited two new members to the ICSP in March 2023 to bring the total membership to 6. New members include an executive officer from the third sector and a senior lecturer in Social Work, both of whom identify as being from the Black community.
- 4.3 The panel and OPCC have developed a RAG scoring framework for stop and search and Use of Force interactions. These frameworks are based on expected practice of officers following official training and College of Policing guidelines on Use of Force and Stop and Search. The conduct a post-panel meeting to consider their observations, conduct further analysis and come to a consensus on a rating.
- 4.4 All panel members have received relevant training which has provided them with a sound knowledge of current legislation, guidance and best practice. This has included:
- Stop and Search: Panel members observed training on stop and search powers and procedures. The training also covered the National Police Race Action Plan and the responsibility of officers to embed anti-racist practice within policing.
 - Initial Officer Training and Practice Skills: Panel members observed role play with new officers on potential situations they may face on the front line.
 - Ride along scheme: Some panel members have taken the opportunity to join police officers on shift to see first hand how they deal and respond to live incidents.
 - Induction: Panel members have received inductions from heads of department for Stop and Search, Use of Force, Hate Crime and Complaints. Information packs were shared to reinforce learning on the legislation underpinning police powers and Q&A sessions were held to clarify what the benchmark is for frontline practice.
- 4.5 In each case, Panel members have been given the opportunity to provide feedback to training officers from a community perspective. In addition to training provided, panel members have been provided with force laptops to improve efficiency of data sharing. OPCC staff are currently undergoing training to create custom PowerBI dashboards so panel members can dip sample cases and disaggregate data easily.
- 4.6 Panels are held on a quarterly basis with a focus on specific themes, including hate crime, stop and search and use of force. Each session will typically involve scrutiny of three randomly selected incidents in which body worn video and supporting information from occurrence reports and incident logs will be reviewed in detail. Panel members will also listen to audio files and contact management files which capture interactions between police, police staff and members of the public.
- 4.7 Recommendations made by the panel are recorded in an action log action log which is maintained by the OPCC and referred directly to the Head of Local Policing to disseminate learning. Following each scrutiny session, the action log is reviewed at the force's Powers

Board, where representatives from the OPCC are present to capture assurances of how recommendations are impacting upon organisational learning. The ICSP receive feedback on action taken at their following meeting. The Commissioner's Accountability Board provides an escalation route in the event that Panel members or the OPCC feel that further assurance is required or the force response to any recommendations has been insufficient. The force response to the ICSP feel further action is required. Issues or trends identified by the Panel that require medium to longer term implementation may also be captured within the Commissioner's annual Police and Crime Delivery Plan.

5. Hate Crime

- 5.1 Panel members took part in a scrutiny panel focussed on hate crime on the 7 February supported by the force's hate crime lead. Of the three cases reviewed by the panel, two involved Racially aggravated assault and one involved racially aggravated harassment. The panel provided several points for feedback:

Empathy and communication: The panel observed that greater empathy and reassurance could have been used in the call handler's tone and speech when listening to the audio file of a woman calling from home reporting racially aggravated harassment from her neighbour.

Victims follow up: The panel provided positive feedback in the wraparound care provided in two cases. In the case of a racially aggravated assault on the tram system, the panel noted that several welfare calls were made to the victim to prevent repeat victimisation and offer support. In the second case of the same nature, the victim only received one call of support and they didn't pick up the phone. Feedback was provided that further effort should have been made to ensure that the victim was well supported.

- 5.2 Feedback was provided to the Head of Local Policing following the panel session. Consequently, the Force have reviewed how they teach empathy and communication in their review of their cultural competency workstream. The frequency of contact to keep a victim informed on the progress of their case as well as following up on their welfare is noted as an area for improvement in relation to high volume policing investigations and the Force sent assurances to the panel that improving in this area is a priority.

6. Stop and Search

- 6.1 The ICSP also conducted a stop and search scrutiny panel on 11 July. Of the three cases reviewed one involved a PACE stop and search of a white male aged 25 to 34 in an Operation Grip hotspot (graded Amber); one involved stop and search of a Black male aged 25-34 under s23 Misuse of Drugs Act (graded Green) and; one involved the stop and search of an Asian male aged 18 to 24, also under s23 Misuse of Drugs Act (Graded Amber/Green). Observations and feedback from cases were as follows:

Timing of body worn video: The panel observed in one stop and search case that body worn video had been turned on late, omitting some parts of the interaction prior to the detained person being handcuffed. The panel noted that the use of handcuffs could have been proportionate, but not enough information was available for this to be conclusive.

Consistent use of GO WISELY: The panel observed that thorough and accurate use of GO WISELY was not evident. Though most elements were followed, the grounds and purpose of the search were not communicated clearly enough to the detained person in the first and third cases. These may have been communicated outside of the body worn video available, but again it is important that consistent use and early activation of camera equipment is essential for proper scrutiny.

Personable communication and rapport building: The panel observed in the second case that the officer detaining the person was patient and polite, putting the detained person at ease. A conversation was had around football putting the person at ease and a cordial tone was maintained throughout. All elements of GO WISELY were observed.

- 6.2 Action was undertaken by Nottinghamshire Police following the panel session. Feedback was given to the police constables who engaged personably with the detained people to encourage them and echo through the organisation that positive recognition will be given following good practice. The positive impact of this feedback on frontline officers as result of community scrutiny should not be underestimated.
- 6.3 Feedback has also been given to police trainers on the use of body worn video and taken account of in reviewing the new stop and search policy which went live in September 2023. This emphasises that body worn video should be activated as soon as possible and that this is subject to review from the ICSP.

7. Use of Force

- 7.1 A Use of Force scrutiny panel was conducted on 10 October 2023 in which cases involving two Black males aged 18 to 24 and one White male aged 35 to 50 were reviewed. Analysis, actions and recommendations from this session are currently being reviewed by Nottinghamshire Police and will be published in due course.

8. Forward Work Programme

- 8.1 A further Stop and Search scrutiny panel is scheduled for the 30 January 2024. Following observation of the ICSP from HMICFRS inspectors in October 2023, two recommendations have arisen:

- 8.1.1 HMICFRS inspectors noted that the OPCC should ensure that ICSP members have observed Officer Safety Training (OST) to support their role. This will increase their understanding of what “good” practice and behaviour looks like when engaged

physically with the public and give them a comparative benchmark when providing feedback to the force.

8.1.2 HMICFRS inspectors recommended increasing the frequency of Stop and Search panels in line with national practice. Currently the panel only conduct Stop and Search 1-2 times a year in rotation with other topics of concern to Black and Minority Ethnic Communities. In response a proposal to restructure the current ICSP to a dedicated Stop and Search ICSP, with a secondary focus on Use of Force. Consultation will be carried out with Black and Minority Ethnic communities to listen to other areas of concern with scope for the PCC to convene further panels in the future, reflecting good practice from other policing areas.

8.2 Further work is being conducted by the OPCC in partnership with Nottinghamshire Police to improve the consultation process to inform the work programme of the ICSP and improve communications in how the concerns of Black and Minority Ethnic communities are being addressed. For example, to improve the ICSP's focus on cases of community concern, the possibility of including a "QR" referral code or link on the digital receipt following Stop and Search encounters is being explored.

9. Human Resources Implications

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

10. Equality Implications

10.1 The work of the panel reflects recommendations from HMICFRS to improve trust and confidence in Black and Ethnic Minority communities. It meets the delivery objectives of Pillar 3 of the Race Action Plan by increasing involvement of Black communities in the governance of policing.

11. Risk Management

11.1 None

12. Policy Implications and links to the Police and Crime Plan

12.1 The objectives of the ICSP directly supports the Commissioner's 'Makes Notts Safe' Plan especially the support pillar of the plan in engaging with communities to improve trust and confidence.

13. Changes in Legislation or other Legal Considerations

13.1 None which affects the content of this report.

14. Appendices

Appendix 1 – Use of Force and Stop and Search scoring framework.

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

A) None

For any enquiries about this report please contact:

George Bascom, Policy and Scrutiny Manager Office of the Police and Crime Commissioner,
george.bascom@notts.police.uk Tel: 0115 8445998

Appendix A – Stop and Search and Use of Force ICSP RAG Guidance

Stop and Search

Green Stop and Search was conducted professionally	Amber Learning and training needs identified	Red Stop and Search not conducted professionally
<p>The basis of Green is the stop and search was good.</p> <p>1 The stop & search was conducted professionally, Reasonable suspicion test was met and GOWISELY Fully complied with. The panel complimented the officer. Feedback was positive and there were no dissenting opinions</p> <p>2 The stop & search was conducted professionally and the legal test was met. Only minor feedback to be noted or considered by the officer for the future.</p> <p>3 Reasonable grounds test met. The stop and search was professional and the DP understood why they were stopped and searched however either two minor points for consideration or handcuffs were used without an explanation.</p> <p>4 All components of the policing principles and standards of professional behaviour were applied during the interaction.</p>	<p>The basis of Amber is that there are learning and training needs identified.</p> <p>4 A main item from GOWISELY missed such as the grounds (G) a specific object (O) or you are entitled to a receipt (E).</p> <p>Or the BWV not turned on in time without justification to capture the whole encounter.</p> <p>5 Two or more elements of GOWISELY were missed or the officer failed to ensure the DP understood the basis for the stop search. Handcuffing not explained.</p> <p>6 Handcuffs used without meeting the “necessary test” or were kept on for too long after it has been established the member of the public didn’t have the item.</p> <p>7 The officer did not treat the person according to the Code of Ethics (e.g. fairly or with the required respect and courtesy) but the panel didn’t consider it serious enough to warrant an investigation.</p>	<p>The basis of red is (a) Reasonable suspicion did not exist and one of the following; the panel considered the use of force to be excessive, language to be inappropriate or offensive and or the treatment of the person was not acceptable.</p> <p>7 Reasonable suspicion did not exist to perform the stop search. The grounds for conducting were vague or the stop search was not necessary for the officer to establish if the Detained Person had a specific illegal item. The panel may not consider this category to warrant further investigation from professional standards. (This may be referred to the officers inspector for noting and monitoring).</p> <p>8 Reasonable grounds did not exist. The officers used inappropriate language, and did not comply with GOWISELY. Or the reasonable suspicion test was not met</p> <p>and the officer was unnecessarily offensive. The officer <u>unnecessarily</u> escalated the situation.</p>

Use of Force

Green Use of Force was necessary and undertaken reasonably and professionally	Amber We understand why force was used but advice is required and/or training issues may be present.	Red Use of Force was not unnecessary nor compliant with training. The action taken may be unlawful.
<p>The basis of Green is the stop and search was good.</p> <ol style="list-style-type: none">1. The correct level of force was applied in the circumstances and throughout the encounter.2. The correct level of force was applied by the officer but where initial verbal communication was possible it could have been better.3. The correct level of force may have been applied but it is desired that a minor matter needs to be drawn to the officer's attention from the Panels observations.	<p>The basis of Amber is that there are learning and training needs identified.</p> <ol style="list-style-type: none">1. Accountability issues arise in terms of failure to switch on BWV in time and/or to accurately complete documentation or voice could have been used beforehand.2. Force might have been justified but applied for too long or having chosen the correct level of force the officer's proficiency in its use was lacking giving rise to a need for training.3. Force may have been justified but the officer escalated too quickly to a higher level without regard to the requirement to use the minimum level in the circumstances.	<p>The basis of red is the panel considered the use of force to be excessive, non-compliant with training and/or the treatment of the person was not acceptable.</p> <ol style="list-style-type: none">1. The level of force was not proportionate to the risk faced by the officer.2. The level of force was significantly greater than that necessary to protect the officer or the public and the panel had additional concerns.3. The officer used force entirely without need and did so to injure/punish or in a discriminatory fashion. The officer's actions were unlawful.