

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	07 September 2020
Report of:	Paddy Tipping Police and Crime Commissioner
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Agenda Item:	6

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT TO JUNE 2020

1. PURPOSE OF THE REPORT

- 1.1 This report provides the Police and Crime Panel (Panel) with an update on progress in delivering the Police and Crime Commissioner's (Commissioner) Police and Crime Plan (2018-21), in compliance with the Commissioner's statutory duties^a.
- 1.2 The report also provides a summary of performance headlines for quarter 1 of the 2020/21 financial year (Appendix A), the revenue and capital financial outturn position for 2019/20 (Appendices B and C) and a summary of key OPCC and force decisions made over the latest planning period (Appendix D).

2. RECOMMENDATIONS

- 2.1 The Panel is invited scrutinise the contents of this report, seek assurance from the Commissioner on any specific areas of concern, request further information where required and make recommendations within the scope of their role^b.
- 2.2 The Police and Crime Panel has a statutory duty^c to provide scrutiny of performance and delivery against the ambitions of the Police and Crime Plan and of the Commissioner in fulfilling his core statutory duties (Section 14 of the Policing Protocol 2011). This update report is designed to assist the Panel in fulfilling these responsibilities.

^a Section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 requires the Commissioner to, subject to certain restrictions, provide the Panel with any information which they may reasonably require in order to carry out their functions, and any other information which the Commissioner considers appropriate

^b [Police and Crime Panels: A Guide to Scrutiny](#), Local Government Association (Updated 2016)

^c Police Reform and Social Responsibility Act 2011

3. POLICE AND CRIME PLAN PERFORMANCE (2018-21)

- 3.1 The Commissioner's Police and Crime Plan (2018-21) set 57 performance indicators and 12 sub-measures across four strategic themes. These indicators are tracked by the force and OPCC on a quarterly basis as part of the Performance and Insight Report shown at appendix A. Previous versions of the report can be accessed via the Commissioner's website^d.
- 3.2 The April to June reporting period has been impacted by the repercussions from and service response to the Covid-19 pandemic, including 'lockdown' measures implemented from 23 March 2020. The areas affected include:-
- Mental health related incidents, which saw their first quarterly increase since Summer 2019
 - Calls to the police 999 emergency service which fell to the lowest level in two years in April 2020, following a long term period of successive increases
 - Total police recorded crime which fell markedly between April and June 2020, largely affected by reductions in theft from person, vehicle crime and burglary
 - Reported online crime, which has been increasing steadily since September 2019, but saw the most pronounced increase during the latest quarter
 - Domestic abuse offences, which fell during the April and May lockdown period, before increasing to the highest levels in a year in June 2020
 - Serious sexual offences fell markedly between March and May 2020, while positive outcome rates increased to levels comparable with June 2019
 - Reported incidents of anti-social behaviour increased substantially during the April to June 2020 period, largely driven by the reporting of neighbourhood-based issues and concerns during the lockdown period
 - Satisfaction and perception measures captured via the Nottinghamshire Police and Crime Survey and domestic abuse survivor survey. These mechanisms were suspended during the COVID-19 lockdown period

In each of these cases, trends will be monitored closely over the coming months to determine what represents a temporary skew affected by the COVID-19 restrictions and what represents a new norm. Panel members may wish to note the following key performance updates:-

- 3.3 **Protecting vulnerable people from harm:** Ongoing improvements in proactivity, training, risk management and effective partnership working are helping to support sustained increases in safeguarding referrals (+28%). The work of a dedicated Missing Persons team has also helped to secure a 16% reduction in missing persons reports over the last year, equating to estimated financial savings of

^d <https://www.nottinghamshire.pcc.police.uk/Public-Information/Performance/>

around £650,000. Proactive police and partnership activity in response to modern slavery and county lines has also led to referral rates more than doubling (+149%) over the last year.

3.4 Helping and supporting victims: Outcomes relating to PCC-commissioned victim services have remained relatively stable over the last year, with around 78% of victims supported reporting that they were better able to cope with aspects of everyday life as a result of the support received, and sustained increases in the number of victims supported. Force compliance with the Victim's Code of Practice (91%) also remains strong. Levels of police recorded domestic abuse have increased by around 4.2% over the last year, but have stabilised during 2020 at around 15,150 per year.

3.5 Tackling crime and Anti-social Behaviour: Police recorded crime statistics and findings from the independent Police and Crime Survey to March 2020 indicate that victim-based crime has been falling steadily over the previous two years and have been most pronounced in the more urban areas of the force. While police recorded crime has reduced significantly during the COVID-19 lockdown period, work is still underway to develop our understanding of the temporary and longer-term impact of the pandemic on crime and ASB offending and victimisation and reporting. The number of violent knife crimes recorded by Nottinghamshire Police has fallen by 11.7% over the last year.

3.6 Transforming services and delivering quality policing: Reflecting national trends, calls to the 999 emergency service fell for the first quarter in two years during the April to June 2020 period, while calls to the 101 service also continued to decline. Compliance with National Crime Recording Standards (NCRS) remains strong (96%). Indicators of public confidence in the police, as captured by the independent Police and Crime Survey, saw marked improvements during 2019/20. The survey was suspended in June 2020 on account of the Coronavirus restrictions, but is due to resume later in the year.

3.7 Key areas for consideration as part of the latest insight report include:-

- Ongoing issues in reporting on service response times as a result of the transition to the new 'SAFE' system^e in January 2020. The force's Management Information Team are working to create dashboards for operational use across the force, however this has been affected by technical constraints in manipulating the large live data sets. A project is underway to create a static data warehouse

^e *The SAFE' system replaced the Legacy system in March 2020 which was no longer compliant with Home Office requirements. SAFE provides Command and Control, telephony and Airwave radio interfaces into the control room, with all data transactions, including those from the mobile and web clients, being recorded by the system in real time. This provides the foundation for producing near real-time reports.*

that will be updated daily and interrogated via Power Bi. Additional SSRS reports are also being developed by the supplier at a chargeable rate.

- Understanding and responding to the rising level of reported online victimisation, including the risks to vulnerable children and young people during the period of coronavirus restrictions. Similarly, there remain opportunities to further improving our understanding of the factors driving reductions in police recorded Child Sexual Exploitation (CSE) offences over the previous two years.
- Tracking vacancy rates among the established PCSO posts across Nottinghamshire. It is recognised that recent rounds of recruitment have created some degree of organisational churn across the service.

3.8 The force and OPCC will continue to closely monitor and assess the impact of the Coronavirus Pandemic and consequential restrictions on levels of crime, ASB and service demand over the coming months, particularly in relation to domestic violence and abuse, cybercrime and mental health-related demand.

4. Case Study: Improving BAME Experiences of Policing In Nottinghamshire

4.1 The tragic murder of George Floyd in May 2020 had significant repercussions for trust and confidence in policing on an international scale, triggering protests, demonstrations and in some cases public disorder across UK towns and cities. In Nottinghamshire, a pragmatic and proportionate approach was taken to policing the Nottingham Black Lives Matter demonstration on 7 June 2020. The force publicly supported the aims of the event, engaged early and moved the venue to a more appropriate location. The event was facilitated without injury or arrest as part of an approach that was recognised and commended by participants^f.

4.2 This case study provides an overview of some of the broader work that has been undertaken in by the police and PCC to drive improvements in community engagement, inclusion and workforce diversity across Nottinghamshire. It is informed by the PCC and Chief Constable's submission to the Home Affairs Select Committee in July 2020 as part of their inquiry into the Macpherson Report – twenty one years on.

4.3 In 2012, the Nottinghamshire PCC set a long-term ambition to improve BAME experiences of policing and the recruitment, retention and progression of BAME

^f *Nick Glynn of Open Society Foundations in commenting on variations in policing approaches: "Attending BLM demonstration in Nottingham ... the police were almost invisible and the protest was an excellent event. It was well run, it was well attended, people had their say and it went without any kind of incident". HASC evidence session, 17 June 2020*

officers and staff. Strong progress has been made in delivering against these ambitions, as outlined below.

Recruitment, retention and progression of BAME officers and staff

- 4.4 Nottinghamshire Police aspires to become the first police force in the UK to be proportionately representative of the community it serves (11.2% BAME) and has moved quickly to seize the once-in-a-generation opportunity brought about by Operation Uplift. This has included significant investment in a programme of Positive Action during 2020/21 to target under-represented groups and promote positive BAME role models in policing. The race disparity unit and positive action practitioner's alliance have provided positive feedback on Nottinghamshire's approach which has gone on to inform learning at a national level⁹.
- 4.5 In 2019/20, 26% of completed officer applications were from BAME individuals. This marks a significant change on previous years and is set to continue in 2020/21 (23% year to date). Furthermore, around 15% of those commencing Police Constable Degree Apprenticeships (PCDA) since September 2018 have been from BAME backgrounds. Despite these positive developments, recruitment from our Black African and Caribbean communities continues to be a challenge and we are working to further strengthen engagement via the black churches together and local education Trusts.
- 4.6 A youth-focus remains a core component of our long term strategy. In 2018, we launched a 'Mini Police' scheme which involves over 700 pupils, many from socially deprived areas within the city and with adverse childhood experiences. 44% of our Mini Police are from BAME backgrounds. BAME representation within our 200 police cadets has also risen from 6% to 24% over the last year, with the service having opened the first mosque centred base outside of London. Our BAME community outreach worker has played an important role in reaching out to young people and has been intrinsic in expanding our Police Cadet scheme.

Involving and engaging BAME communities

- 4.7 We have worked extensively to improve engagement and involvement of BAME communities in matters pertaining to crime, community safety and policing over recent years. This has included the introduction of new engagement forums, such as our programme of Inter-faith listening events in 2020, designed to amplify the voices of marginalised communities, strengthen channels of communication and provide co-ordination in the response to grievances and community concerns.

⁹ Nottinghamshire Police Peer Review, February 2020 found the force's Diversity and Inclusion planning to be a: "comprehensive and meticulously thought out piece of work built upon the strong foundations of the Community Cohesion work of the past 3 years and the highly engaged and capable networks of community members that have been established. There are indications it will achieve a representative workforce in the next 2 years"

Further to this, the PCC has also commissioned independent research to gain a better understanding of the lived experiences of and barriers faced by minority and new and emerging communities^h.

- 4.8 As part of the police training process, Nottinghamshire has introduced 'new recruits meet the community' sessions where constables meet a range of community members selected by the community cohesion coordinator for challenging discussions relating to policing. The process has been well received by new recruits and communities alike. The force has also introduced Peoples Panels to review the selection and promotion of senior officers.
- 4.9 Nottinghamshire Police adopted a pragmatic and proportionate approach to enforcing the Coronavirus Regulations in 2020, engaging with local communities and ensuring education and explanation of requirements with minimal enforcement. Consequently, Nottinghamshire maintained one of the lowest levels of Fixed Penalty Notices (FPNs) issued nationally (9th lowest)ⁱ.
- 4.10 Table 2 of the national comparative tables' shows that Nottinghamshire officers issued 182 FPNs between 27th March to 25th May, of which 10% (19) were issued to black residents. The Force undertook its own analysis which identifies that most FPNS were issued in the City (55%) with the County recording 45%. The top location was at a County address where 11 FPNs were issued at the same time to a group of white residents.
- 4.11 Of the 19 FPNs issued to black residents, a fifth of them (4) were issued to a group at the same time at a city location. On another occasion, 3 FPNs were issued to another group at another city location.

Stop and Search and use of force

- 4.12 Use of stop and search as a policing tactic has been increasing both locally and nationally since 2018/19. Despite this, Nottinghamshire has maintained one of the lowest search rates per 1,000 population in the country and has seen a steady long-term reduction in BAME disproportionality over recent years. In 2017/18, the likelihood of BAME individuals being stopped and searched^j was 4.2 times higher than of White in Nottinghamshire. This fell to 3.7 times more likely in 2018/19 and 3.1 times more likely in 2019/20. The disproportionality rate among those from Black backgrounds also shows a positive direction of travel, having fallen from 7.0

^h *Research and co-engagement activity to better understand the lived experiences of Nottinghamshire's new and emerging communities, NTU, August 2019*

ⁱ *Provisional data: Fines issued during lockdown, NPCC: Nottinghamshire issued the 9th lowest number of COVID-19 related FPNs among all English forces between 27 March and 25th May 2020 Table 2.*

^j *Based on searches under s.1 of PACE and s23 of the Misuse of Drugs Act which account for around 80.4% of all stop and searches undertaken in Nottinghamshire*

to 5.8 over the same period. Complaints relating to stop and search also remain extremely rare^k.

4.13 The use of handcuffs in stop and search can be required on occasion, particularly when the individual presents a threat towards the officer or may cause danger to themselves or others. The proportion of searches involving the use of handcuffs fell from 30% to 23% in 2019/20 and by 10% among those from BAME backgrounds. Despite these positive reductions, the use of handcuffing in searches remains disproportionately high among those from Asian (37%) and Black (37%) backgrounds. Positively the rate of non-compliant handcuffing (11%) in stop and searches remains broadly proportionate across all groups.

4.14 Where strictly controlled, the use of Taser can be an excellent harm prevention tool, and we have increased the proportion of officers with access to these devices in response to the government's national roll out in 2019/20. Around 19% of all Taser deployments involved individuals from BAME backgrounds in 2019/20, having fallen from 26% the previous year^l. In the city, in particular, Taser deployments involving those from BAME backgrounds (35.8%) have approached parity with the area's resident population profile.

Safeguards and effective practice

4.15 The strong progress made by Nottinghamshire police in reducing disproportionality in policing outcomes and increasing representation over recent years has been underpinned by:-

- **Transparent and effective oversight and scrutiny processes** via our Independent Advisory Groups (IAGs) and the Independent Community Scrutiny Panel established to review the use of Stop and Search, Custody and use of force. Community leaders / groups and community activists are involved in these processes, which include regular external scrutiny meetings where performance and key issues are openly discussed.
- **Work to recognise and address unconscious bias** which has included education and awareness-raising sessions among priority departments. More is being done in this area to ensure constant reinforcement of key messages and learning across the wider organisation.
- **Strengthening disciplinary proceedings for proven 'racist words or acts'** in line with recommendations from the Macpherson report. The Nottinghamshire Chief Constable has steered and implemented national changes to the

^k Only 4 out of 3,023 searches resulted in a complaint in 2018/19

^l Based on instances where ethnicity could be captured

disciplinary system which include post retirement provisions and indicative sanctions guidance.

- **Ensuring procedural justice.** BAME officers accounted for 5.4% of all officers involved in disciplinary proceedings with a case to answer in 2019, which was broadly in line with the proportion of BAME officers that make up the our police workforce (5.8%). In 2018, there were no BAME officers subject to disciplinary with a case to answer. This marks a clear reduction in levels of disproportionality seen in both 2016 (15%) and 2017 (6.1%).

4.16 We feel confident that this positive direction of travel can be maintained in these areas, but recognise that there remains much still to do. Particular challenges remain in the recruitment, retention and promotion of officers and staff from Black backgrounds, achieving greater parity in the use of compliant handcuffing and mainstreaming unconscious bias training across the wider police workforce.

5. Activities of the Commissioner

- 5.1 The Commissioner is represented at key thematic, partnership and force performance boards to obtain assurance that the police and partners are aware of the current performance threats and taking appropriate action to address emerging issues and challenges. This is reported to the Commissioner who holds the Chief Constable to account on a weekly basis. The Commissioner also meets heads of Investigations and Intelligence and Operations on a quarterly basis to gain a deeper understanding of threats, harm and risk to performance. The Commissioner seeks regular assurance that the Chief Constable has identified the key threats to performance and taken swift remedial action as appropriate. Key activities are reported on the Commissioner's website.^m
- 5.2 The Commissioner's partnership and community engagement schedule has been significantly affected by the impact of Covid-19 lockdown arrangements since 23 March 2020, however the OPCC has sought to maintained business continuity during this exceptional period by adapting to new ways of working. The commissioner continues to engage with partner agencies and communities in accordance with social distancing guidelines, though events such as the Community Listening Steering Group (23 July 2020) and Sutton Neighbourhood Network (6 April 2020).
- 5.3 The Commissioner was elected as the new chair of the Association of Police and Crime Commissioners on 15 July 2020, with new responsibilities at a national level for driving positive change in policing and police governance. Following the virtual

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

confirmation hearing held on 1 June 2020, Nottinghamshire's new Deputy PCC has commenced an extensive induction programme, meeting key police and partner agency stakeholders across the force area.

- 5.4 Nottinghamshire PCC was also successful in securing £550k Home Office Safer Streets funding on 28 July 2020, which will be used to tackle acquisitive crime, such as burglary, vehicle crime and bicycle theft in the Chatham and Northgate area of Newark. The grant will be used to improve lighting, CCTV and ANPR use, upgrade security on doors and windows and improve bicycle storage. It will also fund the appointment of a new Burglary Reduction Officer to work with the local community to undertake assessments of properties at risk of crime. The Force will run a series of bicycle property marking events to reduce theft and aid the detection and recovery of property.

6. Decisions

- 6.1 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.ⁿ
- 6.2 Panel Members have previously requested that the Commissioner provide a list of all forthcoming decisions (Forward Plan) rather than those already made. This Forward Plan of Key Decisions for the OPCC and the Force has been updated and is contained in **Appendix D**.

7. Financial Implications and Budget Provision

- 7.1 The Commissioner's Strategic Resources and Performance meetings (SSRP) provide a formal mechanism for holding the Chief Constable to account. At this meeting the Chief Constable submits a number of financial reports for scrutiny.
- 7.2 The final financial outturn position for 2019/20 was reported to the SSRP meeting held on 14 May 2020. At 31 March 2020, the financial revenue outturn position was £206,375,000, which represented a force overspend of £92,000 against a total approved net revenue budget of £206,283,000. The OPCC achieved an on budget position.
- 7.3 Actual overspend for 2019/20 was £299k less than the figures forecasted in January 2020, largely due to COVID-19 related issues and a number of orders

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

placed with suppliers that were not delivered before the end of the financial year. This will ultimately impact on budget pressures in 2020/21.

- 7.4 Monitoring has been problematic throughout the year, and while outturn monitoring in relation to all pay has been completed, payroll and general ledger continue to be out of balance at the present time. Inaccuracies between departments are also currently irreconcilable and inconsistent.

Nottinghamshire Police Revenue Position as at the end of March 2020 by Department

	Revised Budget £'000	19/20 Actuals	FO-RB Variance £'000
Local Policing			
County	43,196	42,129	(1,067)
City	29,424	30,652	1,228
Contact Management	16,166	15,491	(675)
	88,786	88,272	(514)
Crime & Operational Services			
Public Protection	12,501	12,488	(13)
Operational Support	10,225	10,827	602
Intelligence	9,141	8,238	(903)
Serious & Organised Crime	7,428	6,791	(638)
Archive & Exhibits	1,115	1,085	(30)
Other	255	516	262
	40,665	39,945	(720)
Corporate Services			
Technical Accounting	12,343	13,492	1,149
Information Services	11,622	11,236	(387)
Estates	6,235	7,646	1,411
Fleet	3,246	3,556	310
People Services	1,781	1,910	129
PSD	1,575	1,367	(208)
Futures Board	789	427	(362)
Command	1,278	1,406	128
Corporate Development	1,121	898	(222)
Corporate Communications	843	647	(196)
Finance	691	769	78
Information Management	531	432	(99)
Other smaller budget departments	215	258	42
	42,271	44,043	1,772
Collaboration			
EMSOU Operations	13,472	12,596	(877)
EMCJS	9,071	9,783	712
EMSOU Services	4,175	4,328	153
MFSS	2,567	2,467	(100)
ESN	186	230	44
EMSCU	153	190	37
	29,624	29,593	(31)
Home Office Grants & Partnerships			
Knife Crime	0	173	173
ARV Uplift	0	(118)	(118)
Cyber Crime	0	(0)	(0)
Op Uplift	0	(507)	(507)
Externally Funded Projects	(38)	0	38

	(38)	(453)	(415)
Force Total	201,308	201,400	92
OPCC	4,975	4,975	0
Group Total	206,283	206,375	92

Overspends shown as positive numbers, under-spends shown as () numbers.
No manual adjustments have been made for rounding

- 7.5 The most significant areas of overspend include: Local policing in the city (+£1,228k) which have been offset by underspends in the county and contact management; Technical accounting (+£1,149k) reflecting re-coding on pay and an increase in transfers to reserves and; Estates (+£1,411), reflecting cost of uniform for new officers accrued during March 2020 and a rise in provision for dilapidation costs on account of inflationary increases.
- 7.6 A £14,630k capital budget was agreed for 2019/20, calculated as £1,470k slippage from 2018/19 and £13,160k new allocations, which include an additional £900k in relation to the Joint FHQ New Build, £50k in relation to additional vehicle purchases and £29k in relation to Conducted Energy Devices (CED). Actual spend during the year was £8,072k, resulting in £6,410k slippage and a small underspend of £147k. Slippage is predominantly against the two multi-year new build projects, with Nottingham Custody Suite having experienced delays as a result of contractual difficulties. £496k is due to unavoidable COVID-19 issues.

Capital Outturn Position as at the end of March 2020, by Project

Project Name	Revised Budget £'000	Forecast Outturn £'000	Underspend £'000	Slippage to 2020/21 £'000
Estates				
Nottingham Custody Suite	6,430	1,422	0	(5,008)
Building Improvement, Renovation & Conversion Works	1,185	895	(0)	(290)
Hucknall EMAS	674	674	0	0
Custody Improvements	360	297	0	(63)
New HQ Joint Build	1,252	1,060	0	(192)
Northern Property Store	246	246	0	0
Bunkered Fuel Tanks	62	62	0	0
Automatic Gates & Barriers	35	29	(6)	0
Community Rehabilitation Companies Renovations	25	24	(1)	0
West Bridgford Police Station Relocation & Sale	431	174	(93)	(165)
Northern Control Room	386	24	0	(362)
Estates Total	11,087	4,907	(100)	(6,080)
Information Services				
Command & Control	1,771	1,730	(41)	0
Technology Services Refresh & Upgrades	1,315	1,132	(0)	(183)
ANPR Camera Project	157	9	0	(148)
NEP	55	49	(7)	0
SICCS Upgrade	0	0	0	0
IS Total	3,297	2,919	(47)	(331)
Other Projects				
Taser	29	29	0	0
Vehicle & Equipment Replacement	217	217	(0)	0
Other Total	246	246	(0)	0
Overall Total	14,630	8,072	(147)	(6,410)

Overspends shown as positive numbers, under-spends shown as () numbers.
No manual adjustments have been made for rounding

7.7 **Appendices B and C** contain the full finance revenue and capital reports submitted to the Strategic Resources and Performance Board and provide more detail regarding the provisional year end position for each.

8. Human Resources Implications

8.1 None - this is an information report.

9. Equality Implications

9.1 The case study reported on at section 4.1 details some of the good work undertaken by the PCC and Chief Constable to advance the inequalities of BAME communities. Building trust and confidence is vital if we are to effectively engage with our diverse communities.

9.2 Engagement however, should be followed with meaningful action so that our communities can see that we take their concerns seriously and follow through on our promises. The PCC has recently established a Community Listening Group and further scrutiny groups will follow in the next few months.

10. Risk Management

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

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

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

12. Changes in Legislation or other Legal Considerations

12.1 The Commissioner publishes a horizon scanning briefing on a fortnightly basis which is widely accessed by OPCC, policing and other partner agencies nationally. The briefing captures information from a wide range of sources including emerging legislation, government publications, audits and inspections and significant consultations, statistics and research findings in order to help inform local strategic planning and decision making. The briefings can be accessed via the Commissioner's website^o.

13. Details of outcome of consultation

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

14. Appendices

- A. Nottinghamshire Performance and Insight Report - Quarter 1 - 2020/21
- B. Finance Revenue Budget Position for Q4 2019/20 as at March 2020: Paper presented to Strategic Resources and Performance Board on 14 May
- C. Finance Capital Budget Position for Q4 2019/20 as at March 2020: Paper presented to Strategic Resources and Performance Board on 14 May
- D. Forward Plan of Key Decisions for the OPCC and the Force to July 2020

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

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

For any enquiries about this report please contact:

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

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