

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 07 December 2015 at 14:00

**County Hall, County Hall, West Bridgford, Nottingham, NG2
7QP**

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

AGENDA

- | | | |
|-----------|---|----------------|
| 1 | Minutes of last meeting held on 2 November 2015 | 5 - 12 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Work Programme | 13 - 16 |
| 5 | Police and Crime Commissioner's Update Report | 17 - 66 |
| 6 | Update on Police and Crime Plan Strategic Priority Theme 7 -
Spending Your Money Wisely | |
| 6a | Update on Strategic Theme 7C2 - Ensure the Force achieves a
balanced budget and delivers the required efficiency savings | 67 - 74 |
| 6b | Follow-up from the Base Budget Review 2013 | 75 - 78 |

Notes

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 9772590) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

- (c) Members of the public wishing to inspect 'Background Papers' referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (d) Membership:-

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

Mayor Kate Allsop – Mansfield District Council
Mr Rizwan Araf – Independent Member
Councillor Andrew Brown – Nottinghamshire County Council
Councillor Cheryl Butler – Ashfield District Council
Councillor Eunice Campbell – Nottingham City Council
Councillor David Challinor – Bassetlaw District Council
Councillor David Ellis – Gedling Borough Council
Councillor Glynn Gilfoyle – Nottinghamshire County Council
Councillor John Handley – Nottinghamshire County Council
Mrs Suma Harding – Independent Member
Councillor Nicola Heaton – Nottingham City Council
Councillor Neghat Khan – Nottingham City Council
Councillor Tony Harper – Broxtowe Borough Council
Councillor Keith Longdon – Nottinghamshire County Council
Councillor Tony Roberts – Newark and Sherwood District Council

Mr Bob Vaughan-Newton – Independent Member
Councillor Linda Woodings – Nottingham City Council

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

1

MINUTES OF THE MEETING HELD ON MONDAY 2nd NOVEMBER 2015
AT 2.00 PM AT COUNTY HALL

MEMBERS PRESENT

(**A** denotes absent)

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

Executive Mayor Kate Allsopp – Mansfield District Council
Rizwan Araf – Independent Member - **A**
Councillor Andrew Brown – Nottinghamshire County Council - **A**
Councillor Cheryl Butler – Ashfield District Council - **A**
Councillor Eunice Campbell – Nottingham City Council
Councillor David Challinor – Bassetlaw District Council
Councillor David Ellis – Gedling Borough Council
Councillor Glynn Gilfoyle – Nottinghamshire County Council - **A**
Councillor John Handley – Nottinghamshire County Council
Suma Harding – Independent Member - **A**
Councillor Tony Harper – Broxtowe Borough Council
Councillor Nicola Heaton – Nottingham City Council - **A**
Councillor Neghat Khan – Nottingham City Council
Councillor Keith Longdon – Nottinghamshire County Council
Councillor Tony Roberts – Newark and Sherwood District Council - **A**
Bob Vaughan-Newton – Independent Member
Councillor Linda Woodings – Nottingham City Council

OFFICERS PRESENT

Keith Ford – Team Manager, Democratic Services) Nottinghamshire
Pete Barker – Democratic Services Officer) County Council
(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)
Chris Eyre – Chief Constable, Nottinghamshire Police
Andy Goodall – Temporary Chief Inspector, Nottinghamshire Police
Charlotte Radford – Chief Finance Officer (OPCC)

1. MINUTES OF LAST MEETING

The minutes of the meeting held on 7 September 2015, having been previously circulated, were agreed as a true and correct record and were confirmed and signed by the Chair of the meeting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Rizwan Araf, Councillor Andrew Brown, Councillor Cheryl Butler, Councillor Glynn Gilfoyle, Suma Harding, Councillor Nicola Heaton and Councillor Tony Roberts.

3. DECLARATIONS OF INTERESTS

Councillor Ellis declared a private and non-pecuniary interest as his daughter now works for the Nottinghamshire Police Force. This did not preclude him from speaking or voting on any of the agenda items.

4. WORK PROGRAMME

Keith Ford introduced the report and informed Panel Members that the Work Programme had been updated following both the last panel meeting and the pre agenda meeting and also in discussion with the Chair, Vice-Chair and Kevin Dennis.

Keith informed the Panel that there would be a presentation at the December meeting on the strategic alliance and that the presentation from the Community Rehabilitation Company had been put on hold for the time being.

RESOLVED 2015/32

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

5. POLICE AND CRIME COMMISSIONER'S UPDATE

The Commissioner introduced the report and confirmed that overall total crime was higher this year than last. However, he felt that this was true of most areas nationwide and the view was that this increase had been caused by the changes in recording practices as discussed at previous meetings of the Panel. The Commissioner informed the Panel that the budget had been a major preoccupation this financial year but that it was likely that not all of the savings targets were going to be met. The Commissioner had been heavily involved with discussions with the Home Office concerning changes to the funding formula and an announcement was expected mid-December. The indications were that the Notts. Force would be one of the gainers under the new system. The Commissioner had also spoken to the Home Secretary regarding the precept level and there appeared to be some flexibility available where the level could be increased without the need for a referendum.

The Commissioner was confident that the strategic alliance would allow savings to be realised and felt that if all Forces could operate the same systems then money could be saved. In terms of the proposed devolution deal for Derbyshire and Nottinghamshire, the

Commissioner told the Panel that the details were unclear at present. The Commissioner also informed the Panel that the publication of the IPCC's report on the unauthorised discharge of a firearm on 30th October 2014 was imminent and that the accusations of a 'cover up' had been dismissed. The Chief Constable informed the Panel that all systems had been reviewed before the IPCC had become involved and that the report would be concerned with issues of professional capability rather than misconduct.

During discussions the Panel raised the following points:

- The Panel asked if a 10% increase to the precept would mean an increase of £1 per week in the Council tax for all of Nottinghamshire households or would the charge vary. The Commissioner replied that because the majority of households in Nottinghamshire fall into either Band A or B the majority of residents would actually pay less than £1 per week extra in those circumstances.
- The Panel welcomed the reduction in the numbers killed or seriously injured in road traffic accidents and asked whether the introduction of 20mph speed limits had played a part. The Commissioner stated that the responsibility for road safety was a shared one with the City and County highway authorities and that it was possible this lower limit had had an effect.
- The Panel asked whether the figures for hate crime included the incident in Bulwell Cemetery in June and asked how the incident had been recorded. The Commissioner stated that although initially the incident was treated as a hate crime, community leaders had come to the conclusion that it was a case of mindless vandalism. The Chief Constable was aware that the incident resonated throughout the community and confirmed that each damaged grave was recorded individually.
- The Panel welcomed the inclusion of the case study of shop theft but noted that the problem persisted and asked the Commissioner what more the Force could be doing in this area. The Commissioner replied that Sue Fish, the Deputy Chief Constable, was a national lead in this area and also that Inspector Richard Stones was recognised nationally as an expert on business crime and that discussions were planned with the Home Secretary. In Nottinghamshire a member of staff from the Co-Op had been seconded to talk about these issues and the Commissioner felt that a joint approach was needed at a time when workforces were being reduced, unfortunately the non-confrontation policy of some retailers continued to be a problem.
- The Panel raised the issue of repeat victims/offences regarding domestic violence and asked the Commissioner for his concerns. The Deputy Commissioner answered that it was assumed that if the recording of repeat victims/offences was prioritised it would help the Force tackle the problem. Legislation had changed which had affected what was recorded. Also, there had been an increase in the trust and confidence victims felt towards the Police and this had increased the level of reporting. The Commissioner added that there were actually some crimes, for example, hate crimes, domestic violence and sexual assault, where he would like to see an increase in reporting.
- There was a discussion about which crimes the Force would now come out to and the example of shed break-ins was given. Also it was stated that there had been

an increase in the number of bike thefts at a time when people were being encouraged to use their bikes to get into the City. The Commissioner was asked what was being done to tackle this particular problem. He replied that he regularly met representatives from the cycling pressure group 'PEDALS' and that the Crime Prevention Unit also met them and others to see what could be done. One initiative had been the bike marking scheme. There was always a lot of security advice in the PEDALS magazine but the Commissioner questioned how much, with limited resources, the Force could invest in preventative measures and/or post-crime investigations.

- The Panel questioned the Commissioner about the high level of rural crime and the poor response rates and asked for his reassurance that the issue was being taken seriously. The Panel expressed its pleasure at the revised definition of rural crime, it was certainly wider than just farmers having their tractors stolen. The Panel wanted to know what work was being undertaken to bring the levels of rural crime down. The Commissioner replied that he had had repeated discussions regarding this issue. Units had been established in Ollerton and West Bridgford to work on the problems; the use of automatic number plate recognition was due to be expanded in the North of the County; response times did need to be looked at but the response vehicles had been reorganised at Riverside in Rushcliffe and now the nearest vehicle attends any incident; a rural crime website is being set up; the texting scheme will now go ahead; a leaflet is in draft form and will be widely advertised when available. The Commissioner confirmed he had written to all Parish Councils about rural crime and he hoped he had reassured the Panel that he was taking the matter seriously.
- In response to questions regarding the lack of information on staff from a Black and Minority Ethnic (BME) background and also a lack of information regarding sickness levels, the Commissioner replied that the population in Nottinghamshire from a BME background was 11% and that the percentage from the BME community employed in the Force was 4%. The Commissioner informed the Panel that in a recent speech by the Home Secretary, the Nottinghamshire Force was spoken of positively in this respect. In terms of sickness levels they had improved markedly but at the moment teething problems with the new computer system meant it was extremely difficult obtaining accurate information at present.
- The Panel was concerned at the decrease in the detection rate for victim-based crime and asked what could be done to address the problem. The Deputy Commissioner replied that in the area of domestic violence, for example, victims often do not support any prosecution for a variety of reasons, they may want to stay in a relationship or there are children involved. In such cases the best outcome would be to have a victimless prosecution.
- The subject of overtime was raised by the Panel who were concerned at the high levels being paid and asked why there was still 4,000 hours of overtime waiting to be authorised. Also, the Panel asked whether it would be cheaper to employ staff on short term contracts rather than employ large numbers of agency staff as at present. The Commissioner replied that the amount of overtime had decreased dramatically in the last few years and that much of the overtime was as a result of responding to other Forces' requirements for which those Forces would pay, therefore, this was not a cost to the Nottinghamshire Force and there was the possibility that a profit would be made from such activities. The Commissioner told

the Panel that there would always be a need for some overtime to be worked in order to cope with unforeseen incidents.

RESOLVED 2015/033

That the Panel note the contents of the update report.

6. POLICE AND CRIME PLAN (2015/18) – 6 MONTH MONITORING REPORT

The Commissioner introduced the report and during discussions the Panel raised the following points:

- The Panel queried why the 'RAG' status for the BME policing experience was shown as green when, as a work in progress, should the status not be shown as amber? Kevin Dennis referred members to the status definitions contained in the report and explained that green denoted adequate progress was being made whereas amber meant that a target was at risk or was not going to be achieved. In this context therefore he felt that the designated use of the green status was appropriate.
- The Panel pointed out some inconsistencies in the figures contained in the report and the Commissioner replied that some of the measures were value judgements but that it was important to continue to use the same system so that comparisons could be made over time.
- The Panel asked about the work being undertaken to address Female Genital Mutilation (FGM) and asked whether performance was improving in this area. The Deputy Commissioner replied that there was a joint City/County Board working on policy and that there was new legislation coming. It was an under-reported crime but the Force was providing advice to victims. The Commissioner added that there were two relevant articles in the latest edition of his newsletter, 'The Beat', and agreed that more work was needed in this area.
- The subject of cyber crime was brought up and the Commissioner was asked what could be done in this area, especially to help vulnerable people. The Commissioner again referred Panel members to a relevant article in 'The Beat', this time on the Youth Commission who had been asked to look into the matter. He felt that the problem was that people would tweet something that they would never say in person and the police were virtually powerless to do anything about it. Panel members confirmed that they did read 'The Beat' but pointed out that the 'Horizon Scanning' section on the website had not been updated recently. Kevin Dennis explained that the staff member responsible for producing this section had left but that their replacement would be in post soon and the section would be updated.

RESOLVED 2015/034

That the Panel note the contents of the monitoring report.

7. UPDATE ON STRATEGIC THEME 1 – PROTECT, SUPPORT AND RESPOND TO VICTIMS, WITNESSES AND VULNERABLE PEOPLE

The Deputy Commissioner introduced the report and informed the Panel that the contract to provide a specially designed service for victims of crime had been awarded to Victim Support and the work was now underway. Baker Tilly had been commissioned to examine the work in this area and they were due to deliver their findings on 16th November. In respect of services for Domestic Services, contracts had been awarded for the north and south of the county until 2018. The situation with Sexual Violence services in the County was not as clear as the Care Commissioning Groups had the responsibility for commissioning services in this area. As far as the City was concerned the process of going out to tender for Domestic Violence and Sexual Violence services had begun and it was anticipated that these services would be in place in the new financial year.

The Deputy Commissioner then spoke about the Victims Code of Practice which had recently been dip tested to determine whether the various agencies were delivering on the Code. The conclusion was that they were delivering effectively though forthcoming legislation may well alter the demands on those agencies. The Code had helped to categorise crime and as a result serious crimes now received a quicker response. Temporary Chief Inspector (TCI) Andy Goodall then provided the Panel with some more information regarding the Victims Code:

- TCI Goodall explained that the Code focussed on what the victims were entitled to. The victim was now assessed at the point of the first physical contact and a victim statement was taken to determine whether they should be treated on a priority basis. Some amendments were due at the end of the month, for example victims would be able to have their case reviewed if the decision has been taken not to prosecute. Other major changes due included the expansion of the definition of a victim. This was still to be finalised but would now include someone involved in a road traffic accident for example. The other major change due was the written acknowledgment that someone had been a victim which would include details of the crime and the officer involved. A recent review of the Code concluded that its introduction had been positive as gains had been made though it was clear what needs to be changed.
- The Panel supported the review and asked if the Code extended to where charges were for less serious offences, for example, threatening behaviour, disorderly conduct, and non-physical domestic abuse where the potential exists for the seriousness of the offences to escalate. Andy confirmed that a wider range of crimes were now being recorded compared to the past.
- The Panel noted that a victim's details were registered at the point of first physical contact but queried whether in the future, when there were likely to be fewer officers, other channels of communication would be available. Andy replied that in instances where incidents could be dealt with over the phone, an assessment would still take place and the results of that assessment would govern the Force's response.
- The Commissioner stated that in an era where budgets continued to be reduced it was not possible to visit 100% of crime scenes as in the past. Also, as the nature of crimes changed officers had told the Commissioner that greater priority should

be given to the areas of e-mail/Facebook/Twitter. The Commissioner would need to have a conversation with the Panel about which areas the Force would need to focus on in the future.

RESOLVED 2015/035

That the Panel note the report.

The meeting closed at 3.25pm

CHAIRMAN

Mins 2 November 2015

WORK PROGRAMME

Purpose of the Report

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

Information and Advice

2. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Police and Crime Commissioner and the Chief Constable.
3. The work programme has been updated to include specific focus on each 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).

Other Options Considered

4. 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.

Reasons for Recommendation/s

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

RECOMMENDATION/S

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

Background Papers and Published Documents

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

For any enquiries about this report please contact:-

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council
keith.ford@nottsc.gov.uk
Tel: 0115 9772590

APPENDIX A**Nottinghamshire Police and Crime Panel****Work Programme (as at 18 November 2015)**

<u>Agenda Item</u>	<u>Brief Summary</u>
1 February 2016 – 2.00pm	
Proposed Precept and Budget 2016/17	To consider the Commissioner's proposed Council Tax precept.
Police and Crime Plan 2014-18 Refresh	To seek the Panel's views on the draft refreshed Police and Crime Plan.
Consultation Events and Complaints Received / Consultation and Engagement Strategy	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) / consideration of the Commissioner's draft Consultation and Engagement Strategy
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
18 April 2016 – 2.00pm	
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.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme (to be confirmed)
6 June 2016 – 2.00pm	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2016/17 year.
Review of Balanced Appointment Objective.	The Panel will review its membership to see whether any actions are required in order to meet the requirements for:- <ul style="list-style-type: none">• the membership to represent all parts of the

<u>Agenda Item</u>	<u>Brief Summary</u>
	<p>police force area and be politically balanced; and</p> <ul style="list-style-type: none"> • 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.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme (to be confirmed)
Consultation Events and Complaints Received	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 Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	7th December 2015
Report of:	Paddy Tipping Police and Crime Commissioner
Report Author:	Kevin Dennis, Chief Executive
E-mail:	kevin.dennis@nottinghamshire.pnn.Police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	5

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – TO SEPTEMBER 2015

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) update report.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which he thinks appropriate.
- 1.3 This report provides the Panel with an overview of current performance, since the last report in November 2015.
- 1.4 This report has been revised to reflect the information sought by Panel Members i.e. to reduce the size of the report by making reference to information held elsewhere rather than include it in the report, but to focus on the exceptional performance and place a greater emphasis on reasons for exceptional performance and what the Force did or is doing to address the problems. Furthermore, the Panel wish to know more about views and actions of the Commissioner and his office. However, Members are reminded that the Policing Protocol^a makes it clear that the Commissioner, "*must not fetter the operational independence of the Police Force and the Chief Constable who leads it*".
- 1.5 It should be emphasised that the action taken by the Chief Constable may be the result of discussions held with the Commissioner during weekly meetings. The Commissioner is briefed weekly on all exceptional performance by his office staff which is then discussed with the Chief Constable the same week.

^a https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117474/policing-protocol-order.pdf

2. RECOMMENDATIONS

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

3. REASONS FOR RECOMMENDATIONS

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

4. Summary of Key Points

POLICING AND CRIME PLAN – (2015-18)

- 4.1 Performance against refreshed targets and measures across all seven themes is contained in the Performance section of the Commissioner's web site to September 2015.^b This is the fourth report to the Panel in respect of the Commissioner's third Police and Crime Plan.
- 4.2 The Commissioner's report has been simplified to focus on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.3 In addition, following a recent meeting with Panel Members, further amendments to the format of the Commissioner's update report have been made to provide more detail where performance is graded red or blue to explain to Panel Members what has driven the change and if red what action the Force is taking to address the issue. In addition, Panel Members have requested trend information.
- 4.4 The table below shows a breakdown of the RAGB status the Force has assigned to the 33 sub-measures reported in its Performance and Insight report to September 2015.
- 4.5 It can be seen that 22 (67%) of these measures are Amber, Green or Blue (the same as the last two Panel reports) indicating that the majority of measures are close, better or significantly better than the target. 24% (8) of measures reported are Red and significantly worse than target (this is the same as the previous Panel report). However, 9% (3) of measures are not graded due to unavailability of data following the move to the Multi Force Shared Services (MFSS) Oracle system.

^b

<http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Performance/2015/Performance-Insight-Report-to-September-2015.pdf>

KEY to Performance Comparators					
Performance Against Target		Aug-15	% of Total	Sep-15	% of Total
1	Significantly better than Target >5% difference	5	15%	6	18%
1	Better than Target	13	39%	11	33%
1	Close to achieving Target (within 5%)	4	12%	5	15%
1	Significantly worse than Target >5% difference	8	24%	8	24%
1	Data Issues prevent grading	3	9%	3	9%
Total		33	100%	33	100%

- 4.6 The table below provides an overview of the measures currently graded blue 1 and details the change from previous months to show the trend as requested.

Objective / Target – RAGB Status Blue 1	Jul-15	Aug-15	Sept-15
A reduction in the number of non-crime related mental health patients detained in custody suites	-86.5%	-76.7%	-
An increase in the Early Guilty Plea rate compared to 2014-15 – Magistrates Court	+8.0%	+7.9%	+6.8%
A 10% increase in the number of POCA orders compared to 2014-15	-1.2%	+65.6%	+48.4%
To monitor the number of production and supply drug offences	+33.5%	+20.3%	+9.7%
To be better than the national average for Early Guilty Plea rate for the Crown and Magistrates' Courts – Crown Court	+4.9%	+0.7%	+6.0%
Reduce percentage of ineffective trials due to prosecution team reasons compared to 2014-15 – Crown Court	-8.2%	-6.8%	+7.2%

- 4.7 Of the six measures currently graded blue, three have improved and three are worse than the previous Panel report.
- 4.8 The table below provides an overview of the measures currently graded red 1 and details the change from previous months to show the trend as requested.

Objective / Target RAGB Status Red 1	July-15	Aug-15	Sept-15
A reduction in the number of repeat victims of domestic violence compared to 2014-15	+10.1%	+11.5%	+5.4%
A reduction in the number of repeat victims of hate crime compared to 2014-15	+110.0%	+50.0%	+38.5%
To monitor the percentage of Grade 1 and 2 incidents attended within the prescribed timescale	Grade 2 65.5%	Grade 2 65.1%	Grade 2 65.0%
A reduction in All Crime compared to 2014-15	+6.4%	+5.8%	+4.1%

A reduction in Victim-Based Crime compared to 2014-15	+9.4%	+6.7%	+4.9%
To monitor the detection rate for All Crime	-5.8%	-5.3%	-4.1%
To make £11.0m saving by March 2016	-£0.7m	-£0.8m	-£1.2m
Overall spend v budget	-£1.2m	-£2.8m	-£2.7m
2015/16 budget - £191.2m	-1.7%	-3.3%	-2.8%

- 4.9 In summary, four of the eight measures graded red, have improved since the last Panel report.
- 4.10 Following the last Panel meeting Members requested that the Commissioner's update report should explain the reasons for improved performance and lessons learned for blue graded measures and reasons/drivers for poor performance and an explanation as to what action is being taken to address underperformance in respect of red graded measures. The Force has provided the following responses to these questions.

5. Blue Rated Measures (1 significantly better than Target >5% difference)

A reduction in the number of non-crime related mental health patients detained in custody suites - Improved Performance and Reason/Lessons Learned

- 5.1 Improved Performance and Reason/Lessons Learned
- 5.1.1 There were 69 (-76.7%) less people with mental health presented to custody as a first place of safety year-to-date to August 2015. Overall, there was a 27.7% reduction in the number of mental health patient detainees in custody and s136 suites.
- 5.1.2 This significant improvement in performance is a direct result of the introduction of the Street Triage Team which has previously been reported on. In addition the Force has carried out a review and revision of processes in accordance with national guidance, and has a joint protocol with partners which includes a Service Level Agreement with the East Midlands Ambulance Service, and a coordinated approach with the two nominated places of safety (Highbury Hospital and Millbrook).

An increase in the Early Guilty Plea rate compared to 2014-15 – Magistrates Court - Improved Performance and Reason/Lessons Learned

- 5.1.3 The Early Guilty Plea rate recorded in the Crown Court year-to-date to September 2015 was 42.0%, which is an improvement on the same period last year, and an improvement on the previous month (39.5%). The rate was also considerably above the national average rate of 33.3%. The Magistrates' Courts Early Guilty Plea rate has considerably improved from 67.7% in the same period last year, to 73.0%. This places Magistrates' Courts Early Guilty Plea rate above the national average of 72.6%.

- 5.1.4 The improvement in the early guilty pleas in both the Magistrates and Crown Court can be attributed to the early reported success of Transforming Summary Justice (TSJ)^c.
- 5.1.5 The Force undertook a considerable amount of communication and awareness of National File Standards (NFS) as part of the roll out of TSJ led by senior Criminal Justice managers. File quality is discussed at Regional Prosecution Team Performance Meetings (PTPM) between Police and the Crown Prosecution Service (CPS). There continues to be senior officer/staff commitment to provision of a quality assured Police file. File quality audits are carried out looking at dip samples of individual case files at least every 2 months (Crown and Magistrates) - this involves District Crown Prosecutors for CPS, Police Criminal Justice Staff and Divisional officers at Inspector level or above. This has identified issues and quality both on a general level but also with individual officers which is fed back for additional learning.
- 5.1.6 There is a noticeable increase in the number of cases where anticipated guilty plea is correctly identified at point of charge and the necessary file build (to national standards) is supplied for the dedicated first hearing.
- 5.1.7 Initial details of the prosecution case (IDPC) is prepared and served on the Court and defence 5 days before the hearing allowing them to be better prepare for the initial hearing and the defence to enter their plea.
- 5.1.8 All parties from CPS and HMCTS (HM Courts & Tribunals Service) have been trained in TSJ. Generally feedback in relation to prosecutors, legal advisers and benches / DJs (District Judges) is positive which leads to a better managed Court process.
- 5.1.9 A joint agency, including defence representatives continues to meet regularly to consider how TSJ is operating and to look at performance and to ensure that the Force can address the issues that arise and the impact.

A 10% increase in the number of POCA^d orders compared to 2014-15 - Improved Performance and Reason/Lessons Learned

- 5.1.10 There were 45 additional Confiscation and Forfeiture Orders compared to last year, placing the Force 25.9% above target. The overall value of POCA orders has increased by 0.8% or £4,719, with the average value now at £4,309 compared to £6,343 last year.
- 5.1.11 In 2012 a complete review of how financial investigation was conducted in Nottinghamshire was carried out. A series of high profile changes took place which changed both the process and officer understanding of the legislation. A comprehensive training programme was launched which not only included all officers on the front line but a bespoke course was developed for managers to ensure they know for what POCA could be used for.
- 5.2 Key to this programme was buy-in from senior managers, and a number of courses were personally opened by the Chief Constable. In addition to this the

^c https://www.cps.gov.uk/publications/agencies/transforming_summary_justice_may_2015.html

^d POCA – means money received following Proceeds of Crime Act orders

whole process by which opportunities for POCA work were identified changed. Officers no longer waited until they were in a charging position to determine whether the legislation could be invoked and instead an automated system of identifying opportunities at the time the offence was reported was brought in. This allowed early intervention by financial investigators and the ability to gather evidence at the time of arrest. Templates and assistance were offered to officers during the period of their investigation rather than at time of charge.

**To monitor the number of production and supply drug offences -
Improved Performance and Reason and Lessons Learned**

- 5.2.1 There were 34 additional supply and production drug offences recorded year-to-date. In comparison there was a considerable reduction in possession offences (-19.7%), which could be attributable to the increased use of 'legal highs'.
- 5.2.2 The work of the Cannabis Dismantling Team has been maximised to improve effectiveness. Operation Promote has the primary aim tackling drug fuelled violence in the night time economy. Training and leadership at all levels has led to significant improvements in Stop and Searches conducted in relation to Cannabis possession – although there are less searches conducted currently in volume terms, the Force is confident in its effective and legitimate use of stop search powers.

**To be better than the national average for Early Guilty Plea rate for the
Crown and Magistrates' Courts – Improved Performance and Reason/
Lessons Learned (Crown Court)**

- 5.2.3 The Early Guilty Plea rate recorded in the Crown Court year-to-date to August 2015 was 39.5%, which is an improvement on the same period last year, and an improvement on the previous month (38.4%). The rate was also considerably above the national average rate of 33.5%.
- 5.2.4 The Magistrates' Courts Early Guilty Plea rate has considerably improved from 67.3% in the same period last year, to 74.1%. This places Magistrates' Courts Early Guilty Plea rate above the national average of 73.1%. The success of Transforming Summary Justice reported at section 5.6.1 above has contributed to the improved performance.

**Reduce percentage of ineffective trials due to prosecution team reasons
compared to 2014-15 – Improved Performance and Reason/Lessons
Learned (Crown Court)**

- 5.2.5 The Ineffective Trial Rate in the Crown Court fell from 15.9% last year to 8.7%. There has however been a slight deterioration in the Effective Trial Rate from 49.0% last year-to-date to 48.9% this year-to-date.
- 5.2.6 The success of Transforming Summary Justice reported above has contributed to the improved performance.

6. Red Rated Measures (1 significantly worse than Target >5% difference)
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A reduction in the number of repeat victims of domestic violence compared to 2014-15 - Reason for Performance and Action being taken

- 6.1 More recent data (to the end of October) reveals that the number of repeat victims of domestic violence has increased by 3 offences year-to-date, which is a noticeable improvement on the position reported previously, with a -1.0% decrease in the County, and a 2.0% increase in the City. The proportion of domestic abuse incidents and crimes has reduced when compared to the previous year (40.8%), although actual numbers have increased from 1,508 to 1,537 repeat offences. The proportion falls to 22.1% when incidents are removed, suggesting that the Force is dealing with these proactively prior to an incident becoming a crime. However, the volume of domestic abuse crimes has fallen since August.
- 6.1.1 A (brief) summary of actions currently being taken to respond to this challenge are:
- More repeat offenders are being arrested
 - Month on month data shows a reducing trend in numbers of repeat victims
 - The Force continues to record a strong arrest rate of 85%
 - There are good local procedures around the MARAC^e in both the City and County
 - MARAC information is now available on the Force database (BATS)^f.
- 6.1.2 The high conviction rate for these offences should be noted, and by working with CPS, the Force is hoping to drive further improvement by progressing victimless prosecutions.^g

A reduction in the number of repeat victims of hate crime compared to 2014-15 - Reason for Performance and Action being taken

- 6.1.3 There were 15 additional repeat hate crimes recorded year-to-date, 12 of which are on the City. The performance figures do reflect such an increase, with the proportion of repeat victims being maintained in the reported figures. More than a third of the increase (38.5%) in repeat victimisation is actually accounted for by four victims reporting multiple incidents on the same day, rather than a more general increase in repeat victimisation.
- 6.1.4 The Commissioner set an objective in his Police and Crime Plan to “*Encourage the increased reporting and identification of Hate Crime*”. Therefore, both Commissioner and Chief Constable consider that the 16% increase in reported hate crime is a very positive achievement, suggesting increased confidence in victims’ propensity to report hate crime.

^e A Multi Agency Risk Assessment Conference (MARAC)

^f BATS - Briefing and Tasking System

^g Victimless Prosecution refers to the collation of evidence by prosecutors in domestic violence cases to convict abusers without the cooperation of an alleged victim.

- 6.1.5 Whilst there is an objective to increase hate crime reports there is another measure to reduce the level of repeat victimisation. The Commissioner accepts that there is a possibility that an increase in confidence may lead to further reports of hate crime, however, the Commissioner's view is that all possible interventions should be taken to prevent and deter further offences.^h
- 6.1.6 A (brief) summary of actions currently being taken to respond to this challenge are:
- The Commissioner has funded a Hate Crime Manager post for two years.
 - The Force Management Information Unit highlights repeat victims to divisional commanders and these are referred for review by the Force Hate Crime Manager.
 - In the City, all hate crimes are referred to the City Council's Community Protection Team for possible use of new antisocial behaviour legislation, particularly in context of repeat victimisation and offending.
 - The risk assessment process is being reviewed so that risk around repeat victimisation is more accurately defined and leads into targeted activity.
 - Multi-agency processes, such as Vulnerable Person Panels (VPP), are being reviewed to ensure that repeat victimisation is appropriately addressed collectively.
 - Community Safety Partnerships (CSPs) are being supported to develop more effective analytical products to support case-working processes that will prioritise repeat victimisation.
 - The Safer Nottinghamshire Board's (SNB) analytical product has been developed to include tasking information around repeat victimisation.ⁱ
 - A referral process to Remedi is being developed to deliver additional options for addressing offending behaviour and the impact on victims through restorative justice.
 - A behaviour management programme is being developed through the SNB and Holocaust Centre to address offending behaviour.
 - A hate crime scrutiny proposal has been developed that will specifically address repeat victimisation for organisational learning and accountability.
 - In the City a hate crime performance meeting has been instigated to address live cases which will include a focus on repeat victimisation.

^h *In theory, an effective intervention will prevent or deter further offences being committed. Therefore, any subsequent repeat offences have failed in this respect.*

ⁱ *Note: This is now raised as a risk due to the recruitment freeze on a replacement Partnership Analyst.*

To monitor the percentage of Grade 1 and 2 incidents attended within the prescribed timescale^j - Reason for Performance and Action being taken (Grade 2 Incidents)

- 6.1.7 In terms of Grade 1 incidents, the Force attended 82.2% of Urban areas and 77.7% of Rural areas within the specified times. However, 65.0% of Grade 2 incidents were attended within 60 minutes falling short of the 80% target.
- 6.1.8 Since 2013, calls for service have increased and therefore the overall number of incidents has also increased. Crime reports have increased also especially sexual crime and child sexual exploitation (CSE) which demands significantly more Police time. This means that officers are carrying a higher workload and on occasions demand for service is higher than available resources. Despite this, it is encouraging that Grade 1 incidents are still achieving target as these incidents carry a higher threat, harm and risk to people.
- 6.1.9 With increasingly diminishing resources and more incidents requiring greater intensity and Police time, managing demand is becoming increasingly critical for Police and partners.
- 6.1.10 The Commissioner has included a strategic activity in his Police and Crime Plan to 'Adopt an integrated partnership approach to preventing demand for public, private and third sector.' There is now an agreed Partnership Prevention Programme Plan. Some prevention principals and enablers have been agreed. The plan will over the next years 2015/16 concentrate on the following themes:
- Locality working in areas of high demand;
 - Business crime and Town Centres;
 - Community Safety and protection;
 - Mental health, children and young people.
- 6.1.11 The Force's Delivering the Future (DTF) programme is addressing this performance conundrum by dealing with increasingly more incidents at the first point of contact (i.e. over the phone). Also, appropriate resources are targeted to the right crime or incidents which are graded so that attendance only occurs when there is value or necessity in doing so.

A reduction in All Crime compared to 2014-15 - Reason for Performance and Action being taken

- 6.1.12 The results of a recent internal compliance audit reveal that the Force is recording crimes at a compliance rate of 98%, which is a significant improvement on a previous position and allows confidence that crime is being recorded ethically and in line with NCRS (National Crime Recording Standard). This does mean that the Force is recording a higher number of crimes than previously, with this effect apparent in recorded crime performance this year. In addition, new offences of Malicious Communications, under the Harassment offence group, are now counted as recorded crimes.

^j Historically the targets for attendance to incidents have been as follows: 85% attendance to Grade 1 incidents in Urban areas within 15 minutes and Rural areas within 20 minutes; and, 80% attendance to Grade 2 incidents within 60 minutes.

- 6.1.13 The upward trend continues to improve, with the current YTD increase smaller than it has been previously, bringing the Force in line with the forecasted year-end 0.3% increase.
- 6.1.14 Both divisions are showing improved performance with the County now recording a 6.8% increase, and the City continuing to record a reduction now at -2.4%. As reported previously the bulk of the increase relates to Violence Against the Person (+14.6%, +1,411 offences), which now makes up over a quarter of all crime (25.2% compared to 22.6% last year).
- 6.1.15 On the other hand, Burglary Dwelling continues to show strong performance (-20.4%), as does Robbery (-17.1%).
- 6.1.16 As already stated, the increase in total crime can be attributed to compliance with the national recording standard (NCRS) and new crime categories introduced in April this year. It is important that this standard is maintained as future HMIC inspections into crime recording will be unannounced. The current 98% compliance rate will place the Force in good standing for future inspections.
- 6.1.17 The Force has a dedicated Public Protection Department headed by a superintendent who has oversight on sexual crime especially CSE. The Force also has established a Violence Gold Group to review all aspects of violence including night time economy (NTE) issues and considers trends, comparisons with other Forces and takes actions as appropriate.
- 6.1.18 Performance and trends are analysed and responded to daily on division and, in addition, performance is reviewed monthly at the Operational Policing Review meetings and at Force level at the Force Performance Board chaired by the Assistant Chief Constable.
- 6.1.19 The Commissioner's office is represented at these meetings and any issues of concern are reported to the Commissioner during his weekly briefings. The key issues of increased crime recording especially violent crime and increases in sexual crime, especially CSE, are frequently discussed at the Commissioner's weekly meetings with the Chief Constable. The Force has launched a Sexual Offences Coordinating Group chaired by the ACC to deal with the increase in recorded sexual offences.

A reduction in Victim-Based Crime compared to 2014-15 - Reason for Performance and Action being taken

- 6.1.20 Victim-Based crimes accounts for 90.1% of All Crime recorded by the Force, which is slightly higher than the proportion recorded last year (89.5%). Again, County division recorded the larger increase (7.8%, or 1,720 offences), whilst City Division is recording a reduction of 2.2% or 360 offences.
- 6.1.21 Improved compliance rates have had the greatest impact on violence and sexual offences, which has driven the increase in victim based crime, as per the explanation given above.

To monitor the detection rate for All Crime - Reason for Performance and Action being taken

- 6.1.22 The detection rate for All Crime fell from 30.5% last year to 26.8%. It should be noted that this is, an improvement on the previous month which will improve further when the 231 detections awaiting approval are added (27.3%). Previous analysis has suggested falling numbers of arrests may have impacted directly on overall detections, but changes to the counting rules, 24 hour interventions and new offence classifications may also be contributory factors.
- 6.1.23 It is worth noting that the volume of detections recorded has remained relatively stable this year, and it is suggested that the reduction in detection rate is as a result of the increased volume of crimes recorded, rather than a loss in the volume of detections achieved.
- 6.1.24 The increased safeguarding demands have caused the Force to place greater emphasis on prioritising threat, harm and risk in the way in which resources are deployed. In this respect, administrative crime detections which are not in the interests of the victim or justice are no longer being pursued e.g. offences taken into consideration.
- 6.1.25 The Force records a number of crimes for which it may not be proportionate to invest resources in to achieving a positive outcome, particularly when taking a threat harm and risk approach. An example of this would be the new notifiable malicious communications offences, for which the rate of positive outcomes is low.
- 6.1.26 However, the Force has identified a number of 'common mistakes' which may result in detections being lost, although it should be noted that the number is by no means significant. In order to ensure effective and appropriate use of detections the Force is delivering a programme of briefings with accompanying training materials, and is also reviewing and refining forms used to record out of Court disposals to support this process.

To make £11.0m saving by March 2016 - Reason for Performance and Action being taken

- 6.1.27 The Government's grant has reduced significantly and in order to balance the budget, savings of £11.0m need to be made in 2015-16. To date £2.104m efficiencies have been achieved against a target of £3.327m. Work is currently underway to review the shortfall in the efficiency programme by project and what actions are required to recover the position.
- 6.1.28 In August 2015, a decision was taken in principle for the Force to form a Strategic Alliance with Leicestershire and Northamptonshire. The Force is also working closely with other Forces. Between the three Forces there is around a £0.5billion budget, which offers huge opportunities to protect communities and tackle the challenges ahead. A Chief Superintendent will support the work of Delivering the Future and the Strategic Alliance, on behalf of Nottinghamshire, with Deputy Chief Constable leading overall as the dedicated Chief Officer.
- 6.1.29 There is a lot of work to undertake over the next few months but working together will give the Alliance the chance to deliver a more effective and

efficient policing model across three Forces. This will require a new operating model and significant changes to the way the Force currently does business.

Overall spend v budget 2015/16 budget - Reason for Performance and Action being taken (£191.2m)

- 6.1.30 Expenditure to date was £2.7m worse than budget. This was largely due to the shortfall in the efficiency programme which impacts numerous lines of expenditure (as above) where work is underway to address the shortfall.
- 6.1.31 Police officer overtime was higher than budgeted due to various operations such as speed awareness, although some overtime relates to mutual aid. The charge for the MFSS^k which was omitted from the original budget; the timing of income recognition for externally funded projects; and a redundant stock charge for uniforms.
- 6.1.32 The Force scrutinises expenditure at its Force Executive Board (FEB) and the Local Performance Board where remedial action and control measures are introduced. Unexpected major incidents have a significant adverse impact on this measure.
- 6.2 The Commissioner has regular meetings with the Chief Constable specifically to review the budget and hold the Chief Constable to account and consider options to improve performance and efficiency.

7. Monitor the Proportion of Rural Crime Compared to 2014-15

- 7.1.1 This measure has not been RAGB graded. There were 4,601 offences defined as Rural Crimes^l recorded year-to-date to September 2015 which is a 1% increase in the proportion of All Crime compared to the previous year. This is the same as reported in the last Panel report.
- 7.1.2 Volume wise there has been a 13% (or 531 additional offences) increase year-to-date. In the previous Panel report the figure was 15.8% so this is an improvement.

Holding the Chief Constable to Account

- 7.2 The Commissioner's staff is represented at the key Divisional, Partnership and Force Local Performance board meetings in order to obtain assurance that the Force and Partners are aware of the current performance threats, and are taking appropriate action to address the emerging challenges. Should there be any issues of concern these are relayed to the Commissioner who holds the Chief Constable to account on a weekly basis.

^k Multi Force Shared Services (MFSS) Oracle system

^l Rural Crime Force Definition: Rural crimes include all crimes occurring in rural areas in addition to those offences defined as rural (i.e. theft of livestock).

- 7.3 In addition, from time to time the Commissioner meets with both Divisional Commanders to gain a deeper understanding of threats, harm and risk to performance.
- 7.4 At a previous Panel meeting Members asked if the Commissioner would include a specific example of where he had held the Chief Constable to account on an issue. The Commissioner would emphasise that he has a regular weekly agended meetings with the Chief Constable. Furthermore, Force performance is always discussed. Frequently the budget and investigations on historic child sex offending are on the agenda.
- 7.5 At the November Panel meeting a case study was prepared to illustrate how an issue of concern which came to light through the assurance process (i.e. shop theft) was followed through. Panel Members have asked if a similar case study could be prepared for each meeting. For this meeting, a case study has been prepared in respect of the Victim's Code (see **Appendix A**).

Activities of the Commissioner and Deputy Commissioner

- 7.6 The Commissioner and Deputy Commissioner continue to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City. Key activities are reported on the Commissioner's web site.^m

DECISIONS

- 7.7 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.ⁿ
- 7.8 At a recent meeting with Panel Members it was requested that the Commissioner provide a list of all forthcoming decisions rather than those already made. In this respect, **Appendix B** contains a Forward Plan of Key Decisions for the OPCC and the Force.

8. IPCC Investigation into the discharge of a Police firearm at a demonstration at Nottinghamshire Police Headquarters

- 8.1 At the Panel Pre- Agenda meeting on 20th November 2015 Panel Members asked that a case study be provided on the recent publication of the Independent Police Complaints Commission (IPCC) Investigation into the discharge of a Police firearm at a demonstration at Nottinghamshire Police Headquarters last year.

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

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

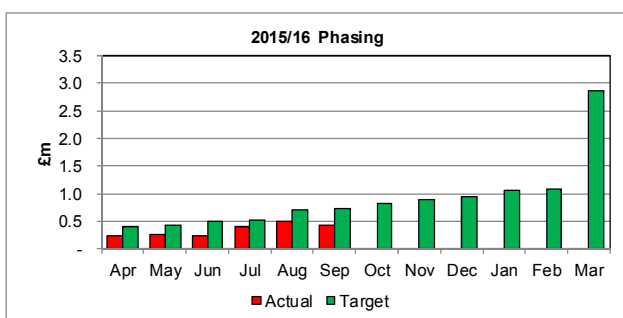
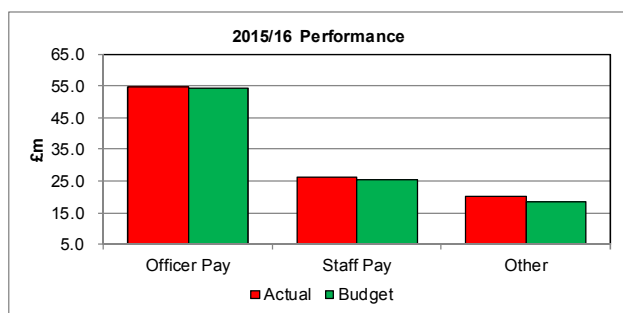
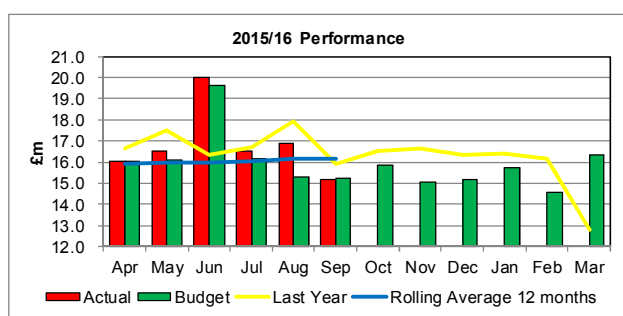
- 8.2 The incident happened at an event for young competition winners and their families on 30 October, 2014. During an open-air demonstration by authorised firearms officers a live assault rifle was discharged into the ground. The girl received an injury to her lip, caused by the bullet casing.
- 8.3 The investigation found no protocols or policies were in place, prior to the incident, which dealt with the use of firearms, live or otherwise, at public events. In addition, evidence showed no risk assessment was undertaken, concerning the use of firearms, ahead of the demonstration.
- 8.4 The report states that operational AFOs (authorised firearms officers) must have their firearms loaded, making the requirement for the weapons to be unloaded and safe for a community engagement event impossible. Therefore, it would be safer to use non-operational AFOs and training weapons only at such events in the future.
- 8.5 The investigation also found a case to answer for gross misconduct for the officer who fired the weapon for failing to ensure it was safe. After consultation with the Force, the IPCC Commissioner decided that the officer should face a gross incompetency hearing.
- 8.6 Following the hearing held by Nottinghamshire Police last month, the officer has been redeployed to a divisional role with no firearm or Taser duties. Another officer, involved in the incident, has since left the firearms department. A third officer has been recommended to undergo further training in the planning of public events.
- 8.7 IPCC Commissioner Derrick Campbell said:
- “The seriousness of this matter cannot be underestimated. It is through good fortune that no one was more seriously injured. The officer’s actions, while not deliberate, posed a genuine risk to those present. A number of sensible, logical recommendations have been made which the Force has accepted, including replacing live firearms with training weapons at future public events.”*
- 8.8 Nottinghamshire Police apologised at the time of the incident to the parents and children who attended.
- 8.9 The report can be downloaded from the IPCC web site.⁹
- 8.10 Due to the short time frame of this request by the Panel, there has been insufficient time to prepare a written case study of this incident; however the Chief Constable will be in a position to provide a verbal update to answer the following areas of interest to the Panel:
- 1) The action the Force has taken in response to the IPCC report recommendations especially, the protocols and policies put in place, risk assessments to be undertaken, the use of non-operational AFOs and training weapons only at such public events.

⁹ <http://www.ipcc.gov.uk/news/ipcc-concludes-investigation-discharge-weapon-during-public-event-nottinghamshire-police>

- 2) The procedures in place for reporting critical incidents like this one to the Commissioner or in his absence the Deputy or NOPCC CEO?
- 3) An account of the procedures followed in respect of this incident?

9. Financial Implications and Budget Provision

- 9.1 The financial information set out below is intended to provide the Panel with information so that they can review the steps the Commissioner is taking to fulfil his pledges and provide sufficient information to enable the Panel to fulfil its statutory role.



9.2 **Appendix C** contains the Financial Performance Insight report for September 2015. It details performance in respect of: Financials, Capital Expenditure, Efficiencies, Operations, Overtime, Seconded Staff, and Corporate Services.

Overview

9.3 The tables on the left illustrate budgetary performance during this financial year to September 2015.

9.4 The Force has a full year budget of £191.2m. Year to date £101.170m has been spent against a budget of £98.460m which represents an overspend of £2.710m (last month it was £2.758m so there is a slight improvement).

9.5 The Phasing chart shows the efficiencies planned each month over the financial year. Year

to-date, the Force has achieved savings of £2.104m against a target of £3.327m which represents a shortfall of £1.223m and is therefore behind its efficiency target of £11.014m.

- 9.6 Expenditure was £0.048m better than budget. This was mainly due to a release of the MRP (Minimum Revenue Provision) and a correction to externally funded projects and partly offset by the efficiency challenge being behind target, overtime and redundancy payments.
- 9.7 Police officer pay was £8.781m, which was £0.053m better than budget largely due to pensions, unsocial hour's payments and leavers/retirees being higher than budgeted. Overtime was £0.350m, which was £0.200m worse than budget,

mainly due to Operation Drosometer £0.081m, mutual aid and special services £0.028m all of which are offset by income. An additional accrual for the overtime rate issue has not been raised as it is felt this can be covered by the £0.100m accrual raised in August for unauthorised hours.

- 9.8 Police staff pay was £4.099m, which was £0.078m worse than budget, mainly due to not achieving the budgeted vacancy rate; and the phasing of the overlay for PCSO restructuring. Overtime was £0.069m, which was £0.037m worse than budget, the Force is not accruing in this area and this reflects the actual payments coming through from BOBO (Booking On and Booking Off).
- 9.9 Other employee expenses were £0.273m worse than budget largely due to an accrual for PCSO redundancy costs and pension strain.
- 9.10 **Appendix C** provides further detailed financial performance information.

10. Human Resources Implications

- 10.1 None - this is an information report.

11. Equality Implications

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

12. Risk Management

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

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

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

14. Changes in Legislation or other Legal Considerations

- 14.1 None that directly relates to this report.

15. Details of outcome of consultation

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

16. Appendices

- A. Case Study – Victims Code
- B. Forward Plan of Key Decisions for the OPCC and the Force
- C. Finance Performance and Insight Report – September 2015

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

- [Police and Crime Plan 2015-2018 \(published\)](#)
- [IPCC Investigation into the discharge of a Police firearm at a demonstration at Nottinghamshire Police Headquarters](#)

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Appendix A

Case Study: The Victims' Code

1 The Police and Crime Plan

- 1.1 Central to the Police and Crime Plan is the acronym 'VOICE': Victims, Openness, Inclusiveness, Communities and Empowering. This includes listening to victims and taking action to protect and safeguard vulnerable people; putting victims at the heart of open and transparent decision making; ensuring fairness, respect and accountability to victims; and engaging with victims and communities to shape services and build stronger partnerships.
- 1.2 The first of the Commissioner's priorities is to protect, support and respond to victims, witnesses and vulnerable people. In particular to improve the identification and response to 'hidden harm' and ensuring targeted provision is available, effective and focussed on those most vulnerable to victimisation and offending.
- 1.3 In October 2013, the Commissioner 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 support services have been delivered by a single provider since April 2015.

2 The Victims' Code

- 2.1 The Code of Practice for Victims' of Crime ("the Victims' Code") was originally published in October 2013. The Victims' Code enables the transposition of Directive 2012/29/EU of the European Parliament and the Council of 25 October 2012 ("the Directive") which establishes minimum standards on the rights, support and protection of victims of crime.
- 2.2 The Victims' Code places obligations on core criminal justice agencies to provide victims of crime with support and information. It sets out a list of key entitlements for victims, that: victims of serious crime, persistently targeted or vulnerable or intimidated victims should receive an enhanced service; victims' needs should be assessed; victims should be kept informed about the police investigation and prosecution; victims should be offered the opportunity to make a Victim Personal Statement (VPS); victims will have a right of review; victims will be offered a court familiarisation visit; victims are able to speak to the prosecutor; and most importantly, victims are supported.

3 The Victims' and Witness Board

- 3.1 The Deputy Police and Crime Commissioner chairs the Victims' and Witness Board, formerly a subgroup of the Local Criminal Justice Board, this will now feed into the East Midlands Criminal Justice Board. The new governance and accountability arrangements are currently being agreed.
- 3.2 The remit of the Board until now has been as a forum for Nottinghamshire Police; Nottinghamshire Crown Prosecution Service (CPS) and Her Majesty's Courts Service (HMCTS); the National Probation Service (NPS); the Derbyshire, Leicestershire,

Nottinghamshire and Rutland Community Rehabilitation Company (The DLNR CRC Ltd); Third Sector and others to agree strategic priorities and to work in partnership for the improvement of victims' and witnesses journeys. The Board provides leadership and direction in terms of ensuring victims and witnesses have a safe and supported experience of the criminal justice system. It plans and scrutinises delivery of the Victims' Code; oversees the delivery of efficiencies; liaises with other relevant agencies; assesses feedback from witnesses and victims; and oversees the work of the Domestic Abuse and Sexual Violence Sub Group.

4 Example of an issue addressed by the Commissioner

- 4.1 Under the leadership of the Deputy Police and Crime Commissioner, the Victims' and Witness Board oversaw implementation of the Victims' Code by all of the partners in from 2013 onwards.
- 4.2 Awareness raising work has been undertaken with police, as officers are often best placed to tell victims about support services at the first point of contact. The Nottinghamshire Police intranet also holds information about the Victims' Code, together with the relevant forms and guidance.
- 4.3 Following a review of progress in June 2015, the Victims' and Witness Board invited presentations from organisations which support victims and witnesses, such as Imara and the Witness Service. It was also agreed that dip testing should be undertaken to assess how well the Victims' Code had been implemented and any gaps.
- 4.4 The Victims & Witness Board reconvened the Victims' Code Task and Finish Group to review a small sample of cases against the Victims' Code, in order to ensure that the Victims' Code has been fully implemented by agencies and that victims are receiving the service to which they are entitled.
- 4.5 Witness Care identified 5 cases due to appear at Mansfield Magistrates' Court and Nottingham Justice Centre in the week commencing 28th September 2015. The cases included: Domestic abuse, Domestic abuse with witness summons, Common Assault, Sexual Assault and a child witness.
- 4.6 Of the 5 cases: in the first, the defendant was found not guilty; in the second no evidence was offered and the case was dismissed; in the third, again no evidence was offered; the fourth case has been adjourned for reports; and in the fifth case, again no evidence was offered.
- 4.7 With the support of the Witness Service and an IDVA; a member of staff from the OPCC managed to speak to three victims (two in the sample, who both gave evidence from behind a screen; and an additional victim of domestic abuse, who gave her evidence via Live Link).
- 4.8 The member of staff from the OPCC also observed the court process and the support provided by the Witness Service and HM Courts staff. Special measures were implemented where requested. Feedback was also received from HM Courts, CPS and the cases were reviewed with the Police.
- 4.9 To briefly summarise the findings and issues which are being followed up:

- 4.9.1 It was agreed that the pack for victims will be reviewed in light of the revised Victims' Code coming into force on 16th November 2015. This will include the Right to Review.
 - 4.9.2 There has clearly been progress in the Police, it was apparent that needs assessments were generally being done and victims were kept up to date. However, recording requirements need to be reinforced.
 - 4.9.3 Work is also needed to refocus police attention on the Victim Personal Statement (VPS) and prompt police officers to ask and record victims' preferences about how the VPS is used by the court.
 - 4.9.4 There is no formal recording at present on when or how the Court receives a VPS.
 - 4.9.5 The results of HM Courts Witness Survey have been requested and will be considered by the Board.
- 4.10 A recent HMIC short inspection report 'Witness for the Prosecution: identifying victim and witness vulnerability in criminal case files' suggests that file quality and identification of victim and witness vulnerability is not as good as it could be. However, the sample size (10 files reviewed in Notts) is too small to draw any hard conclusions, especially as no national comparisons are reported.
- 4.11 The Force monitor and manage local and national reports using the 4ACTION database. This will also be discussed at the Victims and Witness Board and a report responding to the inspection findings requested in advance from the Police.

5 Revised Victims' Code 2015

- 5.1 Following consultation, the government's revised Victims' Code came into force on the 16th November. The main changes are: extending the services offered under the Code to victims of any criminal offence, not just victims of notifiable (more serious) offences; to make sure victims are entitled to receive support and information from relevant public sector investigative and prosecutorial organisations, not just the police and Crown Prosecution Service; and to make sure that a victim who reports a crime receives a written acknowledgment which states the basic elements of the criminal offence concerned.
- 5.2 The Victims' and Witnesses Board under the leadership of the Deputy Police and Crime Commissioner will continue to monitor how well these changes are implemented, particularly by the Police, and hold them to account where improvements are required.

APPENDIX B

Decisions of Significant Public Interest: Forward Plan

1st November 2015 – 31st March 2015

Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
001	Jan – Feb 2016 (TBC)	Section 22a Strategic Alliance	Section 22a to support the Strategic Alliance	TBC	Ch Supt Steve Cooper	Force

Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
002	November 2015	Dog Kennel Redevelopment	To award a contract to North Midlands for the conversion of old kennels into new ancillary uses and the construction of 10 dog kennels.	£511,337	Ronnie Adams, EMSCU	Force
003	November 2015	Agile Working Project – Network and Devices	Procurement of contract to support Agile Working Project.	TBC >£250,000	Ronnie Adams, EMSCU	Force
004	December 2015	Victim Services	Potential contract extension for Victim Services.	TBC >£250,000	Ronnie Adams, EMSCU	Force
005	March 2016	Refurbishment of 1 st Floor, West Bridgford	Potential contract extension.	TBC >£250,000	Ronnie Adams, EMSCU	Force
006	TBC	Temporary Staff – Longterm and Specialist	Procurement for the longterm provision of temporary agency staff to Nottinghamshire Police for a period of two years with the option to extend for a	TBC >£250,000	Ronnie Adams, EMSCU	Force



Nottinghamshire POLICE & CRIME COMMISSIONER

			further two years.			
007	TBC	Telephony Network Carrier Services	Provision and on-going support of force telephony infrastructures in all 5 forces.	Regional, £2,500,000 Notts Contribution >£250,000	Ronnie Adams, EMSCU	Force
008	TBC	Various contracted work at Oxclose Lane and Carlton	Potential contract extension.	TBC >£250,000	Ronnie Adams, EMSCU	Force
009	TBC	Commoditised Desktop hardware.	Value to be confirmed for potential contract extension.	TBC >£250,000	Ronnie Adams, EMSCU	Force
010	TBC	Commoditised Infrastructure hardware.	Value to be confirmed for potential contract extension.	TBC >£250,000	Ronnie Adams, EMSCU	Force
011	TBC	Commoditised software	Value to be confirmed for potential contract extension.	TBC >£250,000	Ronnie Adams, EMSCU	Force
012	December 2015	Launch of Community Safety Fund small grants programme	To launch a small grants programme to support third sector organisations to lead community safety initiatives to help deliver the Police and Crime Plan	TBC, may be in the region of £250,000	Nicola Wade NOPCC	OPCC
013	December 2015	Award of domestic and sexual violence services contracts in the city	Tender award for delivery of domestic and sexual violence support services in the city, of which the PCC is a co-commissioner. The procurement is being led by Nottingham City Council.	TBC >£250,000	Nicola Wade NOPCC	OPCC
014	January 2016	Grant funding for CDP for 2016-7	Confirmation of possible grant funding available and overview of initiatives which we will support	TBC >£250,000	Nicola Wade NOPCC	OPCC
015	January 2016	Grant funding for Safer Nottinghamshire Board (SNB) for 2016-7	Confirmation of possible grant funding available and overview of initiatives which we will support	TBC >£250,000	Nicola Wade NOPCC	OPCC
016	March 2016	Award of community grant funding including Community Safety Fund (small grants),	Agreement of actual initiatives to be supported (from 012, 014 and 015 above)	TBC >£250,000	Nicola Wade NOPCC	OPCC

		CDP and SNB				
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Financial reporting (Including forecast budget and virement requests and Medium Term Financial Plan)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
012	November 2015	Draft Budget	Draft to contribute to the Commissioner's Budget for 2016/17 financial year.	NA	Paul Dawkins	Force
013	16th November 2015	Capital Monitoring Report / 4 Year Capital Plan	To outline capital expenditure over the next four years.	NA	Pam Taylor	Force
014	January 2016	Final Accounts Timetable	To provide the Final Accounts Timetable to the Commissioner.	NA	Pam Taylor	Force
015	Jan/Feb Budget meeting	Precept report	To approve the precept increase for the next financial year	NA	Charlotte Radford	OPCC
016	Jan/Feb Budget meeting	Revenue Budget for the next financial year	To note and comment upon the revenue budget report for the next financial year	NA	Charlotte Radford and Paul Dawkins	OPCC
017	Jan/Feb Budget meeting	Capital Budget for the next financial year and Four year outline plans	To note and comment upon the proposed capital programme.	NA	Charlotte Radford and Pam Taylor	OPCC and Force
018	Jan/Feb Budget meeting	Treasury Management Strategy	To note and comment upon the Treasury Management strategy in support of the capital programme	NA	Charlotte Radford and Pam Taylor	OPCC and Force
019	Jan/Feb Budget meeting	Reserves Strategy	To note and comment upon the reserves strategy	NA	Charlotte Radford	OPCC
020	Jan/Feb Budget meeting	Medium Term Financial Plan	To note and comment upon the MTFP	NA	Charlotte Radford	OPCC
021		Detailed Efficiency Plans to support the summary within the budget report (<i>if not supplied within the budget</i>)	To note the efficiency plans	NA	Paul Dawkins	Force

		report)				
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Estates, ICT and Asset Strategic Planning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
022		Asset Management Plan and Strategy	To Note and Agree	NA	Ronnie Adams, EMSCU	Force
023		ICT Strategy	To Note and Agree	NA	Ronnie Adams, EMSCU	Force
<i>Please see above for information in relation to Estates, Assets and ICT.</i>						

Workforce Plan and Recruitment Strategies						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
<i>No decisions regarding workforce planning or recruitment strategies for decision, dependent on outcome of business cases.</i>						



Force Executive Board

Performance & Insight Report

Appendix C

Performance to September 2015

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Financials

Month		
Actual £m	Budget £m	B/(w) than Budget £m

8.781	8.834	0.053
0.350	0.150	(0.200)
4.099	4.020	(0.078)
0.069	0.033	(0.037)
0.341	0.068	(0.273)
13.640	13.105	(0.535)
0.584	0.551	(0.032)
0.481	0.496	0.015
0.629	0.497	(0.132)
0.035	0.029	(0.006)
(0.305)	0.125	0.430
0.623	0.530	(0.093)
0.377	1.391	1.014
2.423	3.619	1.195
16.063	16.724	0.661
(0.849)	(1.461)	(0.613)
15.214	15.262	0.048

Total pay & allowances

Police pay & allowances
Police overtime
Police staff pay & allowances
Police staff overtime
Other employee expenses

Other operating expenses

Premises costs
Transport costs
Comms & computing
Clothing, uniform & laundry
Other supplies & services
Collaboration contributions
Other

Total expenditure

Income

Year to date			Full Year Budget £m
Actual £m	Budget £m	B/(w) than Budget £m	

52.780	53.083	0.302	105.637
1.943	1.405	(0.538)	3.245
25.794	25.119	(0.674)	48.673
0.386	0.306	(0.080)	0.632
0.675	0.395	(0.279)	0.787
81.578	80.309	(1.269)	158.974
3.402	3.220	(0.182)	5.960
3.321	2.999	(0.322)	5.854
3.359	2.956	(0.403)	5.939
0.283	0.177	(0.106)	0.447
3.457	1.938	(1.519)	4.612
4.165	3.318	(0.846)	6.679
9.622	10.364	0.742	14.567
27.609	24.972	(2.637)	44.059
109.187	105.281	(3.906)	203.033
(8.016)	(6.821)	1.196	(11.833)
101.170	98.460	(2.710)	191.200

Financials

Month: £15.214m against a budget of £15.262m (£0.048m favourable)

Year to date: £101.170m against a budget of £98.460m (£2.710m adverse)

Full year budget: £191.200m

Month:

Expenditure was £0.048m better than budget. This was mainly due to a release of the MRP provision and a correction to externally funded projects. This was partly offset by the efficiency challenge being behind target, overtime and redundancy payments.

Police officer pay was £8.781m, which was £0.053m better than budget largely due to pensions, unsocial hours payments and leavers/retirees being higher than budgeted. Overtime was £0.350m, which was £0.200m worse than budget, mainly due to Op Drosometer £0.081m, mutual aid and special services £0.028m all of which are offset by income. An additional accrual for the overtime rate issue has not been raised as it is felt this can be covered by the £0.100m accrual raised in August for unauthorised hours.

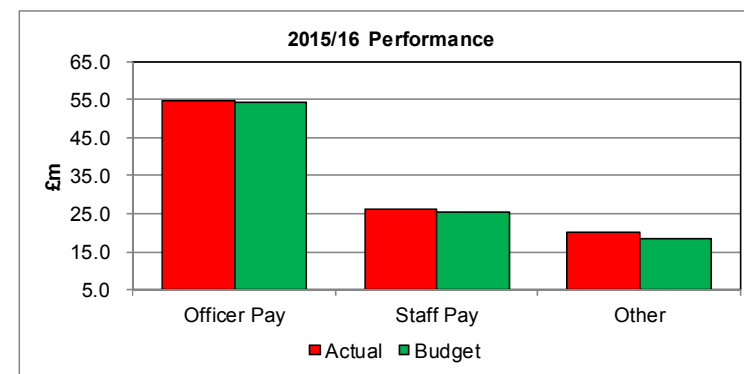
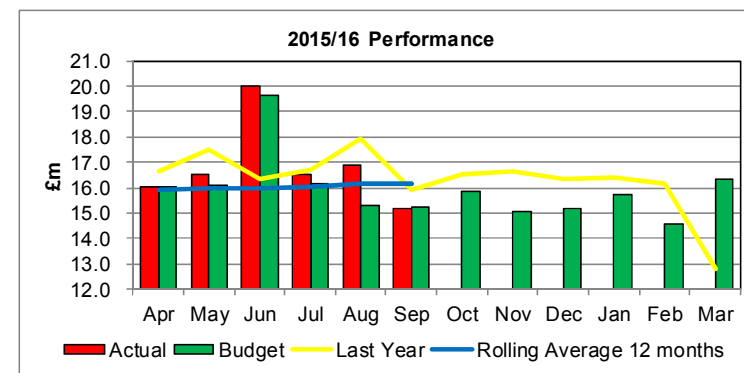
Police staff pay was £4.099m, which was £0.078m worse than budget, mainly due to not achieving the budgeted vacancy rate; and the phasing of the overlay for PCSO restructuring. Overtime was £0.069m, which was £0.037m worse than budget, we are not accruing in this area and this reflects the actual payments coming through from BOBO.

Other employee expenses was £0.273m worse than budget largely due to an accrual for PCSO redundancy costs and pension strain.

Premises costs were £0.032m worse than budget. This was mainly due to the efficiency challenge included within the budget, partly offset by a release of a utilities accrual for Central where the actual for 2014/15 came in lower than estimated. Comms and computing costs were £0.132m worse than budget, this was in part due to the efficiency challenge in the budget; costs for CAID and transfer of costs from Supplies and services. The under spend in Other supplies & services is primarily due to the correction to externally funded projects.

The saving in Other is due to a saving on MRP to offset the year to date for the collaboration contributions to the MFSS.

The £0.792m worse than budget performance on income was largely due to re-analysis of the phasing of externally funded projects and CNPS where the income had been over accrued.



Financials

Year to date:

Expenditure was £2.710m worse than budget. This was largely due to efficiency challenge being behind target at £1.223m, overtime and staff agency costs.

Police officer pay was £52.780m, which was £0.302m better than budget largely due to pensions, unsocial hours payments and leavers/retirees being higher than budgeted, although the monthly saving has slowed down. Overtime was £1.943m, which was £0.538m worse than budget, partly due to an accrual for c4,500 hours of overtime awaiting authorisation in BOBO on supervisors workbenches which is expected not to be required in full and will be used to offset the overtime rates issue; and a number of operations the main ones being Op Drosometer at £0.219m which is externally funded and matched by income, Op Tiffany at c£0.060m which is mutual aid and has been more than offset within income and Op Melic being the missing persons search.

Police staff pay was £25.794m, which was £0.674m worse than budget, mainly due to agency costs; not achieving the budgeted vacancy rate; and the phasing of the overlay for PCSO restructuring which is expected to reverse over the coming months. Overtime was £0.386m, which was £0.080m worse than budget, we are not accruing in this area and this reflects the actual payments coming through from BOBO.

Premises and transport costs were £0.182m and £0.322m worse than budget respectively. This was mainly due to the efficiency challenge included within the budget, such the fleet review; this has been partly offset form the benefit of the current low fuel prices.

Comms and computing were £0.403m worse than budget which is largely due to phasing and will be monitored closely.

The overspend in Other supplies & services is primarily down to a under achievement of the efficiency challenges and professional fees which in part have been offset in income.

Collaboration contributions was £0.846m worse than budget mainly due to the year to date charge for the MFSS which was omitted from the budget. This is being addressed in the forecast.

The underspend in Other was mainly due to the MRP being lower than budgeted due to the 2014/15 capital programme being lower than forecasted and a review of asset lives. This saving is being offset against the MFSS collaboration cost.

A re-forecast exercise is currently underway which is to be completed by the end of October.

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Capital Expenditure

Month: £0.961m

Year to date: £3.722m

Full year budget: £20.177m

Estates

Access control improvement works	0.089	0.061	(0.029)
Broxtowe refurbishment	0.001	0.070	0.069
Byron House - central relocation	-	-	-
Custody improvements	(0.015)	-	0.015
DIU/Cyber	0.004	0.076	0.072
FHQ kennels	-	0.090	0.090
FHQ re-surfacing of roads & car parking	0.169	-	(0.169)
Oxclose Lane refurbishment	-	0.020	0.020
Relocation of Control Room	-	-	-
West Bridgford 1st floor refurbishment	-	0.100	0.100
Lucerne	0.063	-	(0.063)
Other	0.088	0.296	0.208

Information Systems

Desktop virtualisation	-	-	-
Enabling change	0.005	0.033	0.028
Essential hardware refresh	(0.017)	0.033	0.050
Mobile data various projects	-	0.341	0.341
Regional LAN desk merger development	-	0.255	0.255
Telephony project	0.014	0.293	0.279
Other	0.037	0.044	0.007

Other

Body worn video	-	-	-
EMOpSS	-	0.125	0.125
MAIT	-	0.046	0.046
MFSS	0.387	-	(0.387)
Niche	0.057	0.129	0.072
PBS	0.001	0.032	0.031
Other	0.078	0.254	0.176

	Month			Year to date			Remaining Budget £m	Full Year Budget £m
	Actual £m	Budget £m	B/(w) than Budget £m	Actual £m	Budget £m	B/(w) than Budget £m		
	0.089	0.061	(0.029)	0.093	0.266	0.173	0.512	0.605
	0.001	0.070	0.069	0.197	0.239	0.042	0.042	0.239
	-	-	-	-	-	-	0.980	0.980
	(0.015)	-	0.015	0.183	0.052	(0.131)	(0.038)	0.145
	0.004	0.076	0.072	0.004	0.346	0.342	0.416	0.420
	-	0.090	0.090	-	0.371	0.371	0.571	0.571
	0.169	-	(0.169)	0.169	0.278	0.109	0.110	0.279
	-	0.020	0.020	-	0.030	0.030	0.450	0.450
	-	-	-	-	0.100	0.100	1.278	1.278
	-	0.100	0.100	-	0.210	0.210	0.300	0.300
	0.063	-	(0.063)	0.700	-	(0.700)	(0.700)	-
	0.088	0.296	0.208	0.264	1.360	1.096	1.735	1.999
	0.399	0.713	0.314	1.610	3.252	1.642	5.656	7.266
	-	-	-	0.034	0.300	0.266	0.266	0.300
	0.005	0.033	0.028	0.009	0.198	0.189	0.391	0.400
	(0.017)	0.033	0.050	-	0.198	0.198	0.400	0.400
	-	0.341	0.341	0.080	1.493	1.413	1.579	1.659
	-	0.255	0.255	-	0.255	0.255	0.255	0.255
	0.014	0.293	0.279	0.072	0.571	0.499	0.985	1.057
	0.037	0.044	0.007	0.321	0.677	0.356	0.378	0.699
	0.039	0.999	0.960	0.516	3.692	3.176	4.254	4.770
	-	-	-	-	1.667	1.667	1.667	1.667
	-	0.125	0.125	-	0.749	0.749	1.499	1.499
	-	0.046	0.046	-	0.275	0.275	0.550	0.550
	0.387	-	(0.387)	1.437	1.740	0.303	0.303	1.740
	0.057	0.129	0.072	0.077	0.771	0.694	1.465	1.542
	0.001	0.032	0.031	0.003	0.194	0.191	0.379	0.382
	0.078	0.254	0.176	0.079	0.480	0.401	0.682	0.761
	0.523	0.586	0.063	1.596	5.876	4.280	6.545	8.141
	0.961	2.297	1.336	3.722	12.820	9.098	16.455	20.177

The £9.098m under spend versus the budget is mainly due to the body worn video £1.667m, mobile data projects £1.413m, EMOpSS £0.6749m, MFSS £0.303m and Niche £0.694m.

Currently the projects within the capital programme are being reviewed with the organisation with the ambition of reducing the overall spend for the 2015/16 to c£6.000m.

Efficiencies

Month: £0.435m against a target of £0.726m (£0.292m adverse)

Year to date: £2.104m against a target of £3.327m (£1.223m adverse)

Full year target: £11.014m

Month		
Actual £m	Budget £m	B/(w) than Budget £m

0.377	0.405	(0.028)
0.057	0.321	(0.264)
0.001	0.001	-
0.435	0.726	(0.292)

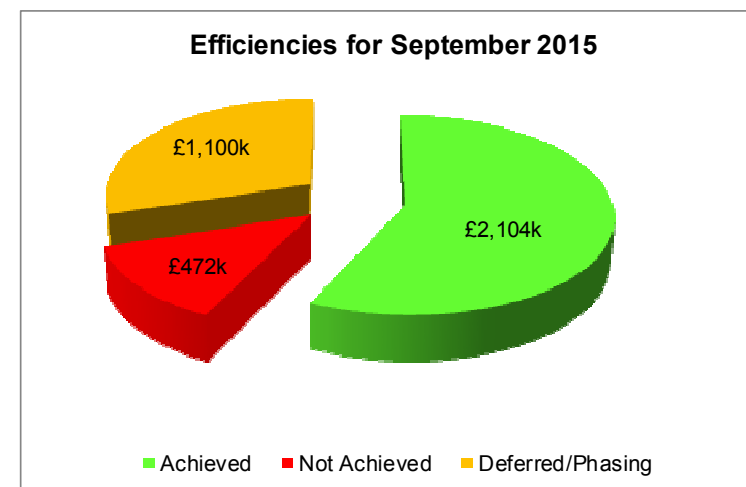
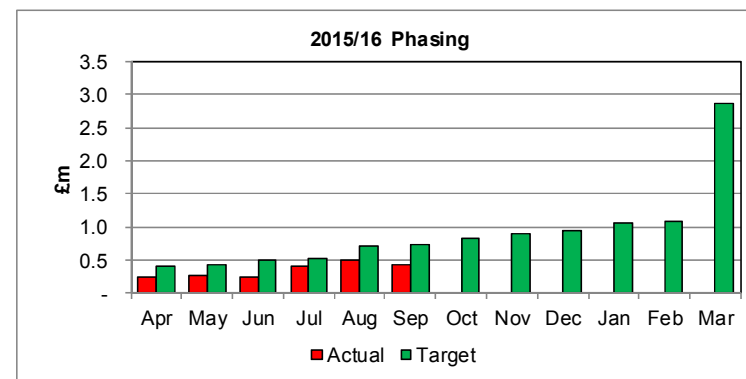
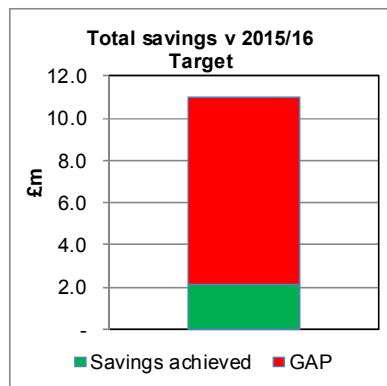
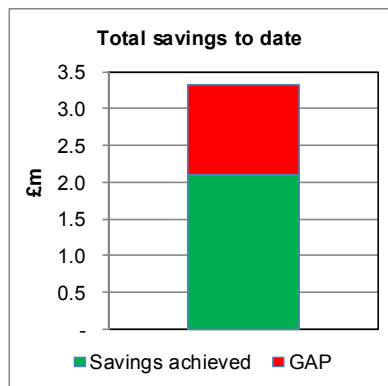
Operations
Corporate Services
OPCC

Year to date		
Actual £m	Budget £m	B/(w) than Budget £m

1.863	1.664	0.199
0.237	1.659	(1.422)
0.004	0.004	-
2.104	3.327	(1.223)

Full Year Budget £m

4.481
6.426
0.107
11.014



- Operations is ahead due to officer savings, partly offset by EMOSS restructure.
- Corporate Services was £1.422m behind target due to staff vacancy rate, fleet review, 5% procurement saving and income generation.
- OPCC is on target.

Overtime

Month		
Actual £m	Budget £m	B/(w) than Budget £m

0.422	0.166	(0.255)
0.000	-	(0.000)
(0.003)	0.016	0.019
0.000	0.000	(0.000)
0.419	0.183	(0.237)

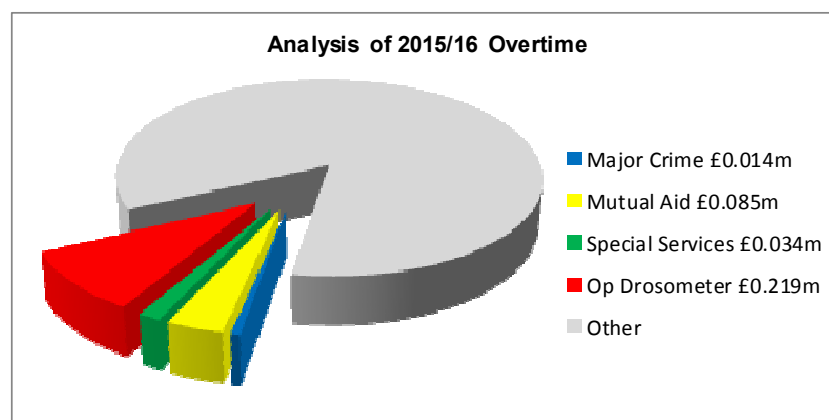
Operations
 Seconded officers & staff
 Corporate Services
 OPCC

Year to date		
Actual £m	Budget £m	B/(w) than Budget £m

2.167	1.606	(0.562)
0.002	-	(0.002)
0.158	0.105	(0.053)
0.001	0.000	(0.001)
2.329	1.711	(0.617)

Full Year Budget £m

3.662
-
0.215
0.001
3.877



Overtime

Month: £0.419m against a budget of £0.183m (£0.237m adverse)

Year to date: £2.329m against a budget of £1.711m (£0.617m adverse)

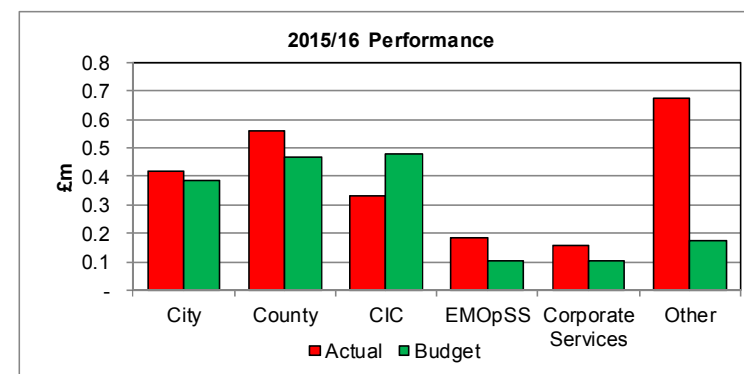
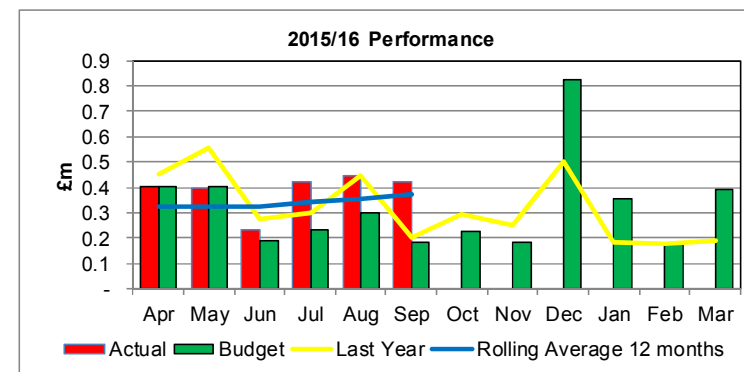
Full year budget: £3.877m

Officer overtime expenditure year to date was £1.943m, which is an over spend of £0.538m against a budget of £1.405m. This has mainly resulted from a number of operations the main ones being:

- Op Drosometer at c£0.219m which is externally funded and matched by income
- Op Tiffany at c£0.060m which is a mutual aid and has been more than offset within income
- Op Melic being the missing persons search
- £0.100m has been accrued to reflect a report showing c4,500 hours are in BOBO awaiting authorisation. We believe this is worst case and that not all the hours will be converted into paid overtime. Supervisors need to be reminded of the importance of clearing these requests in BOBO

Staff overtime expenditure year to date was £0.386m, which is an overspend of £0.080m against a budget of £0.306m.

The high expenditure within Corporate Services is due to the overtime accrual now being reported within Central costs.



Operations

Month		
Actual £m	Budget £m	B/(w) than Budget £m

Year to date			Full Year Budget £m
Actual £m	Budget £m	B/(w) than Budget £m	

8.490	8.322	(0.168)
0.357	0.138	(0.219)
2.981	2.890	(0.091)
0.064	0.028	(0.036)
0.019	0.009	(0.010)
11.912	11.387	(0.525)
0.016	-	(0.016)
0.075	-	(0.075)
0.011	-	(0.011)
(0.002)	-	0.002
(0.417)	0.056	0.473
0.291	0.368	0.077
0.429	0.377	(0.053)
0.403	0.801	0.398
12.316	12.188	(0.128)
(0.508)	(0.885)	(0.377)
11.808	11.303	(0.505)

Total pay & allowances

Police pay & allowances
Police overtime
Police staff pay & allowances
Police staff overtime
Other employee expenses

Other operating expenses

Premises costs
Transport costs
Comms & computing
Clothing, uniform & laundry
Other supplies & services
Collaboration contributions
Other

Total expenditure

Income

50.453	49.992	(0.461)	99.463
1.817	1.326	(0.491)	3.084
18.420	18.112	(0.308)	35.313
0.350	0.279	(0.071)	0.578
0.033	0.055	0.021	0.108
71.073	69.764	(1.309)	138.547
0.107	-	(0.107)	-
0.075	-	(0.075)	-
0.194	-	(0.194)	-
(0.011)	-	0.011	-
0.965	0.370	(0.595)	0.735
2.216	2.345	0.130	4.733
2.317	1.919	(0.398)	3.828
5.864	4.634	(1.230)	9.297
76.937	74.398	(2.539)	147.843
(4.105)	(3.470)	0.636	(4.978)
72.832	70.929	(1.903)	142.866

Operations

Month: £11.808m against a budget of £11.303m (£0.505m adverse)

Year to date: £72.832m against a budget of £70.929m (£1.903m adverse)

Full year budget: £142.866m

Month:

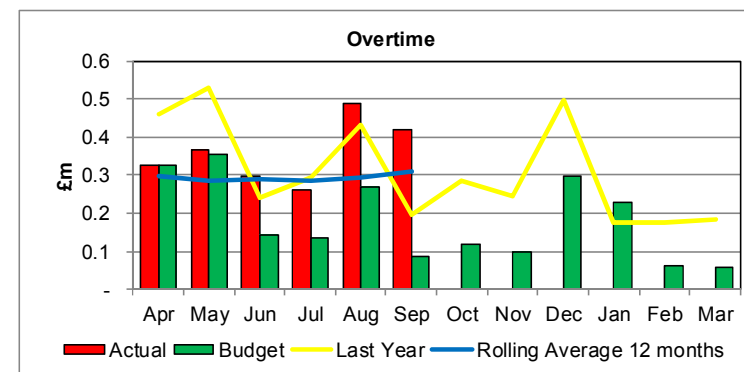
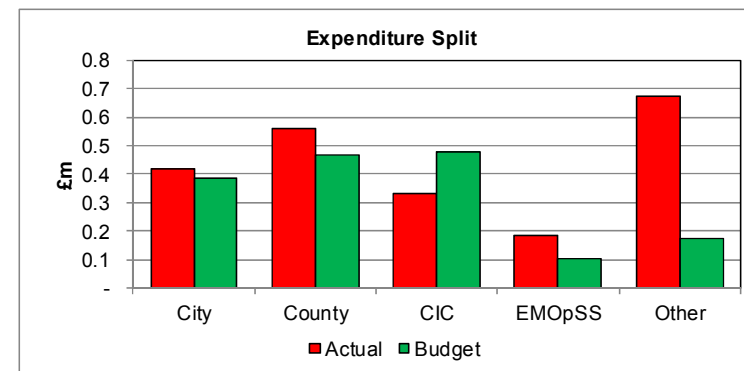
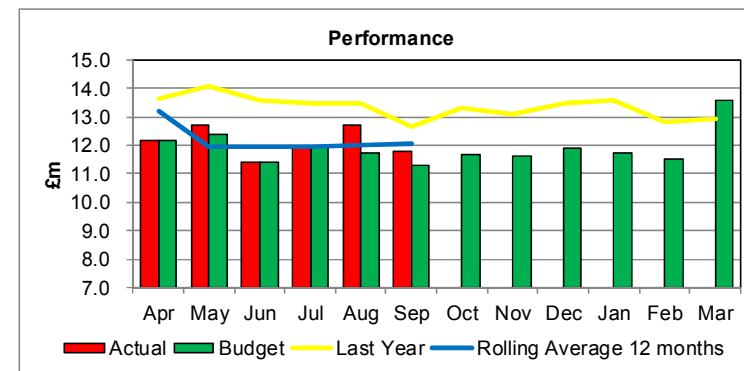
The £0.505m worse than budgeted performance due to overspends on Police Officer and Staff pay and overtime. The overtime overspend is mainly down to the remaining costs coming through from Op Drosometer. The underspend on other supplies and services is primarily down to re-aligning externally funded costs which has seen a contra within income.

Year to date:

The £1.903m worse than budget performance was mainly due to police officer salaries and staff. The payroll costs are being investigated as there could be some costs that should be charged to seconded officers once they are correctly aligned within the system.

Income is £0.636m favourable largely due to greater than forecasted income for Externally Funded overtime and Mutual Aid.

With the move to the MFSS more costs are being centralised such as property, transport and IS. This is consistently reviewed each month and moved to the relevant areas although a number of these costs are still residing within Operations.



Operations Efficiencies

Month: £0.377m against a target of £0.405m (£0.028m favourable)

Year to date: £1.863m against a target of £1.664m (£0.199m favourable)

Full year revised target: £4.481m

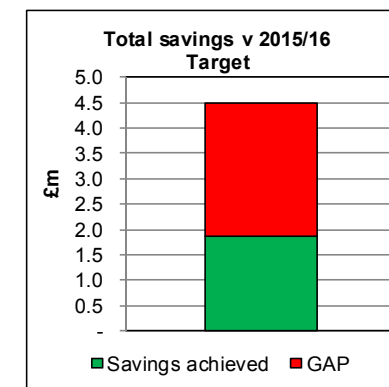
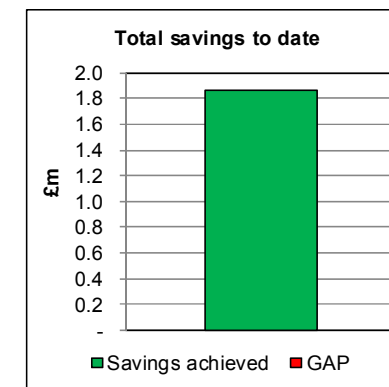
Month		
Actual £m	Budget £m	B/(w) than Budget £m

0.058	0.058	-
0.038	0.038	-
0.076	0.023	0.053
0.017	0.017	-
0.050	0.050	-
0.013	0.013	-
0.025	0.025	-
0.068	0.138	(0.070)
-	0.011	(0.011)
0.029	0.029	-
0.004	0.004	-
0.377	0.405	(0.028)

Transfer of EMSOU officers
Police officer recruitment gap
Increase in natural leavers (PCs)
CRIM efficiency savings
Local Policing efficiency savings
CIC efficiency saving.
Front Counters (Local Policing Delivery Plan)
Stop PCSO recruitment
EMOpSS restructure
EMCJS Custody review
EMCJS (Regional Criminal Justice Function)

Year to date			Full Year Budget £m
Actual £m	Budget £m	B/(w) than Budget £m	

0.350	0.350	-	0.700
0.223	0.223	-	0.706
0.377	0.075	0.302	0.300
0.100	0.100	-	0.200
0.300	0.300	-	0.600
0.075	0.075	-	0.150
0.150	0.150	-	0.340
0.205	0.275	(0.070)	1.100
-	0.033	(0.033)	0.100
0.059	0.059	-	0.235
0.024	0.024	-	0.050
1.863	1.664	0.199	4.481



Year to date:

- The variance is driven by saving on police officer salaries.
- PCSO saving is behind target due to phasing of leavers and will start to reverse in October. This is not a risk.
- EMOpSS restructure still to take place although savings are being made in other areas.

Blank

Seconded Officers & Staff

Month		
Actual £m	Budget £m	B/(w) than Budget £m

0.083	0.218	0.136
0.000	-	(0.000)
0.005	0.016	0.011
-	-	-
-	-	-
0.088	0.234	0.147
-	-	-
0.058	-	(0.058)
-	-	-
-	-	-
0.004	-	(0.004)
-	-	-
-	-	-
0.062	-	(0.062)
0.150	0.234	0.084
(0.234)	(0.234)	-
(0.084)	-	0.084

Total pay & allowances
 Police pay & allowances
 Police overtime
 Police staff pay & allowances
 Police staff overtime
 Other employee expenses

Other operating expenses
 Premises costs
 Transport costs
 Comms & computing
 Clothing, uniform & laundry
 Other supplies & services
 Collaboration contributions
 Other

Total expenditure+G37

Income

Year to date			Full Year Budget £m
Actual £m	Budget £m	B/(w) than Budget £m	

0.562	1.332	0.770	2.631
0.002	-	(0.002)	-
0.028	0.096	0.068	0.191
-	-	-	-
-	-	-	-
0.593	1.427	0.835	2.823
-	-	-	-
0.059	-	(0.059)	-
-	-	-	-
-	-	-	-
0.006	-	(0.006)	-
-	-	-	-
-	-	-	-
0.066	-	(0.066)	-
0.658	1.427	0.769	2.823
(1.490)	(1.427)	0.062	(2.823)
(0.831)	-	0.831	-

Seconded Officers & Staff

Month: £(0.084)m against a budget of £0.000m (£0.084m favourable)

Year to date: £(0.831)m against a budget of £0.000m (£0.831m favourable)

Full year budget: £0.000m

Month:

The £0.084m better than budget performance was largely due to police officer pay and greater income received where actual charges have been incurred in other areas. Therefore this is not a real benefit to the force.

Year to date:

The £0.831m better than budget performance was largely due to police officer pay where actual charges have been incurred in other areas mainly Operations. This is not a real benefit. Work is underway within HR and Finance to ensure officers and staff are corrected.

Corporate Services

Month		
Actual £m	Budget £m	B/(w) than Budget £m

0.208	0.294	0.086
(0.007)	0.012	0.019
1.078	1.058	(0.020)
0.004	0.004	(0.000)
0.320	0.058	(0.262)
1.603	1.425	(0.177)
0.567	0.551	(0.017)
0.346	0.493	0.148
0.617	0.496	(0.121)
0.037	0.029	(0.008)
0.075	0.041	(0.034)
0.328	0.158	(0.170)
(0.051)	1.012	1.063
1.919	2.780	0.861
3.521	4.205	0.684
(0.090)	(0.342)	(0.252)
3.431	3.864	0.432

Total pay & allowances

Police pay & allowances
Police overtime
Police staff pay & allowances
Police staff overtime
Other employee expenses

Other operating expenses

Premises costs
Transport costs
Comms & computing
Clothing, uniform & laundry
Other supplies & services
Collaboration contributions
Other

Total expenditure

Income

Year to date			Full Year Budget £m
Actual £m	Budget £m	B/(w) than Budget £m	

1.765	1.759	(0.006)	3.542
0.123	0.079	(0.044)	0.162
7.020	6.570	(0.450)	12.485
0.035	0.027	(0.008)	0.053
0.639	0.329	(0.310)	0.661
9.582	8.764	(0.818)	16.902
3.284	3.205	(0.080)	5.931
3.179	2.989	(0.190)	5.833
3.161	2.951	(0.211)	5.927
0.294	0.177	(0.117)	0.447
1.051	0.356	(0.695)	0.178
1.922	0.946	(0.977)	1.891
7.198	8.370	1.172	10.533
20.090	18.993	(1.097)	30.740
29.672	27.757	(1.915)	47.642
(2.121)	(1.924)	0.198	(4.033)
27.551	25.833	(1.718)	43.610

Corporate Services

Month: £3.431m against a budget of £3.864m (£0.432m favourable)

Year to date: £27.551m against a budget of £25.833m (£1.718m adverse)

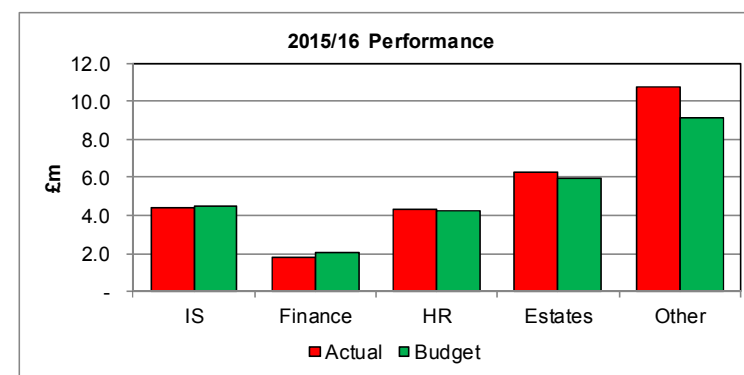
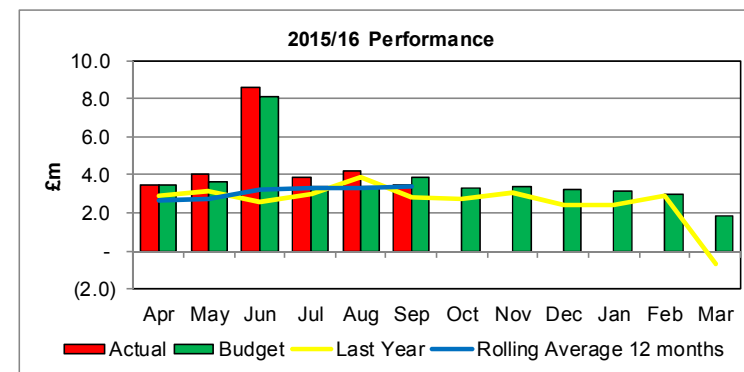
Full year budget: £43.610m

Month:

The £0.432m better than budget performance was predominantly due to the provision of redundancy payments in other employee expenses and an adjustment to the MRP to offset the year to date charges for the collaboration contributions to MFSS.

Year to date:

The £1.718m worse than budget performance was due to staff salaries which is mainly agency and not achieving the efficiency challenges; Transport costs combined with not achieving the efficiency challenge; redundant stock within Uniforms; and Other supplies and services is largely due to efficiency challenges that are behind target and the costs due for the MFSS service offset this month by an adjustment in the MRP.



Corporate Services Efficiencies

Month: £0.057m against a target of £0.321m (£0.264m adverse)

Year to date: £0.237m against a target of £1.659m (£1.422m adverse)

Full year target: £6.426m

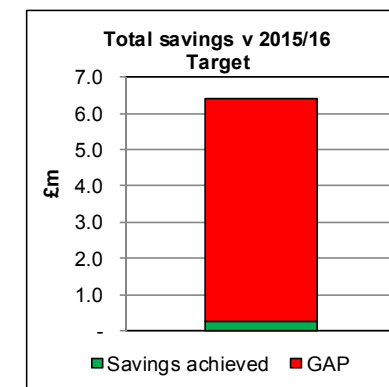
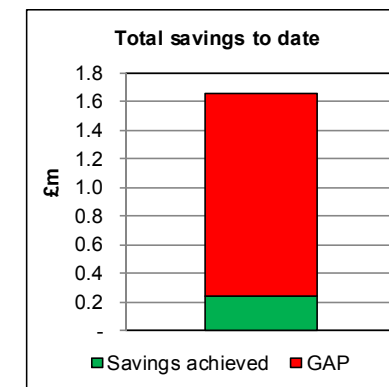
Month		
Actual £m	Budget £m	B/(w) than Budget £m

-	0.093	(0.093)
-	0.044	(0.044)
0.020	0.019	0.001
0.037	0.058	(0.021)
-	0.003	(0.003)
-	0.075	(0.075)
-	0.029	(0.029)
0.057	0.321	(0.264)

HR
Finance
IS
Assets
PSD
EMSCU
Other (Command, Central, Collaboration)

Year to date			Full Year Budget £m
Actual £m	Budget £m	B/(w) than Budget £m	

-	0.471	(0.471)	1.030
-	0.208	(0.208)	2.490
0.097	0.108	(0.011)	0.226
0.140	0.346	(0.206)	1.134
-	0.020	(0.020)	0.040
-	0.332	(0.332)	1.156
-	0.175	(0.175)	0.350
0.237	1.659	(1.422)	6.426



Year to date:

- HR – hold on staff recruitment challenge.
- Finance – due to the challenge to recharge costs to the region.
- IS – general cost reduction still to be achieved.
- Assets – phasing of fleet review, partially offset by better than budgeted performance on fuel.
- EMSCU – 5% saving on current spend and income generation have not been achieved.

Blank

Month		
Actual £m	Budget £m	B/(w) than Budget £m

-	-	-
-	-	-
0.035	0.057	0.022
0.000	0.000	(0.000)
0.002	0.001	(0.000)
0.037	0.059	0.022
-	0.001	0.001
0.002	0.002	0.000
0.001	0.001	0.000
-	0.000	0.000
0.033	0.027	(0.006)
0.005	0.005	(0.000)
(0.002)	0.002	0.004
0.039	0.037	(0.001)
0.076	0.096	0.020
(0.016)	-	0.016
0.060	0.096	0.036

Total pay & allowances
 Police pay & allowances
 Police overtime
 Police staff pay & allowances
 Police staff overtime
 Other employee expenses

Other operating expenses
 Premises costs
 Transport costs
 Comms & computing
 Clothing, uniform & laundry
 Other supplies & services
 Collaboration contributions
 Other

Total expenditure

Income

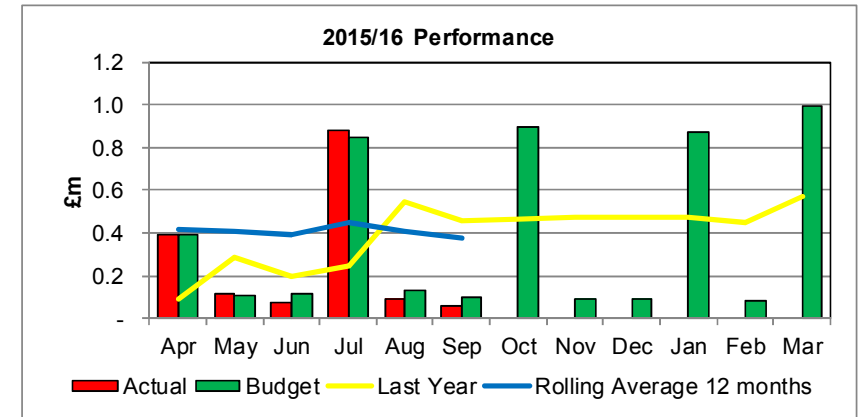
Year to date			Full Year Budget £m
Actual £m	Budget £m	B/(w) than Budget £m	

-	-	-	-
-	-	-	-
0.326	0.341	0.015	0.683
0.001	0.000	(0.001)	0.001
0.003	0.012	0.009	0.019
0.330	0.353	0.023	0.702
0.010	0.015	0.005	0.029
0.007	0.010	0.003	0.021
0.004	0.005	0.001	0.013
0.000	0.000	0.000	0.000
1.434	1.212	(0.222)	3.698
0.027	0.027	0.001	0.055
0.108	0.076	(0.032)	0.206
1.590	1.346	(0.244)	4.022
1.920	1.699	(0.221)	4.725
(0.300)	-	0.300	-
1.619	1.699	0.079	4.725

Month: £0.060m against a budget of £0.096m (£0.036m favourable)
Year to date: £1.619m against a budget of £1.699m (£0.079m favourable)
Full year forecast: £4.725m

Month:
 Expenditure was £0.036m better than budget which was largely due to savings on salaries due to some year to date transfers; and the phasing of home office grants.

Year to date:
 Expenditure was £0.079m favourable than budget largely due to savings on salaries due to year to date transfers in September; phasing of training and audit fees; and phasing of Home Office grants and payments to partners such as the community safety grant.



For Information	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	7 December 2015
Report of:	Update on Strategic Theme 7c2: Ensure the Force achieves a balanced budget and delivers the required efficiency savings
Report Author:	ACO Finance, Paul Dawkins
E-mail:	paul.dawkins@leicestershire.pnn.police.uk
Other Contacts:	david.machin10991@nottinghamshire.pnn.police.uk
Agenda Item:	6a

UPDATE ON STRATEGIC THEME 7C2: ENSURE THE FORCE ACHIEVES A BALANCED BUDGET AND DELIVERS THE REQUIRED EFFICIENCY SAVINGS.

1. Purpose of the Report

- 1.1 This report sets out to highlight the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) and Nottinghamshire Police's current budgetary situation.

2. Recommendations

- 2.1 It is recommended that the Panel notes the report.

3. Reasons for Recommendations

- 3.1 No Panel action other than noting is requested at this stage.

4. Summary of Key Points

4.1 Overview of the 2015/16 Budgetary Position and impact on 2016/17

- 4.1.1 The 2015/16 Budget of £191.2m was set on the premise that 11.14m of efficiency savings removed from the budget in advance of the year would be monitored and delivered during 2015/16 and relied on the use of £1.6m of reserves.
- 4.1.2 As of the end of October 2015, the force is expected to deliver £7.33m of these savings, leaving a shortfall of £3.68m. For financial planning purposes, this has been added back into the 2016/17 budget within commitments. During 2015/16 it became apparent that a number of commitments that should have been entered into the budget for 2015/16 were not present. These totalled £4.06m and included £1.71m of service charge costs for the Multi-Force Shared Service (MFSS) and £1.34m of IT charges for systems that were previously provided nationally.

4.1.3 The Force amended its MRP Policy and will thereby realise an in-year saving of £1.003m and generate a reserve of over £2m from the backdating of the policy change to 2008/09. With ongoing 2016/17 inflation and commitments, the budget deficit for 2016/17 is £23.74m. Nottinghamshire Police is working hard to minimise the impact of next year's budget pressures.

4.1.4 Summary of current estimated financial position:

2015/16 Budget Pressures Carried Forward		£m
Additional 2016/17 Budget Pressures		10.03
2016/17 Budget		
Pay and Prices		4.1
2016/17 Known Commitments		4.2
Formula Funding Reduction 5.1%		6.5
Council Tax 1.99%		(1.0)
2016/17 Budget Deficit		23.73
2016/17 Savings		
FYE of 2015/16 Savings		(0.6)
Asset Life Policy amendment in year MRP		(1.0)
Dtf Profile Officers		(5.4)
Police Business Services (PBS)		(1.4)
Identified Non Pay Savings		(2.9)
Temporary and Acting Up		(0.5)
PA/ Admin Review		(0.5)
Required Savings from BC's		(8.4)
Use of Reserves		(3.0)
Remaining Saving		0.0

4.2 Analysis of 2015/16 position as at 31 October 2015

4.2.1 The table below summarises the key revenue budgets for 2015/16 and the year-to-date expenditure position as at 31 October.

	Year to date			Full Year Budget £m
	Actual £m	Budget £m	B/(w) than Budget £m	
Total pay & allowances				
Police pay & allowances	61.509	61.872	0.363	105.637
Police overtime	2.234	1.592	(0.642)	3.245
Police staff pay & allowances	29.838	29.124	(0.714)	48.673
Police staff overtime	0.476	0.345	(0.131)	0.632
Other employee expenses	0.829	0.460	(0.369)	0.787
	94.886	93.394	(1.492)	158.974
Other operating expenses				
Premises costs	4.005	3.760	(0.245)	5.960
Transport costs	3.875	3.472	(0.403)	5.854
Comms & computing	3.858	3.453	(0.405)	5.939
Clothing, uniform & laundry	0.335	0.200	(0.134)	0.447
Other supplies & services	4.350	2.812	(1.538)	4.612
Collaboration contributions	4.883	3.849	(1.034)	6.679
Other	10.464	11.192	0.728	14.567
	31.770	28.738	(3.032)	44.059
Total expenditure	126.656	122.132	(4.524)	203.033
Income	(8.490)	(7.826)	0.663	(11.833)
	118.166	114.305	(3.860)	191.200

4.2.2 Expenditure was £3.860m worse than budget. This was largely due to efficiency challenge being behind target at £1.475m, overtime and staff agency costs.

4.2.3 Police officer pay was £61.509m, which was £0.363m better than budget largely due to pensions, allowances, unsocial hours payments and leavers/retirees being higher than budgeted, although the monthly saving has slowed down. Overtime was £2.234m, which was £0.642m worse than budget, partly due to an accrual for c4,500 hours of overtime awaiting authorisation in BOBO on supervisors' workbenches which is expected not to be required in full and will be used to offset the overtime rates issue; and a number of operations, the main ones being Op Drosometer at £0.274m which is externally funded and matched by income; mutual aid £0.093m, of which Op Tiffany is the largest contributor, and special services £0.042 which have been more than offset within income; and Op Melic being the missing persons search.

4.2.4 Police staff pay was £29.838m, which was £0.714m worse than budget, mainly due to agency costs; not achieving the budgeted vacancy rate; and the phasing of the overlay for PCSO restructuring which is expected to reverse over the coming months. The overspend trend is now starting to reduce due to the impact of the recruitment freeze apart from essential roles. Overtime was £0.476m, which was £0.131m worse than budget, we are not accruing in this area and this reflects the actual payments coming through from BOBO,

but is up considerably compared to this point last year where overtime was £0.190m.

- 4.2.5 Premises and transport costs were £0.245m and £0.403m worse than budget respectively. This was mainly due to the efficiency challenge included within the budget, such the Fleet review and Artemis; this has been partly offset from the benefit of the current low fuel prices.
- 4.2.6 Comms and computing were £0.405m worse than budget which is largely due to phasing and will be monitored closely; some unbudgeted costs for externally-funded projects c£0.195m which will be matched in income and additional systems costs not known at the point of budgeting.
- 4.2.7 The overspend in Other Supplies & Services is primarily down to an under achievement of the efficiency challenges and professional fees which in part have been offset in income.
- 4.2.8 Collaboration contributions were £1.034m worse than budget mainly due to the year-to-date charge for the MFSS which was omitted from the budget. This is being addressed in the forecast.
- 4.2.9 The underspend in Other was mainly due to the MRP being lower than budgeted due to the 2014/15 capital programme being lower than forecasted and a review of asset lives. This saving is being offset against the MFSS collaboration cost.
- 4.2.10 A re-forecast exercise is currently under way and will provide more clarity on the projected revenue outturn forecast.
- 4.2.11 The current Capital Expenditure position is summarised in the table below.

Year to date: £4.155m Full year budget: £20.177m	Month			Year to date			Remaining Budget £m	Full Year Budget £m
	Actual £m	Budget £m	B/(w) than Budget £m	Actual £m	Budget £m	B/(w) than Budget £m		
Estates								
Access control improvement works	0.032	0.061	0.029	0.125	0.327	0.202	0.480	0.605
Broxtowe refurbishment	0.023	-	(0.023)	0.220	0.239	0.019	0.019	0.239
Byron House - central relocation	-	0.931	0.931	-	0.931	0.931	0.980	0.980
Custody improvements	(0.004)	-	0.004	0.179	0.052	(0.127)	(0.034)	0.145
DIU/Cyber	-	0.076	0.076	0.004	0.422	0.418	0.416	0.420
FHQ kennels	-	0.100	0.100	-	0.471	0.471	0.571	0.571
FHQ re-surfacing of roads & car parking	0.013	-	(0.013)	0.182	0.278	0.096	0.097	0.279
Oxclose Lane refurbishment	-	-	-	-	0.030	0.030	0.450	0.450
Relocation of Control Room	-	-	-	-	0.100	0.100	1.278	1.278
West Bridgford 1st floor refurbishment	-	0.090	0.090	-	0.300	0.300	0.300	0.300
Lucerne	0.386	-	(0.386)	1.086	-	(1.086)	(1.086)	-
Other	0.006	0.059	0.053	0.270	1.420	1.150	1.729	1.999
	0.456	1.317	0.861	2.066	4.569	2.503	5.200	7.266
Information Systems								
Desktop virtualisation	0.002	-	(0.002)	0.036	0.300	0.264	0.264	0.300
Enabling change	-	0.033	0.033	0.009	0.231	0.222	0.391	0.400
Essential hardware refresh	-	0.033	0.033	-	0.231	0.231	0.400	0.400
Mobile data various projects	(0.090)	0.167	0.257	(0.010)	1.660	1.670	1.669	1.659
Regional LAN desk merger development	-	-	-	-	0.255	0.255	0.255	0.255
Telephony project	0.001	-	(0.001)	0.073	0.571	0.498	0.984	1.057
Other	(0.079)	0.014	0.093	0.242	0.691	0.449	0.457	0.699
	(0.166)	0.247	0.413	0.350	3.939	3.589	4.420	4.770
Other								
Body worn video	-	-	-	-	1.667	1.667	1.667	1.667
EMOpSS	-	0.125	0.125	-	0.874	0.874	1.499	1.499
MAIT	-	0.046	0.046	-	0.321	0.321	0.550	0.550
MFSS	(0.085)	-	0.085	1.352	1.740	0.388	0.388	1.740
Niche	0.165	0.129	(0.037)	0.242	0.900	0.658	1.300	1.542
PBS	(0.166)	0.032	0.198	(0.163)	0.226	0.389	0.545	0.382
Other	0.229	0.205	(0.024)	0.308	0.885	0.377	0.453	0.761
	0.143	0.537	0.394	1.739	6.413	4.674	6.402	8.141
	0.433	2.100	1.667	4.155	14.921	10.766	16.022	20.177

The £10.766m under spend versus the budget is mainly due to the body worn video £1.667m, mobile data projects £1.670m, EMOpSS £0.874m, MFSS £0.388m and Niche £0.658m. The month reflects several year to date corrections for projects that are no longer capital projects.

Currently the projects within the capital programme are being reviewed with the organisation with the ambition of reducing the overall spend for the 2015/16 to c£6.000m.

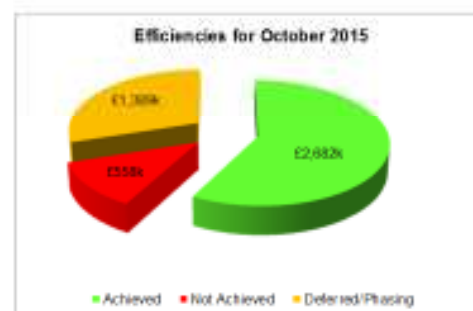
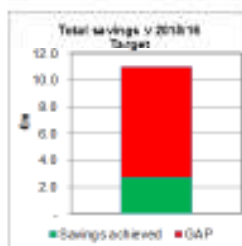
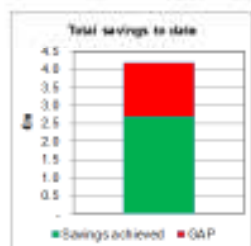
4.2.12 Efficiencies achieved to date are summarised below, although some of the assumptions around these are subject to further validation.

Year to date: £2.682m against a target of £4.157m (£1.475m adverse)
Full year target: £11.014m

Month		
Actual £m	Budget £m	B/(W) then (Budget) £m
0.458	0.422	0.036
0.120	0.408	(0.288)
0.001	0.001	-
0.578	0.830	(0.252)

Operations
Corporate Services
OPCC

Year to date			Full Year Budget £m
Actual £m	Budget £m	B/(W) then (Budget) £m	
2.321	2.088	0.233	4.481
0.356	2.087	(1.711)	8.426
0.004	0.004	-	0.107
2.682	4.157	(1.475)	11.014



- Operations is ahead due to officer savings, partly offset by EMOpSS restructure.
- Corporate Services was £1.711m behind target due to staff vacancy rate, fleet review, 5% procurement saving and income generation.
- OPCC is on target.
- Work is underway to assess what projects can be implemented to try and recover some of this position, but it is anticipated that efficiencies will be c£3.2m below target.

4.3 Update on anticipated savings through Designing the Future (DtF)

4.3.1 Nottinghamshire Police is committed to identifying efficiencies and working effectively; part of that commitment can be demonstrated through the Delivering the Future (DTF) Programme. A report regarding the DTF Programme was presented to the Police and Crime Panel on 7th September 2015 - your attention is drawn to that report. The detail below provides specific updates on various sections of the DTF report.

4.3.2 Response Model

- § The refurbishment work of the response workspace within Radford Road and Broxtowe Police Stations is complete.
- § Response hubs have been established at Mansfield and Hucknall; the response hub for Bassetlaw, Newark and Sherwood is outstanding and is subject to agreement regarding Ranby.
- § By the end of 2015 response will be working with its agreed establishment of 20 Inspectors, 65 Sergeants and 510 Constables operating from 8 response hubs. One response hub for Bassetlaw Newark and Sherwood will come online in 2016 – it is proposed that the base will be at Ranby.

4.3.3 Neighbourhood Policing

- § Regarding Phase 1 – compulsory redundancy of PCSOs is complete. The current PCSO establishment is 236 FTE; there have been 34.79 FTE leave through compulsory redundancy; with 40.93 FTE natural leavers and 6.9 FTE have been redeployed to other roles.

4.3.4 Control Room Accommodation Relocation

- § This work has been put on hold pending the outcome of the decision on progressing the Strategic Alliance (see 4.6).

4.4 Update on PBS and MFSS

- 4.4.1 Movement towards PBS has been halted as Nottinghamshire Police and the NOPCC together with their counterparts in Northamptonshire and Leicestershire work on scoping the viability of a three-Force Strategic Alliance. The PBS Delivery Team had planned to reduce establishment by 67 in the initial integration stage to 1st April 2016 with a further reduction of 33 posts to be realised by 1st April 2017. The Strategic Alliance will continue to reduce the establishment numbers, although not at the stated rate.

- 4.4.2 MFSS continues to embed within the Force. The systems functionality has now stabilised but challenges remain around data extraction. This situation is expected to improve in the coming weeks so that the full benefits of MFSS are realised.

4.5 Update on the CSR and Settlement

- 4.5.1 Future savings will be challenging and the precise savings requirement for 2016/17 will not be known until the outcome of the Comprehensive Spending Review (CSR) is made available on 25 November and subsequent Settlement announcement on 15 December.

4.6 Update on Strategic Alliance

- 4.6.1 The Force continues to work in partnership with both Leicestershire and Northamptonshire Police with regard to developing a business case around the merits of the three Forces coming together to form a three-Force Strategic Alliance. The aim is to sustain and improve where possible the provision of policing services to the communities we serve and to drive out substantial efficiency savings through economies of scale, which will go some way to mitigating the austerity challenge posed by the forthcoming CSR and subsequent Settlement. Exiting collaborations involving Nottinghamshire Police and other East Midlands Police Forces and partner agencies will continue.

4.7 Stakeholder Workshop

- 4.7.1 The Commissioner is hosting a Stakeholder Event on the Budget and Police and Crime Plan 2016/17 on 14 December. Stakeholders will have the opportunity to be updated on all matters contained within this report, and to consider with the Commissioner, opportunities for refreshing the Police and Crime Plan for 2016/17.

5. Financial Implications and Budget Provision

- 5.1 As detailed in report.

6. Human Resources Implications

- 6.1 None.

7. Equality Implications

- 7.1 None known.

8. Risk Management

- 8.1 None.

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

- 9.1 This is an update on a strategic priority in the current plan.
9.2 Also links to Strategic Theme 7c1: *Support the implementation of the new policing model 'Designing the Future', including introducing prison handling teams*

10. Changes in Legislation or other Legal Considerations

- 10.1 None known.

11. Details of outcome of consultation

- 11.1 Not Applicable

12. Appendices

- 12.1 None.

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

13. None.

For Information	
Public/Non Public*	Public
Report to:	Police & Crime Panel
Date of Meeting:	7th December 2015
Report of:	Charlotte Radford
Report Author:	Chief Finance Officer
Other Contacts:	Shargil Ahmad - Deloittes
Agenda Item:	6b

Follow-up from the Base Budget Review 2013

1. Purpose of the Report

- 1.1 To update the Panel on the action taken following the base budget review in 2013 and work undertaken since then and what action the PCC and Force could still take in delivering a balanced budget.

2. Recommendations

- 2.1 Members are requested to note and make comment on the contents of the attached report.

3. Reasons for Recommendations

- 3.1 Good governance and good financial management.

4. Summary of Key Points

- 4.1 Deloittes undertook a base budget review during 2013 and made some key recommendations that would assist with achieving the required budget cuts and provided assurance on the work underway at that time.
- 4.2 The Police and Crime Commissioner (PCC) has recently requested Deloittes to review action against the recommendations previously made and to make recommendations on where further savings could possibly be made. The report is listed as a background paper below and will be published alongside the agenda for this meeting.
- 4.3 The first section of the report shows what has been achieved since the first report and confirms the hard work that the force has put in place to balance the budget to date.
- 4.4 However, it is becoming harder to identify and deliver on the level of savings required. 2014-15 was the first year that the efficiency programme was not achieved in full and indications are that this has impacted on 2015-16 and a second year of needing additional use of reserves to balance the budget is likely.

- 4.5 In the second section of the report, Deloitte have compared the Nottinghamshire Force against other comparable forces; to ascertain if there is an optimal size that we could move to, in order to achieve the savings required over the next five years. The result shows the possibility for moving to an alternative level of workforce and achieving the 25% reduction in expenditure, but none of the comparable force structures would provide a 40% reduction in expenditure.

5. Financial Implications and Budget Provision

- 5.1 None as a direct result of this report. The suggestions made could lead to savings to the existing budget.

6. Human Resources Implications

- 6.1 None as a direct result of this report. However, it is acknowledged that further cuts will require a significant reduction in the workforce in order to be achieved.

7. Equality Implications

- 7.1 None as a direct result of this report.

8. Risk Management

- 8.1 Risks relating to the achievement of the savings required year on year are increasing and the suggestions within this report could contribute towards the reduction in expenditure required.

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

- 9.1 This underpins the delivery of all priorities within the Police & Crime Panel.

10. Changes in Legislation or other Legal Considerations

- 10.1 None.

11. Details of outcome of consultation

- 11.1 Not applicable.

12. Appendices

- 12.1 None

12. Background papers

- 12.1 Deloitte report – Nottinghamshire Police Review – Progress since 2013 and preparing for the next CSR

For Information)	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	7th December 2015
Report of:	Police and Crime Commissioner
Report Author:	DCC Fish
E-mail:	command@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	7

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

East Midlands Regional Collaboration Update

1. Purpose of the Report

- 1.1 The purpose of this report is to provide members of the Police and Crime Panel with an update on the current situation with regards to police collaboration in the East Midlands.

2. Recommendations

- 2.1 It is recommended that members note the content of this report and the attached appendix (Appendix A).

3. Reasons for Recommendations

- 3.1 The above recommendation is made to ensure that members are aware of the latest situation in relation to each of the collaborative elements between Police Forces in the East Midlands.

4. Summary of Key Points

- 4.1 The attached appendix (Appendix A) provides the latest position in relation to the collaborative work currently being delivered in the East Midlands region.
- 4.2 It should be noted that Nottinghamshire Police is also pursuing collaborative endeavours with other local service providers, such as Community Protection in the City (Operation Aurora II – please see paragraph 4.3 below), as well as co-location options with District and Borough Councils, the East Midlands Ambulance Service, and Nottinghamshire Fire and Rescue through closer collaborative working (Blue Light work), in addition to the work highlighted in the attached appendix.
- 4.3 Operation Aurora II is focussed on working together with colleagues in the City Council to create safe, healthy, and confident communities in the City of Nottingham. The aspiration is to build on the successes achieved to-date to further improve working together with Community Protection through co-location and integration of some services. This enables proactive problem

solving and crime prevention, helping to reduce demand on services and to improve community confidence and satisfaction.

- 4.4 Nottinghamshire Police is dedicated to providing a first class service to the public of Nottingham and Nottinghamshire, as well as to communities across the East Midlands region, through effective collaboration.
- 4.5 The Force, along with every other Police Force nationally, is facing severe cuts to funding, this year and in the coming years. We anticipate that these cuts will continue over the next 5 years, with 'unprotected departments' being asked to plan for 25 – 40% budget cuts by 2020.
- 4.6 It is, therefore, essential that we find the best way to deliver a first class service to members of the public in Nottinghamshire and the regional areas in the East Midlands.

5. Financial Implications and Budget Provision

- 5.1 Continued, successful, collaboration in the East Midlands between Police Forces has many benefits, not least financial benefits for Nottinghamshire Police.
- 5.2 EMSOU has its own budget provisions for the Departments that come within this arena.

6. Human Resources Implications

- 6.1 There have been a number of Officers from Nottinghamshire Police who have been successful in their applications for roles in regional teams, such as Counter Terrorism, Serious and Organised Crime, and Homicide.
- 6.2 By sharing resources across East Midlands Forces we can ensure best value for money through a consistency of approach and efficiency in our response from specialist teams to members of the public in each of the counties who are part of the collaborations.

7. Equality Implications

- 7.1 There are no equality implications arising from this report.

8. Risk Management

- 8.1 There are no risks highlighted in this report.

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

- 9.1 The work of the East Midlands Collaboration team is clearly linked to the seven priorities of the Police and Crime Plan. Collaboration is not only pragmatic, but will help achieve results that enhance the way the police service in the region does business.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no relevant changes in legislation or other legal considerations with regards to this report.

11. Details of outcome of consultation

- 11.1 There is no requirement for consultation in relation to this paper as it's purpose is to provide an update.

12. Appendices

- 12.1 Appendix A – East Midlands Collaborative Update November 2015.

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

13. There are no background papers relating to this report.



November 2015

East Midlands Collaborative Projects Update



3 FORCE STRATEGIC ALLIANCE

- Work on the proposed Strategic Alliance between Nottinghamshire, Leicestershire and Northamptonshire has begun. A small team, comprising representatives from the 3 forces, has been formed and is based in Leicestershire under the leadership of Jeremy Thomas, an independent advisor. The relevant OPCCs are also fully engaged in the process and are in scope of the SA.
- In order to ensure that day to day business for all three forces, Ali Naylor (Leicestershire's Assistant Chief Officer – ACO - for Human Resources) has taken on interim responsibility for People Services and Paul Dawkins (Leicestershire's ACO for Finance) is the interim lead for the three Forces' finance departments.
- In October, Assistant Chief Constable Rob Nixon was appointed to work across all three forces as part of the Strategic Alliance team.
- This team will now work through a "proof of concept" for the Strategic Alliance with a clear review point in December 2015. Over the final quarter of 2015, the team will focus on providing a top down view of:
 - What the Strategic Alliance could look like for the 3 forces and PCCs in terms of contact management, local policing, criminal justice, operational and business support.
 - The current operational, financial and political situation including collaborations.
 - A potential migration and change strategy including outline finance and funding options.
- This will enable the Chief Constables and PCCs to evaluate the indicative benefits, costs and risks of the proposed Strategic Alliance and determine the way forward.

BUSINESS SUPPORT

Regional Occupational Health (OHU)

OHU are working with Client Liaison leads in forces to jointly develop a work plan, which identifies specific matters that we will collectively work through to improve the service, knowledge and collaborative working across a number of important parts of the Regional OHU service. Below are the elements that have been completed from the agreed work plan this quarter:

- **Client Liaison – Ill Health Retirement Process**
Work is on-going to review the process to a consistent, lean hand-off between retained HR and OHU.
- **Client Liaison – Limited Duties**
We have agreed to work with leads in each Force to seek to identify and develop a consistent approach to the Police Arbitration Tribunal (PAT) outcomes for Winsor on specific recommendations in respect of the restricted duties recommendations. Any subsequent business case for additional resources for the service provision will be prepared for the board in due course. OHU have attended workshops to progress with Forces on any new process.

- **Client Liaison – EAP Contract Provider**

Discussions have taken place in respect of an Employee Assistance Provider and the subsequent contract finish date. A contract review discussion with the Client Liaison from each Force has taken place and initial negotiations commenced with CiC.

- A report regarding demand and funding was submitted by Ali Naylor (ACO Leicestershire Police) to the last Chief Constable and PCC Board and the agreed recommendations are being progressed. 'Process Evolution' have been commissioned to undertake the scoping exercise.

East Midlands Collaborative HR Services Learning and Development (EMCHRS L&D)

- EMCHRS L&D was established in February 2013 to provide the following services to Nottinghamshire, Leicestershire, Northamptonshire and Derbyshire Police Services:
 - Delivery of training for driver, operations, crime and investigative skills, IT and core learning.
 - Business partnering for developing client relationships, commissioning of new training and prioritising requirements, informing local strategies and plans, and resolving issues.
 - Designing new products including using the latest technological advances to minimise abstractions.
 - Training business support and administration to ensure compliance, quality assurance, audits and accreditation is maintained.
- EMCHRS L&D is the largest police service L&D collaboration outside of Scotland and has resulted in the delivery of efficiencies for the unit since 2012/13 of £2,162,098 (2015/16 EMCHRS budget).
- The service was recently shortlisted as a finalist for the Chartered Institute of Personnel and Development (CIPD) National Awards for its innovative Specials Website. The website has reduced classroom training by an average of 50% and increased the diversity of Specials attracted by the flexible learning.
- The development and roll out of a standard design packages for the region e.g. NICHE, Specials, National Vigilance Campaign has supported interoperability and avoided unnecessary duplication.
- The high quality of locally developed products will lead to increased income generation from 2016/17 onwards and an operational plan is being developed to ensure that this is fully implemented.
- The harmonisation of key training including Driver, Officer Safety Training, Public Order and regional specialist crime products, amongst others will also assist with interoperability.
- A strong governance arrangement including reporting lines to Regional Efficiency Board, DCC Board and Efficiency Board ensures that the service is fully scrutinised and directed by regional and local imperatives.
- The L&D Business Partnering model has been widely commended by forces for its strategic focus on force requirements and client/stakeholder relationship management.
- External Awarding Bodies e.g. Oxford and Cambridge RSA (OCR) have widely commended our accreditation systems, processes and procedural compliance with national requirements.

EAST MIDLANDS SPECIALIST OPERATIONS SERVICE

- In November 2014 the four Chief Constables and PCCs of Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire were presented with the detailed business case for the creation of an integrated East Midlands Operational Support Service (EMOpSS). EMOpSS went 'live' on the 5th May 2015.
- The structure for EMOpSS consists of 7 core collaborative operational teams:
 - Roads and Armed Policing (RAPT)
 - Tactical Armed Policing (TAPT)
 - Tactical Roads Policing (TRPT)
 - Tactical Support Teams (TST)
 - Serious Collision Investigation (SCIU)
 - Specialist Dogs
 - General Purpose Dogs
- A number of achievements to-date include; a borderless approach to Command and four force SFC Cadre implemented, sharing learning and best practice through the College of Policing (CoP), centrally coordinated tasking and briefing team in place and linked into local force process, EMOpSS Airwave communications strategy implemented enabling more effective borderless deployments, EMOpSS diversity group established and strategy developed and use of integrated *Chronicle* system to enable borderless management of firearms training, recording of operational deployments and increased understanding of demand.
- The opportunities for delivering efficiencies in the four force EMOpSS structure are many and are being realised throughout. Some examples include; a fleet replacement timeline for more cost effective vehicle replacement, external training costs are managed centrally – avoiding duplication, early review of the TRPT shift pattern and amended as a result, and recruitment processes reviewed and a new standardised approach developed through the force HR single points of contact (SPOCs), increasing consistency and promoting diversity.
- The EMOpSS Performance Board monitor performance, identify efficiencies and manage risk; regularly reporting to Chief Officers across the Region. Taser deployments are also scrutinised and due to the way in which deployments are now recorded on the integrated *Chronicle* system, our understanding of Taser demand and usage is increasing. This enables a clearer picture of demand and a better understanding of our capability and Taser usage that feeds into training.

EAST MIDLANDS CRIMINAL JUSTICE SERVICE

- The East Midlands Criminal Justice Service (EMCJS) is currently working to an agreed business plan based around the three overall objectives of embedding EMCJS as a regional service, achieving national and local CJ objectives and delivering efficiencies.
- These objectives are aimed at making criminal justice a fully regional service that is as efficient and effective as possible, gives best value for money for the general public and is also able to quickly respond to national initiatives and directives.

- The main pieces of work that are on-going at the moment include; considering embedding consistent working practices once a common IT platform is in place and implementing various national initiatives in partnership with CPS and HMCTS; these latter include Transforming Summary Justice and Better Case Management, aimed at improving the processes around getting cases through court (both Magistrates and Crown) and dealt with in a timely manner. There is also much happening around digital enabling, where this possibility and a pilot are looking at the creation of video links between courts and custody suites, enabling virtual attendance at remand courts.
- Detention Officer services from an external supplier have been implemented in both Leicestershire and Northamptonshire police forces.

REGIONAL ICT

The Regional IT Transformation Programme is a portfolio of technology based, collaborative initiatives that are designed to support and improve the efficiency and flexibility of operational policing across the East Midlands Region. The projects include a number of Forces across the Region, working together to consolidate systems, centralise functions, share the costs involved and realise the joint benefits through economy of scale, increased flexibility offered by improved mobility and accessibility.

The current portfolio includes:

- **NICHE** – a collaborative approach for the five Forces in the East Midlands to use a shared IT platform to transform and integrate the management of crime, intelligence, custody and case information. This will also result in significant cost savings by buying, designing, and maintaining the system as five forces rather than one. Work is also underway to look at what other systems could also be integrated in Niche going forward. Our staff and Officers will be able to access the vast majority of data they require from one single system rather than from multiple ones. We will also be using the system in such a way that it will help improve our data quality and information sharing.
- **Body Worn Video** - a five Force collaborative programme of work delivering a common solution across the East Midlands region, issuing 3,500 digital camera recording devices to Officers to enhance the quality of the evidence already collected, to increase successful prosecutions, and reduce case processing costs and durations by providing additional corroborative evidence that is less easily contested by offenders.
- **Digital Interview Repository** - is a four Force collaborative project between Nottinghamshire, Derbyshire, Leicestershire and Northamptonshire to develop and implement a digitalised, networked, interview recording solution that will move the Forces away from using physical recording media for interviews by streaming the interviews to a centralised digital storage and retrieval solution. This will improve security, reliability and accessibility as well as reduce operational costs.
- **Mobilising the Workforce (Agile Working)** - will deliver the infrastructure and associated software required to enable Officers and Police Staff to work across borders in regional forces. The solution will mobilise processes so that they can be carried in the field wherever and whenever they are required, enabling workers to be far more flexible in how they perform their duties by being less reliant on physical desk or office space. This is a scalable solution, initially being implemented across an operational regional unit comprised of Officers from four Forces within the region (Nottinghamshire, Leicestershire, Northamptonshire and Lincolnshire), has the potential for much broader

application across Forces in the future and represents a significantly improved way of being able to access and deliver Force systems to operational staff.

- **Intelligence system** - recently completed by the programme, was the delivery of an intelligence system, which took information, held locally by each of the five Forces within the region, and consolidated it in to one, single database, accessible across all Forces within the Region. This has delivered improved efficiency by reducing the number of local infrastructures for the system, from five, to one, reducing technology operating costs, enabling a single Force to host and support a region wide system, whilst also improving the intelligence sharing capability across the region.
- **Software as a Solution** - A further key project of note, is the migration of another regional intelligence system, to a National “cloud” based Software as a Solution (SaaS) service. Led by Durham Constabulary, the Regional IT Transformation Programme is managing and co-ordinating the local IT tasks needed from the East Midlands Region, to help ensure that delivery at a national level is fully supported and successful.

LEGAL SERVICES

- Nottinghamshire Police have been a member of the East Midlands Police Legal Services collaboration (EMPLS) since 2011. EMPLS provides legal advice and representation to the five forces and OPCCs in the East Midlands. By reducing the reliance on external solicitors and barristers and undertaking more work in-house, EMPLS has successfully reduced the overall expenditure of the region’s police forces in this area of business by around 40%. The average hourly rate for legal work undertaken by EMPLS is £35 to £40 per hour.
- In the past 6 months, EMPLS has been reviewed externally on six occasions by the various insurers of the collaborative forces. The insurance audits typically are held over a two-day period and consist of the review of individual files selected by the insurers by trained and knowledgeable claims handlers. These audits are helpful in providing an independent deep dive review of the working practices of EMPLS. The technical service proficiency assessments of each review averages above 95%.
- By collaborating, the forces of the East Midlands have been able to increase resilience and specialist legal knowledge to provide a quality service providing significant savings making EMPLS one of our most successful collaborations.

EMSOU

- The East Midlands Special Operations Unit (EMSOU) is a regional tasking structure which has, for more than a decade now, made effective use of expertise and resources from within the East Midlands police forces to investigate many of the most serious crimes which affect our region.
- EMSOU is not separate from the five forces, it is an amalgamation of certain key resources provided by the forces to be deployed throughout the region as and when there is an investigative need.
- There are five main branches of EMSOU’s work:
 - **Serious and Organised Crime (EMSOU-SOC):**
Made up of a number of specialist teams; Regional Intelligence Unit, the Regional Asset Recovery Team, Fraud and Financial Investigation, and Cyber Crime Unit, the

work involves tackling organised crime groups (OCGs) across all five forces using a wide range of tactics.

- **Major Crime (EMSOU-MC):**

The team investigate homicides and kidnap with demands and extortion, and other serious cases, as well as managing issues of threat, risk, and harm across the five forces. It is a centrally managed function and can call on the services of detective and support staff from across the East Midlands Forces to assist in MC inquiries wherever they occur throughout the region. This flexibility ensures that no one area is overburdened by major investigations, allowing local units to focus on volume crimes.

- **Special Branch (EMSOU-SB):**

EMSOU SB, focused on dealing with the threat of terrorism and domestic extremism, is constituted from a collaboration of the East Midlands Counter Terrorism Intelligence Unit and the five force Special Branch Units. It is highly regarded as a unit nationally and is considered to be developing best practice. The unit works with the Security Service and other key strategic partners to reduce the risk to the region so that people can go about their lives freely and with confidence.

- **Forensic Services (EMSOU-FS):**

EMSOU-FS delivers all forensic capabilities to the five forces of the East Midlands region. The CSI function is delivered locally, but is subject to a 'Futures' programme of work in 2015/16 to transform, streamline, standardise, and further improve service, which is delivered at much less cost.

Between 2010 and 2015 there was a 44% (£10.735 million) reduction in total cost as a result of the East Midlands Forensic collaboration. Other benefits include; combining five separate laboratories, five separate fingerprint bureaus, and 5 methods of forensic submissions into one single 'Centre of Excellence'. The new facilities for EMSOU FS were achieved through Police Innovation Funding in March 2015.

Improved capabilities include; a fully digitised fingerprint service, footwear intelligence matching, rapid DNA testing and drugs analysis; the latter has recently been the subject of an accreditation inspection and is likely to go live early in 2016 providing instant cash savings on analysis costs as well as a more local responsive service.

- **Regional Review Unit (RRU):**

The RRU independently reviews undetected major crime investigations as well as procedure and practice of critical incidents and missing persons inquiries, as well as analysing acquittals at court and successful appeals against conviction. The on-going performance of the unit is measured through the varying regional governance processes, but in particular through the EMSOU Management Board.

