

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 02 February 2015 at 14:00
County Hall,

There will be a pre-meeting for Panel Members only
in The Civic Suite at 1.00pm

AGENDA

- | | | |
|----------|---|----------------------|
| 1 | Minutes of last meeting held on 5 January 2015 | 5 - 18 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Work Programme | 19 - 24 |
| 5 | The Commissioner's Budget and Precept reports 2015-16 | 25 - 108 |
| 6 | Refreshed Police and Crime Plan 2015-18 | 109 -
152 |
| 7 | Police and Crime Commissioner's Update
N.B. THIS ITEM HAS BEEN DEFERRED TO THE NEXT MEETING OF THE POLICE
AND CRIME PANEL AS THERE HAS BEEN NO FURTHER FORCE PERFORMANCE
UPDATES SINCE THE LAST MEETING OF THE PANEL. | |

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

Mayor Tony Egginton – Mansfield District Council (Chair)

Mrs Christine Goldstraw OBE – Independent Member (Vice-Chair)

Councillor David Ellis – Gedling Borough Council

Mr Rizwan Araf – Independent Member

Councillor Chris Baron – Ashfield District Council

Councillor Eunice Campbell – Nottingham City Council

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Councillor David Challinor – Bassetlaw District Council

Councillor Georgina Culley – Nottingham City Council

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Councillor Chris Baron – Ashfield District Council
Councillor Eunice Campbell – Nottingham City Council
Councillor David Challinor – Bassetlaw District Council
Councillor Georgina Culley – Nottingham City Council
Councillor Glynn Gilfoyle – Nottinghamshire County Council
Councillor John Handley – Nottinghamshire County Council
Mrs Suma Harding – Independent Member
Councillor Neghat Khan – Nottingham City Council
Councillor Pat Lally – Broxtowe Borough Council
Councillor Bruce Laughton – Newark and Sherwood District Council
Councillor Keith Longdon – Nottinghamshire County Council
Councillor Debbie Mason – Rushcliffe Borough Council
Councillor Rosemary Healy – Nottingham City Council
Mr Bob Vaughan-Newton – Independent Member

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

MINUTES OF THE MEETING HELD ON 5 JANUARY 2015 AT 2.00 PM AT COUNTY HALL

MEMBERS PRESENT

(A denotes absent)

Chairman - Executive Mayor Tony Egginton – Mansfield District Council

Vice-Chairman - Christine Goldstraw OBE – Independent Member

Rizwan Araf – Independent Member

Councillor Chris Baron – Ashfield District Council - **A**

Councillor David Challinor – Bassetlaw District Council - **A**

Councillor Eunice Campbell – Nottingham City Council

Councillor Georgina Culley – Nottingham City Council

Councillor David Ellis – Gedling Borough Council

Councillor Glynn Gilfoyle – Nottinghamshire County Council

Councillor John Handley – Nottinghamshire County Council

Suma Harding – Independent Member

Councillor Rosemary Healy – Nottingham City Council

Councillor Neghat Khan – Nottingham City Council

Councillor Pat Lally – Broxtowe Borough Council

Councillor Bruce Laughton – Newark and Sherwood District Council - **A**

Councillor Keith Longdon – Nottinghamshire County Council

Councillor Debbie Mason – Rushcliffe Borough Council

Bob Vaughan-Newton – Independent Member

OFFICERS PRESENT

Pete Barker – Democratic Services Officer,) Nottinghamshire
Democratic Services) County Council

Keith Ford – Team Manager, Democratic Services) (Host Authority)

OTHERS PRESENT

Paddy Tipping – Police and Crime Commissioner (PCC)

Chris Cutland – Deputy Police and Crime Commissioner (DPCC)

Kevin Dennis, Chief Executive, Office of PCC (OPCC)

Chief Constable, Chris Eyre – Nottinghamshire Police

Charlie Radford – Treasurer, OPCC

Ben Wild – Assistant Chief Executive, The Derbyshire, Leicestershire, and Nottinghamshire and Rutland Community Rehabilitation Company Limited

Assistant Chief Constable, Steve Jupp – Nottinghamshire Police

Superintendent Helen Chamberlain – Nottinghamshire Police

1. MINUTES OF LAST MEETING

The minutes of the meeting held on 10 November 2014, having been previously circulated, were agreed as a true and correct record, subject to the following amendment: there were two references to Richard Fretwell's

rank as being 'Assistant Chief Constable' when it should read 'Superintendent'. The minutes were confirmed and signed by the Chair of the meeting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Baron, Challinor and Laughton.

3. DECLARATIONS OF INTERESTS

None.

4. TRANSFORMING REHABILITATION

Further to the previous presentation to the Panel on 18 June 2015, Ben Wild, the Assistant Chief Executive of the Derbyshire, Leicestershire, Nottinghamshire & Rutland Community Rehabilitation Company (CRC) Limited gave an update presentation on the subject.

He clarified that on 19th December 2014 the successful bidders for the CRCs were announced, with The Reducing Reoffending Partnership the successful bidder for Derbyshire, Leicestershire, Nottinghamshire and Rutland. This Partnership comprises three organisations: Igneus UK, St Giles Trust and the Crime Reduction Initiatives.

From 1st February 2015 significant changes to the sentencing framework would take place. From that date, anyone sentenced for longer than one day but less than twelve months would be supervised in the community for a subsequent period of twelve months. The strategy would provide offenders with continuous support from one provider with the emphasis on innovation and focussing more strongly on outcomes. The CRC has until 1 May 2015 to get all services up and running. The CRC will ensure that teams are in prisons to deal with the 4 – 500 admissions a month. At present the caseload is 6,800 per annum and it is anticipated that in future this will increase by 2,500.

In response, Members raised the following issues:-

- With regard to measures in place for female prisoners, Mr Wild confirmed that there was no option to resettle them in the local area as with male inmates, due to the lack of a local women's prison. Also female prisoners can have more complex needs having possibly been exploited or having had crimes committed against them. Funding for support was contained in one budget and services would be commissioned to provide specific support. Female prisoners from the Nottinghamshire area tended to be held in Peterborough prison and the CRC does have a team at that prison. Members were reassured that female prisoners from Nottinghamshire would have access to the same services as in other parts of the country.

- As The Reducing Reoffending Partnership had been successful in its bids for both the Staffordshire & West Midlands and the Derbyshire, Leicestershire, Nottinghamshire & Rutland areas, Members queried whether there would be any combined work in the Midlands area. Ben Wild stated that it was too early in the process to be sure. There was the possibility that business services could be combined and there was potential for economies of scale to be achieved but the terminology remained the same and there remained an emphasis on delivering services locally. The contracts had been awarded for ten years so there would be time for services to be developed. After two years payment would be by results.
- Members highlighted that Magistrates' Courts had experienced difficulty in giving Community Orders to people from other countries due to problems in giving instructions in different languages and queried whether this would be addressed in the new system. Mr Wild replied that the system demanded liaison between the National Probation Service (NPS) and CRCs and he would ensure that reports would highlight any need for interpreters. He highlighted that the CRCs were responsible for 88% of community orders but only the NPS was able to advise a Court and present information.

Mr Wild added that from April 2015 there was likely to be an increase in the workload of the CRC as more offenders came within scope for provision and he suggested bringing a further update to a future meeting.

RESOLVED 2015/001

That the contents of the presentation be noted.

5. WORK PROGRAMME

Keith Ford introduced the update report and confirmed that future subject areas to be discussed would include the Police and Crime Plan and the Budget Precept.

It was confirmed that two budget workshops had been organised for panel members:

16th January 2015 to be attended by the Commissioner and Force staff

29th January 2015 to be attended by Nottinghamshire County Council's Chief Finance Officer

The Commissioner confirmed that no proposed budget details would be released prior to 16th January as he wanted the Panel to contribute to the choosing of some of the options.

RESOLVED 2015/002

That the work programme be noted.

6. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

The Commissioner introduced the report and covered the following main issues:-

- There had been an increase of 6% in crime compared to the same time last year. It was likely that some of this increase could be explained by the change in recording rules but there was no room for complacency. In some areas it was desirable that the incidence of crime does increase, for example in the area of hate crimes which meant that the reporting and recording of incidents was now taking place, allowing for the right actions in response.
- There was still a disproportionate number of black and Asian people represented in the crime figures. Significant progress had been made in this area over the last 18 months, for example approximately 20% of new recruits had come from the Black and Minority Ethnic (BME) communities which represented a step change for the Force. Also, in terms of 'stop and search', Notts now had one of the lowest figures in the country with young, male Asians no more likely to be stopped than young, white males. Mobile CCTV would be installed on uniforms in the next few months and this would further help to resolve this issue.
- The provisional budget settlement which was announced before Christmas was slightly worse than anticipated. Home Office Ministers wanted to carry out more work of their own which had resulted in reductions to budget and would mean hard choices were going to have to be made in the future. Some forces were proposing that they no longer became involved in instances of shoplifting for example, though this would not happen in Nottinghamshire. Efficiency savings of £12.7m across 140 separate budget items were required this financial year and the Commissioner was not confident that all the planned savings would be achieved. If the savings were not achieved then the deficit would be carried over to the following financial year. In conclusion, the last Comprehensive Spending Review had been as tough if not tougher than any previous one and much discussion over future budgets would be required.

During discussions, the following points were raised:-

- Members queried why the budget savings could not be made in light of the fact that there had been no significant unanticipated operations and in fact there had been opportunities for income to be generated, for example from the Olympics. Members felt that there was a danger of problems being compounded in the future and queried the size of any overspend? The Commissioner replied that the Force was working hard in this area and regular budget meetings were being held.

However, there had been some slippage in the work on the estate and on front counters as well as there being an issue with overtime. Although it was difficult to estimate the exact size of the overspend, a figure of £2m was anticipated.

- Members noted the recruitment of people from the BME communities and queried whether existing officers from these communities were being promoted. The Chief Constable highlighted that there was a national scheme to encourage those from BME communities to progress to Inspector level and of the 32 places available nationally on the course, 3 were taken by officers from Nottinghamshire. There was also a fast track development scheme run in Nottinghamshire for those with the potential to progress from the rank of Constable. Of the 4 officers on the scheme, 3 were from the BME communities. The National College of Policing ran a BME mentoring scheme and Nottinghamshire was only 1 of 2 forces in the Country to participate.
- Clarification was sought as to the definition of 'hate crime' The Commissioner explained that these were crimes targeted at specific groups, for example ethnic minorities, lesbian, gay, bisexual or transgender people or those with a learning difficulty. The Commissioner undertook to provide a breakdown of the offences committed under the different categories.
- Members welcomed the reduction in non-crime related mental health offences and queried whether this was purely down to increased awareness or the new triage cars. The Commissioner explained that the triage cars had played a significant part and work was ongoing with the local CCGs and Healthcare trusts with the objective of reducing the figures further.
- It was queried how there could be a decrease in the number of people killed or seriously injured in traffic accidents at the same time as there had been an increase in the number of fatal accidents. The Chief Constable explained that this was possible as the number of fatalities per accident could vary. This phenomenon could be partially explained by improved safety features of vehicles but also factors such as junction design and the use of speed cameras all played a part in reducing casualties. He also commended the work of the Camera Safety Partnership.
- Members expressed concern at the level of alcohol related crime and highlighted the success schemes whereby treatment buses were located in city centres to treat intoxicated people, thereby avoiding a consequent visit to A&E. The Commissioner replied that reducing this type of crime was a priority and that the alcohol strategy was being implemented. Discussions were ongoing about increasing the use of triage support in Nottingham city centre. On Friday and Saturday nights the Street Pastors operated a drop in centre where people could be treated in a non-clinical environment. It was hoped that this support could be expanded, subject to funding. There was the possibility that money might be available from the night time levy and also from the

licensing industry itself. Some initiatives by venue owners over the festive period had proved effective in minimising incidents, for example tickets for events being issued in advance to minimise queueing and the Force would continue to work with owners of licensed premises. The work of the licensing staff at Mansfield District Council was praised and illustrated the 'one public service' approach involving a shared vision and outcome.

- In light of Mr Wild's earlier presentation, Members queried whether the new approach to offender management and rehabilitation would impact on some of the Force's targets. The Commissioner confirmed he was concerned about the CRCs and the NPS having to manage more offenders without additional funding. The Chief Constable confirmed the Force's commitment to offender management with the emphasis on reducing offending and reoffending. The Commissioner underlined that this was a period of transition and scrutiny of this area of work needed to continue.
- Members asked how priorities would be decided given the reducing budgets. The Commissioner welcomed the opportunity to discuss options with Panel Members and other partners to decide the way forward. The future financial outlook was austere – 80% of the funding for Nottinghamshire was directly from government grants and it was anticipated that there would ultimately be a 50% reduction in this grant by the end of the next two comprehensive spending review periods. The Chief Constable confirmed that cuts would continue until 2020 and that stark choices would have to be made. It would not be possible to carry on as before as the budget would not be there. Public service would remain at the heart of the Force's approach with the focus on safety and outcomes - the Force's 'architecture' would not be the prime consideration.
- In reply to Members' concerns about rising crime rates in Priority Plus areas the Commissioner confirmed that Kevin Dennis, Chief Executive of the OPCC, had published a report on this subject and the Commissioner undertook to forward a copy to all Panel members. The conclusion was that this was a good initiative but would only be successful if partners shared resources and outcomes and this was not happening at the moment. Mr Dennis felt that the success of such schemes was more dependent on the will of partner agencies than funding issues. If it was decided that this was an area that required more resources then they would have to be diverted from other areas, as there were no extra resources available. The Commissioner agreed that many of the problem areas had been known about for years and a long term approach was needed. Work needed to continue within communities and there was a need to reinvent community engagement. The cuts had meant that the infrastructure was no longer there and there was now a need for communities to help themselves more. Members spoke positively about a recent meeting in Bulwell attended by the Commissioner and emphasised the need for people to be empowered so they can arrive at their own solutions as well as contributing to the gathering of intelligence at a local level. The Chief

Constable said that many forces were abandoning neighbourhood policing because of funding cuts but that it was intended to keep this approach as a cornerstone in Nottinghamshire.

RESOLVED 2015/003

That the contents of the update report be noted.

7a PRIORITY THEME 2 – IMPROVE THE EFFICIENCY, ACCESSIBILITY AND EFFECTIVENESS OF THE CRIMINAL JUSTICE SYSTEM

Assistant Chief Constable (ACC), Steve Jupp, gave a presentation on this report. The Chief Constable was the national lead for this area of work. The aim was to encourage collaborative working, reduce bureaucracy, introduce common ICT systems and share information effectively. This was difficult to achieve when 43 different forces were involved, whereas the Crown Prosecution Service (CPS) for example was just one organisation so the task there was more straightforward. There was much regional work going on. ACC Jupp highlighted the following points:

- Back to Basics Training Course – all sergeants were being retrained and policies and paperwork were being reviewed.
- Victim and Witness Working Group – this was set up because of the poor attrition rate, especially in the area of domestic violence. A Task & Finish group had been set up to collect data and discern the key issues involved.
- ICT – video links were being used, though these were concentrated in the South of the County. Virtual courts were also being used and feedback from their use by victims was being sought. There was a will to improve the process whereby property could be returned to its rightful owners quickly.
- File quality – work was under way to improve both the quality for those experiencing the service as well as the quality of the service being provided. A new file quality monitoring system had been introduced, including dip sampling of Crown Courts, Magistrates' Courts and domestic abuse files. A 'Gold File' process had been established with a message board facility to highlight areas of concern.
- Conviction Rates – the Crown Courts conviction rate was in the national top 10 but the Magistrates' Courts rate was below the national average and needed improvement.
- Early Guilty Plea Rates – in Crown Courts the national average had been exceeded in five out of the last seven months. Performance had not been as good in Magistrates' Courts although the national average had been exceeded in October 2014.

- Effective Trial Rates – in the Crown Courts the national average had been achieved in four out of the last seven months but again the performance in Magistrates' Courts could not match this and needed improvement.

In conclusion the performance in the Crown Courts had been strong but there was improvement needed in the work undertaken in Magistrates' Courts. ACC Jupp was confident that improved performance could be achieved in 2015.

Following the presentation, Members raised the following concerns:

- Members highlighted that they had received a similar presentation in the past and that many of the problems highlighted had been going on for a number of years, including the need for multiple inputting, consistency in dealing with files and the processing of warrants. The Chief Constable agreed that some of the problems were longstanding and it was appropriate for members to raise such concerns. He added that there were positives such as the reduction in sickness levels but underlined that these changes were happening during a period of budget reductions not just in the Force but in the CPS, in defence and the probation service too. The adoption of the 'Niche' system in 2015/16 would mean 'single-keying' becoming a reality. The Force was leading nationally on file quality and there were Improvement Teams in every force to enable the introduction of a national file standard. He clarified that no overtime was paid for processing warrants as a new process was now in place, although this was a complex area with people now moving around, for example around Europe, in a way that did not happen in the past.
- In reply to the question about whether the 'Vanguard' computer system could be adopted both nationally and locally, ACC Jupp replied that the Force had to link into the Ministry of Justice programme. Wi-Fi should be installed in all Crown and Magistrates' Courts by the end of the year with the project to introduce digital file sharing to be completed afterwards. The procurement issue was a very frustrating one with no single agency in control and with the difficulty of getting different government agencies to talk to each other.
- It was confirmed that the possibility of taking statement from officers' on-body cameras was being pursued nationally, although currently such footage could not be shared digitally.
- Frustration was expressed that cases at Magistrates' Courts were having to be thrown out as the relevant paperwork was not available. This frustration was shared by the Force who had begun to log requests for information, including multiple requests for the same information. The Chief Constable underlined that this should not be happening with information that is being passed from one public body to another.

- With regard to the back-to-basics course it was confirmed that Sergeants would need to re-sit this course until they passed it and would be unable to gain promotion without having passed it.
- Members and the Chief Constable agreed about the need for the Force to remain one step ahead of criminals in terms of technological developments and cyber crime.

RESOLVED 2015/004

That the contents of the report and presentation be noted.

7b VICTIMS REPORT (INCLUDING PRIORITY THEME 1 – PROTECT, SUPPORT AND RESPOND TO VICTIMS, WITNESSES AND VULNERABLE PEOPLE)

Chris Cutland, the Deputy Police and Crime Commissioner (DPCC), introduced the report. A Code of Practice was published a year ago and a Task & Finish Group was subsequently set up to ensure victims were receiving the correct support. It was found that the way victims were being treated had been compartmentalised with different agencies being involved (special units / police / probation service etc.) which meant that the process did not flow smoothly and that information was not being passed between the various bodies. The process was mapped from which two main changes were implemented:

- Standardised Victim Statement – each organisation could now see exactly what information had been submitted
- Monitoring the implementation of the code – this was now dip sampled annually. The Force had achieved impressive results in this area. All victims would now get information about who to contact for help and this information was shared on-line where appropriate. The Police themselves were now clearer about the different levels of victims and dealt with cases at a differing speeds depending on the severity of the crimes committed

The PCC now had responsibility for Victim Support and increased working with partners was taking place. Work had been commissioned jointly with local authorities in the areas of domestic violence and sexual violence. In the past there had been gaps in these service areas as well as a duplication of effort. Although the Force was strongly victim-focussed there were still improvements that could be made. With regard to the recent PEEL assessment, a very good service was available for high risk domestic violence victims but the picture was less clear for those at lesser risk. Funding had been given to victims' organisations. The number of people reporting sexual violence to both domestic violence organisations and to the police had been increasing – monies given to sexual violence organisations enabled cards to be produced that informed victims who to contact.

In response Members asked the extent of research that had been undertaken in the field of girls involved in gangs:

- The Deputy Commissioner confirmed that Nottingham was in the forefront of this field. There were parallels with aspects of domestic violence. Questionnaires were completed by girls who had been the victims of gangs but who did not recognise the term or acknowledge that they were even part of a gang. Officers often regarded women as being victims of crimes rather than witnesses and often they had been forced to commit crimes, for example hide weapons. There were multiple perpetrators and the solution of moving the victims away was problematical when they were only 15/16 years old.

RESOLVED 2015/005

That the contents of the report be noted.

8. CHILDREN'S SAFEGUARDING

The Commissioner made it clear that accusations of Nottinghamshire County Council, Nottingham City Council and the Nottinghamshire Police colluding to cover up past mistakes were without any foundation whatsoever. The Commissioner formerly worked in this area and would leave no stone unturned in pursuit of the truth. The issue was discussed daily in Nottinghamshire, and on a national level, and significant resources had been allocated to this area in Nottinghamshire.

Some allegations dated back 40 years and it was good that people were coming forward. The Commissioner underlined his determination to uncover the truth and felt that there was a duty to the victims to investigate. However, he underlined that such investigations could be difficult, in terms of finding evidence and witnesses from so long ago. As more victims came forward it also made it difficult to specify an end time on the operation.

The proposed Independent Review which the Commissioner had previously discussed with the Panel could not begin until the conclusion of these cases. Investigation of current allegations could also be resource intensive, not only in terms of detectives, but also in other costs, for example, the fees payable to Internet Service Providers (ISPs) when seeking details of alleged perpetrators' activity could potentially amount up to £100k for a single case.

The Commissioner underlined that there was a balance to be struck around resources put into current and historical allegations and the Commissioner sought Panel Members' views on the prioritisation of these. He underlined that the Force's first priority was to make sure there were no current safeguarding issues, in order to prevent people being in a position to abuse.

In response Members raised the following concerns:

- This was a national issue that all Forces were facing and which no Force could finance adequately. Members felt that there should be central funds available from Government to ease the burden. The question should be one of justice not finance with both historical and current investigations given the priority they needed. In response, ACC Jupp confirmed that this work was not funded centrally although a paper had been sent to the Home Office requesting a new approach involving joint financing of such issues. Investigations were not being undertaken in isolation and there was co-operation between the City and the County Councils, with a Strategic Management Group comprising senior members of staff from the various partner agencies, including the health sector, in order to look at the overall implications and identify lessons learnt. ACC Jupp highlighted the work of Operation Hydrant, which was a national operation, based in South Yorkshire, gathering intelligence on historic abuse, and focussing on perpetrators who move around the country. Legislation set out how complex investigations such as Operation Daybreak should be managed.
- Members queried whether historical abuse victims were dealt with differently and the point at which abuse was classed as historical. ACC Jupp confirmed that non-recent abuse victims received the same level of service as other victims – the service was not compartmentalised. Also, for the victim there was no such thing as historical abuse, as they were still living with the effects on a daily basis. With regard to resources, the investigation of historical abuse could easily occupy half the Force's CID resource. Increased resources had been put into this area of work with the restructuring of the Public Protection team resulting in a net gain of 44 additional staff. The Chief Constable underlined that the issue involved only finding a balance between the amount of resources allocated to investigating current and historical abuse victims, but also deciding from which other areas these resources were going to be diverted.
- Members expressed significant concern at the level of fees charged by ISPs for the right to access their records and that the issue should be given national coverage. The Commissioner shared these concerns and confirmed he planned to write to the Home Secretary, although the subject had been broached in the past to no avail. Members suggested other potential methods of seeking a changed in approach from such companies, for example, a 'Change.Org' type electronic petition could cause the ISPs reputational damage. It was recognised that other individuals and organisations who assisted the Police with their enquiries did not charge for doing so.
- With regard to how safeguarding messages were being shared with private institutions and places of worship, Members underlined the need to learn from the past about how abuse in some areas had been discovered. ACC Jupp acknowledged the multi-layered aspect of such

investigations, citing previous investigations involving the Catholic Church and also potential opportunities for sexual exploitation linked to asylum seekers. Superintendent Chamberlain underlined the importance of linking into existing community groups and highlighted a recent case in Nottingham in which messages were disseminated via the local Iman, the Asian Network, the Muslim Women's Network and local Councillors. It was recognised that this issue was a social problem, not exclusively a police or local authority problem, and it was essential that victims were given the confidence to come forward.

RESOLVED 2015/006

That the contents of the report be noted.

9. PUBLIC ENGAGEMENT

Keith Ford introduced the report which included the findings of the task and finish group which had met Kevin Dennis, Chief Executive of the OPCC, as part of the process.

An 'easy win' would be to improve the pages on the NCC website and Keith confirmed he would liaise with the County Council's Communications team about future improvements. Those Panel members who were due to attend the Commissioner's budget consultation events in January were asked to feedback their comments to the February meeting of the Panel.

In response, Members of the task and finish group made the following comments:

- Kevin Dennis was thanked for the very open and forthcoming manner with which he met with the group, giving many examples of how the Commissioner and his office was working with and consulting the public.
- Members of the group stated that until their involvement they were not aware of all of the work being undertaken but would now be able to point people in the right direction if they received any queries. Members underlined the Panel's role to both scrutinise and support the Commissioner and his office and welcomed the opportunity to identify areas where this could be expanded.

RESOLVED 2015/007

- 1) That Members note the initial outcomes of the task and finish group as detailed within this report.**
- 2) That the task and finish group members provide feedback to the February meeting of the Panel on their observations of the Commissioner's budget consultation events in January 2015.**

- 3) That the Commissioner provide the Panel with six monthly update reports on consultation events and complaints received.**
- 4) That the Panel agree to input into the refresh of the Commissioner's Community Engagement and Consultation Strategy in 2015.**
- 5) That the Panel webpages on the County Council's website be further developed to help raise awareness and increase engagement with the public.**

The meeting closed at 4.30 pm

CHAIRMAN

5 January 2015

WORK PROGRAMME

Purpose of the Report

- To give Members an opportunity to consider the work programme for the Panel and to suggest further topics for inclusion (**see appendix A**).
- To seek Members' approval to continuing the subscription to the regional PCP network.

Information and Advice

- 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 Police and Crime Commissioner and the Chief Constable.
- The work programme has been updated to include specific focus on two of the seven Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel (except the February meeting at which the precept and budget is considered).
- In discussion with the Commissioner, Members are asked to consider which Police and Crime Plan Strategic Priority Themes they would like to focus on within the April and June meetings. The Panel has so far considered the following themes:-

November 2014

- Priority Theme 3 – Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour – presentation by Deputy Chief Constable
- Priority Theme 7 – Spending your money wisely

January 2015

- Priority Theme 2 – Improve the efficiency, accessibility and effectiveness of the Criminal Justice System (to include a presentation from the Chair of the Crime and Disorder Reduction Partnership)
- Priority Theme 1 – Protect, support and respond to victims, witnesses and vulnerable people)
- The remaining themes are therefore:-

- Priority Theme 4 – Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour
- Priority Theme 5 – Reduce the threat from organised crime
- Priority Theme 6 – Prevention, early intervention and reduction in reoffending.

Regional Police and Crime Panel Network

- At the Panel meeting of 28 April 2014, the Panel agreed to subscribe to a regional network (which had been established by Frontline Consulting) for 2014/15.
- The subscription offers the following benefits:-
 - Two meetings a year for the Chairman, Vice-Chairman and support officer (substitutes allowable) of each Panel to share information and experience, to problem-solve and to collaborate as appropriate; agendas would be devised by the participants and would include a regional update based upon information provided in a common template and 'hot topics' of challenges to address across the five Force areas as identified by participants
 - A 'helpline' facility (by telephone, e-mail and online) supported by Tim Young, Frontline Consulting's Lead on Policing and Crime, to answer queries and provide advice
 - A website www.pcps-direct.net, which all PCP members and support officers can sign up for, for free, to share their experiences and good practice, including:
 - an Information section: open-access pages that include a digest of news covering issues around Police and Crime Panels that will interest councillors, Independent Members and support officers, plus occasional features. There will be provision for Panels to post films, articles and more in-depth pieces about latest PCP developments; and
 - an Exchange section, offering scope for you to network with each other across PCPs by setting up personal circles or engaging in broader networks by theme, role, activity or Force area. One of the Networks is Ask Tim, where you can post your queries

In addition:-

- Three places for the price of two for Network members who want to attend our annual PCP conference (equivalent to a £99 discount). (The Panel also obtained a number of free places at the national PCP conference arranged by Frontline Consulting on 17 October 2014, in return for hosting the event).

- a 10% discount on any learning and development sessions that PCPs might want to engage Frontline Consulting to deliver – *can apply to more than one session*.
- The Panel was represented at the meetings on the 1 July 2014 and 22 January 2015 and officers and members have found the opportunity to network across the region very beneficial. The other four Panels represented at the Regional Network have expressed an initial willingness to continue to be involved (subject to formal agreement by each Panel).

Other Options Considered

- All Members of the Panel are able to suggest items for possible inclusion in the work programme. The Work Programme has been updated following discussions around the Commissioner's update report at the last meeting. The regular standing items and statutory requirements have also been scheduled into the proposed meeting timetable.
- Members had previously raised the possibility of the five Panels in the region arranging regional networking meetings themselves. However it is felt that the £500 cost of the subscription offers good value for money as well as the opportunity utilise Frontline Consulting's knowledge of the national context (the Panel has so far benefitted from this on issues such as OPCC costs and public engagement approaches).

Reasons for Recommendation/s

- To enable the work programme to be developed further.
- To enable the Panel to continue to receive the benefits offered by the subscription to the regional PCP network.

RECOMMENDATION/S

- 1) That the Panel agrees which of the Police and Crime Plan Strategic Priority Themes to focus on at the April and June meetings.
- 2) That the work programme be noted and updated in line with Members' suggestions as appropriate.
- 3) That the Panel subscribe to the regional PCP network for 2015/16 at a cost of £500.

Background Papers and Published Documents

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

For any enquiries about this report please contact:-

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Nottinghamshire Police and Crime Panel**Work Programme (as at 23 January 2015)**

<u>Agenda Item</u>	<u>Brief Summary</u>
20 April 2015 – 2.00pm – County Hall	
Community Engagement and Consultation Strategy 2013-17 – Refresh	To support the Commissioner in refreshing this Strategy, initially produced in December 2012.
Specific focus on two of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of two Priority Themes (to be agreed in February 2015).
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 or Deputy Police and Crime Commissioner.
15 June 2015 – County Hall	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2015/16 year.
Review of Balanced Appointment Objective.	<p>The Panel will review its membership to see whether any actions are required in order to meet the requirements for:-</p> <ul style="list-style-type: none"> the membership to represent all parts of the police force area and be politically balanced; and members to have the skills, knowledge and experience necessary. <p>The terms of office for independent Members will also be reviewed where applicable.</p>
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 or Deputy Police and Crime Commissioner.

<u>Agenda Item</u>	<u>Brief Summary</u>
Specific focus on two of the Police and Crime Plan Strategic Priority Themes.	Panel to consider specific elements of two Priority Themes (to be agreed in April 2015).
Policing Governance	Consideration of any proposals affecting the national Policing Governance landscape following the General Election.
Transforming Rehabilitation – further update from the Community Rehabilitation Company	Further to the update presented to the Panel in January 2015.
Consultation Events and Complaints Received	The first six monthly update on the Commissioner’s consultation events and complaints received by the Office of the Police and Crime Commissioner (as agreed at the 5 January 2015 Panel meeting).

For Information and Decision	
Public/Non Public*	Public
Report to:	Police & Crime Panel
Date of Meeting:	2nd February 2015
Report of:	The Chief Finance Officer
Report Author:	Charlotte Radford
Other Contacts:	Paul Steeples
Agenda Item:	5

The Commissioner's Budget and Precept Reports 2015-16

1. Purpose of the Report

- 1.1 To provide all relevant information for the Police & Crime Panel to consider in making its decision on the Precept increase being recommended.

2. Recommendations

- 2.1 Members are recommended to support an increase of 1.98% on the police and crime element of the precept. This is based upon an estimated council tax base of 297,100.67 Band D properties and will raise a total estimated precept of £52,408,558.

This represents a Band D precept of £176.40 an annual increase of £3.42.

3. Reasons for Recommendations

- 3.1 Members of the Panel are required under the Police Reform & Social Responsibility Act to consider the precept increase being recommended and either support or veto the recommendation.

4. Summary of Key Points

- 4.1 The Precept report 2015-16 (Appendix A) is based upon the latest estimated positions relating to the tax base from the billing authorities (actual where known). A revised report with actual data will be tabled on the day as this information has a statutory deadline of 31st January.
- 4.2 The following reports are also provided for information purposes to assist members in making their decision on the precept increase:
- Budget Report 2015-16 – Appendix B
 - Medium Term Financial Plan (MTFP) – Appendix C
 - Reserves Strategy – Appendix D
 - Draft Treasury Management Strategy – Appendix E
 - 4 year Capital Programme (to be circulated once finalised) – Appendix F

- 4.3 These additional reports provide a full financial picture of the Police & Crime Commissioner's budgets, efficiency requirements and levels of reserves.
- 4.4 Linked with the Police & Crime Plan these reports assist in achieving safer communities under times of financial restriction. The priorities for the next financial year relate to Victims, Rural Crime, Crime Prevention and Partnership working.

5. Financial Implications and Budget Provision

- 5.1 As detailed within the attached reports.

6. Human Resources Implications

- 6.1 As provided within the attached reports

7. Equality Implications

- 7.1 None

8. Risk Management

- 8.1 There continues to be significant risk in relation to the extent of grant cuts over the medium term.
- 8.2 Mitigation to the financial pressures is being made through increased partnership working and collaboration with regional forces and the wider policing community.
- 8.3 The force is also developing and implementing a new operational model that will change how policing is delivered, specifically in areas where warranted officers are not required.

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

- 9.1 This links closely with the Police & Crime Plan and the Commissioner's priorities.

10. Changes in Legislation or other Legal Considerations

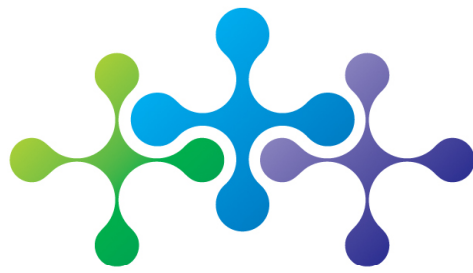
- 10.1 These reports meet the requirements of good financial management and governance required by statute and regulations.

11. Details of outcome of consultation

- 11.1 As detailed within the Precept report attached.

12. Appendices

- Draft Precept Report – Appendix A
- Budget Report 2015-16 – Appendix B
- Medium Term Financial Plan (MTFP) – Appendix C
- Reserves Strategy – Appendix D
- Draft Treasury Management Strategy – Appendix E
- 4 year Capital Programme (to be circulated once finalised) – Appendix F



Nottinghamshire

POLICE & CRIME COMMISSIONER

Precept 2015-16

January 2015

The Police & Crime Commissioner's

Precept 2015-16

The Nottinghamshire Police & Crime Commissioner is proposing a precept increase of 1.98% for the 2015-16 financial year.

This supports the budget report and the commitment to Rural Crime initiatives and Victims Services, a duty transferred to the Commissioner by the Ministry of Justice during 2014-15. Further priorities include crime prevention and partnership working, both vital to community safety.

The current Comprehensive Spending Review (CSR) period has been difficult with major cuts in grant funding, whilst costs continue to increase. The next CSR is not looking any better with a further anticipated cut in funding of over 20%. The Budget Report and the Medium Term Financial Report on today's agenda details further the plans for 2015-16 and the potential risks relating to the efficiencies that need to be achieved.

The detailed budget for 2015-16, the Medium Term Financial Plan, the Reserves Strategy, the 4 Year Capital Programme and the Treasury Management Strategy are provided for information purposes to the Police & Crime Panel. These have been drawn together to support the Police and Crime Plan, which has been refreshed and which the panel have received and which is currently out for consultation.

This report, due to timing is based upon the latest tax base estimates provided by the billing authorities (actual where known): the billing authorities are not required to provide final tax base calculations and collection fund balances until 31st January. A breakdown of the final actual submissions will be tabled at the Police & Crime Panel Meeting.

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

- **The Government policy on police spending** – the current economic climate is improving and the forecast is promising. However, the Government policy continues to reduce public sector spending.
- **The medium term implications of the budget and capital programme** - the separate report sets out the Medium Term Financial Plan, which is regularly received and updated.
- **The CIPFA Prudential Code** - the separate Treasury Management Strategy report covers the CIPFA Prudential Code, which evaluates whether the capital programme and its revenue implications are prudent, affordable and sustainable. The implications of borrowing to finance the unsupported element of the capital programme are incorporated within the proposed revenue Budget for 2015-16 and the Medium Term Financial Plan.
- **The size and adequacy of general and specific earmarked reserves** - the current forecast of the general reserves at 31 March 2015 is £7 million which is higher than the minimum 2% level in the approved reserves strategy and is considered by the Chief Finance Officer to be an adequate level for the year ahead. The Chief Finance Officer considers that all of the earmarked reserves set out in the Reserves Strategy, are adequate to cover the purposes for which they are held and provide some robustness against the risks identified within the budget. The Chief Finance Officer also confirms that the budgeted insurance provision is fully adequate to meet outstanding claims.
- **Whether the proposal represents a balanced budget for the year** - the assurances about the robustness of the estimates are covered in **Section 8** of this report. The proposals within this report do represent a balanced budget based upon an assumed 1.98% maximum increase in the Police & Crime Precept on the Council Tax.
- **The impact on Council Tax** - this is covered in **Section 7** of this report.
- **The risk of referendum** – the limit set for requiring a referendum is a 2% increase on the precept for all Police and Crime Commissioners. The proposed increase of up to 1.98% is just below the limit set (further detail is provided in **Section 6**).

1. COUNCIL TAX BASE

For 2015-16 the Billing Authorities have consulted on proposed changes to the local Council Tax Support Schemes introduced in 2013-14. There have not been any significant changes affecting the individual schemes, although collection rates have been higher than anticipated

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

The estimated tax base as notified by the unitary and district councils (Billing Authorities) has increased by 1.83% overall, slightly down on last year's increase of 2.06%. This information has to be confirmed in writing by 31 January, the statutory deadline.

Tax base	Band D Properties 2014/15	Band D Properties 2015/16	Change %
	No	No	
Ashfield	30,256.20	31,052.20	2.63
Bassetlaw	31,893.84	32,545.35	2.04
Broxtowe	32,188.65	32,400.60	0.66
Gedling	34,912.38	35,610.06	2.00
Mansfield	26,943.82	27,751.40	3.00
Newark & Sherwood	36,233.47	36,770.96	1.48
Nottingham City	59,949.00	61,047.00	1.83
Rushcliffe	39,373.00	39,923.10	1.40
Total	291,750.36	297,100.67	1.83

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

2. **COLLECTION FUND POSITION**

Each billing authority uses a Collection Fund to manage the collection of the Council Tax. In 2014-15 this provided the Police and Crime Commissioner with a total surplus amount of £447,893. This was a particularly high and reflected better than anticipated collection rates. For 2015-16 the total figure has yet to be confirmed, but is not anticipated to be as high as last year. Those shown reflect what was declared at the time of writing this report. A breakdown is provided in the table below:

Surplus/(deficit)	Collection Fund	
	2014-15	2015-16
	£	£
Ashfield	62,867	114,087
Bassetlaw	57,929	
Broxtowe	26,288	
Gedling	57,966	
Mansfield	0	
Newark & Sherwood	0	
Nottingham City	147,589	
Rushcliffe	95,254	81,186
Total	447,893	TBC

It is intended that the surplus will be transferred to balances to contribute towards the request for use of reserves for the transformational change programme.

3. COUNCIL TAX FREEZE GRANT

The Government continues to offer freeze grant equivalent to a 1.0% increase in the council tax. Consequently, the Police & Crime Commissioner has had to consider how taking the freeze grant with a short term benefit compares with a rise in the level of precept, and how each impact on the council tax paying people of Nottinghamshire.

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

An increase in the precept in 2015-16 would see a long term benefit to the funding of the OPCC, but would also require the council tax payers to pay an additional £3.42 per annum (Band D equivalent properties).

Therefore, the freeze grant proposal for 2015-16 does not provide financial stability for the long term and consequently, the decision taken has been to increase the council tax charge.

4. COUNCIL TAX SUPPORT GRANT

Council Tax Support Grant is received by Commissioners for each Policing area:

As part of the settlement announcement the Home Office has combined the payment relating to freeze grants with the amount previously identified as Council Tax Support. These will be treated outside the grant system as Legacy Council Tax Grants and total £9.7m for 2015-16. No change on the 2014-15 amounts.

5. CONSULTATION

Consultation and Engagement Strategy

The Police and Crime Commissioner has a wide remit to cut crime and improve community safety in Nottingham and Nottinghamshire. Various consultation and engagement exercises were conducted last year to identify the relevant issues from communities to refresh the planning and prioritisation of policing and community safety. The consultation programme will not be fully completed until the beginning of February with any significant issues forwarded to the Police and Crime Panel for consideration.

Consultation with the Public, Stakeholders and Interested Parties

The Commissioner and his Deputy have consulted and engaged with members of the public, stakeholders and partner organisations to identify the priorities and supporting activities to be addressed for refreshing the Police and Crime Plan and setting the budget and proposing the precept levels. Throughout the last year the Commissioner and his Deputy have attended various meetings, local events throughout the summer, public meetings and walkabouts to engage and discuss local policing and crime concerns with individuals, communities and victims of crime.

Police and Crime Plan Priorities and Budget Consultation 2014/15

Consultation has been carried out on behalf of the Commissioner, which has included more than 4,000 views of residents from:

- Consultant led focus groups, one in Nottingham (City on the 25th November 2014), one in North Nottingham (Worksop on the 26th November 2014), one in South Nottingham (Bingham on the 27th November 2014), one with women (25th November 2014) and one with members of the BME community (14th January 2015).
- The Commissioner's online consultation questionnaire and supporting video on the Police's Delivering the Future proposals (September to November 2014).
- Evidence collected through Nottingham County Council Annual Residents Satisfaction Survey 2014 (October 2014) and the Nottingham City Crime and Drugs Partnership Annual Respect Survey.
- Academic led research from telephone surveys for the Partnership Plus Areas (November 2014 to February 2015).

Main findings being:

- There was overall support for having to remodel policing for Nottinghamshire 62% given the national context of austerity and on-going policing budget cuts, however, 82% did not support savings to local policing.

Key areas for potential savings included:

- Investing in preventing crime and early intervention through education and working with communities.

- Joined up working with other agencies through multi-agency hubs, supported by training and information sharing, particularly for areas such as domestic violence, child abuse and other serious crime.
 - Support for collaboration with other forces.
 - General support for specialist investigative teams to assist with bringing more people to justice, and focusing on protecting vulnerable people against crime such as child sexual exploitation and domestic violence.
 - Support for victims of crime having a single point of contact throughout their journey.
 - General support for volunteering, with 86% having participated in volunteering over the last 12 months.
 - Increasing PCSO powers, or more Police Staff to ensure that Police Officers are utilised for jobs requiring warranted powers.
 - Reducing the number of senior policing ranks and the number of meetings Police Officers attend, find savings through enabling officers with improved technology and reducing bureaucracy to free them up to be accessible in their communities to focus on tackling local issues.
 - Savings to the Nottinghamshire Office of the Police and Crime Commissioner, 44% and 50% said no to reducing police support functions.
- Respondents identified that they would be prepared to pay more for policing, 53% of respondents from the Residents Survey (with 14% responding maybe).

Key areas to invest in policing included:

- There were concerns for closing police buildings, but general support for increasing visibility of officers 85%, with the Independent Advisory Groups 28%, 75% saying no to reducing policing time dealing with the public.
- Clearer communication with communities, particularly for reporting crime, also promoting the confidence to contact the police for less serious issues to pass on intelligence, but a clear definition of an emergency would be useful to promote together with the numbers to call other than 999.

- Acceptance that new communication and social media are important tools for policing, but should not be the only method of communicating with the public.
- Support for a named Police Officer for each area to improve response times.
- Support for spending more on drug and alcohol related crime and exploiting new technology to assist tackling some crimes.
- Victims focused
 - Recognised importance for offering restorative justice where appropriate, with specific emphasis on it needing to be victim led.
 - Concern that there needs to be an equitable distribution of resources across the City and County.
 - Improve road safety awareness and tackle illegal parking, 58% did not want any cuts to roads policing.
 - Three quarters (75%) of all respondents reported feeling safe (either very or fairly safe) in their local area when outside after dark.
 - Perceptions of anti-social behaviour being a very or fairly big problems being: noisy neighbours (4%/7%), groups of people hanging around the streets (5%/13%), rubbish or litter lying around (10%/16%), vandalism, graffiti and deliberate damage to property or vehicles (5%/11%), people being drunk or rowdy in public places (7%/9%), people using or dealing drugs (9%/11%), people being attacked/harassed because of their skin colour /ethnic origin/religion (1%/4%), abandoned or burnt out vehicles (0%/2%).
- Communicating with the Commissioner
 - Preferred method of obtaining information about the Commissioner, being through local newspapers and newsletters (20% and 23%).
 - Important business areas identified for review include:
 - Stop and search – very important (33%), important (46%).
 - Recruitment and retention of police officers – very important (59%), important (36%).
 - Hate crime related to disability – very important (47%), important (43%).

6. COUNCIL TAX REFERENDUMS

The Localism Act 2011 requires authorities including Police & Crime Commissioners to determine whether their 'relevant basic amount of council tax' for a year is excessive, as excessive increases trigger a council tax referendum. From 2012-13 onwards, the Secretary of State is required to set out principles annually, determining what increase is excessive. For 2015-16 the principles state that, for Police and Crime Commissioners, an increase of more than 2% in the basic amount of council tax between 2014-15 and 2015-16 is excessive.

For 2015-16 the relevant basic amount is calculated as follows:

Formula:

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

Nottinghamshire 2015-16 estimated calculation:

$\frac{£52,408,588.19}{297,100.67}$	$= £176.40$
	(1.98%)

With a 2% increase the Band D equivalent charge would be £176.44.

This year the Referendum limit has been announced at the time of settlement notifications. It has been set at 2% for 2015-16.

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

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

The Commissioners proposed spending plans for 2015-16 result in a Police & Crime Precept on the Council Tax of £176.40 for a Band D property, representing an increase of 1.98%.

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

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

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

	2014-15 Budget £m	2015-16 Budget £m	Increase/ Decrease £m
Budget	193.8	191.2	2.6 (-)
External Income	143.3 (-)	136.5 (-)	6.8 (+)
Collection Surplus	0.5 (-)	0.0* (-)	0.5 (+)
Reserves	0.5 (+)	2.3** (-)	2.8 (-)
Precept	50.5 (-)	52.4 (-)	1.9 (-)
Council Tax Base	291,770	297,101	5,331
Council Tax Band D	£172.98	£176.40	£3.42
Council Tax Band A	£115.32	£117.60	£2.28

* Collection fund surplus/deficit unconfirmed at time of writing this report so will be transferred to reserves

** £3.0m requested to balance the budget. Current estimate for precept collection is £0.7m over estimated, so will transfer excess to reserves.

The overall Police & Crime Precept to be collected on behalf of the Police & Crime Commissioner for 2015-16 is:

	£m	
Budgeted Expenditure	191.2	+
Less income from:		
Police & Crime Grant	126.8	(-)
Legacy Council Tax Grant	9.7	(-)
Collection Fund surplus	0.0	(-)
Net contribution to/from Balances	2.3	(-)
Police & Crime Precept on the Council Tax	52.4	(-)

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

Police & Crime element of the Council Tax

Band	2014-15 £	2015-16 £
A	115.32	117.60
B	134.54	137.20
C	153.76	156.80
D	172.98	176.40
E	211.42	215.60
F	249.86	254.80
G	288.30	294.00
H	345.96	352.80

Amounts to be raised from Council Tax in each billing authority area 2015-16:

	Precept amount to be collected £	Collection Fund Surplus/(Deficit) £	Total amount due £
Ashfield	5,477,608.08	114,087	
Bassetlaw	5,740,999.74		
Broxtowe	5,715,465.84		
Gedling	6,281,614.58		
Mansfield	4,895,346.96		
Newark & Sherwood	6,486,397.34	0	
Nottingham City	10,768,690.80		
Rushcliffe	7,042,434.84	80,186	
Total	52,408,558.19	TBC	

Collection Dates

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

£

2015

20 April
29 May
01 July
05 August
10 September
15 October
19 November

2016

04 January
05 February
11 March

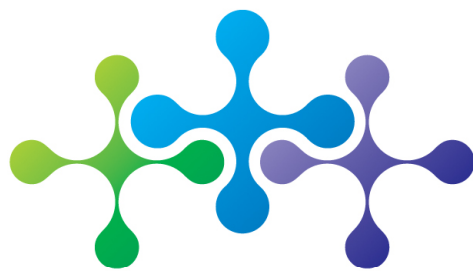
TBC

8. ROBUSTNESS OF THE ESTIMATES

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

The budget proposed within this report represents a balanced budget. To achieve this, the force has provided detail on how efficiencies and savings will be delivered. There are some potential risks to the full amount of savings being achieved and should this be the case reserves may need to be used to smooth the implementation of change. The Force will work hard to achieve required reduction of £11.0m and this will be monitored by the Commissioner.

The balanced budget is based upon the recommended 1.98% increase in Council Tax for 2015-16.



Nottinghamshire

POLICE & CRIME COMMISSIONER

Budget 2015-16

January 2015

INTRODUCTION

Since setting his first budget for 2013-14, which was itself challenging, the pressure on the Commissioner's budget has increased substantially. In 2014-15 alone a budget gap of £12.7m needs to be met.

The Government grant continues to be reduced while; any precept increase is restrained by the referendum limit. The position is exacerbated by the inevitable increase in core costs.

Since 2010-11 funding Nottinghamshire has seen its funding reduced by over £42m and in December 2014 it was confirmed that next year's policing grant will be cut by a further 5.1%. Taking inflation into account, this equates to a loss of approximately £10m in Nottinghamshire.

Despite this much has been achieved:

- Real progress is being made with the implementation and review of plans to tackle challenging areas of performance.
- Reductions continue in key areas such as burglary, robbery and vehicle crime.
- The Force is implementing its far-reaching 'Delivering the Future' change programme, focusing on how it can improve every area of the business to become more efficient and effective.
- There is evidence that the introduction of the Crime Resolution and Incident Management team is reducing demand on resources, thereby benefitting communities through the provision of increased frontline capacity.
- The Commissioner and Force have been working closely with regional forces and local partners to reduce cost and maintain service provision. Pivotal to this is the development of a single IT system (with Leicestershire, Lincolnshire and Northamptonshire forces) to enable the sharing of, and access to, information from almost anywhere in the region.
- Successful bids for funding from the Home Office Innovation Fund have seen progress in collaborative projects focussing on the benefits delivered by new technology, including Rapid DNA testing, the introduction of Body Worn Cameras and a Virtual Courts System.
- Nottinghamshire Police has been commended by HMIC for its strong focus on reducing offending and supporting victims.
- Victim satisfaction and public confidence has improved significantly over recent years and work to further embed the Victims' Code of Practice is continuing, overseen by the Deputy PCC.
- Performance continues to improve over the longer term, but recorded crime has increased over the last 12 months.
- Resources provided to local partners and third sector organisations via the Commissioner's own funding streams are delivering real improvements in the support provided to victims; tackling issues such as domestic abuse, sexual exploitation of young people, hate crime

and alcohol-related problems; and the reduction of crime and ASB within our communities.

- During the year the Commissioner became an early adopter for Victims Services, taking over responsibility for commissioning services to deliver this important role. The work to improve the service delivered to victims will continue to develop as newly designed services are commissioned and embedded.
- A focus on early intervention and crime prevention is designed to see demand for services reduced.
- Building on previous years' work listening to rural communities, this year's budget also recognises the importance of rural crime and crime in rural areas, with plans in place to ensure these communities feel that they have sufficient protection.
- The importance of resourcing high crime areas appropriately, with partners, is recognised and work strands are underway to ensure such areas are resourced effectively with key partners.
- The importance of appropriate care for those in mental health crisis has been acknowledged by a wide range of partners, all of whom have signed up to the Mental Health Concordat. To the end of November 2014 there was been a 46% reduction in the number of non-crime related mental health patients detained in the Force Custody Suites.
- Three quarters (75%) of all respondents to the Nottinghamshire Residents Satisfaction Survey reported feeling safe (either very or fairly safe) in their local area when outside after dark.
- Plans to redesign the police estate to make it more suitable for modern day needs are being implemented, reducing overheads and driving modernisation. In turn this work will increase officer visibility as the adoption of new technology becomes more widespread.
- Roughly 50% of local residents responding to surveys and questions have indicated that they are prepared to pay more towards policing.

Throughout the year the Commissioner and the Deputy PCC have been out and about throughout the City and the County meeting and listening to members of the public, stakeholders and partners. The feedback from these visits helps to shape the refreshing of the Commissioner's Police and Crime Plan, for which this budget seeks to provide the appropriate resources.

The budget gap of £11m is being met through efficiencies identified by the force, which also include savings from regional collaboration, and the transformational change programme 'Delivering the Future'.

While a large percentage of these savings will be delivered in-year, more work is needed. The risks relating to the delivery of these efficiencies relate to dependency on regional partners; the rate at which change can be delivered; and the ability of the force to drive the full level of efficiencies needed in-house. Later on in this report, the proposed way forward is discussed in more detail.

1. **BUDGET 2015-16**

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

1.1. **Provisional Funding Levels**

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

Provisional Funding 2015-16	2015-16 £m
Core Grants and Funding	
Police & Crime Grant	(126.8)
Council Tax Legacy Grant	(9.7)
Sub-total Core Grants	(136.5)
Precept	(52.4)
Collection Fund (surplus)/deficit	
Total Funding available	(188.9)

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

The Referendum Limit was announced at the same time as the provisional settlement and is set at 2% for 2015-16.

There is an estimated £3.0 million required from reserves to finance one-off expenditure relating to the programme of transformational change to deliver medium to long term savings.

The precept figure above assumes that the Police & Crime Panel support the Commissioners decision to increase precept by 1.98%.

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

The total from precept and surplus/deficit on the collection fund has to be confirmed. Current estimates show potentially an additional £0.7m to be achieved from precept. This will be contributed towards reserves together with the net surplus or deficit on the collection fund.

1.2 Summary Expenditure

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

With a reduction in grant income of 5.1% and increased pressures from inflation, pay awards and new responsibilities this inevitable means efficiencies have to be identified and delivered in order to balance the budget.

Expenditure 2015-16	2015-16 £m
Previous Expenditure	191.8
In year increases	8.4
Transformation Programme costs	2.0
Sub-total Expenditure	202.2
Efficiencies	(11.0)
Use of Reserves	(3.0)
Total Net Expenditure	188.2

Inflation increases account for £2.9m of the in year increases above. This is detailed further in the sections relating to expenditure.

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

At the time of writing this report we had submitted bids for Innovation Fund financing from the Home Office, building on successful bids in the previous two years and the transformational work underway. We will be notified in March as whether our local and regional submissions have been successful.

2. **Budget breakdown**

Annex 1 details the proposed expenditure budget for 2015-16. The proposed revenue budget is £188.2m.

Net Expenditure Budget	2015-16 £m	Note
Employee	158.8	2.1
Premises	6.0	2.2
Transport	5.9	2.3
Supplies & Services	14.1	2.4
Agency & Contract Services	11.3	2.5
Pensions	4.5	2.6
Capital Financing	6.3	2.7
Income	(4.7)	2.9
Efficiencies	(11.0)	3.2
Use of Reserves	(3.0)	2.8
Total Net Expenditure	188.2	Annex 1

2.1 **Employee Related Expenditure**

Despite the fact that the budget has been reduced by 20% since 2010 the Police and Crime Commissioner has continued to recruit Police Officers and PCSO's. However, Officers continue to leave the Force at a faster pace than anticipated and the predicted impact of a further 20% reduction in funding over the next CSR means that Officer numbers will reduce.

To ensure that this reduction is managed effectively a team has been set up to design and implement a new policing model. Where warranted officers are not required civilians will perform the tasks (e.g. investigators and prisoner handling). This will ensure that local policing remains the top priority.

A pay award has been included in the budget at 1% payable from 1st September each year. Employee expenditure accounts for approximately 80% of the total expenditure budget.

Annex 2 details the budgeted staff movement between the current year and 2015-16. Annex 3 details the budgeted police officer, police staff and PCSO numbers for 2015-16.

2.2 Premises Related Expenditure

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

Premises related expenditure includes the provision of utility services to those properties and these are elements of the budget that are adversely affected by inflation. For 2015-16 inflation for gas and electricity has been budgeted at 2.0%.

2.3 Transport Related Expenditure

The Force has in place a Public Finance Initiative (PFI) for the provision of police vehicles. This agreement ensures that there is always the required number of vehicles and driver slots. However, this is an expensive agreement and requires careful management to ensure the most advantageous service is obtained from the supplier. During the year negotiations with the contractor were successful in identifying areas where expenditure could be reduced and managed better.

2.4 Supplies and Services Expenditure

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

Some of the IT systems that the Force uses are provided through national contracts that the Home Office recharge the Force for. A recent notification from the Home Office sees the total cost of these systems increasing substantially again and we have been informed that total police grant will be top sliced in future for this expenditure.

For all other expenditure an inflation factor of 2.0% has been applied in 2015-16.

2.5 Agency & Contract Services

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

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

Analysis of Agency & Contracted Services	2015-16 £m
Agency Costs	0.6
Collaboration Contributions	6.7
Community Safety Grant	3.5
Other partnership costs	0.5
TOTAL	11.3

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

Regional collaboration is shown as a joint authority as this is the basis of the collaboration agreements. The region has been challenged to deliver savings from across those projects already in place. Nottinghamshire's element of the regional budget is £6.7m for 2015-16.

There are two major areas of transformation that will be delivered through regional arrangements. These relate to IT and Corporate services. Currently, Nottinghamshire is progressing on these areas with Northamptonshire and Lincolnshire. These are large scale changes that will require investment in order to be delivered.

2.6 Pensions

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

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

The reduced contribution rate to police pensions will not be passed onto individual Forces as a benefit; instead there will be a reduction in police grant.

The impact of the change to employers' national insurance contribution rates for the state pension changes have been factored into the MTFP.

The budgeting for medical retirements remains an issue with the number of medical retirements and the associated costs increasing significantly above the original budget. .

2.7 Capital Financing Costs

This relates directly to the value of the capital expenditure in previous years. The proposed capital programme for 2015-16 has been limited again and priority given to projects where collaborative commitment has been made (e.g. Innovation fund projects). This will assist in managing down the capital costs in the future. Slippage from this financial year will also need to be prioritised.

Currently, market rates are favourable and therefore the cost of borrowing is low. However, our advisors predict an increase in rates commencing in 2015-16.

2.8 Transformational Change Programme

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

2.9 Income

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

3. Efficiencies

During this CSR the Force will have delivered £42m in efficiencies.

3.1 2014-15 Efficiencies

As part of the 2014-15 budget the following efficiencies were required in order to set a balanced budget.

Each year achieving cuts in expenditure becomes harder and this year the prediction is that there will be a shortfall of just under £1m against the required savings. Any shortfall will need to be met from budget underspends or reserves.

The table below details the efficiencies planned and the forecast position for 2014-15:

Efficiencies 2014-15	Original £m	Forecast £m
Collaboration	0.3	0.3
Procurement	1.3	0.9
Estates	1.4	1.0
Corporate Services	2.9	2.9
Fleet	0.2	0.4
Operational Efficiencies	0.0	0.0
Income Generation	1.2	0.8
Commissioners Office	0.1	0.1
Sub total	7.4	6.4
Collaboration	0.3	1.7
Local Policing	2.0	3.8
Systems re-thinking	2.0	0
Regional ICT	1.0	0
Sub total	5.3	5.5
TOTAL	12.7	11.8

3.2 2015-16 Efficiencies

In order to balance the budget for 2015-16 savings and efficiencies of £11.0m need to be delivered.

The efficiencies identified to deliver a balanced budget in 2015-16 are summarised in the table below:

Efficiencies 2015-16	£m
Collaboration	1.3
Procurement	0.8
Estates	0.3
Corporate services	1.9
Transport	0.8
Operational Efficiencies	1.4
Income generation	0.4
Total	6.9

Further Savings identified 2015-16	£m
Collaboration	0.5
Estates	0.1
Corporate Services	0.8
Operational Efficiencies	1.9
Commissioners Office	0.1
Other	0.7
Total	4.1

- 3.3** The Commissioner is of the view that achieving these efficiencies will be challenging. He has mapped out a programme of work and monitoring with the Force.
- 3.4** If these targets are not met the Commissioner will need to use reserves. But this is a one off solution.
- 3.5** The work with Northamptonshire, in setting up a Joint Police Business Support team, is now moving into implementation stages and should be in place for October 2015. There is now a real commitment to make progress quickly with regard to progressing the joint business support unit and IT strategy, which achieve a convergence and investment in new IT systems.

4. External Funding

There is an assessment of the financial risk in respect of external funding currently provided. In 2014/15 46 officers and 59 staff FTE's are funded through this external funding and are not added within the expenditure and workforce plans. This could be an additional pressure in 2015-16 and future years as funding pressures mount for partners.

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

2015-16 Commissioner's Total Budget (£m)

	Total Budget 2015-16
Payroll	
Police Pay & Allowances	103.1
Police Overtime	3.3
Police Staff Pay & Allowances	51.5
Police Staff - Overtime	0.4
Other Employee Expenses	0.5
	158.8
Other Operating Expenses	
Premises Running Expenses	6.0
Transport Allowances	0.7
Transport Costs	5.9
Equipment, Furniture & Materials	0.4
Expenses	0.1
Clothing, Uniform & Laundry	0.5
Printing & Stationery	0.6
Comms & Computing	5.9
Miscellaneous Expenses	2.2
Supplies & Services	3.7
Agency & Contract Services	11.3
Pensions	4.5
Capital Financing	6.3
	48.1
Total Expenditure	206.9
Income	
Special Services	(0.3)
Fees, Reports & Charges	(0.3)
Other Income	(3.9)
Other Operating Income	(0.2)
	(4.7)
Efficiencies	(11.0)
Use of Reserves	(3.0)
Total	188.2

Workforce Movements Budget 2014-15 v Budget 2015-16

	2014-15 Total FTE's	2015-16 Total FTE's	Movements FTE's
Police Officers			
Local Policing	1,393	1,306	(87)
Specialist Services	507	493	(14)
Corporate Services	43	42	(1)
Region	90	81	(9)
	2,033	1,922	(111)
Police Staff			
PCSO	329	253	(76)
Other Police Staff	1,268	1,221	(47)
	1,597	1,474	(123)
TOTAL	3,630	3,396	(234)

Workforce Plan FTE's

	2015-16				
	Local Policing FTE's	Specialist Services FTE's	Corporate Services FTE's	Region FTE's	Total FTE's
Police Officers					
Opening balance	1,393	507	43	90	2,033
Restructure	-	-	-	-	-
Retirement / Leavers	(87)	(14)	(1)	(9)	(111)
Recruitment	-	-	-	-	-
	1,306	493	42	81	1,922
Police Staff					
Opening balance	380	465	396	27	1,268
Restructure	-	-	(47)	-	(9)
Recruitment	-	-	-	-	-
	380	465	349	27	1,259
PCSOs					
Opening balance	329				329
Recruitment/ Leavers	(76)				(76)
	253	0	0	0	253
Opening Balance	2,102	972	439	117	3,630
Movement	(163)	(14)	(48)	(9)	(196)
Closing Balance	1,939	958	391	108	3,434



Nottinghamshire

POLICE & CRIME COMMISSIONER

Medium Term Financial Plan

2015-16 to 2018-19

January 2015

Commissioners Medium Term Financial Plan

Introduction

This document is part of the overall financial framework of the Police & Crime Commissioner. It builds on the budget proposed for 2015-16 and incorporates plans to meet changes in available financing with the need to meet current and future commitments.

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

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

This 20% reduction has a significant impact on Nottinghamshire as approximately 72% of budget funding comes from Grant. In 2013-14 Nottinghamshire also lost out on £10.5m in grant. This was due to receiving a flat rate decrease rather than the amount due under the Home Office funding formula. The loss of grant is no longer calculated by the government offices, but with further flat rate decreases on grant Nottinghamshire's loss will remain significant and at the £10m level. The funding formula itself is under review.

The remaining 28% of funding comes from precept (Council Tax). The referendum limit is subject to review annually and has been set at 2% for 2015-16. This together with no indicative budget figures for 2016-17 makes financial planning with any certainty difficult and unpicking decisions to cut service impossible to reverse at a later date.

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

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

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

Funding

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

1. The Grant from the Government has been cut by 5.1% in cash terms. This is slightly higher than estimated, but year on year is now very challenging to achieve, whilst retaining a fit for purpose Police Service.
2. The cost pressures that we are also seeing are also having an effect (i.e. pay wards of 1%, the impact of the Winsor review on Police pay and inflationary pressures) especially as the funding available continues to reduce.
3. At the time of writing this report the billing authorities had yet to declare any surplus or deficit on the collection fund accounts.
4. The Commissioner at a local level and regional level continues to bid for additional funding being allocated by the Home Office from the Innovation Fund. We have previously been successful in relation to bidding for this additional funding. It is envisaged that the projects it is funding will deliver significant savings to balance the budget in future years.
5. At the time of writing this report we had not received the settlement figures in relation to grant funding. If these are significantly different to those estimated this could increase our borrowing requirement and have a negative impact on the revenue budget.
6. During 2014-15 the Commissioner became an early adopter for the Commissioning of Victim Services. This service is under review and a new contract with provider(s) is due to be let for 2015-16.

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

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Police & Crime Grant	126.8	120.3	114.2	108.4
Council Tax Legacy Grant	9.7	9.7	9.7	9.7
Precept	52.4	53.4	54.5	55.6
Collection fund surplus/(deficit)				
TOTAL	188.9	183.4	178.4	173.7

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

Investment

The Police & Crime Commissioner has made a promise to increase frontline policing. This budget is based upon a third year of recruitment to maintain the number of police officers, despite the significantly large number of leavers. Continued recruitment becomes ever more difficult as further cuts are made to funding.

The Commissioner has been investing in “Delivering the Future” a development programme within the force aimed at identifying how the service will have to be delivered beyond 2020 with fewer resources available.

Investment is also being made at a regional level and collaboration is well established within the East Midlands. Many specialist policing services such as major crime, roads policing and serious and organised crime are provided through regional teams. Support services such as finance and human resources are also being developed for regional delivery.

At a local level investment is being made in working closer with partners (e.g. triage assessment at the first point of contact, making sure the right service is provided by the police or one of its partners – e.g. Mental Health).

The Commissioner has reduced the size of the police estate and invested in IT to ensure officers are out within our communities for longer.

Under the Commissioner's wider remit of “and Crime” and Victims Services the Commissioner is investing in new ways of service delivery and crime prevention.

Savings and efficiencies

Over the current CSR efficiencies totalling £42m will be delivered. Early indications are that the next CSR will seek further cuts at similar levels (over 20%). All of this is becoming harder to achieve whilst maintaining the current level and quality of service.

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

Efficiencies	2015-16 £m	2016-17 £m
Collaboration	1.3	
Procurement	0.8	0.3
Estates	0.3	
Corporate Services	1.9	4.0
Transport	0.8	
Operational Efficiencies	1.4	
Income Generation	0.4	
Corporate Efficiencies	6.9	4.3

In addition to these efficiencies it is anticipated that the development programme and region will deliver the following savings:

Further Savings	2015-16 £m	2016-17 £m
Collaboration	0.5	
Estates	0.1	
Corporate Services	0.8	
Operational Efficiencies	1.9	
Local policing		5.0
Specialist Services		2.2
Commissioners Office	0.1	
Other	0.7	
Total Savings	4.1	7.2

Total Efficiencies and Savings	11.0	11.5
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The Commissioner is conscious of the risks associated should the efficiencies and savings identified not be achieved in the year that they are required and that achieving them will be a challenge.

The Commissioner is mindful that should there be some slippage in implementing these efficiencies then some limited use of reserves may be required to smooth the implementation, but it envisaged that these would be repaid over the medium term.

Collaboration

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

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

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

Expenditure

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

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

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

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

Total Net Expenditure requirements are provided below:

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Previous year net expenditure	193.8	188.2	183.4	178.4
Net changes for pressures	8.4	10.9	3.7	1.8
Net expenditure requirement	202.2	199.1	187.1	180.2

Summary

In conclusion there are robust plans in place to deliver savings both locally and regionally.

There is still work to do to achieve the required savings plans through to 2020, but the work started on transformation should enable balanced budgets to be set.

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

The summary financial position is as detailed below:

	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
<u>Policing element</u>				
Net Expenditure	197.7	194.6	182.6	175.7
Savings efficiencies & reserves	(10.9)	(11.4)	(6.0)	(2.7)
sub-total	186.8	183.2	176.6	173.0
<u>Grants & Commissioning</u>				
Net Expenditure	4.5	4.5	4.5	4.5
Savings efficiencies & reserves	(0.1)	(0.1)	(0.1)	(0.1)
sub-total	4.4	4.4	4.4	4.4
Total net expenditure	191.2	187.6	181.0	177.4
<u>Financing available</u>				
Grants	136.5	130.0	123.9	118.1
Precept	52.4	53.4	54.5	55.6
Total Financing	188.9	183.4	178.4	173.7
Contribution (from)/to Reserves incl above	(3.0)*	(1.0)		
Further (savings) required		(3.2)	(2.4)	(3.6)

* The additional £0.7m from precept will be transferred to reserves once the estimates have been confirmed by the Billing Authorities.

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



Nottinghamshire

POLICE & CRIME COMMISSIONER

Reserves Strategy 2015-16

Reserves Strategy 2015-16

Background

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

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

Current Financial Climate

9. The pressures on public finances currently and for the medium term are intense. Therefore, the ability to retain reserves for unforeseen events and circumstances becomes not only difficult, but something that requires careful consideration.
10. Over the past few years the total amount held in reserves has increased due to year on year underspends. The amount now held in reserves is comparable with the national average. During 2014-15 an estimated £2m will be used from reserves in line with approvals made by the Commissioner during the year; with a further estimated £1m being required in to meet the shortfall in required efficiencies in year. It is currently anticipated that £3.0m will be required to set a balanced budget for 2015-16.
11. The Medium Term Financial Plan identifies risks in achieving the required savings to ensure balanced budgets over future years. Specifically there are early indications that the next CSR will require managing the finances with a further 20% reduction in grant funding this will probably see the need for reserves to be used and managed effectively.

Types of Reserve

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

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

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

Nottinghamshire Police & Crime Commissioner's Reserves

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

The General Reserve

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

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

Earmarked Reserves

25. Unlike General Reserves earmarked reserves have been identified for specific areas of expenditure where there are anticipated costs that can only be estimated. It is therefore prudent for the Commissioner to identify such areas of expenditure and set aside amounts that limit future risk exposure (e.g. balancing budget shortfalls in the MTFP).
26. Such expenditure usually arises out of changes in policy or where the organisation is working in collaboration with other forces to provide a specific service (for example Public Finance Initiative (pfi)).
27. Expenditure relating to earmarked reserves has to specifically relate to the purpose of the reserve.
28. **Appendix B** details for each of the earmarked reserves that existed at the start of the 2014-15 financial year and their estimated balance by 31st March 2015.

Details of those available for use in 2015-16 are given below:

Medium Term Financial Plan (MTFP) Reserve

29. The medium term financial plan of the Commissioner is under constant review and changes as new and reliable information becomes available.
30. The original purpose of this reserve is to alleviate financial pressure on the budgets in future years.
31. The support from this reserve is only one-off support and as such cannot be used to finance ongoing commitments.
32. The previously agreed strategy for utilising this reserve has been reviewed in light of the Comprehensive Spending Review and as such this reserve will

now be utilised to finance the cost of organisational changes and as an investment to facilitate new savings. In addition to this the reserve will also be utilised smooth budget pressures as they arise.

33. The Precept and Budget Reports that will be approved in February 2015 show a predicted under funding against budget of £0.9m in 2014-15 and a potential over funding against estimate of £0.7m in 2015-16. It is agreed that the MTFP reserve would meet the additional expenditure in 2014-15 and that the additional funding in 2015-16 will be transferred to reserves. All reserves will be utilised with the agreement of the Police & Crime Commissioner in the ways identified in this strategy and supported by a detailed business case.
34. The Medium Term Financial Plan has a risk assessment in relation to achieving the efficiencies identified. As such this reserve may be used for balancing the accounts should the efficiencies not be realised. Before considering the use of reserves recruitment will need to be slowed down or stopped.
35. **Appendix C** shows how the remainder of this reserve has been initially allocated over the next four years. It should be noted that there is a shortfall between budget and funds available in 2016-17, 2017-18 and 2018-19, which may require the use of reserves to finance all or part of the shortfall, depending on the level of further savings that can be achieved. No estimate has been included at this stage.

PCC Transition

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

Grants & Commissioning Reserve

38. It is intended that underspends on the OPCC budget and the Grants and Commissioning budget are swept into here to provide for future needs in this growing area of work.

Public Finance Initiative (PFI) Reserve

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

Jointly Controlled Operations (Regional Collaboration) Reserve

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

Property Act Fund Reserve

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

Drug Fund

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

Revenue Grants

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

Animal Welfare Reserve

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

Tax Base & Transition

47. The timing of data for the production of the Police & Crime budget and precept is such that estimated tax base data will have to be used for the budget and precept report. Actual data from billing authorities is not required to be provided until 31st January. As a result the estimated precept to be collected may vary once the actual data is shown and use of this reserve negates the need to revise the budget breakdown.
48. Despite the recent local reforms to the tax base collection rates have remained high.
49. This reserve will also be used to finance the OPCC's contribution to Single Person Discount Reviews. These reviews are undertaken once every 3-4 years. Where the reviewer successfully identifies that the Single Person Discount is not applicable and the record remains unchanged for 6 months a fee is due to the reviewing company. No fee is paid for unchanged details or where there is a new application within 6 months at that property. This is a jointly commissioned piece of work between Billing Authorities and Precepting Authorities. The benefit is achieved in a higher tax base for the following year and this usually is far more substantial than the initial costs to cover the fees.

Procedure for Use of Reserves

50. The use of reserves requires approval of the Chief Finance Officer to the Commissioner and the Commissioner.
51. All requests should be supported by a business case unless there is an approved process for use, such as the Animal Welfare Reserve.

52. On occasion where an urgent request is being made this should comply with the protocol between the Chief Constable and the Chief Finance Officer to the Commissioner.

Monitoring

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

Risk Analysis

54. Any recommendations that change the planned use of Reserves reported within the Annual Budget and Precept Reports will take account of the need for operational policing balanced against the need to retain prudent levels of Reserves.
55. However, there are significant risks, which affect the level of reserves to be maintained, and it is for this reason that a minimum level of 2% (with a maximum level of 5%) of total net budget has been set for the General Reserve.
56. The significant risks that have been considered, but which will also be kept under review are:
- Current Employment Tribunals relating to A19.
 - The budget monitoring report highlights potential risks in being able to achieve the required efficiencies and savings during 2014-15. This may need to be supplemented by the use of reserves to smooth budget pressure whilst transformational change delivers the savings.
 - The ability to seek financial assistance from the Home Office for major incidents has been diminished and can no longer be relied upon.
 - The need to finance organisational change and redundancies will have an impact on the use of reserves, although this is also reducing in value and risk.
 - The ability to recover significant overspends by divisions and departments would be very difficult in the current financial climate.
 - The instability of the Financial Markets means that the investments we make with balances are currently exposed to greater risk. This is negated by the Treasury Management Strategy, but returns on investment have reduced significantly.

- The grant settlement within the current CSR has been extremely curtailed. There is also an indication of further significant cuts within the next CSR. There remains a gap in funding for the next 3 years and potentially beyond this.
- Should the Commissioner and Force be faced with two or more of the above issues at the same time then the reserves may be needed in full.
- Once utilised there is very little opportunity for reimbursing the level of reserves through precept due to referendum limits or grant, due to the impact it would have operationally.

CFO Opinion

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

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

Type	Highest		NOPCC 2015-16
General Reserves	Met 6%	Average all types of LA 5%	3.7%
Earmarked Reserves	Average all types of LA 16%	Shire OPCC 11%	8.8%

The reserves have grown within the past few years as the force went through a process of change during which time underspends against budget resulted. Tighter budget management means that underspends of this level are not likely; indeed the possibility of over spends against budget becomes a greater risk. This reflected by a reduction in the percentage of reserves held (9.3% previous year).

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

STRATEGY REVIEW

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

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

Charlotte Radford (CPFA)
Chief Finance Officer

Reserves Risk Assessment
2015-16

GENERAL RESERVE

RISK	IMPACT	PROBABILITY	Min £m	Max £m	Proposed for 2015-16 £m
Major Incident(s) Unbudgeted expenditure	Any amount under 1% of net budget is to be funded by the authority. Amounts over 1% of net budget are subject to Home Office application approval	Single Incident amounting to less than 1% of net budget. Medium Multiple incidents amounting to over 1% of net budget. Medium Single incident amounting to over 1% of net budget. Low	2.1	4.2	4.2
Major Disaster (e.g. natural)	Operation policing affected and resources diverted. (e.g. through building being inaccessible and disaster recovery plan being auctioned)	LOW	0.5	1.0	0.5
Partnership Support	Funding for posts and PCSO's withdrawn. This has also been risk assessed as part of the budget assumptions.	Medium to HIGH	0.5	4.6	1.2
Counterparty failure	If invested balances were tied up in a process to recovery there would be an immediate impact on the revenue budget (possibly short term).	LOW	0.5	5.0	0.5
Employment Tribunals and other litigation	Direct impact on revenue budgets	LOW (A19 will be met from the MTFP Reserve)	0.1	0.5	0.1
Insurance	Emerging Risks and late reported claims	To date no claims of this type have affected the accounts. Low to MEDIUM	0.3	0.7	0.5
TOTAL					7.0

Earmarked Reserves Assessment

RISK/RESERVE	PURPOSE	HOW AND WHEN IT WILL BE USED	Management and control	Review	Estimated Balance at 31.03.15 £m
Medium Term Financial Plan (MTFP)	To provide against financial shortfalls identified within the MTFP	Smoothing peaks and troughs in financing the MTFP	Chief Finance Officer & Commissioner	Minimum twice annually	11.184
PCC Transition	To cover cost associated with PCC transition and Stage 2 transition	During the year cost will be charged to a separate cost centre and will be charged to the reserve at year end.	Chief Finance Officer	Ongoing	0.405
Grants & Commissioning	To collate small balances within revenue accounts to provide funding for this growing area of work.	To meet specific requirements relating to Grants and Commissioning.	Chief Finance Officer	Ongoing	0.283
PFI reserve	To fund PFI related expenditure	Extraordinary event relating to the contract	Chief Finance Officer	Annually	0.258
JCO – Jointly Controlled Operations	To provide for unexpected expenditure relating to regional collaboration.	Decisions relating to the use of this fund follow the regional governance arrangements.	EM meeting of the PCC's.	Annually	0.948

Property Act Fund	Income from the sale of property act confiscations	To be determined by the Police & Crime Commissioner	PCC and CFO	Annually	0.106
Drug Fund	For use in reducing drug related crime	To be determined by the Police & Crime Commissioner	PCC and CFO	Annually	0.064
Revenue Grants	Balances on grants not required to be repaid	To be determined by the Police & Crime Commissioner	PCC and CFO	Annually	2.954
Animal Welfare	To set up a scheme for animal welfare on retirement as working animals	Scheme to be established in 2013-14	Set up November 2012.	During the year	0.020
Tax Base	To iron out fluctuations caused between estimated and actual tax base data. Also to assist with risk relating to the removal of redistributed business rates in future years.	Annually to balance the budget. Every 3-4 years to finance Single Person Discount Review	Chief Finance Officer	Annually	0.230 TBC
TOTAL					16.452

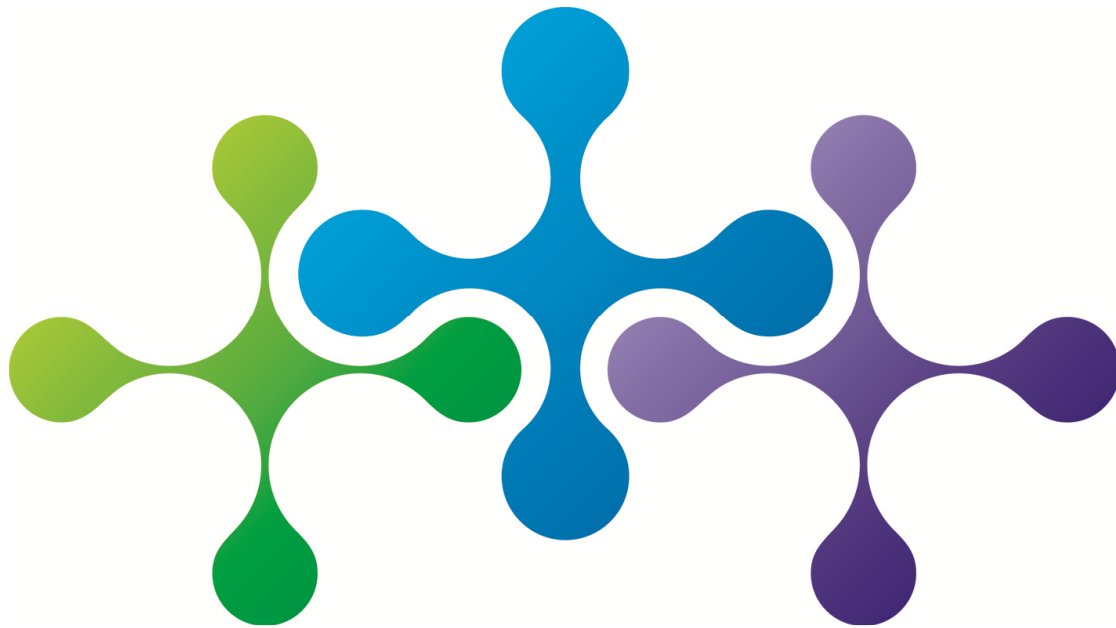
Tables to show the use of General Reserves

	2015-16			2016-17			2017-18			2018-19		
	01.04.15 balance £m	Use in year £m	01.04.16 balance £m	01.04.16 balance £m	Use in year £m	01.04.17 balance £m	01.04.17 balance £m	Use in year £m	01.04.18 balance £m	01.04.18 balance £m	Use in year £m	01.04.19 balance £m
General Reserve	7.000	0	7.000	7.000	0	7.000	7.000	0	7.000	7.000	0	7.000
EMSOU general reserve	0.074		0.074	0.074		0.074	0.074		0.074	0.074		0.074
<i>% of net budget</i>	3.7%			3.8%			3.9%			4.0%		

Tables to show the use of Earmarked Reserves

	2015-16			2016-17			2017-18			2018-19		
<u>Earmarked Reserves</u>	01.04.15 balance £m	Use in year £m	01.04.16 balance £m	01.04.16 balance £m	Use in year £m	01.04.17 balance £m	01.04.17 balance £m	Use in year £m	01.04.18 balance £m	01.04.18 balance £m	Use in year £m	01.04.19 balance £m
MTFP	11.184	(3.000) +3.000	11.184	11.184	(1.000) +3.000	13.184	13.184	(0.002) +1.000	14.182	14.182	TBC	14.182
PCC Transition	0.405	(0.405)	0									
Grants & Commissioning	0.283	(0.043)	0.240	0.240		0.240	0.240		0.240	0.240		0.240
PFI	0.258	0.036	0.294	0.294	0.036	0.330	0.330	0.036	0.366	0.366	0.036	0.402
JCO	0.948		0.948	0.948		0.948	0.948		0.948	0.948		0.948
Property Act Fund	0.106		0.106	0.106		0.106	0.106		0.106	0.106		0.106
Drug Fund	0.064		0.064	0.064		0.064	0.064		0.064	0.064		0.064
Revenue Grants	2.954		2.954	2.954		2.954	2.954		2.954	2.954		2.954
Animal welfare	0.020	(0.001)	0.019	0.019	(0.001)	0.018	0.018	0.002	0.020	0.020	(0.001)	0.019
Tax Base	0.230		0.230	0.230		0.230	0.230		0.230	0.230		0.230
TOTAL	16.452	(0.413)	16.039	16.039	2.035	18.074	18.074	1.036	19.110	19.110	0.035	19.145

Please note at the time of this review there were gaps in balancing the budget for 2016-17, 2017-18 and 2018-19. These gaps may require use of the MTFP Reserve in order to set a balanced budget.



The Nottinghamshire Office of the Police & Crime Commissioner

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

2015-16

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1. INTRODUCTION

1.1 Background

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

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

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

CIPFA defines treasury management as:

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

1.2 Reporting requirements

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

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

- the capital plans, prudential indicators and borrowing plans.
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time).

- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators.
- an investment strategy (the parameters for managing investments)

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

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

Scrutiny

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

1.3 Treasury Management Strategy for 2015-2016

The strategy for 2014-2016 covers two main areas:

Capital issues

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

Treasury management issues

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

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

1.4 Training

The CIPFA Code requires that the responsible officer ensures that relevant personnel receive adequate training in treasury management. This especially applies to the Commissioner who is responsible for scrutiny. Training for the Commissioner was delivered in March 2014 and the Chief financial Officer to the Commissioner (CFO) has attended relevant seminars during the year. The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The The Commissioner's Office uses Capita Asset Services, Treasury solutions as its external treasury management advisors.

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

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

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

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

2.1 Capital expenditure

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

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

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

Capital Expenditure £m	2013-14 Actual	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Capital Programme	7.827	14.705	8.000	8,000	8.000	8.000
Financed by:						
Capital receipts	-1.922	-0.800	-3.229	-3.200	0	0
Capital grants	-2.043	-2.878	-1.800	-1.800	-1.800	-1.800
Internal resources	0	0	0	0	0	0
Net financing need	3.862	11.027	2.971	3.000	6.200	6.200

2.2 The Commissioners borrowing need (Capital Financing Requirement)

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

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

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

The Commissioner is asked to approve the CFR projections below:

£m	2013-14 Actual	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Capital Financing Requirement						
Total CFR	50.100	58.130	56.814	55.396	57.172	58.595
Movement in CFR	-	8.030	-1.316	-1.418	1.776	1.423

Movement in CFR represented by						
£m	2013-14 Actual	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Net financing need for the year (above)	-	10.535	2.971	3.000	6.200	9.200
Less MRP/VRP and other financing movements	-	-2.505	-4.287	-4.418	-4.424	-4.777
Movement in CFR	-	8.030	-1.316	-1.418	1.776	1.423

N.B. The code does not require the reporting of downward estimated movements to CFR but information is included for completeness.

2.3 Minimum Revenue Provision (MRP) policy statement

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

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

The Commissioner is recommended to approve the following MRP Statement:

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

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

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

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

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

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

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

2.4 Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either capital finance or revenue purposes will reduce investments unless replaced by asset sales or revenue underspend. Detailed below are estimates of the year end resource balances and anticipated daily cashflow balances.

	2013-14 Actual	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Fund balances / reserves	26.563	24.563	24.563	24.563	24.563	24.563
Capital receipts	1.553	3.229	3.200	-	-	-
Provisions	3.596	3.596	3.596	3.596	3.596	3.596
Other	-4.841	-4.956	-4.956	-4.956	-4.956	-4.956
Total core funds	26.871	26.432	26.403	23.203	23.203	23.203
Working capital*	3.935	18.360	8.187	9.554	7.783	3.156
Under/over borrowing	-15.204	-22.370	-18.168	-16.335	-14.564	-9.937
Expected investments	15.602	22.422	16.422	16.422	16.422	16.422

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

2.5 Affordability prudential indicators

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

The Commissioner is requested to approve the following indicators:

2.6 Ratio of financing costs to net revenue stream

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

%	2013-14 Actual	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Ratio	1.6	1.8	2.8	2.9	3.0	3.3

The estimates of financing costs include commitments and a reasonable assessment of forthcoming capital proposals.

2.7 Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with a reasonable assessment of forthcoming capital proposals, compared to the Commissioners existing approved commitments and current plans. The assumptions are based on current plans, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

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

£	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Ratio	0.00	6.52	7.65	9.09	12.07

3. BORROWING

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

£m	2013-14 Actual	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
External Debt						
Debt at 1 April	35.415	31.689	32.553	35.439	35.854	39.401
New Borrowing	2.500	5.000	4.220	4.268	7.639	7.530
Borrowing repaid	-6.226	-4.136	-1.334	-3.853	-4.092	-1.480
Movement in borrowing	-3.726	0.864	2.886	0.415	3.547	6.050
Debt as at 31 March	31.689	32.553	35.439	35.854	39.401	45.451
Capital Financing Requirement	50.100	58.130	56.814	55.396	57.172	58.595
Other long-term liabilities (OLTL)	-3.207	-3.207	-3.207	-3.207	-3.207	-3.207
Underlying Borrowing Need	46.893	54.923	53.607	52.189	53.965	55.388
Under / (over) borrowing	15.204	22.370	18.168	16.335	14.564	9.937
Investments						
Investments	15.602	22.422	16.422	16.422	16.422	16.422
Change in Investments	-1.591	6.820	-6.000	-	-	-
Net Debt	16.087	10.131	19.017	19.432	22.979	29.029

3.2 Current portfolio position

The Commissioners treasury portfolio position at March 2014, with forward projections is summarised below. The table shows the actual external debt against the underlying capital borrowing need (the Capital Financing Requirement – CFR), highlighting any over or under borrowing.

Operational boundary £m	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Total	60.000	60.000	60.000	60.000	60.000

Within the prudential indicators there are a number of key indicators to ensure that activities operate within well defined limits. One of these is that the Commissioner needs to ensure that its gross debt does not (except in the short term), exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2015-2016 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The CFO reports that this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.3 Treasury Indicators: limits to borrowing activity

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

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

The Commissioner is requested to approve the following authorised limit:

Authorised limit £m	2014-15 Estimate	2015-16 Estimate	2016-17 Estimate	2017-18 Estimate	2018-19 Estimate
Total	70.000	70.000	70.000	70.000	70.000

3.4 Prospects for interest rates

The Commissioner's Office has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Commissioner to formulate a view on interest rates. The table below gives Capita's view (December 2014).

Annual Average %	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
Dec 2014	0.50	2.50	3.90	3.90
Mar 2015	0.50	2.70	4.00	4.00
Jun 2015	0.75	2.70	4.10	4.10
Sep 2015	0.75	2.80	4.30	4.30
Dec 2015	1.00	2.90	4.40	4.40
Mar 2016	1.00	3.00	4.50	4.50
Jun 2016	1.25	3.10	4.60	4.60
Sep 2016	1.25	3.20	4.70	4.70
Dec 2016	1.50	3.30	4.70	4.70
Mar 2017	1.50	3.40	4.80	4.80
Jun 2017	1.75	3.50	4.80	4.80
Sep 2017	2.00	3.50	4.90	4.90
Dec 2017	2.25	3.50	4.90	4.90
Mar 2018	2.50	3.50	5.00	5.00

Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth has increased during 2013 and especially during 2014, to surpass all expectations, propelled by recovery in consumer spending and the housing market. Forward surveys are currently indicating that growth prospects are strong for 2015, particularly in the services and construction sectors. However, growth in the manufacturing sector and in exports has weakened during 2014 due to poor growth in the Eurozone. There does need to be a significant rebalancing of the economy away from consumer spending to manufacturing, business investment and exporting in order for this initial stage in the recovery to become more firmly established. A downside to the economy is that wage inflation has been lower than CPI inflation which has eroded disposable income and living standards, although income tax cuts have ameliorated this to some extent.

To improve this situation, labour productivity must improve significantly to warrant increases in pay rates. In addition, the encouraging rate at which unemployment has been falling must eventually feed through into pressure for wage increases. However, the current view is that there is hidden slack in the labour market which needs to be taken up first. The counter side to this the CPI inflation is currently benefitting from downward pressure from falling crude oil prices. Although to an extent this is beneficial, negative inflation can slow economic recovery as sales are delayed in anticipation of lower prices.

The US, the main world economy, faces similar debt problems to the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth.

The Eurozone causes concerns in respect of a major crisis subsided considerably in 2013. However, the downturn in growth and inflation during the second half of 2014, and worries over the Ukraine situation, Middle East and Ebola, have led to a resurgence of those concerns as risks increase that it could be heading into deflation and a triple dip recession since 2008. Sovereign debt difficulties have not gone away and major concerns could return in respect of individual countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. Counterparty risks therefore remain elevated.

This continues to suggest the use of higher quality counterparties for shorter time periods; Investment returns are likely to remain relatively low during 2015-2016 and beyond; Borrowing interest rates have been volatile during 2014 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. During July to October 2014, a building accumulation of negative news has led to an overall trend of falling rates. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times, when authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt; There will remain carrying cost for new borrowing which causes an increase in investments due to the differential in interest rates available.

Borrowing Strategy

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

Against this background and the risks within the economic forecast, caution will be adopted with the 2015-2016 treasury operations. The CFO will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.

if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.

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

Treasury Management limits on activity

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

The indicators are:

Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments

Upper limits on fixed interest rate exposure. This gives a maximum limit on fixed interest rates;

Maturity structure of borrowing. These gross limits are sets a limit to reduce the exposure to large fixed rate sums falling due for refinancing, for both upper and lower limits.

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

£m	2015-16	2016-17	2017-18	2018-19
Interest rate exposures				
	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%
Limits on variable interest rates based on net debt	100%	100%	100%	100%
Limits on fixed interest rates:				
• Debt only	100%	100%	100%	100%
• Investments only	100%	100%	100%	100%
Limits on variable interest rates				
• Debt only	50%	50%	50%	50%
• Investments only	100%	100%	100%	100%
Maturity structure of fixed interest rate borrowing 2015-2016				
	Lower		Upper	
Under 12 months	0%		30%	
12 months to 2 years	0%		40%	
2 years to 5 years	0%		50%	
5 years to 10 years	0%		70%	
10 years and above	0%		100%	

3.5 Policy on borrowing in advance of need

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

Borrowing in advance will be made within the following constraints:

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

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

3.6 Debt rescheduling

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

The reasons for any rescheduling to take place will include:

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

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

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

3.7 Municipal Bond Agency

It is likely that the Municipal Bond Agency, currently in the process of being set up, will be offering loans to Local Authorities in the near future. It is also hoped that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). The Commissioner intends to make use of this new source of borrowing as and when appropriate.

4. ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy

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

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

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. More recently, in response to the evolving regulatory regime, the agencies have indicated they may remove these "uplifts". This process may commence during 2014-2015 and / or 2015-2016. The actual timing of the changes is still subject to discussion, but changes in the applied creditworthiness methodology were applied from the mid Year Treasury Management Review 2014-2015. Continuing regulatory changes in the banking sector are designed to see greater stability, lower risk and the removal of expectations of Government financial support should an institution fail.

It is important to stress that the rating agency changes do not reflect any changes in the underlying status of the institution or credit environment, merely the implied level of sovereign support that has been built into ratings through the financial crisis. The eventual removal of implied sovereign support will only take place when the regulatory and economic environments have ensured that financial institutions are much stronger and less prone to failure in a financial crisis.

Both Fitch and Moody's provide "standalone" credit ratings for financial institutions. For Fitch, it is the Viability Rating, while Moody's has the Financial Strength Rating. Due to the future removal of sovereign support from institution assessments, both agencies have suggested going forward that these will be in line with their respective Long Term ratings. As such, there is no point monitoring both Long Term and these "standalone" ratings.

Furthermore, Fitch has already begun assessing its Support ratings, with a clear expectation that these will be lowered to 5, which is defined as “A bank for which there is a possibility of external support, but it cannot be relied upon.” With all institutions likely to drop to these levels, there is little to no differentiation to be had by assessing Support ratings.

As a result of these rating agency changes, the credit element of our future methodology will focus solely on the Short and Long Term ratings of an institution. Rating Watch and Outlook information will continue to be assessed where it relates to these categories. This is the same process for Standard & Poor’s that we have always taken, but a change to the use of Fitch and Moody’s ratings

Furthermore, it is recognised that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the CFO will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

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

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

4.2 Creditworthiness policy

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

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and

- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the prudential indicators covering the maximum principal sums invested.

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

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

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

- Banks 1 - good credit quality – the Commissioner will only use banks which:
 - i. are UK banks; and/or
 - ii. and have as a minimum the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
 - i. Short term – F1
 - ii. Long term – A-

- Banks 2 – Part nationalised UK banks – Lloyds Banking Group and Royal Bank of Scotland. These banks can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
- Banks 3 – The Commissioners own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- Bank subsidiary and treasury operation -. The Commissioner will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.

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

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

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

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

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

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

Time and monetary limits applying to all investments. The time and monetary limits for institutions on the Commissioners counterparty list are as follows .

	Fitch Long term Rating (or equivalent)	Money and/or % Limit	Time Limit
Banks 1 higher quality	AAA	£5m	1 yr
Banks 1 medium quality	AA-	£5m	1 yr
Banks 1 medium/lower quality	A	£4m	6 month
Banks 1 Lower quality	A-	£3m	100 days
Banks 2 – part nationalised	N/A	£5m	1yr
Banks 3 category – Commissioners banker (not meeting Banks 1)	AA	£5m	1 day
UK Govt - DMADF	AAA	Unlimited	6 months
Local authorities	N/A	£5m	2 yr
Enhanced money market funds with instant access	AAA	£5-10m	liquid
Enhanced money market funds with notice	AAA	£3-5m	liquid

4.3 Country Limits

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

Approved countries for investments -

Based on lowest available rating

AAA	AA	A	AA-
Australia Canada Denmark Germany Luxembourg Norway Singapore Sweden Switzerland	Finland Hong Kong Netherlands U.K. U.S.A.	Abu Dhabi (UAE) France Qatar	Belgium Saudi Arabia

4.4 Investment Strategy

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

Investment returns expectations. Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 2 of 2015. Bank Rate forecasts for financial year ends (March) are:

- 2015-2016 1.00%
- 2016-2017 1.50%
- 2017-2018 2.50%

There are downside risks to these forecasts (i.e. start of increases in Bank Rate occurs later) if economic growth weakens. However, should the pace of growth quicken, there could be an upside risk.

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

- 2015-2016 0.90%
- 2016-2017 1.50%
- 2017-2018 2.00%
- 2018-2019 2.50%

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

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

Maximum principal sums invested > 364 days				
£m	2014-2015	2015-2016	2016-2017	2017-2018
Principal sums invested > 364 days	5.000	5.000	5.000	5.000

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

4.5 Investment Risk Benchmarking

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

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

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

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

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

Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7 day LIBID rate

4.6 End of year investment report

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

5. THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

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

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

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	2 February 2015
Report of:	Paddy Tipping Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	6

REFRESHED POLICE AND CRIME PLAN (2015-18)

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Police and Crime Panel with a draft copy of the Commissioner's refreshed Police and Crime Plan for 2014-18. See **Appendix A**.

2. RECOMMENDATIONS

- 2.1 That Members discuss and note the draft Police and Crime Plan (2015-18).
- 2.2 That Members provide feedback to the Commissioner on the content of the Plan.

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Police Reform and Social Responsibility (PR&SR) Act 2011 places a statutory duty on the Commissioner to publish a Police and Crime Plan for their policing area. Section 5(1) of the PR&SR Act 2011 requires the Commissioner to 'issue a Police and Crime Plan within the financial year in which each ordinary election is held'.
- 3.2 The Commissioner is required to prepare a draft plan or variation and send a copy to the Panel and have regard to the Panel's recommendations and publish any such response.^a

^a *Police Reform and Social Responsibility Act 2011: Section 5(6) Before issuing or varying a police and crime plan, a police and crime commissioner must— (a) prepare a draft of the plan or variation, (b) consult the relevant chief constable in preparing the draft plan or variation, (c) send the draft plan or variation to the relevant police and crime panel, (d) have regard to any report or recommendations made by the panel in relation to the draft plan or variation (see section 28(3)), (e) give the panel a response to any such report or recommendations, and (f) publish any such response.*

Section 28(3): A police and crime panel must— (a) review the draft police and crime plan, or draft variation, given to the panel by the relevant police and crime commissioner in accordance with section 5(6)(c), and (b) make a report or recommendations on the draft plan or variation to the commissioner.

4. Summary of Key Points

- 4.1 The Commissioner's first Police and Crime Plan was published in April 2013 aided by the production of a detailed Joint Partnership Strategic Assessment, which led to the identification of seven thematic priorities. This year the process was amended and is now known as the Nottinghamshire Police and Crime Needs Assessment (NPCNA) which was finalised in December 2014. This assessment and its findings are reported on separately.
- 4.2 The NPCNA has provided the Commissioner with a strategic assessment of current, emerging and long-term threats, harm and risk affecting crime and community safety for Nottingham and Nottinghamshire. The NPCNA has introduced a refreshed approach this year to aggregate the key information from the Force's and Partner's Strategic Local profiles, consultation and engagement findings together with supplementary information into one summary assessment, it is not designed to duplicate or repeat local profiles.
- 4.3 The purpose of this assessment was to inform the refreshing of the Police and Crime Plan for 2015-18. In this respect, only the key issues arising from the NPCNA are summarised in this refreshed plan. This plan should reflect the views and interests of everyone living and working in Nottingham and Nottinghamshire.
- 4.4 The first Plan in 2013-17 came into effect on the 1st April 2013 and set the strategic direction for policing and community safety, clearly identifying the seven strategic priority themes and activities to be delivered by the Commissioner, the Force and partners in Nottingham and Nottinghamshire. This plan was refreshed and a second plan published on 1st April 2014. Copies of the previous plans can be downloaded from the Commissioner's web site.^b
- 4.5 The Police and Crime Needs Assessment has identified a number of new and emerging issues which will need to be addressed such as tackling hidden crime, cybercrime, increased confidence in reporting leading to rises in violent and sexual crime. Efforts to increase Domestic Violence and Hate Crime reports are likely to lead to an overall increase in Total crime. Increased confidence in reporting crimes of a sexual nature are likely to increase demand and crime levels.
- 4.6 There is a need for Police and Partners to better understand victims needs especially new and emerging communities and respond appropriately. The Force needs to consider and implement new ways to tackle crime and disorder with diminishing resources through improved partnership working, improving its capability to tackle cybercrime and ensure that technology is fully utilised.
- 4.7 The Force continues to face substantial cuts to its budget and will need to make further changes to its operating policing model and introduce new ways to secure efficiency savings.

^b

<http://www.nottinghamshire.pcc.police.uk/Public-Information/Police-and-Crime-Plan/Refreshed-Police-and-Crime-Plan.aspx>

5. Financial Implications and Budget Provision

- 5.1 Financial implications and budget provision has been highlighted in the refreshed Police and Crime Plan.

6. Human Resources Implications

- 6.1 Human resource implications are monitored through the Police and Crime Plan and the existing governance arrangements for Workforce Planning with the Force.

7. Equality Implications

- 7.1 There will be a refresh of the Equality Impact Assessment for the Police and Crime Plan, which will provide key information for future planning for engagement and consultation for the Commissioner.

8. Risk Management

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

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

- 9.1 The seven strategic priorities will continue but in response to the new risks identified a range of new activities will be undertaken and managed through the Commissioner's Delivery Plan.

10. Changes in Legislation or other Legal Considerations

- 10.1 The NOPCC monitors changes to legislation and identifies key activities and risks through the Police and Crime Needs Assessment. There has been significant activity to ensure that through partnership working that the changes brought in by the Anti-Social Behaviour, Crime and Policing Act 2014 have been implemented. Other legislative changes are included in the NPCNA assessment.

11. Details of outcome of consultation

- 11.1 There has been ongoing consultation conducted by the Commissioner and Deputy Commissioner, which has included:
- Walkabouts
 - Consultation meetings with key stakeholders

- Summer events across the City and the County
- Focus groups with victims and Domestic Violence Survivors
- Online surveys for Restorative Justice

11.2 There has been further consultation for the communities in the Partnership Plus Areas across the County.

11.3 The Chief Constable and his Command team have been consulted on the draft plan and feedback has been taken into account.

11.4 Also, a meeting was held on 8th January 2015 to meet with a range of stakeholders to discuss and receive feedback on both the Police and Crime Needs Assessment and the draft Refreshed Police and Crime Plan (2015-18). This draft takes account of that feedback.

12. Appendices

Appendix A – Draft Refreshed Police and Crime Plan (2015-2018)

13. Background Papers (relevant for Strategic Resources and Performance Meeting)

- Police and Crime Needs Assessment December 2014 (unpublished)

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DR

The Police and Crime Plan (Refreshed)

2015-18

April 2015

Final Draft



Nottinghamshire

POLICE & CRIME COMMISSIONER

Foreword

This is my second refreshed Police and Crime Plan. I will be reporting more fully on my pledges and activities undertaken this year in my forthcoming Annual Report in May 2015.

First of all I would like to affirm my commitment to delivering my key crime priorities despite next year's policing grant being substantially reduced by a further 5.1%.

Overall police funding in England and Wales will be cut by 5.1% in 2015-16 which equates to a loss of approximately £11m in Nottinghamshire taking into account inflation.

A total of £718m will be top-sliced from the policing budget to fund national organisations such as the Counter Terrorism Unit. Of this £251m is set aside for specific policing initiatives including the Innovation Fund and PFI – an increase of 52% in comparison to 2014-15. Some of this funding will be returned to local police forces however many of the initiatives will require police forces to compete for grants.

This is another tough settlement, the consequences of which will be felt locally as we attempt to reduce our budget even further. The financial pressures we face will be exacerbated by the significant increase in top-slicing to fund national initiatives.

In Nottinghamshire, we are trying to address the challenging financial situation through greater collaboration with other forces and locally with public sector partners but they too are facing the same pressures. The impact of any funding cut inevitably affects our local communities and as a consequence we have had to redesign how we deliver local policing and how we respond to calls where urgent help is not required in order to match our scarce resources to greatest need.

In addition, we are working closely with our partners in the health sector and local authorities to ensure situations which warrant specialist intervention such as issues of mental health are dealt with by the most appropriate agency rather than the Police.

We have examined all areas of our operation and there is little left to remove from our budget however we will continue to seek out new ways of working to release the savings required next year and in future years, and we know more needs to be done but as far as possible ensure that we maintain consistency with local Police Officers and PCSOs.

However, despite these continued pressures I am pleased that I have been able to earmark £250,000 from the budget to be shared among local projects that aim to reduce crime and antisocial behaviour and protect victims, witnesses and vulnerable people from harm. In December 2014 small community groups dedicated to making Nottinghamshire safer were invited to apply for financial support in a fresh round of police funding. Third sector community groups can apply for individual grants of up to £25,000 to help towards the delivery of crime reduction initiatives which support my refreshed Police and Crime Plan.

Furthermore, I am investing in the region of £3m in community safety services across the City and County. I became responsible for directly commissioning local victim support services from 1st October 2014. During 2014-15, I have invested £1.5m in enabling victims to cope and recover from crime.

I would like to summarise some key achievements and developments during the year:



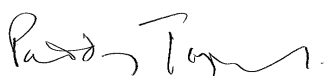
- Helped to organise a Hate Conference to better understand hate crime especially underreporting.
- Launched the 'Street Triage' scheme and have seen a 43.8% reduction in the numbers of non-crime related mental health patients detained in the Force's Custody Suites.
- We have funded the rollout of a nationally recognised 'Best Bar None' scheme aimed at improving management of licensed premises and reducing alcohol related violence across the county.
- Invited independent research companies to bid for a contract that will enable us to deliver enhanced restorative justice services across the county.
- The Force launched 'Track My Crime' which is designed to make it easier for the victim to access to information.
- Commissioned research to get a better understanding on the scale of repeat shoplifting offending and held a Retail Crime event.
- Developed a Community Remedy Document which sets out how criminal justice partners including the police will deliver court-free sanctions.
- Launched a City Taxi CCTV scheme which provides funding for City Hackney Taxis to be fitted with state of the art digital CCTV.
- Received nearly £1.7m for body worn video cameras which will help officers collect evidence of criminality while on the frontline and will also act as a deterrent tool.
- In October 2013 took over responsibility for commissioning local support services to aid the recovery of victims of crime with funding provided by the Ministry of Justice. A Victims' Strategy has been developed and future support services will be delivered by a single provider from April 2015.

Looking forward, the Police and Crime Needs Assessment has identified a number of new and emerging issues which we will need to address such as tackling hidden crime, cybercrime, increased confidence in reporting leading to rises in violent and sexual crime. Our efforts to increase Hate crime (e.g. sexual orientation, race, disability), reports will also lead to an overall increase in crime.

We need to increase our understanding of victims needs and our new and emerging communities and respond appropriately, we will up our game in the way we tackle crime and disorder with diminishing resources through improved partnership working, improving our capability to tackle cybercrime and ensure that we fully utilise technology.

Finally, together with my Deputy, Chris Cutland, I would like to thank all the police officers, police staff, volunteers, our partners and communities who have been working hard to improve community safety and confidence in Nottinghamshire.

Nottinghamshire's Police and Crime
Commissioner: Paddy Tipping



Nottinghamshire's Deputy Police and
Crime Commissioner: Chris Cutland



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1 Introduction

This is the Commissioner's refreshed Police and Crime Plan (2015-18), which sets out the ambitions to be achieved over the next few years and explains what can be expected from policing and community safety in Nottingham and Nottinghamshire.

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

The Commissioner intends to continue with the Police and Crime Plan's bold strategies and clear targets to reduce crime, achieve safer communities, improve trust and confidence in high quality policing, ensure fairer treatment of victims and citizens and use public resources wisely. There will however, be a continued focus on improving accessibility and visibility of police officers in our neighbourhoods, preventing crime and tackling violence and anti-social behaviour, implementing the Alcohol Strategy and Action Plan, and working with partners to address complex issues of drug fuelled crime, mental health, improving road safety (which will include prevention education) and rural and wildlife crime that blights our countryside. The Deputy Commissioner will continue to lead work to prioritise improvement to services for victims of domestic violence, and Hate Crime particularly repeat victims.

We are entering a new era for policing and criminal justice reform, which includes Victims Services coming under the responsibility of the Commissioner. This presents opportunities for more joined up multi-agency approaches to delivering policing services, public service integration and co-location with key partners and stakeholders to support and deliver swift and sure justice for victims.

The aggregation of the key factors that need to drive further improvements in policing and community safety for Nottingham and Nottinghamshire are identified below. These activities will help to make Nottingham and Nottinghamshire safer and a more prosperous place for us all to be proud of.

Victims

- Improve the identification and response to 'hidden harm',¹ and under reporting, particularly with regard to vulnerable people and new and emerging communities. Enhance safeguarding for women and children protecting them from violence, abuse, sexual exploitation and human trafficking.
- Ensure targeted provision is available, effective and focused on those most vulnerable to victimisation and offending. Better understand and respond to female genital mutilations (FGM) and Hate Crime. Implement the Victims Code and the new victim support services.

¹ *Hidden Harm is a term used in the Police and Crime Needs Assessment to define victims who do not report certain crime types to the Police e.g. cybercrime, social media (online bullying), child sexual exploitation, human trafficking, female genital mutilation and new and emerging communities; the consequences of which mean that support to the victim is not provided.*

- Ensure the new 'Integrated Restorative Justice' service is implemented and is victim initiated and ensure that the new Community Remedy is effective.

Communities

- Support and empower local communities in tackling the issues that most affect them and promote targeted multi-agency problem solving approaches.
- Develop and enable volunteering and 'active citizenship' by promoting opportunities for engagement, ensuring initiatives have the support and information they need to be effective.
- Develop a mechanism for defining and monitoring rural crime.

Partnership Working

- Support Multi-agency Integrated Locality Working to tackle the most problematic and complex needs of our communities.
- Explore further opportunities for collaboration and partnership working to improve the resilience and effectiveness of local services as agencies resources continue to reduce and bolster information sharing and joint case work management.
- Support the development of a clear purpose across agencies to deliver improved services and ensure new antisocial behaviour powers are fully utilised.
- Support continued improvements in training, standards and quality of service across crime and community safety agencies in delivering open and accessible services.
- Work to continue as part of the 'Prevention' agenda to improve training and channel referrals to identify and engage with individuals at risk linking work with Health, Education and Higher Education activity to safeguard vulnerable people from harm and utilise target hardening.
- Work with Partners to develop a control strategy around Other Violence and Sexual Crime and introduce measures to reduce and prevent demand for service.
- Develop stronger links between Nottinghamshire Road Safety Partnership and District Community Safety Partnerships (CSPs).

Cyber Crime and Technology

- Develop understanding and responses to the threats of on-line criminality, particularly in reducing risk to those most vulnerable to harm and exploitation.
- Provide support for strengthening prevention and improvements to environmental design, safety and security to reduce the risk of both traditional and on-line victimisation.
- Maximise technology and techniques identifying, anticipating and preventing crime, victimisation and harm.

Collaboration and Efficiencies

- Consider and implement new ways of working to secure greater efficiencies through collaboration with other forces and partners.

2 Realising the Vision

The Commissioner's vision is "to be the Peoples Commissioner" by giving victims and citizens a bigger voice in policing to achieve a safer Nottingham and Nottinghamshire.

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

The Commissioner will strive to deliver:

1. Safer communities
2. Improved trust and confidence in policing
3. Value for money policing services

These outcomes will be achieved through the continuing duty to hold the Chief Constable to account for delivering policing, challenging the Chief Constable and other partner agencies to deliver value for money and improve community safety services with fewer resources. The challenges require joined up approaches to ensure that we work with communities to pursue swift and sure justice for victims, prevent crime, protect and intervene early and reduce reoffending.

3 Our Values

The Commissioner's values are core to his way of working. This plan identifies not only what will be tackled but how. He expects officers and police staff to operate with integrity to improve trust and confidence in policing.

The values are:

- | | |
|----------------|--|
| Victims: | by listening and taking action to protect and safeguard vulnerable people |
| Openness: | by putting victims and the public at the heart of open and transparent decision-making |
| Inclusiveness: | by working effectively with communities and businesses to tackle crime and anti-social behaviour |
| Communities: | by ensuring fairness, respect and accountability to victims and communities |
| Empowering: | by engaging with victims and communities to help shape policing services and build stronger partnerships |

4 Our Challenges

The Commissioner's first Police and Crime Plan was published in April 2013 aided by the production of a detailed Joint Partnership Strategic Assessment, which led to the identification of seven thematic priorities (which will remain). This year the process was amended and is now known as the Nottinghamshire Police and Crime Needs Assessment (NPCNA) which was finalised in December 2014.²

The NPCNA has provided the Commissioner with a strategic assessment of current, emerging and long-term threats, harm and risk affecting crime and community safety for Nottingham and Nottinghamshire. The NPCNA has introduced a refreshed approach this year to aggregate the key information from the Force's and Partner's Strategic Local profiles, consultation and engagement findings together with supplementary information into one summary assessment, it is not designed to duplicate or repeat local profiles. A review of national threats applicable to local policing and wider community safety was also undertaken and key threats reported.

The purpose of this assessment is to inform the refreshing of the Police and Crime Plan for 2015-18. In this respect, only the key issues arising from the NPCNA are summarised in this plan. Further detail and source referencing is provided in the NPCNA.

4.1 Police and Crime Needs Assessment (NPCNA): Key Points

The key issues identified through the NPCNA process are listed below structured by the political, economic, social, technological, environmental and legal framework in respect of national and local issues.

Political

- **Terrorism and Domestic Extremism:** to the UK (England, Wales, Scotland and Northern Ireland) the level of threat is 'Severe'. The National Threat level for Irish Related Terrorism is 'Moderate'. Nottinghamshire has no recorded Organised Crime Groups directly linked to Terrorism or Domestic Extremism, however, there are highly organised and sophisticated groups nationally and internationally who could have a potential impact upon Nottinghamshire. The approach to this issue is based around the four principles of Prevent, Prepare, Protect and Pursue.
- **Priorities:** The priorities of statutory partner organisations are many and varied, there is a need to ensure a common language and to identify that most partners share common strategic themes which include; supporting vulnerable victims (particularly victims of domestic and sexual abuse), reducing re-offending (with a predominant focus on acquisitive crime), and reducing the harm caused by drug and alcohol misuse.
- **HMIC Inspections:** HMIC found that whilst there is a strong focus on the victim, the Force needs to ensure that it is consistently carrying out its

² Nottinghamshire Police and Crime Needs Assessment 2014 (insert link)

responsibilities under the Victims Code, and some necessary improvements were identified in the management of investigations, evidence gathering, supervision of investigations, capacity and capability to improve the effectiveness of investigations.³ HMIC identified that police forces in England and Wales have risen to the challenge of austerity, finding almost £2.53bn worth of savings, but the Home Office is predicting that the budget in 2020 will be 50% of what it was in 2010.⁴ Currently £13 billion is spent on policing.

- **Reforms:** The national welfare reforms continue at pace and there is likely to be an impact on the Police and Partner agencies as people affected may be more vulnerable to becoming victims or perpetrators of crime as a result of some of these reforms. These reforms are aimed at addressing educational and social failures that can drive problems like gang and youth violence. The welfare reforms aim to give young people better opportunities to access work and overcome barriers to employment. Education reforms aim to drive up pupil performance and increase participation in further study and employment.

Economic

- **Economic Landscape:** The year on year budgetary reductions across all public sector organisations and in turn voluntary sector organisations present further challenges. The crime, community safety and criminal justice landscape continues to undergo rapid and extensive change as a result of political and economically driven reform. In some cases, this has led to the fragmentation of services, loss or dilution of specialist roles and knowledge and more complex delivery arrangements.
- On-going austerity measures and political uncertainty mean that changes are likely to continue over the next three years with potential to impact significantly upon performance and delivery. To date, the Force is on track to achieve its required savings of £47 million over this spending review period. After the first three years the Force had identified £34.3 million of the savings required through restricting and collaborating with other forces. The plans are to meet £12.7 million for 2014-15, and a further £6.4 million savings for 2015-16. The Nottingham City Council has an expected gap of £69 million in its budget up to 2015-16 and Nottinghamshire County Council must reduce its budget by £154 million over the next 3 years.
- The efficiency of the Force requires improvement. HMIC reports that the current Force configuration was increasingly unaffordable in the face of further cost reductions, but there are plans in place.
- Reductions in Partner resources are placing particular strain on capacity to undertake preventative activity which could be critical to reducing longer term future demand on all agencies. Prevention strategies could be better co-ordinated across agencies, particularly in reducing vulnerability to low

³ HMIC: PEEL Assessment 2014

⁴ HMIC: Policing in Austerity 2014

level acquisitive crime and cyber-crime. Force and partners will need to continue to deliver services, which require new ways of working and flexibility to adapt. Target Hardening should be bolstered to prevent burglaries in key hot spot locations across the City and County.

- **Collaboration:** With our regional Forces, and local partners to address capability and capacity to deliver services to meet the needs of the area will need to be extended to new areas. There should be new working arrangements within the collaboration landscape which will provide new ways of working but these are untested.
- **Partnerships:** With a focus on the most problematic cases and localities, targeted multiagency partnership approaches have been recognised as one of the main drivers of improving community safety with a clearer focus on shared priorities and agendas which will help to further improve outcomes for local people.
- **Value for Money:** Continuing need to find efficiency and effectiveness through value for money policing and community safety is even more necessary in time of austerity.

Social

- **Crime and Antisocial Behaviour:** Crime nationally has increased slightly and in Nottinghamshire it's currently +5.4%.⁵ Violence continues to be the key driver to the overall increase in All Crime and follows the recent HMIC inspection into crime recording and increased compliance to the national crime recording standards which may account for some of the increase. Other crimes which have seen a significant increase compared to other Forces nationally include: Other Crimes Against Society (ranked 4th, +15.1%), Other Sexual Offences (ranked 5th, +64.8%) and Sexual Offences (ranked 5th, +57.4%), Vehicle Interference (ranked 4th, +181.4%), Public order Offences, (ranked 4th +44.9%).
- **Organised Crime:** The Government regards serious and organised crime as one of the greatest threats to the UK's national security and costs the UK more than £24 billion a year. The National Serious and Organised Crime Strategy is built on the framework used for counter terrorism and sets out how opportunities will be taken to prevent people getting involved in serious and organised crime, strengthen protection against and responses to it, and most importantly to pursue the criminals behind it, prosecuting and disrupting their activities.⁶
- Furthermore, it is estimated that the costs of Organised Crime Groups (OCGs) across various crime types are: drugs supply (£10.7 billion),

⁵ Analysis of Iqanta Data as of October 2014. This is subject to validation and change but nevertheless is helpful in assessing potential future performance and safety risks.

⁶ HM Government: Serious and Organised Crime Strategy 2013

organised fraud (£8.9 billion) and organised immigration crime types (£1.0 billion).⁷

- Threat, harm and risk assessments have highlighted that Higher Tier Organised Crime and Urban Street Gangs are posing the highest level of harm to our communities. There is effective planning in place to tackle Criminal Use of Firearms, Drugs Supply and Possession, burglary dwelling, Child Sexual Abuse and Exploitation, Terrorism and Domestic Extremism, Roads Policing, Burglary Other, Theft from Motor Vehicles, Street Robbery, Public Order and Commercial Robbery. However, planning around Fraud, Rural Crime and Other Theft is being developed.⁸
- **Under Reported Crime:** The NPCNA identifies risks of underreporting in respect of Domestic Abuse, Violence, Hate Crime, Sexual Abuse, against vulnerable people and Cyber Crime. Personally targeted offences against vulnerable people such as domestic and sexual abuse, exploitation, and human trafficking and hate crime remain substantially underreported and as such, the true extent of victimisation remains unknown.⁹ It is these areas of 'hidden harm' that present the greatest safeguarding risks to vulnerable victims. Improvements in risk assessment, recording practices, intelligence, information sharing and confidence to report will, however, result in more 'hidden harm' and safeguarding cases being identified.
- It is expected that addressing underreporting will lead to an overall increase in All crime.
- **Drugs and Alcohol:** remain significant drivers of victimisation and offending behaviour, however, the emergence of New Psychoactive Substances (NPSs) and their relatively unknown level of prevalence and impact on crimes remains an area of concern. There is a proliferation of illicit tobacco across the City and its impact on health and community safety (especially accidental fires) and its link to organised criminality.
- **Property Stolen:** The Crime Survey for England and Wales (2014)¹⁰ has identified that cash and wallets are no longer the number one target, now Smartphones are stolen in more than half of all muggings. Figures show that Satnavs have replaced radios and CDs as the top target in vehicle crime. Laptops and jewellery are the most commonly-stolen items in burglaries. The current difficult economic climate has the potential to stimulate demand in the market for stolen and counterfeit goods.

⁷ Home Office: *Understanding organised crime: estimating the scale and the social and economic costs* October 2013

⁸ Nottinghamshire Police's Local Profile, Intelligence Matrix

⁹ Analysis of Hate Crime during 2013-14 identified that it only represents 1% of All crime in Nottinghamshire. However, the Nottingham Citizens survey work of 1000 hate crime victims in 2014 identified that actual levels are much higher. In addition, feedback from participants at a Hate Crime Conference held in Nottingham in December 2014 supported the view that there is significant underreporting.

¹⁰ <http://www.ons.gov.uk/ons/rel/crime-stats/crime-statistics/period-ending-june-2014/stb-crime-stats--year-ending-june-2014.html>

- **Victims:** Young people, people from Black and Minority Ethnic Communities and people with complex needs remain the groups with the most disproportionate risk of victimisation and offending. These groups are also least likely to report their victimisation to the police. Age profiling and understanding the risks of victimisation and offending should support reductions in prolific acquisitive offending, youth offending, age vulnerability and changes in the environment that can reduce the opportunity for offending to take place. With an aging population in the County and higher younger population in the City more prevention could reduce offending.
- Furthermore, HMIC has identified that whilst much has been achieved to improve victim's contact and support, more needs to be done and there is a need to put the victim's experience at the centre of policing.
- **Mental Health Issues:** Nottingham City's Mental Health and Wellbeing Strategy, using national survey data, estimated that over 51,000 adults (16+) experience mental health problems in in the City (2014), of whom 41,000 will have common mental health issues such as depression or anxiety, about 7,000 will have post-traumatic stress disorder and 3,000 people will have severe mental health issues such as psychosis or personality disorder. Depression and anxiety problems are often underreported because people do not seek help or they are not always recorded. It should be noted that the prevalence of mental health issues is much higher for those with substance misuse issues.
- Based on the City's crime rate¹¹ it is estimated that the 3,000 people with severe mental health problems living in Nottingham experienced a total of 874 crimes in a 12 month period, of those, 306 crimes was violence against the person either with or without injury.
- **Low-Level Acquisitive Crimes:** Incidents of low-level acquisitive crime such as shoplifting and bilking are increasing.
- **Public Priorities:** The public's priorities and expectations are clear and have generally remained static, with visible policing, anti-social behaviour and road safety being the most prevalent community concerns. Public confidence in local policing has increased over the last year with higher than the national average for satisfaction.

Technological

- **Cyber Crime:** If there is a single cross-cutting issue that has changed the landscape for serious and organised crime and the response to it, it is the growth in scale and speed of internet communication technologies. The online streaming of real-time child sexual exploitation and abuse is a growing threat. Cyber techniques have proliferated and are used ever more extensively by wider serious and organised crime groups to commit 'traditional' crimes.

¹¹ 97.13 crimes per 1000 population (based on the 12 month period August 2013 – July 2014)

- There is strong evidence to suggest that on-line crime is increasing and often goes unreported. Nationally, one in three adults are estimated to have suffered crime on-line in the last year, compared to only one in five suffering crime 'off-line'.¹² The sexual exploitation of children and its prevalence in society, and the ways in which it can be carried out using modern technology are a concerning threat. There is more that the police and other agencies need to do to understand the magnitude and address the capacity to respond and protect victims.¹³
- **Internet and Social Media:** Recent years have seen a rapid growth in internet access, social media and use of mobile internet-enabled devices across all socio-demographic groups. It is estimated nationally that around 4 in every 5 homes now have internet access, with an average of 3 internet enabled devices in every home. While technological advances continue to enhance the way our organisations operate, communicate and engage with local people, they also create new opportunities for criminality and expose individuals, communities and organisations to new areas of vulnerability.
- There is increasing evidence that the Internet and social media can influence suicide-related behaviour. Important questions are whether this influence poses a significant risk to the public and how public health approaches might be used to address the issue.¹⁴
- Advances in encryption technology – particularly in the development of new private on-line networks or 'darknets' – are continuing to provide new environments for criminal activity. There needs to be a focus on enabling our services to keep up with and maximise the use of technology and social media to make sure that responding to the changing victim, offender and organisational environment, improving the efficiency and effectiveness of services and identifying and managing risk.
- **Quality:** Improving crime recording and investigations remain high priorities, with the HMIC's PEEL Assessment identifying concerns that crime recording was not as accurate as it should be, this therefore impacts on victims as they may not receive the support they need through the referral mechanisms which is often triggered after a Police risk assessment. In addition, if crime is not recorded accurately this adversely affects Police priorities and the deployment of resources.

Environmental

- **Population:** Nottinghamshire's population continues to grow and diversify. This presents challenges to service providers in providing visible neighbourhood services, maintaining an awareness of local needs and cultures, and ensuring equality of access to local services. For example, the overall population of England has increased by around 5 million since 2001,

¹² Home Office: *Cybercrime: a review of the evidence summary*

¹³ HMIC: *The Strategic Policing Requirement*

¹⁴ <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3477910/>

to approximately 64.1 million. By 2030, the UK population is set to increase by 9% to 70 million. The population of the UK aged 65 and over has increased to 11.1 million (17.4%) which is predicted to increase by 71%, meaning a cost rise in real terms of more than 50%, which will swell the demand for public services particularly the demand for old age services.¹⁵

- Nottinghamshire is estimated to have a resident population of 1,091,482 people in total. The greater number of the population lives in the County, 785,802, with 334,303 people in the City. The population has increased by 7% over the last ten years and is projected to continue to grow over the next 5-7 years, with the highest growth projected to be seen in the City, Rushcliffe and Newark and Sherwood Districts.
- **Ethnicity:** In Nottinghamshire the population is predominately 'White British' at 92.64% (nationally 80%), the City has 65.4% population of 'White British' (compared to 81.1% in 2001 being an increase of 19%), with every ethnic group increasing by 142.1% (the largest increase was that of nearly 21,000 in the Asian ethnic groups and the largest percentage increase was in the number of people from mixed ethnic groups, which increased by nearly 12,000 people). Gedling, Rushcliffe and Broxtowe are 93% 'White British'.
- However, Nottinghamshire as a whole is seeing an increase in minority communities, within the last 10 years showing each ethnic group, other than 'White British', seeing a notable increase. In the County, 'Mixed Race Black' shows the highest percentage increase in the last 10 years, with a 108.7% increase in this category. For the whole of Nottinghamshire (City and County), 'Chinese' shows the highest percentage increase in the last 10 years, showing a 139.5% rise.
- **Age:** Overall the County has a slightly older population profile than the national average, with fewer under-16s. Over one quarter (28%) of the population of the City is aged 18 to 29. Fulltime University students make up about 1 in 8 of the population.¹⁶ Almost 15% of the City population is aged 20-24 years, more than double the national average. In the short to medium term, the City is unlikely to follow the national trend of increasing numbers of people over retirement age, although the number aged 85+ is projected to increase. The age profiling provides a projected forecast of demand on key public sector services, together with providing a profile of vulnerability.
- **New and Emerging Communities:** The East Midlands region is projected to experience the fastest population growth of any English region with an estimated increase of 10.5% between 2006 and 2016 this will continue to increase the ethnic diversity within the region. This increase will inevitably impact on the ability of the partnerships to continue to improve performance in relation to crime and disorder.¹⁷

¹⁵ ONS: 2013

¹⁶ *Nottingham City Economic Review: An Evidence Base for the Nottingham City Growth Plan, Economic Strategy Research Bureau, Nottingham Trent University, February 2012*

¹⁷ <http://www.nottinghaminsight.org.uk/insight/key-datasets/census-2011.aspx>

- There is therefore a greater need to understand and engage with existing, new and emerging communities to identify vulnerability and offending. There are growing opportunities for greater understanding of demand and prevention of crime. Intelligence suggests that aspects of organised crime is becoming more diversified and sophisticated, particularly with regard to the local drugs supply and importation and criminal activity facilitated on-line such as fraud and counterfeiting. This is increasingly presenting new challenges for enforcement agencies which require new skills and ability to advance investigation techniques.
- **Rural Crime:** There are indications nationally that rural crime is becoming more targeted to the people who live in these areas, with increases in the theft of high value farming machinery, equipment such as Land Rovers, trailers, tools, quad bikes, heating oil and red diesel, together with suffering problems of anti-social behaviour, criminal damage, livestock theft and burglary.
- For example, in November 2012, the NFU commissioned a survey of 153 members running farm businesses in the rural area of Nottinghamshire (represents 26% of the County NFU membership). This survey was designed to give an understanding of the perceptions of rural crime and policing in the County.¹⁸ Overall 54% had experienced crime over the previous year, with theft being the most common type of crime experienced – 28% have experienced ‘metal theft’; 18% have been victims of ‘vehicle or machinery theft’; 16% have experienced ‘fuel theft’. A further 10% have experienced ‘tool theft’ and 4% have had ‘animals’ stolen. Overall 66% felt that the police do not devote sufficient resources to tackling rural crime, and 54% believed that there was not sufficient action taken after reporting, with 78% not feeling secure.
- Although this survey is 2 years old, feedback from residents attending a Rural Crime event held in Newark in November 2014,¹⁹ suggests that this trend is increasing. The need to classify and identify rural crime trends is increasingly necessary.
- Furthermore, there is a need for more preventative action for members of the rural community through an alerts system, a local neighbourhood policing presence for reporting crime and recovering stolen goods. There is a feeling that the police are less likely to deal with the issues that matter in their area and generally have low confidence in reporting crime.
- **Road Traffic Accidents:** Whilst the number of people killed or seriously injured (KSIs) on Nottinghamshire’s roads has decreased,²⁰ communities particularly in rural areas continue to express concern about road safety.

¹⁸ A further survey is to be undertaken in 2015.

¹⁹ <http://www.newarkadvertiser.co.uk/articles/news/High-tech-help-tofight-rural-crime>

²⁰ Between January and June 2014, there was a 16.8% reduction in KSIs. This equates to 38 less KSIs in number terms, although there were three more fatalities against 41 less serious casualties.

- **Crime Prevention:** With the Prevention Programme established across Nottingham and Nottinghamshire it has presented opportunities to improve the co-ordination of local preventative approaches across all aspects of service delivery in partnership, alongside the potential for predictive analytics to improve the understanding of demand, resource allocation, prevention, early intervention and risk management. These opportunities could be maximised through improvements in the availability and quality of information and wider partnership interoperability and integrated working.

Legal

- **Anti-social Behaviour, Crime and Policing Act 2014:** The promotion of the new Community Trigger²¹ could potentially increase reporting of anti-social behaviour and calls for services.
- **The Offender Rehabilitation Act 2014:** Changes in legislation and the implementation of this new Act poses risks.
- **Revised Code of Practice for Victims of Crime:** The Commissioner is an early adopter for victims' services from October 2014, having the responsibility for commissioning the majority of emotional and practical support services for victims of crime in Nottinghamshire, including restorative justice.²² A key area of improvement will be advanced through the opportunities to enhance the sharing of information and working across agencies to improve reporting, referrals and support pathways for victims.²³
- There is a revised Code of Practice for Victims of Crime that lists the key entitlements that victims of criminal conduct are entitled to.²⁴
- **Information Sharing:** There is a need to overcome data sharing barriers, especially in regards to the tackling of the most problematic people and families across agencies.

4.2 Global Challenges

The following global challenges pose risks to policing:

- Climate Change / Extreme weather conditions
- Spread of disease / pandemics – Ebola, Swine Flu, Bird Flu
- Worldwide Economic Situation – Fragile worldwide economic recovery
- Domestic Extremism and Terrorism – Unrest in the Middle East

²¹ The provisions of the Anti-social Behaviour, Crime and Policing Act 2014 became effective on 20th October 2014. Some key aspects include Community Remedy and Community Trigger. The Commissioner is considering how best to monitor the use of the powers

²² Ministry of Justice: Our Commitments to Victims September 2014 recommendation

²³ Nottinghamshire's Police and Crime Commissioner's Victims' Strategy 2014-17

²⁴ MOJ: Code of Practice for Victims of Crime October 2013

- Cybercrime and propagation of organised crime via technology

4.3 National Challenges

The following national challenges pose risks to policing:

- The Anti-Social Behaviour, Crime and Policing Act 2014
- The Comprehensive Spending Review – reduced budgets across all partner agencies and the public sector in general; impact on services and resources, and impact on individual citizens.
- The Welfare Reform.
- Public confidence in Policing and public apathy towards Policing, and the overall image of the Policing Service in the eyes of the public nationally as a result of various issues, scandals, crime recording, Police misconduct.
- Crime recording practices as a whole; the loss of national statistics status, reputation and confidence in Police statistics.
- Cybercrime and increase use of social media, particularly for issues of Child Sexual Exploitation.
- Serious and Organised Crime, including human trafficking and exploitation of labour, migration, serious sexual exploitation, female genital mutilation and fraud and identity theft.
- Data Protection / Privacy Laws / Information sharing / civil liberties in line with technology.
- Transforming Rehabilitation: The Offender Rehabilitation Act 2014 made provision for the new National Probation Service.
- The Police Code of Ethics developed by the College of Policing.

4.4 Regional Challenges

The following regional challenges pose risks to policing:

- Reduction in Police Force (and Partner) budgets is leading to a changing landscape of policing, and Police forces are having to organise themselves to ensure they can meet the budget reductions whilst maintaining frontline services and remaining victim focussed.
- Regional collaboration; realising the benefits of collaboration, and making sure lines of accountability are clear within collaborations

4.5 Local Challenges

The following local challenges pose risks to policing:

- Emerging Communities – changing local demographics.
- Diverse and growing population.
- Consultation and engagement with communities.

- Information Sharing.
- Large student population.
- Areas of high need / demand (as assessed through partnerships).

5 Consultation and Engagement

This Nottinghamshire Police and Crime Needs Assessment for 2014 has been produced in collaboration with the Force and local Crime and Community Safety Partnerships and key stakeholders by aggregating their Strategic Assessments, together with consultation and engagement findings and published key reference materials.

Throughout the year, the Commissioner and his Deputy have listened to partners, stakeholders, communities and most importantly many victims of crime. They have learned of their concerns and have sought to better understand how improvements can be made. They have undertaken extensive public consultation on policing and crime and this has been vital to help shape the decisions that have been made during the Commissioner's second year of delivering his Police and Crime Plan.

Some engagement activities include:

- Consulting with the Chairs of Strategic Partnerships
- Walkabouts - in high crime areas across the City and the County
- Public Stakeholder Forums
- Monthly engagement with the Commissioner's BME Steering Group
- The Commissioner's website
- Commissioned focus groups
- Personal Meetings with Members of the Public and Stakeholders
- Police User Satisfaction Survey
- Crime Survey for England and Wales
- Neighbourhood Satisfaction Surveys
- Annual Residents Survey (Nottinghamshire County Council)
- Respect Survey (Nottingham City Council / Nottingham Crime and Drugs Partnership)
- Neighbourhood Priority Surveys (Nottinghamshire Police)
- Social Media (run through Corporate Communications)
- Face to Face and Public Engagements - (through Corporate Communications and also Neighbourhood Policing.)

5.1 Police and Crime Plan Priorities and Budget Consultation 2014/15

A report detailing the results of the various consultation exercises throughout 2014-15 is available on the Commissioner's website.²⁵ In total, the consultation and engagement activities have captured the views of over 4,000 residents. Some of the key highlights being:

- Overall support for having to remodel policing for Nottinghamshire given the national context of austerity and on-going policing budget cuts (62% of respondents from the online survey).
- 82% of the respondents of the Nottinghamshire Residents Survey did not support savings to local policing.
- Support for investing in preventing crime work and early intervention through education with communities (96.4% of respondents from the online survey).
- Support for joined up working with other agencies through multi-agency hubs, supported by training and information sharing, particularly for areas such as domestic violence, child abuse and other serious crime (92.8% from the online survey).
- Support for collaboration with other forces (85.7% from the online survey).
- Identified that there should be clear communication with communities, particularly for reporting crime, also promoting the confidence to contact the police for less serious issues to pass on intelligence, but a clear definition of an emergency would be useful to promote together with the numbers to call other than 999.
- General support for specialist investigative teams to assist with bringing more people to justice, and focusing on protecting vulnerable people against crime such as child sexual exploitation, domestic violence (86% from the online survey).
- Support for victims of crime having a single point of contact throughout their journey.
- Acceptance that new communication and social media are important tools for policing, but should not be the only method of communicating with the public.
- Support for a named Police Officer for each area (82.2% from the online survey), need to improve response times.
- General support for volunteering, with 86% of respondents from the Nottinghamshire Residents survey having participated in volunteering over the last 12 months.
- Support for increasing PCSO powers, or more Police Staff to ensure that Police Officers are utilised for jobs requiring warranted powers (82.1% from the online survey).

²⁵ *Police and Crime Plan Priorities and Budget Consultation 2014/15 - Evaluation of Findings (insert link)*

- Recognised importance for offering restorative justice where appropriate, with specific emphasis on it needing to be victim led.
- There were concerns for closing police buildings, but general support for increasing visibility of officers (85% from the online survey), ensuring that they are enabled with technology to be as visible and accessible in their communities and focused on tackling local issues, with a recognition that there needs to be a focal point/base of some sorts.
- Support for spending more on drug and alcohol related crime and exploiting new technology to assist tackling some crimes.
- Concern that there needs to be an equitable distribution of resources across the City and County.
- Find savings through reducing the number of senior ranks, number of meetings Police Officers attend and find savings through reducing bureaucracy.
- Prepared to pay more for policing (48.2% from the online survey) 53% of respondents from the Nottinghamshire Residents Survey said they would be prepared to pay more for policing, with 14% responding maybe.
- Improve road safety awareness and tackle illegal / dangerous parking.
- 33% of respondents were very satisfied, with 47% fairly satisfied (Nottinghamshire Residents Satisfaction Survey), with their local area.
- The overall proportion of respondents feeling respected all or most of the time by local public services (61%) has decreased by 4% since the 2012 survey (Nottinghamshire Residents Satisfaction Survey).
- Three quarters (75%) of all respondents reported feeling safe (either very or fairly safe) in their local area when outside after dark (Nottinghamshire Residents Satisfaction Survey).
- Perceptions of anti-social behaviour being a very or fairly big problems being: noisy neighbours (4%/7%), groups of people hanging around the streets (5%/13%), rubbish or litter lying around (10%/16%), vandalism, graffiti and deliberate damage to property or vehicles (5%/11%), people being drunk or rowdy in public places (7%/9%), people using or dealing drugs (9%/11%), people being attacked/harassed because of their skin colour /ethnic origin/religion (1%/4%), abandoned or burnt out vehicles (0%/2%) (Nottinghamshire Residents Satisfaction Survey).
- Preferred method of obtaining information about the Commissioner, being through local newspapers and newsletters (20% and 23% from the Nottinghamshire Residents Survey).
- Importance business areas identified for review in the Nottinghamshire Residents survey are:
 - Stop and search – very important (33%), important (46%).
 - Recruitment and retention of police officers – very important (59%), important (36%).
 - Hate crime related to disability – very important (47%), important (43%).

5.2 Consultation Summary

The Commissioner has taken these findings into consideration and where possible has included activities in his Delivery Plan shown as **Appendix A**.

Consultation and engagement with stakeholders and members of the public helps inform the Commissioner's priorities and activities to be delivered in his Police and Crime Plan. Crime figures and reported incidents alone cannot be the sole basis upon which resources are deployed. For example, the Chief HMIC Tom Windsor in his Annual Assessment of Policing²⁶ argues that one of the most significant problems faced by society – and therefore its police – is unreported crime. Many crimes are unreported, and of course it is impossible accurately to measure the size of the problem.

Therefore, a judgement has to be made on all available information especially incidents types which are historically underreported to the police such as Hate Crime and Cyber Crime.

6 Partnership Priorities

The Police Reform and Social Responsibility Act 2011²⁷ places a mutual duty on the Commissioner and responsible authorities in the Community Safety Partnerships (CSPs) to cooperate to reduce crime, disorder and reoffending. There is also a similar reciprocal duty on the Commissioner and Criminal Justice bodies to cooperate.

6.1 Nottingham Crime and Drugs Partnership (CDP) Priorities

Locally the Force is innovative in how it works with the City Council, through joint management of council employees, officers and police staff to tackle anti-social behaviour and prevent crime. The CDP priorities are to tackle:

- Other Violence
- Burglary
- Drug and Alcohol Misuse
- Domestic Violence
- Anti-Social behaviour

The CDP will focus on:

- High Impact Neighbourhoods. (These are the priority problem places, premises and people for partnership focus through locality working and problem solving).

²⁶ *State of Policing: The Annual Assessment of Policing in England and Wales 2012/13*, Her Majesty's Chief Inspector of Constabulary, London, 31 March 2014 (Para 1.15).

²⁷ *Police Reform and Social Responsibility Act 2011*

6.2 Safer Nottinghamshire Board (SNB) Priorities

The SNB priorities are to tackle:

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

The SNB will focus on:

- Partnership Plus Areas (These priorities are being directed towards fifteen PPAs, together with three more discretionary areas nominated by each of the CSPs, having the highest levels of priority crimes)

7 Strategic Policing Requirement (SPR)

There are some aspects of policing that require a national response, balancing between localism and national requirements. The Strategic Policing Requirement (SPR), sets out the national threats and the appropriate national policing capabilities that are required to counter those threats.²⁸ The Commissioner and the Chief Constable are required to have due regard to the SPR.²⁹

The Home Secretary has recently brought in urgently-needed legislation which will give the UK some of the toughest powers in the world to tackle the increasing threat from international terrorism and domestic extremism.³⁰ This will bolster existing powers to disrupt the ability of people to travel abroad to fight, reduce the risks they pose on their return and combat the underlying ideology that feeds, support and sanctions terrorism. Some new key risks identified include:

- Understanding the vulnerabilities for individuals and groups to get involved in Terrorism and Domestic Extremism
- Unplanned public disorder
- Business continuity - climate risks such as flooding, loss of power, cyber incident etc.

²⁸ Section 77 of the Police Reform and Social Responsibility Act 2011 requires the Home Secretary to issue a strategic policing requirement.

²⁹ Home Office: Strategic Policing Requirement 2012

³⁰ Home Office: Counter-Terrorism and Security Bill 2014

8 Delivering Our Strategic Priorities

Taking account of the performance challenges and risks identified in the Police and Crime Needs Assessment and feedback received from the consultation and engagement exercises, the strategic priorities remain the same. However, in order to tackle or mitigate the risks, a number of additional activities will be undertaken. These will be monitored and reported on a quarterly basis. Some key activities are summarised in the following sections in relation to each of the seven strategic themes.

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

8.1 Protect, support and respond to victims, witnesses and vulnerable people

Improve the identification and response to 'hidden harm', particularly with regard to vulnerable people and new and emerging communities.

- Work collaboratively to review and address current and future gaps in public protection and safeguarding capacity, advocacy and voluntary agencies.
- Work with communities, local agencies and academia to develop a greater understanding of 'hidden harm', particularly by improving third party reporting, improving confidence amongst those least likely to report victimisation and supporting targeted training and awareness raising activity across agencies and communities.

Ensure targeted provision is available, effective and focused on those most vulnerable to victimisation and offending.

- Work to profile age, communities and vulnerability, particularly focused on exploitation, disabilities, mental health and vulnerability.
- Support targeted engagement activity with young people, particularly in improving trust and confidence in the police and other agencies and increasing opportunities for young people to report victimisation.
- Assess the impact and coverage of youth diversionary activities across Nottinghamshire, capture and disseminate good practice and respond to key gaps in service provision.
- Improve communication and consultation with those at risk and vulnerability.

8.2 Improve the efficiency, accessibility and effectiveness of the criminal justice process

Support and empower local communities in tackling the issues that most affect them and promote targeted multi-agency problem solving approaches.

- Raise awareness and maximise the use of tools and powers available to communities and partners in preventing, tackling and responding to crime and anti-social behaviour in their area, including problem solving

methodologies, community trigger and the use of out of court disposals and restorative justice.

- Work collaboratively to understand and support the needs of new and emerging communities and ensure crime and community safety agencies are open, accessible and representative of their local communities and working together to empower community action.

8.3 Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour

Support Multi-agency Integrated Locality Working and Citywide Tasking to tackle the most problematic and complex needs of our communities

- Integrated and coordinated working across services will tackle the most problematic and complex needs of victims and perpetrators.
- Building on the review of the Partnership Plus Areas of the County's Safer Nottinghamshire Board, for integrated services including, local authorities, Housing, Troubled Families, Social Care, Health and Education to improve targeted service delivery within an environment of diminishing resources focusing on areas and individual needs.
- Promote innovation and maximise opportunities to work smarter through integrated service delivery where there are clear benefits.
- Other Crimes Against Society, Sexual Offences, Vehicle Interference and Public order Offences have increased significantly and will need to be monitored closely

Explore further opportunities for collaboration and partnership working to improve the resilience and effectiveness of local services as agencies resources continue to reduce.

- Strengthen strategic partnerships within and beyond Nottinghamshire and develop further clarity of the shared purpose and outcomes for crime and community safety.
- Maximise partnership opportunities to disrupt and dismantle organised criminality via local.
- Organised Crime Partnerships, particularly in tackling the organised drug markets that impact upon the area.
- Promote positive action for anti-social behaviour.

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

Support the development of a clear purpose across agencies to deliver improved services.

- Develop clarity and understanding across agencies with regard to roles, responsibilities and outcomes in response to priority individuals and locations, particularly with regards to the factors that drive vulnerability such as age, mental health, disability, hard to reach community, new and

emerging communities, financial hardship, and problematic alcohol and substance misuse.

- Develop approaches to tackling areas of risk through links to organised crime.

8.5 Reduce the threat from organised crime

Work to continue as part of the 'Prevent' agenda to improve training and channel referrals to identify and engage with individuals at risk linking work with Health, Education and Higher Education activity to safeguard vulnerable people from harm.

- Develop work to understand the threat of extremism and domestic radicalisation.
- Develop work for tackling and dismantling organised crime for child sexual exploitation, human trafficking, forced marriage and female genital mutilation through local, regional and national working.
- Develop work on risks posed by Foreign National Offenders.

Develop understanding and responses to the threats of on-line criminality, particularly in reducing risk to those most vulnerable to harm and exploitation.

- Develop the understanding of the scale and impact of cyber-crime and cyber-enabled crime and explore the potential for local organisations to counter these threats, particularly through education and awareness raising approaches.
- Review gaps in the technology, capacity and capability available to respond to new criminal techniques and practices and seize opportunities to use technology and social media to make communities safer, including targeted engagement and greater use of open source intelligence.

8.6 Prevention, early intervention and reduction in reoffending

Support for strengthening prevention and improvements to environmental design, safety and security to reduce the risk of both traditional and on-line victimisation.

- Continue to support the development of the coordinated cross-agency prevention strategy and targeted education and early intervention approaches – particularly in response to emerging risks such as harmful sexual behaviour, substance misuse, low level acquisitive crime, cyber-crime, fraud, areas of high demand crime and anti-social behaviour, including night time economy.
- Conduct clear inter-agency communication and educational campaigns targeted at vulnerable groups.

Maximise technology and techniques identifying, anticipating and preventing crime, victimisation and harm.

- Test and exploit opportunities for predictive analytic approaches across agencies.
- Improve intelligence and data sharing.

8.7 Spending your money wisely

Develop and enable volunteering and 'active citizenship' by promoting opportunities for engagement, ensuring initiatives have the support and information they need to be effective.

- Develop areas of volunteering, especially increasing the number of Special Constables to police crime in rural areas.
- Improve communication and education for those at risk.
- Develop age, risk and community targeted communication and engagement.

Support continued improvements in training, standards and quality of service across crime and community safety agencies in delivering open and accessible services.

- Drive improvements in the quality, recording, management and sharing of information within and between agencies, particularly in identifying and responding to vulnerability and informing our understanding of current and future risk.
- Collectively review gaps in services, specialist knowledge and expertise in view of significant changes to the crime, community safety and criminal justice environment, particularly where key roles have been lost or diluted.

9 Measuring How Well We Are Doing

The Commissioner has been working with the Force and partners to identify the measures and targets that will monitor the delivery of the Police and Crime Plan and demonstrate efficient and effective policing in Nottinghamshire. The targets and performance indicators are shown in the following tables listed under the Commissioner's seven strategic themes.

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people			
Measure		Objective	Target
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	A year-on-year improvement in satisfaction levels	90% of victims completely, very or fairly satisfied
2	Percentage of victims and witnesses satisfied with the services provided in court	A year-on-year improvement in satisfaction levels	An increase in the percentage of victims and witnesses satisfied compared to 2014-15.
3	Percentage of people who agree that the police and council are dealing with local anti-social behaviour (ASB)	A year-on-year improvement in agreement levels	60% agreement by 2015-16

	and other crime issues		
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Reduce the number of repeat victims of domestic violence, hate crime and ASB	a) A reduction in the number of repeat victims of domestic violence compared to 2014-15
			b) A reduction in the number of repeat victims of hate crime compared to 2014-15
			c) To monitor repeat victims of anti-social behaviour incidents
			d) To monitor the number of domestic abuse incidents and crimes and proportion which are repeats ³¹
5	Public confidence in reporting offences to the police	i) Encourage the increased reporting of serious sexual offences and sexual offences as a whole	To monitor the number of Serious Sexual and sexual offences as a whole
		ii) Encourage the increased reporting of domestic abuse (incidents and offences)	To monitor satisfaction levels of victims of domestic abuse through the Force Victim Surveys
		iii) Encourage the increased reporting and identification of Hate Crime	To monitor the number of Hate Crimes and proportion which are repeats. ³²
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	i) 40% reduction in all KSI RTCs by 2020 (from 2005-09 average)	To maintain a reduction in the number of persons KSI on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 50% reduction by 2020 (from the 2005-2009 baseline). ³³
		ii) Monitor KSIs for 0-15 year olds	The number of KSIs for 0-15 year olds
7	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	A reduction in the number of non-crime related mental health patients detained in custody suites compared to 2014-15
8	Percentage of incidents responded to within the target time	Ensure that demand for service is responded to appropriately by reducing demand and attending Grade 1 and 2 calls quickly	To monitor the percentage of Grade 1 and Grade 2 Incidents attended within the prescribed timescales.

³¹ DV Victims with the highest level of repeats (over a two year period) will be further monitored through the PCC Delivery Plan.

³² It is expected that first time reports of Hate Crime will increase and repeat Hate Crimes will reduce.

³³ This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year

Why is it important?

Surveys identify getting back to victims and keeping them informed is a priority for improving satisfaction.

Supporting victims and witnesses improves sure and swift justice.

Community engagement and consultation identifies a need to improve accessibility and visibility of the police in local communities.

Performance figures identify high levels of repeat victims. The Commissioner's focus is that victims are the most important part of any crime.

Domestic violence accounts for 41% of the reported violence against a person; a significant proportion is repeat victimisation.

There are a high number of people killed or seriously injured on Nottinghamshire's roads.

It's important to ensure that any changes to the Police operating model does not affect response times especially in rural areas.

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

Measure		Objective	Target
1	Percentage of Crown Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A continued improvement in the quality and timeliness of files submitted by the police to the Crown Prosecution Service	An improvement in the quality of files as monitored through the 6 weekly audit of files by the Operational Business Support Unit, with good performance and areas for development reported through the Crime and Justice Operational Performance review and PCC delivery Plan.
2	Crown Court and Magistrates conviction rates	A continued improvement in the conviction rates for the Crown Court and Magistrates Court	To record a conviction rate in line with the national average
3	Early Guilty Plea Rate for the Crown Court and Magistrates Court	The Police and CPS to effect continued improvement in the Early Guilty Plea rate for the Crown Court and Magistrates Court	a) An increase in the Early Guilty Plea rate compared to 2014-15. b) To be better than the national average
4	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	The Police and CPS to effect continued improvement in the Effective Trial Rate for the Crown Court and Magistrates Court	a) Reduce % ineffective trials due to prosecution team reasons compared to 2014-15. b) Achieve a year on year improvement in effective trial rates.

Why is it important?

Partnership working to improve an efficient and effective criminal justice system.

Improving efficiency and effectiveness in the criminal justice system for positive outcomes for victims and witnesses.

The Commissioner is focused on the needs of victims, and supporting them to take an active role in restorative justice.

Strategic Priority Theme 3:

Focus on those priority crime types and local areas that are most affected by crime and anti-social behaviour

Measure		Objective	Target
1	Reduction in 'All Crime' across the Force	i) Reduce Crime in Nottinghamshire with a focus on reducing offences which have a high victim impact and reducing offences in those local areas which experience a high level of crime.	a) A reduction in All Crime compared to 2014-15. ³⁴
			b) A reduction in the number of victim-based crimes compared to 2014-15. ³⁵
			c) To monitor the number of offences in those local areas which experience a high level of crime. ³⁶
		ii) To ensure that rural crime does not increase	To monitor the proportion of rural crime compared to 2014-15. ³⁷
2	Reduction in anti-social behaviour (ASB) incidents across the Force	Reduce ASB incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB incidents in line with the long-term target of a 50% reduction by 2015-16 (compared to the 2011/12 baseline)
3	The detection rate (including Positive Outcomes) for Victim-Based Crime	i) An improvement in the detection rate (including positive outcomes) for victim-based offences	a) An increase in the detection rate for victim-based crime. b) To monitor the proportion of Community Resolution disposals. c) To monitor Detection rate for Total Crime. ³⁸
		ii) To ensure the appropriate and effective use of Community Resolution disposals	a) To monitor the proportion of Community Resolution disposals. b) To monitor Detection rate for Total Crime
Why is it important?			

³⁴ It is recognised that first time reports of DV, Hate Crime and serious sexual crime will increase. However, by taking positive action to reduce repeat victimisation overall crime should still reduce.

³⁵ In support of this target, Burglary Dwelling, Robbery and Violence with Injury will be priority areas.

³⁶ PPA areas in the County and High Impact Areas in the City

³⁷ This is a new target and will require development through a small project group. To be reported in Quarter 3 and 4.

³⁸ New monitoring arrangements will be introduced in the PCC Delivery plan for crimes where a suspect has been identified (especially for violence and sexual crimes) to ensure that all possible enforcement action is being taken.

There is a national target to reduce crime.

Priority focus on prevention to reduce demand, with continuing multi-agency action to tackle anti-social behaviour and manage high volume offenders to reduce the number of victims.

The Commissioner is now responsible for commissioning victim services.

It's important that any changes to the Police operating model does not have any adverse impact on rural communities.

A range of activities will be undertaken to encourage increased reporting of DV, Hate Crime and sexual crime. Increased public confidence will lead to increased reporting levels.

Strategic Priority Theme 4:

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

Measure		Objective	Target
1	The number of Alcohol-related crimes	Reducing alcohol related crime and ASB ³⁹	a) To monitor the number of crimes and ASB which appear to be alcohol-related b) To monitor the proportion of alcohol-related violent crime
		Reduce alcohol related crime and ASB in the Night Time Economy (NTE)	To monitor the number of violent crimes and ASB which appear to be alcohol-related in the NTE.
2	Reoffending of drug fuelled offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offences committed by drug-fuelled offenders in the IOM cohort	To monitor the number and seriousness of offences committed by drug-fuelled offenders in the IOM cohort (2 cohorts throughout the year will be monitored quarterly)

Why is it important?

Alcohol misuse has been linked to more than 1 million crimes in the UK each year, particularly violent crime and disorder.

The Commissioner's Alcohol Strategy and Action Plan identifies key activities to tackle alcohol-related crime.

Consultation has indicated that alcohol-related violence, anti-social behaviour, and drug dealing are major concerns for local people.

The introduction of the Anti-social Behaviour, Crime and Policing Act has introduced new powers for policing and community safety. The number of times the new ASB Powers are utilised will be monitored through the PCC Delivery Plan.⁴⁰

Improving data quality will help managers better understand the problem and help determine where to deploy resources and more importantly learn what works.

³⁹ The PCC Delivery Plan will monitor data quality in order to better understand the nature of alcohol-related crime.

⁴⁰ ASB Powers: Community Remedy, Community Trigger, Civil injunction, Criminal behaviour order, Dispersal power, Community protection notice, Public spaces protection order, Closure power.

Strategic Priority Theme 5:

Reduce the threat from organised crime

Measure		Objective	Target
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	To improve the POCA process and maximise opportunities to publicise successful POCA operations in order to improve public confidence	A 10% increase in the number of orders compared to 2014/15
2	Force threat, harm and risk (THR) assessment level	To meet the Strategic Policing requirements of capability and capacity	To reduce the Threat, Harm and Risk below the 2014-15 level
3	Reported drug offences	To encourage the increased reporting of offences of the production and supply of drugs	To monitor the number of production and supply of drugs offences
4	The number of Cybercrimes	To better understand and tackle cybercrime through identification and monitoring cybercrime ⁴¹ levels.	Monitor the number of Cybercrimes in 2015-16 to establish a baseline. ⁴²

Why is it important?

There are further opportunities to generate income from those involved in organised crime under the Proceeds of Crime Act.

The threat of an increase in organised crime is highlighted as a national risk, and under the Strategic Policing Requirement (SPR) the Commissioner and the Chief Constable are required to maintain sufficient capacity and capability to support the national Organised Crime Strategy.

Cybercrime is increasing and affecting more and more victims, it's important to increase our understanding to protect victims.

Strategic Priority Theme 6:

Prevention, early intervention and reduction in re-offending⁴³

Measure		Objective	Target
1	Reoffending of offenders in the Force IOM cohort	An evidenced improvement in reoffending levels and seriousness of offending from offenders in the IOM cohort	Monitor the number and seriousness of offences committed by offenders in the IOM cohort ⁴⁴ (2 cohorts throughout the year will be monitored quarterly)
2	Youth Offender reoffending rates	To better understand youth reoffending	To monitor reoffending rates and

⁴¹ 'Cybercrime' is a term used to define any crime that takes place online or where a where a digital system is targeted by means of a criminal attack

⁴² New Measure - Performance to be reported by Quarter 3 after consultation with Police College.

⁴³ The recidivism rate of persistent shoplifters will be monitored through the PCC Delivery Plan. Also, the recidivism rate for offenders subject to Community Remedy will be monitored.

⁴⁴ Monitoring this year will provide a baseline for future targets setting.

		and to create a baseline for future performance monitoring	offending levels of youth offenders in the Youth Justice System
3	Community Resolutions for Youth Offenders	To better understand recidivism in Youth Offenders following a Community Resolution disposal, and to create a baseline for future performance monitoring	To monitor reoffending in Youth Offenders who have received a community resolution
<p>Why is it important?</p> <p>Current figures for proven reoffending show that the percentage of offenders who go on to commit a further offence within 12 months needs reducing.</p> <p>The Commissioner will focus on prevention to reduce demand, securing justice for victims and reducing reoffending to reassure the public and improve confidence in policing.</p> <p>It's important to understand how effective out of court Disposals especially community Remedy and other Restorative Justice outcomes.</p>			

Strategic Priority Theme 7: Spending your money wisely

Measure		Objective	Target
1	Make efficiency savings	Make savings in line with MTFP by the end of each financial year Ensure that detailed plans are in place to ensure the savings target is met.	£11m
2	Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days) b) 3.7 % for staff (8.2 days)
3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community ⁴⁵
4	Improve data quality ⁴⁶ and compliance with national recording standards.	To improve the quality and integrity of data recording to ensure that crime is better understood, ethically recorded and responded to.	Compliance rate with national recording standard in respect of Total Crime. ⁴⁷

⁴⁵ The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.

⁴⁶ Data Quality to be monitored through the PCC Delivery Plan to evidence that quality is improving.

⁴⁷ Performance for Violent crime, Sexual Crime and compliance rates prior to intervention to be monitored through the PCC Delivery Plan.

Why is it important?

The Commissioner has a legal requirement to provide a balanced budget and monitor spend against budget for police and crime.

Sickness monitoring contributes to providing an effective and efficient workforce.

The Commissioner aims to ensure that Nottinghamshire Police is an employer that reflects the communities it serves.

The public need to be assured that they can rely on Police crime figures and in order to build trust and confidence its importance to publish the results.

10 Accountability

The Police and Crime Plan sets out the Commissioner's governance and accountability arrangements; these are further outlined in the Commissioner's Governance Framework.⁴⁸ The Commissioner has produced his Annual Governance Statement, reporting against the 'Delivering Good Governance' principles. There has been an annual governance review and the production of the Group Statement of Accounts for 2013-2014⁴⁹ which reflects the financial position of meeting continued savings of around £10m each year while increasing visibility and accessibility of policing. There has also been the production of the Code of Corporate Governance which sets out the standard that the Commissioner and the Chief Constable will govern as separate corporations sole.

11 Resourcing Our Priorities

Overall police funding in England and Wales will be cut by 5.1% in 2015-16 which equates to a loss of approximately £10m in Nottinghamshire taking into account inflation.

A total of £718m will be top-sliced from the policing budget to fund national organisations such as the Counter Terrorism Unit. Of this £251m is set aside for specific policing initiatives including the Innovation Fund and PFI – an increase of 52% in comparison to 2014-15. Some of this funding will be returned to local police forces however many of the initiatives will require police forces to compete for grants.

The Chief Constable is appointed by the Commissioner to deliver local policing in line with the priorities set out in his Police and Crime. The Commissioner is also responsible for the provision of resources for policing services. In the current year, 2014-15 the Force has a budget of £193.8m to police a population of approximately 1.1million.

To date over £50 million of efficiencies has been delivered to balance the budgets since austerity measures were taken by the government. There is an identified need to find on average £10 million in savings each year is set to continue.

⁴⁸ Governance Framework

⁴⁹ Nottinghamshire Police and Crime Commissioner and Group Statement of Accounts 2013-2014

11.1 Police Employees

The table below details the staffing levels as of November 2014. It can be seen that there are 2,095 Police officers, 63 of which are externally funded.

POLICE EMPLOYEES AS OF NOVEMBER 2014	Police Officers			Police Staff			Employees Grand Total (Excl B)	PCSOs (included within Staff)	
	Substantive Actual FTE	Externally Funded Actual FTE (B)	Total PCs	Substantive Actual FTE	Externally Funded Actual FTE (B)	Total Police Staff		Substantive Actual FTE	
Local Policing									
City	613	22	635	167		167	780	City	129
County	750	2	752	249	38	287	999	County	199
Contact Management	22		22	301	1	302	323		
Sub-Total	1,385	24	1,409	717	39	756	2,102	Total	328
Specialist Services									
Crime & Justice	367	6	373	402	21	423	769		
OSD	145	1	146	19	-	19	164		
Regional	99	32	131	27	1	28	126		
	611	39	650	448	22	470	1,059		
Command	4		4	5		5	9		
Corporate Services	32		32	321		321	353		
	2,032	63	2,095	1,491	61	1,552	3,523		

There is 1,552 Police staff, of which 61 are externally funded. Included within Police staff, there are 328 PCSOs. In total excluding externally funded Police officers and Police staff, there are 3,523 employees.

11.2 Efficiency Savings

In order to continue delivering the required efficiencies the Force is developing a programme of significant transformational change, through its 'Delivering the Future' Programme. From the initial Target Operating Model work the Force identified a series of activity under the banner of 'Designing the Future'. Throughout the first half of 2014-15 this work has been developing and the Force has now moved into 'Delivering the Future' phase of this key activity. This will change the way in which the policing service in Nottinghamshire is provided in the future. Delivering the Future (DtF) is largely predicated on a different workforce mix of Police Officers and staff supported by a focus on reducing demand at the point of first contact.

The reduction in the size of the police estate and rationalisation of front counters will help to make efficiency savings. The focus will be on maintaining a police presence to support the vision of policing; through more partnership co-location, digitalisation and agile working.

To achieve further efficiencies there will be increased work in collaboration with our regional police forces and the development of collaboration at a local level with partners. We all need to reduce services together to ensure burdens are not transferred.⁵⁰

⁵⁰ Reference: Police and Crime Panel budget papers 3 February 2014

The table below summarises the savings plans currently in place for the next four years including the savings which are planned from 'Delivering the Future' activity shown against the business area delivering the savings.

PLANNED EFFICIENCY SAVINGS	2015-16	2016-17	2017-18	2018-19
	£m	£m	£m	£m
Business & Finance	2.6	0.3	0.0	0.0
EMSCU Income Generation	0.0	0.0	0.0	0.0
EMSCU Procurement Related	0.8	0.3	0.3	0.3
Estates/Facilities	0.4	0.0	0.0	0.0
Transport	0.8	0.0	0.0	0.0
HR	0.3	0.3	0.0	0.0
IS	0.5	0.6	0.0	0.0
Other	0.7	2.8	1.1	0.4
Total Corporate Services	6.1	4.3	1.4	0.7
Local Policing	2.8	5.0	2.0	0.0
Specialist Services	1.3	2.2	2.8	2.1
PCC	0.8	0.0	0.0	0.0
Total efficiency savings	11.0	11.5	6.1⁵¹	2.8

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

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

FUNDING AVAILABLE	2015-16	2016-17	2017-18	2018-19
	£m	£m	£m	£m
Police & Crime Grant	126.8	120.3	114.3	108.6
Council Tax Legacy Grant	9.7	9.7	9.7	9.7
Precept	51.7	53.4	54.5	55.6
Collection fund surplus/(deficit)				
TOTAL	188.2	183.4	178.5	173.9

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

The net expenditure requirements are provided below:

⁵¹ Some of the figures in this table (2017-18) have been rounded up but the £6.1m figure is correct.

<u>EXPENDITURE SUMMARY</u>	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
Previous year net expenditure	193.8	188.2	183.5	178.5
Net changes for pressures	8.4	10.9	3.7	1.8
Net expenditure requirement	202.2	199.1	187.2	180.3

The summary financial position is detailed below:

<u>TOTAL NET EXPENDITURE</u>	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m
<u>Policing element</u>				
Net Expenditure	197.7	194.6	182.7	175.8
Savings efficiencies & reserves	(10.9)	(11.4)	(6.0)	(2.7)
Sub-total	186.8	183.2	176.7	173.1
<u>Grants & Commissioning</u>				
Net Expenditure	4.5	4.5	4.5	4.5
Savings efficiencies & reserves	(0.1)	(0.1)	(0.1)	(0.1)
Sub-total	4.4	4.4	4.4	4.4
Total Net Expenditure	191.2	187.6	181.1	177.5
<u>Financing Available</u>				
Grants	136.5	130.0	124.0	118.3
Precept	51.7	53.4	54.5	55.6
TOTAL FINANCING	188.2	183.5	178.5	173.9
Contribution (from) Reserves	(3.0)	(1.0)		
Further (savings) required	0.0	(3.1)	(2.5)	(3.6)

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

12 Delivering Value for Money

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

- Fleet management
- Reduce demand and deployment
- Airwave Radio – use of radios and other technology

- Corporate Services
- Estates management
- Criminal Justice
- Procurement
- Workforce modernisation
- East Midlands Collaboration Programme
- Finance

13 Smart Commissioning

The Commissioner commissions the majority of community safety work through city and county community safety partnerships, which bring together local stakeholders and are well placed to understand local need and priorities. In addition, he supports grassroots community safety activity by grant funding third sector organisations through his Community Safety Fund; and directly commissions other services such as target hardening.

On 1 October 2014 the Commissioner became responsible for commissioning local victim support services, a role previously held by Ministry of Justice (MoJ). Since then, he has commissioned Victim Support to continue to provide a core victim support service, as well as commissioned domestic and sexual violence services previously supported by MoJ. At the time of writing Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) is procuring separate, but integrated, victims and restorative justice support services to be operational from April 2015. The Deputy Commissioner is working very closely with local authorities including public health, clinical commissioning groups and NHS England to co-commission future specialist domestic and sexual violence support services.

Appendix A: Strategic Framework

BUILDING SOCIAL CAPITAL – Refreshed Police and Crime Plan 2015 – 2018						
The Vision 'The People's Commissioner'	...giving victims and citizens a bigger VOICE in policing to achieve a safer Nottingham and Nottinghamshire...	To achieve outcomes of: <ul style="list-style-type: none">• Safer communities• Improved trust and confidence in policing• Delivering value for money policing services		To achieve objectives of: <ul style="list-style-type: none">• Reduced crime and anti-social behaviour• Fairer treatment of victims and citizens• Better use of resources		To be measured by demonstrating: <ul style="list-style-type: none">• Ranked in the top 10 Police forces for reducing crime• Ranked in the top 5 forces for victims satisfaction• Efficient and effective use of budget and resources• Increased representation of BME through recruitment
REDUCING CRIME AND ANTI-SOCIAL BEHAVIOUR BY WORKING WITH COMMUNITIES, BUSINESSES, PARTNERS, VOUNTARY AND THIRD SECTOR						
Pledges	1. Campaign against Government funding cuts to Nottinghamshire's Police budget 2. Improve Community Policing across Nottinghamshire by taking on 150 extra Police Officers and 100 PCSOs 3. Work in Partnership to reduce anti-social behaviour by 50%			4. Give extra priority and resources to domestic violence and crimes against girls and women 5. Ensure that victims of crime are treated as people, not cases, and Victim Support is properly funded 6. Be fair, honest and protect taxpayers' money		
COMMUNITY ENGAGEMENT AND CONSULTATION						
We Value	Victims – by listening and taking action to protect and safeguard vulnerable people	Openness – by putting victims and the public at the heart of open and transparent decision-making	Inclusiveness – by working effectively with communities and businesses to tackle crime and anti-social behaviour	Communities – by ensuring fairness, respect and accountability to victims and communities	Empowering – by engaging with victims and communities to help shape policing services and build stronger partnerships	
STRATEGIC THEMES AND KEY ACTIVITIES FOR THE DELIVERY PLAN						
1. Protect, support and respond to victims, witnesses and vulnerable people	2. Improve the efficiency, accessibility and effectiveness of the criminal justice process	3. Focus on priority crime types and those local areas that are most affected by crime and anti-social behaviour	4. Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour	5. Reduce the threat from organised crime	6. Prevention, early intervention and reduction in reoffending	7. Spending your money wisely
1C1. Invest in market development and commission universal and targeted services for victims. 1C2. Continue to improve BME community experience of policing and implementation at the 'Commissioner's research recommendations. 1C3. Better understand, support and respond to female genital mutilations (FGM). 1C4. Work with safeguarding partners to increase awareness and understanding of child sexual exploitation, missing children, hidden harm and provide support to victims with partners. 1C5. Undertake research into new and emerging communities and their impact on offending and victimisation. 1F1. Identify the value and extent of	2C1. Provide leadership and ensure criminal justice partners implement victims code (LCJB – sub-groups) to ensure services are victim centred. 2C2. Ensure new 'Integrated Restorative Justice' service is implemented and is victim initiated. 2C3. Undertake regular dip samples of victim impact statement to improve quality. 2F1. Implement domestic violence 'live' links project with CPS and Courts. 2F2. Work with other Forces in the region to implement a new,	3C1. Continue to support partnership working in high crime neighbourhoods in the City and County. 3C2. Commission and produce an ASB leaflet to improve public and partners understanding of new ASB powers and tools 3C3. Implement a 'target hardening scheme with County Council. 3C4. Work with Partners and Force to better understand and respond to wildlife crime in rural areas (see also 3F2). 3C5. Better understand 'fear of crime' and how it can be reduced. 3F1. Implement operational control strategies for priority	4C1. Review and implement the refreshed alcohol action plan, including 'Blue Light Project. 4C2. Ensure the newly commissioned County CJIT ⁵² substance misuse service is effective and achieving stated outcomes. 4C3. Following 4F4, hold a best practice event in quarter 4 (2015-16) to identify best practice in respect of utilisation of new ASB powers. 4F1. Reduce the demand for the supply of illegal drugs, tackling class A drug trafficking, closing crack houses and disrupt cannabis cultivation. 4F2. Continue to implement	5C1. Ensure partnership structures are in place in the City and County (including Trading Standards) to tackle serious and organised crime; specifically cybercrime; illicit tobacco, drugs, fraud, money laundering sexual exploitation and human trafficking. 5C2. Ensure support partnership work between colleges, schools, prisons and Councils to prevent people being drawn into terrorism (new legal duty). 5C3. Work with Trading Standards to ensure that mainstream activity	6C1. Work in partnership to ensure street triage is continued and vulnerable people, including young people are dealt with more appropriately outside of custody. 6C2. PCC to grant aid positive activities for young people most at risk of getting involved in offending not provided elsewhere. 6C3. Monitor the impact on re-offending and out of out of court disposals, including cautions, PND and 'community resolution!' 6C4. Support IOM GPS tagging pilot to reduce re-offending by people involved in shop theft. 6C5. Undertake research and engagement activity with young people. 6C6. Work with schools to ensure that the crime prevention features in core curriculum.	7C1. Support the implementation on the new policing model 'Designing the Future', including introducing prison handling teams. 7C2. Ensure the Force achieves a balance budget and delivers the required efficiency savings. 7C3. Achieve greater financial savings and improve service delivery through collaboration with other Forces and organisations. 7C4. Implement and promote the social responsibility strategies. 7C5. Submit bids to maximise funding opportunities nationally. 7C6. Rationalise the police estate and support joint service centre with partners. 7F1. Recruit more volunteers (especially BME) to support

DELIVERING
GOOD
GOVERNANCE

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

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

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

⁵² CJIT – Criminal Justice Intervention Team

<p>Child Sexual Exploitation (CSE), specifically in relation to children and human trafficking.</p> <p>1F2. Review staffing arrangements within DTF model to ensure sufficient resources within SEU.</p> <p>1F3. Work with Adult and Children's safeguarding colleagues and IOM Partners to create an approach to managing high risk domestic abuse perpetrators.</p> <p>1F4. Produce a problem profile to better understand and engage with new and emerging communities.</p> <p>1F5. Identify repeat DV victims with the highest level of repeats (over a two year period for violence where a further crime has occurred within the last two months.</p> <p>1F6. Consider using technology in rural areas to support farmers e.g. Farm Watch and smartphones.</p> <p>1P1. City and County to co-commission with the PCC domestic violence and sexual violence services.</p> <p>1P2. Better protect and reduce violence to young women and girls and gangs.</p> <p>1P3. Increase reporting of hate crime and provide dedicated resources to support victims.</p> <p>1P4. Develop and implement a plan to respond to the Commissioner's and CCGs Mental health Summit held in September 2014.</p>	<p>criminal justice service.</p> <p>2F3. Crime Recording Data Quality to be improved and monitored to ensure that quality is improved.</p> <p>2F4. Utilise the power to stop and search in a necessary and proportionate manner, sharing data and encouraging greater scrutiny.</p> <p>2F5. Improve the quality and timeliness of files submitted by the Police to the Crown Prosecution Service.</p> <p>2P1. Ensure greater scrutiny and promote a better understanding of out of court disposals, including a review of 'community remedy'.</p> <p>2P2. Publicise, where possible the outcome of criminal cases to improve public confidence.</p> <p>2P3. Reducing Reoffending Board to work with the National Probation Service and 'Reducing Reoffending Partnership' (CRC) and other agencies to ensure 'integrated offender management arrangements are maintained and effective.</p>	<p>crime types.</p> <p>3F2. Work with partners to protect local environments and Wildlife Crime 'through' cross border working.</p> <p>3F3. Develop a mechanism for defining and monitoring rural crime by postcode if possible.</p> <p>3F4. Roll out a case management system to improve the sharing of information between partners (e.g. ECINS).</p> <p>3F5. Consider extending Operation Graduate in the City to cover holiday periods and extend to the County.</p> <p>3F6. Further develop a Control Plan for Other Violence so incidents are fully understood/responded to.</p> <p>3F7. Monitor 'Other Crimes Against Society', 'Other Sexual Offences' and 'Sexual Offences', 'Vehicle Interference' and 'Public Order Offences'.</p> <p>3P1. Design and implement a new 'Neighbourhood Locality Working Model' in the County and align with City wide tasking model.</p> <p>3P2. Develop a better understanding of agencies roles, responsibilities and powers to improve local tasking arrangements and locality working.</p> <p>3P3. Develop stronger links between Nottinghamshire Road Safety Partnership and District community safety partnerships to improve road safety.</p>	<p>multi-faceted partnership problem solving plans for each of the key night time economies (NTEs).</p> <p>4F3. Ensure a smooth transition to NHS England of Custody Health Provision.</p> <p>4F4. Ensure that the new ASB Powers are fully utilised to reduce ASB and monitor (quarterly) the number of times the different powers are utilised by Districts and City.</p> <p>4F5. Work with Partners and YOTs to develop a Community Remedy Plus to support young people at risk of further offending.</p> <p>4P1. City and Districts to ensure the robust enforcement of licensing conditions for pubs and clubs causing the most concerns.</p> <p>4P2. Nottingham Crime and Drugs Partnership to commission new Criminal Justice Substance Misuse Service for Nottingham City (see also 4C2).</p> <p>4P3. Better understand the prevalence and impact on crime and new psychoactive and legal substances on crime through substance misuse needs assessment.</p>	<p>tackles OCGs.</p> <p>5F1. Utilise POCA powers more effectively for criminal investigation.</p> <p>5F2. Work with partner agencies to protect more individuals vulnerable and human trafficking.</p> <p>5F3. Direct young people away from being involved in organised crime through IOM, Troubled Families and Vanguard Plus.</p> <p>5F4. Develop the Force's physical, people and cyber measures to combat organised crime.</p> <p>5F5. Utilise automatic number plate (ANPR) technology to deny criminals use of the road.</p> <p>5F6. Produce serious and organised crime profiles to support partnership working.</p> <p>5F7. Secure a better understanding, monitoring and checking of foreign national offenders.</p> <p>5F8. Provide crime prevention advice on how to protect victims (especially vulnerable) from cybercrime.</p> <p>5P1. CDP to provide PCC funding to support interventions to combat gangs and youth violence including BME young people.</p>	<p>6F1. Utilise integrated offender management, (IOM) to reduce crime by high risk offenders.</p> <p>6F2. Adopt an integrated partnership approach to preventing demand for public, private and third sector.</p> <p>6F3. Support multi-agency public protection arrangements (MAPPA) to manage the most dangerous violent and sexual offenders.</p> <p>6F4. Establish stronger and collaboration partnerships to tackle personal robbers.</p> <p>6F5. Reduce the recidivism rate for persistent shoplifters compared to 2014-15.</p> <p>6F6. Bolster monitoring/ review arrangements for crimes where a suspect has been identified (especially for violence and sexual crimes) to ensure that all possible enforcement action is being taken.</p> <p>6F7. In support of Community Remedy, establish mechanisms to ensure young people are appropriately referred to support agencies (see also 4F5).</p> <p>6F8. Work with Partners and take steps to enhance intelligence gathering e.g. communities, rural crime and cybercrime.</p> <p>6F9. Ensure that crime prevention, reducing demand and bureaucracy is central to mainstream activity.</p> <p>6P1. Partners to ensure that suitable accommodation is made available to avoid vulnerable young people with mental health concerns being detained in custody and develop an appropriate place of safety.</p> <p>6P2. Focus on those individuals and families that cause the most demand to public organisations.</p> <p>6P3. Support Public Health England's 'Liaison and Diversion scheme.</p>	<p>policing, including cadets, rural specials, specials, volunteer PCSOs and neighbourhood watch.</p> <p>7F2. Create a regional Police business service with Northants.</p> <p>7F3. Support the introduction of a Regional and Operational Support Unit with Leicestershire, Lincolnshire and Northamptonshire.</p> <p>7F4. Introduce more agile mobile data solution for police officers and staff to make them more effective.</p> <p>7F5. Provide dedicated high visibility cars and encourage more voluntary speed watch schemes.</p> <p>7F6. Ensure that 'Designing the Future' maintains access to services and effective communication to provide public reassurance by publicising positive good news stories (see also 2P2).</p> <p>7P1. Greater commissioning and pooling budgets to achieve greater efficiency and deliver service improvement for domestic abuse and sexual violence services.</p> <p>7P2. Work with partners to better understand, prevent and reduce demand and take steps to bolster community volunteering.</p> <p>7P3. Ensure there is practical information sharing agreements in place to support multi-agency and locality working.</p> <p>7P4. Ensure greater alignment of public organisations efficiency and transformational programmes.</p>	<p>behaviour.</p> <p>Principle 4:</p> <p>Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.</p> <p>Principle 5:</p> <p>Developing the capacity and capability of the PCC, officers of the PCC and the Force to be effective.</p> <p>Principle 6:</p> <p>Engaging with local people and other stakeholders to ensure robust public accountability.</p>
PERFORMANCE MANAGEMENT (BALANCED SCORECARD)							
<ul style="list-style-type: none"> • Improve satisfaction for victims and witnesses in policing and court • Improve confidence with anti-social behaviour and crime • Reduce number of repeat victims • Reduce number of people killed or seriously injured on our roads 	<ul style="list-style-type: none"> • Improve timeliness and quality of court files • Improve Magistrates and Crown Courts conviction rates • Improve effective trials 	<ul style="list-style-type: none"> • Reduce 'All Crime' across the Force • Reduce anti-social behaviour • Improve detection 	<ul style="list-style-type: none"> • Reduce the number of alcohol-related crimes • Reduce drug related reoffending • Encourage reporting drug related offences 	<ul style="list-style-type: none"> • Improve the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders • Reduce threat, harm and risk (THR) 	<ul style="list-style-type: none"> • Reduce reoffending • Improve understanding of youth offending • Improve understanding of recidivism in youth offenders following community resolution 	<ul style="list-style-type: none"> • Make efficiency savings • Monitor total number of days lost due to sickness • Improve BME representation 	

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