

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 03 February 2014 at 14:00
County Hall,

**There will be a pre-meeting for Panel Members
only at 1.00 pm in the Exchange Meeting Room**

AGENDA

- | | | |
|----------|---|------------------|
| 1 | Minutes of last meeting held on 16 December 2013 | 3 - 12 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Introduction to James Molloy, Temporary Chief Finance Officer | |
| 5 | Draft Preventing Demand Strategy 2014-17 | 13 - 16 |
| 6 | Work Programme | 17 - 20 |
| 7 | Financial Reports of the Police and Crime commissioner 2014-15 | 21 - 118 |
| 8 | Draft Refreshed Police and Crime Plan 2014-18 | 119 - 152 |
| 9 | Police and Crime Commissioner's Update | 153 - 196 |

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 such 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 9772590) 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

Councillor John Clarke – Gedling Borough Council – Chair
Mayor Tony Egginton – Mansfield District Council – Vice-Chair

Rizwan Araf - Independent Member
Councillor Chris Barron – Ashfield District Council
Councillor Eunice Campbell – Nottingham City Council
Councillor David Challinor – Bassetlaw District Council
Councillor Jon Collins – Nottingham City Council
Councillor Georgina Culley – Nottingham City Council
Mrs Christine Goldstraw – Independent Member
Mrs Suma Harding – Independent Member
Councillor John Handley – Nottinghamshire County Council
Councillor Glynn Gilfoyle – Nottinghamshire County Council
Councillor Pat Lally – Broxtowe Borough Council
Councillor Bruce Laughton – Newark and Sherwood District Council
Councillor Keith Longdon – Nottinghamshire County Council
Councillor Debbie Mason – Rushcliffe Borough Council
Councillor Carole McCulloch – Nottingham City Council
Bob Vaughan-Newton – Independent Member

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD ON 16 DECEMBER 2013 AT 2.00 PM AT NOTTINGHAM CITY COUNCIL

MEMBERS PRESENT

(A denotes absent)

Chairman - Councillor John Clarke – Gedling Borough Council

Vice-Chairman - Executive Mayor Tony Egginton – Mansfield District Council

Rizwan Araf – Independent Member

Councillor Chris Baron – Ashfield District Council

Councillor David Challinor – Bassetlaw District Council

Councillor Eunice Campbell – Nottingham City Council

Councillor Jon Collins – Nottingham City Council - A

Councillor Georgina Culley – Nottingham City Council - A

Councillor Glynn Gilfoyle – Nottinghamshire County Council

Christine Goldstraw – Independent Member

Councillor John Handley – Nottinghamshire County Council

Suma Harding – Independent Member

Councillor Pat Lally – Broxtowe Borough Council - A

Councillor Bruce Laughton – Newark and Sherwood District Council - A

Councillor Keith Longdon – Nottinghamshire County Council

Councillor Debbie Mason – Rushcliffe Borough Council

Councillor Carole McCulloch – Nottingham City Council

Bob Vaughan-Newton – Independent Member

OFFICERS PRESENT

Jayne Francis-Ward – Corporate Director) Nottinghamshire

Keith Ford – Senior Democratic Services Officer) County Council
(Host Authority)

OTHERS PRESENT

Paddy Tipping – Police and Crime Commissioner

Chris Cutland – Deputy Police and Crime Commissioner

Kevin Dennis – Chief Executive, Office of the Police and Crime Commissioner

Chief Constable Chris Eyre – Nottinghamshire Police

Charlotte Radford – Chief Finance Officer, Office of the Police and Crime Commissioner

1. MINUTES OF LAST MEETING

The minutes of the meeting held on 30 October 2013, having been previously circulated, were agreed as a true and correct record (subject to recording the apologies of Councillor McCulloch) and were confirmed and signed by the Chair of the meeting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Collins, Culley, Lally and Laughton.

3. DECLARATIONS OF INTERESTS

None.

4. REVIEW OF MEMBERSHIP – UPDATE

Keith Ford reported that an applicant who had not been shortlisted in the recent Independent member recruitment had raised a complaint about a lack of black male representation on both the Panel and public bodies in general. Mr Ford suggested that the Panel consider this issue further as part of its annual consideration of the balanced appointment objective at its annual meeting in June 2014.

5. WORK PROGRAMME AND OUTCOMES OF PANEL DEVELOPMENT SESSION

Keith Ford introduced the report and sought the Commissioner's views on those outcomes from the Panel's recent development session that had implications for the Commissioner's office. In response, the Commissioner clarified that he supported the proposals in principle and made the following points:-

- with reference to proposal 4a about a possible Regional PCP meeting, the Commissioner stated that he would be happy to be involved in any such meeting but underlined the need to take a constructive approach to obtain positive outcomes around issues such as regional collaboration;
- with regard to proposal 4f about the Panel's profile, the Commissioner was happy to make reference to his dealings with the panel within his regular newsletter and on his website;
- in relation to proposal 4h about performance reporting by exception, the Commissioner highlighted the additional paragraph within his latest update report which highlighted areas of concern but underlined that he was keen to produce a single report for the various bodies he reported to, in order to prevent duplication of effort;
- with regard to proposal 4i about the Commissioner attending Panel meetings without the Chief Constable on occasions, the Commissioner recognised that he needed to be the focus of the Panel's scrutiny and thought it was appropriate for him to attend without the Chief Constable when presenting his budget and Police and Crime Plan. However, he underlined his collaborative approach whereby every report which he brought to the Panel had already been discussed with and endorsed by the Force.

During discussions, Members agreed with the Commissioner's views on regional Panel meetings and felt that the focus of any such meeting should be about sharing best practice (particularly between Chairs and Vice-Chairs) rather than political debates. Members underlined that the Police Authority had previously met with its regional counterparts and that such meetings had proven useful.

Keith Ford reported that the next meeting of the Panel would be held at County Hall rather than at Broxtowe Borough Council.

RESOLVED 2013/038

- 1) That the Commissioner's response to proposals 4a, 4f, 4h and 4i be noted.**
- 2) That the proposed budget workshop be confirmed for 31 January 2014 – 9.30am – 12 noon at County Hall.**
- 3) That dates for potential workshops and task and finish activity about the 2015/16 budget and precept be agreed as part of the Panel's meeting cycle for 2014/15.**
- 4) That the work programme be noted.**

6. POLICE AND CRIME PLAN HALF YEARLY MONITORING REPORT 2013-14

The Commissioner introduced his first monitoring report on the Police and Crime Plan and highlighted the following main points:-

- the Commissioner had worked closely with the Chief Constable and the Force on the stage two transfer process and the recommended Maximum Transfer approach had been agreed in principle by the Home Office late last week;
- the Commissioner's pledges to recruit an extra 150 Police Officers and 100 Police and Community Support Officers (PCSOs) were on track. By the end of the financial year, the Force would have employed approximately 160 new Police Officers, although 69 others had left in the same year resulting in a net gain of 90 officers. The target of employing 60 PCSOs this year was also progressing well.

During discussions, the following issues were raised:-

- in response to Members' queries, the Commissioner confirmed that the recruitment of Police Officers from the existing PCSO group did have a knock-on effect for the PCSO target. So far, six existing PCSOs and a number of existing Special Constables and City Council Community Protection Officers had been appointed as Police Officers in the recent recruitment. With regard to the proportion of Black and Minority Ethnic (BME) appointees, the Commissioner clarified that there had been some limited success in that respect. Although the overall figures had not been

finalised as yet, progress was not currently at the desired rate although the number of BME applicants had been significantly higher than previously (11% of all applicants). In the recent Police cadet recruitment round, 18% of applicants were from BME backgrounds.

The College of Policing had visited Nottinghamshire last week as part of a major study into the under-representation of Black and Asian officers. Representatives from the Commissioner's Office had also been to the National Assessment Centre last week to discuss this issue. With regard to recruitment plans for next year, the Commissioner was unable to finalise numbers until the budget had been agreed but the benefits of having more Black and Asian officers was recognised. The Chief Constable highlighted the workshops which had been organised to better prepare BME applicants for each stage of the national selection programme. The Force had challenged a number of existing processes and had recommended changes to address this issue nationally;

- Members raised concerns about partnership working in High Impact areas in the City and Priority Plus areas in the County, with specific reference to the rise in burglaries and shop thefts in Ashfield (particularly Hucknall in terms of burglaries) and the use of Automatic Number Plate Recognition (ANPR) to address cross-border crime. In response, the Commissioner highlighted a Force-led review of partnership working in the priority areas in the City and County and offered to share this with Panel Members. He hoped to be able to maintain the existing levels of funding in those areas and reiterated his gratitude to Ashfield District Council for the additional funding they had provided in the Ashfield priority plus areas. Members requested a report on the work in these areas to the next meeting and the Commissioner agreed to include this in a wider Prevention Strategy report.

The Commissioner and the Force recognised there was a problem with burglary in Hucknall currently and were able to shift resources to target such hot spot areas. With regard to retail crime, Deputy Chief Constable Sue Fish was leading on this issue nationally and discussions had been held with local and national stores. Further to discussions at the last Panel meeting, the work with the Co-operative Group was continuing. With regard to ANPR, the Chief Constable explained that significant investment had been made in strengthening mobile capability to enable a flexible approach to better deal with travelling criminals. The five forces regionally now also had a shared back office function for this, enabling a single regional database and more efficient deployment of ANPR cameras. Members felt it would be helpful to promote the use of this technology as a means of deterring criminals;

- in response to Members' queries, the Commissioner confirmed that none of the priority themes and activities had currently been assessed as 'Red (requiring action to mitigate risk to delivery)'. With regard to the lack of recent data around alcohol-related admissions to hospitals, the Commissioner stated that he had attended a meeting with the County Council earlier that day around plans to tender some work around

substance and alcohol misuse and he wanted to build in relevant performance measures within that (which would principally be monitored by the County Council). In response to members' concerns about the lack of data currently, the Commissioner agreed to write to Panel members about this issue;

- Members queried which of the priority themes and activities currently assessed as Amber were at the greatest risk of changing to Red. The Commissioner felt that the greatest areas of risk were around keeping control of the budget and reducing crime. Members stated that it would be helpful to know whether those themes rated as Amber were moving in the right direction;
- with regard to the Alcohol Strategy, Members highlighted the supportive work of Bassetlaw District Council (in its Licensing Authority role) which had placed conditions on licensees about the sale of 'super strength' drinks. The Commissioner referred to a similar approach by the City Council and his work in conjunction with them to persuade all supermarkets to adopt the approach;
- the Commissioner acknowledged his and the Chief Constable's concerns about the Transforming Rehabilitation agenda, particularly around the scale and speed of change. He fed back from a recent meeting at which concerns were raised directly with a Ministry of Justice representative. He highlighted the lack of clarity currently around how the Commissioner would link into the new community rehabilitation company and felt that the new approach ran counter to the Localism agenda. The Commissioner thanked Christine Goldstraw and the Probation Trust Board for all their work and efforts and asked for his thanks to be passed on to the Chief Probation Officer also. Ms Goldstraw underlined the commitment within the Probation Service to ensuring the service was in optimum condition ahead of its handover. Other Members raised concerns about the changes, including around the lack of piloting and the lack of additional resources to deal with a greatly increased range of offenders. Councillor Gilfoyle added that he had raised these concerns with the Safer Nottinghamshire Board and through correspondence with the Ministry of Justice. Members requested an update on this issue to the next Panel meeting. The Commissioner referred to an event which the Ministry of Justice was organising about the new service in Nottinghamshire and offered to arrange for Panel Members to receive an invite to this event. He also stated that he had written to the Lord Chancellor to express concerns about the rate of change but had not received a positive response (he agreed to share the Lord Chancellor's response with interested Panel Members).

RESOLVED 2013/039

- 1) That the progress made and the performance against the strategic priority themes and activities be noted.**

- 2) That the issues raised by the Panel be considered by the Commissioner as part of his refresh of the Police and Crime Plan for 2014-18.

7. POLICE AND CRIME COMMISSIONER'S UPDATE

The Commissioner introduced his update report and highlighted the following key points:-

- crime levels remained a major concern for the Commissioner and he had received assurances from the Chief Constable about this. In response to concerns raised by Members arising from national media coverage about the accuracy of crime statistics, he underlined his confidence in the accuracy of the local crime statistics;
- with regard to the proposed budget workshop on 31 January, he expressed disappointment about the relevant timing of the event in relation to the subsequent Panel meeting on 3 February, which had been due to limited mutual availability of Members and officers. However, he felt it offered an opportunity for Members to raise any issues in advance of the formal consideration. He added that there would be a slight overspend this year (contrasting with underspends previously) partly as a result of preparatory work being done about the future shape of the Force. He anticipated a similar level of cuts (20%) in the next Comprehensive Spending Review period as in the current period. The vision of what the Police service would look like in four years' time was currently being developed and would be shared with the Panel in Spring 2014. He aimed to enhance and protect Neighbourhood Policing and recognised that closing Police facilities was not an easy matter, as recently illustrated with the proposal to close the Mansfield Woodhouse police station and re-open a community point. The Commissioner believed that the public wanted 'bobbies' rather than buildings and there were £2.4m savings planned from the Police's estate. He was keen to reduce back office costs and share resources wherever possible. He was looking to pursue savings through various proposals, including Parish Constables (rural Special Constables), new technology and preventative work.

During discussions, the following issues were raised:-

- Members requested to see the plan of possible closures. The Commissioner stated that there were no proposals for closures at this point but every premises within the Police estate was being considered, with a general move away from having large police stations to other premises shared with other partner agencies (as in West Bridgford). He felt that this made it easier for the public to access a range of services from the same place. Members felt that rumours were likely to spread in the absence of any clear plans and recommended the development of a property strategy as a matter of urgency. They felt that the public were more amenable to change if they were aware of what was planned and the reasons behind this. The Commissioner felt that some concerns raised were irrational and he underlined that the Mansfield Woodhouse Police Station had not been open to the public for some time. With regard to that proposed closure, Members queried whether local people's

views captured through the blog organised by The Chad would be fed back to the police. The Commissioner felt that this information would be useful and agreed to pursue this;

- Members queried the differing performance levels in the various Partnership Plus areas, as illustrated in the table in the report. In response, the Commissioner felt that these areas needed to share best practice in order to replicate the successes.

RESOLVED 2013/040

That the contents of the update report be noted.

8. DOMESTIC VIOLENCE UPDATE

The Deputy Commissioner introduced the latest of these regular update reports and highlighted the following key points:-

- the Domestic Violence Disclosure Scheme (Clare's Law) extended the successful pilot scheme which Nottinghamshire had been involved in. Within the Nottinghamshire pilot, Information had been shared with 10 of the 56 women who had made requests, underlining that disclosures were not always made. The introduction of Domestic Violence Protection Orders offered a further tool to make victims safer;
- there was ongoing debate about whether an increase in repeat victimisation should be seen as a positive illustration of people's confidence in reporting such crimes. Further information was being sought to enable analysis of the increases seen in areas such as City Central;
- a positive meeting had been held with Her Majesty's Inspectorate of Constabulary (HMIC) in November as part of their nationwide inspection of domestic violence services. The findings would be published in April 2014 with the draft report for Nottinghamshire shared in advance of that. The HMIC response at the meeting seemed positive but did focus on the differences in services between the City and the County;
- reviews of domestic violence services were being undertaken in both the City and the County currently. The University of Leicester had also been commissioned to do work around repeat victims.

During discussions, the following issues were raised:-

- Members raised concerns about a lack of services for male victims. In response, the Deputy Commissioner stated that services for men would be considered as part of the ongoing reviews;
- Members welcomed the extension of the Domestic Violence Disclosure Scheme and queried whether the requests for information had been made by potential victims or via safeguarding agencies. The Deputy Commissioner

clarified that the requests needed to come directly from the women affected but that agencies were helping to promote awareness of people's rights in relation to the scheme;

- Members queried the increased numbers of repeat victims in Gedling and Rushcliffe. The Deputy Commissioner highlighted that one of the highest increases had been seen in Southwell and explained that often the reporting of incidents was due to victims being given options for getting out of their current situation. Members queried whether any analysis had been undertaken about the low numbers of reports in the North of the City (such as Bulwell). The Deputy Commissioner highlighted that there were more incidents reported in the North of the City than in the South and agreed to include comparative statistics for the City in the next update;
- Members queried the outcomes of the recent White Ribbon awareness-raising campaign. The Deputy Commissioner explained that approximately 5,000 men had signed up to this campaign (which had a target of 10,000 signatures) and she encouraged others to continue to sign up. She also stressed that domestic violence was one strand of the recently launched Alliance Against Violence campaign;
- Members highlighted other initiatives which had helped to promote awareness of domestic violence services, such as the distribution of free lip balms containing helpline telephone numbers in Aspley, publicity on bus stops across the City and work with schools. The Deputy Commissioner underlined the difficulties in assessing the success of such initiatives, with longer-term benefits not being immediately apparent;
- Members queried the links between this issue and the Alcohol Strategy. The Deputy Commissioner stated that work was being undertaken to ensure that the various related strands of the work of the Commissioner were linked together – for example, the meeting today with Nottinghamshire County Council about the alcohol and substance misuse tendering exercise had also considered domestic violence. Research had shown that alcohol was not a cause of domestic violence but it tended to be a factor and escalated the levels of abuse to physical violence;
- with regard to the negative coverage of the Force's recent publicity campaign aimed at reducing the levels of domestic violence historically seen during the festive period, the Commissioner underlined his support for the campaign and its success in raising awareness. The Chief Constable offered his apologies for any offence caused by the campaign but felt that the content, format and timing of the publicity was appropriate and justified by the expected levels of abuse experienced over this period. Members requested further details of the actual increase in incidents reported over this period in the next update report.

RESOLVED 2013/041

That the report be noted.

9. HOME OFFICE CONSULTATION ON EXPANDING THE ROLE AND POWERS OF POLICE AND COMMUNITY SAFETY OFFICERS (PCSOs)

Keith Ford introduced the report which sought Panel Members' views on the proposed expansion of PCSO powers. The Commissioner stated that he wrote to the Home Office in the summer of 2013 requesting that PCSO powers be expanded and had received a positive response to that proposal.

RESOLVED 2013/042

That a draft response be produced and circulated to Panel Members for comments ahead of the consultation deadline of 20 December 2013.

The meeting closed at 3.35 pm

CHAIRMAN

M_16Dec2013

DRAFT PREVENTING DEMAND STRATEGY 2014-15

Purpose of the Report

1. To update the Panel on the latest proposals and consultation around the development of the Force's new Preventing Demand Strategy.

Information and Advice

2. The Force is in the process of developing a draft Preventing Demand Strategy to further strengthen the proactive approach taken to reduce crime and anti-social behaviour.
3. Key stakeholder groups have been asked to comment and advise upon the draft proposals that will form the basis of the new Strategy (**see Appendix A**). The views of the Police and Crime Panel are sought as one of those groups.
4. Chief Superintendent Ian Waterfield will attend the Panel meeting to give a brief presentation.

Other Options Considered

5. None

Reasons for Recommendation/s

6. To enable the Panel to be updated on the latest Preventing Demand Strategy proposals and to seek Panel Members' views.

RECOMMENDATION/S

- 1) That the Panel considers and comments upon the draft Preventing Demand Strategy proposals.

Background Papers and Published Documents

- 1) None.

For any enquiries about this report please contact:-

Keith Ford, Senior Democratic Services Officer, Nottinghamshire County Council
Tel: 0115 9772590

Draft Preventing Demand Strategy 2014 - 2017

Improving through Integration and Innovation

Improvement Integration Innovation

Many of us are experiencing a swell in demand for our services at a time when budgets are receding. If the NHS continues with its current model of care for example, this will lead to a funding gap of around £30 billion between 2013/14 and 2020/21. At the same time the number of older people likely to require care is predicted to rise by over 60 per cent by 2030.

Locally, Nottingham City Council has an expected gap of £69 million in its budget up to 2015/16 whilst Nottinghamshire Police must save £40 million over the same period. Nottinghamshire County Council must reduce its budget by £154 million over the next 3 years. When considering these local examples alone, that's already a £263 million reduction in public service spend across Nottinghamshire over the next few years.

Commissioners increasingly see innovative systems of integrated partnership working as a catalyst to resolve budget deficits. In Nottinghamshire, local services make an estimated 50 million contacts per year with the public which emphasises the need to make every contact count to prevent demand.

Whilst we realise it is not sensible to seek to reduce services desperately needed by our local communities, we can take steps to reduce the need for services. Preventative partnership working can aid in the reduction of demand on public, private and third sector services. At the same time it can improve quality of life in our local communities by averting problems before they escalate into something more serious.

As far as we know, there is no other partnership in the country integrating to specifically prevent demand. Through our pioneering Preventing Demand Strategy we aim to build on the prevention work of our partners by ensuring it is joined-up and by identifying wider opportunities and innovative ways of working to prevent demand.

We have seen evidence of where partnership working aimed at prevention significantly reduces the demand on services – preventing fire emergencies, anti-social behaviour, and hospitalisation to name but a few.

Some services traditionally detect and respond to local problems. However, with new challenges a more radical approach is needed. The majority of services will always have a response component, but by being more proactive, collectively we can reduce the need for targeted specialist support which consumes a high level of resources. Furthermore, we must continue to ensure individuals are within the best service for them by getting the referral right first time.

We are currently seeing a shift of impetus towards prevention and early intervention across partners which the Preventing Demand Strategy aims to accelerate.

Focusing on preventing demand and early intervention reflects the existing priorities of Children, Young People & Adult Services, Safer Nottinghamshire Board, Public Health, Nottingham Crime & Drugs Partnership, Health and Wellbeing Board's, Nottinghamshire Police & Crime Commissioner along with numerous others.

Through our Preventing Demand Strategy we aim to co-ordinate local services to work in a cohesive way to build stronger, safer and healthier local communities.

Prevention is a cross-cutting theme which we can all be part of driving forward.

Primary approach:

Education is the foundation of prevention. Cascading knowledge through work with our schools and clear communication with our local communities is crucial. The Fire Authority in Nottinghamshire continues to run a significant education and awareness strategy, which along with advances in technology, has considerably reduced demand on its service.

Tackling the root-causes of problems in our local communities is also critical to prevent issues before they are able to develop.

Secondary approach:

Early intervention involves detecting and treating a problem before it becomes significant for the vulnerable person and others around them.

Workforce development amongst all frontline workers is fundamental to the Preventing Demand Strategy. Evidence shows joined-up working for those operating in our local communities can produce successful results. Specialist nurses are currently involved in a triage pilot with Nottinghamshire Police supporting referrals which involve cases of mental health. The Alzheimer's Society is also rolling out the Dementia Friendly Communities programme. It aims to develop staff in local organisations, businesses and community facilities so they understand how to assist with those suffering from dementia in our local communities.

Nottingham City Council, Nottinghamshire Police and local Faith Based Organisations are working in partnership to deliver the successful Street Pastors programme. Street Pastors are volunteers who patrol neighbourhoods with the aim of intervening in issues which could potentially escalate. The Street Pastors may support an individual who is highly intoxicated by assisting them to go home or by preventing them from committing a criminal offence. Benefiting not only the intoxicated individual, it also allows emergency services to concentrate on urgent responses.

Draft Preventing Demand Strategy 2014 - 2017

Improving through Integration and Innovation

Tertiary approach:

An individual who has a problem which has become significant requires support to both prevent deterioration of the problem and begin to resolve it.

The Integrated Offender Management programme works with repeat offenders of crime on pathways which take the individual away from offending and towards an ordinary life.

The Multi-Agency Safeguarding Hub (MASH) is an information sharing unit across health, education, probation and the police in Nottinghamshire. Where safeguarding referrals require sensitive information to be shared, it is done so in confidence at the MASH hub. Similarly, we need brave new thinking around how we can share data for the benefit of preventing demand.



We all have a role to play to prevent, intervene early, and halt the deterioration of problems in our local communities. The following work streams are crucial in accomplishing the Preventing Demand Strategy:

➤ **Mental Health** – Ensure that suffers are referred to the right service, raise awareness in our local communities, training for community facing workers, education which tackles stereotypes around mental health

➤ **Children's Services** – Embed elements of preventative education in schools, focus on supporting the wellbeing and life skills of those in care, build on the present shift in emphasis towards early intervention

➤ **Young People** – Collaborate with young people forums to identify what young people feel would prevent problems in our local communities, recognise the importance of diversionary activities, build on targeted support approach



➤ **Older People** – Build on our understanding of the vulnerabilities of older people in our local communities, tackle social isolation

➤ **Crime and Safer Communities** – Map out existing preventative work to both make certain it is joined-up and ensure potential gaps are identified, prioritise partnership work on: Domestic Violence, Robbery, Hate Crime, ASB, and Road Traffic Collisions

➤ **Emergency Services** – Explore smarter referral systems, education around when it is appropriate to call 999, evaluate support given to emergency response workers

➤ **Integrating the Voluntary Sector** – Work consistently with voluntary and community organisations, explore links with the Skillsbank programme and other volunteer initiatives

➤ **Integrating Commercial Partners** – Mutual support around developments in technology, further integration with BID's on preventative work streams, focusing on identity fraud and security

➤ **Alcohol and Substance Misuse** – Consider root-causes with partner organisations, build on existing alcohol and drug strategies, focus on preventing the link between alcohol and Domestic Violence

➤ **Housing and Building Control** – Recognise the importance of built communities in preventing demand, investigate designing out local problems



Recognising that a significant number of these work streams are interlinked underpins the need for an integrated Preventing Demand Strategy. We want communities in Nottinghamshire to have access to the best services available.

WORK PROGRAMME

Purpose of the Report

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

Information and Advice

2. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel.

Other Options Considered

3. All Members of the Panel are able to suggest items for possible inclusion in the work programme.
4. The Work Programme has been updated following discussions around the Commissioner's update report at the last meeting. The regular standing items and statutory requirements have also been scheduled into the proposed meeting timetable.
5. Following discussions at the Panel Development session on 30 October 2013 about the potential for holding a regional Panel meeting, East Midlands Councils and Frontline consultancy have developed a proposal to be discussed at an initial regional meeting for Chairs, Vice-Chairs and support officers to be held on 4 February 2014.

Reasons for Recommendation/s

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

RECOMMENDATION/S

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

Background Papers and Published Documents

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

For any enquiries about this report please contact:-

Keith Ford, Senior Democratic Services Officer, Nottinghamshire County Council

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Tel: 0115 9772590

Nottinghamshire Police and Crime Panel

Work Programme (as at 21 January 2014)

<u>Agenda Item</u>	<u>Brief Summary</u>
28 April 2014 – 2.00pm – Bassetlaw District Council – Retford Town Hall	
Policing of Community Events	Update on the changes in the Force's approach to policing community events.
Neighbourhood Policing Model	To consider the Force's new operating model.
Police and Crime Commissioner's update (including details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance issues within the Force.
Domestic Violence update	Regular update on progress with this issue and the related strategic themes and key activities.
Review of the Costs of the Commissioner's Office	To review the ongoing costs of the Commissioner's Office, including benchmarking against other Commissioner's Offices nationally.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Transforming Rehabilitation	Update on the latest situation following the changes to the Probation Service – presentation by Wendy Aubrey, Commissioning Manager / Competition Support Manager, Ministry of Justice
18 June 2014 – 10.30am - Annual Meeting – Newark and Sherwood District Council	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2014/15 year.
Review of Balanced Appointment Objective.	The Panel will review its membership to see whether any actions are required in order to meet the requirements for:- <ul style="list-style-type: none">• the membership to represent all parts of the police force area and be politically balanced; and• members to have the skills, knowledge and experience necessary.
Annual Report 2013/14	The Panel will scrutinise, comment and agree a formal response to the Commissioner's 2 nd Annual Report.
Police and Crime	The Panel will review and scrutinise any decisions and

<u>Agenda Item</u>	<u>Brief Summary</u>
Commissioner's update (including details of decisions taken and overview of Force Performance).	other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.

For Information and Decision	
Public/Non Public*	Public
Report to:	Police & Crime Panel
Date of Meeting:	3rd February 2014
Report of:	Chief Finance Officer
Report Author:	Charlotte Radford
E-mail:	
Other Contacts:	ACO Resources
Agenda Item:	7

FINANCIAL REPORTS OF THE COMMISSIONER 2014-15

1. Purpose of the Report

- 1.1 To provide members of the Police & Crime Panel with reports that provide the background to the Precept Report 2014-15, including the Precept report for decision.

2. Recommendations

- 2.1 Members are requested to note the following reports:
- Revenue Budget Report 2014-15
 - Medium Term Financial Plan Report
 - Reserves Strategy
 - 4 Year Capital Programme
 - Treasury Management Strategy
- 2.2 Members are also requested to support the Commissioners decision to increase the precept by up to 1.96% in 2014-15.

3. Reasons for Recommendations

- 3.1 The Police and Crime panels (Precepts and Chief Constable Appointments) Regulations 2012 requires the Police and Crime Commissioner to notify the Panel of the proposed precept by 1st February of the preceding relevant financial year.

4. Summary of Key Points

- 4.1 The papers presented today detail the planned revenue and capital expenditure for 2014-15 and the medium term. The provisional settlement announced on 18th December was broadly in line with our estimations, but this still meant that the previously identified budget gaps required the identification of further efficiencies in order to deliver balanced budget for each of the next four years.

- 4.2 To date £42m of efficiencies has been delivered to balance the budgets since austerity measures were taken by the government. There is an identified need to find on average £10m in savings each year is set to continue. Despite this the Commissioner has made significant progress in increasing the number of Police Officers and PCSO's in line with his election promises. By April 2015 there will be 2142 police officers an increase of 120 since 2012-13 and 375 PCSO's an increase of 75 since 2012-13.
- 4.3 However, in order to continue delivering the required efficiencies the force is developing a programme of significant transformational change, through a Target Operating Model (TOM). This will change the way in which the policing service in Nottinghamshire is provided in the future. The TOM is largely predicated on a different workforce mix of Police Officers and staff. The Commissioner intends to report this work to the Panel when it is completed, giving a timetable for its implementation.
- 4.4 Some steps to transformational change have already been put in place, such as the reduction in the size of the police estate and rationalisation of front counters. The focus will be on maintaining a police presence to support vision of policing for 2020; through more partnership co-location, digitalisation and agile working. The estates business planning currently being developed will look further at what estate is actually needed and alternative ways of working to continue to provide a police presence. Never the less the shape of the estate in the future will be different and smaller.
- 4.5 To achieve the efficiencies increased work in collaboration with our regional police areas and the development of collaboration at a local level with the partners. We all need to reduce services together to ensure burdens are not transferred.
- 4.6 The first 5 reports: Revenue Budget 2014-15, the Medium Term Financial Plan (MTFP), the Reserves Strategy, the 4 Year Capital Programme and the Treasury Management Strategy are provided to support the decision by the Commissioner to increase the precept by up to 1.96% for 2014-15.
- 4.7 The revenue budget report details where expenditure will be incurred and what the pressures exist and what the risks are relating to achieving £12.7m efficiencies within the proposed budget for 2014-15. There remains significant challenges in achieving it.
- 4.8 The MTFP expands further on the revenue budget and provides a background to the pressures building in the future. This is made worse by the fact that the Home Office has yet again only provided one years funding details, making medium term financial planning an estimation process only.
- 4.9 The reserves strategy details the reserves held by the Commissioner and their potential use. The gaps identified in the MTFP may need to utilise reserves to fund programme management costs of collaboration pump prime cost saving

initiatives and to meet any under achievement of the efficiency programme in 2014/15. This strategy also uses the work of DCLG to show how the Commissioners reserves compare nationally with all local authorities and with other policing areas. Whilst healthy the reserves currently held are not excessive.

- 4.10 The Precept Report is the report that the panel need to consider and decide if they are in agreement with the Commissioner for increasing the precept level.

5. Financial Implications and Budget Provision

- 5.1 As detailed within the appended reports.

6. Human Resources Implications

- 6.1 None as a direct result of this report, but workforce planning implications are part of the risk assessment provided in the revenue budget and MTFP.

7. Equality Implications

- 7.1 None as a direct result of this report.

8. Risk Management

- 8.1 Risks relating to achieving the required savings for the 2014-15 budget have been identified within the revenue report. Further risks to funding in future years are identified within the MTFP. The reserves strategy includes a risk assessment on the level of reserves held and the purpose for which they may be required.
- 8.2 At the time of writing this report there is a risk relating to the timing of the announcement for the Referendum limit. To manage this we are asking the panel to support the increase up to a maximum of 1.96%. This allows for any lower rate to be implemented without a further meeting of this Panel.

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

- 9.1 This links to good financial governance and the requirements of the Police Reform and Social Responsibility Act 2011, which requires the Police & Crime Panel to consider the Commissioners decision to increase the precept.

10. Changes in Legislation or other Legal Considerations

- 10.1 None

11. Details of outcome of consultation

11.1 As detailed within the Precept report.

12. Appendices

- 12.1
- A - The Revenue Budget Report
 - B - The Medium Term Financial Plan
 - C - The Reserves Strategy
 - D - The 4 Year Capital Programme
 - E - The Treasury Management Strategy
 - F - The Precept Report

13. Background Papers

13. None



Nottinghamshire

POLICE & CRIME COMMISSIONER

Budget 2014-15

INTRODUCTION

The Commissioner set his first challenging budget for 2013-14 and unlike previous years where the force was underspent by year end this year the force are predicting a small overspend, which will be met from reserves. Despite this much has been achieved:

- Performance continues to improve
- An independent base budget review has been undertaken highlighting areas for further improvement and providing reassurance on the areas where the force were intending to deliver savings from.
- An independent BME research study has been undertaken involving the communities in shaping things for the future.
- A conference across all stakeholders was delivered in relation to Alcohol. This has resulted in a partnership strategy and action plan.
- The Deputy Commissioner has commissioned a piece of research into Domestic Violence medium risk, which is being delivered by local third sector providers and supported by academic research by a local university.
- The Commissioner has registered interest with regional colleagues in the transforming rehabilitation agenda and is working closely with MOJ officials to enable a smooth transition.
- The Commissioner and Deputy Commissioner provided small grants to 28 third sector organisations working on police & crime plan priorities.
- The Commissioners plan to employ more police officers and PCSO's is on target for delivery over the three years.

Both the Commissioner and the deputy have been out and about throughout the City and the County meeting and engaging with the public, stakeholders and partners. They have listened to what has been said and have made the following specific inclusions to the budget for 2014-15:

- Introduction of a Rural Alert system
- The introduction of Rural special constables
- The creation of a Prevention fund
- The expansion of the GPS tagging system for an extra 20 tags to improve the management of prolific offenders
- Preparation for the commissioning of victims support and Restorative Justice services to the Commissioner from October 2014.

These new initiatives will be funded from the efficiencies identified by the force, which also include savings from regional collaboration and the transformational change programme through the target operating model. A percentage of these will be delivered in year, but more work still needs to be done. The risks relating to the delivery of these efficiencies relate to the dependency we have on regional partners and the rate at which change can be delivered and the ability of the force to drive the full level of efficiencies needed in-house. It is possible that recruitment will need to be slowed down or suspended, before ultimately considering the use of reserves if the efficiency targets don't get fully implemented.

1 BUDGET 2014-15

The Commissioner is continuing to manage further reductions in funding for the last year of the current Comprehensive Spending Review (CSR) and the probable reductions in funding in the next CSR. This budget is based on this premise and has to be taken within the context of the longer term plans of the Commissioner.

1.1. Provisional Funding Levels

The provisional funding levels have been set by the Home Office and the Department of Communities and Local Government. This anticipated funding is shown below.

Provisional Funding 2014-15	2014-15 £m
Core Grants and Funding	
Police & Crime Grant	(133.6)
Council Tax Legacy Grant	(9.7)
Sub-total Core Grants	(143.3)
Precept	(50.5)
Collection Fund (surplus)/deficit	
Total Funding available	(193.8)

Final confirmation of grant settlement will be laid before Parliament in February. It is not anticipated that there will be any changes.

At the time of writing this report we had been informed that the Referendum Limit would not be confirmed until mid-February, after the statutory deadline for Commissioners to notify the Panel of the proposed precept level. This risk continues to be monitored and managed.

There is an estimated £2.0 million required from reserves to finance one-off expenditure relating to the programme of transformational change to deliver medium to long term savings.

The precept figure above assumes that the Police & Crime Panel support the Commissioners decision to increase precept by 1.96% and that the Referendum limit remains at 2%.

The Commissioner has written to the Home Secretary in relation to single year settlements affecting our ability for medium and long term financial planning and in relation to the amount of grant withheld in the floors mechanism.

1.2 Summary Expenditure

The Commissioner is required to set a balanced budget each year for the following financial year.

With a reduction in grant income of 4.8% and increased pressures from inflation, pay awards and new responsibilities this inevitable means efficiencies have to be identified and delivered in order to balance the budget.

Expenditure 2014-15	2014-15 £m
Previous Expenditure	196.9
In year increases	9.6
Transformation Programme costs	2.0
Sub-total Expenditure	208.7
Efficiencies	(12.7)
Use of Reserves	(2.0)
Total Net Expenditure	193.8

Inflation increases account for £2.3m of the in year increases above. This is detailed further in the sections relating to expenditure.

Further detail on expenditure and efficiencies is provided later within this report.

During 2013-14 the Commissioner requested an Independent Base Budget Review to identify any further areas where efficiencies could be found and to consider the work already underway within the force. This provided assurance that the force were looking at the areas expected and made some recommendations on where some things could be improved. These have been incorporated within the transformational change programme. Account has also been given to the recent published HMIC Value for Money Profiles.

At the time of writing this report we had just received notification of successful bids for Innovation Fund financing from the HO. We have been successful in relation to a bid for early intervention work on child abuse £42,966 and a cross agency working bid of £50,014. Regionally we have been successful in relation to a regional Forensics bid £226,000, regional ICT bid and a regional transformation team bid. Due to changes in the forces collaborating for the ICT bid the amount awarded is being verified. The amount specific to 2014-15 is also being re-calculated and there will be an opportunity to bid for additional Innovation funds in 2014-15.

2. **Budget breakdown**

Annex 1 details the proposed expenditure budget for 2014-15. The proposed revenue budget is £193.8m.

Net Expenditure Budget	2014-15 £m	Note
Employee	163.7	2.1
Premises	6.7	2.2
Transport	5.9	2.3
Supplies & Services	14.6	2.4
Agency & Contract Services	12.7	2.5
Pensions	3.9	2.6
Capital Financing	4.1	2.7
Transformation Programme costs	2.0	2.8
Income	(5.0)	2.9
Efficiencies	(12.7)	3.2
Use of Reserves	(2.0)	2.8
Total Net Expenditure	193.8	Annex 1

2.1 **Employee Related Expenditure**

The Police & Crime Commission has made a promise to increase frontline policing by 150 and PCSO's by 100 within his term of office. This budget is based upon a second year of increases towards those targets.

Despite the continuing reduction in funding available the Commissioner has made significant progress in increasing the number of Police Officers and PCSO's in line with his election promises. By April 2015 there will be 2,142 police officers an increase of 120 since 2012-13 and 375 PCSO's an increase of 75 since 2012-13.

Police Officer leavers have been higher than originally anticipated, but are expected to meet budgeted expectations for 2014-15.

A pay award has been included in the budget at 1% payable from 1st September each year. Employee expenditure accounts for approximately 85% of the total expenditure budget.

Annex 2 details the budgeted staff movement between the current year and 2014-15. Annex 3 details the budgeted police officer, police staff and PCSO numbers for 2014-15.

2.2 Premises related expenditure

Over the past few years the force estate has been reduced in order to achieve efficiencies, but also to ensure resources are allocated based upon need and to facilitate planned changes in working arrangements. Such changes will include remote working through better technologies ensuring officers are in the communities and not stations and hot-desking to ensure optimal use of the space available.

The force are currently working on a target operating model that should assist estates business planning in identifying where police stations are required and where they are no longer providing an effective service. This is supplemented by a programme to develop further co-location with partners to provide a joined up public services.

Premises related expenditure includes the provision of utility services to those properties and these are elements of the budget that are adversely affected by inflation. For 2014-15 inflation for gas and electricity has been budgeted at 7.5%.

2.3 Transport related expenditure

The Force has in place a Public Finance Initiative (PFI) for the provision of police vehicles. This agreement ensures that there is always the required number of vehicles and driver slots. However, this is an expensive agreement and requires careful management to ensure the most advantageous service is obtained from the supplier.

Hired vehicles are also used and these are obtained from a regionally tendered contract.

The fuel for the vehicles is also subject to inflationary increases and for 2014-15 this has been budgeted for at 2.5%.

2.4 Supplies and Services Expenditure

This category of expenditure captures most of the remaining items such as insurance, printing, communications, information technology (IT) and equipment.

Some of the IT systems that the Force uses are provided through national contracts that the Home Office recharge the force for. A recent notification from the Home Office sees the total cost of these systems increasing by 16% in 2014-15. This is significantly out of step with all other inflation factors.

For all other expenditure an inflation factor of 2.0% has been applied in 2014-15.

2.5 Agency & Contract Services

This category of expenditure includes agency costs for the provision of staff, professional services such as internal and external audit and treasury management, and the costs associated with regional collaboration.

A breakdown of the costs associated with this classification is summarised below:

Analysis of Agency & Contracted Services	2014-15 £m
Agency Costs	0.8
Collaboration Contributions	7.2
Community Safety Grant	3.5
Other partnership costs	1.2
TOTAL	12.7

The costs associated with the use of agency staff have been a concern for sometime and going forward will need to be very carefully managed and reduced.

Regional collaboration is shown as a joint authority as this is the basis of the collaboration agreements. The region has been challenged to deliver savings from 2014-15 onwards across those projects already in place. Nottinghamshire's element of the regional budget is £7.2m for 2014-15.

There are two major areas of transformation that will be delivered through regional arrangements. These relate to IT and Corporate services. Currently, Nottinghamshire is progressing on these areas with Northamptonshire and Lincolnshire. These are large scale changes that will require investment in order to be delivered. Such funding will where appropriate be made through the use of reserves and with a business case approved by the Commissioner.

2.6 Pensions

This category includes the employer contributions to the two Police Pension Schemes in place and to the Local Government Pension Scheme (LGPS) for police staff.

There are two areas of increasing costs in relation to pensions. These are the employer contribution to the LGPS and the increasing number of medical retirements of police officers.

At the time of writing this report the Chief Finance Officer and the other local Chief Finance Officers were still waiting on information from the actuarial following their triennial valuation of the pension scheme. Early indications were that the fund had performed very well with investment returns being higher than anticipated and liabilities being lower than anticipated since the last valuation in 2010. Despite this the Actuaries are still recommending an

increase to the contribution rates. This has currently been budgeted at 1% (£0.5m) for 2014-15. Once the result of the valuation is known we will be in a position to decide if it is efficient and effective to also make a one off payment to reduce the level of debt on the scheme.

The budgeting for medical retirements has become an issue in 2013-14 with the number of medical retirements and the associated costs increasing significantly above the original budget. This is currently under review with the aim of improving budgetary information.

2.7 Capital Financing Costs

This relates directly to the value of the capital expenditure in previous years. The proposed capital programme for 2014-15 is higher again than the programme for 2013-14. This will result in higher capital financing costs in 2015-16 than 2014-15. These costs are also related to the achievement of a capital programme with no slippage and where the borrowing required is made. The proposed capital programme for 2014-15 is £8.397m and the current estimated slippage from 2013-14 into 2014-15 is £4,254k with a further amount of £930k being slipped to 2015-16.

Currently, market rates are favourable and therefore the cost of borrowing is low.

2.8 Transformational Change Programme

Transformational change will be needed to balance future budgets. The force have commenced on a programme to deliver this change through a target operating model (TOM), which will design how the service will look in 2020 and the changes needed to achieve this. A team has been created to deliver this from experienced and knowledgeable staff and officers in the force. Consequently, there is a need to temporarily back fill such posts. This is one off additional expenditure and therefore it is appropriate that the cost will be met from reserves.

2.9 Income

This is not a major activity for the force. Income is currently received from other grants (e.g. PFI and Counter Terrorism), re-imbursement for mutual aid (where the force has provided officers and resources to other forces), some fees and charges such as football matches (inside the ground) other large events that the public pay to attend and from investment of bank balances short term.

This is an area under review by the force.

3. Efficiencies

During this CSR the force has delivered £42m in efficiencies without which the service provided would not have improved performance and police officer and staff numbers would have had to be cut further.

3.1 2013-14 Efficiencies

As part of the 2013-14 budget the following efficiencies were required in order to set a balance budget.

As a result of the year on year cuts and better budget planning the force have found 2013-14 to be a difficult year for remaining within budget. This is reflected by an indication that they might be making a request for use of reserves £1.7m. This puts an additional pressure on 2014-15 budgets.

The table below details the efficiencies planned and the forecast position for 2013-14:

Efficiencies 2013-14	Original £m	Forecast £m
Collaboration	0.5	0
Procurement	2.0	0.5
Estates	1.0	0.4
Corporate Services	1.0	1.5
Fleet	0.2	0.2
Operational Efficiencies	1.0	0
Vacancy Rate	2.8	2.2
Commissioners Office	0.1	0.1
TOTAL	8.6	5.5

3.2 2014-15 Efficiencies

In order to balance the budget for 2014-15 efficiencies of £12.7m need to be delivered. The force is working on delivering major transformational change for the future some of which may start to deliver savings in 2014-15.

Further consideration is being given to make further immediate in year savings (eg agency, consultants and temporary acting up arrangements).

The efficiencies identified to deliver a balanced budget in 2014-15 are summarised in the table below and supplemented by the savings to be achieved from TOM giving a total savings of £12.7m.

Efficiencies 2014-15	£m
Collaboration	0.3
Procurement	1.3
Estates	1.4
Corporate Services	2.9
Fleet	0.2
Operational Efficiencies	0
Income generation	1.2
Commissioners Office	0.1
Total	7.4

TOM savings 2014-15	£m
Collaboration	0.3
Local policing redesign	2.0
Systems Thinking	2.0
Regional ICT	1.0
Total	5.3

3.3 The Commissioner is of the view that achieving these efficiencies will be challenging. He has mapped out a programme of work and monitoring with the Force.

3.4 If these targets are not met the Commissioner has made it clear that the pace of recruitment in 2014-2015 will be slowed or stopped.

What's more he is mindful that should there be some slippage in implementing these efficiencies then some limited use of reserves may be required to smooth the implementation.

3.5 The discussion with Northamptonshire and Lincolnshire Police and Crime Commissioners is at an advanced state. There is now a real commitment to make progress quickly with regard to establishing a joint business support unit and IT strategy, which achieve a convergence and investment in new IT systems.

A programme team will be established to deliver the work over a short time frame. The cost of the programme team will be met from a combination of the Home Office Innovation Fund and reserves.

4. External Funding

There is an assessment of the financial risk in respect of external funding currently provided. In 2013/14 30 officers and 62 staff FTE's are funded through this external funding and are not added within the expenditure and workforce plans. This could be an additional pressure in 2014-15 and future years as funding pressures mount for partners.

If this external funding was to cease the Commissioner and the Chief Constable would consider the necessity for these posts and may decide not to fund from the already pressured revenue budgets.

2014-15 Budget (£m)

	Total Budget 2014-15
Payroll	
Police Pay & Allowances	105.8
Police Overtime	4.0
Police Staff Pay & Allowances	52.7
Police Staff - Overtime	0.5
Other Employee Expenses	0.7
	163.7
Other Operating Expenses	
Premises Running Expenses	6.7
Transport Allowances	0.7
Transport Costs	5.9
Equipment, Furniture & Materials	0.4
Expenses	0.2
Clothing, Uniform & Laundry	0.6
Printing & Stationery	0.6
Comms & Computing	6.4
Miscellaneous Expenses	2.0
Supplies & Services	3.7
Agency & Contract Services	12.7
Pensions	3.9
Capital Financing	4.1
Transformational Change Programme	2.0
	49.8
Total Expenditure	213.7
Income	
Special Services	(0.3)
Fees, Reports & Charges	(0.4)
Other Income	(4.1)
Other Operating Income	(0.2)
	(5.0)
Efficiencies	(12.7)
Use of Reserves	(2.0)
Total	193.8

Workforce Movements Budget 2013-14 v Budget 2014-15

	2013-14 Total FTE's	2014-15 Total FTE's	Movements FTE's
Police Officers			
Local Policing	1,621	1,674	53
Specialist Services	356	346	(10)
Corporate Services	33	28	(5)
Region	99	94	(5)
	2,109	2,142	33
Police Staff			
PCSO	340	375	35
Other Police Staff	1,260	1,326	66
	1,600	1,701	101
TOTAL	3,709	3,843	134

Workforce Plan FTE's

	2014-15				
	Local Policing FTE's	Specialist Services FTE's	Corporate Services FTE's	Region FTE's	Total FTE's
Police Officers					
Opening balance	1,621	356	33	99	2,109
Restructure	20	(10)	(5)	(5)	-
Retirement /					
Leavers	(69)	-	-	-	(69)
Recruitment	102	-	-	-	102
	1,674	346	28	94	2,142
Police Staff					
Opening balance	468	413	343	36	1,260
Restructure	(74)	68	5	1	-
Recruitment		25	41		66
	394	506	389	37	1,326
PCSOs					
Opening balance	335	-	-	-	335
Recruitment	40	-	-	-	40
	375	-	-	-	375
Opening Balance	2,424	769	376	135	3,704
Movement	19	83	41	(4)	139
Closing Balance	2,443	852	417	131	3,843



Nottinghamshire

POLICE & CRIME COMMISSIONER

Medium Term Financial Plan

2014-15 to 2017-18

January 2014

Commissioners Medium Term Financial Plan

Introduction

This document is part of the overall financial framework of the Police & Crime Commissioner. It builds on the budget proposed for 2014-15 and incorporates plans to meet changes in available financing with the need to meet current and future commitments.

Within the current economic climate the Government has made significant reductions in public sector finances. The level of cuts that been made to Government grants are set to continue in the short to medium term.

Within the current CSR Nottinghamshire has had to deliver £42million in efficiencies in order to balance the budget and improve performance. Early indications are that similar levels of savings/cuts will be required over the next Comprehensive Spending Review (CSR) period as the economic recovery will be very slow and prolonged.

This 20% reduction has a significant impact on Nottinghamshire as approximately 76% of budget funding comes from Grant. In 2013-14 Nottinghamshire also lost out on £10.5m in grant. This was due to receiving a flat rate decrease rather than the amount due under the Home Office funding formula. The loss of grant for 2014-15 is no longer calculated by the government offices, but with another flat rate decrease on grant Nottinghamshire's loss will remain significant and at the £10million level. The funding formula itself is under review.

The remaining 24% of funding comes from precept (Council Tax). The referendum limit is subject to review currently and could be lower than the initially indicated level of 2% for 2014-15. This together with no indicative budget figures for 2015-16 makes financial planning with any certainty difficult and unpicking decisions to cut service impossible to reverse at a later date.

Despite this the Police & Crime Commissioner has produced a Police & Crime plan, which has been refreshed to include the feedback and comments made by stakeholders, partners and the public over the last 12 months.

The Police & Crime Plan is built upon the following 7 strategic priorities:

- Protect support and respond to victims, witnesses and vulnerable people.
- Improve the efficiency, accessibility and effectiveness of the criminal justice process.
- Focus on those priority Crime types and local areas that are most affected by crime and anti-social behaviour.
- Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour.
- Reduce the threat from organised crime.
- Prevention, early intervention and reduction in re-offending.
- Spending your money wisely.

Funding

This year introduces more changes to funding for policing in Nottinghamshire. These are summarised as follows:

1. The previously separate Community Safety Grant has been combined with the former Police Grant and is now the Police & Crime Grant. This grant is no longer specific to policing as the areas of responsibility are increased to cover community safety, victims and witness services and restorative justice.
2. The Council Tax Freeze Grant (2011-12) and the Council Tax Support Grant have been combined to form the Council Tax Legacy Grant. This grant should continue until a new funding formula is created and approved.
3. The significant reduction in Council Tax base and therefore precept income for 2013-14 has been reversed partly in 2014-15 with a 2% increase in the estimated tax base for 2014-15.
4. At the time of writing this report the billing authorities had yet to declare any surplus or deficit on the collection fund accounts.
5. The Commissioner has just been notified of successful bids in relation to the Home Office Innovation Fund for 2013-14 and 2014-15. We have been successful in relation to a bid for early intervention work on child abuse £42,966 and a cross agency working bid of £50,014. Regionally we have been successful in relation to a regional Forensics bid £226,000, a regional ICT and transformational team bid. Due to changes in the forces collaborating for the ICT bid the amount awarded is being verified. The amount specific to 2014-15 is also being re-calculated and there will be an opportunity to bid for additional Innovation funds in 2014-15. It is anticipated that most of the costs for a Director of Transformation and a change management programme team will be met from this funding.

The estimated funding for the Police & Crime Commissioner over the next four years is as follows:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Police & Crime Grant	133.6	127.0	121.9	117.1
Council Tax Legacy Grant	9.7	9.7	9.7	9.7
Precept	50.5	51.5	52.5	53.6
Collection fund surplus/(deficit)				
TOTAL	193.8	188.2	184.2	180.4

Collection fund balances are unknown at this stage with declarations from billing authorities not being due until 31st January. If there is a net surplus this will be transferred to the Grants & Commissioning Reserve.

Investment

The Police & Crime Commissioner has made a promise to increase frontline policing by 150 officers and 100 Police Community Support Officers (PCSO's). This budget is based upon a second year of increases towards those targets.

Despite the continuing reduction in funding available the Commissioner has made significant progress in increasing the number of Police Officers and PCSO's in line with his election promises. By April 2015 there will be 2,142 police officers an increase of 120 since 2012-13 and 375 PCSO's an increase of 75 since 2012-13.

Police Officer leavers have been higher than originally anticipated, but are expected to meet budgeted expectations for 2014-15.

Savings and efficiencies

During the current CSR efficiencies totalling £42m will be delivered. Early indications are that the next CSR will seek further cuts at similar levels (20%). All of this is becoming harder to achieve whilst maintaining the current level and quality of service. This can be seen through the Force indicating a slight overspend in 2013-14 financial year.

To achieve the level of service cuts required through the medium term financial plan the force have been developing a change programme to deliver transformational change through a target operating model (TOM). This will by 2020 result in the service being provided in a different way.

The journey towards transformational change started with the reduction in police estate, which in itself will deliver vital revenue savings and better working relationships with partners and stakeholders through co-location.

The table below summarises the savings plans currently in place for the next two years:

Efficiencies	2014-15 £m	2015-16 £m
Collaboration	0.3	1.1
Procurement	1.3	
Estates	1.4	
Corporate Services	2.9	
Fleet	0.2	
Income generation	1.2	
Commissioners Office	0.1	0.1
TOTAL Efficiencies	7.4	1.2

In addition to the efficiencies planned it is anticipated that the TOM will start to deliver savings in 2014-15 and these are summarised as:

TOM savings	2014-15 £m	2015-16 £m
Collaboration	0.3	4.2
Local policing re-design	2.0	2.6
Systems thinking	2.0	1.5
Regional ICT	1.0	1.0
Total TOM Savings	5.3	9.3

The Commissioner is conscious of the risks associated should the efficiencies and savings identified not be achieved in the year that they are required and that achieving them will be a challenge.

If these targets are not met the Commissioner has made it clear that the pace of recruitment in 2014-2015 will be slowed or stopped. What's more he is mindful that should there be some slippage in implementing these efficiencies then some limited use of reserves may be required to smooth the implementation, but it envisaged that these would be repaid over the medium term. Business cases are due with the Commissioner for approval before 31st March and these will identify savings into the longer term.

Collaboration

The East Midlands region incorporates the policing areas of Derbyshire, Leicestershire, Lincolnshire and Northamptonshire with Nottinghamshire. This is a large region which has been collaborating for several years. Regional Collaboration has been developing and each of the Police & Crime Commissioners are keen for it to deliver more both financially and in performance terms.

Recently the region has made bids to the Home Office Innovation Fund some of which have been successful. This will ensure that the collaboration between Nottinghamshire, Northamptonshire and Lincolnshire will be able to pick up pace and will establish a joint business support unit and IT strategy, which achieve a convergence and investment in new IT systems. Some additional funding may be required from reserves.

Collaboration at a local level is also being developed this includes local authorities and other emergency services.

Expenditure

Traditionally expenditure budgets are incrementally changed from the previous year's net expenditure to allow for inflation and savings. During 2013-14 the Commissioner had an independent review of the base budget undertaken. This review identified some areas where further efficiencies might be delivered and provided assurance on the areas that the force was already reviewing.

The expenditure requirements of the Force and the Office of the Police & Crime Commissioner are continuously reviewed and monitored to ensure value for money. The role and responsibility of the Commissioner is to set a balanced budget assured that the force has robust systems in place for producing a full budget.

Officers, staff and PCSO's account for almost 85% of budgeted net expenditure and as such are a major asset for the organisation. The pace at which police officers, PCSO's and staff leave the organisation can fluctuate year on year, but this is budgeted for. Savings arise as officers retire at the top of the grade are replaced with new recruits on lower grades. The revenue budget report details the assumptions made for budgeting purposes.

Net movement in officers provides savings and additional cost pressures. Additional costs are the result of recruiting more officers, staff and PCSO's. Savings are achieved as retiring and leaving officers on the top of their rank are replaced by new recruits at the start of their careers.

Inflation and pay awards provide a significant cost pressure. This is constantly reviewed for accuracy.

Net Expenditure requirements are provided below:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Previous year net expenditure	196.9	195.8	185.3	193.2
Net changes for pressures	11.6	(10.5)	7.9	7.0
Net expenditure requirement	208.5	185.3	193.2	186.2

Summary

In conclusion there are robust plans in place to deliver an ambitious investment plan of additional officers, staff and PCSO's, whilst ensuring a balanced budget for 2014-15.

There is still work to do to achieve the required savings plans for 2015 through to 2018, but the work started on transformation should enable balanced budgets to be set.

There is still risk in relation to future grant settlements and a possibility that these may be cut by more than has been estimated.

The summary financial position is as detailed below:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
<u>Policing element</u>				
Net Expenditure	203.9	188.5	188.8	181.8
Savings efficiencies & reserves	(14.6)	(7.6)		
sub-total	189.3	180.9	188.8	181.8
<u>Grants & Commissioning</u>				
Net Expenditure	4.6	4.5	4.4	4.4
Savings efficiencies & reserves	(0.1)	(0.1)		
sub-total	4.5	4.4	4.4	4.4
Total net expenditure	193.8	185.3	193.2	186.2
<u>Financing available</u>				
Grants	143.3	136.7	131.7	126.8
Precept	50.5	51.5	52.5	53.6
Total Financing	193.8	188.2	184.2	180.4
Contribution (from)/to Reserves incl above	(2.0)	2.9		
Further savings required			9.0	5.8

The Commissioner is of the view that achieving the levels of efficiencies shown above will be challenging. He has mapped out a programme of work and monitoring with the Force. If these targets are not met the Commissioner has made it clear that the pace of recruitment will be slowed or stopped. Any slippage in the achievement of the efficiencies may result in the limited use of reserves. Where reserves are used it is expected that these would be repaid over the medium term.



Nottinghamshire

POLICE & CRIME COMMISSIONER

Reserves Strategy 2014-15

Review Date: September 2014

Reserves Strategy 2014-15

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 make arrangements for the proper administration of their financial affairs and that the Chief Finance Officer has responsibility for the administration of those affairs (section 151 of the Local Government Act 1972).
 - The requirements of the Prudential Code
 - Auditors will consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based.
4. These requirements are reinforced by section 114 of the Local Government Finance Act 1988, which requires the Chief Finance Officer to report to the Police & Crime Commissioner if there is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the Commissioner will not have the resources to meet its expenditure in a particular financial year. The issue of a section 114 notice cannot be taken lightly and has serious operational implications. Indeed, the Police & Crime Commissioner must consider the s114 notice within 21 days and during that period the Force is prohibited from entering into new agreements involving the incurring of expenditure

5. Whilst it is primarily the responsibility of the Police & Crime Commissioner and its Chief Finance Officer to maintain a sound financial position, external auditors will, as part of their wider responsibilities, consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual Police and Crime Commissioners or authorities in general.
6. CIPFA's Prudential Code requires the Chief Finance Officers to have full regard to affordability when making recommendations about the Commissioners future capital programme. Such consideration includes the level of long-term revenue commitments. Indeed, in considering the affordability of its capital plans, the Commissioner is required to consider all of the resources available to it/estimated for the future, together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years. There is a requirement for three-year revenue forecasts across the public sector and this is achieved through the Medium Term Financial Plan (MTFP). The Comprehensive Spending Review (CSR) has provided the Commissioner with details of proposed revenue grant for two years and capital grant settlement for one year. This provides limited ability to focus on the levels of reserves and application of balances and reserves.
7. CIPFA and the Local Authority Accounting Panel do not accept that there is a case for introducing a generally acceptable minimum level of reserves. Commissioners on the advice of their Chief Finance Officers should make their own judgements on such matters taking into account all relevant local circumstances. Such circumstances will vary between local policing areas. A well-managed organisation, for example, with a prudent approach to budgeting should be able to operate with a level of general reserves appropriate for the risks (both internal and external) to which it is exposed. In assessing the appropriate level of reserves, a well-managed organisation will ensure that the reserves are not only adequate, but also are necessary.
8. Section 26 of the Local Government Act 2003 gives Ministers in England and Wales a general power to set a minimum level of reserves for authorities. However, the government has undertaken to apply this only to individual authorities in the circumstances where the authority does not act prudently, disregards the advice of its Chief Finance Officer and is heading for serious financial difficulty. This would also apply to Police & Crime Commissioners. This accords with CIPFA's view that a generally applicable minimum level is appropriate, as a minimum level of reserve will be imposed where an authority is not following best financial practice.

Current Financial Climate

9. The pressures on public finances currently and for the medium term are intense. Therefore, the ability to retain reserves for unforeseen events and circumstances becomes not only difficult, but something that requires careful consideration.
10. Over the past few years the total amount held in reserves has increased due to year on year underspends. The amount now held in reserves is comparable with the national average. During 2013-14 an estimated £2m will be used from reserves in line with approvals made by the Commissioner during the year; with a further estimated £2m being required in 2014-15.
11. The Medium Term Financial Plan identifies risks in achieving the required savings to ensure balanced budgets over future years. Specifically working with significantly reduced tax base for the purposes of calculating the policing precept and early indication that the next CSR will require managing the finances with a further 20% reduction in grant funding will see the need for reserves to be managed effectively.

Types of Reserve

12. When reviewing the medium term financial plans and preparing the annual budgets Commissioners should consider the establishment and maintenance of reserves. These can be held for four main purposes:
 - A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves.
 - A contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves.
 - A means of building up funds often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately, but remain legally part of the general reserve.
 - The economic climate and the safety of the Commissioner's financial assets. This would link closely with the Treasury Management and Prudential Code Strategy.
13. Commissioners also hold other reserves that arise out of the interaction of legislation and proper accounting practice. These reserves are not resource-backed and cannot be used for any other purpose, are described below:

- The Pensions Reserve – this is a specific accounting mechanism used to reconcile the payments made for the year to various statutory pension schemes.
 - The Revaluation Reserve – this is a reserve that records unrealised gains in the value of fixed assets. The reserve increases when assets are revalued upwards, and decreases as assets are depreciated or revalued downwards or disposed of.
 - The Capital Adjustment Account – this is a specific accounting mechanism used to reconcile the different rates at which assets are depreciated under proper accounting practice and are financed through the capital controls system.
 - The Available-for-Sale Financial Instruments Reserve – this is a reserve that records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have not arisen from impairment of the assets.
 - The Financial Instruments Adjustment Reserve – this is a specific accounting mechanism used to reconcile the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund.
 - The Unequal Pay Back Pay Account – this is a specific accounting mechanism used to reconcile the different rates at which payments in relation to compensation for previous unequal pay are recognised under proper accounting practice and are required by statute to be met from the general fund.
 - Collection Fund Adjustment account – this is specific to the changes in accounting entries relating to the Collection Fund Accounts held by the Billing Authorities.
 - Accumulated Absences Account – this account came into being with the implementation of IFRS and represents the value of outstanding annual leave and time off in lieu as at 31st March.
14. Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation, such as the Capital Grants Unapplied.

15. In addition Commissioners will hold a Capital Receipts Reserve. This reserve holds the proceeds from the sale of assets, and can only be used for capital purposes in accordance with the regulations.
16. For each earmarked reserve held by the Commissioner there should be a clear protocol setting out:
 - The reason for/purpose of the reserve
 - How and when the reserve can be used
 - Procedures for the reserves management and control
 - A process and timescale for review of the reserve to ensure continuing relevance and adequacy
17. When establishing reserves, Commissioners need to ensure that they are complying with the Code of Practice on Local Authority Accounting and in particular the need to distinguish between reserves and provisions.

Nottinghamshire Police & Crime Commissioner Reserves

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

The General Reserve

19. It has previously been established that General Reserves will be maintained at a level above the minimum of 2.0% of the total net budget.
20. The purpose of this reserve is to provide for any unexpected expenditure that cannot be managed within existing budgets. Such expenditure would be one-off and resulting from an extraordinary event.
21. Similarly the General Reserve should be set at a prudent and not excessive level, as holding high level of reserves can impact on resources and performance. As such the maximum level of General Reserves is 5.0% of the total net budget.
22. Authorisation to finance such expenditure must be obtained in advance from the Commissioners Chief Finance Officer, in accordance with the scheme of delegation and the protocol between the Chief Constable and the Chief Finance Officer. Where time permits the request should be supported by a business case.

23. As the net budget position changes the level of General Reserve must be monitored to ensure the minimum level is maintained.
24. **Appendix A** details the elements that make up the current General Reserves balance and the levels of risk attached to each of these elements. These are indicative and may not be exhaustive as new risks emerge. This does not include the Jointly Controlled Operations general reserve of £0.074m.

Earmarked Reserves

25. Unlike General Reserves earmarked reserves have been identified for specific areas of expenditure where there are anticipated costs that can only be estimated. It is therefore prudent for the Commissioner to identify such areas of expenditure and set aside amounts that limit future risk exposure (e.g. balancing budget shortfalls in the MTFP).
26. Such expenditure usually arises out of changes in policy or where the organisation is working in collaboration with other forces to provide a specific service (for example Air Support Unit).
27. Expenditure relating to earmarked reserves has to specifically relate to the purpose of the reserve.
28. **Appendix B** details for each of the earmarked reserves that existed at the start of the 2013-14 financial year and their estimated balance by 31st March 2014.

Details of those available for use in 2014-15 are given below:

Medium Term Financial Plan (MTFP) Reserve

29. The medium term financial plan of the Commissioner is under constant review and changes as new and reliable information becomes available.
30. The original purpose of this reserve is to alleviate financial pressure on the budgets in future years.
31. The support from this reserve is only one-off support and as such cannot be used to finance ongoing commitments.
32. The previously agreed strategy for utilising this reserve has been reviewed in light of the Comprehensive Spending Review and as such this reserve will now be utilised to finance the cost of organisational changes and as an investment to facilitate new savings. In addition to this the reserve will also be utilised smooth budget pressures as they arise.

33. The Precept and Budget Reports approved in February 2013 showed an over funding of £1.7m in 2013-14. It was agreed that this would be transferred to reserves and utilised with the agreement of the Police & Crime Commissioner in the ways identified in this strategy and supported by a detailed business case.
34. In line with revised revenue forecast positions reported during the year it is intended that budget underspends from the 2013-14 financial year will be added to this reserve. None have been identified to date in 2013-14.
35. The Medium Term Financial Plan has a risk assessment in relation to achieving the efficiencies identified. As such this reserve may be used for balancing the accounts should the efficiencies not be realised. Before considering the use of reserves recruitment will need to be slowed down or stopped.
36. **Appendix C** shows how the remainder of this reserve has been initially allocated over the next four years. It should be noted that there is a shortfall between budget and funds available in 2014-15, 2015-16 and 2016-17, which may require the use of reserves to finance all or part of the shortfall, depending on the level of further savings that can be achieved. No estimate has been included at this stage.

PCC Transition

37. Initially this was set up as a prudent measure to cover the costs known and unknown associated with the transition from Police Authority governance to governance by the Police & Crime Commissioner. The costs were kept to a minimum and totalled £54k.
38. Subsequently, this reserve is being used for Stage 2 transition costs. These are currently estimated to be £50k approximately.

Grants & Commissioning Reserve

39. This is a new reserve in 2013-14. It is intended that underspends on the OPCC budget and the Grants and Commissioning budget are swept into here to provide for future needs in this growing area of work.
40. If there is a net surplus on the collection fund declared for 2014-15 this will be transferred to this reserve.

Air Support Operational Reserve

41. Until the 1st October 2013 Nottinghamshire and Derbyshire operated a Joint Air Support Service. This reserve was to cover unexpected expenditure specifically relating to this joint service.
42. On 1st October 2013 the Air Support Unit transferred to the National Police Air Support Service (NPAS) therefore there no longer is s need for this reserve. The balance of £90,000 will be transferred to the Grants and Commissioning reserve.

Public Finance Initiative (PFI) Reserve

43. This is a reserve for the possibility of an extraordinary event relating to this significant contract. This is a prudent reserve to maintain.

Jointly Controlled Operations (Regional Collaboration) Reserve

44. There are a growing number of areas where collaborative working is undertaken with other Regional Policing areas. EMSOU is providing collaboration for specialised policing services, such as Major Crime and Forensics. Collaboration has also extended beyond Police Operation Services to include areas such as Legal Services, Procurement and Learning and Development.
45. The Police & Crime Commissioners meet to make decisions and agree further areas of collaboration. They would also approve the use of this reserve for regional activity.
46. The reserve exists to finance activities of regional collaboration above those identified within the annual budget.

Property Act Fund Reserve

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

Drug Fund

48. This reserve relates to a historical balance in the accounts and is money for initiatives that reduce drug related crime.

Revenue Grants

49. This reserve combines the small amounts of grant income on completed projects where the grant conditions do not require repayment. Cumulatively they create a sizeable reserve. The use of this reserve will be subject to evaluation of any risk of repayment and the submission of a business case.

Animal Welfare Reserve

50. This reserve was established ahead of a scheme being finalised for the welfare of animals specifically police dogs on retirement as working animals. Once a scheme is established this reserve will finance any approved expenditure relating to ongoing welfare as a result of work related injuries.
51. At the time of updating this strategy the proposed scheme was in the process of being approved.

Tax Base & Transition

52. The timing of data for the production of the Police & Crime budget and precept is such that estimated tax base data will have to be used for the budget and precept report. Actual data from billing authorities is not required to be provided until 31st January. As a result the estimated precept to be collected may vary once the actual data is shown and use of this reserve negates the need to revise the budget breakdown.
53. The ongoing reforms being made by billing authorities in relation to their council tax support schemes remain a concern. The changes being made and their impact on the calculation of the council tax base have a direct impact on how much can be raised from council tax for police and crime.
54. This reserve will also be used to finance the OPCC's contribution to Single Person Discount Reviews. These reviews are undertaken once every 3-4 years and are planned for 2013-14. Where the reviewer successfully identifies that the Single Person Discount is not applicable and the record remains unchanged for 6 months a fee is due to the reviewing company. No fee is paid for unchanged details or where there is a new application within 6 months at that property. This is a jointly commissioned piece of work between Billing Authorities and Precepting Authorities. The benefit is achieved in a higher tax base for the following year and this usually is far more substantial than the initial costs to cover the fees.

Procedure for Use of Reserves

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

Monitoring

58. The level of Reserves is kept under continuous review. The Commissioner receives reports on the levels of reserves as part of the Medium Term Financial Plan updates together with the Annual strategy in January and the out-turn position in June each year.

Risk Analysis

59. Any recommendations that change the planned use of Reserves reported within the Annual Budget and Precept Reports will take account of the need for operational policing balanced against the need to retain prudent levels of Reserves.
60. However, there are significant risks, which affect the level of reserves to be maintained, and it is for this reason that a minimum level of 2% (with a maximum level of 5%) of total net budget has been set for the General Reserve.
61. The significant risks that have been considered, but which will also be kept under review are:
 - Current Employment Tribunals relating to A19 with a worse case estimate of £3.5m.
 - The budget report highlights potential risks in being able to achieve the required efficiencies and savings during 2014-15. This may need to be supplemented by the use of reserves to smooth budget pressure whilst transformational change delivers the savings.

- Stage 2 transfer costs will be minimal and is no longer a risk at the level identified in the previous reserves strategy.
- The ability to seek financial assistance from the Home Office for major incidents has been diminished and can no longer be relied upon.
- The need to finance organisational change and redundancies will have an impact on the use of reserves, although this is also reducing in value and risk.
- The ability to recover significant overspends by divisions and departments would be very difficult in the current financial climate.
- The instability of the Financial Markets means that the investments we make with balances are currently exposed to greater risk. This is negated by the Treasury Management Strategy, but returns on investment have reduced significantly since 2007-08.
- The grant settlement within the current CSR has been extremely curtailed. There is also an indication of further significant cuts within the next CSR. There remains a gap in funding for the next 3 years and potentially beyond this.
- Should the Commissioner and Force be faced with two or more of the above issues at the same time then the reserves may be needed in full.
- Once utilised there is very little opportunity for reimbursing the level of reserves through precept due to referendum limits or grant, due to the impact it would have operationally.

CFO Opinion

It is my opinion that the current level of reserves whilst healthy are not excessive especially when compared with the averages level of reserves held within all local authorities and within the police and crime sector.

The CLG has published local authority data on levels of reserves as part of the LA Revenue Expenditure and Financing England series. This is shown below and compared with Police & Crime Reserves and Nottinghamshire Police & Crime Reserves.

Type	Highest		NOPCC
General Reserves	Met 6%	Average all types of LA 5%	3.5%
Earmarked Reserves	Average all types of LA 16%	Shire OPCC 11%	9.3%

The reserves have grown within the past few years as the force went through a process of change during which time underspends against budget resulted. Tighter budget management means that underspends of this level are not likely; indeed the possibility of over spends against budget becomes a greater risk.

It will be probable that small levels of overspend will need to use of reserves to finance them. But this is not sustainable and the force will need to work hard to deliver against the programme of efficiencies.

STRATEGY REVIEW

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

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

Charlotte Radford (CPFA)
Chief Finance Officer

Appendix A**Reserves Risk Assessment**
2014-15**GENERAL RESERVE**

RISK	IMPACT	PROBABILITY	Min £m	Max £m	Proposed for 2014-15 £m
Major Incident(s) Unbudgeted expenditure	Any amount under 1% of net budget is to be funded by the authority. Amounts over 1% of net budget are subject to Home Office application approval	Single Incident amounting to less than 1% of net budget. Medium Multiple incidents amounting to over 1% of net budget. Medium Single incident amounting to over 1% of net budget. Low	2.1	4.2	4.2
Major Disaster (e.g. natural)	Operation policing affected and resources diverted. (e.g. through building being inaccessible and disaster recovery plan being auctioned)	LOW	0.5	1.0	0.5
Partnership Support	Funding for posts and PCSO's withdrawn. This has also been risk assessed as part of the budget assumptions.	Medium to HIGH	0.5	4.6	1.2
Counterparty failure	If invested balances were tied up in a process to recovery there would be an immediate impact on the revenue budget (possibly short term).	LOW	0.5	5.0	0.5
Employment Tribunals and other litigation	Direct impact on revenue budgets	LOW	0.1	0.5	0.1
Insurance	Emerging Risks and late reported claims	To date no claims of this type have affected the accounts. Low to MEDIUM	0.3	0.7	0.5
TOTAL					7.0

Earmarked Reserves Assessment

RISK/RESERVE	PURPOSE	HOW AND WHEN IT WILL BE USED	Management and control	Review	Estimated Balance at 31.03.14 £m
Medium Term Financial Plan (MTFP)	To provide against financial shortfalls identified within the MTFP	Smoothing peaks and troughs in financing the MTFP	Chief Finance Officer & Commissioner	Minimum twice annually	14.314
PCC Transition	To cover cost associated with PCC transition and Stage 2 transition	During the year cost will be charged to a separate cost centre and will be charged to the reserve at year end.	Chief Finance Officer	Ongoing	0.416
Grants & Commissioning	To collate small balances within revenue accounts to provide funding for this growing area of work.	To meet specific requirements relating to Grants and Commissioning.	Chief Finance Officer	Ongoing	0.090
PFI reserve	To fund PFI related expenditure	Extraordinary event relating to the contract	Chief Finance Officer	Annually	0.258
JCO – Jointly Controlled Operations	To provide for unexpected expenditure relating to regional collaboration.	Decisions relating to the use of this fund follow the regional governance arrangements.	EM meeting of the PCC's.	Annually	0.271

Property Act Fund	Income from the sale of property act confiscations	To be determined by the Police & Crime Commissioner	PCC and CFO	Annually	0.083
Drug Fund	For use in reducing drug related crime	To be determined by the Police & Crime Commissioner	PCC and CFO	Annually	0.057
Revenue Grants	Balances on grants not required to be repaid	To be determined by the Police & Crime Commissioner	PCC and CFO	Annually	2.973
Animal Welfare	To set up a scheme for animal welfare on retirement as working animals	Scheme to be established in 2013-14	Set up November 2012.	During 2013-14	0.019
Tax Base	To iron out fluctuations caused between estimated and actual tax base data. Also to assist with risk relating to the removal of redistributed business rates in future years.	Annually to balance the budget. Every 3-4 years to finance Single Person Discount Review	Chief Finance Officer	Annually	0.230 TBC
TOTAL					18.711

Tables to show the use of General Reserves

	2014-15			2015-16			2016-17			2017-18		
	01.04.14 balance £m	Use in year £m	01.04.15 balance £m	01.04.15 balance £m	Use in year £m	01.04.16 balance £m	01.04.16 balance £m	Use in year £m	01.04.17 balance £m	01.04.17 balance £m	Use in year £m	01.04.18 balance £m
General Reserve	7.000	0	7.000	7.000	0	7.000	7.000	0	7.000	7.000	0	7.000
EMSOU general reserve	0.074		0.074	0.074		0.074	0.074		0.074	0.074		0.074
<i>% of net budget</i>	3.6%			3.6%			3.5%			3.6%		

Tables to show the use of Earmarked Reserves

	2014-15			2015-16			2016-17			2017-18		
<u>Earmarked Reserves</u>	01.04.14 balance £m	Use in year £m	01.04.15 balance £m	01.04.15 balance £m	Use in year £m	01.04.16 balance £m	01.04.16 balance £m	Use in year £m	01.04.17 balance £m	01.04.17 balance £m	Use in year £m	01.04.18 balance £m
MTFP	14.314	(2.000)	12.314	12.314	TBC	12.314	12.314	TBC (0.003)	12.311	12.311	TBC	12.311
PCC Transition	0.416	(0.416)	0									
Grants & Commissioning	0.090	0.416	0.506	0.506		0.506	0.506		0.506	0.506		0.506
PFI	0.258	0.036	0.294	0.294	0.036	0.330	0.330	0.036	0.366	0.366	0.036	0.402
JCO	0.271		0.271	0.271		0.271	0.271		0.271	0.271		0.271
Property Act Fund	0.083		0.083	0.083		0.083	0.083		0.083	0.083		0.083
Drug Fund	0.057		0.057	0.057		0.057	0.057		0.057	0.057		0.057
Revenue Grants	2.973		2.973	2.973		2.973	2.973		2.973	2.973		2.973
Animal welfare	0.019	(0.001)	0.018	0.018	(0.001)	0.017	0.017	0.003	0.020	0.020	(0.001)	0.019
Tax Base	0.230	TBC	0.230	0.230		0.230	0.230		0.230	0.230		0.230
TOTAL	18.711	0.035	16.746	16.746	0.035	16.781	16.781	0.036	16.817	16.817	0.035	12.852

Please note at the time of this review there were gaps in balancing the budget for 2014-15, 2015-16 and 2016-17. These gaps may require use of the MTFP Reserve in order to set a balanced budget.



Nottinghamshire

POLICE & CRIME COMMISSIONER

4 Year Capital Programme
2014-2018

1. **Introduction**

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

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

There is however, recognition that better purchasing power and consistency of capital purchases can be achieved through regional collaboration. Over the past few years this is one area that has developed. There is now a regional Procurement team and plans to develop a regional IT team. In the lead up to these being put into place there has been collective agreement on what IT systems to replace collectively and consequently consistency in IT business planning within the forces.

Estates

The money spent on estates is spent to maintain and refurbish the buildings that the Commissioner will be retaining. Over the past few years the number of properties owned has been reduced to reflect need and to generate valuable revenue savings, which will be used to provide local policing.

The decision to reduce the size of the estate follows reviews and consultation. Indeed, Mansfield Woodhouse is an example in 2013-14 where consultation in relation to the decision being made resulted in a better local solution. The initial decision to sell the police station resulted in the public and local councillors expressing serious concerns over a potential reduction in police visibility. Consequently, in working with the local authority an alternative solution was developed ensuring local police would remain local, in fact in a more central and visible place than previously. This demonstrates that the force and Commissioner have listened to the concerns raised and have been receptive to alternative solutions which still deliver revenue savings, but also respond to the concerns that the public had. This process will be replicated with any further decisions for potential closure.

Closure does not always mean a reduction in access to service or police visibility. Wherever, possible local solutions such as co-location are sought and this has resulted in bases in local authority buildings and shops. This is something that will continue to be explored.

Estates is also an area for regional collaboration although this is at a much earlier stage of development.

ICT

Investment in IT solutions is key to ensuring officers remain out in the neighbourhoods and not stuck behind desks within stations. Investment in software and hardware that facilitates the efficiency and effectiveness of the service is also a key reason to collaborate across forces. Common IT systems will enable crime investigations to be more effective back office services to be more efficient.

The discussion with Northamptonshire and Lincolnshire Police and Crime Commissioners is at an advanced state. There is now a real commitment to make progress quickly with regard to establishing a joint business support unit and IT strategy, which will achieve a convergence and investment in new IT systems.

A programme team will be established to deliver the work over a short time frame. The cost of the programme team will be met from a combination of the Home Office Innovation Fund and reserves.

The IT programme proposed reflects the decisions also being taken at a regional level.

Other Capital Expenditure

Smaller items of expenditure include Body Armour, storage for evidence and firearms.

2. Capital Programme 2014-15

The Capital budget for 2014-15 builds upon the existing 4 years capital programme and considers new business cases for proposed business cases. Slippage from the 2013-14 capital programme is currently estimated at £4,254k into 2014-15 and £930k into £2015-16. These are not included below as they will be subject to change by the end of the year. If slippage into 2014-15 is greater than £4,254k it is expected that there will be projects of a corresponding amount slipped from 2014-15 into 2015-16.

The proposed programme can be summarised as follows:

Estates Programme 2014-15	Original Budget £000	Revised Budget £000
Original Estates Programme	2,696	526
Schemes approved in 2013-14		533
Potential new schemes		1,270
Total Estates Programme	2,696	2,329

Information Services Programme 2014-15	Original Budget £000	Revised Budget £000
Original IT Programme	1,822	547
Schemes approved in 2013-14		1,750
Potential new schemes		3,141
Total Information Services Programme	1,822	5,438

Other Capital Programme 2014-15	Original Budget £000	Revised Budget £000
Original Other Capital Programme	130	130
Schemes approved in 2013-14		
Potential new schemes		500
Total Other Capital Programme	130	630

TOTAL CAPITAL PROGRAMME – 2014-15

£8,397,000

Detailed programmes for 2014-15 are provided in **Appendix A**.

All potential new schemes will be approved by the 31st March 2014 on an individual project basis from the business cases submitted. This will take account of the transformation work arising from the Target Operating Model.

3. 4 year Capital Programme

This also builds upon the previously approved 4 Year programme. The proposed 4 year programme can be summarised as follows:

Estates Budget	Revised 2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total 4 Yr plan £000
Original Estates Prog.	526	789	275	175	1,765
Schemes approved 2013-14	533	225			758
Potential new schemes	1,270	6,500	3,295	50	11,115
Total Estates Programme	2,329	7,514	3,570	225	13,638

Information Services Budget	Revised 2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total 4 Yr plan £000
Original IT Prog.	547	450	1,100	0	2,097
Schemes approved 2013-14	1,750				1,750
Potential new schemes	3,141	2,560			5,701
Total Information Services	5438	3,010	1,100		9,548

Other Capital Budget	Revised 2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total 4 Yr plan £000
Original Other Capital Prog.	130	130	130		390
Schemes approved 2013-14					
Potential new schemes	500	100	200	150	950
Total Other Capital Programme	630	230	330	150	1,340

The Total Capital programme for each year is:

TOTAL CAPITAL PROGRAMME	Revised 2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total 4 Yr plan £000
All Schemes	8,397	10,754	5,000	375	24,526

Detailed programmes for 2014-18 are provided in **Appendix B**.

4. Financing

Capital expenditure is financed from capital grant, capital receipts, internal and external borrowing.

In general terms we receive approximately £1.8million in capital grant allocations each year. Capital receipts fluctuate depending on which property is up for sale and how desirable the building is. Capital receipts are utilised to reduce MRP charges to the revenue account so are offset against short life assets in the year after receipt. Capital grant and capital receipts can only be used for capital expenditure purposes.

Borrowing makes up the majority of financing and some of our historical expenditure is financed internally from balances (eg reserves and provisions), but this is reducing as the economy improves and bank transactions stabilise.

External borrowing is currently undertaken towards the latter part of the financial year and takes advantage of the current low rates for short to medium term borrowing. This is all part of the Treasury Management strategy, which is a separate report on today's agenda.

Capital Programme 2014-15

Estates

Original Schemes	Original Budget £000	Revised Budget £000	Description
Access Control Improvement works	20	20	To replace the site and building access system throughout the Force
Bunkered Fuel Tank works	75	75	To replace, decommission or remove tanks that have either reached the of their recommended life or will do so in the near future
Canning Circus Refurbishment	190	0	To refurbish the police station to meet current standards. This project is for upgrading of the existing non-custody
CCTV (non custody) Improvement works	20	20	CCTV systems across the Force
Central Police Station refurbishment	480	0	Design and refurb costs for a new City Divisions HQ. Note a new scheme is now proposed replacing the original proposal
Custody Improvement works	25	25	To undertake Safer Detention works to meet Home Office Guidance
Emergency Works	150	150	A contingency budget for an emergency that requires capital funds
Energy Initiatives	109	109	Schemes consistent with the Carbon Management Plan target of improving energy consumption to a 30% reduction in CO2 emissions by 2015
Estates review	50	50	All known specific schemes are included
Flat Roofs Replacement	7	7	Funds to replace defective flat roofs

HQ Kennel upgrade	20	20	To fund works in improve the kennel facilities and meet current guidance
Retford New Police Station	1,500	0	New Retford shared service Police base replaces previous plan for sole building. Note a much smaller refurbishment project is now proposed.
Share service schemes	50	50	All know specific schemes are included
TOTAL ORIGINAL ESTATES PROGRAMME	2,696	526	

Estates Approved in 2013-14 Schemes	Original Budget £000	Revised Budget £000	Description
FHQ 1 st & 2 nd floor office alterations		118	FHQ office alterations to create agile working spaces
New Conference Facilities		340	Create new conference facilities at FHQ to replace the Arrow Centre
Mansfield Police Station Kitchen improvements		75	Update facilities
Total Approved in 2013-14 Schemes		533	

Estates Proposed New Schemes	Original Budget £000	Revised Budget £000	Description
Committed expenditure projects		15	Business Cases to be supplied by the Force for approval by 31 st March 2014
Essential expenditure projects		1,000	
Desirable expenditure projects		255	
Total Proposed New Schemes Estates		1,270	

Information Services Original Schemes	Original Budget £000	Revised Budget £000	Description
Command & Control Replacement	150	0	
Enhancements to Confidential Network	400	0	25% contribution to regional cost
ICCS replacement	500	0	Improving the availability, capacity and continuity of storage
Improvements to Digital Investigation Storage	300	300	To meet the needs of the Digital Investigation Unit
Mobile ANPR for Fleet	22	22	To meet additional needs of the vehicle fleet. £22k of spend has been brought into 2013/14. The 4 year programme spend has been consequently reduced.
Regional Licensing Various Products	100	100	
Regional Project Storage	250	125	Note £125k spend on this project has been brought into 2013/14. The 4 year programme cost has been consequently reduced
Storage Solutions	100	0	Provide flexible, scaleable, affordable, robust and supported digital storage solution for Nottinghamshire Police. Note £100k of spend on this project has been brought into 2013/14. The 4 year programme spend has been consequently reduced.
TOTAL ORIGINAL INFORMATION SERVICES PROGRAMME	1,822	547	

Information Services Approved in 2013-14 Schemes	Original Budget £000	Revised Budget £000	Description
Airwave Device Replacement		1,250	Replace all outdated airwave equipment
Mobile Data remote Working		500	To improve efficiency by allowing system access away from stations
Total Approved in 2013-14 Schemes		1,750	

Information Services Proposed New Schemes	Original Budget £000	Revised Budget £000	Description
Committed expenditure projects		316	Business Cases to be supplied by the Force for approval by 31 st March 2014
Essential expenditure projects		2,825	
Desirable expenditure projects			
		3,141	

Other Capital Original Schemes	Original Budget £000	Revised Budget £000	Description
Body Armour	50	50	
Equipment Contingency	30	30	
Replacement of non slot vehicles	50	50	Provide vehicle to the Chief Officer Team
TOTAL ORIGINAL OTHER CAPITAL PROGRAMME	130	130	

Other Capital Proposed New Schemes	Original Budget £000	Revised Budget £000	Description
Committed expenditure projects			Business Cases to be supplied by the Force for approval by 31 st March 2014
Essential expenditure projects		400	
Desirable expenditure projects		100	
Total Other Capital Proposed New Schemes		500	

Four Year Capital Programme

	Revised 2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total £000	Description
ESTATES ORIGINAL						
Access Control Improvement works	20				20	Refer to Appendix A for description
Bunkered Fuel Tank works	75				75	
Canning Circus Refurbishment	0	14			14	
CCTV (non custody) Improvement works	20				20	
Central Police Station refurbishment	0				0	
Custody Improvement works	25	25	25	25	100	
Emergency Works	150	150	150	150	600	
Energy Initiatives	109	250	50		409	
Estates review	50				50	
Flat Roofs Replacement	7				7	
HQ Kennel upgrade	20	300			320	
Retford New Police Station	0				0	
Shared Service Schemes	50				50	
Worksop Shared Service base	0	50	50		100	New Worksop shared service Police base
Sub total	526	789	275	175	1,765	

	Revised 2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total £000	Description
ESTATES APPROVED 2013-14						
FHQ 1 st & 2 nd floor office alterations	118				118	Refer to Appendix A for description
Purchase of Police station per estates plan		225			225	
New Conference Facilities	340					
Mansfield Police Station Kitchen improvements	75					
Sub total	533	225			758	
ESTATES NEW PROPOSALS						
Committed expenditure projects	15				15	Business Cases to be supplied by the Force for approval by 31 st March 2014
Essential expenditure projects	1,000	5,800	3,295	50	10,145	
Desirable expenditure projects	255	700			955	
Sub total	1,270	6,500	3,295	50	11,115	
TOTAL ESTATES	2,329	7,514	3,570	225	13,638	

	Revised 2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total £000	Description
INFORMATION SERVICES ORIGINAL						
Command & Control Replacement	0		150		150	Refer to Appendix A for description
Enhancements to Confidential Network	0				0	
ICCS Replacement	0		500		500	
Improvements to Digital Investigation Storage	300				300	
Mobile ANPR for Fleet	22				22	
Regional Licensing Various Products	100	100	100		300	
Regional Project Storage	125	250	250		625	
Storage Solutions	0	100	100		200	
INFORMATION SERVICES APPROVED 2013-14						
Airwave Device Replacement	1,250				1,250	Refer to Appendix A for description
Mobile Data remote Working	500				500	
INFORMATION SERVICES NEW PROPOSALS						
Committed expenditure projects	316	2,000			2,316	Business Cases to be supplied by the Force for approval by 31 st March 2014
Essential expenditure projects	2,825	560			3,385	
Desirable expenditure projects						
TOTAL INFORMATION SERVICES	5,438	3,010	1,100		9,548	

	Revised 2014-15 £000	2015-16 £000	2016-17 £000	2017-18 £000	Total £000	Description
OTHER CAPITAL ORIGINAL						
Body Armour	50	50	50		150	Refer to Appendix A for description
Equipment Contingency	30	30	30		90	
Replacement of non slot vehicles	50	50	50		150	
Sub total	130	130	130	130	390	
OTHER CAPITAL NEW PROPOSAL						
Committed expenditure projects						Business Cases to be supplied by the Force for approval by 31 st March 2014
Essential expenditure projects	400				400	
Desirable expenditure projects	100	100	200	150	550	
Sub total	500	100	200	150	950	
TOTAL OTHER CAPITAL	630	230	330	150	1,340	
TOTAL PROGRAMME	8,397	10,754	5,000	375	24,526	



The Nottinghamshire Office of the Police & Crime Commissioner

Treasury Management Strategy Statement Minimum Revenue Provision Policy Statement and Annual Investment Strategy

2014/15

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1. INTRODUCTION

1.1 Background

The Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Police and Crime Commissioner's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Commissioner's capital plans. These capital plans provide a guide to borrowing need, and longer term cash flow planning to ensure that the NOPCC can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans. If advantageous debt previously borrowed may be restructured to meet NOPCC risk or cost objectives.

The responsible officer for treasury management is Chief Finance Officer to the Police & Crime Commissioner (CFO).

CIPFA defines treasury management as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

1.2 Reporting requirements

The Commissioner is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) - The first, and most important report covers:

- the capital plans, prudential indicators and borrowing plans.
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time).
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators.
- an investment strategy (the parameters for managing investments)

A mid-year treasury management report – This will update the Commissioner with the capital position regarding capital, and amend prudential indicators as necessary. It also monitors whether the treasury activity is meeting the strategy and whether any policies require revision.

An annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The responsibility for scrutiny lies with the Commissioner supported by the Audit and Scrutiny Panel. The above reports are reviewed at the Strategic Resources and Performance meetings of the Commissioner.

1.3 Treasury Management Strategy for 2014-15

The strategy for 2014-15 covers two main areas:

Capital issues

- the capital plans and the prudential indicators.
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position.
- treasury indicators which limit the treasury risk and activities of the NOPCC.
- prospects for interest rates.
- the borrowing strategy.
- policy on borrowing in advance of need.
- debt rescheduling.
- the investment strategy.
- creditworthiness policy.
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

1.4 Training

The CIPFA Code requires that the responsible officer ensures that relevant personnel receive adequate training in treasury management. This especially applies to the Commissioner who is responsible for scrutiny.

The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The NOPCC uses Capita Asset Services, Treasury solutions as its external treasury management advisors.

The NOPCC recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The CFO will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

2. THE CAPITAL PRUDENTIAL INDICATORS 2014-15 – 2017-18

The Commissioner's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in prudential indicators, to give an overview and confirm capital expenditure plans.

2.1 Capital expenditure

This prudential indicator is a summary of the Commissioner's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

The Commissioner is asked to approve the capital expenditure forecasts, excluding other long term liabilities, such as Private Finance Initiatives (PFI) and leasing arrangements, which already include borrowing instruments.

The table below summarises the capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a net financing need.

Capital Expenditure £m	2012-13 Actual	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Capital Programme	5.190	11.626	8.397	10.754	5.000	0.375
Slippage		-4.413	3.701	0.930		
Total	5.190	8.268	12.098	11.684	5.000	0.375
Financed by:						
Capital receipts	0	-1.923	-0.800	-3.229	-3.200	0
Capital grants	-2.261	-1.714	-1.800	-1.800	-1.800	-0.375
Internal resources		-4.631				
Net financing need	2.929	0	9.498	6.655	0	0

2.2 The Commissioners borrowing need (Capital Financing Requirement)

The second prudential indicator is the Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure, which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge, which broadly reduces the borrowing need in line with each assets life.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the borrowing requirement, these types of scheme include a borrowing facility and so the Commissioner is not required to separately borrow for these schemes.

The Commissioner is asked to approve the CFR projections below:

£m	2012-13 Actual	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Capital Financing Requirement						
Total CFR	47.298	49.717	56.503	59.020	54.567	50.258
Movement in CFR		2.419	6.786	2.517	0	0

Movement in CFR represented by						
£m	2012-13 Actual	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Net financing need for the year (above)		4.631	9.498	6.655		
Less MRP/VRP and other financing movements		-2.212	-2.712	-4.138	-4.453	-4.309
Movement in CFR		2.419	6.786	2.517		

2.3 Minimum Revenue Provision (MRP) policy statement

The NOPCC is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP). Additional voluntary payments are also allowed. (voluntary revenue provision - VRP).

Communities and Local Government regulations have been issued which require the Commissioner to approve an MRP Statement in advance of each year. A variety of options are available to the Commissioner, as long as there is a prudent provision.

The Commissioner is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008, the MRP policy will be:

- **Based on CFR** – MRP will be based on the CFR (option 2);

This option provides for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (option 3).

This option provides for a reduction in the borrowing need over approximately the asset's life.

Repayments included in annual PFI or finance leases are applied as MRP.

2.4 Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Year End Resources £m	2012-13 Actual	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Fund balances / reserves	25.397	25.397	25.397	25.397	25.397	25.397
Capital receipts	1.923	0.800	3.229	7.004	3.804	3.804
Provisions	2.646	2.646	2.646	2.646	2.646	2.646
Other	-5.271	-5.392	-5.392	-5.392	-5.392	-5.392
Total core funds	24.695	23.451	25.880	29.655	26.455	27.880
Working capital*	2.023	13.192	8.321	0.618	-0.586	-6.265
Under/over borrowing**	-9.525	-18.343	-15.901	-11.973	-7.569	-3.314
Expected investments	17.193	18.300	18.300	18.300	18.300	18.300

Working capital balances shown are estimated year end; these may be higher mid year

2.5 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Commissioners overall finances.

The Commissioner is requested to approve the following indicators:

2.6 Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

%	2012-13 Actual	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Ratio	1.5	1.6	2.0	2.9	3.1	3.0

The estimates of financing costs include commitments and the proposals in this budget report.

2.7 Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the four year capital programme recommended in this budget report compared to the Commissioners existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

Incremental impact of capital investment decisions on the band D council tax

£	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Council tax band D -	0.00	2.49	8.77	10.56	10.70

3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity. The treasury management function ensures that the Commissioners cash is organised in accordance with the the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current portfolio position

The Commissioners treasury portfolio position at March 2013, with forward projections is summarised below. The table shows the actual external debt against the underlying capital borrowing need (the Capital Financing Requirement – CFR), highlighting any over or under borrowing.

£m	2012-13 Actual	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
External Debt						
Debt at 1 April	31.686	35.415	29.016	38.244	44.688	44.639
New Borrowing	5.000	0	10.900	8.450	2.070	2.170
Borrowing repaid	-1.271	-6.399	-1.672	-2.006	-2.119	-2.225
Movement in borrowing	3.729	-6.399	9.228	6.444	-0.049	-55
Debt as at 31 March	35.415	29.016	38.244	44.688	44.639	44.584
Capital Financing Requirement	47.298	49.717	56.503	59.020	54.567	50.258
Other long-term liabilities (OLTL)	-2.735	-2.735	-2.735	-2.735	-2.735	-2.735
Underlying Borrowing Need	44.563	46.982	53.768	56.285	51.832	47.523
Under / (over) borrowing	9.148	17.966	15.524	11.597	7.193	2.939
Investments						
Investments	17.193	18.300	18.300	18.300	18.300	18.300
Change in Investments	2.811	1.107	0	0	0	0
Net Debt	18.222	10.716	19.944	26.388	26.339	26.284

Within the prudential indicators there are a number of key indicators to ensure that activities operate within well defined limits. One of these is that the Commissioner needs to ensure that its gross debt does not (except in the short term), exceed the total of the CFR in the preceding year plus the estimates of any

additional CFR for 2014-15 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Chief Finance Officer reports that the Office of the Police & Crime Commissioner complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: limits to borrowing activity

The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR.

Operational boundary £m	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Total	50.000	60.000	60.000	55.000	55.000

The authorised limit for external debt. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Commissioner. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

The Commissioner is requested to approve the following authorised limit:

Authorised limit £m	2013-14 Estimate	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate
Total	60.000	70.000	70.000	65.000	65.000

3.3 Prospects for interest rates

The NOPCC has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Commissioner to formulate a view on interest rates. The table below gives Capita's view.

Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth rebounded in quarter 1 and 2 of 2013 to surpass all expectations. Growth prospects remain strong looking forward, not only in the UK economy as a whole, but in all three main sectors, services, manufacturing and construction. One downside is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent.

A rebalancing of the economy towards exports has started but as 40% of UK exports go to the Eurozone, the difficulties in this area are likely to continue to dampen UK growth. The US, the main world economy, faces similar debt problems to the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- Although Eurozone concerns have subsided in 2013, Eurozone sovereign debt difficulties have not gone away and there are major concerns as to how these will be managed over the next few years as levels of government debt, in some countries, continue to rise to levels that compound already existing concerns. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2014/15 and beyond;
- Borrowing interest rates have risen significantly during 2013 and are on a rising trend. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring even higher borrowing costs, which are now looming ever closer, where authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt, in the near future;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

Annual Average %	Bank Rate %	PWL Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
Dec 2013	0.50	2.50	4.40	4.40
Mar 2014	0.50	2.50	4.40	4.40
Jun 2014	0.50	2.60	4.40	4.40
Sep 2014	0.50	2.70	4.50	4.50
Dec 2014	0.50	2.70	4.50	4.60
Mar 2015	0.50	2.80	4.60	4.70
Jun 2015	0.50	2.80	4.70	4.80
Sep 2015	0.50	2.90	4.80	4.90
Dec 2015	0.50	3.00	4.90	5.00
Mar 2016	0.50	3.20	5.00	5.10
Jun 2016	0.50	3.30	5.10	5.20
Sep 2016	0.75	3.50	5.10	5.20
Dec 2016	1.00	3.60	5.10	5.20
Mar 2017	1.25	3.70	5.20	5.30

Borrowing Strategy

The NOPCC is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Commissioners reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

Against this background and the risks within the economic forecast, caution will be adopted with the 2014-15 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long and short term rates* (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast*, perhaps arising from a greater than expected increase in the anticipated rate to US tapering of asset purchases, or in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.

Any decisions will be reported to the Commissioner at the next available opportunity.

Treasury Management limits on activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Commissioner's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Commissioner is requested to approve the following treasury indicators and limits:

£m	2014-15	2015-16	2016-17	2017/18
Interest rate exposures				
	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%
Limits on variable interest rates based on net debt	100%	100%	100%	100%
Limits on fixed interest rates:				
• Debt only	100%	100%	100%	100%
• Investments only	100%	100%	100%	100%
Limits on variable interest rates				
• Debt only	50%	50%	50%	50%
• Investments only	100%	100%	100%	100%
Maturity structure of fixed interest rate borrowing 2014-15				
	Lower		Upper	
Under 12 months	0%		30%	
12 months to 2 years	0%		40%	
2 years to 5 years	0%		50%	
5 years to 10 years	0%		70%	
10 years and above	0%		100%	

3.4 Policy on borrowing in advance of need

The NOPCC will not borrow more than or in advance of its needs purely in order to profit from the investment of extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Commissioner can ensure the security of such funds.

Borrowing in advance will be made within the constraints that:

- It will be limited to no more than 50% of the expected increase in borrowing need (CFR) over the three year planning period; and
- Would not look to borrow more than 18 months in advance of need.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.5 Debt rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to the Commissioner at the earliest opportunity

4. ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy

The Commissioners investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Commissioners investment priorities will be security first, liquidity second and then return.

In accordance with guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the NOPCC has below clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches and outlooks published by all three ratings agencies with a full understanding of what these reflect in the eyes of each agency. Using our ratings service potential counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.

Furthermore, the Commissioners officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Chief Finance Officer will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by the advisors, Capita Asset Services in producing its colour codings which show the varying degrees of suggested creditworthiness.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The aim of the strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk.

The intention of the strategy is to provide security of investment and minimisation of risk.

4.2 Creditworthiness policy

The primary principle governing the Commissioners investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the OPCC will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Commissioners prudential indicators covering the maximum principal sums invested.

The Chief Finance Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Commissioner for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the OPCC may use, rather than defining what types of investment instruments are to be used.

The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Commissioners minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Commissioners criteria, the other does not, the institution will fall outside the lending criteria. Credit rating information is supplied by Capita Asset Services our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance, a negative rating watch applying to a counterparty at the minimum Commissioner criteria will be suspended from use, with all others being reviewed in light of market conditions.

The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:

- Banks 1 - good credit quality – the OPCC will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign long term rating of AAAand have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):

- i. Short term – F1, P-1, A-1
 - ii. Long term – A
 - iii. Viability / financial strength – BB- (Fitch) C- (Moody)
 - iv. Support – 1 (Fitch only)
- Banks 2 – Part nationalised UK banks – Lloyds Banking Group and Royal Bank of Scotland. These banks can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
- Banks 3 – The Commissioners own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- Bank subsidiary and treasury operation -. The Commissioner will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.

The above are limited to £5m for up to 3 months under current market conditions. Where the financial markets start to make an improvement the duration of the investment can be increased with the CFO's prior approval, under delegated powers, to no more than 12 months.

Where the Bank is A rated (long term) (lowest common denominator) this is limited to £2m for up to 100 days.

- Building societies will be used if it meets the ratings for banks outlined above.
- Money market funds with instant access – Limited to £7m in any one MMF, with delegated authority for the CFO to approve temporary increase to £10m.
- Enhanced money market funds with up to 7 day notice access - Limited to £3m in any one MMF, with delegated Authority for the CFO to approve temporary increase to £5m.
- UK Government (including gilts and the DMADF) - up to a limit of £10m up to 12 months.
- Local authorities, parish councils, other Police & Crime Commissioners etc - Limited to £5m with each for up to 2 years. The CFO under delegated authority can extend either the duration or the financial limit in specific cases.

Country and sector considerations - Due care will be taken to consider the country, group and sector exposure of the Commissioners investments. In part, the country selection will be chosen by the credit rating of the sovereign state in Banks 1 above. In addition:

- no more than 25%/£5m will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

Use of additional information other than credit ratings. Additional requirements under the Code require the Commissioner to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Commissioners counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long term Rating (or equivalent)	Money and/or % Limit	Time Limit
Banks 1 higher quality	AAA	£5m	1 yr
Banks 1 medium quality	AA-	£5m	1 yr
Banks 1 lower quality	A	£2m	1 month
Banks 2 – part nationalised	N/A	£5m	1yr
Limit 3 category – Commissioners banker (not meeting Banks 1)	AA	£5m	1 day
UK Govt - DMADF	AAA	Unlimited	6 months
Local authorities	N/A	£5m	2 yr
Enhanced money market funds with instant access	AAA	£5-10m	liquid
Enhanced money market funds with notice	AAA	£3-5m	liquid

4.3 Country Limits

The Commissioner has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

4.4 Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment returns expectations. Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 3 of 2016. Bank Rate forecasts for financial year ends (March) are:

- 2013/14 0.50%
- 2014/15 0.50%
- 2015/16 0.50%
- 2016/17 1.25%

There are upside risks to these forecasts (i.e. start of increases in Bank Rate occurs sooner) if economic growth remains strong and unemployment falls faster than expected. However, should the pace of growth fall back, there could be downside risk, particularly if Bank of England inflation forecasts for the rate of fall of unemployment were to prove to be too optimistic.

Capita's suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next four years are as follows:

2014/15	0.50%
2015/16	0.50%
2016/17	0.75%
2017/18	2.25%

Investment treasury indicator and limit - total principal funds invested for greater than 364 days. These limits are set with regard to the NOPCC's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Commissioner is requested to approve the treasury indicator and limit:

Maximum principal sums invested > 364 days				
£m	2014/15	2015/16	2016/17	2017/18
Principal sums invested > 364 days	£5m	£5m	£5m	£5m

For its cash flow generated balances, the NOPCC will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

4.5 Investment Risk Benchmarking

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Commissioners maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- **0.06% historic risk of default when compared to the whole portfolio.**

Liquidity – in respect of this area the Commissioner seeks to maintain:

- Bank overdraft - £0.5m
- Liquid short term deposits of at least £2.0m available with instant access.
- Weighted average life benchmark is expected to be 1 month, with a maximum of 6 months.

Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7 day LIBID rate

4.6 End of year investment report

At the end of the financial year, the OPCC will report on its investment activity as part of its Annual Treasury Report.

5. THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer is the Chief Financial Officer to the PCC. The CFO is responsible for the following:

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- submitting regular treasury management policy reports.
- submitting budgets and budget variations.
- receiving and reviewing management information reports.
- reviewing the performance of the treasury management function.
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- ensuring the adequacy of internal audit, and liaising with external audit.
- recommending the appointment of external service providers.

APPENDIX: Approved countries for investments

Based on lowest available rating

AAA

- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- France
- Hong Kong
- U.K.
- U.S.A.

AA

- Abu Dhabi (UAE)

AA-

- Belgium
- Saudi Arabia



Nottinghamshire

POLICE & CRIME COMMISSIONER

Precept 2014-15

The Police & Crime Commissioners

Precept 2014-15

The Nottinghamshire Police & Crime Commissioner is proposing a precept increase of up to 1.96% for the 2014-15 financial year.

This builds upon the commitment made during the election campaign to increase the number of police officers and Police Community Support Officers (PCSO's). Although this has been difficult with further cuts in funding, numbers have increased in 2013-14 and further recruitment will take place in 2014-15. The budget report on today's agenda details further the plans for 2014-15 and the potential risks relating to the efficiencies that need to be achieved.

The detailed budget for 2014-15, the Medium Term Financial Plan, the Reserves Strategy, the 4 Year Capital programme and the Treasury Management Strategy are provided for information purposes to the Police & Crime Panel. These have been drawn together to support the Police and Crime Plan, which has been refreshed and which the panel have received and which is currently out for consultation.

This report includes an estimate of the tax bases provided by the Billing Authorities. The final tax base and collection fund balances will be circulated separately in a revised report to the Police & Crime Panel.

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

- **The Government policy on police spending** – The current economic climate is improving slowly, but the Government policy continues to reduce public sector spending.
- **The medium term implications of the budget and capital programme** - The separate report sets out the Medium Term Financial Plan, which is regularly received and updated.
- **The CIPFA Prudential Code** - the separate Treasury Management Strategy report 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 2014-15 and the Medium Term Financial Plan.
- **The size and adequacy of general and specific earmarked reserves** - the current forecast of the general reserves at 31 March 2014 is £7 million which is higher than the minimum 2% level in the approved reserves strategy and is considered by the Chief Finance Officer to be an adequate level for the year ahead. The Chief Finance Officer considers that all of the earmarked reserves set out in the Reserves Strategy, are adequate to cover the purposes for which they are held and provide some robustness against the risks identified within the budget. The Chief Finance Officer also confirms that the budgeted insurance provision is fully adequate to meet outstanding claims.
- **Whether the proposal represents a balanced budget for the year** - the assurances about the robustness of the estimates are covered in **Section 8** of this report. The proposals within this report do represent a balanced budget based upon an assumed 1.96% maximum increase in the Police & Crime Precept on the Council Tax.
- **The impact on Council Tax** - This is covered in **Section 7** of this report.
- **The risk of referendum** – The limit set for requiring a referendum is a 2% increase on the precept for Police and Crime Commissioners. The proposed increase of up to 1.96% is just below the limit set (further detail is provided in **Section 6**).

1. **COUNCIL TAX BASE**

For 2014-15 the Billing Authorities have consulted on proposed changes to the local Council Tax Support Schemes introduced in 2013-14. There continues to be an impact on collection rates as a result of the changes that have had to be introduced locally, to meet the 10% cut in Government grant funding.

The Billing Authorities are working hard to keep collection rates up and as a consequence all have seen an increase in estimated tax bases. This is also partly due to an increase in the number of new properties in each area.

The estimated tax base as notified by the unitary and district councils (Billing Authorities) has increased by 2.07% overall. This information has to be confirmed in writing by 31 January, the statutory deadline.

Tax base	Band D Properties 2013/14	Band D Properties 2014/15	Change %
	No	No	
Ashfield	29,870.30		
Bassetlaw	31,409.55		
Broxtowe	31,907.95		
Gedling	34,396.13		
Mansfield	26,524.26		
Newark & Sherwood	36,015.10		
Nottingham City	56,786.00		
Rushcliffe	38,948.00		
Total	285,857.29	291,770.17	2.07

It is intended that any negative impact from a change between the estimated tax base and the actual tax base will be met from reserves.

2. COLLECTION FUND POSITION

Each billing authority uses a Collection Fund to manage the collection of the Council Tax. In 2013-14 this provided the Police and Crime Commissioner with a total surplus amount of £95,610. This has increased to £xx,xxx for 2014-15. A breakdown is provided in the table below:

Surplus/(deficit)	Collection Fund	
	2013-14	2014-15
	£	£
Ashfield	0	
Bassetlaw	0	
Broxtowe	8,764	
Gedling	53,885	
Mansfield	9,040	
Newark & Sherwood	0	
Nottingham City	0	
Rushcliffe	23,921	
Total	95,610	

3. COUNCIL TAX FREEZE GRANT

In 2011-12 the Government offered a freeze grant equivalent to a 2.5% increase in the council tax for four years. Within the June 2013 Comprehensive Spending Review this grant has been extended until March 2016.

For 2014-15 the government has offered a further freeze grant equivalent to a 1% increase in Council Tax.

Consequently, the Police & Crime Commissioner has had to consider how taking the freeze grant with a short term benefit compares with a rise in the level of precept, and how each impact on the council tax paying people of Nottinghamshire.

The freeze grant would mean that the council tax payers would not see an increase in the police and crime element of their bills. However, the freeze grant will cease to exist after 2015-16 and therefore creates a further gap in balancing the income and expenditure of the OPCC.

An increase in the precept in 2014-15 would see a long term benefit to the funding of the OPCC, but would also require the council tax payers to pay an additional £3.33 per annum (Band D equivalent properties).

Therefore, the freeze grant proposal for 2014-15 does not provide financial stability for the long term and consequently, the decision taken has been to increase the council tax charge.

4. COUNCIL TAX SUPPORT GRANT

There are two elements of the Council Tax Support Grant received by Commissioners for each Policing area:

- The New Burdens element being paid to those Billing Authorities that adopt schemes that comply with the criteria set by Government to ensure that low income households do not face an extensive increase in their council tax. There has been no indication that this funding will continue for precepting authorities.
- As part of the settlement announcement the Home Office has combined the payment relating to freeze grants with the amount identified last year as Council Tax Support. These will be treated outside the grant system as Legacy Council Tax Grants and total £9.7m for 2014-15.

5. CONSULTATION

Business Community

The Commissioner has specifically met with representatives from the County and City business communities at a meeting on the 28th November 2013 of the Nottinghamshire County Council Business Engagement Group; the 2014-15 budget was the main agenda item. Members of the group represent 18,000 businesses. The Commissioners proposed Budget and precept consultation documents were circulated to NBEG members.

Consultation with the Public, Stakeholders and Interested Parties

The Commissioner and his Deputy have consulted and engaged with members of the public, stakeholder businesses and partner organisations as part of the in Police and Crime Plan and deciding upon the proposed precept levels.

Throughout the last year the Commissioner has attended approximately 140 local events and meetings to discuss local policing concerns with residents, victims of crime and partners. This has helped shaped the refreshing of the plan.

The Commissioner met with representatives of the business community of the City and County on the 28th November 2013 at a meeting at the Nottinghamshire County Council Business Engagement Group.

The Commissioner's consultation programme will not be fully completed until the end of January 2014.

Nottinghamshire County Council Citizen's survey (2013) findings shows that the majority of the respondents (56%) would continue to pay more towards policing, with 13% saying they would not.

In relation to making potential further savings across areas of police business the most popular response were savings could be generated was the Office of the Police and Crime Commissioner (41%) and policing support functions (back office) 30%. The least favoured by respondents were local policing (89%) and investigative support (88%).

With regard to the refreshing of the police and crime plan priorities nearly all respondents (95%) rated all current priorities as important or very important. Some respondents (17%) provided further details of other priorities they felt could be added. Top three priorities were:

- Improving response times and more police officers on the beat (49%)
- Be tough on offenders and give harsher sentences (10%)
- Re-open police statistics and more staffed police stations? (9%)

Public Stakeholder Forum - BMER Communities

On the 7th January 2014 the Commissioner met with representatives from BMER communities at Nottinghamshire Deaf Society. Attendees identified a number of priority areas in which they wish to see improvement by Nottinghamshire Police. These included:

- community engagement and empowerment;
- communication and listening to the communities' needs;
- community confidence in local policing;
- police representation of their communities;
- victim focus;
- respect for individuals;
- capability and competence of officers;
- accessibility and visibility of policing within local communities.

Public Stakeholder Forum – Women's Groups

On the 14th January 2014 the Deputy Commissioner met with representatives of Women's groups. The discussion saw the identification of aftercare support for survivors and victims after investigation and training for staff to raise their awareness of cultural sensitivity when dealing with victims of child sexual exploitation and grooming.

With regard to the proposed precept increase, 20% (2) stated they would be prepared to pay more towards policing. This compared to 50% (5) who stated they were not and a further 30% (3) who stated that they may be prepared to pay more.

In relation to identifying which business areas where possible savings could be made, the group suggested the following:

- Roads Policing;
- Specialist Operations;
- Support Functions;
- Nottinghamshire Office of the Police and Crime Commissioner.

Further consultation is being undertaken by the Commissioner with other stakeholders and young people groups during January 2014. An update on the findings from these engagement events and City Respect survey 2013 will be provided at the Police and Crime Panel meeting on the 3rd February 2014.

6. COUNCIL TAX REFERENDUMS

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. From 2012-13 onwards, the Secretary of State is required to set out principles annually, determining what increase is excessive. For 2014-15 the principles state that, for Police and Crime Commissioners, an increase of more than 2% in the basic amount of council tax between 2013-14 and 2014-15 is excessive.

For 2014-15 the relevant basic amount is calculated as follows:

Formula:

$\frac{\text{Council Tax Requirement}}{\text{Total tax base for police authority area}}$	$= \text{Relevant basic amount of council tax}$
--	---

Nottinghamshire 2014-15 calculation:

$\frac{£50,470,404.01}{291,770.17}$	$= £172.98$
	(1.96%)

With a 2% increase the Band D equivalent charge would be £173.04.

At the time of writing this report there was a risk relating to the date that the Referendum Limit would be set and that this could be as low as 1.5%. Therefore, the Panel are requested to support an increase up to a maximum of 1.96% allowing the Commissioner to reconsider if the Referendum limit is lower than the 2% shown in the calculations above.

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

As discussed in the Budget report resources have been allocated to support the police and crime plan. In assessing appropriate spending levels, consideration has been given to the significant unavoidable commitments facing the Police & Crime Commissioner including pay awards, and pension liabilities. Due regard has been given to the overall cost to the local council tax payer. Consideration has also been given to the projected value of the available reserves and balances and the medium term financial assessment (both reported separately).

The Commissioners proposed spending plans for 2014-15 result in a Police & Crime Precept on the Council Tax of £172.98 for a Band D property, representing an increase of 1.96%.

For comparison purposes the Council Tax for Precepting Authorities is always quoted for a Band D property. In Nottinghamshire by far the largest number of properties are in Band A.

To achieve a balanced budget with reduced grant income an increase in the Police & Crime Precept has been required. This is on top of significant budget reductions and efficiencies to be achieved in year.

The calculation of the Police & Crime Precept on the Council Tax is as follows:

	2013-14 Budget £m	2014-15 Budget £m	Increase/ Decrease £m
Budget	196.9	193.8	3.1 (-)
External Income	150.0 (-)	143.3 (-)	6.7 (+)
Collection Surplus	0.1 (-)	0.0 (-)	0.1 (+)
Reserves	1.7 (+)	0 (+)	1.7 (+)
Precept	48.5 (-)	50.5 (-)	2.0 (-)
Council Tax Base	285,857	291,770	5,913
Council Tax Band D	£169.65	£172.98	£3.33
Council Tax Band A	£113.10	£115.32	£2.22

The overall Police & Crime Precept to be collected on behalf of the Police & Crime Commissioner for 2014-15 is:

	£m	
Budgeted Expenditure	193.8	+
Less income from:		
Police & Crime Grant	133.6	(-)
Legacy Council Tax Grant	9.7	(-)
Collection Fund surplus	0.0	(-)
Net contribution to/from Balances	0.0	(+)
Police & Crime Precept on the Council Tax	50.5	(-)

The resulting precept and Council Tax levels derived from the measures contained in this report are detailed below:

Police & Crime element of the Council Tax

Band	2013-14 £	2014-15 £
A	113.10	115.32
B	131.95	134.54
C	150.80	153.76
D	169.65	172.98
E	207.35	211.42
F	245.05	249.86
G	282.75	288.30
H	339.30	345.96

Amounts to be raised from Council Tax in each billing authority area 2014-15:

	Precept amount to be collected £	Collection Fund Surplus/(Deficit) £	Total amount due £
Ashfield		0	
Bassetlaw		0	
Broxtowe		0	
Gedling		0	
Mansfield		0	
Newark & Sherwood		0	
Nottingham City		0	
Rushcliffe		0	
Total	50,470,404.01	0	50,470,404.01

Collection Dates

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

£

2014

17 April
28 May
02 July
06 August
11 September
16 October
20 November
29 December

2015

03 February
10 March

8. ROBUSTNESS OF THE ESTIMATES

The Chief Finance Officer to the Police & Crime Commissioner has worked closely with the ACO Resources and Head of Finance & Business to ensure assurance on the accuracy of the estimates can be provided. There have been weekly meetings between the Commissioner, Chief Constable and their professional officers.

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 should this be the case then recruitment may need to be slowed or stopped and reserves may need to be used to smooth the implementation of change. The Force will work hard to achieve required reduction of £12.6m and this will be monitored by the Commissioner. There will be a further saving of £0.1m within the budgets of the Office of the Commissioner.

The balanced budget is based upon the recommended 1.96% increase in Council Tax for 2014-15.

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	3 February 2014
Report of:	The Police and Crime Commissioner
Report Author:	Kevin Dennis
E-mail:	Kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Karen Sleight@nottinghamshire.pnn.police.uk
Agenda Item:	8

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

Draft Refreshed Police and Crime Plan 2014-18

1. Purpose of the Report

- 1.1 The purpose of this report is to provide the Police and Crime Panel (the Panel) with the Police and Crime Commissioner's (the Commissioner's) draft refreshed Police and Crime Plan for 2014-18.
- 1.2 This is a variation to the Commissioner's Police and Crime Plan 2013-18¹ to reflect the progress of activities achieved in his first year of office and to identify the new and emerging challenges and priority actions for the coming years, to ensure sustainable policing and community safety services in Nottingham and Nottinghamshire.²
- 1.3 The Commissioner is required to issue a five year Police and Crime Plan and keep it under review in the light of any changes in the Strategic Policing Requirement³ and any report or recommendations made to the Commissioner by the Police and Crime Panel (PCP) following the production of his Annual Report⁴.

2 Recommendations

- 2.1 That the Panel discuss and note the refreshed Police and Crime Plan for 2014-18.
- 2.2 That the Panel outline any recommendations for the Commissioner to consider for completing and publishing the refreshed Police and Crime Plan 2014-18 by 31 March 2014.

3 Reasons for Recommendations

- 3.1 The Police Reform and Social Responsibility (PRSR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for

¹ [The Police and Crime Plan 2013-18](#)

² Section 5(4) Police Reform and Social Responsibility Act 2011

³ Changes to the strategic policing requirements (SPR) issued by the Secretary of State under section 37A of the Police Act 1996

⁴ Section 28(4) Police Reform and Social Responsibility Act 2011

their policing area. Section 5(1) of the PR&SR Act 2011 required the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'. For the first Plan this meant no later than 31st March 2013.⁵

- 3.2 Prior to publication of the Police and Crime Plan or any variance of it, the Commissioner must consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the variance; send the draft variance to the Panel and have regard to any recommendations made by the Panel.

4 Summary of Key Points

4.1 Background

Since taking up the new role of Commissioner, on the 22 November 2012, the Commissioner and his Deputy Commissioner have worked closely with the Force, partners, stakeholders and the public to identify the views and priorities for policing and community safety in Nottingham and Nottinghamshire.

- 4.2 The first draft Police and Crime Plan was scrutinised by the Police and Crime Panel at its 15 January 2013 meeting, and came into effect on 1 April 2013, covering a period of 2013-18. The Police and Crime Plan set out the strategic priority themes and activities for policing and community safety across Nottingham and Nottinghamshire. However, the Police and Crime Plan has been reviewed periodically to ensure that it still accurately reflects the expectations of the public and the strategic risks facing Nottingham and Nottinghamshire.

- 4.3 Together with producing the Police and Crime Plan the Commissioner has had to make some key decisions, which have included setting the precept and the budget for the totality of policing.⁶ The Commissioner has also produced his first Annual Report⁷ which has been shared with the Police and Crime Panel. This Annual Report covered the whole of the financial year from April 2012 to March 2013, and highlighted the key commitments made by the Commissioner and his Deputy Commissioner, together with reflecting the performance improvements achieved by the previous Police Authority. There will be an Annual Report produced in June 2014 for the financial year from April 2013 to March 2014.

4.4 Joint Partnership Strategic Assessment

There has been a repeat of the Joint Strategic Partnership Assessment exercise in 2013. This has been done by identifying and analysing recent changes in policing and community safety since the last assessment, in both performance and intelligence, so that significance issues which may present a threat, harm or risk to delivering policing and community safety can be considered and mitigated by appropriate interventions or identifying actions to

⁵ [Police Reform and Social Responsibility \(PR&SR\) Act 2011](#)

⁶ [Policing Protocol Order 2011](#)

⁷ [Nottinghamshire Police and Crime Commissioner's First Annual Report](#)

be part of the annual refresh process. The Joint Strategic Partnership Assessment was conducted to:

- Review performance against each of the strategic themes and activities.
- Identify trends for future changes in demand for policing services.
- Scan the social and political landscape to identify new and emerging strategies and policies for policing.
- Identify operational priorities from intelligence.
- Take account of the Force's Strategic Intelligence Assessment and Organisational Strategic Assessment.
- Identify any changes to the Force's organisational priorities, including lessons learned from inspections, audits and reviews.
- Identify changes to Community Safety Partnerships, Health and Wellbeing Boards, Safeguarding Boards and Local Criminal Justice Board.

4.5 Consultation and engagement

Developing the refreshed Police and Crime Plan has also included continuous consultation and engagement feedback from partners and communities on those issues and aspirations for policing that matter to them locally. There are still live consultation exercises taking place to gather qualitative and quantitative information to feed into the final refreshed Police and Crime Plan, this includes:

- Consulting with the Chairs of Strategic Partnerships and agreeing priorities identified in the Joint Partnership Strategic Assessment.
- Walkabouts by the Commissioner and his Deputy Commissioner in high crime areas across the City and the County.
- NCC Business Engagement Group.
- Public Stakeholder Forum on the 7th January with BME communities.
- Public Stakeholder Forum on the 14th January with women's groups.
- Commissioned survey questions on the strategic priorities for policing and setting the policing precept which are conducted by the Community Safety Partnerships across Nottingham and Nottinghamshire.
- Web based survey on the Commissioner's website, and focus groups across the City, County South and County North, to seek views on the strategic policing priorities and the policing precept.
- Commissioned victim's focus groups and surveys.
- Commissioned domestic violence abuse survivors focus groups.
- City Community Stakeholder meeting on the 28th January.
- County Community Stakeholder meeting on the 30 January.
- Stakeholder Forum with young people.

4.6 Refreshing the Police and Crime Plan

The Commissioner and his Deputy have set out in the draft refreshed Police and Crime Plan bold intentions, however the Commissioner's vision remains to protect people, by "...giving victims and citizens a bigger **VOICE** in policing to achieve a safer Nottingham and Nottinghamshire."

Appendix A provides a draft refreshed Police and Crime Plan.

4.7 The outcomes remain of achieving:

- Safer communities
- Improved trust and confidence in policing
- Delivering value for money policing services

4.8 Crime and public safety matter to everyone in Nottingham and Nottinghamshire. Whilst much has been achieved, there is still more to do to reduce crime through a robust partnership approach and collaborative working to promote better relationships with our communities. This has identified revitalised goals outlined in the draft refreshed Police and Crime Plan for the Commissioner's Pledges that remain:

- Campaign against Government funding cuts to Nottinghamshire's budget for policing
- Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 Police Community Support Officers (PCSOs)
- Work in partnership to reduce antisocial behaviour by 50%
- Give extra priority and resources to domestic violence and crimes against girls and women
- Ensure that victims of crime are treated as people, not cases, and will properly fund Victim Support
- Be fair, honest and protect taxpayers' money

4.9 Taking account of the performance challenges and risks identified in the Joint Partnership Strategic Assessment and the outcomes of consultation, the strategic priorities will remain the same, with a minor alteration to priority theme 3 to focus on **priority crime types**, and they are:

1. Protect, support and respond to victims, witnesses and vulnerable people
2. Improve the efficiency, accessibility and effectiveness of the criminal justice process
3. Focus on **priority crime types** and those local areas that are most affected by crime and antisocial behaviour
4. Reduce the impact of drugs and alcohol on levels of crime and antisocial behaviour
5. Reduce the threat from organised crime
6. Prevention, early intervention and reduction in reoffending
7. Spending your money wisely

4.10 The values remain the same, which will be supported by action to deliver the Commissioner's Social Responsibility Strategy and Action Plan:

Victims

by listening and taking action to protect and safeguard vulnerable people

O penness	by putting victims and the public at the heart of open and transparent decision-making
I nclusiveness	by working effectively with communities and businesses to tackle crime and antisocial behaviour
C ommunities	by ensuring fairness, respect and accountability to victims and communities
E mpowering	by engaging with victims and communities to help shape policing services and build stronger partnerships

4.11 The strategic context for delivering policing and community safety in Nottingham and Nottinghamshire extends from the global to the local, that includes 'mega-trends'⁸ of: change in technology which creates new and emerging cyber-crime, the rise of social media, social migration and changing demographics, environmental and health issues, growing financial and economic reforms and increased pressure on urban areas.

4.12 The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the draft refreshed Police and Crime Plan and demonstrate efficient and effective policing in Nottingham and Nottinghamshire. This work has also identified refreshed activities within the Strategic Framework to be delivered by the Commissioner, the Force and Partners.

4.13 **Stage Two Second Transfer**

The Home Secretary has agreed in principle the Stage Two Second Transfer of a '**Maximum Transfer**' model for Nottinghamshire Police, which means the transfer of all police staff from Operational Frontline, Operational Support and Business Support⁹ functions from the employment of the Commissioner to the Chief Constable by the 1 April 2014. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) will remain under the employment of the Commissioner. In addition the Force will provide business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.

4.15 The final refresh of the Police and Crime Plan will be published by 31 March 2014 and will include feedback from the Panel and continuing consultation and engagement activities.

4 Financial Implications and Budget Provision

5.1 Financial implications have been identified within the Draft Refreshed Police and Crime Plan.

⁸ Mega trend refers to a major trend, movement in pattern or emerging trend in the macro-environment.

⁹ The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: [Police Governance in Austerity](#)

5 Human Resources Implications

- 6.1 Human Resource implications are monitored within the activities to deliver the strategic priority themes.

6 Equality Implications

- 7.1 There will be a refresh of the Equality Impact Assessment to inform the Engagement and Consultation Planning.

7 Risk Management

- 8.1 Risks will be escalated as part of the monitoring of the delivery of the Police and Crime Plan and feed into the Risk Management of the NOPCC.

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

- 9.1 The Commissioners Governance Framework, together with supporting strategies being delivered as part of the Police and Crime Plan's Strategic Framework.

9 Changes in Legislation or other Legal Considerations

- 10.1 Police Reform and Social Responsibility Act 2011. In addition, the Commissioner has a responsibility and must have due regard to all other legal requirements and specifically the provisions of:
- The Policing Protocol Order 2011
 - Financial Code of Practice (FMCOP)¹⁰
 - Strategic Policing Requirement (SPR)¹¹
 - Elected Local Policing Bodies (Specific Information) Order 2011¹²

11 Details of outcome of consultation

- 11.1 To develop the Draft Refreshed Police and Crime Plan, there was a joint Partnership Strategic Assessment which included the Force, community safety and criminal justice partners to identify the needs and priorities for the City and the County. In addition, there was further consultation conducted by the Commissioner and Deputy Commissioner to obtain the views of partners, communities and victims of crime which were included in the refreshing of the Police and Crime Plan as identified in Section 4.6.

12. Appendices

12.1 Appendix A: Draft Refreshed Police and Crime Plan


¹⁰ [Financial Code of Practice 2012](#)

¹¹ [Strategic Policing Requirement](#)

¹² [Specific Information Order 2011](#)

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

- 13.1 Police and Crime Plan 2013-18



Updating the

Police and Crime Plan 2014/18

March 2014



Nottinghamshire

POLICE & CRIME COMMISSIONER

Foreword

This updated Police and Crime Plan takes a look again at the key aims and objectives I identified when first elected. The actions in that original plan are now well underway and together with my Deputy, Chris Cutland, I would like to thank all the Police Officers, Police Staff, Volunteers, our partners and communities who have been working hard to increase community safety and confidence in Nottinghamshire.

I've really enjoyed meeting so many residents, community groups and organisations to get a better idea of the issues impacting on your lives and how we can do things better. This two-way dialogue is ensuring that we are more aware of your concerns and can therefore respond accordingly.

What is becoming increasingly clear is just how simple the public's expectations are. Most residents tell me they want to be safe and secure in their houses and streets and have a police force they can trust to be available when needed. There are many layers to our plans to fight crime in the City and the County but everything is driven towards achieving safer streets and efficient, responsive policing delivered in the way that suits you.

At the launch of my first Plan I pledged to revitalise my goals every year to ensure they remained relevant and we've done just that by concentrating on the story so far and what work there is left to do to reach our milestones.

Much has been achieved already on my key election pledges. I'm continuing to lobby the Government for more resources to help us cut crime. Next year will be as challenging as ever but we've still managed to deliver £3m funding to our local partnerships for community safety and victims' services, recognising that they hold the key to delivering the early intervention strategies necessary for long-term crime reduction.

In addition, we've embarked on our promised recruitment process which moves towards an extra 150 Police Officers and 100 Police Community Support Officers (PCSOs) on our streets. More than half of these extra recruits are already in place and have been joined by as many cadets, volunteers and Specials who will help bring communities together to jointly tackle crime.

Anti-social behaviour remains a priority and we've taken important steps to achieve my ambitious plans for a 50% reduction. This includes working with a multitude of organisations to deliver a unified approach to alcohol misuse in Nottinghamshire, starting initially with an Alcohol Conference this summer and culminating in the launch of an Alcohol Strategy at the end of 2013, which sets out a fresh approach to tackling the problem in the future.

With the help of my Deputy, we've also advanced plans to expand the services available to victims of domestic violence. Many organisations specialising in this area have already received funding to enhance their services as part of my Community Safety Partnership Fund and we are leading a review of support services across the County.

I have always believed that victims are the most important part of any crime and in the coming year my office will take responsibility for commissioning victims services. With the new Code of Practice for Victims now in effect, I am convinced that we can ensure that all victims of crime are treated appropriately and kept informed regarding the progress of their case.

But there will be some new initiatives in 2014–15. It's far better to prevent crime rather than chase after the criminal and I've been working with the Chief Constable and other partners to consider how we can best do this. We can, and must, reduce shoplifting and retail theft. In addition, I am in discussions with colleagues in Nottinghamshire to ensure that residents with mental health problems receive proper treatment rather than arrest and punishment.

Rural and wildlife crime continues to be a priority. That's why an even greater effort is being made to recruit Rural Special Constables. What's more we will be introducing new communication channels with farmers and landowners to help them communicate and protect themselves.

The financial challenges remain – in fact they have deepened over the past twelve months. To help keep more Police Officers and PCSOs on our streets difficult decisions will have to be taken to close some front counters to the public and shut some Police Stations. We will relocate Police Officers to small local bases or with partner organisations. At the end of the day, people tell me they prefer bobbies not buildings.

This plan is pivotal to my overall ambition for a safer Nottinghamshire and I'm looking forward to building on this year's achievements in 2014. As always your thoughts and opinions will guide the direction we take in the future and I appeal to you to keep the communication flowing so I can continue to make your views count.



**Nottinghamshire's Police and Crime
Commissioner: Paddy Tipping**

**Nottinghamshire's Deputy Police and Crime
Commissioner: Chris Cutland**

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1. Introduction

This is the Commissioner's update to the Police and Crime Plan 2013-18, which sets out the ambitions to be achieved over the coming years and explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

Crime and public safety matter to everyone, but the police cannot tackle these alone. Reducing crime depends on strong communities, active citizens and agencies that respond to public concerns. The Commissioner's priorities will be achieved through strong partnership working, encouraging more volunteering and engagement with communities to support local crime prevention work and cut reoffending.

The Commissioner intends to continue with the Police and Crime Plan's bold strategies and clear targets to reduce crime, achieve safer communities, improve trust and confidence in high quality policing, ensure fairer treatment of victims and citizens and use public resources wisely. There will however, be more focus on access and visibility of Police Officers in our neighbourhoods, tackling anti-social behaviour, implementing the Alcohol Strategy and Action Plan, and working with partners to tackle issues of mental health and rural and wildlife crime that blights our countryside, together with improving road safety through prevention education. The Deputy Commissioner will continue to lead work to improve services for victims of domestic violence, particularly repeat victims.

We are entering a new era for policing and criminal justice reform, which includes Victims Services coming under the responsibility of the Commissioner. This presents opportunities for more joined up multi-agency approaches to supporting and delivering swift and sure justice for victims. This together with other criminal justice and public sector reforms provides opportunities for sharing services and working collaboratively. These priorities will make Nottingham and Nottinghamshire safer and a more prosperous place for us all to be proud of.

2. Realising The Vision

The Commissioner's vision is to protect people, by giving victims and citizens a bigger **VOICE** in policing to achieve a safer Nottingham and Nottinghamshire.

The Commissioner aims to deliver his crime and policing priorities over the coming years through law enforcement and crime prevention and also through bringing together communities, the voluntary sector and relevant agencies to ensure that complex problems are addressed through partnership working.

The Commissioner will strive to deliver:

- Safer communities
- Improved trust and confidence in policing
- Value for money policing services

These outcomes will be achieved through the continuing duty to hold the Chief Constable to account for delivering policing, challenging the Chief Constable and other partner agencies to deliver value for money and improving service delivery with fewer resources by ensuring that we work with communities to prevent crime, seek swift and sure justice for victims and reduce reoffending.

3. Delivering My Policing Pledges

Over the last year there has been a great deal of energy focused on delivering activities to realise the Commissioner's pledges. However, there is still work to be completed to respond to ongoing policing and public sector reform challenges, and the following identifies the Commissioner's revitalised goals:

Campaign against Government funding cuts to Nottinghamshire's budget for policing

- Nottinghamshire is disadvantaged by the present funding formula. This is currently under review by the Home Office and will not be completed until 2016-17; the Commissioner has lobbied for this new formula to begin sooner, in the meantime, the current impact is a loss of £10.5m in grant per year for Nottinghamshire. This equates to more than 350 new Police Officers.
- The Commissioner has been leading innovation funding opportunities through local and regional bids with the Home Office and has been successful in securing an innovation fund from the College of Policing for a 'Better Policing Collaborative'. This sees internationally recognised researchers who come from a wide range of academic disciplines working with forces on crime reduction and policing. There has also been Police Innovation funding secured from the Home Office for early intervention and cross-agency working, together with joint collaboration bids for ICT and a Forensics Centre of Excellence.
- There will be more focus on prevention and streamlining services to ensure value for money across policing, community safety and criminal justice. The HMIC Value for Money Profiles¹ provided the Commissioner with comparative data on a wide range of policing activities, including the Force's spend and how the crime rate differs from other force areas.
- There will be ongoing work to build alliances across criminal justice, local authorities and the fire and rescue service, voluntary sector organisations and the private sector, to explore opportunities for sharing services and co-location opportunities as we all strive to meet the challenges of reduced budgets while improving services for communities.

Improve Community Policing across Nottinghamshire by taking on 150 extras Police Officers and 100 Police Community Support Officers (PCSOs)

- There has been strong support for local policing, with an identified need to improve visibility and accessibility of policing on the streets and in local neighbourhoods.
- In his first year of office, the Commissioner has secured the recruitment of 161 Police Officers (either new recruits or transferees) and 90 PCSOs, as

¹ [HMIC Value for Money Profiles](#)

there have been leavers this equates to an extra 89 Police Officers and 75 PCSOs during 2013-14.

- There will be continuing work to encourage more volunteering to support local crime prevention work which will include the introduction of Rural Specials and / or Volunteer PCSOs.
- There will be fewer senior Police Officers/Staff so that we can afford to recruit the highest number of frontline Police Officers/Staff for local policing to meet community needs.
- Evidence shows that there are certain crime types that are more concentrated in certain areas, and that this is important for target hardening: ensuring police resources meet demand through designing out crime and making it harder for crime to be committed.

Work in partnership to reduce anti-social behaviour by 50%

- There will be more focus on prevention to reduce demand, secure justice for victims and reduce reoffending to reassure the public and improve trust and confidence in policing.
- There will be a continuing multi-agency focus on action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims and improve the quality of life in neighbourhoods.
- There will be a targeted approach to high volume crime focussing on intelligence, prevention, enforcement and support. There will also be more focus on tackling noise and nuisance.
- The Commissioner's Alcohol Strategy² and supporting Action Plan will enable partners to tackle the causes of alcohol misuse and reduce the impact of drink-fuelled crime, which includes tackling the night-time economy anti-social behaviour.
- There will be ongoing work to tackle gang and youth violence which is damaging to individuals, families and communities and it is imperative that young people are given the support to lead a crime-free life through early intervention and support.
- There will be multi-level strategies for addressing serious and organised crime³, ensuring the concepts of prepare, protect, prevent and pursue are used to tackle the nature and manifestation of the threat.
- There will be energy focused on working with the business community to develop a business crime strategy which will tackle serious issues of cyber-crime, cyber-fraud, money laundering, sexual exploitation, human slavery and child abuse.
- There will be a continuing focus on rural crime with improved messaging to farmers across the county and support to reduce wildlife crime and improve our natural environment.
- There will be more focus on reducing speeding and improving road safety prevention education with a commitment to work with the Nottinghamshire Fire and Rescue Service.

² [The Commissioners Alcohol Strategy](#)

³ [Home Office: Serious and Organised Crime Strategy](#)

Give extra priority and resources to domestic violence and crimes against girls and women

- Violence is the second highest recorded crime across the policing area of the City and the County. There will be zero tolerance towards violence.
- Domestic violence accounts for 41% of the reported violence, a significant percentage being repeat victims of domestic violence. The Deputy Commissioner will continue to lead important work to reduce repeat victims of domestic abuse and crimes against girls and women.
- The successful pilot of the Domestic Violence Disclosure Scheme: Clare's Law in Nottinghamshire has now led to the national roll out of the scheme and there will be a continued focus on improving services to victims of domestic abuse.
- The Deputy Commissioner is also reviewing the County domestic violence commissioned services, which will be followed by a programme of improvement. This is supported by academic research to improve services for repeat victims of medium risk domestic abuse. The County review will be completed by July 2014.

Ensure that victims of crime are treated as people, not cases, and will properly fund Victim Support

- The Commissioner has requested work to ensure that the new Code of Practice for Victims of Crime⁴ will be implemented alongside the Commissioner's new responsibility to commission victim's support services from October 2014.
- The police have a central role in protecting children, preventing and investigating crime through the Public Protection Unit.
- There will be continuing focus on young victims and witnesses, safeguarding children and vulnerable adults. The police hold important information about children who may be suffering, or likely to suffer significant harm, as well as those who cause this harm, which they should share with other organisations to protect children.
- There will be ongoing focus on protecting and promoting the welfare of children in custody at all stages of the process, together with working with partners to improve processes for effectively dealing with patients under Section 136 of the Mental Health Act 2007.
- Restorative Justice and community resolution are important processes for repairing the harm to victims and the community. The Commissioner is committed to expanding the use of Restorative Justice and will be investing in training to ensure that it is used appropriately and to a consistent high standard. The Commissioner's mapping of Restorative Justice practice will be completed in the spring of 2014.

Be fair, honest and protect taxpayers' money

- The Commissioner has supported the introduction of Leadership standards through the College of Policing's draft Code of Ethics⁵ for policing, which outlines the principles and standards of behaviour expected of policing to improve the public's trust and confidence in policing.

⁴ [The Code of practice for victims of crime and supporting public information materials](#)

⁵ [College of Policing: Code of Ethics](#)

- The Commissioner will continue to work with the Chief Constable and the wider community to ensure that the police workforce continues to respect and represent the communities it serves. He is committed to implementing the recommendations from the independent research into 'BME Experiences of Policing'.
- People need access to police officers more than buildings. The Commissioner's strategic priorities include the reduction of the number of buildings through estates business planning, together with working differently through co-locating with our partners, investing in mobile technology, reducing bureaucracy and improving information sharing to ensure a greater focus on increasing policing visibility, productivity and accessibility.
- The cost of the Commissioner's Office and staff is £1.1 million, which is significantly less than that of the former Police Authority (£1.25 million).
- There will be focused work to improve understanding of the needs of existing communities and new and emerging communities to build trust and confidence in policing and manage any potential future risk.
- There will be ongoing work to embed the recommendations and lessons learned through HMIC reviews, which will include 'Valuing the Police' and 'Crime Recording'.

There is still a great deal to achieve, and if we focus on prevention, deliver swift and sure justice for victims and reduce reoffending, then we can build a safer and more prosperous Nottingham and Nottinghamshire. This will reduce the fear of crime and lead to improved public confidence and trust in policing.

4. Values

The Commissioner's values are core to his way of working. There will be further emphasis on integrity, and improving confidence and trust in policing. The production of the first Social Responsibility Strategy demonstrates a commitment to gaining a deeper insight into needs, wants and aspirations of communities for improving quality of life aligned to the values. The values are:

V ictims	by listening and taking action to protect and safeguard vulnerable people
O penness	by putting victims and the public at the heart of open and transparent decision-making
I nclusiveness	by working effectively with communities and businesses to tackle crime and anti-social behaviour
C ommunities	by ensuring fairness, respect and accountability to victims and communities
E mpowering	by engaging with victims and communities to help shape policing services and build stronger partnerships

5. Our Challenges

The Commissioner's 2013-18 Police and Crime Plan was published in April 2013 aided by the production of a detailed joint partnership strategic assessment, which led to the identification of seven thematic priorities.

There has been a repeat of the Joint Partnership Strategic Assessment exercise in 2013, together with extensive consultation and engagement to consider whether these seven priorities are still appropriate. This has been done by identifying and analysing recent changes in policing and community safety since the last assessment, in both performance and intelligence so that significant issues which may present a threat, harm or risk to delivering policing can be considered and mitigated by appropriate interventions as part of the annual refresh process.

The Joint Partnership Strategic Assessment was conducted to:

- Review performance against each of the strategic themes and activities.
- Identify trends for future changes in demand for policing services.
- Scan the social and political landscape to identify new and emerging strategies and policies for policing.
- Identify operational priorities from intelligence.
- Take account of the Force's Strategic Intelligence Assessment and Organisational Strategic Assessment.
- Identify any changes to the Force's organisational priorities, including lessons learned from inspections, audits and reviews.
- Identify changes to Community Safety Partnerships, Health and Wellbeing Boards, Local Safeguarding Children Boards and Local Criminal Justice Board.

The strategic context for delivering policing and community safety in Nottingham and Nottinghamshire extends from the global to the local level:

- **Global:** Greater social mobility has made the world more accessible, with the internet and social media removing continental and country borders more widely than ever before. Law enforcement and other public and private sector partners will need to develop international multi-agency mechanisms to promote closer working relationships at local, regional, national and international levels; sharing data and capabilities. There is an increasing focus from the new National Crime Agency,⁶ which was launched in October 2013, towards identifying and assessing serious and organised crime groups; supporting policing to disrupt these groups and further develop sharing of information to build intelligence for understanding new and emerging crime. As technology develops, so too do opportunities for crime: a rise in cyber-crime, cyber-fraud, money laundering, child sexual exploitation and human slavery impacts on individuals, communities and businesses. Cyber-crime has been identified as a significant economic threat to national security and as technology develops so too do the threats and crime methodologies.

⁶ [National Crime Agency](#)

- National:** The National Crime Agency is responsible for organised crime, economic crime, border policing and child protection. The New National Police ICT Company⁷ is aimed at helping police forces improve operational effectiveness and deliver better value innovative technology, which when fully operational will be owned by Police and Crime Commissioners. The National Integrity Programme will focus on leadership, standards and behaviours of policing. The Anti-social Behaviour, Crime and Policing Bill 2013,⁸ which will go through Royal Assent in the spring 2014, will introduce new police powers to tackle anti-social behaviour relating to dangerous dogs, firearms and forced marriage. The Ministry of Justice Strategy and Action Plan for Transforming the Criminal Justice System makes some significant proposals for improving efficiency. There will also be the creation of a new National Probation Service, extension of statutory supervision and rehabilitation of all 50,000 of the most prolific offenders, opening up the market for new rehabilitation providers, and a revised Code of Practice for Victims of Crime. There are continued financial challenges to the cost of policing, with a national focus on improving multi-agency information sharing to improve intelligence, identify gaps and pursue perpetrators to improve protection for victims. The scale of the threat to UK businesses and individuals posed by serious and organised crime is unclear, the National Fraud Authority estimate that in 2013 the loss to the UK economy through fraud was £58 billion, with cyber-fraud in the UK costed at £27 billion per annum – for small and medium-sized businesses the breakdown was £9.5 billion, and for individuals £9.1 billion. There will also be a need to understand the impact of migration and increased demands on public services, welfare, housing and a raft of other policy and social issues such as crime and disorder.
- Regional:** Overall, forces have reduced their spending while largely maintaining services to the public, however, the different financial challenges of each of the forces in the East Midlands region means that there will be more opportunities for collaborative working to offset reduced funding and resources. In the region there is a focus to ensure that we are structured to tackle the growing areas of cyber-crime. The threat of serious and organised crime such as modern slavery and human trafficking remain a focus of the East Midlands Serious and Organised Crime Unit. The Police and Crime Commissioners for the East Midlands region commissioned HMIC to conduct a review of the arrangements for collaboration between the five forces in the region.⁹ HMIC found that the collaboration arrangements between the East Midlands forces (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire) had generated savings, and been effective in helping the forces tackle serious and organised crime in providing capacity, capability and resilience. Going forward there will be a clear vision and overarching plan for future collaboration, through a transformational change programme to improve the benefits of collaboration.

⁷ [The Police ICT Company](#)

⁸ [Anti-social Behaviour, Crime and Policing Bill](#)

⁹ [Working Together: A review of the arrangements for collaboration between the five East Midlands police forces](#)

- **Local:** Significant reforms and financial challenges face not only Nottinghamshire Police but our criminal justice, local authorities, fire and rescue service and voluntary sector partners. Sustainable policing requires more cooperative working, new approaches to commissioning, sharing services, co-location working and the reduction of our policing estate. Improving policing by consent and reducing the fear of crime requires strengthened community engagement, visible and accessible policing, a representative and capable police force, improved opportunities for volunteering and empowerment of local communities to influence decisions in their local neighbourhoods. There is a national, regional and local need to understand existing and new and emerging communities' policing needs and identify and manage future policing demands. Reducing crime remains a national priority, being implemented locally through prevention strategies, Restorative Justice to meet the needs of victims and witnesses and focusing on priority crime types such as anti-social behaviour, violence, domestic abuse, alcohol and drug-related crime, gang crime, shoplifting, rural and wildlife crime and noise and nuisance that blight communities. Local policing demands need to be balanced with tackling serious and organised crime, which includes cyber-crime, cyber-fraud, human trafficking, human slavery, sexual exploitation, child abuse and safeguarding vulnerable children and adults. Improving efficiency and effectiveness requires investment in new and innovative ways of working, exploiting new technologies, reducing bureaucracy, sharing information and improving analytical capability to improve intelligence for preventing and responding to policing demand.

Police and Crime Commissioners are now key players in developing the response to serious and organised crime locally, by bringing together police, local government and other agencies such as the health service, housing associations and Probation Service to share information, and develop a common understanding of the problems, identify risk and coordinate the use of all available powers.

6. Consultation And Engagement

The Commissioner and his Deputy have encouraged contributions from partners, stakeholders and communities to explore ways of preventing crime and tackling those issues that affect public safety. They have undertaken extensive public consultation on policing and crime and this has been vital to help shape the decisions that have been made during the Commissioner's first year of delivering the Police and Crime Plan. There has been ongoing consultation and engagement with individuals and communities over the last year. The Commissioner has attended over 140 meetings and events to discuss local policing concerns with residents, victims of crime and partners. In relation to refreshing the plan this has included:

- **Consulting with the Chairs of Strategic Partnerships** – where the strategic priorities have been supported through the Joint Partnership Strategic Assessment.
- **Walkabouts by the Commissioner and the Deputy Commissioner** - in high crime areas across the City and the County, which have identified a need

for improved visibility and accessibility of Police Officers and to improve understanding of the needs and aspirations for policing in local communities.

- **Public Stakeholder Forum** - on the 7th January the Commissioner met with BME communities, who identified priorities to improve: community engagement and empowerment, communication and listening to communities' needs, confidence in local policing, police representation of their communities, victims focus, respect for individuals; capability and competence of officers, accessibility and visibility of policing in local communities.
- **Public Stakeholder Forum** - on the 14th January the Deputy Commissioner met with women's groups, which identified priorities to improve: communication of community projects, aftercare for survivors/victims of crime, feedback to victims and focus on victims of child sexual exploitation and grooming.
- **County Residents' Satisfaction Survey 2013** - questions on the strategic priorities and setting the policing precept conducted by an external research company for Nottinghamshire County Council and participating partners which identified: all priorities were rated as important or very important (95%), the main other priorities suggested were better response times and getting more police on the beat (49%), the most popular form of communication by the Commissioner was newsletters and leaflets (21%), local newspapers (19%), and respondents would be prepared to pay more for policing (56%), the majority of savings were identified to be generated from the Nottinghamshire Office of Police and Crime Commissioner (41%) and policing support functions (30%).
- **City Respect Survey 2013** - questions on the strategic priorities and setting the policing precept conducted by the Crime and Drugs Partnership, which identified:TBC
- **The Commissioner's website** – online survey to seek views on the strategic policing priorities and the policing precept which identified: all priorities were rated as important or very important (over 80%), the most popular form of communicating the Commissioner's information was by email newsletter (10%), local newspaper (9%), and respondents would be prepared to pay more for policing (48%), the majority of savings were identified to be generated from support services (8%), criminal justice (6%) and the Nottinghamshire Office of Police and Crime Commissioner (5%).
- **Commissioned focus groups** - across the City, County South and County North, to seek views on the strategic policing priorities and the policing precept which identified.....TBC
- **Commissioned victim's focus groups and surveys** - which identified.....TBC
- **Commissioned domestic violence abuse survivors focus groups** - which identified..... TBC

7. Delivering Our Strategic Priorities

Taking account of the performance challenges, risks identified in the partnership strategic assessment and the outcome of the consultation, the strategic priorities will

remain the same, with a minor alteration to priority theme 3 to include a focus on priority crime types. They are:

1. Protect, support and respond to victims, witnesses and vulnerable people
2. Improve the efficiency, accessibility and effectiveness of the criminal justice process
3. Focus on **priority crime types** and those local areas that are most affected by crime and anti-social behaviour
4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour
5. Reduce the threat from organised crime
6. Prevention, early intervention and reduction in reoffending
7. Spending your money wisely

Appendix A provides a detailed overview of the Commissioner's Strategic Framework, outlining the priorities and their supporting actions to be delivered.

8. Partnership Priorities

The Police Reform and Social Responsibility Act 2011¹⁰ places a mutual duty on the Commissioner and responsible authorities in Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and reoffending. There is also a similar reciprocal duty on the Commissioner and Criminal Justice bodies to cooperate.

Nottinghamshire Police

The Chief Constable sets the vision for Nottinghamshire Police to be the best performing police force in England and Wales within his Policing Plan. The Policing Plan aligns the Commissioner's priorities within the following three priorities:

1. To cut crime and keep you safe
2. To spend your money wisely
3. To earn your trust and confidence

Nottingham Crime and Drugs Partnership¹¹

The Nottingham Crime and Drugs Partnership (CDP) is a multi-agency organisation responsible for tackling and addressing crime and substance misuse in Nottingham. The CDP is a statutory partnership under the Crime and Disorder Act 1998¹², which requires all key agencies in Nottingham to work together in the prevention of crime. The CDP consists of members of the key organisations which constitute the Partnership including: Responsible Authorities and other partners from higher education, the voluntary sector and business communities. To meet the Partnership's aims the strategic focus is:

- Violence (inc. domestic violence)
- Anti-social behaviour

¹⁰ [Police Reform and Social Responsibility Act 2011](#)

¹¹ [Nottingham Crime & Drugs Partnership Plan 2011-14 Year 3](#)

¹² [Crime and Disorder Act 1998](#)

- Substance misuse (drugs and alcohol)
- Reactive response to emerging issues and volume crime
- Mental health
- Reoffending

These priorities are being directed towards five 'High Impact Areas' having the highest concentration of crimes.

Safer Nottinghamshire Board¹³

The Safer Nottinghamshire Board (SNB) is a countywide strategic group that is required under the Crime and Disorder Regulations 2007¹⁴ to ensure the delivery of shared priorities and a community safety agreement. It supports local community safety partnerships, which were set up as statutory bodies under sections of the Crime and Disorder Act 1998, and aims to bring together agencies and communities to tackle crime and anti-social behaviour in local areas. The three Community Safety Partnerships (CSP) are: Ashfield and Mansfield CSP; South Notts CSP; and Bassetlaw, Newark and Sherwood CSP. The SNB has identified seven strategic priorities, which have been allocated champions to progress:

- Serious acquisitive crime
- Violent crime
- Domestic violence
- Anti-social behaviour
- Drugs and alcohol
- Youth issues
- Hate crime

These priorities are being directed towards fifteen areas having the highest levels of priority crimes, and are termed 'Priority Plus' areas.

9. Measuring How Well We Are Doing

The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the Police and Crime Plan and demonstrate efficient and effective policing in Nottinghamshire.

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people			
Measure		Objective	Target
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	A year-on-year improvement in satisfaction levels	90% of victims completely, very or fairly satisfied
2	Percentage of victims and witnesses satisfied	A year-on-year improvement in satisfaction levels	An increase in the percentage of victims and witnesses satisfied

¹³ Safer Nottinghamshire Board

¹⁴ Crime and Disorder (Formulation and Implementation of Strategy) (Amendment) Regulations 2012

	with the services provided in Court		compared to 2013/14
3	Percentage of people who agree that the police and council are dealing with local anti-social behaviour (ASB) and other crime issues	A year-on-year improvement in agreement levels	60% agreement by 2015-16
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Reduce the number of repeat victims of domestic violence, hate crime and ASB	A reduction in the number of repeat victims of domestic violence compared to 2013/14
			A reduction in the number of repeat victims of hate crime compared to 2013/14
			To monitor repeat victims of anti-social behaviour incidents
5	Public confidence in reporting offences to the police	Encourage the increased reporting of serious sexual offences	To monitor the number of Serious Sexual offences
		Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor the number of domestic abuse incidents and crimes and proportion which are repeats
		Encourage the increased reporting and identification of Hate Crime	To monitor satisfaction levels of victims of domestic abuse through the Force Victim Surveys
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons KSI on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 50% reduction by 2020 (from the 2005-2009 baseline)
		Monitor KSIs for 0-15 year olds	This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year The County has a 40% KSI reduction target for 0-15 year olds
7	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites compared to 2013-14
Why is it important? <ul style="list-style-type: none"> • Surveys identify getting back to victims and keeping them informed is a priority for improving satisfaction. • Supporting victims and witnesses improves sure and swift justice. • Community engagement and consultation identifies a need to improve accessibility and visibility of the police in local communities. • Performance figures identify high levels of repeat victims. The Commissioner's focus is that victims are the most important part of any crime. • Domestic violence accounts for 41% of the reported violence against a person; a significant proportion is repeat victimisation. • There are a high number of people killed or seriously injured on Nottinghamshire's roads. 			

Strategic Priority Theme 2:**Improve the efficiency, accessibility and effectiveness of the criminal justice process**

Measure	Objective	Target
1	Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the police to the Crown Prosecution Service
2	Crown Court and Magistrates conviction rates	A reduction in the error rate and late rate compared to 2013/14 ¹⁵
3	Early Guilty Plea Rate for the Crown Court and Magistrates Court	To record a conviction rate in line with the national average
4	Attrition Rate for the Crown Court and Magistrates Court	An increase in the Early Guilty Plea rate compared to 2013/14 To be better than the national average
5	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	A decrease in the Attrition rate compared to 2013/14 To be better than the national average
		Reduce % ineffective trials compared to 2012/13
		Achieve an effective trial rate of 50%

Why is it important?

- Partnership working to improve an efficient and effective criminal justice system.
- Improving efficiency and effectiveness in the criminal justice system for positive outcomes for victims and witnesses.
- The Commissioner is focused on the needs of victims, and supporting them to take an active role in restorative justice.

Strategic Priority Theme 3:**Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour**

Measure	Objective	Target
1	Reduction in 'All Crime' across the Force	Reduce Crime in Nottinghamshire with a focus on reducing offences which have a high victim impact and reducing offences in those local areas which experience a high level of crime
		A reduction in All Crime compared to 2013/14
		A reduction in the number of victim-based crimes compared to 2013/14 ¹⁶
		To monitor the number of offences in those local areas which experience a high level of crime
		To significantly reduce levels of serious acquisitive crime, violence with injury and shop theft.
2	Reduction in anti-social behaviour (ASB) incidents across the Force	Reduce ASB incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB
		A reduction in ASB incidents in line with the long-term target of a 50% reduction by 2015/16 (compared to the 2011/12 baseline)
3	The detection rate (including Positive Outcomes) for Victim-	An improvement in the detection rate (including positive outcomes) for victim-based
		An increase in the detection rate for victim-based crime

¹⁵

It should be noted that file numbers received from Courts are low

¹⁶

In support of this target, Burglary Dwelling, Robbery and Violence with Injury will be priority areas

	Based Crime	offences	
		To ensure the appropriate and effective use of Community Resolution disposals	To monitor: A. the proportion of Community Resolution disposals B. Detection rate for Total Crime
Why is it important? <ul style="list-style-type: none">• There is a national target to reduce crime.• Priority focus on prevention to reduce demand, with continuing multi-agency action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims.• The Commissioner's Victim's Strategy and Commissioning Framework will be developed by spring 2014.			

Strategic Priority Theme 4:

Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour

Measure		Objective	Target
1	The number of Alcohol-related Crimes	Reducing alcohol related crime and ASB	To monitor the number of crimes and ASB which appear to be alcohol-related
		Improve data quality in order to better understand the nature of alcohol-related crime	To monitor the proportion of alcohol-related violent crime
2	Reoffending of drug fuelled offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offences committed by drug-fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort
3	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply of drugs offences
Why is it important? <ul style="list-style-type: none"> Alcohol misuse has been linked to more than 1 million crimes in the UK each year, particularly violent crime and disorder. The Commissioner's Alcohol Strategy and Action Plan identifies key activities to tackle alcohol-related crime. Consultation has indicated that alcohol-related violence, anti-social behaviour, and drug dealing are major concerns for local people. The introduction of the Anti-social Behaviour, Crime and Policing Bill 2013 will introduce new powers for policing and community safety once it becomes an Act in the spring of 2014. 			

Strategic Priority Theme 5:

Reduce the threat from organised crime

Measure		Objective	Target
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	A 10% increase in the number of orders compared to 2013/14
2	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and Risk below the 2013-14 level
Why is it important? <ul style="list-style-type: none"> There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act. The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Chief Constable are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy. 			

**Strategic Priority Theme 6:
Prevention, early intervention and reduction in re-offending**

Prevention, Early Intervention and Resolution in Re-offending			
Measure		Objective	Target
1	Reoffending of offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offending from offenders in the IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort ¹⁷
2	Youth Offender reoffending rates	To better understand youth reoffending and to create a baseline for future performance monitoring	To monitor reoffending rates and offending levels of youth offenders in the Youth Justice System
3	Community Resolutions for Youth Offenders	To better understand recidivism in Youth Offenders following a Community Resolution disposal, and to create a baseline for future performance monitoring	To monitor reoffending in Youth Offenders who have received a community resolution
Why is it important? <ul style="list-style-type: none">• Current figures for proven reoffending show that the percentage of offenders who go on to commit a further offence within 12 months needs reducing.• The Commissioner will focus on prevention to reduce demand, securing justice for victims and reducing reoffending to reassure the public and improve confidence in policing.			

**Strategic Priority Theme 7:
Spending your money wisely**

Spend your money wisely			
Measure		Objective	Target
1	Make efficiency savings	<p>Savings in line with MTFP by the end of each financial year</p> <p>Detailed plans are in place to ensure the savings target is met. However, detailed data remains unavailable as to progress against these targets.</p> <p>Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.</p>	To be confirmed following budget dialogue
2i	Total number of days lost to sickness (Officer)	To monitor the number of days lost to sickness to ensure that the Force remains in line with national trends	3.7 % for officers (8.2 days)
2ii	Total number of days lost to sickness (Staff)	To monitor the number of days lost to sickness to ensure that the Force remains in line with national trends	3.7 % for staff (8.2 days)
3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community ¹⁸
Why is it important?			
<ul style="list-style-type: none">The Commissioner has a legal requirement to provide a balanced budget and monitor spend against budget for police and crime.			

¹⁷ Monitoring this year will provide a baseline for future targets setting.

¹⁸ The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.

- Sickness monitoring contributes to providing an effective and efficient workforce.
- The Commissioner aims to ensure that Nottinghamshire Police is an employer that reflects the communities it serves.

10. Accountability

The Police and Crime Plan sets out the Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.¹⁹ The Commissioner has produced his Annual Governance Statement, reporting against the 'Delivering Good Governance' principles. There has been an annual governance review and the production of the Group Statement of Accounts for 2012-2013²⁰ which reflects the financial position of meeting continued savings of £10m each year while increasing visibility and accessibility of policing. There has also been the production of the Code of Corporate Governance which sets out the standard that the Commissioner and the Chief Constable will govern as separate corporations sole.

11. Resourcing Our Priorities

To date £42 million of efficiencies has been delivered to balance the budgets since austerity measures were taken by the government. There is an identified need to find on average £10 million in savings each year is set to continue. Despite this the Commissioner has made significant progress in increasing the number of Police Officers and PCSO's in line with his election promises. By April 2015 there will be 2142 police officers, an increase of 120 since 2012-13 and 375 PCSO's an increase of 75 since 2012-13.

However, in order to continue delivering the required efficiencies the Force is developing a programme of significant transformational change, through a Target Operating Model (TOM). This will change the way in which the policing service in Nottinghamshire is provided in the future. The TOM is largely predicated on a different workforce mix of Police Officers and staff.

Some steps to transformational change have already been put in place, such as the reduction in the size of the police estate and rationalisation of front counters. The focus will be on maintaining a police presence to support the vision of policing; through more partnership co-location, digitalisation and agile working.

To achieve the efficiencies there will be increased work in collaboration with our regional police areas and the development of collaboration at a local level with partners. We all need to reduce services together to ensure burdens are not transferred.²¹

The estimated funding for the Commissioner over the next four years is as follows:

¹⁹ [Governance Framework](#)

²⁰ [Nottinghamshire Police and Crime Commissioner and Group Statement of Accounts 2012-2013](#)

²¹ [Reference: Police and Crime Panel budget papers 3 February 2014](#)

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Police & Crime Grant	133.6	127.0	121.9	117.1
Council Tax Legacy Grant	9.7	9.7	9.7	9.7
Precept	50.5	51.5	52.5	53.6
Collection fund surplus/(deficit)				
TOTAL	193.8	188.2	184.2	180.4

Collection fund balances are unknown at this stage with declarations from billing authorities not being due until 31st January. If there is a net surplus this will be transferred to the Grants and Commissioning Reserve.

The net expenditure requirements are provided below:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
Previous year net expenditure	196.9	195.8	185.3	193.2
Net changes for pressures	11.6	(10.5)	7.9	7.0
Net expenditure requirement	208.5	185.3	193.2	186.2

The summary financial position is detailed below:

	2014-15 £m	2015-16 £m	2016-17 £m	2017-18 £m
<u>Policing element</u>				
Net Expenditure	203.9	188.5	188.8	181.8
Savings efficiencies & reserves	(14.6)	(7.6)		
sub-total	189.3	180.9	188.8	181.8
<u>Grants & Commissioning</u>				
Net Expenditure	4.6	4.5	4.4	4.4
Savings efficiencies & reserves	(0.1)	(0.1)		
sub-total	4.5	4.4	4.4	4.4
Total net expenditure	193.8	185.3	193.2	186.2
<u>Financing available</u>				
Grants	143.3	136.7	131.7	126.8
Precept	50.5	51.5	52.5	53.6
Total Financing	193.8	188.2	184.2	180.4
Contribution (from)/to Reserves incl above	(2.0)	2.9		
Further savings required			9.0	5.8

The Commissioner recognises that achieving these levels of efficiencies will be challenging, but he has mapped out a robust programme of work and monitoring with the Force.

12. Delivering Value For Money

The commissioned Deloitte Base Budget Review and the HMIC annual Value for Money (VFM) Profiles have identified the following ten key areas for savings, which form part of an improvement plan of action for the Force which is monitored by the Commissioner:

- Fleet management
- Reduce demand and deployment
- Airwave Radio – use of radios and other technology
- Corporate Services
- Estates management
- Criminal Justice
- Procurement
- Workforce modernisation
- East Midlands Collaboration Programme
- Finance

The table below summarises the savings plans currently in place for the next two years:

Efficiencies	2014-15 £m	2015-16 £m
Collaboration	0.3	1.1
Procurement	1.3	
Estates	1.4	
Corporate Services	2.9	
Fleet	0.2	
Income generation	1.2	
Commissioners Office	0.1	0.1
TOTAL Efficiencies	7.4	1.2

In addition to the efficiencies planned it is anticipated that the TOM will start to deliver savings in 2014-15 and these are summarised as:

TOM savings	2014-15 £m	2015-16 £m
Collaboration	0.3	4.2
Local policing re-design	2.0	2.6
Systems thinking	2.0	1.5
Regional ICT	1.0	1.0
Total TOM Savings	5.3	9.3

There will be a focus on the Force's efficiency savings programme which will be monitored by the Commissioner and reported to the Joint Audit and Scrutiny Panel to demonstrate delivering improved value for money policing.

13. Stage 2 Staff Transfer

The Police Reform and Social Responsibility Act 2011 outlined that there were two stages of staff transfer. Stage one from the 22 November 2012 when the Commissioner took up office, whereby all police staff moved by law to his employment from the previous Police Authority, and existing delegations of direction to the Chief Constable remained. Stage two, which will be completed by no later than the 1 April 2014, enables the movement of staff employment from the Commissioner to the Chief Constable, which has been agreed by the Home Secretary.

The Stage Two Second Transfer is a '**Maximum Transfer**' model for Nottinghamshire Police, which means the transfer of all police staff from Operational Frontline, Operational Support and Business Support²² functions to the employment of the Chief Constable. The Deputy Commissioner and the staff employed to work within the Nottinghamshire Office of the Police and Crime Commissioner will remain under the employment of the Commissioner. In addition the Force will provide business support to the Commissioner as identified within the Working Relationship Agreement and in line with the Policing Protocol Order 2011.

14. Smart commissioning

The Commissioner currently commissions community safety work, through community safety partnerships and the Community Safety Partnership Fund and a small grants programme aimed at voluntary and community organisations. From October 2014 he will also commission Victim Support and Restorative Justice services. To ensure that he delivers high quality effective services, he has commissioned independent research into victims' support needs. The researchers will report in March and their findings will be brought together with the results of a separate restorative practice mapping exercise and strategy. This will inform the Commissioner's Victims' Strategy and Commissioning Framework, which will be developed in spring 2014.

²² The definitions of Operational Frontline, Operational Support and Business Support functions have been taken from the 2013 HMIC Report: [Police Governance in Austerity](#)

Appendix A: Strategic Framework

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BUILDING SOCIAL CAPITAL – Refreshed Police and Crime Plan 2014 – 2018						
The Vision ‘The People’s Commissioner’	...giving victims and citizens a bigger VOICE in policing to achieve a safer Nottingham and Nottinghamshire...	To achieve outcomes of: <ul style="list-style-type: none">• Safer communities• Improved trust and confidence in policing• Delivering value for money policing services		To achieve objectives of: <ul style="list-style-type: none">• Reduced crime and anti-social behaviour• Fairer treatment of victims and citizens• Better use of resources		To be measured by demonstrating: <ul style="list-style-type: none">• Ranked in the top 10 Police forces for reducing crime• Ranked in the top 5 forces for victims satisfaction• Efficient and effective use of budget and resources• Increased representation of BME through recruitment
REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS, VOUNTARY AND THIRD SECTOR						
Pledges	<ul style="list-style-type: none">• Campaign against Government funding cuts to Nottinghamshire’s Police budget• Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 PCSOs• Work in Partnership to reduce anti-social behaviour by 50%			<ul style="list-style-type: none">• Give extra priority and resources to domestic violence and crimes against girls and women• Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded• Be fair, honest and protect taxpayers’ money		
COMMUNITY ENGAGEMENT AND CONSULTATION						
We Value	Victims – by listening and taking action to protect and safeguard vulnerable people	Openness – by putting victims and the public at the heart of open and transparent decision-making	Inclusiveness – by working effectively with communities and businesses to tackle crime and anti-social behaviour	Communities – by ensuring fairness, respect and accountability to victims and communities	Empowering – by engaging with victims and communities to help shape policing services and build stronger partnerships	
STRATEGIC THEMES AND KEY ACTIVITIES FOR THE DELIVERY PLAN						
1. Protect, support and respond to victims, witnesses and vulnerable people	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	5. Reduce the threat from organised crime	6. Prevention, early intervention and reduction in reoffending	7. Spending your money wisely
<p>C - Design and commission core and targeted services for victims</p> <p>C – Improve support for young victims of crime, safeguarding children and vulnerable adults</p> <p>C - Complete the County wide review of domestic violence services to provide recommendations to improve services</p> <p>C - Improve BME recruitment, training, stop and search experience of policing together with implementing the commissioned research recommendations</p> <p>C – Work in partnership to ensure vulnerable people are dealt with more appropriately under Section 136 of the Mental Health Act 2007</p> <p>F - Focus on understanding and responding to the individual needs of victims and witnesses, in line with the Code of Practice for Victims of Crime</p> <p>F - Prioritise the early identification, protection, support and response to those who are most vulnerable to crime, abuse, exploitation and repeat victimisation</p> <p>F - Strive to understand, engage and communicate with all of our communities</p> <p>F - Ensure that the diverse needs of detainees are met and risks in custody are managed appropriately</p> <p>F - Improve road safety and protect the most vulnerable road users</p> <p>P - Develop an action plan to protect and reduce violence to young women and girls in gangs</p> <p>P - Promote and develop opportunities for local communities, individuals and businesses to work together to reduce crime through developing a Business Crime Strategy</p> <p>P - Improve witnesses and victims' experience and participation levels in the Criminal Justice system by removing barriers</p>	<p>C - Seamless support for victims and witnesses going through the Criminal Justice System</p> <p>C - Implementing Restorative Justice Strategy and Action Plan, covering training gaps in Criminal Justice and other issues</p> <p>F - Continually review and improve the response to and investigation of reports of crime and disorder</p> <p>F - Identify, develop and implement new and more effective ways of working to improve the quality of experience provided by the criminal justice system</p> <p>F - Publicise, where possible, the outcomes of criminal cases using a range of traditional and new media channels</p> <p>F - Utilise the power to stop and search in a necessary and proportionate manner, sharing data with local communities to demonstrate that the power is being used appropriately</p> <p>P - Expose opportunities to involve victims of anti-social behaviour and crime in neighbourhood justice</p>	<p>C - Rollout improved public transport safety schemes including the Safer Cab Scheme</p> <p>C - Continue to support partnership working on high impact neighbourhoods across the City and partnership priority areas across the County</p> <p>C - Work with partners to protect local natural environments from issues of trespass, damage and wildlife crime and tackle rural crime of theft and improve cross border working</p> <p>F - Implement prevention, intelligence and enforcement strategies for priority crime types:</p> <ul style="list-style-type: none">• Violence (domestic violence, hate crime, robbery, night time economy and public space violence, gang and youth violence)• Burglary• Serious sexual violence and rape• Theft and handling (shop theft and mobile phone theft) <p>F - Target those high priority neighbourhoods identified through the Nottinghamshire Crime and Drugs Partnership (CDP) and Safer Nottinghamshire Board (SNB)</p> <p>F - Develop and implement innovative crime and anti-social behaviour prevention strategies</p>	<p>C - Lead the implementation of the Alcohol Strategy and Action Plan</p> <p>C - Jointly commission substance misuse services</p> <p>F - Reduce the demand for and supply of illegal drugs, tackling Class A drug trafficking; closing crack houses and disrupting cannabis cultivation</p> <p>F - Improve the effectiveness of assessment and treatment for drugs, alcohol, mental health issues and learning difficulties in custody, prisons and the community</p> <p>F - Develop and implement multi-faceted partnership problem solving plans for each of the key Night Time Economies (NTEs) within the City and town centres</p> <p>F - Encourage positive changes in drinking habits and raise public awareness of the risks associated with misuse of drugs and alcohol</p> <p>P - Improve drug and alcohol treatment and assessment in custody, prisons and the community</p> <p>P - Ensure the robust enforcement of licensing conditions of pubs and clubs causing the most concerns</p>	<p>C - Develop options for local and regional Serious and Organised Crime strategies to tackle, cybercrime, fraud, money laundering, sexual exploitation and human trafficking</p> <p>C - Encourage greater regional collaboration between Forces for crime, criminal justice and operational support</p> <p>C - Support the Ending Gang Partnership programme and enhance community involvement</p> <p>C - Promote activities to build active communities to improve relationships and community cohesion</p> <p>C – Improve multi-agency demand profiling of impacts and resources of increases of new and emerging communities within the City and County</p> <p>F - Work closely with the East Midlands Special Operations Unit (EMSOU), the National Crime Agency (NCA) and local partner organisations</p> <p>F - Proactively investigate money laundering offences and pursue criminals through the courts to derive maximum benefit from the Proceeds of Crime Act (POCA)</p> <p>F - Target organised criminal activity through the use of Organised Crime Group (OCG) mapping and management</p> <p>F - Utilise Automatic Number Plate Recognition (ANPR) technology to reduce organised road crime and deny criminals the use of the road</p>	<p>C - Work in partnership to address the mental health needs of offenders and victims</p> <p>C - Provide positive activities for young people at most risk of getting involved in offending and anti-social behaviour</p> <p>C – Ensure vulnerable people are dealt with more under section 136?</p> <p>C – Work with local partners and MOJ officials to ensure transforming rehabilitation to have a positive impact locally</p> <p>F - Utilise Integrated Offender Management (IOM) to deliver critical interventions to those offenders who commit the greatest number of offences</p> <p>F - Adopt an integrated partnership approach to preventing demand for public, private and third sector services</p> <p>F - Develop early intervention plans aimed at diverting young people away from crime and improving community cohesion</p> <p>P - Work through the Multi Agency Public Protection Arrangements (MAPPA), to manage supervision in the community of the most dangerous violent and sexual offenders</p> <p>P - Expand the use of Restorative Justice by partners and ensure consistent application of practice</p> <p>P - Provide support to complex and priority troubled families</p>	<p>C - Implement the commissioning strategy to target resources to local communities to help resolve local problems</p> <p>C - Develop a regional transformational programme of change to deliver value for money</p> <p>C - Achieve greater financial savings from regional collaboration</p> <p>C - Rationalise the Force's property estate and vehicle fleet whilst continuing to improve quality, suitability and performance</p> <p>C - Implement the Social Responsibility Strategy</p> <p>C - Recruit more volunteers, including cadets, Rural Specials, Specials, Volunteer PCSOs, and Neighbourhood Watch</p> <p>F - Redesign the police workforce and integrate opportunities for volunteering through a target operating model approach</p> <p>F - Implement sustainable workforce planning, building a culture of excellence and innovation while addressing any disproportionality</p> <p>F - Explore opportunities for collaboration and partnership to reduce costs and improve services whilst continuing to meet the Strategic Policing Requirement (SPR)</p> <p>F - Provide officers and staff with joined up, innovative, reliable and easy to use technologies that make them more effective and accessible, and make their jobs easier</p>
PERFORMANCE MANAGEMENT (BALANCED SCORECARD)						
<ul style="list-style-type: none">• Improve satisfaction for victims' satisfaction in policing / victims and witnesses in court• Improve confidence with anti-social behaviour and crime• Reduce number of repeat victims• Reduce number of people killed or seriously injured on our roads	<ul style="list-style-type: none">• Improve timeliness and quality of court files• Improve Magistrates and Crown Courts conviction rates• Improve effective trials	<ul style="list-style-type: none">• Reduce 'All Crime' across the Force• Reduce anti-social behaviour• Improve detection	<ul style="list-style-type: none">• Reduce the number of alcohol-related crimes• Reduce drug related reoffending• Encourage reporting drug related offences	<ul style="list-style-type: none">• Improve the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders• Reduce threat, harm and risk (THR)	<ul style="list-style-type: none">• Reduce reoffending• Improve understanding of youth offending• Improve understanding of recidivism in youth offenders following community resolution	<ul style="list-style-type: none">• Make efficiency savings• Monitor total number of days lost due to sickness• Improve BME representation

DELIVERING GOOD GOVERNANCE

Principle 1:
Focusing on the purpose of the PCC and the Force, and on outcomes for the community, and creating and implementing a vision for the local area.

Principle 2:
Leaders, officers and partners working together to achieve a common purpose with clearly defined functions and roles.

Principle 3:
Promoting values for the PCC and demonstrating the values of good governance through upholding high standards of conduct and behaviour

Principle 4:
Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

Principle 5:
Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective.

Principle 6:
Engaging with local people and other stakeholders to ensure robust public accountability.

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	3rd February 2014
Report of:	Paddy Tipping Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	9

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) update report.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which the body thinks appropriate.
- 1.3 This report provides the Panel with an overview of current performance, key decisions made and his activities since the last report in December 2013.

2. RECOMMENDATIONS

- 2.1 The Panel to note the contents of this update report and consider and discuss the issues.

3. REASONS FOR RECOMMENDATIONS

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

4. Summary of Key Points

POLICING AND CRIME PLAN – (2013-18)

- 4.1 Performance against targets across all themes is contained in the tables at **Appendix A** up to November 2013. Data for December 2013 is still being finalised and is currently not available for this report.
- 4.2 It should be emphasised that some of the performance data is only readily available on a quarterly basis (especially partnership and other national data) and therefore not available for this report. However, some data is now reported on to show comparative City and County performance.
- 4.3 The Performance data contained in this report has been taken from the Force's detailed and validated unrestricted monthly Performance and Insight Reports and Commissioner's weekly performance reports in respect of key Policing Plan priorities.
- 4.4 The Commissioner has a statutory duty to ensure that the Force is efficient, effective and provides value for money. A range of performance indicators relating to the 7 strategic themes contained within the current Police and Crime Plan are monitored by the Office of Commissioner and where performance is identified as a risk the Commissioner holds the Chief Constable to account to seek assurances that action is being taken to address the performance concerns.
- 4.5 The Commissioner will do this through bilateral weekly meetings with the Chief Constable and through an extended bimonthly Resource and Performance meeting with the wider Chief Officer Team. In addition, the Commissioner his Deputy and various members of his office attend a number of Force and Divisional performance meetings where necessary assurances are sought and obtained.
- 4.6 The following performance indicators identify areas which are currently off target. Further explanation is given in the respective theme and also **Appendix A**:
- 60% of people agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues – Currently 51.2%
 - Improve the current timeliness and quality of files – quality and timeliness still an issue at Magistrates Court
 - Reduce % of ineffective trials in the Magistrates' and Crown Courts – still an issue in both Crown and Magistrates Courts
 - 10% reduction in All Crime across the Force - +1.4% in November 2013
 - 37% detection rate (including Positive Outcomes) for recorded offences – 31% in November 2013

- 10% increase (year on year) in the numbers of confiscation and forfeiture orders compared to 2012-13: -4.7% compared to previous year
- Total number of days lost due to sickness (3.7%) – Officers only 4.05%
- BME representation (to close the gap) - Current BME representation in Force stands at 4.1% for Officers, and 4.6% for staff (November 2013) and BME community representation is 11.2%.

4.7 The Commissioner is satisfied that the Chief Constable is aware of these issues and is taking appropriate action to address them all.

Theme 1 Protect, support and respond to victims, witnesses and vulnerable people

Performance

- 4.8 As of September 2013, it will be seen that 87.1% of victims of crime are completely, very or fairly satisfied with the service they have received from Nottinghamshire Police which is just 2.9% away from the 90% target. The County is 87.8% and the City is 86.2%.
- 4.9 In November, 98.5% of victims and witnesses were extremely or very satisfied with the services provided in Court and the 90% target has been achieved in each of the last 11 months. Year-to-date figures (April - Nov 2013) show an average satisfaction level of 94.2%, while 88.0% felt confident to give evidence.
- 4.10 No further updates have been received since June 2013, so currently over the past 12 months 51.2% of people agreed that the Police and Council are dealing with local anti-social behaviour and other crime issues. This is an improvement since March this year and now 8.8% short of the 60% target to be achieved by 2015-16.
- 4.11 The Force has been set a target (5% year on year compared to 2012-13) to reduce the number of repeat victims of:
- Domestic Violence (DV)
 - Hate Crime (HC)
 - Anti-Social Behaviour (ASB)
- 4.12 During the year repeat victimisation has decreased by 10.2% which is driven by ASB (-11.5%). The Table below also shows the current performance for Domestic Violence (+13.0%) and Hate Crime (+34.1%):

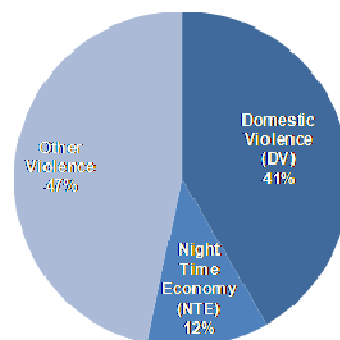
Domestic Violence	Year-to-date performance				Target Position		
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target
City	547	469	78	16.6%	446	101	18.5%
County	750	718	32	4.5%	682	68	9.1%
Force	1297	1187	110	9.3%	1128	169	13.0%

Hate Crime	Year-to-date performance				Target Position		
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target
City	21	11	10	90.9%	10	11	52.4%
County	20	17	3	17.6%	16	4	20.0%
Force	41	28	13	46.4%	27	14	34.1%

Anti-Social Behaviour	Year-to-date performance				Target Position		
	2013/14	2012/13	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target
City	2,050	2,243	-193	-8.6%	2,131	-81	-4.0%
County	2,522	3,125	-603	-19.3%	2,969	-447	-17.7%
Force	4,572	5,368	-796	-14.8%	5,100	-528	-11.5%

4.13 The numbers for Hate Crime are low which makes the percentage change more pronounced. The City has greater repeat victimisation in both crime types (+18.5% DV, +52.4% HC).

4.14 The pie chart below identifies that Domestic Violence equates to 41% of all violence and clearly exceeds Night Time Economy violent crime (12%). However, a large proportion of DV crimes are repeats and emphasises the importance of reducing repeat victimisation through positive Police action and partnership support.



4.15 There is no new data since the last report for the number of people killed or seriously injured (KSI). Currently, Quarter 1 and 2 figures reveal that between January and June 2013, the Force recorded a 23.5% reduction in KSIs when compared to the same period of 2012. This equates to 64 fewer people Killed or Seriously Injured on Nottinghamshire's roads, and means that the Force is currently on course to meet the long term target reduction for this measure.

While all user groups are showing a reduction, the vulnerable road user groups (motorcyclists, pedal cyclists and pedestrians) show the greatest reductions in percentage terms.

- 4.16 However, Panel members may be aware through media coverage of the number of fatal road accidents during December 2013. The figures for December will be reported to the next meeting of the Panel once finalised.

Activity:

- 4.17 The Force recognises that Hate Crime and Domestic Violence repeat victimisation is a concern and continues to take positive action. The Force continues with its '**Alliance Against Violence**' campaign which will address all aspects of violence.
- 4.18 The Force is aware that placing greater emphasise on taking swift action to tackle repeat offending for DV will help reduce violent crime overall but most importantly reduce the misery for many repeat DV victims. However, in order to prevent further repeat victimisation the Police need swift help from partners also.

Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process

- 4.19 Performance on this measure remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of data.
- 4.20 The Crown Court continues to show the stronger performance this month, with improvements in both file quality and timeliness meaning that the target has been achieved (year-to-date to October 2013). It should be noted, however, that performance in both September and October was below the average for the year so far, which is positive, however this should be taken in context with a high average error rate due to previous poor performance, and also that lack of substantial information for this indicator does mean that no robust conclusions can be derived from the information. The position compared to target for timeliness has deteriorated when compared to that reported at the end of August.
- 4.21 The Magistrates Court is experiencing an improvement in performance in terms of the quality of files submitted this month, with the error rate in October being the lowest recorded this year, meaning that the target improvement has been achieved. In contrast to this, the late rate was at its highest this year (30.8% of 13 files submitted), and the year-to-date timeliness target has not been met.

- 4.22 Year-to-date figures to November 2013 show that the current effective trial rate is 43.8% for the Crown Court and 41.4% for the Magistrates Court, meaning that neither court is achieving the target 50% effective trial rate.
- 4.23 Performance across both courts has been fairly static over the last 14 months, and there is little change in the effective trial rate for either court this month. The proportion of cracked trials (where the defendant offers an acceptable plea or the prosecution offers no evidence) and ineffective trials (where no final outcome is reached) also remain unchanged this year.
- 4.24 Current trends suggest that the 50% target will be a challenging one to achieve this year. Improvements in file quality and timeliness may help to support the Criminal Justice Service in improving the effective trial rate for the courts.

Activity:

- 4.25 The Force continues to work with its local criminal justice partners to take action to increase the quality and timeliness of the evidence submitted by officers. Key issues have been identified and a Force working group has been established to tackle the range of issues.

Theme 3: Focus on those local areas that are most affected by Crime and anti-social behaviour (ASB)

- 4.26 The Force continues to record a year-to-date increase in All Crime, and is therefore not achieving the 10% reduction target. On a positive note, performance improvements have continued into **November**, with a 4.1% reduction in the month compared to November 2012. This means that the year-to-date increase is the smallest it has been this year, at **1.4%** (637 offences).
- 4.27 In terms of divisional performance, both City and County are recording increases year-to-date, and similarly to the Force level picture, these increases are notably smaller than those reported previously this year (**City +1.0%** or 212 offences, **County +1.7%** or 425 offences).
- 4.28 As discussed in the previous report, Theft & Handling and Violence Against the Person offences account for a large proportion of the Force's All Crime, and these groups continue to record year-to-date increases. However, there remain signs of improvement in VAP, with the Force recording its second consecutive month-to-date reduction in VAP offences this month.
- 4.29 Both Burglary Dwelling and Robbery remain a concern, with large percentage increases recorded in both of these offence types year-to-date. Although, it should be noted, that Robbery offences decreased in the month of **November**, and as this is a low volume offence, the effect of this month-to-date reduction is apparent in the year-to-date performance.

- 4.30 The Force is currently recording a detection rate of 31.0% year-to-date, a 5.4 percentage point (pp) drop compared to same period of last year and 6.0pp below the Police & Crime Plan target. Despite the low rate the Force has around 392 offences which are still 'Awaiting Detection Approval'.
- 4.31 Once these are finalised the Force detection rate for the year so far will rise to 33.1%, still a considerable distance away from target. Reviewing detection performance as a whole, the Force has recorded a reduction in detection volume of 10.2% or 1,706 less detections than last year, and this is compared to an increase in overall offence volume of 1.3% (605 more offences than last year).
- 4.32 The table below shows the Force's Priority Areas which have a mixed performance, with the majority now recording increases in crime. One area which is highlighted as showing strong performance is Aspley in the City, where a reduction of over 60 offences in the month of **November** has had a noticeable effect on year-to-date performance.

All Crime - Ranked by % Difference from Stretch Target Partnership Plus Area	Year-to-date performance				Target Position		
	2013/14	2012/13	Volume Change	Percentage Change	Current Stretch Target	Difference from Stretch Target	Percentage Difference from Stretch Target
Hucknall East (County BCU, Ashfield District, part of Hucknall NPA)	510	368	142	38.6%	302	208	40.8%
Eastwood South (County BCU, Broxtowe District, Eastwood NPA)	557	413	144	34.9%	339	218	39.1%
Arboretum (City BCU, City Central Command Area, part of the Sherwood & Hyson Green NPA)	1,109	981	128	13.0%	746	363	32.7%
St Ann's (City BCU, City South Command Area, covers most of St Ann's NPA)	938	831	107	12.9%	632	306	32.6%
Woodlands (County BCU, Mansfield District, part of Mansfield West & covers a small part of Mansfield Town Centre)	656	586	70	11.9%	481	175	26.7%
Bulwell (City BCU, City North Command Area, forms part of Bulwell NPA)	1,433	1,427	6	0.4%	1085	348	24.3%
Sutton Central/East (County BCU, Ashfield District, Ashfield South NPA)	844	794	50	6.3%	651	193	22.9%
Portland (County BCU, Mansfield District, forms part of Mansfield Town Centre NPA)	662	624	38	6.1%	512	150	22.7%
Worksop (County BCU, Bassetlaw District, forms part of Worksop North and Worksop South NPA's)	1,950	1,817	133	7.3%	1526	424	21.7%
Carr Bank (County BCU, Mansfield District, top of Mansfield East NPA)	237	227	10	4.4%	186	51	21.5%
Kirkby East (County BCU, Ashfield District, part of Kirky in Ashfield NPA)	446	450	-4	-0.9%	369	77	17.3%
Aspley (City BCU, City North Command Area, Aspley & Bilborough NPA)	1,198	1,323	-125	-9.4%	1005	193	16.1%
Castle/Magnus (County BCU, Newark District, part of Newark NPA)	975	985	-10	-1.0%	827	148	15.2%
Bridge (City BCU, mainly City South Command Area but covers a small area of City Centre, covers most of the Meadows NPA as well as part of the County beat on the City Centre NPA)	652	755	-103	-13.6%	574	78	12.0%
Netherfield And Colwick (County BCU, Gedling District, part of the Carlton & Porchester NPA)	435	473	-38	-8.0%	388	47	10.8%
Hucknall Central (County BCU, Ashfield District, part of Hucknall NPA)	286	338	-52	-15.4%	277	9	3.1%

Activity:

- 4.33 This Force's proactive work to reduce violence, such as the '**Alliance Against Violence**' campaign, is having a positive effect on performance.
- 4.34 The Commissioner has completed his plan of activity visiting all key crime areas with the Deputy Commissioner during October and November 2013 and has a better understanding of the issues at grass roots levels. He has been assured that what can be done is being done. However, these visits have provided valuable insight into key issues which he will address as part of the Police and Crime Plan and Delivery Plan refresh.
- 4.35 The Force will continue to use Converter Teams to maximise detection opportunities, with a review process undertaken to ensure that the resources put into the programme are equal to the benefits received.
- 4.36 A Review of Converter Teams has now been completed and recommendations put forward to senior management for consideration.
- 4.37 The Force continues to promote the use of Community Resolution disposals where appropriate and all officers are currently offered the opportunity to attend a workshop which provides information and guidance on the use of Community Resolution as a method of detection.
- 4.38 The Commissioner continues to obtain assurance that the Chief Constable is firstly aware of the issues and is taking appropriate action to tackle them. In support of this, officers from the Commissioner's Office continue to attend Force and Divisional Performance meetings and the Commissioner and Deputy Commissioner are subsequently briefed on any emerging risks to performance.
- 4.39 The three Partnership Gold Groups continue to meet and implement their action plans.
- 4.40 The Commissioner reported previously that that he had commissioned Professor Simon Holdaway to undertake academic research to better understand why so many offenders continue to commit shop theft even after being dealt with numerous times at Court. The Force are still working on collating the data.
- 4.41 In addition to activities undertaken by Gold Groups and Community Safety Partnerships (CSPs), key actions being taken by the Force on other key performance risks include:

Crime Type	Location	Current Actions
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Crime Type	Location	Current Actions
All Crime	County	The County's Partnership Plus Areas are subject to costed delivery plans which are funded through the Safer Nottinghamshire Board. These plans are monitored and delivered through the Community Safety Partnerships for each of the County Operational Areas. The Partnership Plus areas are subject to an inflated All Crime reduction target of 18% (16% in Bassetlaw/Newark & Sherwood) due to the increased funding available to these areas to tackle Crime and Anti-Social Behaviour.
All Crime	City	The City's Priority Wards are monitored through the City Crime and Disorder Partnership and are subject to additional activity in order to tackle the high volume issues in these areas.
VAP	Hotspot areas	A micro-beat technique is being used to identify sub-beat level areas within hotspot locations for VAP offences, such as those areas in town and city centres where violence offences are likely to occur. It is intended that this technique will allow officers to prevent or diffuse potentially violent situations before they can escalate.
VAP	Force-wide	The Force has recently established a Violence Against the Person gold group, which is directing targeted activity across the Force.
Theft and Handling	City	Operation Dormice has commenced in the City, working to reduce shop thefts in the top retail premises by identifying and managing prolific offenders through the Integrated Offender Management team.
Theft and Handling	Force	Operation Chasible continues to run on both City and County. This is an ongoing operation to tackle shop theft in those retail premises with the highest levels of shoplifting. The operation involves liaising with retail premises to introduce a prevent and deter strategy, and introducing specific action plans for each affected store. CCTV and undercover officers are also being utilised in hotspot locations.

Crime Type	Location	Current Actions
Theft and Handling	City	Ongoing engagement between the licensing team and the City's licensed premises in order to reduce theft from person offences in nightclubs and bars, particularly of mobile phones. This includes the use of ID scanners in the City's licensed premises, which was initially piloted in Rock City.
Student-related Crime	City	Operation Graduate began in September with the aim to reduce student-related offences which are known to increase when student residents, particularly first-year university students, return to the City for the start of the academic year. Planned activity will target areas with a high concentration of student residences, and will also use a preventative strategy by educating students on personal safety and home security.
Burglary Dwelling	Force-wide	The Force has a Burglary gold group, which is directing targeted activity across the Force.
Burglary Dwelling	Force	Operation Graphite launched a period of intensive activity in October in an effort to effectively manage the Force's most prolific burglary offenders.
Burglary Dwelling	Force	Operation Optimal Forager commenced in September and features cocooning of households who are direct neighbours of burgled houses, and dedicated patrols in identified hotspot areas. This focuses on face to face contact with householders offering bespoke crime prevention advice, and in the case of vulnerable victims in particular, support to secure their property.

Theme 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour

4.42 In respect of alcohol related hospital admissions, Nottinghamshire Police Force data is broken down by the two Local Authorities; Nottingham and Nottinghamshire. The volume of admissions in quarter four (Q4) of 2012/13 was; 1,405 for Nottingham, 4,150 for Nottinghamshire.

- 4.43 These totals represent decreases for both Nottingham (-18.5% or 319 fewer admissions) and Nottinghamshire (-8.3% or 374 fewer admissions), compared to the same quarter the previous year, in the previous quarter (Q3). Both local authorities recorded increases compared to the same quarter the previous year.
- 4.44 Year-to-date figures reveal that 15.5% of All Crime in Force was alcohol related, compared to 17.3% last year. (Year-to-date: City 17.1%, County 14.2%). Over the same time periods, 27.7% of Violent Crime (All VAP, Robberies and Sexual Offences) was alcohol related in 2013/14, compared to 32.2% in 2012/13.
- 4.45 However, due to current recording limitations there is no target for this measure and the current results should be treated with some caution during the monitoring phase. Improvements in recording practices will be monitored this year with a view to setting a target in later years.

Activity:

- 4.46 The Alcohol Strategy is now in the implementation phase and the Commissioner is hopeful that at some point in the future he will have positive news about the results.
- 4.47 This strategy is the product of his first Alcohol Conference which took place in the summer and brought together a multitude of people involved in responding to alcohol abuse. Partnership work is now thoroughly embedded in all aspects of his crime prevention work and nowhere is this more evident than in this document, which sets out each partner will jointly support each other to lessen the impact of alcohol addiction on the health service, public safety, individuals, families and local taxpayers – while also protecting the prosperity of the night-time economy.
- 4.48 Part of his ambitious plans include increasing information-sharing between various agencies to sign post people to support quickly as well as tougher enforcement through expanding the number of proactive licensing visits to check compliance. The key theme is early intervention to stop a chain of events which could include a hospital admission, a crime being committed or a vulnerable person becoming a victim of crime.
- 4.49 This strategy has been heavily influenced by local opinion, gathered via our consultation survey between May and September. It is known that alcohol use is a problem in many local neighbourhoods, regardless of whether they are sited close to pubs and clubs, and that there is widespread support for tougher controls on alcohol sales, marketing and promotion. As a result, partners have agreed to trial fresh approaches which have found success elsewhere in the country to make it more difficult to drink to excess without it leading to severe and possibly criminal consequences.

Theme 5: Reduce the threat from organised crime

- 4.50 The activities of Organised Crime Groups present one of the priority external threats to policing in Nottinghamshire. They have a direct and indirect involvement in a wide range of serious criminality including Murder, Serious Violence, the Criminal Use of Firearms, Drugs Supply, Serious Acquisitive Crime, Fraud and Sexual Exploitation. They impact upon confidence and satisfaction, community cohesion and police endeavours to reduce crime and keep people safe from the risk of harm.
- 4.51 In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and regional operations.
- 4.52 The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent.
- 4.53 The Force has a target to increase the number of confiscation and forfeiture orders and is currently recording a slight decrease in the number of orders, with 121 orders this year compared to 127 last year (a reduction of 4.7%).
- 4.54 This reduction in the number of orders means that the Force has not achieved the target volume of orders year-to-date, with 121 orders compared to a target of 140 orders, meaning that the Force has fallen short of target by 19 orders or 15.5% based on year-to-date figures. It is worth noting that this year-on-year picture appears to be deteriorating with the current gap to the target and comparison to last year both worsening compared to last month.
- 4.55 So far this year the Force has recorded a total order value of £680,372.60 (down £589,353.86 compared to last year) which equates to an average order value of £5,622.91, a decrease of 43.8% compared to the average order value recorded during the same period of last year (£9,997.85). It should be noted again, that this position has also deteriorated compared to last month .

Activity:

- 4.56 The activities reported to the Panel in October 2013 continue to be implemented.

Theme 6: Prevention, early intervention and reduction in re-offending

- 4.57 There have been 313 First-Time Entrants (FTEs) into the Youth Justice System this year (April – November 2013). This is a reduction of 19.9% (78 FTEs)

compared to last year. The current year-to-date target has been achieved and is currently 12.4% or 39 FTEs better than target.

- 4.58 The largest reduction this year is seen on the County, where a 33.7% reduction was recorded, while the City recorded a reduction of 4.4%.
- 4.59 The use of Restorative Justice Disposals and Community Resolutions came into Force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year.
- 4.60 National data published by the Ministry of Justice covering the 12 months to December 2011 (although dated is the latest available) suggests that Nottinghamshire had a 'proven' re-offending rate of 37.6%, 3.0 percentage points above the national average of 34.1%, placing the Force 31st out of 36 areas.
- 4.61 When considering the Force's Acquisitive Crime cohort (data to end of November 2013), there are currently 310 IOM nominals managed by the Force with 24 of these (7.7%) classed as juvenile offenders, and 57 (18.4%) as young adult offenders. Three offenders are classed as 'high risk of harm' offenders.

Activity:

- 4.62 Last month the Commissioner hosted a conference, in partnership with a community interest company called 'No Offence', on Restorative Justice (RJ) which saw national and local figures sharing their views on best practice, with personal experiences provided by both victims and perpetrators.
- 4.63 Overall around 50 people attended and the feedback was more than positive. The Commissioner can see the benefits of RJ for everyone concerned and it certainly seems to reduce the number of first time offenders who go on to reoffend. The Commissioner is aware that it's not the sanction for all types of crime, but used effectively it is a powerful tool. Restorative justice has the potential to make savings and improve outcomes if used properly. A win, win, win for victim, offender and society.
- 4.64 The flexibility of how and where it can be used is a benefit, but the Commissioner is concerned that there needs to be a clear strategy to ensure restorative justice approaches are applied consistently and are effective in not only meeting victim needs but also preventing recidivism with other victims.
- 4.65 REMEDI a leading RJ Charity have been commissioned to undertake a mapping exercise and hold local practitioner events which will inform any future strategy.

Theme 7: Spending your money wisely

- 4.66 The Government's grant has reduced significantly and in order to balance the budget, savings of £8.6m need to be made in 2013-14. Detailed plans are in place to ensure the savings target is met. However, detailed data remains unavailable as to progress against these targets.
- 4.67 Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.
- 4.68 The full year net revenue budget for 2013-14 is £196.998m. During September the Quarter Two forecast was undertaken which resulted in an agreed restated full year budget of £198.375m.
- 4.69 Actual net expenditure for the eight months to November 2013 was £132.284m against a restated budget of £131.932m. The resulting position against the restated budget was an over spend of £0.352m.
- 4.70 Based on 12 month rolling sickness data, officer sickness for the Force reduced to 4.05% in November 2013 from 4.59% in November 2012. The reduction appears to coincide with the implementation of the updated Attendance Management policy in October 2012, and HR is continuing to work closely with line managers to deal with outstanding sickness issues to enable the Force to meet target on this measure.
- 4.71 Officer sickness absence in the 12 months to November 2013 amounted to an approximate cost to the Force of £4.1m. This has reduced from £4.8m as at the end of October 2012 when the revised policy was introduced.
- 4.72 Staff sickness is currently better than target, with 12 month rolling figure of 3.66% against the 3.7% target. This represents a notable improvement in performance, with the equivalent figure at the end of November 2012 being 4.42%.
- 4.73 Current BME representation in Force stands at 4.1% for Officers, and 4.6% for staff (November 2013). This shows little change from the proportion recorded in March last year, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.
- 4.74 The representation figures are lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).

Activity:

- 4.75 The Absence Management Policy, Procedure and Management Guide were launched in October 2012 and continue to be implemented. This policy appears to be achieving the desired results of reducing levels of sickness.

- 4.76 The Base Budget Review commissioned by the Commissioner has been reviewed in conjunction with the recent value for money profile produced by the HMIC and a list of areas where further efficiencies could be made have been discussed and are being considered by the Commissioner. A meeting took place on 10th January 2014 to review the Force's progress in implementing the Deloitte's report recommendations. The Panel was represented by Cllr Gylfoyle at the meeting.
- 4.77 The BME Project Steering and Joint Working Group continue to meet with meetings planned for January 2014.
- 4.78 The Commissioner and his staff have been working hard over recent weeks with Nottinghamshire Police to develop a budget for 2014-15 and medium term financial plan. These are separate agenda items.

DECISIONS

- 4.79 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable.

Significant Public Interest Decisions

- 4.80 The Commissioner's web site provides details of all significant public interest decisions. Since the last report a number of decisions have been in respect of:
- **Sale of Former Roundabout Youth Centre:** Southchurch, Southchurch Drive, Clifton. Revised offer of £180k accepted.
 - **Approval for Mobile Device Pilot:** Decision made to purchase 50 I pads which will cut down the requirement to print out and carry around meeting documentation and provide a more suitable device for senior managers who have a requirement to attend meetings in which numerous supporting documents are discussed.
 - **Victims and Domestic Abuse Survivors Consultation:** Research Tender approved to enable consultation with victims, and the people who support them, in order to gather views on the future shape of victim support services.
 - **Pensions Forfeiture Policy and Procedure:** This policy was approved.
 - **Replacement of Oil-fired Heating at Sherwood Lodge:** This will provide annual reductions in energy bills and reduce the carbon dioxide emissions in relation to the Sherwood Lodge Site.
 - **Section 22 Agreement - Regional Crash Investigation Team:** In 2011, Nottinghamshire, Derbyshire and Leicestershire Police Forces agreed to enter into collaboration around their crash investigation teams. The trial is

considered successful and this decision is made to formalise the collaboration.

- **Sale of Central Police Station:** The Nottinghamshire Police and Crime Commissioner and the Nottinghamshire Fire & Rescue Authority have agreed to enter into a joint marketing exercise to sell the combined site of the Central Police and Fire Stations in Nottingham.
- Following a full tender exercise, it is proposed to accept the tender from Nottingham City Council, subject to agreement of detailed heads of terms and the terms set out in the Tender Acceptance Report.
- It is proposed that contracts will be exchanged with Nottingham City Council for the sale, conditional upon vacant possession (anticipated mid 2015)
- **Delegation to Legal Services:** The Regional PCC's have already agreed the purchase of Titan House (Decision Record 2013/029). In order to complete this purchase within very tight and specific time frames it would be operationally beneficial for a delegation to be made to Legal Services.
- **Regional Purchase of Titan House:** The PCC's have been provided with a business case (which is commercially sensitive) and ongoing updates on the progression of this purchase. This decision record is to provide a public document of the purchase now being completed.
- **CitySafe CCTV Taxi Scheme:** This scheme was listed as a priority action in the Commissioner's Police and Crime Plan 2013-18 under Priority Theme 3: To focus on those local areas that are most affected by crime and anti-social behaviour and C3.4: Improve public transport safety and introduce with partners a safer Cab Scheme.
- Since February 2013 the use and benefits of CCTV in Taxis has been extensively reviewed by a Working Group led by the Nottingham City Crime and Drugs Partnership. A number of options have been considered and other national schemes reviewed.
- Based on the reviews, the Commissioner has decided to provide £95k to fund a Nottingham City Hackney Carriage CCTV Safer Cab Voluntary scheme initially as a pilot (year 1) with a view to running for three years with estimated costs of (Year 2 £31k, and Year 3 £57.3k).

ACTIVITIES OF COMMISSIONER

- 4.81 Since the last report, the Commissioner and Deputy Commissioner have been engaged in a number of activities and meetings in relation to strategic matters, media activities, conducted numerous walkabouts and engaged with partners and various communities. These extensive activities reflect the Commissioner's commitment and pledge to be the People's Commissioner.
- 4.82 As detailed in section 2 above, the Commissioner and Deputy Commissioner continue to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift

remedial and appropriate action is being taken to tackle the problems especially in the top 15 Priority Wards in the County and High Impact Wards in the City.

- 4.83 The Commissioner continues to invite partners to raise their game by working even closer together in partnership with the Police to tackle the emerging issues currently adversely impacting overall performance.
- 4.84 The Commissioner is currently consulting the people of Nottinghamshire to ensure that the refreshed Police and Crime Plan and the budget to deliver it reflect their views and expectations.
- 4.85 The Commissioner is consulting citizens and key stakeholders over Police Station closure plans. The Force is continuing its work to examine areas of business where services can become more efficient and savings made as a means of navigating the current financial challenges. Part of this work has been to review the Force estate to identify opportunities for reducing expenditure. The outcome so far has been a proposal to close Mansfield Woodhouse Police Station to release significant capital and reduce operating costs by around £50,000 per year.
- 4.86 Nottinghamshire Police has endorsed the closure plans but the decision is yet to be finalised and as the Commissioner is keen to gain the public's perspective before any action is taken. The consultation exercise ran until December 31 and feedback is currently being analysed.
- 4.87 Over the past few weeks The Commissioner and Deputy have been visiting community organisations and voluntary bodies. One such visit was carried out by the Deputy who met the volunteers working at the Jericho Road Project to see how the money is being invested to help support vulnerable sex workers in Nottingham.
- 4.88 The Commissioner provided further support to the White Ribbon Campaign last month. This very worthy initiative encourages men to take a greater level of responsibility for reducing violence against women by signing up to a pledge to never commit, condone or remain silent about men's violence against women. Protecting vulnerable women – particularly those who have been a victim of domestic abuse – is a strong theme in his Police and Crime Plan.
- 4.89 **Appendix B** contains the Commissioner's newsletter for December 2013 and provides more detail of his and his Deputy's activities since the last Panel report.

5. Financial Implications and Budget Provision

- 5.1 None - this is an information report. Although the report does contain some information on budget variance.

6. Human Resources Implications

6.1 None - this is an information report. However, the report does provide some information about BME representation.

7. Equality Implications

7.1 None – although it should be noted that high levels of crime occur predominately in areas of high social deprivation.

8. Risk Management

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

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

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

10. Changes in Legislation or other Legal Considerations

10.1 None which affects the content of this report.

11. Details of outcome of consultation

11.1 The Deputy Chief Constable is been consulted on this report and feedback will be taken into account.

12. Appendices

- A. Performance Tables
- B. Commissioner's Newsletter for December 2013

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

- Police and Crime Plan 2013-2017 (published)
- Force Performance and Insight Reports – November 2013

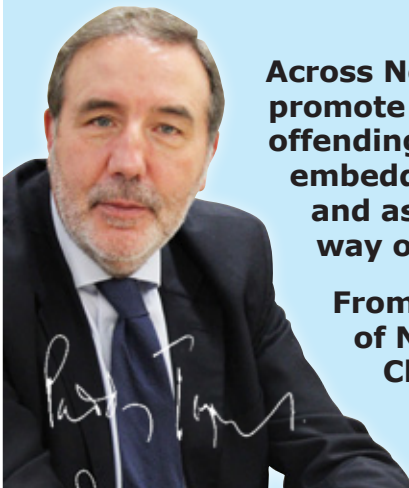
For any enquiries about this report please contact:

Kevin Dennis, Chief Executive of the Nottinghamshire Office of the Police and Crime Commissioner

Kevin.dennis@nottinghamshire.pnn.police.uk
Tel: 0115 9670999 ext 8012001

THE BEAT

It's been a challenging year, but from expanding Neighbourhood Watch throughout the county to launching our first Alcohol Strategy, we've achieved a lot.



Across Nottinghamshire, people are working together to promote positive social changes that will ultimately reduce offending. In this newsletter you'll see just how far we've embedded joint working into our crime prevention strategies and as we approach 2014 there is much to look forward to by way of progress.

From myself and everyone involved in protecting the public of Nottinghamshire, we wish you a safe and peaceful Christmas and a safe New Year. I thank you for your continued support and look forward to working with you in the coming year.

Seeking YOUR views on our priorities and budget plans

We are one year into the four year Police and Crime Plan, and we have decided to consult the people of Nottinghamshire to ensure that both my plan and the budget to deliver it reflect their views and expectations.

Questions being asked include the rate of importance respondents give to the Police and Crime Plan's seven priorities; whether they would be prepared to continue their support by paying a little more towards policing; and where they feel further savings should be made.

Please take a few minutes to access the online survey, which will close at the end of January, click on this link: <http://goo.gl/3TvAAZ> or visit the website at www.nottinghamshire.pcc.police.uk. Hard copies can be obtained by contacting my office using the details at the end of this newsletter.

Neighbourhood Watch amalgamates spreading the 'people power' message

Volunteering is a theme close to my heart and I was delighted to be able to support one of the original police volunteering schemes this month in its plans to expand and increase membership.

We've set aside £21,000 from my Community Safety Partnership Fund to facilitate the amalgamation of the City of Nottingham Neighbourhood Watch Council and NottsWatch to form a county-wide Nottinghamshire Neighbourhood Watch organisation.

The funding will help to fund the employment of an operations manager to oversee the work of volunteers across the county and to encourage more residents to launch their own scheme. Nottinghamshire will become a much safer place to live if everyone plays their part in making the county a hostile environment for criminals. Intelligence gathered by local people helps to improve police detection rates and ensures those who live within the neighbourhood feel safer and less threatened.

The new charitable organisation has ambitious plans for membership recruitment including working with housing associations to create new schemes in the areas most needed and engaging with young people and I very much look forward to hearing about the results next year.



Consultation launched over police station closure plans

The Force is continuing its work to examine areas of business where services can become more efficient and savings made as a means of navigating the current financial challenges. Part of this work has been to review the Force estate to identify opportunities for reducing expenditure. The outcome so far has been a proposal to close Mansfield Woodhouse Police Station to release significant capital and reduce operating costs by around £50,000 per year.

Nottinghamshire Police has endorsed the closure plans but the decision is yet to be finalised and as always I'm keen to gain the public's perspective before any action is taken. Listening to the public is my chief responsibility as Commissioner and in this context I've launched a consultation exercise which will run until December 31 inviting people to give feedback.

Like all the efficiency work which has taken place to date, these plans have been drawn up in the interests of local

taxpayers and making the best use of the limited funds available for the Force. We know that underused and empty buildings are placing a big strain on the Force's finances and people are always telling me they value bobbies' over buildings.

While all options are on the table, we need to be realistic and accept that tough choices need to be made to protect our capacity. Under the proposals, the current Safer Neighbourhood Team and CID would relocate to Mansfield Police Station – just two miles away – while a drop-in facility would be established in the centre of the community to enable officers to write statements, access Force systems and take rest breaks. This would maximise the time officers could spend out on patrol.

I would urge anyone who has an interest in these plans to take part in the consultation so we can explore every potential impact in detail.



Protecting vulnerable women from violence and exploitation

Over the past few weeks we've been on the road again visiting community organisations and voluntary bodies who've already benefitted from my Community Safety Partnership Fund. One such visit was carried out by my deputy, Chris Cutland, who met the volunteers working at the Jericho Road Project to see how the money is being invested to help support vulnerable sex workers in Nottingham.

The charity was recently awarded a grant worth £8,500 from my fund to expand the services it provides to women affected by the sex industry which includes an outreach service where volunteers meet with women working in the City's red light district to signpost them to other agencies which can help and a drop-in centre offering food, clothing, toiletries and the opportunity to get involved in craft activities. More recently the charity has developed a befriending service which aims to help these women make positive lifestyle choices and gain employment skills.

The hope is that by taking a more holistic approach to the problem, we can build self-esteem and confidence among these women and ultimately break the cycle of destruction.

Living Wage Accreditation

Social problems such as poverty and unemployment are often at the heart of offending patterns and it's important that we remain conscious of this and lead by example. It is for this reason that Nottinghamshire Police became the first police force in England and Wales last month to sign up to a national campaign calling for all workers to be paid an hourly rate that matches the cost of living. This simple accreditation means all employees of the force and my own staff will receive at least the Living Wage or higher and any contractors working indirectly for the organisation will also be asked to adopt the same policy.

The 'Living Wage' is an hourly rate set annually (outside London) which takes greater account of the cost of living and allows families to live above the poverty line. The new Living Wage was revealed in Nottingham last month and has risen from £7.45 to £7.65 per hour, which is significantly higher than the Minimum Wage, which is £6.31.

Committing to the Living Wage is purely voluntary but it sends out an important message that we care about our staff and their families and remain committed to promoting a culture of fairness in the wider society.



Male population urged to get behind domestic violence awareness campaign

Protecting vulnerable women – particularly those who have been a victim of domestic abuse – is a strong theme in my Police and Crime Plan so it was with pleasure I was able to support the White Ribbon Campaign last month. This very worthy initiative encourages men to take a greater level of responsibility for reducing violence against women by signing up to a pledge to never commit, condone or remain silent about men's violence against women.

As a man I am proud to support the White Ribbon Campaign and am delighted that Nottingham's Man Enough Campaign is still active and urge the male population to sign up and show their solidarity in the fight against domestic abuse. One in four women will experience domestic abuse at some stage of their lives and it's crucial that prevention work gains the support of men so we can have a real impact on the safety of women in future.

Calls for rethink over Probation plans

Police and Crime Commissioners across the country have been united in their fears over proposals to reform the Probation Service which could in our view pose risks to public safety. Together we have jointly written to the Justice Secretary Chris Grayling to outline our grave concerns over plans to outsource the bulk of probation's work and the speed at which the move is seemingly being pushed through.

Under the plans, Probation Trusts will be abolished - despite the strong relationships they have built with the police and other organisations within the voluntary and private sector. Instead, responsibility for the management of 200,000 offenders who have been released back into the community will fall to private companies.

Of course I'm in favour of innovation and efforts to cut crime but there needs to be more evidence that these changes will result in improvement. I sincerely hope Mr Grayling heeds our warning and considers alternative ways of lowering offending in the future.

Hate crime reporting service re-commissioned to help more victims come forward

Victims of hate crime in Nottinghamshire will find it easier to report offences thanks to a decision by Nottinghamshire Police and partners Nottinghamshire County Council, Nottingham City Council and Nottingham City Homes to re-commission the Stop Hate UK 24-hour reporting line.

This service has operated throughout Nottinghamshire since November 2010, providing an independent and

confidential means of victims and witnesses reporting incidents of hate and accessing advice and support. I'm really pleased to support this highly valuable service which ensures that victims always have somewhere to turn, even out of office hours, and most importantly can do so anonymously. Hate crime is unacceptable and we need to expose those who are driven by hate and ignorance. The only way we are going to be able to address it is if more people come forward to report their experiences and to achieve this we need to ensure we are doing everything in our power to make them feel supported.



Tough new plans to reduce alcohol abuse unveiled

It's involved many months of work and numerous discussions but finally we've pulled together the county's first Alcohol Strategy which sets out a clear course of action for tackling alcohol abuse in Nottinghamshire in the future.

This strategy is the product of my first Alcohol Conference which took place in the summer and brought together a multitude of people involved in responding to alcohol abuse. As I mentioned before, partnership work is now thoroughly embedded in all aspects of my crime prevention work and nowhere is this more evident than in this document, which sets out how we will all jointly support each other to lessen the impact of alcohol addiction on the health service, public safety, individuals, families and local taxpayers – while also protecting the prosperity of the night-time economy.

.Part of our ambitious plans include increasing information-sharing between various agencies to sign post people to support quickly as well as tougher enforcement through expanding the number of proactive licensing visits to check compliance. The key theme is early intervention to stop a chain of events which could include a hospital admission, a crime being committed or a vulnerable person becoming a victim of crime.

This strategy has been heavily influenced by local opinion, gathered via our consultation survey between May and September. We know that alcohol use is a problem in many local neighbourhoods, regardless of whether they are sited close to pubs and clubs, and that there is widespread support for tougher controls on alcohol sales, marketing and promotion. As a result, we've agreed to trial fresh approaches which have found success elsewhere in the country to make it more difficult to drink to excess without it leading to severe and possibly criminal consequences.

I'm very excited that we're now in the implementation phase and I hope that at some time in the future I will have positive news about the results.

Police dog pensions secure future healthcare

From committing to Living Wage rates for Force employees through to protecting the future of retired police dogs, everyone who serves in the name of Nottinghamshire Police is respected and valued by the Force. The latter scheme is something I was only too keen to support last month in recognition of the sterling work undertaken by Nottinghamshire's retired police dogs over the years.

The Police Dog Pension Scheme will provide ongoing costs relating to medical injuries or illnesses arising from their hard work on the frontline for three years following their service. It's only right that these dogs are compensated for the long hours, tired legs and aches and pains of a life fighting crime and I'm sure everyone living in Nottinghamshire shares my appreciation of their commitment to making our county safer.



The Power of Restorative Justice

Earlier this month I hosted a conference, in partnership with a community interest company called 'No Offence', on Restorative Justice (RJ) which saw national and local figures sharing their views on best practice, with personal experiences provided by both victims and perpetrators.

Overall around 50 people attended and the feedback was more than positive.

I can see the benefits of RJ for everyone concerned and it certainly seems to reduce the number of first time offenders who go on to reoffend. It's not the sanction for all types of crime, but used effectively it is a powerful tool.

Restorative justice has the potential to make savings and improve outcomes if used properly. A win, win, win for victim, offender and society. The flexibility of how and where it can be used is a benefit, but there still lacks a clear strategy to



ensure restorative justice approaches are applied consistently. Hopefully, the day enabled us to make some progress and establish a way forward.

KEEP *ON* TALKING

I'm delighted that so many people contact me, with problems, compliments and comments. This is particularly important as I need to be able to listen to your views and learn from them and also know that you can keep up to date with what my Deputy, my team and I are doing.

Whatever I do, I am answerable to you, the electorate. You can contact me at any time to ask questions or put your views across.

You can visit:

www.nottinghamshire.pcc.police.uk.

You can follow me

@PaddyTipping and @NottsPCC
or Facebook PaddyTipping or NottsPCC.

You can write to me at:

Nottinghamshire Office of the Police and
Crime Commissioner, County Hall, West Bridgford,
Nottingham NG2 7QP

E-mail me at:

nopcc@nottinghamshire.pnn.police.uk

Telephone me on:

0115 967 0999 ext 801 2005.

APPENDIX A

Performance & Insight Report

Themes 1 - 7

Performance to November 2013

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure	Target Profile	Current Performance – 12 months to September 2013 ¹		
		Target	Trend	Summary
1 % of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	§ 90% § To be in the top five Forces nationally	-2.9 pp ² ●	-0.2 pp	<p>Performance is stable when considering the long term trend, with the Force remaining below the 90% target.</p> <p>Satisfaction for incidents in the 12 months to September is 87.1%. It was 87.4% for the comparative period in the previous year.</p> <p>The Force is in line with peers nationally and is above the Most Similar Group (MSG) average (based on 12 months of interviews ending September 2013).</p> <p>While there is no underlying difference between the divisions in terms of the headline figure (City 86.6%, County 87.5%), theft from vehicle crime satisfaction remains a differentiating factor, with deterioration in the City. A gap in violent crime satisfaction is apparent, with a positive and negative direction of travel for the City and County respectively.</p>
2 % of victims and witnesses satisfied with the services provided in court	§ 90% satisfied with service received § 85% feel confident to give evidence in court § Improved satisfaction levels compared to 2012-13	+4.2 pp ●	³	<p>In November, 98.5% of victims and witnesses were satisfied or very satisfied with the services provided in court and the 90% target has been achieved in eleven of the twelve months.</p> <p>Year-to-date figures show an average satisfaction level of 94.2% (April - November 2013), while 88.0% felt confident to give evidence (April - June 2013).</p>

¹ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

² Percentage points

³ Should be treated with caution due to limited amount of data available

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Target Profile	Current Performance – 12 months to September 2013 ¹		
			Target	Trend	Summary
3	% of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	§ 60% by 2015-16	-8.8 pp ●	-8.0 pp	<p>There is no new data for this measure.</p> <p>The agreement level is 51.2% for 12 months interviews ending June 2013. Performance is below target although there has been positive movement since the previous quarterly results.</p> <p>The Force remains below peers and there is a statistically significant disparity to the national average. Further details on this measure are available in last month's report, the Performance and Insight Report for performance to October 2013.</p>

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure	Target Profile	Current Performance – 12 months to September 2013 ¹		
		Target	Trend	Summary
4 % reduction of people that have been repeat victims within the previous 12 months	§ Reduce the number of repeat victims of Domestic Abuse, Hate Crime & Anti-Social Behaviour by 5% year on year compared to 2012-13	-5.8% ●	-10.2%	<p>Year-to-date (April to November 2013) there has been an 10.2% reduction in the number of people that have been repeat victims of Domestic Violence, Hate Crime or Anti-Social Behaviour (ASB) within the previous 12 months when compared to the same period of last year. This equates to 673 fewer repeat victims.</p> <p>The Force is currently achieving target on this measure, with performance being driven by a reduction of 14.8% in repeat ASB victims when compared with the same period last year.</p> <p>Whilst this is positive it should be noted that as ASB accounts for the majority of the volume on this measure, strong performance in terms of ASB repeat victims is serving to mask an increase in repeat victims of Domestic Violence, with the Force currently experiencing an increase of 9.3% (110 victims) when compared to last year. This was discussed in detail in the October Performance and Insight report, with the increase linked to an overall increase in Domestic Violence in Force.</p> <p>There is little change in terms of the areas of most concern. City Central, North and South all continue to record year-to-date increases in Domestic Violence repeat victims. The picture is more positive on the County, with Ashfield, Bassetlaw and Gedling currently recording reductions; however it should be noted that the reductions are small and represent a total of only 8 less repeat victims between them.</p> <p>Through working with partners the Force aims to reduce the number of repeat victims by providing effective intervention at the time of the first incident. An increase in repeat victims of Domestic Violence is a concern and suggests that positive action to tackle repeat victimisation in this area is not proving effective. This situation continues to be monitored and a detailed report will be included in the January Performance and Insight report.</p>

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure	Target Profile	Current Performance – 12 months to September 2013 ¹		
		Target	Trend	Summary
5	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	§ 40% reduction in all Killed and Seriously Injured (KSIs) by 2020 (from 2005-2009 average)	-18.8% ●	-23.5%
		<p>There is no new data for this measure⁴. Quarter 1 and 2 figures reveal that between January and June 2013, the Force recorded a 23.5% reduction in KSIs when compared to the same period of 2012. This equates to 64 fewer people Killed or Seriously Injured on Nottinghamshire's roads, and means that the Force is currently on course to meet the long term target reduction for this measure. While all user groups are showing a reduction, the vulnerable road user groups (motorcyclists, pedal cyclists and pedestrians), show the greatest reductions in percentage terms.</p> <p>The current reduction is attributed to the success of proactive operations such as Op Drosometer, with the second phase of this operation concluding recently. During the course of the operation more than 6,000 individuals were caught for driving offences, with the majority of these for not wearing a seatbelt or for using a mobile phone whilst driving.</p> <p>Provisional figures suggest a continuation of the current trend into quarter 3, allowing confidence that Nottinghamshire is experiencing a consistent reduction in the number of persons Killed or Seriously Injured on the roads.</p>		

⁴ It is anticipated that the quarter 3 KSI statistics will be published in January 2014

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process




Measure		Target Profile	Current Performance – Year-to-date to November 2013 ⁵		
			Target	Trend	Summary
1	% of Crown Court files to be submitted by the police to the CPS on time and without deficiencies	§ To improve the current timeliness and quality of files	CC Error Rate -0.6pp ● CC Timeliness -1.9pp ● MC Quality -0.1pp ● MC Timeliness +0.6pp ●	6	<p>Performance on this measure remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of data⁷.</p> <p>The Crown Court continues to show the stronger performance this month, with improvements in both file quality and timeliness meaning that the target has been achieved (year-to-date to October 2013). It should be noted, however, that performance in both September and October was below the average for the year so far. The position compared to target for timeliness has deteriorated when compared to that reported at the end of August.</p> <p>The Magistrates Court is experiencing an improvement in performance in terms of the quality of files submitted this month, with the error rate in October being the lowest recorded this year, meaning that the target improvement has been achieved. In contrast to this, the late rate was at its highest this year (30.8% of 13 files submitted), and the year-to-date timeliness target has not been met.</p>
1	Crown Court and Magistrates Court conviction rates	§ To be better than the national average § To be consistently in line with CPS national averages	CC +3.6pp ●		<p>There is no new data for this measure. Nottinghamshire Criminal Justice Area is showing a conviction rate for the month of September 2013 of 84.6% for cases prosecuted through the Magistrates' Courts (MC) and 85.0% for cases prosecuted through the Crown Court (CC).</p>

⁵ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

⁶ Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data

⁷ Where information on direction of travel is provided for this measure, it will reflect the current month's position compared to last months position.

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process

Measure	Target Profile	Current Performance – Year-to-date to November 2013 ⁵		
		Target	Trend	Summary
		MC +0.1 pp 		Of particular note is performance for the Crown Court in September, with a rate of 87.0% , its second highest monthly conviction rate so far this year. The Crown Court continues to meet target having achieved a year-to-date conviction rate of 85.0% against a national average of 81.4% . The Magistrates Court is also on target, having recorded a year-to-date rate which is 0.1pp better than the national average.
2	% of effective trials in the Magistrates' and Crown Courts	<p>§ Reduce % of ineffective trials compared to 2012-13</p> <p>§ Achieve an effective trial rate of 50% for Crown Court and 50% for Magistrates Court</p>	<p>CC -6.2pp </p> <p>MC -8.6pp </p>	<p>Year-to-date figures to November 2013 show that the current effective trial rate is 43.8% for the Crown Court and 41.4% for the Magistrates Court, meaning that neither court is achieving the target 50% effective trial rate.</p> <p>Performance across both courts has been fairly static over the last 14 months, and there is little change in the effective trial rate for either court this month. The proportion of cracked trials (where the defendant offers on acceptable plea or the prosecution offers no evidence) and ineffective trials (where no final outcome is reached) also remain unchanged this year.</p> <p>Current trends suggest that the 50% target will be a challenging one to achieve this year. Improvements in file quality and timeliness may help to support the Criminal Justice Service in improving the effective trial rate for the courts.</p>

Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
1	Reduction in All Crime across the Force	§ 10% reduction compared to 2012-13	+9.3% ●	+1.4% ↗	<p>The Force continues to record a year-to-date increase in All Crime, and is therefore not achieving the 10% reduction target. On a positive note, performance improvements have continued into November, with a 4.1% reduction in the month compared to November 2012. This means that the year-to-date increase is the smallest it has been this year, at 1.4% (637 offences).</p> <p>In terms of divisional performance, both City and County are recording increases year-to-date, and similarly to the Force level picture, these increases are notably smaller than those reported previously this year (City +1.0% or 212 offences, County +1.7% or 425 offences).</p> <p>As discussed in the previous report, Theft & Handling and Violence Against the Person offences account for a large proportion of the Force's All Crime, and these groups continue to record year-to-date increases. As discussed in the previous report however, there remain signs of improvement in VAP, with the Force recording its second consecutive month-to-date reduction in VAP offences this month.</p> <p>Both Burglary Dwelling and Robbery remain a concern, with large percentage increases recorded in both of these offence types year-to-date. Although, it should be noted, that Robbery offences decreased in the month of November, and as this is a low volume offence, the effect of this month-to-date reduction is apparent in the year-to-date performance.</p> <p>The Force's Priority Areas show mixed performance, with the majority now recording increases in crime. One area which is highlighted as showing strong performance is Aspley in the City, where a reduction of over 60 offences in the month of November has had a noticeable effect on year-to-date performance.</p>

Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
2	Reduction in Anti-Social Behaviour incidents across the Force	<p>§ 8% reduction year on year, from 2013-14 to 2015-16</p> <p>§ A 50% reduction in ASB incidents across the Force by 2015-16 compared to 2011-12</p>	-1.2% ●	-9.1%	<p>The Force is currently recording a reduction in Anti-Social Behaviour (ASB) incidents, with 2,538 fewer incidents recorded this year compared to last.</p> <p>Reductions remain in line with the 8% target, however as noted last month, the Forces position against target is not as strong as it has been previously. Recent reductions have been notably smaller than the 34% reduction recorded at the end of the 2012/13 performance year and this change is apparent in the rolling average performance which has been levelling out since the start of the year.</p> <p>Should the Force continue on its current trajectory then it is possible that the target reduction will not be achieved at the end of the performance year. It is therefore essential that reducing ASB incidents remains an area of focus for the Force.</p>
3	The detection rate (including Positive Outcomes) for recorded offences	<p>§ A rate of 37% (including positive outcomes) for All Crime</p> <p>§ To monitor Home Office disposals as follows; Charge/Summons, Caution/Reprimand/Warning Taken into consideration, Penalty Notice for Disorder, Cannabis Warning, Community Resolution.</p>	-6.0pp ●	-5.4pp	<p>The overall year-to-date detection rate of 31.0% is considerably lower than the current target of 37.0%, and is also below the 36.4% rate recorded last year. When considering detections awaiting approval the rate increases to around 33%, still below the 37% target set.</p> <p>Detection rates on the BCUs are similar to those seen at Force level (32.9% on the City, 31.7% on the County).</p> <p>Examination of the long term trend reveals that following a period of static performance, detection rates have been deteriorating this year, with monthly rates notably low in quarter two.</p> <p>A reduction in offences Taken Into Consideration (TICs) disposals is believed to be the main driver behind a reduction in overall detections, although it should be noted that all disposal types with the exception of Community Resolutions, have reduced in volume this year.</p> <p>As performance on this measure is notably off target.</p>

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
1	Number of alcohol related admissions to hospital	§ A reduction in the number of alcohol related admissions to hospital compared to 2012-13	-11.1% ●	-11.1%	<p>There is no new data available for this measure. Nottinghamshire police Force data is broken down by the two Local Authorities; Nottingham and Nottinghamshire. The volume of admissions in quarter four (Q4) of 2012/13 was; 1,405 for Nottingham, 4,150 for Nottinghamshire.</p> <p>These totals represent decreases for both Nottingham (-18.5% or 319 fewer admissions) and Nottinghamshire (-8.3% or 374 fewer admissions), compared to the same quarter the previous year, in the previous quarter (Q3). Both local authorities recorded increases compared to the same quarter the previous year.</p> <p>Assessing 2012/13 as a whole, both the local authorities and the overall Force area have recorded an increase compared to 2011/12, (Force +0.2% or 50 admissions, Nottingham +0.2% or 16 admissions and Nottinghamshire +0.2% or 34 admissions). These low level increases appear in line with a general reduction in percentage increases year-on-year over the last four years.</p>
1	The number of alcohol related crimes (proxy measure)	§ Monitor the number of crimes which appear alcohol related	N/A	N/A	<p>Year-to-date figures reveal that 15.5% of All Crime in Force was alcohol related, compared to 17.3% last year. (Year-to-date: City 17.1%, County 14.2%). Over the same time periods, 27.7% of Violent Crime (All VAP, Robberies and Sexual Offences) was alcohol related in 2013/14, compared to 32.2% in 2012/13.</p> <p>Due to current recording limitations there is no target for this measure and the current results should be treated with some caution during the monitoring phase. Improvements in recording practices will be monitored this year with a view to setting a target in later years.</p>

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
2	% of successful completions of OCU and non OCU (Opiate and Crack Cocaine Users)	§ 1% increase compared to 2012-13	OCU -1.8pp ●	-0.8pp	<p>There is no new data for this measure. This measure is based on the proportion of Opiate and Cocaine Users (OCU) and Non-Opiate and Cocaine Users (Non-OCU) who have successfully completed drug treatment programmes.</p> <p>In the 12 months to September 2013 the successful completion rate for OCUs was 10.7%. This is a slight deterioration on the rate recorded during 2012/13, meaning that the target has not been achieved, although the Force is close to target at only 1.8pp away (a slight improvement on last month).</p> <p>During the same period the success rate for non-OCUs was 47.4%, also a deterioration in comparison with the previous year and has declined compared to last month.</p> <p>In terms of City and County performance, both show signs of deterioration for non-OCU, with current completion rates lower than in the previous period. For OCU, the City has recorded a lower rate whilst the County has recorded an increase. Both BCUs are in the top quartile range for successful completions, a success for both partnerships.</p>
			Non-OCU -4.8pp ●	-3.8pp	

Strategic Priority Theme 5: Reduce the threat from organised crime

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	§ 10% increase (year on year) in the numbers of confiscation and forfeiture orders compared to 2012-13	-15.5% ●	-4.7%	<p>The target for this measure is to increase the number of confiscation and forfeiture orders. The Force is currently recording a slight decrease in the number of orders, with 121 orders this year compared to 127 last year (a reduction of 4.7%).</p> <p>This reduction in the number of orders means that the Force has not achieved the target volume of orders year-to-date, with 121 orders compared to a target of 140 orders, meaning that the Force has fallen short of target by 19 orders or 15.5% based on year-to-date figures. It is worth noting that this year-on-year picture appears to be deteriorating with the current gap to the target and comparison to last year both worsening compared to last month.</p> <p>So far this year the Force has recorded a total order value of £680,372.60 (down £589,353.86 compared to last year) which equates to an average order value of £5,622.91, a decrease of 43.8% compared to the average order value recorded during the same period of last year (£9,997.85). It should be noted again, that this position has also deteriorated compared to last month⁸.</p>

⁸ Data has been taken from the national JARD system which is a live system and may be subject to change. Data downloaded on 9th December 2013

Strategic Priority Theme 5: Reduce the threat from organised crime

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
2	Force threat, harm and risk (THR) assessment level	§ To reduce THR to below the 2012-13 level	●		<p>The activities of Organised Crime Groups present one of the priority external threats to policing in Nottinghamshire. They have a direct and indirect involvement in a wide range of serious criminality including Murder, Serious Violence, the Criminal Use of Firearms, Drugs Supply, Serious Acquisitive Crime, Fraud and Sexual Exploitation. They impact upon confidence and satisfaction, community cohesion and police endeavours to reduce crime and keep people safe from the risk of harm. In terms of the management of each active Organised Crime Group by the police, each group has a specific management plan and Lead Responsible Officer, with progress monitored through the Level I and Level II Force Tasking and Coordination process in line with NIM guidelines.</p> <p>In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and EMSOU operations.</p> <p>The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent."</p>

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
1	First-Time Entrants (FTEs) into the Youth Justice System	§ 10% reduction (year on year) compared to 2012-13	-12.4% ●	-19.9%	<p>There have been 313 First-Time Entrants (FTEs) into the Youth Justice System this year (April – November 2013). This is a reduction of 19.9% (78 FTEs) compared to last year. The current year-to-date target has been achieved. Currently 12.4% or 39 FTEs better than target.</p> <p>The largest reduction this year is seen on the County, where a 33.7% reduction was recorded, while the City recorded a reduction of 4.4%.</p> <p>The use of Restorative Justice disposals and Community Resolutions came into force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year.</p>

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure	Target Profile	Current Performance – Year-to-date to November 2013		
		Target	Trend	Summary
2 National – reduce the offending of offenders managed and supervised by Integrated Offender Management (IOM) that cause significant harm Local - Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)	<p>§ 10% reduction (year on year) compared to 2012-13</p> <p>§ Reduce (proven) reoffending to be below the national average</p> <p>§ To monitor the Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)</p>	+3.5pp ●	N/A	<p>National data published by the Ministry of Justice covering the 12 months to December 2011 suggests that Nottinghamshire had a 'proven' re-offending rate of 37.6%, 3.0 percentage points above the national average of 34.1%, placing the Force 31st out of 36 areas.</p> <p>When considering the Force's Acquisitive Crime cohort (data to end of November 2013), there are currently 310 IOM nominals managed by the Force with 24 of these (7.7%) classed as juvenile offenders, and 57 (18.4%) as young adult offenders. Three offenders are classed as 'high risk of harm' offenders.</p> <p>Of the 310 nominals, 45.5% are named as an offender in an offence which took place in Force this year. In addition to this, 40.6% are named as a suspect in an offence (please note – this could include offences where the nominal has gone on to be named as the offender in the offence). Of the young adult IOM's, 55.5% have been named as an offender in an offence. One nominal identified as being 'high risk of harm' has been identified as the offender in five offences and a suspect in one further offence, with the other two named as a suspect in more than one offence this year but have not been named as an offender.</p>

Strategic Priority Theme 7: Spending your money wisely

Measure	Target Profile	Current Performance – Year-to-date to November 2013 ⁹		
		Target	Trend	Summary

⁹ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

Strategic Priority Theme 7: Spending your money wisely

Measure		Target Profile	Current Performance – Year-to-date to November 2013 ⁹		
			Target	Trend	Summary
1	Make efficiency savings	§ Save £8.6m by March 2014	N/A	N/A	<p>The Government's grant has reduced significantly and in order to balance the budget, savings of £8.6m need to be made in 2013-14.</p> <p>Detailed plans are in place to ensure the savings target is met. However, detailed data remains unavailable as to progress against these targets.</p> <p>Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.</p>
2	Ensure balanced budget	§ Overall spend v budget	-0.3% ●	N/A	<p>The full year net revenue budget for 2013-14 is £196.998m. During September the Quarter Two forecast was undertaken which resulted in an agreed restated full year budget of £198.375m.</p> <p>Actual net expenditure for the eight months to November 2013 was £132.284m against a restated budget of £131.932m. The resulting position against the restated budget was an over spend of £0.352m.</p>
3	Total number of days lost due to sickness (Officer)	§ 3.7% for Officers and Staff (8.2 days)	+0.35pp ●	-12%	<p>Based on 12 month rolling sickness data, officer sickness for the Force reduced to 4.05% in November 2013 from 4.59% in November 2012. The reduction appears to coincide with the implementation of the updated Attendance Management policy in October 2012, and HR is continuing to work closely with line managers to deal with outstanding sickness issues to enable to the Force to meet target on this measure.</p> <p>Officer sickness absence in the 12 months to November 2013 amounted to an approximate cost to the Force of £4.1m. This has reduced from £4.8m as at the end of October 2012 when the revised policy was introduced.</p>
3	Total number of days lost due to sickness (Staff)	§ 3.7% for Officers and Staff (8.2 days)	-0.04pp ●	-17%	<p>Staff sickness is currently below target, with 12 month rolling figure of 3.66% against the 3.7% target. This represents a notable improvement in performance, with the equivalent figure at the end of November 2012 being 4.42%.</p>

Strategic Priority Theme 7: Spending your money wisely

Measure		Target Profile	Current Performance – Year-to-date to November 2013 ⁹		
			Target	Trend	Summary
4	BME representation	§ To reduce the gap in current Black Minority Ethnic (BME) representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	●	+0.1%	<p>Current BME representation in Force stands at 4.1% for Officers, and 4.6% for staff (November 2013). This shows little change from the proportion recorded in March last year, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.</p> <p>The representation figures are lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).</p>
Proxy measures:					
5	Overtime Budget	§ Maintain overtime spend below budget	+0.9% ●	-17% ⚡	<p>The Force's Officer overtime expenditure during November was £0.316m, which is an over spend of £0.067m against a restated budget of £0.249m.</p> <p>The main operations were: Op Sponsor (£0.105m, rechargeable), Op Accelerate (£0.100m), Op Embolite (£0.036m), Op Enamelled (£0.025m), Op Solentina (£0.022m, rechargeable). The main reason for favourable trend vs last year is Olympic overtime worked in 2012 (£0.160m, rechargeable) not repeated in 2013.</p>
6	Establishment	§ Officer establishment 2,109 § Staff establishment 1,645	● ●	N/A	<p>Targets quoted are for March 2014. Officer and PCSO recruitment is in process which will help get levels up to target.</p>

