

# NOTTINGHAMSHIRE POLICE AND CRIME PANEL

**Monday, 26 November 2018 at 14:00**  
**County Hall, West Bridgford, Nottingham, NG2 7QP**

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

## **AGENDA**

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Minutes of the last meeting held on 8 October 2018</b>   | <b>3 - 16</b>  |
| <b>2</b> | <b>Apologies for Absence</b>  |                |
| <b>3</b> | <b>Declarations of Interests by Members and Officers:- (see note below)</b><br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |                |
| <b>4</b> | <b>Work Programme</b>   | <b>17 - 22</b> |
| <b>5</b> | <b>PCC Performance Update Report</b>  | <b>23 - 40</b> |
| <b>6</b> | <b>Police and Crime Plan - Strategic Priority Theme 4 -<br/>Transforming Services and Delivering Quality Policing</b>   | <b>41 - 42</b> |
| <b>7</b> | <b>Estates Strategy and Estates Rationalisation Update</b>  | <b>43 - 68</b> |

**Notes**

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) 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:-

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

Mayor Kate Allsop – Mansfield District Council  
Mr Rizwan Araf – Independent Member  
Councillor Cheryl Butler – Ashfield District Council  
Councillor David Ellis – Gedling Borough Council  
Councillor Kevin Greaves – Bassetlaw District Council  
Councillor Francis Purdue-Horan – Nottinghamshire County Council  
Councillor Keith Girling – Newark and Sherwood District Council  
Mrs Suma Harding – Independent Member  
Councillor Tony Harper – Broxtowe Borough Council  
Councillor Toby Neal – Nottingham City Council  
Mr Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council

## **MINUTES OF THE MEETING HELD ON MONDAY 8 OCTOBER 2018 AT 2.00PM AT COUNTY HALL**

### **MEMBERS PRESENT**

(A denotes absent)

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

Executive Mayor Kate Allsop – Mansfield District Council  
Rizwan Araf – Independent Member **A**  
Councillor Michael Edwards (substitute for Councillor Woodings) – Nottingham City Council  
Councillor David Ellis – Gedling Borough Council  
Councillor Keith Girling – Newark and Sherwood District Council  
Councillor Kevin Greaves – Bassetlaw District Council  
Suma Harding – Independent Member  
Councillor Tony Harper – Broxtowe Borough Council  
Councillor Toby Neal – Nottingham City Council **A**  
Councillor Francis Purdue-Horan – Nottinghamshire County Council  
Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council **A**  
Councillor Jason Zadrozny – Ashfield District Council

### **OFFICERS PRESENT**

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

### **OTHERS PRESENT**

Paddy Tipping - Police and Crime Commissioner (PCC)  
Rachel Barber - Deputy Chief Constable, Notts Police  
Charlotte Radford - Chief Finance Officer, Office of PCC  
DCI Lee Young - Notts Police (Item 6)

## **1. MINUTES OF LAST MEETING HELD ON 4 JUNE 2018**

Members requested that when used, the meaning of acronyms be stated. A guide to acronyms is appended to these minutes.

The minutes of the meeting held on 4 June 2018, having been previously circulated, were agreed as a true and correct record, and were confirmed and signed by the Chair of the meeting.

## **2. APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Neal.

Councillor Edwards replaced Councillor Woodings for this meeting only.

## **3. DECLARATIONS OF INTEREST**

No declarations of interest were made.

## **4. REVIEW OF THE BALANCED APPOINTMENT OBJECTIVE**

Keith Ford introduced the report which detailed the options available to the Panel if the balanced appointment objective, as required by legislation, was to be met. Keith reminded members that the report had been withdrawn from the last meeting in order that clarification could be sought on the following points:

- Independent Co-opted Members do have the right to vote
- The vote needs to be unanimous by all attendees on the day, including the Independent Co-opted Members
- The basis of the proportionality calculations is contained in the report

In response to issues raised by Members, the following point was clarified:-

- The City Council feel that they do not have enough representation on the Panel and that that representation should be proportional.

Following the debate Councillor Ellis moved an amendment to the motion, which was duly seconded:

“That the Panel agrees to co-opt one additional Labour elected member to enable political balance, thereby meeting the balanced appointment objective, and defer any further recommendations until discussions have taken place and agreement reached between the City and County Labour Groups about which Group should provide the additional member.”

Following a show of hands the motion was passed. However, in line with the Panel Arrangements, as the decision was not unanimous it would not be possible to implement this resolution.

## **RESOLVED 2018/017**

**That the Secretary of State be informed that it would not be possible to achieve political balance on the Panel due to a lack of consensus amongst the Panel Members.**

Keith undertook to inform the Home Office of the situation, confirming to the Panel that they were not the only one operating without a political balance having been achieved.

## **WORK PROGRAMME**

Keith introduced the report, informing the Panel that it was the usual regular report with any amendments having been agreed following discussions with the Office of the Police & Crime Commissioner (OPCC).

Keith informed the Panel that there had been no requests from members to attend the proposed Induction Session but that if any individual members would like a one-to-one session then this could be arranged by contacting himself or Pete Barker. Keith informed the Panel that some members had suggested topics to be covered in the proposed Development Session and that it was planned to hold this session in June so that any new Panel members could be invited

Keith drew Panel members' attention to Recommendation 2 which was asking for approval for Councillor Mason to be nominated to join the Executive Board of the National Association of Police, Fire and Crime Panels. Councillor Mason informed the Panel that she had attended the first meeting of the National Panel where expressions of interest in becoming a Board member were sought, and after discussing with the Chair of this Panel had agreed for her name to be put forward. Councillor Mason told members that not all Panels were represented on the Board but that she felt that such representation was important if the Notts Panel was to have any influence over decisions, for example in the area of finance.

It was queried whether a report was needed informing the Panel of any consequences of Brexit. The Commissioner informed the Panel that a relevant report was available and that he would forward a copy to Keith for circulation to all Panel Members.

The Chair requested that a report regarding the implications of Brexit be brought to the February meeting of the Panel.

## **RESOLVED 2018/018**

- 1) That the work programme be updated in line with Members' suggestions as appropriate.**
- 2) That the update information on the National Association of Police, Fire and Crime Panels be noted and the Panel's Vice-Chair, Councillor Debbie Mason, be nominated to join the National Association's Executive Board.**
- 3) That any new members wanting an individual induction session with the Chair and support officers should contact Keith Ford or Pete Barker to discuss their requirements.**
- 4) That a development session be arranged for the Panel after May 2019.**

## **5. TACKLING CYBER CRIME – PRESENTATION BY NOTTINGHAMSHIRE POLICE**

DCI Lee Young from the Organised Crime Department of Notts Police gave a presentation on tackling cyber-crime and highlighted the following key issues:-

- Cyber dependent crime is defined as a crime in which a computer is the object of the crime. In other words, it can **only** be committed through digital means
- Cyber enabled crime is committed, in full or in part, through a computer, computer network or other computer-enabled devices. It might include fraud, scams or drug sales.
- There are many potential victims, both individuals and businesses, and can include the elderly and the vulnerable.
- The Force is tackling the problem in a variety of ways:
  - Developing capability
  - Training frontline staff
  - Education, not just police officers but in schools
  - Collaboration – with the Fire Service but also with other partners not usually engaged with
- Since April the Force has conducted 57 Cyber Dependent investigations
- A drug dealer has been uncovered doing business over the 'dark web'
- A cyber-attack on a Nottingham retailer was intercepted thwarting a £185k blackmail attempt
- Evidence was obtained of bitcoin ransom demands against three Nottinghamshire schools
- National investigations have been supported

Following the presentation the following points were clarified:-

- The Force has a good relationship with all network providers. In terms of the recent problem with drug dealers using public phone boxes in the Meadows, a balance has to be struck as some of those using the boxes will be genuine users.
- The Commissioner spoke to the Panel about the issue of policing the platform providers. A conversation is taking place between Cabinet Officers and providers in an effort to persuade providers to intervene at an earlier stage. The Commissioner informed the Panel that if agreement cannot be reached then legislation will be introduced.
- In terms of protecting young people the Commissioner emphasised the importance of the prevention message, that school liaison officers are involved with packs available detailing how bullying can affect people. The Commissioner informed the

Panel that such bullying could take place through social media other than Facebook and gave the examples of Snapchat and Instagram.

- Disappointment was expressed that a recent drug line that had been closed down by the Force had been run from inside a prison. The Deputy Chief Constable confirmed to the Panel that prisons are an issue but that the Force is working with colleagues to tackle the problem.
- The Commissioner spoke of the use of resources and informed the Panel that many of the cyber threats were coming from overseas and questioned whether the developing of expertise at a local level was the appropriate response. The Commissioner informed the Panel that he felt that the way forward was one for Chief Constables to resolve by bidding for resources to counter the emerging threat.
- DCI Lee spoke of the different tariffs available, explaining to the Panel that the Computer Misuse Act was now outdated which limited the Police's powers. Harsher sentences were available for more conventional crimes committed with the aid of a computer, blackmail for example, rather than for pure cyber-crimes.
- DCI Lee confirmed that work had been undertaken with schools following the recent bitcoin ransom demands. The Police's advice is not to pay any bitcoin ransom demands.

## **RESOLVED 2018/019**

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

## **6. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – TO JULY 2018**

The Police and Crime Commissioner introduced the update report and highlighted the following key issues:-

- The Commissioner expressed his satisfaction at the Top 5 Performance Measures detailed on page 30 of the report. He explained they highlighted the changing nature of policing referring to modern slavery and the need for the Force's unit to expand. The Commissioner also gave the example of Child Sexual Exploitation (CSE) where children are four times more likely to be abused on-line than in person.
- At the last meeting the Commissioner reminded the Panel that a member had asked whether there was any evidence in Notts of organised CSE grooming. The Commissioner confirmed that there was no known activity at present, but that did not mean that it was not happening.
- In terms of the budget, the Commissioner informed the Panel that the half way point of the financial year had been reached, that the predicted overspend would probably increase by year end and that more detailed information regarding the budget would be brought to the November meeting of the Panel.
- The Commissioner referred to the appendix to the report which contained a case study about the Police and Crime Survey. The Commissioner informed the Panel

that the information was now a year old but that it was important that policy was evidence-based.

In response to issues raised by Members, the following points were clarified:-

- The Panel commented upon the way the information was presented with colour coding now omitted and a lack of clarity as to whether a decrease is a positive outcome or not. The Commissioner agreed to meet Keith and others to discuss the Panel's requirements.
- The Panel referred to the recent Her Majesty's Inspectorate of the Constabulary and Fire & Rescue Services (HMICFRS) report on crime recording where the Force was judged as needing improvement with 13,800 reported crimes not being recorded. The Commissioner stated that a press release had been circulated with the report which was very positive and the Commissioner was confident that the force was dealing with the issues, though the Commissioner and the Chief Constable were disappointed with the results. The Deputy Chief Constable (DCC) explained that part of the problem was caused by the survey sample which focussed on domestic violence which was a minefield, but reassured the Panel that all victims had been safeguarded. The DCC informed the Panel that a small compliance team was now in place to pick up crimes that may have been missed. The DCC informed the Panel that some Forces had much larger teams for this work but that the Notts Force preferred to concentrate its resources on the frontline.
- The Panel expressed its concern at the increase in accidents involving pedal cyclists. The DCC explained the difficulty in obtaining accurate information in this area. Councillor Edwards stated that he thought the City Council may have the data and spoke of the possibility of working together with the Force on the problem.
- The Commissioner agreed to provide figures to the Panel regarding the number of Under 16s who had been a victims of crime.
- The Panel asked the Commissioner why the media seemed to focus on sexual violence / abuse rather than on-line fraud when the incidence of fraud was so much higher than that of abuse. In response the Commissioner spoke about DCI Lee's presentation and in particular the last slide that referred to the journey that everyone was still on concerning cyber-crime. The Commissioner informed the Panel that the number of serious sexual offences continued to increase, the question was 'Why?' People do now seem to have more confidence in the system which has increased reporting and also more historic incidents are coming to light. The Commissioner said this was part of a wider debate regarding the use of resources in the face of the changing nature of crime.
- The issue of policing in Mansfield was raised by the Panel and the support that is being provided by the Force in the area was praised. The Commissioner was asked whether the Force had any new initiatives planned to deal with the problem of 'spice' users where the public were being intimidated by 'zombies' when coming into the town centre. The Commissioner referred to the recent survey which indicated that the public's highest priority for the Police was around traffic offences, which was not the priority for the Force. The Commissioner informed the



Panel that work had been undertaken on the street in the Mansfield and Ashfield areas but that more did need to be done. The Commissioner informed the Panel that low level drug dealing was a concern but that there were no easy answers to the problems facing City and Town Centres. The Commissioner spoke of the work that had been undertaken with the East Midlands Ambulance Service (EMAS) regarding the problem of people collapsing and informed the Panel that the issue was partly about enforcement and partly about treatment.

- The lack of Police support in the Ashfield area was commented on, specifically the Police response to the 'zombie' problem, the lack of officers in the area and the lack of engagement from the Force in terms of their involvement in initiatives by partners which aim to deal with the various issues in the area. The Commissioner stated that he was due to attend the meeting of Ashfield District Council on 23<sup>rd</sup> October, referred to the commitment made by the Force to work towards finding a solution to the problems faced in Sutton town centre and agreed to contact Councillor Zadrozny directly to discuss the level of support provided by the force. The DCC also agreed to pick up any local issues. The Commissioner stated that the job of the Chief Constable was not an easy one especially with the limited resources available. The Commissioner informed the Panel that he was aware that Nottingham City Council and Mansfield District Council had also expressed concerns at the number of officers deployed in their areas and stated that the Force knew of the circumstances in Selston and that by partners working together solutions could be found. The Commissioner informed the Panel that the problems with 'spice' and 'mamba' were both serious and national and gave the examples of Liverpool and Manchester where the scale of the problem is tremendous. The Commissioner informed the Panel that he had had discussions with the Home Office about implementing stronger enforcement around the 'spice' and 'mamba' problem but that there was no desire on their part to change the legislation. The Commissioner also drew the Panel's attention to the helpful motion passed by NCC at its Full Council meeting on 20<sup>th</sup> September regarding this issue with synthetic substances.
- The work of those involved in education and prevention of drug use was praised and the Commissioner informed the Panel that new specialists had begun work in secondary schools and that the Force wanted to work with them, stating that Police work was not just about making arrests. The Commissioner told the Panel that in times of reducing budgets some thought it was easy option to drop prevention measures but that that was not the attitude of the Home Office.
- The Panel spoke of the work of PCSOs and Neighbourhood Wardens, who were all working on the drug problem, but users and dealers knew that their powers were restricted. The Commissioner replied that he thought it was important that everyone worked together as a team and praised the City Council for their level of expenditure in this area and praised the work of the wardens in Mansfield.
- In response to a query about the new custody suite, the Commissioner informed the Panel that the land had been acquired and that consultants were now working on the design. The Commissioner informed the Panel that discussions were due to take place on Wednesday regarding the future of the existing custody suite, which impinges on the work of the Magistrates' Court, and told the Panel that he did not want the facility to be mothballed.

- The Panel asked about the number of complaints received by the Force that were upheld. The DCC replied that this information had been reported elsewhere and undertook to pass this information on to the Panel. The DCC informed the Panel that any themes around complaints were also examined.

## **RESOLVED 2018/020**

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

## **7. POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT 2017/18**

The Chair asked Panel members to forward any questions or observations on the Plan to herself or Keith as the Chair was required to provide a written response to the Commissioner on the Annual Report.

The Commissioner introduced the report and highlighted the following key issues:-

- The Commissioner spoke about the Independent Inquiry into Child Sexual Abuse (IICSA) and the large amount of resources put in by the Police and Local Authorities. The Commissioner informed the Panel that it was important an independent inquiry was being held which was likely to yield some difficult and uncomfortable results.
- The Commissioner then spoke positively about the collaboration work that was being undertaken with the Fire Service informing the Panel that there was a desire for a shared HQ, that a business case was required to identify savings and that no final decisions would be made before February. The Commissioner emphasised that it was a collaboration between equal partners and not a takeover.

During discussions, the following points were raised:-

- The Panel invited the Commissioner to comment on the fact that the figures indicated alcohol-related crime was going down while crime overall was going up. The Commissioner stated that he would have to reply in the same manner as previously in the meeting and reiterated the importance of all partners working together to arrive at solutions. The Commissioner mentioned the work being undertaken jointly by Rushcliffe Borough Council and the Force in terms of 'pubwatch' and the work around alcohol being carried out by partners in Nottingham which is well regarded nationally. The Commissioner informed the Panel that alcohol consumption among the young was reducing, though no-one was sure why.

## **RESOLVED 2018/021**

- 1) **That the progress made be noted.**
- 2) **That the issues raised by the Members in their consideration be collated and fed back to the PCC as the Panel's formal response to the annual report.**

## **9. POLICE AND CRIME PLAN – STRATEGIC PRIORITY THEME 3 – TACKLING CRIME AND ANTI-SOCIAL BEHAVIOUR**

The Commissioner introduced the report and informed the Panel that all of the activities had been graded in terms of completion/progress and that 100% of activity is currently graded Green (ie on track) with no actions graded Amber or Red.

Responding to a query the DCC explained that the Government Agency Intelligence Network (GAIN) allowed the sharing of a range of information and data on individuals that Forces would not have access to otherwise.

### **RESOLVED 2018/022**

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

## **10. FORCE MANAGEMENT STATEMENT – NEXT STEPS AND LESSONS LEARNED**

The Commissioner introduced the report and highlighted the following key issues:-

- The Commissioner confirmed to the Panel that the Executive Summary of the Statement was appended to the report but if members would like a copy of the full statement this could be provided, though some of the information would have to be redacted.
- The Commissioner informed the Panel that the requirement to produce a statement was a new initiative of the HMICFRS and that the informal feedback received to date regarding the Force's statement had been positive.
- The Commissioner stated that he welcomed any feedback from the Panel on the statement which will develop over time. The Commissioner informed the Panel that the Force had benefited through having produced the statement.

During discussions, the following points were raised:-

- In reply to a question about the existence of paedophile hunter groups, the Commissioner informed the Panel that the topic had been debated by PCCs and Chief Constables but that no consensus had been reached. The Commissioner informed the Panel that the view of Simon Bailey, the Chief Constable of Norfolk who leads in this area, was that the Police should not co-operate with such groups. The Commissioner informed the Panel that his view and that of the Chief Constable's was that if people provided evidence then the Force would investigate. The Commissioner informed the Panel that some work had been commissioned with Nottingham University to develop a memorandum of understanding. The Commissioner spoke of the real risks involved, including the difficulties at the point of arrest, but that the existence of these groups cannot be ignored and a discussion needs to take place on how the Force can work with them. The DCC confirmed that the approach of the Notts Force was to act on the evidence provided and contrasted this with the national stance which concentrated on the safeguarding of the individuals involved in this activity.

### **RESOLVED 2018/023**

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

The meeting closed at 3.59pm

CHAIRMAN

## **Acronyms**

A&E	Archives and Exhibits
ACC	Assistant Chief Constable
ACO	Assistant Chief Officer
ACPO	Association of Chief Police Officers
AKA	Also Known As
ANPR	Automatic Number Plate Recognition
APACCE	Association of Police and Crime Chief Executives
APCC	Association of Police and Crime Commissioners
APP	Authorised Professional Practice
ASB	Anti-Social Behaviour
BAME	Black, Asian and other Minority Ethnic
BME	Black and Minority Ethnic
BOBO	Book On Book Off
BWV	Body Worn Video
C Ex	Chief Executive
CARE	Cope and Recovery Empowerment
CC	Chief Constable
CDP	Crime and Drugs Partnership
CDRP	Crime and Disorder Reduction Partnership
CFO	Chief Finance Officer
CiPD	Citizens in Policing Department
CJJI	Criminal Justice Joint Inspectorate
CJS	Criminal Justice System or Criminal Justice Services
CPS	Crown Prosecution Services
CRC	Community Rehabilitation Company
CRI	Crime Reduction Initiative
CRIM	Contact Resolution Incident Management
CSAC	Crime Statistics Advisory Committee
CSE	Child Sexual Exploitation
CSEW	Crime Survey for England and Wales
CSG	Community Safety Grant
CSPs	Community Safety Partnerships
CSR	Comprehensive Spending Review
DARE	Drug Abuse Resistance Education
DCC	Deputy Chief Constable
DMS	Duty Management System
DPA	Data Protection Act 1998
DTF	Delivering The Future
DV & SV	Domestic Violence and Sexual Violence
EEA	European Economic Area
ECINS	Empowering Communities Inclusion and Neighbourhood Management System
EIA	Equality Impact Assessment
EMAS	East Midlands Ambulance Service
EMCHRS-L&D	East Midlands Collaborative Human Resources – Learning & Development

EMCJS	East Midlands Criminal Justice Service
EMFSS	East Midlands Forensic Services
EMLS	East Midlands Legal Services
EMOH	East Midlands Occupational Health
EMOpSS	East Midlands Operational Support Services
EMPCC	East Midlands Police & Crime Commissioners Board
EMSCU	East Midlands Strategic Commercial Unit
EMSOU–MC	East Midlands Special Operations Unit – Major Crime
EMTSU	East Midlands Technical Surveillance Unit
ETA	Estimated Time of Arrival
EU	European Union
FAQ	Frequently Asked Questions
FEB	Force Executive Board
FHQ	Force Headquarters
FMS	Force Management Statement
FOIA	Freedom of Information Act 2000
FYI	For Your Information
GAD	Government Actuaries Department
GAIN	Government Agency Intelligence Network
HBV / HBA	Honour Based Violence / Abuse
HMIC	Her Majesty's Inspectorate of the Constabulary
HMICFRS	Her Majesty's Inspectorate of the Constabulary and Fire & Rescue Services
HO	Home Office
HR	Human Resources
HRA	Human Rights Act
IAGs	Independent Advisory Groups
ICT	Information & Communications Technology
IDVA	Independent Domestic Violence Advocates
IICSA	Independent Inquiry into Child Sexual Abuse
IOM	Integrated Offender Management
IPA	Integrated PEEL Assessment
IPCC	Independent Police Complaints Commission
IPLDP	Initial Police Learning and Development Programme
ISVA	Independent Sexual Violence Advocate
KINs	Key Individual Networks
KSI	Killed or Seriously Injured
LCJB	Local Criminal Justice Board
LGPS	Local Government Pension Scheme
MAPPA	Multi-Agency Public Protection Arrangements
MARAC	Multi-Agency Risk Assessment Centres
MASH	Multi-Agency Safeguarding Hubs
MFSS	Multi Force Shared Service
MLE	Managed Learning Environment
MO	Modus Operandi
MOJ	Ministry Of Justice
MoR	Management of Risk
MSP	Managing Successful Programmes

MTFP	Medium Term Financial Plan
NCALT	National Centre for Applied Learning Technologies
NCC	Nottinghamshire County Council
NCRS	National Crime Recording Standard
NEET	Not in Education, Employment or Training
NHS	National Health Service
NI	National Indicator
NICHE	(Records management system)
NOPCC	Nottinghamshire Office of the Police & Crime Commissioner
NPAS	National Police Air Support
NPCC	National Police Chiefs Council
NPS	National Probation Service or New Psychoactive Substances
OIK	Officers in Kind
ONS	Office for National Statistics
OPCC	Office of the Police and Crime Commissioner
PACCTs	Police & Crime Commissioners Treasurers Society
P&CP	Police & Crime Panel
PBS	Police Business Services (forerunner to SA)
PC	Police Constable
PCC	Police & Crime Commissioner
PCNA	Police & Crime Needs Assessment
PCSO	Police Community Support Officer
PC-SOLAP	Police Constable Student Officer Learning and Assessment Portfolio
PEEL	Police Efficiency, Effectiveness and Legitimacy
PFI	Public Finance Initiative
PI	Performance Indicator
PNAC	Police National Assessment Centre
PNN	Police National Network
PO	Police Officers
POCA	Proceeds of Crime Act
PPA	Police Property Act
PR&SR	Police Reform & Social Responsibility (Act 2011)
PRC	Police Recorded Crime
PROUD	Values = Professional; Respect for all; One Team; Utmost integrity, trust and honesty; Doing it differently
PS	Police Staff
PSD	Professional Standards Directorate
ROCU	Regional Organised Crime Unit
RJ	Restorative Justice
SA	Strategic Alliance
SARC	Sexual Assault Referral Centre
SB	Special Branch
SCC	Senior Command Course
SNB	Safer Nottinghamshire Board
SPR	Strategic Policing Requirement
SR&P	Strategic Resources & Performance
TBA	To Be Announced
TLA	Three Letter Acronym

T SJ	Transforming Summary Justice
V AP	Violence Against the Person
V PP	Vulnerable Person Panels
V S	Victims Services
V S	Victim Services or Victim Support
Y OT	Youth Offending Team



## **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

**26 NOVEMBER 2018**

### **WORK PROGRAMME**

#### **Purpose of the Report**

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

#### **Information and Advice**

2. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Chief Executive of the Office of the Police and Crime Commissioner (OPCC).
3. The work programme is updated to include specific focus on each of the Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel.
4. The schedule for future meetings has been updated in line with the revised Strategic Themes within the new Police and Crime Plan 2018-21.
5. Discussions take place with the Chair and Vice-Chair and the OPCC to schedule future agenda items as appropriate. Suggestions about future agenda items are welcome from Members and the PCC at any time.

#### **National Conference for Chairs, Members and Support Officers of Police and Crime Panels and Police, Fire and Crime Panels**

6. As previously reported to the Panel, the seventh national conference organised by frontline consulting took place on 12 November at Warwick Conference Centre.
7. The conference was attended by Panel Members Councillor Debbie Mason and Suma Harding and Keith Ford, support officer, also attended.
8. The Conference also incorporated the Annual General Meeting (AGM) of the newly formed National Association of Police, Fire and Crime Panels, which was attended by Councillor Mason as the Nottinghamshire Panel's representative.
9. The Members will feed back to the Panel meeting on the key issues raised at the conference and at the AGM.

## **Independent Member Recruitment**

10. In line with the decision of the Panel of 23 April 2018 to commence this recruitment process, adverts have been placed on the Nottinghamshire County Council's website and within local newspapers.
11. This is a link to the advert on the Council's website:-  
  
<https://nottinghamshire.tal.net/vx/lang-en-GB/mobile-0/appcentre-1/brand-2/xf-b426d491a9e1/candidate/so/pm/4/pl/1/opp/8341-Police-and-Crime-Panel-Independent-Member/en-GB>
12. As previously agreed by the Panel, existing Independent Members are welcome to reapply.
13. The closing date is 30 November and it is planned that interviews will take place in January 2019.
14. It is proposed that the recruitment panel should consist of Councillor Debbie Mason, Councillor David Ellis and Executive Mayor Kate Allsop.

## **Other Options Considered**

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

## **Reasons for Recommendation/s**

16. To enable the work programme to be developed further.
17. To offer an opportunity for the key issues from the National Conference and AGM to be shared with the Panel.
18. To agree the recruitment panel for the Independent Member recruitment process.

## **RECOMMENDATIONS**

- 1) That the work programme be updated in line with Members' suggestions as appropriate.
- 2) That the feedback from the National Conference for Chairs, Members and Support Officers of Police and Crime Panels and Police, Fire and Crime Panels and the National Association of Police, Fire and Crime Panels AGM be noted.

- 3) That the recruitment panel for the Independent Member process be agreed as Councillor Debbie Mason, Councillor David Ellis and Executive Mayor Kate Allsopp.

#### Background Papers and Published Documents

- 1) Minutes of the previous meeting of the Panel (published).
- 2) Report to the Police and Crime Panel meeting of 23 April 2018 – Review of Membership – Independent Co-opted Members (published) and minutes of that meeting (published)

For any enquiries about this report please contact:-

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council  
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## **APPENDIX A**

### **Nottinghamshire Police and Crime Panel**

#### **Work Programme (as at 5 November 2018)**

<b><u>Agenda Item</u></b>	<b><u>Brief Summary</u></b>
<b>7 February 2019</b>	
Proposed Precept and Budget 2019/20	To consider the Commissioner's proposed Council Tax precept.
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance.	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
<b>1 April 2019</b>	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance.	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on Priority Theme 2 – Helping and Supporting Victims
<b>3 June 2019 – 2.00pm</b>	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2019/20 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"><li>• the membership to represent all parts of the police force area and be politically balanced; and</li><li>• members to have the skills, knowledge and experience necessary.</li></ul>
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance.	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.

<b><u>Agenda Item</u></b>	<b><u>Brief Summary</u></b>
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on new Priority Theme 3 – Tackling Crime and Anti-Social Behaviour

<b>For Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>22<sup>nd</sup> November 2018</b>
<b>Report of:</b>	<b>Paddy Tipping Police and Crime Commissioner</b>
<b>Report Author:</b>	<b>Kevin Dennis</b>
<b>E-mail:</b>	<b>kevin.dennis@nottinghamshire.pnn.Police.uk</b>
<b>Other Contacts:</b>	<b>Kevin Dennis</b>
<b>Agenda Item:</b>	<b>5</b>

## **POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – To August 2018**

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

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) second update report in respect of his new Police and Crime Plan (2018-21).
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which he thinks appropriate.
- 1.3 This report provides the Panel with an overview of performance in respect of the 1<sup>st</sup> April to 31<sup>st</sup> August 2018 where data is available in relation to his Police and Crime Plan (2016-18) which has been superseded by his new plan Police and Crime Plan (2018-21).

### **2. RECOMMENDATIONS**

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

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

- 3.1 To provide the Panel with information so that they can review the steps the Commissioner is taking to ensure effective implementation of his Police and Crime Plan and provide sufficient information to enable the Panel to fulfil its statutory role.

## 4. Summary of Key Points

### POLICING AND CRIME PLAN – (2018-21)

#### Performance Summary

- 4.1 Performance against targets and measures across all four themes is contained in the Performance section of the Commissioner's website to August 2018.<sup>a</sup> This report details performance from 1<sup>st</sup> April 2017 to 31<sup>st</sup> August 2018 where data is available and is the first report submitted to the Panel for this financial year 2018-19 in relation to the new Police and Crime Plan (2018-21).

#### Reporting Criteria

- 4.2 The Commissioner's new Police and Crime Plan (2018-21) has 57 main performance measures across the four new themes. There are an additional 12 sub-measures. This report provides insight into the top five measures which have either increased or decreased compared to the same period as last year.

## 5. Five Performance Measures – With Highest Decrease

- 5.1 The table below lists 5 performance measures with the highest decrease. It will be noted that most measures have remained the same albeit T4D.5 and T4A.2 have deteriorated slightly since July 2018. This is in part due to quarterly reporting.

Plan Ref	Jul-18	Aug-18	Measures	Decrease is:
T3B.1	-78.4%	-78.4%	Integrated Offender Management (IOM)	Better
T3A.8	-40.1%	-40.1%	Persons killed or seriously injured on the roads a. Adults b. Children	Better
T3B.6	-14.5%	-14.5%	First-time entrants to the Criminal Justice System (CJS) - City	Better
T4D.5	-9.1%	-10.6%	Crimes Recorded at First Point of Contact	Worse
T4A.2	-5.0%	-6.0%	Victim Satisfaction – Hate Crime	Worse

- 5.2 The additional tables below provide an insight for each of the five measures.

Plan Ref	Jul-18	Aug-18	Measures	Decrease is:
T3B.1	-78.4%	-78.4%	Integrated Offender Management (IOM)	Better

- 5.3 The premise of this measure is that a reduced risk score evidences effective offender management. The lower the risk when an offender exits the programme the better as this suggests the likelihood of further offending is reduced.

<sup>a</sup> <https://www.nottinghamshire.pcc.police.uk/Public-Information/Performance/Performance-2018.aspx>



- 5.4 Data from the Integrated Offender Management (IOM) Team Tracking Tool reveals that 368 offenders have entered the system since January 2016. Of these, 145 (37.8%) have since exited the programme.
- 5.5 The average entry score for all nominal offenders who have entered the programme since January 2016 is 354.3, while the average exit score is 76.7. This reveals a reduction in risk score of -278.0 (-78.4% lower than the entry score), for those that have exited the programme.
- 5.6 In October 2017, the force commenced with a domestic abuse cohort. To date 82 offenders have been entered in to this cohort with an average entry score of 231, and an average PPIT score of 11.0. Since October, 18 of these offenders have exited the domestic abuse cohort and are now being managed under the general IOM programme. The average entry score for these offenders was 8.7 and the average score on exiting the domestic abuse cohort was 5.7.

Plan Ref	Jul-18	Aug-18	Measures	Decrease is:
T3A.8	-40.1%	-40.1%	Persons killed or seriously injured on the roads a. Adults b. Children	Better

- 5.7 Data for quarter one of 2018 (January to March 2018) reveals a 40.1% reduction in persons Killed or Seriously Injured (KSIs) against the 2005-2009 baseline. This is in line with the Nottinghamshire agreed target of a 40% reduction against baseline by the year 2020, and represents 66 fewer persons killed or seriously injured on Nottinghamshire's roads.
- 5.8 Reductions are seen across all user groups with the exception of pedal cyclists, where an increase of 64.1% is recorded.
- 5.9 KSIs in the 0-15 years of age group have reduced by 65.3% (9 persons) compared to the 2005-2009 baseline.

Plan Ref	Jul-18	Aug-18	Measures	Decrease is:
T3B.6	-14.5%	-14.5%	First-time entrants to the Criminal Justice System (CJS) - City	Better

- 5.10 Figures from the Nottingham City Youth Offending Team (YOT) reveal that in the period April 2017 to March 2018 there were a total of 153 first-time entrants (FTEs) in to the Criminal Justice System (CJS). This represents a reduction of 26 FTEs or 14.5% compared to the previous year.
- 5.11 The equivalent information from the County YOT reveals there were a total of 322 FTEs in the 2017/18 year. This compares to 292 in the previous year, which equates to 30 additional FTEs or an increase of 10.3%, however the current performance is in line with the locally agreed target for the County YOT (performance against the national average).

Plan Ref	Jul-18	Aug-18	Measures	Decrease is:
T4D.5	-9.1%	-10.6%	Crimes Recorded at First Point of Contact	Worse

5.12 The premise of this measure is that if more crimes can be recorded at initial contact this will free up capacity for response officers to attend urgent incidents rather than completing crime reports. As can be seen performance in August is slightly worse than July.

5.13 On average over the last 12 months, 34.2% of all crime recorded by the Force has been recorded by the Contact Resolution Incident Management (CRIM) team based in the Force control room.

5.14 A downward trend in the proportion recorded by CRIM continues, with the rate in the previous 12 months higher at 44.8%. Monthly figures since April in particular show a reduction in rate, with May and June both showing a rate of about 33% and a further decline in to July (27.7%).

Plan Ref	Jul-18	Aug-18	Measures	Decrease is:
T4A.2	-5.0%	-6.0%	Victim Satisfaction – Hate Crime	Worse

5.15 There is a downward trend in hate crime victim satisfaction, with the current 12 month rate – at 79.5% - six percentage points below the 85.5% recorded in the previous year.

## 6. Five Performance Measures – With Highest Increase

6.1 The table below lists the five performance measures with the highest increase.

Plan Ref	Jul-18	Aug-18	Measures	Increase is:
T4C.2	96.9%	96.9%	Staffing Levels - Actual v Budget (Officers)	Better
T1A.4	232.0%	92.1%	Modern Slavery	Better
T1A.2	52.8%	52.3%	Child Sexual Exploitation (CSE)	Better
T1B.2	42.4%	41.9%	Online Crime	Worse
T1B.1	28.6%	31.9%	Fraud Offences	Worse

6.2 The additional tables below provide an insight for each of the top five measures.

Plan Ref	Jul-18	Aug-18	Measures	Increase is:
T4C.2	96.9%	96.9%	Staffing Levels - Actual v Budget (Officers)	Better

6.3 In terms of police officer establishment, the Force currently has 1879.64 FTE (full time equivalent) in post. This compares to a planned FTE of 1940 by the 31st of March 2019, which equates to a percentage of 96.9%. For PCSOs the rate of actual verses budget posts is 92.6%, while for police staff it is 99.5%.

Plan Ref	Jul-18	Aug-18	Measures	Increase is:
T1A.4	232.0%	92.1%	Modern Slavery	Better

- 6.4 Modern slavery is a relatively new offence which came in to effect in early 2016. As a result there is a clear upward trend in recording, particularly over the last year, as the Force has focussed activity on this offence type.
- 6.5 In volume terms this is a low volume offence type, and the 92.1% increase in the 12 months to August 2018 translates in to an increase of 35 offences. Although high, the measure is lower than it was in July 2018.
- 6.6 The Force continues to take a proactive approach to this type of offending - seeking out modern slavery offences in order to ensure that survivors are protected and offenders brought to justice.

Plan Ref	Jul-18	Aug-18	Measures	Increase is:
T1A.2	52.8%	52.3%	Child Sexual Exploitation (CSE)	Better

- 6.7 As with safeguarding referrals, there is an upward trend in the recording of CSE crimes and non-crimes. It is suggested that this is reflective of an increased awareness and understanding of CSE both within the Police Force and partner agencies but also among the public. The Force welcomes this increase as it means that the appropriate, support, safeguarding and offender resolution can be put in place.
- 6.8 CSE is a relatively low volume offence type with on average of around 55 offences recorded a month. The 52.3% increase represents an additional 227 offences recorded over the year.

Plan Ref	Jul-18	Aug-18	Measures	Increase is:
T1B.2	42.4%	41.9%	Online Crime	Worse

- 6.9 Online crime refers to offences where on the balance of probability, the offence was committed, in full or in part, through a computer, computer network or other computer-enabled device. The figures do not include fraud offences, which are captured separately.
- 6.10 There is a clear upward trend in the recording of online crime, with an increase of 41.9% or 908 offences this year compared to last.
- 6.11 The majority of online crimes recorded are harassment offences, specifically malicious communications offences which have taken place online on forums such as Facebook and twitter.

Plan Ref	Jul-18	Aug-18	Measures	Increase is:
T1B.1	28.6%	31.9%	Fraud Offences	Worse

- 6.12 There is a clear upward trend in the recording of fraud offences, with an increase of 31.9% (643 offences) this year and higher than last month.
- 6.13 Fraud offences represent a significant challenge to the Police and in particular place a genuine demand on Police resources, with investigations often complex and time consuming. Analysis has revealed that around three quarters of fraud offences recorded in Nottinghamshire are filed with no suspect identified.

### **Crimes Against Children**

- 6.14 There was a request at the previous Panel meeting for statistics to be produced in relation to crimes against children. This measure is already contained within the Commissioner's Police and Crime Plan Performance Framework referenced as T2A2 and T2A3.
- 6.15 During a 12 month period to August 2018, 70% of victim-based crimes were adults, 7% were children and the remaining were organisations or other. Each of these proportions have been consistent over the last two years.
- 6.16 There is a clear upward trend for serious sexual offences against adults. Offences against adults have increased by 20.2% (248 offences) in the 12 months to August 2018. The trend for offences against children appears more stable with a reduction of 5.3% (81 fewer offences).

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

- 6.17 The Commissioner is represented at the key Thematic, Partnership and Force Local Performance board meetings in order to obtain assurance that the Force and Partners are aware of the current performance threats, and are taking appropriate action to address the emerging challenges. Should there be any issues of concern these are relayed to the Commissioner who holds the Chief Constable to account on a weekly basis.
- 6.18 In addition, the Commissioner meets quarterly with the Head of Investigations and Intelligence and Head of Operations to gain a deeper understanding of threats, harm and risk to performance.
- 6.19 Panel Members have asked if a case study could be prepared for each meeting. Previous case studies were:
1. Shoplifting
  2. The Victims Code
  3. Improving BME Policing Experiences
  4. Hate Crime
  5. Knife Crime

6. Stop and Search
7. Rural Crime
8. The new victim services CARE
9. Evaluation of Community Remedy
10. ECINS database
11. Data Integrity and Compliance with NCRS
12. Prosecution File Quality Improvements
13. Knife Crime
14. Police and Crime Survey

6.20 For this meeting, a further case study has been prepared in respect of (15) the work of the Commissioner's Sexual Violence Engagement Manager (see **Appendix A**).

### **Activities of the Commissioner**

6.21 The Commissioner continues to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City. Key activities are reported on the Commissioner's web site.<sup>b</sup>

### **DECISIONS**

6.22 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.<sup>c</sup>

6.23 Panel Members have previously requested that the Commissioner provide a list of all forthcoming decisions (Forward Plan) rather than those already made. This Forward Plan of Key Decisions for the OPCC and the Force has been updated and is contained in **Appendix B**.

<b>7. Financial Implications and Budget Provision</b>
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7.1 The Commissioner holds the Chief Constable to account formally at his Strategic Resources and Performance meetings (SSRP). At this meeting the Chief Constable submits a number of financial reports for scrutiny.

7.2 At the 8<sup>th</sup> November 2018 SSRP meeting the Force submitted its Finance Revenue Budget Outturn for 2018-19 as at August 2018 to the Commissioner.

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

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

- 7.3 The full year net revenue budget for 2018-19 is £193,100k. This is split the Force Budget £188,209k and the Office of the Police and Crime Commissioner (OPCC) £4,891k.
- 7.4 During August, the Finance department in conjunction with the organisation has continued to review the year end position. At the end of August the projected year end outturn is £195,051k which is an increase of £1,078k from July.

Entity	Budget £'000	Forecast Outturn £'000	Variance to Budget £'000
Force	188,209	190,160	1,951
OPCC	4,891	4,891	-
	<b>193,100</b>	<b>195,051</b>	<b>1,951</b>

- 7.5 The table above identifies an estimated overspend of £1,951K which is predominately being driven by collaboration contributions, Police officer and staff pay costs, overtime' other employee costs and other supplies & services. These have been partly offset by payroll savings from PCSO pay costs, forensics & investigative costs, capital financing and additional income.
- 7.6 **Appendix C** contains the full report submitted to SSRP and provides a more detailed position for each item.

## 8. Human Resources Implications

- 8.1 None - this is an information report.

## 9. Equality Implications

- 9.1 None

## 10. Risk Management

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

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

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

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

- 12.1 The Commissioner publishes a horizon scanning document<sup>d</sup> every two weeks and can be downloaded from his website. The horizon scanning undertaken involves reviewing information from a range of sources, including emerging legislation, government publications, audits and inspections, consultation opportunities and key statistics and research findings, in order to inform strategic planning and decision making locally.

## **13. Details of outcome of consultation**

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

## **14. Appendices**

- A. Case Study – the Work of the Commissioner’s Sexual Violence Engagement Manager
- B. Forward Plan of Key Decisions for the OPCC and the Force
- C. Finance Revenue Budget Outturn for 2018/19 as at August 2018

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

- [Police and Crime Plan 2016-2018 \(published\)](#)

For any enquiries about this report please contact:

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<sup>d</sup> <http://www.nottinghamshire.pcc.police.uk/Public-Information/Horizon-Scanning/Horizon-Scanning.aspx>





## APPENDIX A

### Case Study - Sexual Violence Engagement Manager

Sharon Rose – Sexual Violence Engagement Manager

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#### Summary

In May 2016, the Commissioner promised the electorate that victims of historic abuse in local children's homes would receive both support and a public inquiry. This case study details a range of activity undertaken by the Commissioner his staff and others not only to help fulfil this pledge but summarises new developments which will enhance support services for victims of sexual crime.

#### Consultation and Engagement

Subsequently, the Commissioner and a number of his staff including the Chief Executive met with many survivors of sexual abuse to listen to their views and concerns.

In 2017, Limeculture was commissioned by the Commissioner<sup>1</sup> to deliver an independent review of sexual violence support across the Nottinghamshire as part of a wider project to overhaul almost all aspects of help services for victims and survivors of sexual violence. This included the launch of a victim survey, a literature review, focus groups with survivors and a consultation event with stakeholders. This work played a key role in transforming support services for victims of sexual violence in Nottinghamshire.

Limeculture's experience and specialist knowledge of sexual violence recovery care enhanced Nottinghamshire's response to victims and survivors of rape and sexual assault, ensuring services reflect the needs and vulnerabilities of those requiring help. As well as delivering projects on time, Limeculture was a continuous source of advice and expertise on all aspects of specialist victim care and Nottinghamshire benefitted significantly from this guidance.

#### Survivors Feedback

Following feedback and consultation with survivors the Commissioner agreed that:

- Work with survivors and survivor networks would be undertaken to help connect survivors to public sector organisations and service providers, facilitating easier communication and responses to service requests.
- A check and challenge function at a strategic level would be provided to identify service deficiencies, issues and gaps in delivery.

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<sup>1</sup> <https://limeculture.co.uk/consultancy/>

## **Responding to the Feedback**

In addition, in September 2017, the Commissioner established a new Sexual Violence Engagement Manager post within his office to lead on this new work stream funded jointly by the County Council, City Council and the Commissioner.

Furthermore, a specific service (called the Survivor Support Service) was commissioned to support survivors. Both are jointly funded by the City Council, County Council and the Police and Crime Commissioner. The Survivor Support Service has now been integrated into the PCC's wider Independent Sexual Violence Adviser (ISVA) service and both initiatives are managed by the Office for the Police and Crime Commissioner to ensure that the work is effectively integrated into wider work locally to support survivors of abuse.

## **Key Developments**

Collectively these initiatives have actively supported work to engage with survivors and have improved our local response. Key developments include:

- The co-development of the post's job functions and the nature of the support service with survivors
- Panels of survivors making definitive decisions about who was appointed to the SV Engagement Manager Post as well as helping to assess ISVA bids
- The development of a survivor advisory group to provide guidance on the future focus of the SV Engagement Manager
- On-going liaison with the Police, and partners to strengthen partnership working arrangements, develop clear pathways, ensure provision of appropriate support and provide parity of support across the city and county
- A pathway to support has also been identified for non-recent non-sexual childhood abuse through referral to Victim CARE
- Developing a pathway to support for offenders on their release from HMP Nottingham. Assessments and referrals take place prior to release to maximise availability of support and promote stability at this critical time
- A dedicated resource within Department for Work and Pensions (DWP) locally to address specific needs of survivors and reduce difficulties experienced with benefit claims

## **Independent Inquiry into Child Sexual Abuse (IICSA)**

An active presence was maintained throughout the public hearing of the Independent Inquiry into Child Sexual Abuse (IICSA), both in Nottingham and London during October 2018 to ensure availability of appropriate support and signposting to specialist services as required.

Survivors reported that this was helpful and has created positive working relationships with individuals, peer support groups and wider partnerships. It is important to identify any elements that were highlighted during the hearing to ensure any learning is implemented as soon as possible. The IICSA report will be published in the summer of 2019.

## **Sexual Assault Referral Centres (SARC)**

Commissioning activity has seen the contract for the regional paediatric SARC awarded to NUH, in partnership with Northants NHS Trust and NSVSS. There are two hubs, one in the QMC in Nottingham and one in Northampton. NSVSS are providing Crisis Worker support and a 24/7 helpline for the

region. In addition, up to 10 therapeutic support sessions are being provided for children and young people, delivered by NSVSS (13+) and Imara (0-12 year olds).

A new dedicated CYP (Children and Young Persons) forensic suite is being installed in the paediatric SARC at QMC.

The new SARC offers a single access point to health and other services for all Nottinghamshire children and young people for the first time.

The contract for the Nottinghamshire adult SARC was awarded to Mountain Healthcare Ltd, in April 2018. Mountain Healthcare is an experienced SARC provider which runs 11 other SARCs across the country. Mountain Healthcare will deliver a new model of support, providing forensic examinations (previously delivered by G4S) as well as crisis support. The new model has already proven that it is reducing the length of time that victims and survivors are waiting to be examined. Work is on-going to identify a suitable site, in order to develop a new facility in consultation with survivors.

### **Independent Sexual Violence Advisers**

In July 2018, the OPCC commissioned an expanded ISVA (Independent Sexual Violence Advisers) and CHISVA (Children's ISVA) service. Survivors were actively involved in development of scenarios and evaluation of bidders' responses, and their input had a meaningful impact on the selection of the successful provider. Notts Sexual Violence Support Services (NSVSS) successfully tendered for the adult service (18+) with Imara delivering the equivalent young people's service.

ISVAs provide practical, informational and emotional help including advocacy and support through the criminal justice process. Support may be with housing, finances, work or college or reporting to the police.

Specialist sexual violence counselling is funded by the PCC and Nottingham City and Nottinghamshire County Councils and Nottingham Clinical Commissioning Group, and provided by:

ISAS (Nottinghamshire County only):	<a href="http://www.isas-notts.org.uk">www.isas-notts.org.uk</a>
Nottinghamshire SVS Services (City and County):	<a href="http://www.nottssvss.org.uk">www.nottssvss.org.uk</a>
SHE (Nottinghamshire County only):	<a href="http://www.she-uk.org.uk">www.she-uk.org.uk</a>



## Decisions of Significant Public Interest: Forward Plan

### August 2018

1.0 Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
None to report with the exception of those noted under 2.0 Contracts and 3.0 Estates, ICT and Asset Strategic Planning						

2.0 Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
2.1	October 2018	New Custody Suite Consultants /Contractors	Following Business Case, award contract	£17,000,000 est. but agreements will only be for pre-construction costs	Ronnie Adams EMSCU	Force
2.2	TBC	Hucknall EMAS Works	Building Contractors	£515,000	Ronnie Adams EMSCU	Force
2.3	October 2018	ANPR	Procurement of ANPR hardware and installation	£650k	Ronnie Adams EMSCU	Force
2.4	TBC	Water Services	Contract for Water Services	>£250k	Ronnie Adams EMSCU	Force
2.5	October 2018	Driver Awareness Courses	Award of Contractor	>£250k	Ronnie Adams EMSCU	Force
2.6	August 2018	Lot 1 Vehicle Recovery Services	Award of Contractor	£1m	Ronnie Adams EMSCU	Force
2.7	TBC	Travel and Accommodation	Procurement of supplier, decision on award	>£250k	Ronnie Adams EMSCU	Force
2.8	September 2018	Agile Hardware	Procurement of Laptops / Desktops / Monitors, decision to award.	>£250k	Ronnie Adams EMSCU	Force
2.9	November 2018	Domestic Abuse Support in	Co-commissioning of domestic abuse	£800k	Nicola Wade	OPCC

		Nottingham	support in Nottingham (lead commissioner Nottingham City Council)		OPCC	
2.10	November 2018	Sexual violence support	Procurement of sexual violence therapeutic support for victims and survivors	>£250k	Ronnie Adams EMSCU	OPCC
2.11	November 2018	Substance misuse support in city and county	Decision on what and how to procure criminal justice substance misuse support in the city and the county (may be co-commissioned)	£2m	Kevin Dennis OPCC	OPCC

<b>3.0 Estates, ICT and Asset Strategic Planning</b>						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
3.1	TBC	Nottingham Bridewell	Replacement of the Bridewell.	Project Team working up details and costs for final Business Case	Insp Duncan Collins – EMCJS/ Tim Wendels, Estates and Facilities	Force
3.2	TBC	Replacement SARC	Proposal to replace the existing adult SARC with new, more suitable premises	Interim Business Case in course of preparation	T/DCI Clare Dean and Tim Wendels, Estates and Facilities	Force/OPCC

<b>4.0 Workforce Plan and Recruitment Strategies</b>						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
None to report.						

<b>5.0 Strategic Issues including Finance</b>						
Ref	Date	Subject	Summary of Decision	Cost (£)	Contact Officer	Report of

				<i>Where available</i>		<b>OPCC / Force</b>
None to report.						

<b>6.0 Other OPCC Commissioning</b>						
<b>Ref</b>	<b>Date</b>	<b>Subject</b>	<b>Summary of Decision</b>	<b>Cost (£)</b> <i>Where available</i>	<b>Contact Officer</b>	<b>Report of OPCC / Force</b>
6.1	October 2018	Support for victims of non domestic stalking	What and how to pilot support	£90k	Ronnie Adams EMSCU	OPCC
6.2	November 2018	Community Safety Fund	Community Safety Fund small grant scheme	£250k	Nicola Wade OPCC	OPCC
6.3	January 2019	Investment into Community Safety partnerships	Funding for community safety partnerships	£1.4m	Kevin Dennis OPCC	OPCC





<b>For Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>26<sup>th</sup> November 2018</b>
<b>Report of:</b>	<b>Paddy Tipping Police Commissioner</b>
<b>Report Author:</b>	<b>Kevin Dennis</b>
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<b>Agenda Item:</b>	<b>6</b>

## **POLICE AND CRIME PLAN (2018-21) – THEME 4: TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING**

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

- 1.1 The purpose of this report is to provide the Commissioner with a progress report on how the Chief Constable and partners are delivering his strategic activities in respect of Theme 4 of his new Police and Crime Plan for 2018-21.
- 1.2 The report identifies an outline of the activities that are planned for 2018-2019 or have been progressing across policing and community safety.

### **2. RECOMMENDATIONS**

- 2.1 The Commissioner to discuss the progress made with the Chief Constable.

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

- 3.1 The Police and Crime Panel have requested an update on Theme 4 in its work plan for 2018-19. This report was submitted to the Strategic Resources and Performance meeting on 6<sup>th</sup> September 2018 where the Commissioner held the Chief Constable to account on progress.
- 3.2 This monitoring report provides an overview of the delivery of the activity and performance in respect of Theme 4 of the Police and Crime Plan (2018-21) for quarter 2 of 2018-19.

### **4. Summary of Key Points**

- 4.1 On 7<sup>th</sup> February 2018, the Commissioner presented his new Police and Crime Plan (2018-21) for implementation commencing 1<sup>st</sup> April 2018. The new plan has four new themes:
  - T1. Protecting People from Harm

- T2. Helping and Supporting Victims
- T3. Tackling Crime and Antisocial Behaviour
- T4. Transforming Services and Delivering Quality Policing

4.2 **Appendix A** provides a table summarising the progress and achievements in respect of Theme 4 of the new plan. The activities have been graded in terms of completion/progress and it will be seen that 92.75% of activity is currently graded Green (on track) and there is one action graded (6.25%) Amber.

## **5. Details of outcome of consultation**

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

## **6. Appendices**

6.1 **Appendix A:** Table detailing the progress and achievements of the Commissioner's toward Theme 4 of the Commissioner's Police and Crime Plan (2018-21).

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

- [Police and Crime Plan 2018-2021 \(published\)](#)

For any enquiries about this report please contact:

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Tel: 0115 8445998

<b>For Decision</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>26<sup>th</sup> November, 2018</b>
<b>Report of:</b>	<b>Nottinghamshire Police and Crime Commissioner</b>
<b>Report Author:</b>	<b>Chief Constable, Craig Guildford</b>
<b>E-mail:</b>	<b>tim.wendels@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>7</b>

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

## **Estates Strategy and Estates Rationalisation Update**

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

- 1.1 The purpose of this report is to provide a further update in relation to the implementation of the ongoing estates strategy and rationalisation programme.

### **2. Recommendations**

- 2.1 It is recommended that the Panel notes the progress with the implementation of the ongoing estates strategy and rationalisation programme.

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

- 3.1 To ensure that the Police and Crime Panel are kept up to date in relation to the Force's progress in this area of business.

### **4. Summary of Key Points**

#### **Estates Strategy**

- 4.1 The Estates Strategy for 2017 – 2021 was reported to the Strategic Resources and Performance Meeting on 25<sup>th</sup> May, 2017. An update on progress with implementation of the proposals within the Strategy was presented to the Police and Crime Panel on 7<sup>th</sup> February 2018. The Strategy is attached as at Appendix A to this Report.
- 4.2 The Strategy seeks to ensure an efficient, fit-for-purpose and sustainable estate that delivers value for money and facilitates flexible working. It supports the Police and Crime Plan, organisational objectives and the Force Priority Plan. The Strategy aims to deliver an estate which will be more efficient and of lower cost to run and which is flexible enough to respond to the developing service requirements.
- 4.3 The Strategy includes an Estate Delivery Plan and sets out a wide range of proposed schemes and projects to meet the requirements of the Strategy. A number of future investment plans are included and the Strategy also sets out

a wide range of achievements to date which have contributed towards the aims of the Strategy.

4.4 The table below provides an update on progress with implementation of the proposals set out in the Strategy.

<b>Proposal</b>	<b>Progress</b>
Setting up a Partnership Hub with Mansfield District Council at Mansfield Civic Centre and the sale of Mansfield Woodhouse Police Station	Partnership Hub complete.  Mansfield Woodhouse Police Station sale agreed.
Setting up a Partnership Hub with Ashfield District Council at the Council Offices in Kirkby in Ashfield and the sale of Sutton in Ashfield Police Station	Partnership Hub complete.  Sutton in Ashfield Police Station contracts exchanged conditional upon planning permission for conversion to residential.
Setting up a Partnership Hub in Arnold with Gedling Borough Council and the sale of Arnold Police Station	Partnership Hub complete.  Arnold Police Station sold.
Development of a public sector hub in Cotgrave Town Centre with Rushcliffe Borough Council, Nottinghamshire County Council, Cotgrave Town Council and health service partners	Building work complete. Move to new site on 7 November.
Co-location with East Midlands Ambulance Service to establish a new Carlton Police Station and sale of the existing Carlton Police Station	New Carlton Police Station complete.  Former Station sold.
Rationalisation of office buildings leading to the sale of Holmes House in Mansfield	Holmes House vacated and sale agreed.
New Eastwood Police Station co-located with Eastwood Town Council and sale of existing Eastwood Police Station	New Eastwood Police Station complete.  Former Station sold.
Review of the future of the ageing and overly large Worksop Police Station with a view to providing appropriate facilities for operational policing at a reduced cost	Move to Partnership Hub at Queen's Buildings complete.  Former Station sale agreed.
Review of the future of the ageing and overly large Ollerton Police Station with a view to providing appropriate facilities for operational policing at a reduced cost	Discussions taking place with County, District and Town Councils regarding possible co-location. Other sites also being considered. Review ongoing.
Review of the future of the ageing and poor quality Hucknall Police Station and Training Centre with a view to providing appropriate facilities for operational policing and training	Plans developed and terms agreed with EMAS to co-locate the NPT and Response at the Hucknall Ambulance Station. Procurement of contract for building works in progress. Proposals developed for a new Training Centre on the Sherwood Lodge site, subject to planning permission and approval of

	capital funding.
Consideration of options for greater collaboration with Nottinghamshire Fire and Rescue Service and East Midlands Ambulance Service.	Co-locations in place at Carlton (Fire and Ambulance Stations), East Leake and London Road Fire Stations. Shared use of Fire Service training facilities at Ollerton. Co-location planned with EMAS at Hucknall. Further co-locations under active consideration. Consultants have recently produced reports looking at further collaboration opportunities, especially the development of a joint HQ for Police and Fire. A Business Case is under preparation for a joint HQ on the Sherwood Lodge site.
Review of the future of the Bridewell custody suite with a view to providing a more appropriate facility.	Full Business Case produced for a new 50 cell custody suite in Nottingham. Site acquired. Full design development now commencing.
Review of the usage and future of Neighbourhood Offices	Initial review completed. Consultation currently being undertaken.

## Estates Rationalisation

4.5 In order to advance the estates strategy including the implementation of partnership working and to ensure that the Force has the right premises of the right size, in the right locations and offering value for money, the following premises have been vacated within the last 18 months and details are also given of alternative provision that has been made:-

- Mansfield Woodhouse – relocated to Mansfield Civic Centre
- Selston – relocated to Hucknall with neighbourhood office at Selston Parish Council.
- Carlton – Neighbourhood Policing Team (NPT) relocated to Carlton Ambulance Station with Front Counter at Carlton Fire Station.
- Arnold – relocated to Council Offices, Jubilee House, Arnold.
- Eastwood – relocated to Eastwood Town Council Offices.
- East Leake – relocated to West Bridgford with neighbourhood office at East Leake Fire Station.
- Holmes House, Mansfield (office building) – staff relocated to Mansfield Police Station and other sites.
- Worksop – relocated to Council Offices, Queen's Buildings, Worksop.
- Cotgrave – relocated to new public sector hub in Cotgrave town centre.

4.6 With the exception of Selston and East Leake, the vacated premises are freehold and are to be sold. The sales of Arnold, Carlton and Eastwood have been completed. Contracts have been exchanged on the sale of Sutton conditional on planning permission and the sale of Mansfield Woodhouse, Holmes House and Worksop have been agreed but not yet completed.

- 4.7 The appropriate Notice was served to terminate the leases of Selston and East Leake.
- 4.8 Bingham and the Hill Top House site in Eastwood (acquired for a new Police Station project in Eastwood which did not proceed), have also been marketed. Contracts have been exchanged on Bingham and Hill Top House, conditional upon planning permission. Contracts were previously exchanged on the sale of Bingham, with completion conditional on planning permission for a care home. Unfortunately, the purchaser's planning application was refused and subsequent appeal was also turned down leading to the purchaser pulling out and the contract being rescinded. A revised proposal and offer from an alternative purchaser was subsequently accepted leading to contracts being exchanged once again. The new purchaser is currently finalising their proposals and consulting with the planning authority and local stakeholders to attempt to avoid a repeat of the planning refusals previously experienced on this site. It is anticipated that a revised planning application will be submitted in December.
- 4.9 As set out in the Estates Strategy and at paragraph 4.4 above, a review has been undertaken in respect of Neighbourhood Offices. The majority of Neighbourhood Offices are "drop in" facilities for Officers, providing IT and welfare facilities for Officers to use whilst in the local area. With the advancement of mobile data, the need for such Offices is reducing and the Review could lead to the release of a number of these premises in due course. Consultation is now being undertaken before any final decisions are taken.
- 4.10 The estate is kept under constant review and consideration will be given to the ongoing suitability of sites as appropriate in order to meet the aims of the Estates Strategy.
- 4.11 It is proposed to undertake an interim review of the Estates Strategy at the half way point in 2019 in order to ensure that it remains up to date and relevant for the full period covered by the existing Strategy i.e. up to 2021.

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

- 5.1 Capital receipts from the sale of Arnold, Carlton and Eastwood Police Stations amounted to £1,660,000.

## **6 Human Resources Implications**

- 6.1 Consultation is undertaken with affected staff.

## **7 Equality Implications**

- 7.1 None.

<b>8</b>	<b>Risk Management</b>
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8.1 Risks are considered in individual Business Cases.

<b>9</b>	<b>Policy Implications and links to the Police and Crime Plan Priorities</b>
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9.1 The Estates Strategy supports and links to each of the Police and Crime Plan Priorities.

<b>10</b>	<b>Changes in Legislation or other Legal Considerations</b>
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10.1 There are no changes in legislation or other legal considerations relating to this report.

<b>11</b>	<b>Details of outcome of consultation</b>
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11.1 Proposals for consultation are set out in the Estates Strategy.

<b>12</b>	<b>Appendices</b>
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12.1 Appendix A - Estates Strategy 2017 - 2021

<b>13</b>	<b>Background Papers</b>
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13.1 Decision Notice - Review of Neighbourhood Offices





# Nottinghamshire Police

## Estates Strategy

### 2017-2021



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# Foreword



**Paddy Tipping**

**Nottinghamshire Police and Crime  
Commissioner**



**Craig Guildford**

**Nottinghamshire Police  
Chief Constable**

The fundamental principles of policing have remained unchanged for more than 150 years. Yet, the way policing is delivered has changed dramatically in the last five.

Much of that has been in response to reduced police budgets which have challenged forces to develop innovative ways to provide an efficient and effective service.

But many of these changes also reflect the nature of the times we live in. Twenty years ago a typical High Street would be made up of shops, a bank and a police station. Technology has altered the way we go about our daily lives.

We now shop online from home and no longer have to walk into a bank to talk money. And with the police it is no different.

Nottinghamshire Police no longer needs the number of stations and buildings it once had because the way the public interact with them has changed. This strategy sets out a vision to create an efficient, fit for purpose and sustainable estate that delivers value for money.

Finally, let's not forget that it's not buildings that keep our communities safe from harm, it is people - police officers and police staff.

Nottinghamshire Police continues to change in response to both local and national challenges which have an inevitable impact upon our partners and our estate.

The pace of such change, in particular technological and interactional change has only increased over recent years. Being more agile and maintaining visibility with a reduced headcount continues to be our drive as does the strategic sharing concept.

Agility, flexibility and sharing has the ability to reduce our non-pay budget and to focus upon core front-line deliverables in a changing world. By sharing more with local partners, we are able to contribute to collective efficiencies whilst offering those we serve more of a 'one stop' service.

Our estate has to be flexible and adaptive to such changing needs. Strategically we share more than ever and looking ahead this will continue as we seek to maximise our efficiency and effectiveness.

Ultimately, the strategy aims to deliver agile, safe, flexible and accessible buildings where they are needed and in a way which focuses upon the wider public service ethos.



# Purpose



The purpose of the Estates Strategy is to set out the strategic direction of the Force estate so that it supports the Police and Crime Plan, organisational objectives and Force Priority Plan. An Estates Strategy is needed to plan ahead for the changing nature of policing, which is increasingly mobile, agile and delivered in partnership with partner agencies.

In particular, the Estates Strategy will:

- Set out how the Estates Department will work with the Commissioner and the Chief Constable to ensure fit for purpose facilities that are required to deliver effective operational policing;
- Support front line policing by providing fit for purpose buildings and facilities to support operational requirements in a cost effective way; and
- Support the delivery of the Police and Crime Plan and complement other plans and strategies such as IT Strategy, Priority Plan and Carbon Management Plan.

Underpinning the Estates Strategy is a detailed Plan concerning how the priorities for the estate identified in this Strategy will be implemented.

# Context



Nottinghamshire Police's estate currently consists of 39 main sites (excluding 3 vacant sites which are in the process of being disposed of), together with 16 Neighbourhood Offices. The Neighbourhood Offices are generally held on simple licence agreements and they have no monetary value to the Force. They generally have relatively low running costs and the majority are used as "drop in" facilities for Officers providing IT and welfare facilities for Officers to use whilst in the local area. The main sites in the estate are a mix of high quality modern buildings, for example, Newark and St Ann's Police Stations and older local Police Stations such as Hucknall and Cotgrave.

The main sites currently total 59,425 square metres (excluding the 3 vacant sites), with the largest site being the multi-building campus style Force Headquarters (Sherwood Lodge), which extends to a total of 10,341 square metres. The police estate needs to accommodate many functions which are specific to the Force's requirements, which is more than just office accommodation. Some of our key functions include custody, control rooms, archive and exhibits storage, IT data centres, covert premises and police dog kennels.

The estate is a mixture of freehold and leasehold premises and increasingly is made up of partnership premises which are shared with local authority and other partners.

A number of these operational buildings are inefficiently used and expensive to run and maintain. The estate currently costs £5.85 million each year to run, but this has been steadily decreasing with the implementation of an estates rationalisation programme over the last 4 years and will decrease further if additional estates rationalisation and efficiency proposals contained within this Strategy are implemented.

A summary of the sites that make up the estate including tenure and floor area is attached as an Appendix to this Strategy.

# Drivers for Estates Strategy

There are a number of key drivers for the Estates Strategy including:

- The Force Priority Plan which will implement significant changes to policing over the next five years, many of which have implications for the estate and will influence the number and location of police buildings;
- The workforce is becoming more mobile and agile through investment in IT. For example, with handheld devices, police officers do not need to routinely return to police buildings, meaning they are more productive and visible, working within communities. In addition, the Force is becoming more agile with officers and staff working from different locations, co-located with partners and where appropriate, from home. This not only improves productivity and makes financial savings, but it also means there is less need for a large estate;
- Public Sector services such as policing have received significant reductions in the budget as part of the Government's austerity measures and the need for savings to be made continues. After people, the estate is one of the largest costs to the Force and PCC. There is a need to continue to reduce the estate to contribute to the financial savings and optimise the number of police officers and staff;
- The number of officers and staff are reducing as a result of budget reductions and with a more agile and flexible workforce, estate rationalisation is appropriate as a large estate is no longer needed;
- The Police and Crime Plan supports partnership and collaboration for streamlined and integrated service delivery. Significant progress has been made with police working from partner buildings and vice versa and increasingly planning is being undertaken for further collaboration with Fire and Ambulance services. Tri-Force collaboration with Leicestershire and Northamptonshire Police in a number of areas is also moving forward to complement the range of existing collaborations in the East Midlands region. Increased collaboration and interoperability with other forces, partners or blue light agencies is essential in order to provide specialist policing capabilities (at a regional level) or addressing criminal/community safety issues where a partnership response is critical (e.g. adult and child safeguarding). The Estates Strategy must remain flexible enough to meet the changing demands on the estate;
- The Force has a responsibility to provide an energy efficient estate. The Estates Strategy therefore must complement our environmental objectives and Carbon Management Plan; and
- Delivering improved services to our communities.



# Vision



The Estates Strategy aims to deliver an estate which will be more efficient and of lower cost to run and which is flexible enough to respond to the developing service requirements. It will allow the Force to maintain high quality services, to improve effectiveness and to ensure good value for money by the efficient use of a key resource. The Strategy seeks to deliver the right balance between operational delivery and affordability.

Our Vision is to:

- Create an efficient, fit for purpose and sustainable estate that delivers value for money and facilitates flexible working in line with the Police and Crime Plan;
- Deliver an estate which provides an appropriate level of security for officers and staff and information;
- Obtain views of the community and partners to inform our decision making process; and
- Provide a visible and accessible service which enables multi agency working and promotes visible policing.

# How does the Estates Strategy support the Police and Crime Plan and the Priority Plan?

## Police and Crime Plan:

The Commissioner will strive to deliver:-

### Safer Communities

Enable co-location of partners within police or partner buildings and provide appropriate custody suites and facilities for people to report crime

### Improved trust and confidence in policing

Provide local deployment bases and public contact facilities and support the agile/visibility programme

### Value for money policing services

Implement the estate rationalisation programme to ensure an appropriate and fit for purpose estate for operational policing



# Priority Plan



The Force Priority Plan will change the way the Force plans its business for 2018/19 and beyond as part of an ongoing programme of continuous improvement.

The Priority Plan will set a clear vision for the Force by focusing on a number of strategic priorities, with each internal department designing their own services to deliver those priorities.

As further detail of the Priority Plan emerges, it is anticipated that Business Cases will be developed to restructure a number of key operational departments. There is a need for the Estates Strategy to remain flexible to support changes which may arise from the Priority Plan Business Cases.

The implementation of the Priority Plan will influence the way that policing services are delivered affecting both physical buildings and the use of IT and information management.

The provision of a suitable estate and facilities will be kept under review whilst the Priority Plan is fully implemented and refined.

# What has been Achieved to Date?



In supporting the Police and Crime Plan and Delivering the Future programme, a number of significant achievements have already been made:

- Opening of a new, modern Central Police Station in Nottingham at Byron House, in partnership with Nottingham City Council and in support of the Aurora II partnership programme. The old Central Police Station has been sold raising a significant capital receipt.
- The closure of a number of ageing Police Stations including Canning Circus, Meadows, Retford, Kirkby in Ashfield, East Leake, Harworth, Bingham, Calverton, Beeston, Stapleford and Kimberley. Where appropriate, alternative cost-effective facilities have been provided to support the local policing footprint often in partner premises, principally local authorities.
- Reviewing service contracts, for example maintenance and servicing of mechanical and electrical infrastructure to reduce revenue costs. Delivered a number of energy reduction initiatives including energy efficient lighting schemes and biomass boilers.
- A number of partnership collaborations have been delivered in conjunction with local authorities and increasingly with Fire and Rescue and Ambulance Services.

# Estate Delivery Plan

There remains a significant amount of work to be undertaken to fully support the implementation of the Force Priority Plan and Police and Crime Plan, which is reflected in the priorities below:

Objective	Milestones
Provide an estate which meets the operational needs of policing, including custody, communications and IT infrastructure, local policing and specialist services.	<ul style="list-style-type: none"> <li>Continued review of the estate to meet operational needs</li> </ul>
Review the options for more cost effective premises where it has been identified that current facilities are underutilised. This may be through co-location, bringing partners into police buildings or police working from partner buildings	<ul style="list-style-type: none"> <li>Reduction in floor area of the estate</li> <li>Reduction in running costs for the estate</li> <li>Building sales forecast achieved</li> <li>Reduction in building stock</li> </ul>
Maximise the use of space within buildings by enabling better, modern, agile ways of working and working closely with partner agencies.	<ul style="list-style-type: none"> <li>Improved utilisation of police premises</li> <li>Reduction of workstations in line with IT Strategy and occupational standards</li> <li>Implementation of agile working practices across the estate</li> </ul>
Design and locate buildings that are fit for purpose and relevant to the support of operational policing.	<ul style="list-style-type: none"> <li>Identification of required locations for police buildings and neighbourhood offices</li> <li>Agreement of buildings specification</li> <li>Production of options appraisal for delivery of appropriate facilities</li> <li>Co-location and new location opportunities reviewed</li> <li>Reduced operating costs</li> </ul>
Ensure buildings meet all Health and Safety requirements and security standards.	<ul style="list-style-type: none"> <li>Carry out and act upon health and safety inspections across the Force estate</li> <li>Carry out and act upon security audits across the Force estate</li> </ul>
Reduce the operating cost of the estate.	<ul style="list-style-type: none"> <li>Improved Display Energy Certificate scores</li> <li>Full profile of energy consumption for every building</li> <li>Reduced cost per m<sup>2</sup> for facilities management services</li> <li>Improved performance on national benchmarking reports</li> </ul>
Self-generate funds to improve and enhance the estate.	<ul style="list-style-type: none"> <li>Sale of buildings as per forecast</li> <li>Maximum sale value achieved</li> </ul>

# Future Estate Plans

In order to meet the Estate Delivery Plan objectives, the following specific developments and changes to the estate are planned. Further schemes will be developed over the life of this Strategy in accordance with the principles of this Strategy:-

- Setting up a Partnership Hub with Mansfield District Council at Mansfield Civic Centre and the sale of Mansfield Woodhouse Police Station
- Setting up a Partnership Hub with Ashfield District Council at the Council Offices in Kirkby in Ashfield and the sale of Sutton in Ashfield Police Station
- Setting up a Partnership Hub in Arnold with Gedling Borough Council and the sale of Arnold Police Station.
- Development of a public sector hub in Cotgrave Town Centre with Rushcliffe Borough Council, Nottinghamshire County Council, Cotgrave Town Council and health service partners.
- Co-location with East Midlands Ambulance Service to establish a new Carlton Police Station and sale of the existing Carlton Police Station.
- Rationalisation of office buildings leading to the sale of Holmes House in Mansfield
- New Eastwood Police Station co-located with Eastwood Town Council and sale of existing Eastwood Police Station
- Review of the future of the ageing and overly large Worksop Police Station with a view to providing appropriate facilities for operational policing at a reduced cost
- Review of the future of the ageing and overly large Ollerton Police Station with a view to providing appropriate facilities for operational policing at a reduced cost
- Review of the future of the ageing and poor quality Hucknall Police Station and Training Centre with a view to providing appropriate facilities for operational policing and training
- Consideration of options for greater collaboration with Nottinghamshire Fire and Rescue Service and East Midlands Ambulance Service. Proposals are currently being considered at Ollerton, Hucknall, Carlton, East Leake, Worksop and Newark.
- Review of the future of the Bridewell custody suite with a view to providing a more appropriate facility.
- Review of the usage and future of Neighbourhood Offices.

# Future Investment Plans

In order to meet the objectives of this Strategy, it will be necessary to invest in the estate. This will be a combination of capital and revenue funding dependant upon the nature and cost of the work involved.

Full condition surveys of all buildings within the estate will be undertaken and these will inform a planned maintenance programme which will be implemented from revenue funding. Where significant building improvements are required, capital funding will be requested.

It is proposed to produce a 4 year capital programme for the life of this Strategy. Full details are currently being put together and will be fully evaluated and costed.

However, below is a list of schemes that have been identified so far as requiring capital funding in 2017/18 or beyond. Schemes currently funded within the 2016/17 capital programme and being undertaken within that year, have not been included.

Location	Project
Various	Automatic Gates & Barrier Replacements
Various	BMS - Boiler Controls
Various	Bunkered Fuel
Bridewell	Custody Project
Custody	Custody Improvements (Toilets; Sinks; Grilles)
Eastwood	Eastwood Police Station
FHQ	Conversion of part of Printing and Stores
FHQ	External Street Lighting (Retention)
FHQ	New Locker & Gym
FHQ	New perimeter fence
FHQ	New surfacing for drive to Printing and Stores and paths
Various	Fire Alarm panel replacements
Various	Fixed Electrical works
Hucknall EMAS	Extension for NPT
Mansfield	Lift Replacement
Mansfield	Replace Tea Points and Showers on all floors
Various	Generator and associated replacements
Ranby	Response Hub
W Bridgford	1st Floor Refurbishment
Worksop	New Tri Services Collaboration
Oxclose Lane	Oxclose Lane Top Floor Refurbishment
Oxclose Lane	Lift Replacement
Various	Mechanical Engineering and Boiler Replacements
Various	Energy Improvements
Various	Building Condition Investment
Various	Energy Improvements

# Consultation

For all significant changes to the police estate, especially where a police station is proposed for closure or to be moved to an alternative location, consultation will be undertaken with internal and external stakeholders. A variety of consultation methods will be utilised dependent upon the change proposed and local circumstances. These could include consultation via letter, e-mail, website survey, social media, public meetings or focus groups.

The internal audience will include officers, police staff, Special Constables, volunteers and partnership staff directly affected. The external audience will include stakeholders such as local MPs, councillors, partner agencies, local businesses and charitable and community groups. Consultation will also take place with people living in the areas affected by the change and the wider public. The Police and Crime Commissioner will make the final decision in relation to any proposed changes, following consultation.

We will liaise fully with our staff, the public and our stakeholders and keep them informed of key developments and seek their views, at the earliest opportunity.

It is imperative that officers and staff are informed of the potential for change and are actively involved in the consultation process.

We will ensure that our stakeholders are reassured by the changes and any uncertainties are clarified.

Arrangements for public access at any new location will be widely communicated to avoid the potential for misunderstanding within the community.



# Governance



As the estate is owned by the Police and Crime Commissioner, he has ultimate responsibility for agreeing the Estates Strategy and to approve individual Business Cases. To support the PCC in managing the estate, the following are the appropriate forums for decision making, prioritising workloads and monitoring progress against agreed plans:

- **Force Executive Board** — chaired by the Chief Constable and attended by the full Chief Officer Team and key senior representatives, with responsibility for agreeing the overall Estates Strategy and approving Business Cases to achieve the Strategy.
- **Force Management Board** — chaired by the Deputy Chief Constable and attended by Departmental Heads and other senior representatives of the Force together with the Chief Financial Officer to the OPCC, with responsibility for initial consideration of Business Cases and prioritising resources towards achievement of key Force objectives.
- **Estates Programme Board** — chaired by the Head of Estates and Facilities Management and attended by senior representatives of the Force, with the responsibility for determining the operational requirement, identifying priority works and managing risk. This Board also oversees progress with the implementation of the Estates Strategy and the development and monitoring of key performance indicators for the estate.





# Appendix - Nottinghamshire Police Buildings

Name	Postcode	Area	Comments
Arnold	NG5 7DS	240m <sup>2</sup>	Freehold
Arnot Hill House (OPCC)	NG5 6LU	350m <sup>2</sup>	Leasehold
Arrow Centre	NG15 8AY	992m <sup>2</sup>	Freehold
Beeston	NG9 1BA	380m <sup>2</sup>	Leasehold
Bingham	NG13 8BW	828m <sup>2</sup>	Freehold (vacant and being sold)
Bridewell	NG2 1EE	2,973m <sup>2</sup>	Freehold
Broxtowe	NG8 6GN	322m <sup>2</sup>	Freehold
Bulwell	NG6 8NA	471m <sup>2</sup>	Freehold
Byron House	NG1 6HS	1,205m <sup>2</sup>	Leasehold
Carlton	NG4 3DZ	3,035m <sup>2</sup>	Freehold
Clifton	NG11 9DN	226m <sup>2</sup>	Leasehold
Cotgrave	NG12 3JG	203m <sup>2</sup>	Freehold
East Leake	LE12 6JG	166m <sup>2</sup>	Leasehold
Eastwood	NG16 3GG	308m <sup>2</sup>	Freehold
Firing Range	NG14 6AY	153m <sup>2</sup>	Leasehold
Harworth	DN11 8JP	140m <sup>2</sup>	Leasehold
Holmes House	NG18 2JW	2,177m <sup>2</sup>	Freehold
Hucknall	NG15 7LE	2,565m <sup>2</sup>	Freehold
Kirkby	NG17 8DA	133m <sup>2</sup>	Leasehold
Lakeside	NG15 0DS	650m <sup>2</sup>	Leasehold
Mansfield	NG18 2HQ	5,527m <sup>2</sup>	Freehold

Name	Postcode	Area	Comments
Mansfield Partnership Hub	NG19 7BH	238m <sup>2</sup>	Leasehold
Mansfield Woodhouse	NG19 8BA	692m <sup>2</sup>	Freehold (vacant and being sold)
Meadows	NG2 1PW	555m <sup>2</sup>	Freehold (vacant and being sold)
Newark	NG24 1LJ	2,171m <sup>2</sup>	Freehold
Ollerton	NG22 9QZ	1,179m <sup>2</sup>	Freehold
Oxclose Lane	NG5 6FZ	2,995m <sup>2</sup>	Freehold
Phoenix House	NG18 2HZ	5,604m <sup>2</sup>	Leasehold
Radcliffe on Trent	NG12 2FQ	60m <sup>2</sup>	Leasehold
Radford Road	NG7 5GX	2,460m <sup>2</sup>	Freehold
Newton	NG13 8HA	425m <sup>2</sup>	Leasehold
Retford	DN22 6QD	142m <sup>2</sup>	Leasehold
Riverside	NG2 1RZ	1,578m <sup>2</sup>	Leasehold (PFI)
Sherwood	NG5 2FB	51m <sup>2</sup>	Leasehold
Sherwood Lodge	NG5 8PP	10,341m <sup>2</sup>	Freehold
St. Anne's	NG3 3HR	1,284m <sup>2</sup>	Freehold
Sutton	NG17 1AE	925m <sup>2</sup>	Freehold
Tom Ball Hall	NG5 6FZ	904m <sup>2</sup>	Freehold
Topaz Centre	NG5 6FZ	186m <sup>2</sup>	Freehold
Watnall Road	NG16 6DW	884m <sup>2</sup>	Leasehold
West Bridgford	NG2 6BN	3,230m <sup>2</sup>	Freehold
Worksop	S80 2AL	2,057m <sup>2</sup>	Freehold

## Neighbourhood Offices

The following buildings are generally held on simple licence agreements and they have no monetary value to the Force. They generally have relatively low running costs and the majority are used as “drop in” facilities for Officers providing IT and welfare facilities for Officers to use whilst in the local area.

Bingham Town Council	Ruddington, St. Peter’s Rooms
Carlton in Lindrick Village Hall	Sneinton Library
Crown House, Worksop	Southwell Town Council
Farndon Village Hall	Stapleford, The Meeting Place
Nuthall Temple Centre	Trowell M1 Services
Kimberley Town Hall	Tuxford, 2 Market Place
Misterton Centre	Warsop Town Hall
Rainworth Village Hall	Wollaton Waitrose

**Total Neighbourhood Offices - 16**

