

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

24th June 2013

COMMISSIONER'S UPDATE REPORT

PURPOSE OF THE REPORT

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

POLICING AND CRIME PLAN – 2013-18

- 2.1 This is the first report in relation to the Police and Crime Plan 2013-18. The previous Policing Plan had three strategic priorities; this plan has 7 strategic themes. Performance against targets across all themes is contained in the tables at **Appendix C**.
- 2.2 It should be emphasised that some of the performance data is only readily available on a quarterly basis (especially partnership and other national data) and therefore not available for this report.
- 2.3 The Performance data contained in this report has been taken from the Force's detailed and validated unrestricted monthly Performance and Insight Reports and Commissioner's weekly performance reports in respect of key Policing Plan priorities.
- 2.4 The Commissioner has a statutory duty to ensure that the Force is efficient, effective and provides value for money. A range of performance indicators relating to the 7 strategic themes contained within the current Police and Crime Plan are monitored by the Office of Commissioner and where performance is identified as a risk the Commissioner holds the Chief Constable to account to seek assurances that action is being taken to address the performance concerns.

- 2.5 The Commissioner will do this through bi bilateral weekly meetings with the Chief Constable and through an extended bi monthly Resource and Performance meeting with the wider Chief Officer Team.

Theme 1 Protect, support and respond to victims, witnesses and vulnerable people (April 2013)

Performance

- 2.6 It will be seen that 87.7% of victims of crime are completely, very or fairly satisfied with the service they have received from Nottinghamshire Police which is just 2.3% away from the 90% target and the Force remains within the top ten forces when looking at the national position for overall satisfaction.
- 2.7 As of December 2012, 53.1% of people agreed that the Police and Council are dealing with local anti-social behaviour and other crime issues. This is short of the 60% target to be achieved by 2015-16. There has been a slight fall in satisfaction since March last year (59.6%) and it is uncertain whether the 'Coppers' television documentary broadcast during January and February 2012 has had a negative impact on the results.
- 2.8 There was a reduction of 4.5% or 27 people Killed or Seriously Injured (KSIs) between January to December 2012 which means that the reduction target of 17.4% (105 KSI casualties - 2012 calendar year) was not achieved. Analysis of the figures shows that 320 of the 578 KSI's came from the vulnerable road user groups such as cyclists, pedestrians and motorcyclists. Given that these groups represent a small proportion of the travelling public this further highlights their enhanced exposure to road risk.
- 2.9 Geographic factors continue to show the majority of the most serious collisions to take place on the County A-class roads. The analysis suggests that more people are moving away from car ownership (possibly due to the current economic climate) and taking up more vulnerable means of transport. This increase in vulnerable road users appears to be driving the KSI figures and impacting on the overall reduction level.

Activity:

- 2.10 The Force is undertaking a number of Operations to target motorcyclists and pedal cyclists during the peak summer months. The second pedal cycle operation ran from September 25th Until October 17th 2012 and over 2500 high visibility cycle packs were distributed across Nottinghamshire. November 17th 2013 will see a one day operation to highlight the risks to motorcyclist over the winter period.
- 2.11 On 30 January 2012 the Government published the consultation document '*Getting it right for victims and witnesses*' in which it set out wide-ranging proposals for improving support to victims and witnesses. In response to the consultation and feedback in July 2012 the Government published '*Getting it right for victims and witnesses: the Government response*'.

- 2.12 The Government has made it clear that that Police and Crime Commissioners will have responsibility for commissioning most victims' services locally and will undertake work to make this happen in October 2014.
- 2.13 In response, a scoping project has been commissioned to better understand current provision for victims and witnesses in Nottinghamshire so that gaps can be identified and plugged to improve satisfaction.
- 2.14 The findings of this scoping project will help inform a more substantial commissioned project during 2013-14 to ensure that the Commissioner is in a position to implement any changes in time for the handover in October 2014.

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

- 2.15 Data is not yet available for this theme.

Activity:

- 2.16 The Force continues to address issues which adversely affect the quality and evidence of prosecution files.

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

- 2.17 The Force is +4.4% above April's rate last year and is therefore 14.4% above target. In part this is because last year the baseline was extremely low i.e. 17.1% lower than the previous year.
- 2.18 However, increases due to Theft & Handling (mainly shoplifting), violent crime and burglary are current threats to performance.
- 2.19 The Force is currently achieving a 24.4% reduction in ASB. A further year on year reduction of 8% would also satisfy the local partnership target of reducing anti-social behaviour by 50% by 2015-16.
- 2.20 The current Force detection rate is 29.1% for April 2013 which is 7.85% below the 37% target although it should be emphasised that detected crime takes longer to finalise due to a variety of reasons including time to investigate. Community resolutions continue to be utilised both locally and nationally as an effective and efficient disposal method which under certain conditions better meets the needs of the victim and are likely to increase.
- 2.21 Community Resolutions currently equate to 16.3% of positive disposals with most offences resulting in a charge or report for summons i.e. 47.4%.

Activity:

- 2.22 The Commissioner is investigating whether the upturn in crime is a national or local trend.

- 2.23 The Force launched Operation Accelerate which aimed to tackle areas of high volume across the City and the County. The first phase ended in January 2013, with the second phase continuing into the new performance year. A continuing review of the operation with an update will take place at the June Corporate Performance Review (CPR) meeting.
- 2.24 There has been a transfer of resources from Operation Metallic (Metal Theft) to Mobile Phone Theft Team on the City Division with a focus on volume crime in the City Centre.
- 2.25 The Priority Families Programme has been running force wide with a full partnership approach to identify opportunities for early intervention to support and deter offending.
- 2.26 The Complex Persons Panels are established across the force area which addresses adults with enduring complex needs who are causing or experiencing ASB which affects themselves or their communities referred through local policing locality boards
- 2.27 There is a Force wide Integrated Offender Management approach which focuses on the most prolific and harmful offenders using support guidance and enforcement through a partnership approach.
- 2.28 Implementing the Substance Misuse agenda through the force through the creation of a Substance Misuse Board and Alcohol and Drug Tactical Groups to drive activity which focuses on Alcohol and Drug related Crime as detailed in the Police and Crime Plan. Partnership Alcohol Conference is scheduled for 1st July 2013.
- 2.29 A Force-wide Serious Acquisitive Crime Silvers (Command Structure) meeting has been established to focus on reducing Serious Acquisitive Crime.
- 2.30 Research of national best practice nationally and amongst peers continues.
- 2.31 The Commissioner organised a partnership event in May 2013 in relation to Restorative Justice to consider its effectiveness in meeting the needs of victims and justice.
- 2.32 Attendees of the event agreed to work better to develop an over arching strategy, locally determined quality standards and to establish a system of independent scrutiny and auditing of restorative justice cases.

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

- 2.33 Data is not yet available for this theme. However, monitoring of new proxy measures for April reveals that 10.4% of crime across the Force was alcohol related (14.7% City and 9.7% County). Due to current recording limitations there is no target for this measure and the current results should be treated with some caution during the monitoring phase.

Activity:

- 2.34 Improvements in recording practices will be undertaken and monitored this year with a view to setting a target in later years once the measure is considered reliable. A system for improving Alcohol / Drug Tagging is being developed between Performance and Insight and Crime Management Bureau.
- 2.35 The Commissioner is in the process of developing an alcohol strategy. A conference has been organised for 1st July 2013 to help inform the development of the strategy. Members of the panel have been invited to attend and the chair of the Panel will be giving an introduction speech at the Conference. **Appendix A** provides an outline of the event.

Theme 5: Reduce the threat from organised crime

- 2.36 The Force Threat, Harm and Risk (THR) Level is at a similar level to that recorded at the end of last year.
- 2.37 Currently for the month of April the Force has recorded 13 orders (two Forfeiture orders and 11 Confiscation orders) compared to the 15 orders recorded for the same month last year (one Forfeiture order and 14 Confiscation orders). This represents a drop of 13% comparing this year to last.
- 2.38 In terms of order value the Force recorded a total value of £1,354,817.81 in 2012/13 which equates to an average order value of £7,130.62 for the year. Reviewing April 2013 values the Force has recorded a total order value of £19,801.80 which equates to an average order value of £1,523.22, a drop of 3.4% compared to the average order value recorded in the same month last year (£1,576.58).

Activity:

- 2.39 Each active Organised Crime Group has a specific management plan and Lead Responsible Officer, with progress monitored through the Force Tasking and Coordination process in line with National Intelligence Model (NIM) guidelines.
- 2.40 The Financial Investigation Unit is currently reviewing its processes to ensure maximum benefit is being accrued by the Force in respect of POCA legislation.
- 2.41 The unit has been re-launched with far more communication and support for those officers working on the front line.
- 2.42 It is the intention going forward that money obtained from POCA will contribute towards the Commissioner's Community Safety Partnership Fund which provides funding to partners and third sector organisations to support initiatives to prevent crime and improve community safety.

- 2.43 Work is underway to consider whether money taken from those involved in crime can be put back into areas of policing and the community from where it was taken.

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

- 2.44 The use of Restorative Justice Disposals and Community Resolutions came into force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year.
- 2.45 The Force has increased its use of Community Resolution disposals over the last 12 months (see Crime Detections section of this report for more detail). This means that fewer young people are entering the youth justice system as they are being dealt with through these more informal outcomes.
- 2.46 There have been 36 First-Time Entrants (FTEs) this year (April 2013). This is a reduction of 20.0% (9 FTEs) compared to last year.
- 2.47 There are currently 314 IOM nominal's managed by the Force with just over half on the County. The majority of nominal's are adult with just under 6% currently classed as a juvenile. IOM Cohorts fall into three levels.

Activity:

- 2.48 There is a Targeted Support & Youth Justice Services Prevention Team that works with young people.
- 2.49 Several districts within the County area are using diversionary schemes, such as weekly football matches and stay safe schemes, to give young people something to do with their spare time, in the hope that this will steer them away from crime and anti social behaviour.
- 2.50 The Commissioner's Community Safety Partnership Fund aims to prevent young people from becoming involved in crime and ASB. To date, the fund has received just over 80 applications totalling £1.3m.

Theme 7: Spending your money wisely

- 2.51 The Government's grant has reduced significantly and in order to balance the budget, savings of £8.6m need to be made in 2013-14.
- 2.52 The full year net revenue budget for 2013-14 is **£196.998m**. Actual net expenditure for April 2013 was **£16.294m** against a budget of **£16.514m**. The resulting position against budget was an under spend of **£0.220m (-1.33%** of budget). It is too early in the year to make sensible measure of progress against the target.
- 2.53 Currently the sickness rate is **3.75% (8.3 working days)** for officers and **3.57% (7.9 working days)** for police staff.

Activity:

- 2.54 The Absence Management Policy, Procedure and Management Guide were launched in October 2012 and continue to be implemented. It is envisaged that this will assist managers to reduce levels of sickness.
- 2.55 A Base Budget Review is planned to be undertaken using external consultants to ensure independence. Contract submissions will be evaluated and consultants interviewed mid June with an anticipated immediate start. CIPFA has also been helpful in providing benchmarking data and comparisons over the past 4 years.
- 2.56 It is intended that there will be an independent panel to review the work being undertaken and the recommendations being made. It is therefore requested that the Police & Crime Panel nominate a member to be part of the independent review panel.

POLICE OFFICER AND PCSO RECRUITMENT

- 3.1 The Commissioner has a target in his Police and Crime Plan to reduce the gap in current BME representation within the Force and local BME community representation.
- 3.2 In this respect, the Force launched its Positive Action programme towards the end of last summer and a number of events were held to encourage underrepresented groups to apply for positions within the organisation.
- 3.3 The Police Commissioner has recently commissioned a project to help him better understand root causes to current under representation. This research will be completed and reported at an event organised for 15th July 2013.
- 3.4 In respect of the recent Police Officer Recruitment, the majority of the Competency Based Question (CBQ) results have now been received. There are 77 results still pending.
- 3.5 There are 4 Competency Based Questions (CBQs) on the Police Officer application form. This is part of the national assessment process used to identify whether the candidates can demonstrate the core competencies needed to be effective in the role of a police constable. They cover effective communication, personal responsibility, resilience and respect for race and diversity. The 4 CBQs are marked externally by independent assessors and have an overall pass mark of 10 in accordance with the National recruitment process.
- 3.6 The results thus far reveal that there were 2,049 applicants received of which 149 (7.27%) were from BME applicants. So far, 71% of BME applicants failed the CBQ compared to 64% of white applicants. However, there are still 11 BME and 66 white applications pending results.

- 3.7 In respect of the recent PCSO recruitment process, the Force is waiting for the CBQ results; however, it is known that of the 252 applications received 9.52% were from BME applicants.
- 3.8 Once the recruitment process is complete priority will be given to ensure that Police officers and PCSOs are posted to support local policing.
- 3.9 A time table showing the time line Workforce Planning - Recruitment is shown at **Appendix B**.

NEIGHBOURHOOD PRIORITY SURVEYS – (2012-13)

- 4.1 At the last Police and Crime Panel meeting the Commissioner was asked a question about Neighbourhood Priority Surveys. This section provides a brief update.
- 4.2 The online survey was re-launched in February 2011 and provides a facility for members of the public to go online and influence local policing activity.
- 4.3 The survey asks people who live in Nottinghamshire to say what matters to them and what they want police to focus on in their area by completing an online Neighbourhood Priority Survey.
- 4.4 The results are then used when Neighbourhood Policing Teams are consulting with the community on what the policing priorities should be for each area.
- 4.5 The new online survey allows everyone in Nottinghamshire with access to the internet to tell police what issues are affecting them, at a time and place convenient to them.
- 4.6 Completed anonymously, the survey asks visitors to explain what concerns they have about criminal activity where they live. It asks for information about a range of concerns, including antisocial behaviour, speeding, street drinking, nuisance vehicles and other criminal activity.
- 4.7 Respondents can give more information about the offences being committed and the days and times incidents are happening. They can also pinpoint exactly where the problems are, with a marker on a map.
- 4.8 This is not a vehicle for reporting emergencies or specific crimes, the information received helps Neighbourhood Policing Teams to set local priorities for their area and develop long-term solutions to persistent problems.
- 4.9 Neighbourhood Policing is all about responding to local concerns and directing Police resources in the right way to ensure the Force deals with issues that affect people's lives.

- 4.10 Officers encourage as many people as possible to log on and complete the survey. The more responses received, the better equipped local officers will be to set local priorities according to local concerns and ensure our teams are accurately focusing their efforts.
- 4.11 The results of the surveys are fed directly into a database which Neighbourhood Policing Teams use as part of the process to set local policing priorities in consultation with partners and community representatives at Safer Neighbourhood Committee meetings.
- 4.12 Updates on progress that has been made against the priorities for each area are published regularly on the Force website www.nottinghamshire.police.uk
- 4.13 The online survey cost £2,500 to develop, which the Force believes represents excellent value for money if it potentially allows an estimated 75 per cent of households in the county to have their say on policing priorities in their own area
- 4.14 Members of the public will still be able to complete paper-based Neighbourhood Priority Surveys on request, either by contacting their local beat team, requesting a survey at local policing events or visiting their local police station.
- 4.15 The table below provides a breakdown of the number of neighbourhood surveys submitted online by Policing area in 2012-13.

Number of Internet Surveys by NPA in 2012/13				
NPA Area	No. Surveys	% Total	No. Reporting 'no Issues'	% Total
NEWARK	1913	10.6%	517	27.0%
BROXTOWE SOUTH	1840	10.2%	1058	57.5%
WEST BASSETLAW	1830	10.2%	821	44.9%
MANSFIELD NORTH	1593	8.8%	544	34.1%
ASHFIELD NORTH	1262	7.0%	570	45.2%
GEDLING SOUTH	1168	6.5%	304	26.0%
EAST BASSETLAW	1066	5.9%	646	60.6%
RUSHCLIFFE NORTH	939	5.2%	529	56.3%
CITY CENTRAL	902	5.0%	210	23.3%
CITY NORTH	812	4.5%	292	36.0%
MANSFIELD SOUTH	757	4.2%	202	26.7%
RUSHCLIFFE SOUTH	726	4.0%	253	34.8%
ASHFIELD SOUTH	711	3.9%	286	40.2%
BROXTOWE NORTH	640	3.6%	203	31.7%
CITY SOUTH	615	3.4%	136	22.1%
SHERWOOD	512	2.8%	151	29.5%
Unknown	434	2.4%	-	-
GEDLING NORTH	303	1.7%	72	23.8%
Grand Total	18023	-	6794	38.6%

- 4.16 The NPA area is based on the postcode entered by the respondent and therefore there are a number of incomplete, missing, or incorrect postcodes,

and some that are outside the Force boundary area. Where the NPA is unknown, the issue postcode is used IF the issues as per the survey are all in the same NPA area.

DECISIONS

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

Significant Public Interest Decisions

- 5.2 The Commissioner's web site provides details of all significant public interest decisions. Such decisions have been in respect of:
- a) The introduction of the Mystery Shopping Scheme to increase the PCC's pool of volunteers to include quality service testing and observations from the perspective of the customer
 - b) The Independent Custody Visiting and Animal Welfare Lay Visiting Schemes Annual reports outline the yearly progress of the Police and Crime Commissioner's Volunteer Schemes in relation to performance and future focus
 - c) In compliance with the principles of good governance established a Joint Corporate Code of Governance to set the standard which will govern the two corporations sole; both jointly and separately, to ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open and accountable manner.
 - d) Following a review of the core functions and responsibilities of the Commissioner as defined by legislation, protocols and financial code of practice a business case which sets out a new staffing structure for the Office of the Police and Crime Commissioner. The proposed structure is still subject to consultation and change and will be made available when finalised.
 - e) A key responsibility of the Police and Crime Commissioner is to hold the Chief Constable to account for the operational delivery of policing, including in relation to the strategic policing requirement as published by the Home Secretary. In November 2012 the Commissioner approved the Corporate Governance Framework for his office and agreed for future work to be completed on meeting structure options.
 - f) INPHASE Performance Management Software. To approve the purchase of this software to facilitate performance management by the OPCC
 - g) Approved the budget requirements, as at the end of Quarter Two 2013-14.

- h) Approved the withdrawal of the current notice for the SBH/PBH contract with Eurocopter and set a further notice period of 3 months in place. The collaboration agreement was approved subject to confirmation of the level of the level of compensation that we will receive.
- i) Approved the financial regulations following review and updates by the Finance Team. A further review may be necessary and possible amendment following any stage 2 transfer
- j) The Regional Commissioners after advice from their Chief Finance Officers agreed in principle to approve the regional budgets for 2013-14 as provided at the December meeting. The cost of this budget has been included in the Police & Crime budget for 2013-14 as approved by the Commissioner previously.

ACTIVITIES OF COMMISSIONER

- 6.1 Since the last report, the Commissioner and Deputy Commissioner have been engaged in a number of activities and meetings in relation to strategic matters, media activities, conducted numerous walkabouts and engaged with partners and various communities. These extensive activities reflect the Commissioner's commitment and pledge to be the People's Commissioner. A copy of the Commissioner's latest partnership newsletter is attached as **Appendix D**.

AUDIT & SCRUTINY PANEL – MEMBER APPOINTMENTS

- 7.1 There has been a successful response to the Commissioner's advertisement for panel members with 26 applications being received. These were short listed to 10 quality applications for interview. Interviews took place on 30th May and all 5 members appointed subject to vetting, and should have appointments confirmed in time for the next meeting on 1st July.
- 7.2 Their role covers all aspects of an audit committee responsibility together with oversight and review of any scrutiny work undertaken by the Commissioner in relation to policing activities, crime prevention and issues related to the police and crime plan. Such scrutiny work will be undertaken by appointed independent people with knowledge and experience of the area being scrutinised to improve the service to the public. This is not scrutiny of the Commissioner which is under taken by this panel, but the scrutiny of services that deliver the police and crime plan.

OTHER OPTIONS CONSIDERED

- 8.1 None.

REASONS FOR RECOMMENDATIONS

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

RECOMMENDATIONS

- 10.1 The Panel to note the contents of this update report.
- 10.2 It is requested that the Police & Crime Panel nominate a member to be part of the independent base budget review panel.

Background Papers and Published Documents

- Police and Crime Plan 2013-2017
- Force Performance and Insight Reports – April 2013
- Getting it right for victims and witnesses – January 2012
 - https://consult.justice.gov.uk/digital-communications/victims-witnesses/supporting_documents/gettingitrightforvictimsandwitnesses.pdf
 - <https://consult.justice.gov.uk/digital-communications/victims-witnesses/results/a-gov-response-getting-right-victims-witnesses.pdf>
- Neighbourhood Priority Survey <http://www.neighbourhoodprioritysurvey.co.uk/>
- Office for National Statistics, Internet Access 2010 Statistical Bulletin, estimate of households in East Midlands with internet access

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APPENDIX A

DRAFT ALCOHOL CONFERENCE PLAN – 1ST JULY 2013

Agenda - Planned activity

09.00	Registration and coffee for a prompt 10.00am start
10.00	Welcome and Introduction
10.05	Introduction - John Clarke – PC Panel
10.15	Paddy Tipping – PCC Police and Crime Plan, Context of event and Strategy
10.25	Host – Interactive Quiz
10.40	National context – John Carnochan, Violence Reduction Unit, Glasgow
11.20	Comfort Break
11.35	Hayden Duncan – Mutual Aid and Self Help Groups – Public Health England
12.15	Local Perspectives; City and County Perspective, Chris Kenny and Peter Moyes
12.35	Panel Question and Answers - Whole Panel
13.00	Lunch
13.45	High Sheriff – Hetty's presentation
13.50	Introduction to Workshops Host <ol style="list-style-type: none">1. Domestic and Sexual Violence2. Mental health3. The Impact of Alcohol on our Towns and Cities4. The Impact of Off Licence Sales5. Working with Families6. Defining the Problem and Recognising Success7. Delivering Effective Treatment and Support8. Industry Perspective on Harm Reduction –
15.15	Host - Plenary – wrap up
15.30	Refreshments and Networking
16.00	Close

APPENDIX B
WORKFORCE PLANNING - RECRUITMENT TIMELINE

	Cohort Number	Start Date	Initial Training Ends	Tutorship (on Division)	Independent Patrol
Police Officers (16 officers)	27	18/01/2013	24/05/2013	27/05/2013	05/08/2013
	28	12/07/2013	15/01/2013	18/11/2013	27/01/2014
	29	16/08/2013	20/12/2013	23/12/2013	03/03/2014
	30	06/09/2013	14/01/2014	20/01/2014	31/03/2014
	31	22/11/2013	11/04/2004	07/04/2014	16/06/2014
	32	17/01/2014	23/05/2014	26/05/2014	04/08/2014
	33	07/02/2014	20/06/2014	23/06/2014	01/09/2014
	34	14/03/2014	17/07/2014	21/07/2014	29/09/2014

PCSO's	14	04/01/2013	22/02/2013	25/02/2013	08/04/2013
	15	25/01/2013	15/03/2013	18/03/2013	29/04/2013
	16	22/02/2013	16/04/2013	17/04/2013	30/05/2013
	17	15/03/2013	08/05/2013	09/05/2013	20/06/2013
	18	02/08/2013	20/09/2013	23/09/2013	04/11/2013
	19	15/11/2013	11/01/2014	20/01/2014	03/02/2014
	20	03/01/2014	21/02/2014	24/02/2014	07/03/2014
	21	07/02/2014	28/02/2014	31/03/2014	12/04/2014

Transferees		Start Date	Initial Training Ends	Deployment
	1	03/06/2013	21/06/2013	24/06/2013
	2	22/07/2013	09/08/2013	12/08/2013
	3	12/08/2013	30/08/2013	02/09/2013
	4	14/10/2013	01/11/2013	04/11/2013

Specials		Start Date	Attestation week & Tutorship	Deployment
	38	10/11/2012	20/05/2013	21/08/2013
	39	10/11/2012	20/05/2013	21/08/2013
	40	05/01/2013	15/07/2013	12/10/2013
	41	05/01/2013	15/07/2013	12/10/2013
	42	09/03/2013	30/09/2013	15/01/2014
	43	09/03/2013	30/09/2013	15/01/2014
	46	29/06/2013	16/12/2013	05/04/2014
	47	29/06/2013	16/12/2013	05/04/2014
	48	31/08/2013	10/02/2014	19/05/2014
	49	31/08/2013	24/02/2014	26/05/2014

Cadets		Advertised	Interviewed	Start Duty
		29/04/2013	17-30/06/2013	02-15/09/2013

Civilian Investigator		To be confirmed		
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