

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 28 March 2022 at 14:00
County Hall, West Bridgford, Nottingham, NG2 7QP

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

AGENDA

1	Minutes of last meeting held on 8 February 2022	3 - 20
2	Minutes of Confirmation Hearing held on 8 February 2022	21 - 28
3	Apologies for Absence	
4	Declarations of Interests by Members and Officers:- (see note below) (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	
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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 977 2590) 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: -

Christine Goldstraw OBE – Independent Co-optee– Chair
Councillor David Ellis – Gedling Borough Council – Vice-Chair

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor André Camilleri – Nottinghamshire County Council
Councillor Scott Carlton – Newark & Sherwood District Council
Lesley Dalby – Independent Co-optee
Councillor Kevin Greaves – Bassetlaw District Council
Suma Harding – Independent Co-optee
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Mike Introna – Nottinghamshire County Council
Councillor Neghat Khan – Nottingham City Council
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Helen-Ann Smith – Ashfield District Council
Bob Vaughan-Newton – Independent Co-optee
Councillor Linda Woodings – Nottingham City Council

MINUTES OF THE MEETING HELD ON TUESDAY 8 FEBRUARY 2022 **AT 10.30am AT COUNTY HALL**

MEMBERS PRESENT

Christine Goldstraw OBE – Independent Member
Councillor David Ellis – Gedling Borough Council

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor Scott Carlton – Newark and Sherwood District Council
Councillor Andre Camilleri - Nottinghamshire County Council
Lesley Dalby – Independent Member - Apologies
Councillor Kevin Greaves – Bassetlaw District Council
Suma Harding – Independent Member
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Mike Introna – Nottinghamshire County Council
Councillor Neghat Khan – Nottingham City Council
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Matthew Relf (substitute for Councillor Helen-Ann Smith) - Ashfield District Council
Councillor Helen-Ann Smith – Ashfield District Council - Apologies
Bob Vaughan-Newton – Independent Member
Linda Woodings – Nottingham City Council

OFFICERS PRESENT

Jo Toomey – Advanced Democratic Services Officer	}	Nottinghamshire County Council
	}	(Host Authority)
Pete Barker - Democratic Services Officer	}	
Keith Palframan – NCC Finance	}	

OTHERS PRESENT

Caroline Henry - Police and Crime Commissioner (PCC) - Remote
Craig Guildford - Chief Constable, Notts Police
Rachel Barber - Deputy Chief Constable, Notts Police
Sharon Caddell - Interim Chief Executive, Office of the PCC (OPCC)
Dan Howitt - Head of Strategy, Research, Information and Assurance, OPCC - Remote
Mark Kimberley - Interim Chief Finance Officer (CFO) OPCC and CFO Notts Police

1. MINUTES OF LAST MEETING HELD ON 15 NOVEMBER 2021

The minutes of the last meeting held on 15 November 2021, having been circulated to all Members, were taken as read and were confirmed, subject to the following amendment, and were signed by the Chair:-

- The figure on Page 8, bullet point 4 should read £550k, not £50k as stated.

2. MINUTES OF CONFIRMATION HEARING HELD ON 14 DECEMBER 2021

The minutes of the confirmation hearing for the post of Interim Chief Executive, OPCC held on 14 December 2021, having been circulated to all Members, were taken as read and were confirmed, and were signed by the Chair.

3. MINUTES OF CONFIRMATION HEARING HELD ON 24 JANUARY 2022

The minutes of the confirmation hearing for the post of Interim Chief Finance Officer, OPCC held on 24 January 2022, having been circulated to all Members, were taken as read and were confirmed, and were signed by the Chair.

4. APOLOGIES FOR ABSENCE

Apologies were received from Lesley Darby (Independent Member) and Councillor Helen-Ann Smith (Ashfield District Council).

Councillor Matthew Relf replaced Councillor Smith for this meeting only.

5. DECLARATIONS OF INTEREST

Councillor MacRae declared a personal interest as he is an ambassador for the Violence Reduction Unit, which did not preclude him from speaking or voting on any item on the agenda.

6. WORK PROGRAMME

Ms Toomey introduced the report and highlighted the following:

- Work on the draft timetable for meetings was ongoing and future Panel meeting dates will be confirmed at the March meeting of the Panel.
- There would be a presentation at the March meeting on the work of the Violence Reduction Unit.
- The date for the confirmation hearing for the Chief Finance Officer post in the Office of the Police and Crime Commissioner was still to be confirmed.
- A report on the reorganisation of the Office of the Police and Crime Commissioner would be presented at a future meeting of the Panel.

RESOLVED 2022/001

That the contents of the report be noted.

7. PRECEPT AND BUDGET REPORTS 2022-23

Prior to the meeting the Panel submitted a number of questions in writing to the Commissioner regarding the budget. The Commissioner's written responses are appended to these minutes.

The Chair thanked all those staff in NCC and the OPCC for their work in assisting the Panel to understand the issues involved.

The Commissioner also thanked the staff involved before introducing the report and stated:

- The budget would allow the implementation of the Commissioner's vision of reducing the number of victims, increasing trust in the police and developing a stronger support network for victims.
- The budget was designed to enable the delivery of the objectives in the Police and Crime Plan, 'Make Notts Safe' focussing on where the need was greatest including on knife crime, violence against women and girls, vehicle crime and rural crime.
- Domestic abuse perpetrators programmes were in place
- Equipment and training to tackle rural crime had increased
- The Plan had a clear and robust performance framework in place
- Indicators were in place to measure the impact of the Plan and there were 12 specific ambitions to be achieved by March 2024
- Details of new and planned investment was within the Plan, all of which is completely achievable in the 3-year timespan
- The Plan was delivery-focussed with an emphasis on the frontline, which was what partners stated they wanted
- The budget would realise the aims within the Plan, including providing a 'ring of steel' round the county using ANPR; investing £1.5m in technology; providing support in schools to deal with issues of consent and misogyny; strengthening Operation Reacher by providing 24 more officers and 11 more fully equipped ANPR cars.
- There were 9 new officers to 'police the digital beat' with the Home Secretary being very impressed by the digital investigation unit when she visited the Force on 28 January 2022.
- There were 2 more officers working in the night-time economy area and a new knife crime inspector.
- There would be an announcement soon regarding the Violence Reduction Unit
- A new restorative justice service would be commissioned, working with partners to help victims recover and reduce reoffending
- The Plan would have a tangible effect on policing and needed the budget behind it to succeed

The Panel then questioned the Commissioner on the budget and **a summary** of that discussion is detailed below:

- Whilst recognising that resources were allocated based on an assessment of harm, the Panel wanted to understand the distribution of those resources across the force area, including the layering of support that was available to communities in different circumstances. The Panel was grateful for the reassurance that the Chief Constable was able to provide.
- The Commissioner spoke of the many planned efficiencies, some of which were listed to be achieved through bringing services back in-house. Panel members were concerned that the force may lack the appropriate skills and capacity to be able to deliver these services and whether those efficiencies could be realised. Members were reassured by the answers that were provided around staff that were already available and the direction of travel for the remainder of the projects.
- The Panel also had a number of questions about the reorganisation of the Office of the Police and Crime Commissioner. It identified that additional budget for staffing had been included to support the revised structure and the increase in commissioning activity. As the formal consultation was still underway, the Panel had not yet received an overview of the changes that were proposed for the office. Whilst recognising that the staffing of the office was the responsibility of the Head of Paid service, the Panel requested reassurance at an appropriate time that the restructure would bring forwards an office that was modern, efficient, and structured to deliver.
- Panel members were interested to hear that there were some liabilities arising from Operation Uplift, which was provision for the incremental pay increases for police officers. It was previously understood that all costs would be covered by the Government grant.
- Panel members noted that the implications of keeping Newark Police Station open were not reflected within the budget but look forward to updates on negotiations at a future meeting and understanding the impact that would have on the budgeted position.
- The Panel questioned whether it would be appropriate not to increase the precept this year in light of the current increases in the cost of living. Members also asked about the impact any standstill would have on future years' budgets. The answers highlighted those areas that could not be delivered without the increase in precept and the level of shortfall this would bring in future years, which would not be recoverable. The Panel recognised that the increased precept was necessary to deliver the Commissioner's Plan and the impact on the ability to deliver the improvements to policing should the increase not be approved.
- The Panel expressed concern that the Government's policy of shifting the burden onto the Council Tax payer was regressive.
- The Panel was grateful for the Commissioner's comments around the consideration she had given about whether it was an appropriate time to ask for the full increase of the precept. Members also noted the challenges that would be faced in requesting additional funding to meet any shortfall if the Commissioner had not taken advantage of the full increase. The comments of Commissioner's Chief Finance Officer and his recommendations were noted.

RESOLVED 2022/002

That the increase in Band D Council Tax by £9.99 to £254.25 be approved.

8. POLICE AND CRIME PLAN – MAKE NOTTS SAFE

The Commissioner introduced the report and then responded to the Panel's questions:

- Incidents of anti-social behaviour were recorded but not classed as a key indicator.
- Those members of the community that wished to volunteer for the Speedwatch initiative would be encouraged as much as possible
- The aim of reducing violence against women and girls was a golden thread that ran through the Plan. The Commissioner stated she had had robust conversations with Ministers about short term funding in this area. Short-term funding meant that third sector organisations needed to spend a proportion of their time applying for funding rather than delivering services.
- Although the government had not made misogyny a hate crime, the Commissioner had spoken to the Chief Constable who was content with how the law was at present. The Chief Constable stated that the force had not amended its policy and that there were no plans to change the local arrangements that were in place, which he considered worked well.
- Combatting stalking was a local priority for the force with dedicated staff. The force recently received a letter from a victim praising the way it had dealt with their case.
- The Chief Constable confirmed there were no plans to increase the size of the off-road team, though a refresh of the bikes was planned to improve their ability both off and on the road. This was a dedicated team that targeted areas where there was demand; the Chief Constable stated that he was satisfied with the current provision.
- The first meeting of the Nottinghamshire Criminal Justice and Assurance Board had taken place; initial discussions were around subjects such as terms of reference. The CPS were not at the meeting but were due to attend the next one. The Commissioner stated she wanted to improve the working relationship with the CPS and was looking at where the 'pinch points' were in the system.
- An update on knife crime would be given at the next Panel meeting as part of the VRU's presentation.
- Throughout the plan there was a prevent/respond/support approach towards all crime including drugs. The Commissioner stated she had held initial discussions with Harm to Hope to organise a local drug response with the aim of developing a more robust approach.

- The Commissioner agreed that there was a need to continue to improve diversity in the force and in the Office of the Police and Crime Commissioner.
- Hard copies of the 'Make Notts Safe' plan are available from the Commissioner's office.

RESOLVED 2021/003

That the contents of the report be noted.

9. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

The Commissioner responded to the Panel by stating that it was disappointing that the percentage of people who felt safe after dark had reduced. This was part of a national trend with the Sarah Everard case being an influence. Members were advised that more detailed analysis was underway to understand the cause of this reduction and identify possible actions.

The Commissioner stated that women have said that they feel most unsafe on public transport so a trial had commenced involving a police presence on public transport.

RESOLVED 2021/004

That the contents of the report be noted.

10. HOME OFFICE REVIEW OF POLICE AND CRIME COMMISSIONERS

Ms Caddell introduced the report stating that the publication of the review was imminent and that it should be possible to bring a report to either the next meeting of the Panel or the one after that.

The Panel's questions were then responded to as follows:

- At this stage the possibility of PCCs having to appoint a deputy was just a suggestion and not mandatory. The concern was about ensuring there was sufficient resilience; members were advised that the OPCC already had a succession plan in place.
- The force was not collaborating with the Fire Service at present but this had not been ruled out in the future – the force had learned lessons from previous collaborations.
- There was no indication about how, or whether, non-elected independent members would be affected by the Review.

RESOLVED 2021/005

That the contents of the report be noted.

The meeting closed at 12.23pm

CHAIR

**Response to the Police & Crime Panel's
Budget Questions 2022/23**

<u>GENERAL</u>	
Question 1	You are proposing an increase of £9.99 for a Band D property. Do you have any indication what other Commissioners have proposed and how your proposed increase compares
PCC Response:	We are advised that many PCC have elected to ask for maximum precept. We have asked for this information through the APCC but haven't received it as yet so we're unable to scientific with actual figures of what the different PCCs are increasing by, but we're aware that the all the PCC's in the region are taking advantage of the maximum precept.
Question 2	Given that 83.3% of those respondents who said they would not support paying an increased precept cited personal economic circumstances and the wider economic context, have you taken account of the impact the proposed increase will have on Council Taxpayers?
PCC Response:	<p>In considering the feedback received from our survey, it is also important to note that the proportion of <u>all respondents</u>, citing personal economic circumstances as a reason for not supporting an increase in the precept (33.9%) remains lower than the proportion that ultimately support an increase in the precept (34.6%).</p> <p>I have given great consideration to the impact of a proposed £10 increase in the council tax precept for policing and can assure the Panel that this is not a decision I have taken lightly. Further anticipated rises in the cost of living represent a deeply concerning situation for Nottinghamshire and one that will, in turn, impact upon our police workforce and the demands placed upon them over the coming year.</p> <p>In reviewing the force budget and our policing needs and aspirations for 2022/23, I have rationalised the proposed increase as the right course of action at this time. The proposed rise of 4.1% remains below the current rate of inflation (4.8%). As a progressive tax, we should be clear that those in the lowest banded households will see a £6.66 increase in the precept during the year - equating to only 55p more per month.</p> <p>Those most able to afford an increase in the precept (Band H), meanwhile, will face an increase of up to £20 per year – much of which will be used to bolster policing and safeguarding resources in areas of greatest need.</p> <p>In any case, I am alive to the acute financial pressures faced by some of our most vulnerable communities and feel that the proposed rise in the precept for policing would be the most beneficial option for Nottinghamshire residents at this time.</p>
Question 3	Feedback from Focus Groups said they wanted more transparency. Are there any plans to reflect this in future information?
PCC Response:	Absolutely. Central to my approach to increasing trust, confidence and feelings of safety among local residents are the measures I will be taking to increase the

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	<p>transparency and accessibility of information made available to the public. Consultation undertaken via our recent focus groups went further than ever before in outlining the areas of proposed investment and 'additionality' taxpayers would receive for the uplift in policing precept.</p> <p>The fact that around a quarter of all those responding to our survey felt that they needed more information to formulate a view on the precept for policing is concerning and, as such, I have already taken steps to issue a short film detailing how our precept revenue is used. This has been widely viewed via social media.</p> <p>I have also revised the question set included within our rolling police and crime survey to provide more detail on the areas of proposed investment that would result from an increase in the precept.</p> <p>I will continue to proactively publish and publicise our progress and performance in delivering against these pledges during my period in office via social media, panel reports and my ongoing programme of face-to-face community engagement.</p>
Question 4	<p>Please could you provide clarity on the reasons for the allocation of resources across Districts given that funding is spread across all areas equally. (We are expecting some further information on this following a question at last week's Budget Workshop).</p>
PCC Response:	<p>We intend to build on best practice learned from the original Newark Safer Streets 1 project which was further funded using mainstream resources during 2021-22. A summary of how we anticipate this will work is set out below.</p> <p>Summary</p> <ul style="list-style-type: none"> • The intention is to establish four Project Boards using existing CSPs governance arrangements • The funding is predicated on the Police seconding a PCSO to each of the four CSP to oversee target hardening and project support roles (as per the Newark, Mansfield and City SSF projects) • It is also predicated on CSPs providing a cash match funding. • The final funding allocation may not be equitable to CSPs but may be based on need and or match funding and based on consultation which will continue in February before final arrangements are agreed • So far there is strong support from CSPs • Project Plans will be required and full governance arrangements as with current SSF projects • The OPCC will oversee the projects and hold CSPs to account
Question 5	<p>There was a manifesto commitment to consult on the police estate and having additional offices in certain areas. Please could you provide an update on this.</p>
PCC Response:	<p>The PCC did not have a manifesto or make a promise to have additional offices in certain areas.</p>

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	<p>During the pre-election campaign, a plan with six key priorities was set out, as can be seen in the link below:</p> <p><u>Caroline's Plan — Caroline Henry Notts Police & Crime Commissioner</u></p> <p>Separately, the PCC did commit to intervening and consulting on the planned disposal of Newark Police Stations, which she has done (an update is provided in Q 18).</p> <p>The PCC also committed to requesting the Force produce an Estates Strategy, and that document is now in development – a first draft has been received by the OPCC and is being scrutinised before comments are sent back to the Force. We expect this document to be officially ratified in the coming months.</p> <p>Amongst other linked work, the possible co-location of the Meadows Neighbourhood Policing are at an advanced state of development.</p>
Question 6	There is no custody suite in the north of County. Does this impact on efficiency given officers may need to travel some distance following an arrest?
PCC Response:	This is entirely an operational matter for me as Chief Constable which I have previously stated is 'no'.
Question 7	Could you provide clarity on table on page 68. The text refers to reductions in project teams finishing. What are these? Won't staff be required in house to manage these services?
PCC Response:	The project team is in relation to Operation Regain and staffing needed for those. The services that are being brought back in house will mean an increase to staffing but they have been recruited in FY 2021-22
Question 8	Can you provide an update on the overall picture on the Commissioner's review of office structure? The 2 top appointments are being approved but what is proposed for the rest of the office? We understand that a consultation is underway but when will we see any updates?
PCC Response:	<p>The roles and responsibilities review has taken account of some of the structural deficiencies of the OPCC and the new structure aims to strengthen OPCC operations, ensure that a mutually supportive structure is established and that the OPCC is better positioned to be able to respond to emerging duties and legislation that are likely to arise from the national PCC review.</p> <p>Consultation with staff is underway and is due to finish on 18th February 2022. As a consequence of that process, it would not be appropriate to share details of the office structure at this juncture, but a detailed report can be provided to the next Police and Crime Panel in March, when it is expected that the whole process will have concluded.</p>

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Question 9	The salaries of the Chief Executive and the Chief Financial Officer are now substantially less than their predecessors'. Does this reflect in a reduction in their responsibilities?
PCC Response:	<p>The core responsibilities of the Chief Executive (Monitoring Officer) and Chief Finance Officer are set out in the Police Reform and Social Responsibility Act 2011 (and other linked legislation). The salary has been market tested and is competitive in relation to other CEO salaries.</p> <p>In relation to the Chief Executive role, changes were incorporated into the Job Description/ Person Spec that re-aligned the role more closely with the statutory responsibilities, and which divested some of the broader responsibilities (such as those concerned with community safety and criminal justice) into a hierarchy of responsibility model, led by heads of function.</p> <p>This will ensure greater resilience and mutual support is enabled across the whole structure. A consequence of this is that the amount of direct line management reports will reduce from ten to five, i.e. there will no longer be a flat structure.</p> <p>The CFO role has not yet been advertised, the salary has not yet been published at this stage and a final decision has not been made on the salary level. It is expected that, similar to the CEO role, the duties are likely to be re-aligned and made comparable with other OPCC CFO duties.</p>
Question 10	Can you provide a comparison of how the office structure is now and how it is going to be? What are the timescale for reporting on proposals?
PCC Response:	The detail of this can be included in a future report to Police and Crime Panel, following the close of consultation with affected employees. As mentioned above, the previous structure will be replaced with one that is more hierarchical in nature, and which is more resilient and supportive.
Question 11	Recent HO review of PCC's – recommends a deputy for resilience. How does this link to the proposed structure?
PCC Response:	<p>The PCC does not intend to recruit a Deputy PCC unless it is mandated. The need for succession and resilience was one of the drivers for the OPCC review. The PCC is confident that the office structure that has been created will provide the necessary resilience within the OPCC to ensure the effective and efficient discharge of the PCC's duties and powers.</p> <p>A succession plan has been developed if the PCC was abstracted for a significant period and was unable to perform the duties of Office.</p> <p>The succession plan is based on best practice, and it will shortly be formalised; it articulates a strategy in which the CEO would be proposed at the Acting PCC in the event of anything happening to the PCC. It has not been possible to finalise this until confirmation of the CEO has first taken place.</p>

<u>REVENUE BUDGET</u>	
Question 12	What is the impact of bringing services back in house – do you have the expertise? Is there a risk of having police officers doing non-police activities?
PCC Response:	The impact of bringing back services in house will mean we have better local control and can provide a more efficient service to the organisation; we do have expertise in those departments but where there is a need to bolster this recruitment has occurred to cover those activities. All roles will be carried out by staff members, and we have taken on 22 local people to service the inhouse delivery.
Question 13	With regard to the robustness of the estimates, what confidence do you have around assumptions for the rate of general inflation and any increased burden of energy costs. Are you confident that you have allowed for all inflation increases (e.g. energy, costs of materials, additional 1.25% NI etc.)?
PCC Response:	We are very confident. We have known about the NI rise for a while and have worked closely with departments when building up the budget to ensure we factor in changes to the rise in energy costs, increase in raw materials, etc.
Question 14	Where Nottinghamshire is ahead of schedule in terms of officer uplift, is funding released early or does funding for the early meeting of the target have to be met locally until the funding for the tranche is released. If it is necessary to wait for funding to be released, what impact does that have on Nottinghamshire budgeting?
PCC Response:	Funding isn't released early, but in terms of the performance grant element each year it does mean Nottinghamshire Police is in a position to claim that on a quarterly basis. In the past year we have improved our medium-term planning which has enabled us to be in a position to recruit a year ahead of the programme, this wouldn't have been carried out if not affordable.
Question 15	Is there sufficient budget for the associated costs of increased officer numbers?
PCC Response:	Yes there is and this is all factored in to our medium term financial plan
Question 16	The revenue budget paper states that the Commissioner has continued to review opportunities to drive efficiencies in police and OPCC services, both via ongoing scrutiny of the force and review of OPCC structure, functions and capabilities – please tell the Panel what savings have been achieved?
PCC Response:	These are highlighted in the Budget 2022-23 report and total £3.4m, the main areas are the removal of redundant IT systems £200k, reductions in Estate £400k, pay savings through restructure £500k, Fleet savings following withdrawal from the PFI contract £700k, returning services from MFSS £1.4K.

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Question 17	What happens if the budgeted efficiency savings are not delivered?
PCC Response:	<p>The Force reviews its annual outturn position on a monthly basis which will help to identify if there is any deviation from the planned achievement of efficiencies. If there are signs this is happening it will be raised through the Chief Officer Team and mitigating plans will be put in place where necessary to achieve a balanced position.</p> <p>Going forward, likely to be more efficiencies required and it is our intention to redesign the governance and regularity of Force spend against planned programmes to ensure we are appropriately sighted and that the Force will provide direct assurance on contingency planning and mitigation strategies if efficiencies are not delivered as planned.</p>
Question 18	At the Panel's last meeting the Commissioner referred to negotiations that were underway about the future use of Newark Police Station. Can you provide an update on the outcome of those negotiations and the impact of these on the budget liability of the station for 2022/23 and beyond?
PCC Response:	<p>PCC is in early discussions with East Midlands Ambulance Trust in respect of them relocating their Newark ambulance station to a site identified in the Newark Police Station grounds.</p> <p>Operationally, having led the negotiations, the CC is content, and expects the rateable value to reduce modestly and that the buildings utilisation will increase with the vulnerable victim's suite and stores going in there.</p>
Question 19	<p>The report doesn't seem to include any accommodation costs for the OPCC. Recognising that there is the planned move to the new Force HQ</p> <ul style="list-style-type: none"> • Are there any liabilities around ending the lease at the current premises? • Where is the budget for accommodation expenses, e.g. utilities, business rates etc. is this just a profiling issue?
PCC Response:	The notice has been given on the existing lease for the PCC's office and no significant additional costs are expected. The utility costs are already covered in the Estates budget for Force HQ and this doesn't give rise to any additional expenditure.
Question 20	What has caused the premises increase listed under other operational expenses? We have been told that the estate is shrinking following the release of a number of assets, and that the new buildings added to the estate are becoming increasingly efficient.
PCC Response:	<p>There is an increase of £1.4m from the 2021-22 budget which reflects a rise in electricity and gas prices of £0.6m; £0.3m increase in hire of rooms for driver re-training; £0.3m increase in planned maintenance of buildings; £0.2m rise due to inflation on services rates; a rise of £0.2m in contract</p>

	cleaning due to new premises and a £0.1m increase on rent costs. This is partially offset by savings in the reduction of the force's estate and a £0.4m contribution from Nottinghamshire Fire and Rescue in relation to sharing accommodation.																																																																																																																																																																								
<u>CAPITAL PROGRAMME</u>																																																																																																																																																																									
Question 21	<p>The proposed capital programme states that there is £4.979k slippage from the 2021/22 capital programme.</p> <ul style="list-style-type: none">- What projects have slipped?- What has caused that slippage?- What is going to happen to that slippage?- How can we prevent similar slippage in future years?- What impact is previous years' slippage going to have on the deliverability of this capital programme																																																																																																																																																																								
PCC Response:	<p>The table below identifies estimated project slippage:</p> <table><tr><th>Department</th><th>Project</th><th>2021/22 Budget + Virement £000's</th><th>2021/22 Actual £'000's</th><th>Outturn £000's</th><th>Underspend £000's</th><th>Slippage £000's</th></tr><tr><td>Estates</td><td>Joint FHQ New Build</td><td>12,007</td><td>9,628</td><td>11,466</td><td>-</td><td>(541)</td></tr><tr><td></td><td>Nottm Custody Suite</td><td>2,432</td><td>1,733</td><td>1,935</td><td>(496)</td><td>-</td></tr><tr><td></td><td>Building Condition & Capital Mtn works</td><td>2,079</td><td>969</td><td>1,794</td><td>(15)</td><td>(270)</td></tr><tr><td></td><td>SARC New Build</td><td>1,777</td><td>463</td><td>1,188</td><td>-</td><td>(589)</td></tr><tr><td></td><td>Vehicle Workshop Chilwell</td><td>1,250</td><td>1,250</td><td>1,250</td><td>-</td><td>-</td></tr><tr><td></td><td>Custody Improvements</td><td>989</td><td>25</td><td>289</td><td>(268)</td><td>(432)</td></tr><tr><td></td><td>Newark Castle House Extension</td><td>600</td><td>-</td><td>-</td><td>(600)</td><td>-</td></tr><tr><td></td><td>Northern Control Room</td><td>393</td><td>-</td><td>2</td><td>-</td><td>(391)</td></tr><tr><td></td><td>Estates Improvements</td><td>329</td><td>313</td><td>313</td><td>(16)</td><td>-</td></tr><tr><td></td><td>Operation Uplift</td><td>329</td><td>-</td><td>272</td><td>(57)</td><td>-</td></tr><tr><td></td><td>Arrow Centre Works</td><td>175</td><td>-</td><td>175</td><td>-</td><td>-</td></tr><tr><td>Estates Total</td><td></td><td>22,358</td><td>14,381</td><td>18,683</td><td>(1,452)</td><td>(2,223)</td></tr><tr><td>Fleet</td><td>Operation Uplift Fleet</td><td>1,600</td><td>162</td><td>382</td><td>0</td><td>(1,218)</td></tr><tr><td></td><td>Replacement Vehicle Management process</td><td>661</td><td>24</td><td>109</td><td>0</td><td>(552)</td></tr><tr><td></td><td>Vehicle & Equipment Replacement Programme</td><td>400</td><td>109</td><td>244</td><td>0</td><td>(156)</td></tr><tr><td>Fleet Total</td><td></td><td>2,661</td><td>296</td><td>735</td><td>0</td><td>(1,926)</td></tr><tr><td>IS</td><td>ANPR Replacements</td><td>1,360</td><td>-</td><td>-</td><td>(1,360)</td><td>-</td></tr><tr><td></td><td>ESN</td><td>800</td><td>-</td><td>-</td><td>-</td><td>(800)</td></tr><tr><td></td><td>New Systems</td><td>582</td><td>194</td><td>520</td><td>(32)</td><td>(30)</td></tr><tr><td></td><td>Operation Uplift</td><td>500</td><td>170</td><td>500</td><td>-</td><td>-</td></tr><tr><td></td><td>Tech. Refresh and Upgrades</td><td>99</td><td>11</td><td>99</td><td>-</td><td>-</td></tr><tr><td>IS Total</td><td></td><td>3,341</td><td>375</td><td>1,119</td><td>(1,392)</td><td>(830)</td></tr><tr><td>Grand Total</td><td></td><td>28,360</td><td>15,052</td><td>20,537</td><td>(2,844)</td><td>(4,979)</td></tr></table> <ul style="list-style-type: none">- What has caused that slippage? <p>FHQ – design issues regarding Mechanical & Engineering have been the main cause of delays, which has turn led to other areas of the project (phase 4) being delayed.</p>	Department	Project	2021/22 Budget + Virement £000's	2021/22 Actual £'000's	Outturn £000's	Underspend £000's	Slippage £000's	Estates	Joint FHQ New Build	12,007	9,628	11,466	-	(541)		Nottm Custody Suite	2,432	1,733	1,935	(496)	-		Building Condition & Capital Mtn works	2,079	969	1,794	(15)	(270)		SARC New Build	1,777	463	1,188	-	(589)		Vehicle Workshop Chilwell	1,250	1,250	1,250	-	-		Custody Improvements	989	25	289	(268)	(432)		Newark Castle House Extension	600	-	-	(600)	-		Northern Control Room	393	-	2	-	(391)		Estates Improvements	329	313	313	(16)	-		Operation Uplift	329	-	272	(57)	-		Arrow Centre Works	175	-	175	-	-	Estates Total		22,358	14,381	18,683	(1,452)	(2,223)	Fleet	Operation Uplift Fleet	1,600	162	382	0	(1,218)		Replacement Vehicle Management process	661	24	109	0	(552)		Vehicle & Equipment Replacement Programme	400	109	244	0	(156)	Fleet Total		2,661	296	735	0	(1,926)	IS	ANPR Replacements	1,360	-	-	(1,360)	-		ESN	800	-	-	-	(800)		New Systems	582	194	520	(32)	(30)		Operation Uplift	500	170	500	-	-		Tech. Refresh and Upgrades	99	11	99	-	-	IS Total		3,341	375	1,119	(1,392)	(830)	Grand Total		28,360	15,052	20,537	(2,844)	(4,979)
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	<p>Other estates items are delayed to due procurement/supply chain/COVID issues.</p> <p>Fleet - Delays are due to manufacturers delays, this has generally been caused by the unavailability of computerised components – this is a worldwide issue.</p> <p>ESN - A national project that has been subject to repeated delays over a several years.</p> <ul style="list-style-type: none"> - What is going to happen to that slippage? <p>These programmes will be slipped into 2022-23 and added to the capital programme as detailed in the 2022-23 Capital Programme report.</p> <ul style="list-style-type: none"> - How can we prevent similar slippage in future years? <p>Slippage in capital programme items are a usual part of business planning, as scheme are generally high cost and cover multi years. The Force has significantly improved performance and even with the worldwide COVID/supply chain issues will achieve around 70% of in year spend. This even in normal years would be considered a good result, showing that the improvements that have been made over the last 4 years (when spend was traditionally only just above the 30% mark) is now embedded.</p> <ul style="list-style-type: none"> - What impact is previous years' slippage going to have on the deliverability of this capital programme <p>Processes are already in place for the procurement of the slipped items so this should have minimal impact on the 2022-23 programme, the issues re Fleet however may extend beyond the 2022-23 financial year.</p> <p>ESN issues remain a national delivery programme that timescales remain uncertain.</p>
Question 22	Taking into account the size of the slippage again how confident are you of the estimated cost and profile spend in the capital programme?
PCC Response:	There is confidence as we have moved in great strides over the past years in this area in spending closer to our initial plans. We have achieved this by more robust monitoring and incorporating more ownership of the capital budget within the relevant departments.
Question 23	Are there any funding issues linked to the slippage? (can all funding be slipped)
PCC Response:	None are expected.
Question 24	The cost of materials etc.is increasing significantly. Has sufficient inflation been factored in to the projected 5-year capital programme?

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PCC Response	Yes inflation has been factored in to the projected plan to reflect this.
Question 25	The Panel has heard about ongoing slippage around the national Emergency Services Network. What confidence do you have that it will be delivered in the timeline set out in the capital programme (as shown at Appendix A)?
PCC Response:	The plan is based on the latest information we have from ESN regional programme board and we liaise regularly with our regional finance counterparts to ensure we are all aligned based on the information that is known.
Question 26	The Panel has been advised at previous meetings about how the financial impact of the ESN keeps increasing, and the longer it takes to deliver will see costs increase further. Is there any intention by the Commissioner and her colleagues nationally to seek recompense from the government, both for the costs of the additional years of Airwave provision beyond contracts and attempts to prolong its life, together with money that has already been invested for no tangible outcome?
PCC Response	<p>The PCC has regular meetings with Policing Minister and this is an issue raised regularly. It is also a matter which is discussed with APCC colleagues, and pressure continues to be brought to bear to press the Home Office for clarity and explanation of the programme's length and costs.</p> <p>This is a HO national project which impacts on ourselves and Fire. CC's and PCC's have been consulted and are fully aware of the challenges associated with the project. In addition the Competition and Marketing Authority are undertaking an investigation too. We have budgeted sensibly and have recently bolstered a regional team's longevity to try and mitigate costs.</p>
Question 27	Section 5 of the Capital Programme identifies a cost of borrowing and states that "the cost of borrowing is made up of a mixture of interest only and EIP (equal instalments of principal and interest) loans. Where interest only loans have been taken the capital sum will need to be repaid." What's the current position with regard to loans, when are they expected to mature?
PCC Response:	<p>We have 15 EIP loans that total £28m, these have reducing balances, with some principal repayments being made each year. The next loan to fully mature is in 2025 with the last one in 2057.</p> <p>There are 13 maturity loans totalling £30m, the next maturity is for £2.5m in 2036. The last loan matures in 2065.</p>
Question 28	Are there plans to take out any new loans or extend any existing loans to meet commitments within the proposed budgets?
PCC Response:	The treasury management strategy identifies the likely capital finance requirements in each year, this is £4m in the next year, however, the need to actually borrow will depend on the actual needs at the time as well as market factors. We would always take advice from Link, our specialist treasury advisors, before long term borrowing was undertaken.

<p>Question 29</p>	<p>There is £360k earmarked within the capital programme for custody improvements. The Panel's understanding is that there are two custody sites in Nottinghamshire, one of which has recently been completed – what's the additional expenditure for?</p>
<p>PCC Response:</p>	<p>The aim is to ensure the custody suites are maintained to a suitable standard, often enshrined in legislative requirements or Home Office guidance. These works are predominately at Mansfield, to bring them to the same standards of the new custody suit as far as is practical. These works are complementary to previous investment in these buildings. An on-going scheme of smaller investment is identified in the 2023-34 programme and beyond in order to ensure that compliance with ever changing guidance is maintained – this will ensure that Nottinghamshire's custody offering will maintain best professional standards in the longer term.</p>
<p>Question 30</p>	<p>At a recent Panel workshop, members were advised about problems around the vehicle replacement programme in terms of finding suppliers that can meet demand. Do you have confidence that the issues around supply will be resolved to enable you to meet the projected spend within the programme? Does the force anticipate any delays with vehicle replacements given the issues worldwide with chip supply to car manufacturers?</p>
<p>PCC Response:</p>	<p>The supply chain issues are difficult to predict but we do expect challenges over the next 18 months, so this is a risk area, that will be kept under review.</p> <p>There will be a significant number of vehicles whose replacement should have happened in 2021-22 that will be carried forward to 2022-23, however the majority of these do have delivery dates in the 2022 calendar year.</p>
<p>Question 31</p>	<p>Estate improvement works are separated out across a number of categories. Please can you explain what these works are and can you provide reassurance that there is no detriment should there be slippage, meaning that the planned work cannot be completed in the forthcoming financial year?</p>
<p>PCC Response</p>	<p>Estate's improvements are determined by a range of factors, i.e. a periodic stock condition survey for major building components, Force/OPCC requests for improvements or legislative changes, professional judgement and environmental investments.</p> <p>This is shown in appendix A of the Capital Programme split between our assessment priorities, however appendix B to this report shows the schemes in full, totalling £1.858m.</p> <p>Priority 1 schemes are statutory requirements, Priority 2 are requirements to maintain standards (mainly stock condition items), Priority 3 are business case led (spend to save or environmental benefits), priority 4 are desired improvements (these currently remain unaffordable).</p>

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Question 32	Have you undertaken a review of the impact of COVID on services and the model for delivery of services going forward? Are there areas where new ways of working are more efficient and can be retained going forward?
PCC Response:	<p>Within the OPCC, some of the learning from Covid has already been embraced, including making greater use of agile/ flexible working to optimise use of office and staff time. That also supports work life balance and thus the wellbeing of staff.</p> <p>Online meeting options are now commonly used where a meeting can be successfully expedited using this method – this has had a positive impact on reducing travel time abstractions, as well as reducing mileage associated with travelling, which provide economic and environmental benefits.</p> <p>However, we continue to keep policy on this iterative, in order that we regularly review and adapt to ways of working that are needed in future. An example of this has been that we have accommodated staff who advised that they had exceptional reasons for needing to work from the Office location rather than from home.</p> <p>We gave a full update as part of a national College of Policing piece of work which was shared with the Home Office. Our approach is not to wait unduly on efficiency opportunities, and we have already mainstreamed several changes including our approach to agile working, our IT capabilities to take public calls from home and many recruitment efficiencies. Operationally we redeployed many officers onto our Covid response away from the Night-time Economy when it was closed but this was a temporary measure.</p>
Question 33	Designs and decisions re the new Headquarters were completed in advance of Covid – what changes are proposed, or lessons have been learned? Will the benefits of co-location be lost in any new arrangements? What is the timescale for fully occupying this building? Is there any spare space?
PCC Response:	<p>The OPCC will be moving to HQ in the next few months and the process for managing that change has taken account of lessons learnt during Covid.</p> <p>In preparation for that, alongside the review, we have been looking at agile working practices and making best use of space available, as well as modernising our ways of working. We are likely to use a hot desking approach in future, and to be as paperless as possible.</p> <p>This is a really positive news story as both the HQ and the new Bridewell were delivered through Covid both to time and to cost. This is an exceptional result given inflation, material shortages and the impact of Covid abstractions. There are no changes planned, only realising future opportunities with Fire who have a number of their own efficiency challenges. There is no spare space, many departments have already moved in and there is no spare space as it's all designed in from the start. We look forward to hosting a Panel visit in 2022.</p>
Question 34	On specific reserves – some of these again look like they will stay the same amount for the next 4 years; what process do you undertake to assess the need for the reserve and how confident are you that you really need the reserve that

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	hasn't changed in value in a significant number of years and looks to be staying the same for the next 4 years?
PCC Response:	<p>The majority of reserves are Earmarked Reserves and are for a specific purpose, the use of earmarked reserves is to provide for a likely event whose timing may be unknown – that is why some reserves look like they are staying the same as we cannot predict when they will be used.</p> <p>With a change of CFO the number, value and timing of these reserves will be reviewed as part of the closure of the 2021-22 financial year however timing was such that this could not be done with sufficient robustness in time to affect the 2022-23 budget papers.</p>
Question 35	On General Reserves – how can some low risks equal the lowest estimate whilst other low risks equal the top of the estimate?
PCC Response:	Where probability is low then in all cases the amount is at the minimum amount, where the range is low to medium then the mid-point is used. For major incidents although risk is low to medium given the impact on budgets it may have then the maximum of the range is applied.

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

MINUTES OF THE CONFIRMATION HEARING HELD FOR THE POST OF CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE & CRIME COMMISSIONER ON 8 FEBRUARY 2022 AT 12.45pm

MEMBERS PRESENT

Christine Goldstraw OBE – Independent Member (Chair)
Councillor David Ellis – Gedling Borough Council (Vice Chair)

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor Andre Camilleri – Nottinghamshire County Council
Councillor Scott Carlton – Newark and Sherwood District Council
Lesley Dalby – Independent Member - **Apologies**
Councillor Kevin Greaves – Bassetlaw District Council - **Absent**
Suma Harding – Independent Member
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Mike Introna – Nottinghamshire County Council
Councillor Neghat Khan – Nottingham City Council
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Helen-Ann Smith – Ashfield District Council - **Apologies**
Bob Vaughan-Newton – Independent Member - **Apologies**
Councillor Linda Woodings – Nottingham City Council

OFFICERS PRESENT

Jo Toomey - Advanced Democratic Services Officer	}	Nottinghamshire County Council
	}	(Host Authority)
Pete Barker - Democratic Services Officer	}	

OTHERS PRESENT

Caroline Henry - Police and Crime Commissioner (PCC) - remote
Sharon Caddell - Interim Chief Executive of the Office of the PCC

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Helen-Ann Smith, Lesley Dalby and Bob Vaughan-Newton.

2. DECLARATIONS OF INTERESTS

There were no declarations of interest.

3. PROPOSED APPOINTMENT OF THE CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER

After being invited by the Chair to introduce the report and outline the reasons for the proposed appointment of Sharon Caddell as the substantive Chief Executive and Monitoring Officer for the Office of the Police and Crime Commissioner for Nottinghamshire, the Commissioner stated the following:

- That she was required by law to seek the Panel's support for the appointment.
- The previous postholder, Kevin Dennis, retired on 31 December 2021, and she was very grateful to him for his years of service.
- The candidate initially joined the office on a temporary basis to assist the former Chief Executive who had returned to work in a part-time capacity following illness
- The Commissioner approached her colleagues to see whether any would be able to loan resource to support the former Chief Executive. The Police and Crime Commissioner for Durham and Cleveland offered to second the candidate, who joined the Office of the Police and Crime Commissioner following a formal interview.
- Events moved swiftly as the former Chief Executive retired. An independent consultant was employed to facilitate the process of recruiting a new Chief Executive.
- There was a small pool of people qualified and experienced for the post and given her relative inexperience as a Commissioner, she felt it was important to employ someone who did have the relevant experience.
- The post was widely advertised over a period of 3 weeks. There were 10 applicants, 3 of whom were shortlisted, invited to make a presentation and were interviewed.
- It was the unanimous decision of the interview panel that Mrs Caddell was the best candidate. She had the relevant qualifications, requisite public sector experience, and the advantage of having worked with other PCCs. The Commissioner stated that she was confident Mrs Caddell had the skills and knowledge to be successful in the post.

Following the introductory statement the Panel asked the following questions of the Commissioner:

Could you expand on the reasons for Mrs Caddell being selected as the preferred candidate? The Panel notes that Mrs Caddell became a

substantive employee of the Nottinghamshire Office of the Police and Crime Commissioner on 1 February 2022. We are also aware of the timelines for recruitment to the post – what assurance do you have for the Panel that the recruitment exercise wasn't “a done deal”?

- It was definitely not a 'done deal.' The selection process was taken extremely seriously by all those involved. The net was cast widely, all of the candidates were of a high standard and there was at least one other appointable candidate.
- Mrs Caddell was able to provide many relevant examples of the quality of her work elsewhere.
- One of the many reasons for Mrs Caddell being the preferred candidate was her strength in pastoral care. She had brought the team together really well during a period of much change, the reason the morale of the team was attributed to Mrs Caddell.

Was the period for which the post was advertised long enough, especially given the challenges provided by Covid?

- Interest in the post materialised very quickly, all the indications were that people were looking. The majority of the candidates' CVs were received before Christmas.

The Panel notes the salary for the Chief Executive on the job description is £86,630 whilst according to the PCC website, the salary of the Chief Executive is £103,347. Does this reduction in salary mean that there is a reduction in the responsibilities of the Chief Executive?

- The grade of the role has been matched to other similar roles and the Commissioner considered the level of interest in the post confirmed that it was appropriate.

Will the new Heads of Function grades be higher than at present?

- Mrs Caddell replied that it was not possible to confirm grades until the reorganisation had been completed but informed the Panel that the former flat structure would be replaced with a more hierarchical one.

The Chair then invited the Panel to ask questions of the preferred candidate, Mrs Caddell, whose answers are summarised below:

Having spent time as Interim Chief Executive, please set out what you understand of the police and crime context in Nottinghamshire and what effect the experience as Interim Chief Executive has had on your understanding?

- Mrs Caddell stated that her understanding was constantly growing. She added that she needed to continue to engage with stakeholders and was now more familiar with the districts and the problems they were facing.
- Nottinghamshire provided a wide variety of challenges including the different aspects of urban and rural crime.
- Mrs Caddell stated that her knowledge of partnerships had grown and that she was aware of legacy issues including IICSA report published in response to allegations of sexual abuse of children in the care of Nottinghamshire Councils.
- Mrs Caddell also informed the Panel that she was also aware of other historical issues including the problem of crime and race disproportionality. Nottinghamshire had much diversity and culture and consideration was needed on how to best engage with different communities.

During the confirmation hearing for the Interim Chief Executive role, the Commissioner stated that her priorities for the appointed candidate were those contained in the Police and Crime Plan with the emphasis on work around violence against women and girls. The Panel asked what progress had been made against these priority areas and about any other objectives that had been achieved during the interim tenure.

- In terms of violence against women and girls, Mrs Caddell stated that he had held meetings with key stakeholders and liaised closely with the Police. She had also looked at the mechanisms around commissioning and engagement.
- Mrs Caddell stated that she had done much work around governance. The retirement of the former Chief Finance Officer meant that she had to work at pace to ensure the role was filled, especially with the precept and budget being due.

As the substantive postholder Mrs Caddell would need to develop long-term working relationships with key stake holders. She was asked to set out her experience of building and maintaining positive relationships with a wide range of stakeholders and colleagues. She was also asked how she planned to build relationships with other OPCC Chief Executives within the region and highlight some potential opportunities she would seek to explore.

- Mrs Caddell stated that she had experience of working with other PCCs in other areas.
- Mrs Caddell added that she had a passion for community safety and a determination to tackle violence against women and girls.

- Having come from a public/third sector background Mrs Caddell stated that she knew how the system operated.
- Mrs Caddell stated that the post was challenging because Nottinghamshire was a large area made up of a number of district and borough councils, around which she was working.
- Mrs Caddell stated that she was not aware that she had ever failed to establish a good relationship with a stakeholder.
- There was a peer group for PCC Chief Executive, of which Mrs Caddell was a member. The group included representatives from the 43 forces in England and Wales, the Police Service of Northern Ireland, the City of London, the Garda and the Channel Islands.
- While she was new to the area, Mrs Caddell stated that she had been going to regular meetings and already knew some colleagues from national work. She added that she had sought colleagues' advice and established good communication channels.
- One opportunity identified by Mrs Caddell related to resilience with Police and Crime Commissioners' Offices and mutual aid.

Mrs Caddell was asked how she would define the relationship between the Chief Executive of the Office of the Police and Crime Commissioner and the Panel and how she would seek to develop this relationship?

- In her response Mrs Caddell explained that she saw the relationship as having 2 layers – a formal/legislative one and another 'softer' one.
- She stated that the Panel holds the Commissioner to account, who in turns holds the Chief Constable to account. The Chief Executive was required to work to assist the Panel in its scrutiny and support work. She also stated that there was a need to work functionally with both the Panel's secretariat as well as its Chair and Vice Chair.
- Mrs Caddell also identified a softer relationship that sat behind formal arrangements within the development of work programme and understanding what the Panel would find of interest to assist them in holding the Commissioner to account.
- Mrs Caddell also highlighted the need for regular dialogue with the Panel's support officers and the Chair and Vice Chair so that the process worked as well as it possibly could.

The Panel noted both within the budget and in previous discussions with the Commissioner, an ongoing commitment to making

efficiencies while identifying an increased spend for the Office of the Police and Crime Commissioner. Mrs Caddell was asked how she would seek to make ongoing efficiencies within the Office of the Police and Crime Commissioner?

- Mrs Caddell stated that she was conscious was managing public money and that as Head of Service, the Office should be as efficient as possible.
- She highlighted that there were some processes that needed updating. This would generate future efficiencies through the reduction of bureaucracy and the office becoming leaner. She added that she would look to incorporate learning from the COVID-19 pandemic around agility.
- She concluded by saying that there would be much work to do in the next 2 years but the staff investment in the back office would help to make sure everything worked as efficiently as possible.

Nottinghamshire and Nottingham have been named as one of the first nine areas in England invited to seek a devolution deal. As part of that, a link with the Commissioner's office had been identified around the young people theme, including the ongoing funding of youth work and training, and the potential for accessing jointly other funding strands such as violence against women and safer streets. Mrs Caddell was asked how she saw this impacting on the Office of the Police and Crime Commissioner and the value she could bring to the work?

- Mrs Caddell said that she saw there were many opportunities, and highlighted that there was alignment between the desire to provide a better economic deal for the young and youth diversion work
- Nottingham's Smart City status – that aligned well with the safer streets initiative.
- Mrs Caddell finished by saying that the Police and Crime Commissioner's plans that were ambitious and We have ambitious plans and fitted well.

The Chair then invited Mrs Caddell to ask the Panel any questions.

Mrs Caddell asked how the Panel would support her to become the best Chief Executive?

- The Panel would provide feedback, comments and constructive criticism in a respectful way.
- The Councillors on the Panel were there to represent their constituents so they would sometimes ask tough questions.

- Members shared the desire to improve policing; nothing should be taken personally, but there was a need to hold each other to account.
- Everything would be done in a spirit of openness and transparency.
- Mrs Caddell was advised that if something was wrong to start a conversation so that everyone could work collectively to put things right.
- The members of the Panel were passionate about the county and cared about its safety and reputation.

RESOLVED 2022/006

That the candidate's answers to the Panel's questions be noted.

4. EXCLUSION OF PUBLIC

RESOLVED 2022/007

That the public be excluded from the meeting during consideration of the remaining item in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, as defined in Paragraph 1 of Part 1 of Schedule 12A to the Act.

5. PROPOSED APPOINTMENT OF A CHIEF EXECUTIVE OFFICER – PANEL'S DECISION-MAKING

During their deliberations, Panel members noted the high quality of the candidate's performance; the candidate's capability; the challenges ahead including the restructuring of the OPCC and the candidate's passion for Nottinghamshire.

The Panel unanimously agreed to support the appointment of Mrs Caddell as Chief Executive of the Office of the Police and Crime Commissioner.

RESOLVED 2021/008

That the Commissioner be notified of the Panel's support for the appointment of Sharon Caddell as the Chief Executive Officer of the Office of the Police and Crime Commissioner.

The meeting closed at 1.37pm

CHAIR

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

28 March 2022

WORK PROGRAMME

Purpose of the Report

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

Information and Advice

3. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Chief Executive of the Office of the Police and Crime Commissioner (OPCC).
4. Discussions take place with the Chair and Vice-Chair and the OPCC to schedule future agenda items as appropriate. Suggestions about future agenda items are welcome from Members and the PCC at any time.

Strategic Review of Policing in England and Wales

5. During March 2022, the Police Foundation's Strategic Review of Policing in England and Wales was published. The report captures the findings of the Review and articulates that kind of police service that is necessary in order to address the challenges of the 21st century.
6. In order to give members of the Panel an opportunity to consider and digest the information in the report, it is proposed that a development workshop is held for Members in advance of the Panel's annual meeting on Monday 6 June 2022.

Policing Protocol

7. One of the recommendations arising from stage one of the Home Office's review into the role of Police and Crime Commissioners was to consult on potential changes to the Policing Protocol Order 2011 to clarify the responsibilities of, and the relationship between, PCCs and Chief Constables (including the notion of operational independence), and to better reflect the current policing landscape.
8. The Protocol sets out the relationships between PCCs, Chief Officers, Police and Crime Panels, Mayors that exercise PCC functions (including the Mayor's Office for Policing and Crime) and the Home Secretary, and how their functions should be exercised in relation to each other. These parties must have regard to the Protocol when exercising their functions.
9. On 7 March the Home Office launched a consultation on potential changes to the Policing Protocol Order 2011, and Police and Crime Panels have been invited, through the Local Government Association (LGA), to contribute to its response.

Whilst the consultation runs until 2 May 2022, the LGA has asked Panels to supply their responses by 11 April 2022, to allow time for them to be collated.

10. A copy of the consultation document has been circulated to all members of the Panel. This will be supplemented with a draft response, on which members will be invited to make comment. Comments will be collated and incorporated within the Panel's response.

Home Office Police and Crime Panel webinar

11. The Home Office has offered Panel members and support officers an opportunity to attend a webinar, which had been set up on the back of one of the recommendations raised during the first part of the PCC review: *"To improve scrutiny, the Home Office will work with the Local Government Association (LGA) to develop a good governance training package for police and crime panels."*
12. Two dates were offered, Wednesday 23 February 2022 and Wednesday 2 March 2022, and any Panel Member who was interested was invited to book a place. The session was provided by Dods, which offers training in a range of areas including governance and policy making in the public sector.
13. During the webinar, the following topics were covered:
 - The principles of good scrutiny
 - Principles of effective scrutiny
 - Tips for Police and Crime Panels
 - The role of the Chair and what makes an excellent Chair
 - The role of Panel Members and what makes an excellent Panel member
 - The role of the Panel support officers and what makes an excellent support officer
14. The webinar also included a session which was led by a former MP for Peterborough, Stewart Jackson, who shared his experience of Select Committees and set out how those principles could work for a Police and Crime Panel. He gave delegates advice and tips around preparation and participation of witnesses, opportunities to hold enquiries and work in different ways, including focused working groups, and suggested some protocols Panels might find helpful to have.
15. At the conclusion of the workshop, delegates were advised that a series of resources would be made available for Panels, due to be launched in March 2022. It was expected that the guidance would include centrally issued Panel guidance, complemented by good practice guides for chairs, members and support officers and video guides on key Panel functions (e.g. strategic thinking and scrutiny good practice)

Police and Crime Panel Annual Report – 2021/22

16. The Panel produces an Annual Report highlighting the activities it has undertaken during the year. Input from Members is requested to assist the Chair and Vice-Chair in developing the report, with assistance from the Panel's support officers.
17. It is proposed that the sub-group will meet virtually between April and July 2022.

18. The final version of the Panel's Annual Report for 2021/22 will be considered at its meeting in September 2022 and publicised as appropriate.

Dates of Future Meetings – 2022/23 Municipal Year

19. The following dates are proposed for the 2022/23 municipal year:

Monday 6 June 2022 (already agreed)	2pm
Monday 12 September 2022	2pm
Monday 14 November 2022	2pm
Thursday 26 January 2023 – Budget Workshop	10.30am
Thursday 2 February 2023 – Budget Workshop	10.30am
Tuesday 7 February 2023 – Budget Meeting	10.30am
Monday 27 March 2023	2pm
Monday 5 June 2023 - AGM	2pm

Other Options Considered

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

Reasons for Recommendation/s

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

RECOMMENDATIONS

- 1) That the work programme be updated in line with Members' suggestions as appropriate.
- 2) That a development session for Panel members be arranged on the report of the Strategic Review of Policing in England and Wales before the annual meeting on Monday 6 June 2022.
- 3) That the process for preparation of a response to the Policing Protocol consultation (as set out in the report) be agreed.
- 4) That a sub-group be established by the Panel to produce the Annual Report 2021/22 and to identify Members to join it.
- 5) That the following dates be agreed for the Panel's meetings in the 2022/23 municipal year:

Monday 6 June 2022 (already agreed)	2pm
Monday 12 September 2022	2pm
Monday 14 November 2022	2pm
Thursday 26 January 2023 – Budget Workshop	10.30am
Thursday 2 February 2023 – Budget Workshop	10.30am
Tuesday 7 February 2023 – Budget Meeting	10.30am
Monday 27 March 2023	2pm
Monday 5 June 2023 - AGM	2pm

Background Papers and Published Documents

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

[Terms of reference: Police and Crime Commissioner Review Part 2 \(accessible\) - GOV.UK \(www.gov.uk\)](#)

[Strategic Review of Policing in England and Wales](#)

For any enquiries about this report please contact:

Jo Toomey, Advanced Democratic Services Officer, Democratic Services,
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**Nottinghamshire Police and Crime Panel Work Programme
(as at 21 February 2022)**

<u>Agenda Item</u>	<u>Brief Summary</u>
6 June 2022 (Annual Meeting)	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the next municipal 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 police force area and be politically balanced members to have the skills, knowledge and experience necessary
Police and Crime Delivery Plan – quarters 3 and 4	The Panel will receive an update on performance against the Police and Crime Delivery Plan during quarters 3 and 4 of 2021/22
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.
Home Office Review of Police and Crime Commissioners	To receive a report on the implications of the Home Office review of Police and Crime Commissioners on Police and Crime Panels. (TBC)
Complaints Annual Report	Regular update on any complaints received against the Police and Crime Commissioner.
September 2022	
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.
One year review of operation of the new custody suite	The Panel will review whether the new custody suite has met its strategic objectives and identify any longer term learning from the project and how it might be implemented more widely.
Awaiting Date	
Confirmation Hearing – Chief Finance Officer	To consider the Commissioner's nomination for the substantive Chief Finance Officer Post

Consideration	
Public	
Report to:	Police and Crime Panel
Date of Meeting:	28th March 2022
Report of:	PCC: Violence Reduction Unit
Report Author:	Natalie Baker Swift
E-mail:	natalie.baker-swift@notts.police.uk
Other Contacts:	
Agenda Item:	6

Violence Reduction Unit: Update

1. Purpose of the Report

- 1.1 To provide Police and Crime Panel members on the progress of the Violence Reduction Unit (VRU) during 2021/22 and plans for the forthcoming funding period.

2. Recommendations

- 2.1 That members note the contents of the report.

3. Reasons for Recommendations

- 3.1 To ensure that Panel members are briefed on VRU activity.

4. Summary of Key Points

4.1 Background

The VRU is governed and enabled by the Office of Police and Crime Commissioner for Nottinghamshire (OPCCN), whose VRU team members coordinate the multi-agency partnership development and delivery work. Established in 2019, the VRU brings together specialists from public health, clinical commissioning, police local authorities, education and community organisations with a shared goal to reduce serious violent crime and the underlying causes countywide. The focus of the VRU is on a whole system approach to violence reduction providing strategic leadership and coordination.

The VRU reports its delivery progress and emerging issue into the Strategic Violence Reduction Board. Chaired by the Police and Crime Commissioner (PCC), arrangements also include multi-agency stakeholders such as the Directors of Public Health, Directors of Children's Services, Chief Constable, the CCG and representatives from education.

VRU activity falls within the 'Prevention Strand' of the PCC's Make Notts Safe Plan.

4.2 Progress during 2021/22

4.2.1 Serious Violence Duty

The VRU is leading on the implementation of the Serious Violence Duty on behalf of the partners in the City and County. The Duty, which is due to receive Royal Assent in Spring 2022, forms part of the Police, Crime, Sentencing and Courts Bill.

The Duty will require agencies to work together to share data and knowledge and allow them to target interventions to prevent and reduce serious violence. Agencies named in the Duty includes Local Authorities, Police, Fire and Rescue, Probation, Health and Education. Alongside the Duty there will be an amendment to the Crime and Disorder Act 1998 to ensure that serious violence is an explicit priority for Community Safety Partnerships by making sure they have a strategy in place to tackle violent crime.

In practice this means partners will be required to:

- undertake an evidence-based analysis of the causes of serious violence in their area;
- develop a strategic needs assessment based on the analysis; and,
- develop and implement a strategy with solutions to prevent and reduce serious violence in their area, which will need to be reviewed every year.

In readiness for the Duty additional agencies have been invited to attend the Strategic Violence Reduction Board as core members, this includes Probation, Fire and Rescue, the Safer Nottinghamshire Board and Crime and Drugs Partnership, representing CSPs in the County and City, respectively. The PCC will continue to Chair the Board, in line with her 'convening' and 'conductive and incidental' powers.

4.2.2 Strategic Workstreams

Trauma Informed Strategy

The PCC and Strategic Violence Reduction Board approved a proposal to implement a countywide Trauma Informed Strategy which will seek to embed trauma informed approaches within all services, including police, health and local authorities. Workshops have taken place during 2021/22 to inform the language, principles and framework of the strategy and to secure partnership buy in to proposed approaches.

An outline strategy will be presented to the PCC and the Strategic Violence Reduction Board for approval in March 2022 prior to implementation. Key deliverables will include workforce development and review of organisational policy and procedure to ensure a trauma informed approach.

Youth Work Strategy

During 2021, the VRU worked with the National Youth Agency (NYA) to utilise stakeholder engagement across the statutory and voluntary sector in Nottingham City and County to develop and deliver a Youth Work Strategy. The Strategy and its programmes will achieve a positive impact against VRU and PCC aims to reduce youth violence and increase community safety by increasing the quality, capacity and confidence of practitioners and organisations that work with young people in the youth diversion space.

Key objectives within the programme include:

- All projects that work with young people for Youth Diversion sign up to the principles set out in the **Youth Charter**;
- All practitioners working in Youth Diversion in Nottingham City and County have access to high quality **Training Pathways** to better meet the needs of young people and communities; and,
- All organisations working in Youth Diversion in Nottingham City and County are committed to improving the quality of their service to young people and achieving excellence against the **Quality Endorsement Framework**.

Youth Charter

The PCC and the Interim Head of the VRU launched the Youth Charter at Parliament in November 2021. The Charter gives young people a stronger voice on the issues that impact them and sets out their expectations around the delivery of youth provision across the county. It also invites youth workers and organisations that work with young people to pledge their commitment to a set of standards designed by young people themselves.

Quality Endorsement Framework and Training Pathways

The Quality Endorsement Framework and accompanying Training Pathways Framework will be implemented during 2022/23. This programme of work is being overseen by a multi-agency steering group, which also includes members of the voluntary and community sector as well as a youth participation group.

Data, evidence and insight

The VRU has recently refreshed the Serious Violence Strategic Needs Assessment (SNA) to provide an up-to-date reference tool for those seeking information about violence and violence reduction in Nottingham and Nottinghamshire, and secondly to provide information for practitioners and policy makers to shape our approaches to violence reduction.

The SNA uses police, health, ambulance and contextual data as well as outcomes from qualitative research to inform recommendations.

The COVID-19 pandemic and the restrictions and measures set in response to COVID-19 have had a big impact on social patterns of behaviour and violence. Interpreting the COVID-19 impact within local crime and contextual data is an ongoing process, and the narrative in the SNA draws out patterns in the data

that are pre-pandemic, the findings during periods of lockdown, and emerging trends in the more recent recovery phase.

The SNA will be presented to the Strategic Violence Reduction Board on 31st March for formal sign off by core members. Recommendations will then inform the Serious Violence Response Strategy for 2022-25.

A multi-agency steering group is being implemented in early 2022/23 to ensure a more cohesive approach to data sharing, insight and analysis. The steering group will lead on the development of a three-year data sharing plan and a data dashboard to inform strategic and local problem solving in regard to serious violence.

4.2.3 Interventions

During 2021/22 the VRU have allocated 40% of Home Office funding to the commissioning of interventions which aim to support children and young people who may be impacted by serious violence. 28 interventions have been commissioned, including targeted outreach, counselling, mentoring and diversionary activity.

As of February 2022, a total of 2799 children and young people have been reached through both group and one to one interventions, outcomes include:

- Reduction in violent incidents of those participating;
- Increased access to appropriate pathways of support;
- Reduced offending or reoffending;
- Improved emotional resilience, mental health and wellbeing;
- Increased aspiration;
- Decreased substance misuse;
- Improved skills and readiness for education, training and employment;
- Improved confidence and motivation; and,
- Improved peer and family relationships.

Interventions are being evaluated to ensure the VRU are able to determine impact and add to the local evidence base to determine 'what works' in relation to serious violence.

Outcomes from evaluation will be included in the VRU Annual Report.

4.3 Additional funding

The VRU were successful in securing additional funding from the Home Office and the Youth Endowment Fund during 2021/22 for the provision of two custody-based interventions:

- Divert Plus – youth justice led provision in custody (City and County) to support children aged 10-17 years who will be provided with access to speech and language therapy, restorative justice and community led mentoring.

- U Turn – community led provision in custody (City and County) to support children and young people aged 16-25 years who will be supported by a community mentor to access education, training and employment.
- Total funding awarded for 2021/22-23/24 is £1,497,550

4.4 Planned activity 2022-25

The VRU have been undertaking engagement with stakeholders across the partnership in recent months to inform the proposed strategic framework – please see Appendix A.

The framework and findings from the SNA will inform the Serious Violence Response Strategy 2022-25 which will be governed by Strategic Violence Reduction Board and refreshed on an annual basis.

5. Financial Implications and Budget Provision

5.1 Funding 2022-25

A provisional allocation of funding has been confirmed by Home Office until end of March 2025. Core funding will remain at £880,000 with an additional grant being provided over the three-year period, the annual totals are as follows:

Year	Amount
22/23	£1,414,226
23/24	£1,058,313
24/25	£1,047,170

In addition to the above there is an expectation from the Home Office that VRU partners will provide match funding of 10% in year one, 15% in year 2 and 20% in year 3 of the core grant.

6. Human Resources Implications

- 6.1 The additional funding anticipated from the Home Office will enable an increase of resource in the VRU team to ensure sufficient capability and capacity to deliver the proposed programme of work. This will include increased project management resource and the recruitment of youth work and trauma informed specialists to lead respective work streams.

7. Equality Implications

- 7.1 The work of the VRU supports the PCC's equality duties and commitments and that the VRU works proactively seeks to address disproportionality in offending and victimisation.

8. Risk Management

8.1 Risk around the VRU programme is managed by the VRU Portfolio Officer, on behalf of the Head of VRU. Any risks are escalated to the PCC and Strategic Violence Reduction Board, where necessary.

8.2 There are no direct risks as a result of this report.

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

9.1 The implementation of the VRU Response Strategy and activity outlined in this report supports the delivery of the Prevention priority within the PCC's Make Notts Safe Police and Crime Plan.

10. Changes in Legislation or other Legal Considerations

10.1 The Serious Violence Duty is expected to receive Royal Assent in Spring 2022. For further information on the duty please see [Police, Crime, Sentencing and Courts Bill 2021: serious violence duty factsheet - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/police-crime-sentencing-and-courts-bill-2021-serious-violence-duty-factsheet).

11. Details of outcome of consultation

11.1 Not applicable.

12. Appendices

12.1 Appendix A Strategic Framework

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

13.1 Not applicable

For any enquiries about this report, please contact:

Natalie Baker Swift, Head of VRU
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DRAFT Nottingham and Nottinghamshire Violence Reduction Unit Strategic Framework 2022-25

Police and Crime Plan 2021 – 25 Priority: Preventing. Preventing crime and protecting people from harm

<p>Vision: Cohesive communities free from violence and the fear of violence</p> <p>Mission: We will work with communities to prevent violence and reduce its harmful impacts through developing a detailed understanding of its causes and investment in evidence based interventions that make a lasting difference</p>	<p>Principles:</p> <ul style="list-style-type: none">• Focus on what will make a difference to whole populations• Work as a whole system• Intervene early to prevent issues emerging• Consider the ‘causes of the causes’• Ensure our work is evidence-informed	<p>Community consensus approach:</p> <ul style="list-style-type: none">• Collaboration• Co-production• Cooperation in data sharing• Counter-narrative
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Strategic priorities	<p>Provide inclusive system leadership – lead and collaborate with partners in the local safeguarding and community safety partnerships, including third sector, to drive system change required to prevent serious violence in the long term</p>	<p>Make best use of data sharing, insight and evidence – use multi-agency data, insight and evidence to improve our understanding of the nature and causes of violence locally to shape our system wide response</p>	<p>Deliver and evaluate early intervention and prevention activity – co-design, implement and evaluate evidence informed interventions that address causes of serious violence and strengthen protective factors whilst contributing to the local and national evidence base</p>
Objectives	<p>Develop and implement a Trauma Strategy to embed trauma informed approaches within all services</p> <p>Co-design and deliver a Youth Work Strategy to ensure consistently high quality youth services, including the implementation of the Youth Charter, Tailored Quality Mark and training pathways</p> <p>Co-design and deliver a strength based youth and community participation model to empower communities and achieve community consensus in our system wide approach</p> <p>Support system change opportunities in collaboration with the education sector to enable early identification of young people at risk of being impacted by serious violence, either as a victim or perpetrator</p> <p>Develop and implement a sustainability plan to guide economic and cultural sustainability of VRU approaches</p>	<p>Develop and implement a three year plan to improve the quality and accessibility of data across the partnership to improve our understanding of the nature of violence</p> <p>Identify evidence gaps and commission research that strengthens the voice of communities, young people and those with lived experience to shape our response</p> <p>Design and implement a performance monitoring framework consistent with our theory of change to assess outcomes and impact of VRU approaches and interventions</p>	<div><div>Known risk factors</div><p>Co-design, implement and evaluate:</p><ul style="list-style-type: none">standardised educational interventions which are available universally to primary, secondary and alternative provisionsplace based interventions including mentoring, outreach and diversion programmes and contextual safeguarding approachestrauma informed interventions for children and young people impacted by domestic violence and serious violence more broadlya custody based intervention to support children aged 10-17 to achieve positive outcomesa focussed deterrence intervention which supports children and young people most at risk of being impacted by serious violencedomestic violence perpetrator programme to provide access to tailored support</div>
Outcomes	<ul style="list-style-type: none">• Partner organisations and practitioners’ are trauma informed, and able to recognise and respond to trauma• Practitioners in the VCS have equitable access to training and development framework to ensure high quality youth provision• Risk factors are identified earlier on in the system and support put in place to reduce school exclusions• CYP and communities are positively engaged with and included in co-production / collaborative approaches• Shared partnership objectives to guide economic and cultural sustainability of VRU approaches	<ul style="list-style-type: none">• Trends in SV are monitored• Vulnerable CYP and SV hotspot areas are described• Partners have access to relevant data sets to inform operational and strategic response to serious violence• Improved understanding of the difference in experiences of violence	<ul style="list-style-type: none">• Increased CYP/community resilience towards violence/crime• Increased evidence base around what works to reduce the causes of serious violence• Underlying risk factors are supported/addressed, including<ul style="list-style-type: none">• Reduced offending and victimisation• Reduced involvement with statutory services• Improved attendance at schools / college including better behaviour and attainment• Improved employability• Improved mental health and wellbeing• Improved physical health• Improved attitudes and beliefs about healthy relationships

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	28 March 2022
Report of:	Commissioner Henry (PCC)
Report Author:	Dan Howitt
E-mail:	ExecutiveSupport@notts.police.uk
Other Contacts:	None
Agenda Item:	7

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

1. PURPOSE OF THE REPORT

- 1.1 This report provide the Police and Crime Panel with an overview of the progress made by the Police and Crime Commissioner's (Commissioner) and her office in delivering against the 'Make Notts Safe' Plan 2021 to 2025 and fulfilling their statutory duties¹ during the January to March 2022 period.
- 1.2 Supplementary papers include the latest Performance and Insight report (Appendix A) and a summary of key OPCC and force decisions made over the latest planning period (Appendix D).

2. RECOMMENDATIONS

- 2.1 The Police and Crime Panel is invited to scrutinise the contents of these reports and briefings and seek assurance on any specific areas of concern. The Panel is also invited to request further information where required and make relevant observations and recommendations within the scope of their role².
- 2.2 The Police and Crime Panel has a statutory duty³ to scrutinise performance and delivery against the ambitions of the Police and Crime Plan and of the Commissioner in fulfilling her statutory duties (Section 14 of the Policing Protocol 2011). These reports are designed to assist the Police and Crime Panel in fulfilling these responsibilities.

¹ 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

² [Police and Crime Panels: A Guide to Scrutiny](#), Local Government Association (Updated 2016)

³ Police Reform and Social Responsibility Act 2011

3. Preventing Crime and Protecting People From Harm

- 3.1 There are clear indications that our priority focus on prevention and early intervention is delivering results, particularly in reducing the risk of serious crime and protecting vulnerable people from harm in Nottinghamshire.**
- 3.2 The OPCC, police and partner agencies continue to roll out the Safer Streets programme across targeted neighbourhoods in Newark, Nottingham, Mansfield, Sutton-in-Ashfield and Worksop South. Over £2m dedicated Home Office funding has been secured to support this work in 2021/22, with a further £134,000 of local partnership funding having been made available to sustain the successful Safer Streets project in Newark. Residents continue to benefit from free home security devices and work to trial a mobile safety app designed to improve safety and feelings of safety among women and girls. This additional funding has also enabled the police and partners to enhance Automatic Number Plate Recognition (ANPR) capabilities across the area.
- 3.3 Together, the Safer Streets programme, the force's dedicated police Burglary and Robbery Teams and the multi-agency Integrated Offender Programme are helping to maintain⁴ significant reductions in neighbourhood crimes (-16%, -1,905) across Nottinghamshire. This includes reductions in residential burglary (-22%, -935), vehicle crime (-11%, -652) and robbery (10%, -79). The proportion of respondents to the Police and Crime Survey reporting experience of neighbourhood crime has also fell to the lowest level ever recorded in Nottinghamshire (4.9%) over the last year.
- 3.4 Further rounds of government Safer Streets funding have been confirmed through to 2024/25, with the government Spending Review allocating £50m per year over the next three financial years. This will see a focus on reducing neighbourhood crimes, anti-social behaviour and violence against women and girls⁵. Nottinghamshire OPCC will work with local partners to secure matched funding as part of two 18 month bidding rounds scheduled over the police and crime plan period.
- 3.5 The Strategic Violence Reduction Board convened a planning workshop on 17 February 2022 Unit which provided an opportunity to revisit the shared partnership ambitions of the Board and consider findings and recommendations from third annual Strategic Needs Assessment for serious violence. The assessment considers the changing profile of serious violence in the context of the Coronavirus pandemic and highlights emerging issues in relation to: the spate of spiking incidents in the Night Time Economy recorded during the October to December 2021 period; rising financial pressures and the cost of living and; young people and social media.
- 3.6 The Violence Reduction Unit (VRU) has continued to develop and embed a local youth work strategy for Nottinghamshire. The VRU has also been working with the OPCC to establish an interim youth justice-led diversion model (Divert Plus)

⁴ Initial reductions seen during 2020 were largely impacted by changes in lifestyles and reductions in criminal opportunity as a consequence of the Coronavirus restrictions in place

⁵ Government's 'Levelling Up' Paper, 2 February 2022

in custody suites in the City and County since December 2021, following the successful award of £1.5m funding earlier in the year. Divert Plus is on track to be fully implemented by April 2022. In January 2022, the VRU and OPCC announced a new thematic round of Make Notts Safe Grants, with £270,000 being made available between May 2022 and March 2025 to support third sector organisations in delivering youth diversion projects.

- 3.7 In terms of performance outcomes, levels of police recorded violent knife crime increased marginally in the year to December 2021 (+3%, +25), following a rise in the latest quarter. Similarly, the number of first time entrants into the youth justice system increased marginally in both the City (+9%, +10) and County (+13%, +13), but at 240, remain below the pre-pandemic baseline (263) and annual milestone ambition of <256. Average rates of homicide have fallen by 25% over the last year, with 2021 showing the lowest level ever recorded in Nottinghamshire and one of the lowest rates of homicide per 100,000 population in England and Wales.
- 3.8 The Performance and Insight report also shows significant improvements in proactive preventative and safeguarding activity linked to domestic and sexual abuse over the last year. This includes a rise in the use of Domestic Violence Protection Orders (+108%, +91) and Notices (+112%, +100) and a 35% (+99) increase in disclosures as part of the Domestic Violence Disclosure Scheme (Claire's Law). Reported domestic abuse crimes have risen by 5% during the year in line with the Commissioner's ambition for greater reporting. The average⁶ number of domestic homicides per year, meanwhile, have fallen by 43%.
- 3.9 The Commissioner launched the 'A-Z of Consent' campaign on 10 March 2022 to help improve the safety of women and girls in Nottingham. The campaign was developed by the Consent Coalition and features key facts profiled on the City's bus and tram network relating to a range of consent-based themes. On 15 March, the Commissioner, Consent Coalition and Nottingham Business Improvement District (BID) launched the Safe Space Pledge which sets out eight commitments that venues can take to improve the safety of women and girls. The pledge was co-designed by specialists in the domestic and sexual abuse sector and sends a clear message that the safety of all women and girls is a shared priority.

4. Responding Efficiently and Effectively to Community Needs

- 4.1 **The force is maintaining strong performance in terms of call handling, response, deployable officers and investment in local policing. Further work is underway to enhance Nottinghamshire's digital capabilities in view of the ongoing rise in online fraud and cyber-related offending.**
- 4.2 The Commissioner and OPCC have continued to scrutinise force performance in responding efficiently and effectively to community needs throughout 2021. This included a review of the 2021 HMICFRS Value for Money Profiles published January 2021⁷ which showed Nottinghamshire to have one of the highest levels

⁶ Based on 3 year rolling average on account of the low volume of offences recorded

⁷ [HMICFRS Value for Money Profiles 2021](#), Published 21 January 2022

of spending on the front line as a proportion of all force spend, and significantly higher levels of spending on local policing than the most similar force and all force average. The Commissioner is exploring a range of other outliers identified via the profiles as part of her regular meetings with the Chief Constable with a view to ensuring that the force continues to deliver effective and efficient services and best value for money for Nottinghamshire residents.

- 4.3 The Performance and Insight Report shows that Nottinghamshire Police continue to maintain strong and improving performance with regard to call handling and response. Abandonment rates for the 999 and 101 services fell to 0.2% and 1.2% respectively during 2021. Between 73% and 79% of all Grade 1 incidents are within the target time across both urban and rural areas. The proportion of respondents to the Police and Crime Survey stating that they have confidence in the police remains higher than the March 2020 baseline (55.4%) and annual milestone ambition (57.4%), despite a reduction seen in the latest quarter.
- 4.4 Levels of reported online fraud have continued to increase since March 2020, with a 27% (+782) increase recorded by police in the latest year. More than a fifth (21.3%) of respondents to the Police and Crime Survey reported having experienced fraud or attempted fraud over the last year, with the number of crimes involving loss estimated to have increased by 27% to around 64,000 offences per year. The Commissioner has made £300,000 of new funding available to improve local responses to crimes committed or facilitated online and has committed to exploring and promoting practical crime prevention tools and materials that will help better protect residents and businesses from fraud.
- 4.5 The Commissioner's 2021/22 Police and Crime Delivery Plan sets out a range of measures to improve the police and partnership response to rural crime – all of which are on track to be completed by 31 March 2022. These include: additional training for police to improve understanding and responses to the issues affecting rural communities (Continual Professional Development); training for 5 Single Points of Contact within the control room to improve service response to rural crime; establishing a regular regional intelligence meeting to improve the sharing of cross-border information relating to rural crime and; introducing a bespoke Rural Neighbourhood Alert program to improve community engagement.

5. Supporting Victims, Survivors, Witnesses and Communities

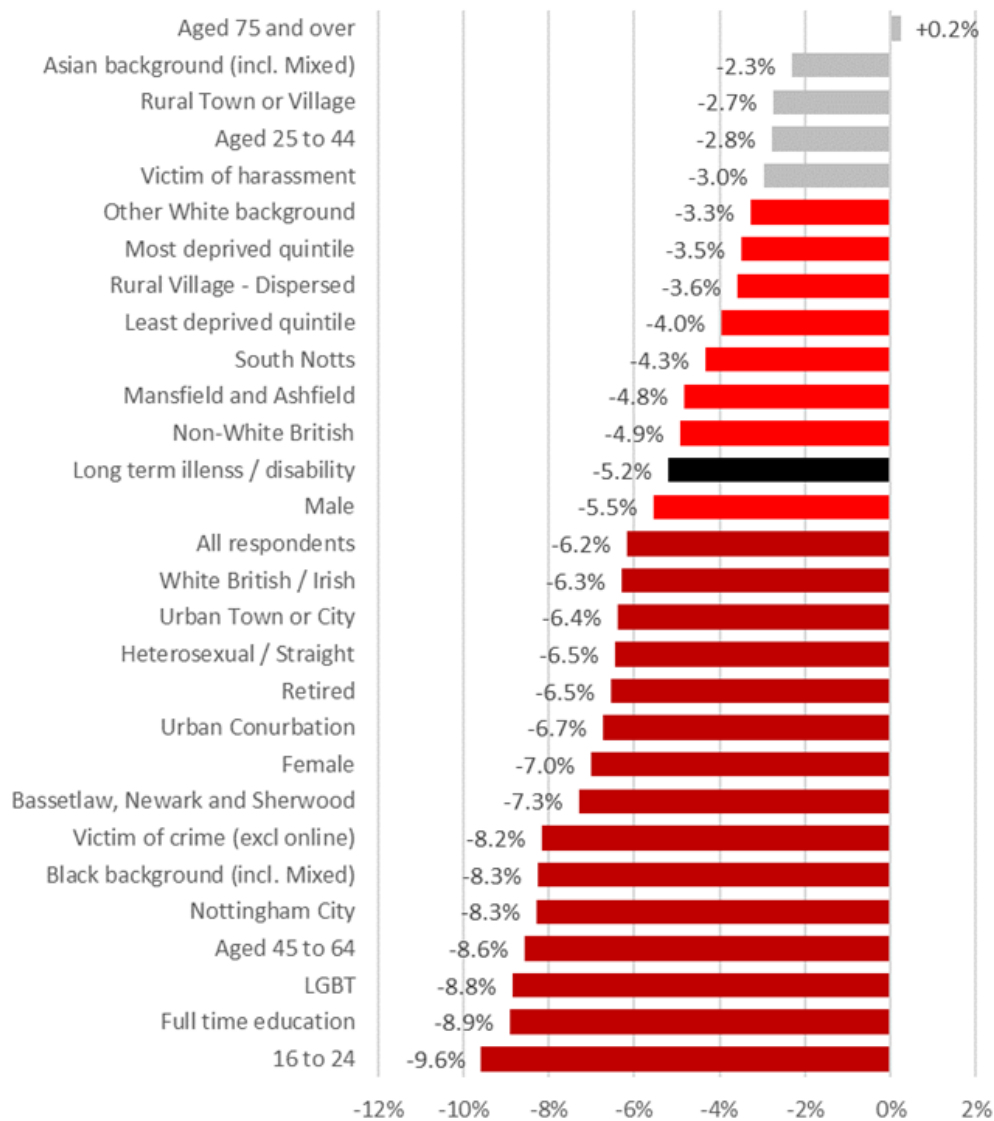
- 5.1 **The OPCC continues to drive improvements in services and outcomes for victims of crime in Nottinghamshire, with specific work is underway to review and recommission the Victim CARE service, improve the identification of 'hidden harm' and strengthen the response to hate crime.**
- 5.2 The OPCC-commissioned strategic needs assessment for victim support and restorative justice is now fully underway. Findings and recommendations will be reported in the spring 2022 and used to help shape the commissioning of future victim support services across Nottinghamshire. Cope and recover outcomes across OPCC commissioned services have been affected by the Coronavirus pandemic, with some providers reporting increased levels of anxiety and

complexity among presenting service users. Support in this area has been bolstered by the provision of additional Ministry of Justice funding for domestic and sexual abuse services over the last year in wake of the COVID pandemic.

- 5.3 The Performance and Insight report highlights sustained improvements in compliance with the Victims' Code of Practice over the last year (up from 92.9% to 95.6%), providing assurance that the care needs of victims are being routinely considered and that victims are being offered support and referral to available victim service providers. Overall victim satisfaction, as monitored via the PCC's Police and Crime Survey, also remains strong (56.2%) and continues to exceed the annual milestone improvement ambition of >53.9% for 2021/22.
- 5.4 Despite this, satisfaction rates among victims of hate crime have deteriorated by 3.7% points over the last year, largely due to reductions in satisfaction with 'actions taken' (down from 78.3% to 74.9%) and being 'kept informed' (down from 72.1% to 67.7%). Work is underway to address this deterioration, with a focus on ensuring that the provision of updates and follow up is in line with the needs and expectations of victims.
- 5.5 Levels of hidden harm⁸ police recorded 'hidden harm' have fluctuated throughout the year, with rises in identified Child Sexual Exploitation crimes (+5%, +22) and 'Honour' Based Violence (+14%, +8). Police recorded Child Criminal Exploitation (-15%, -11) and modern slavery (-7%, -9) referrals, however, saw minor reductions in 2021. In January 2022, the OPCC launched a new thematic round of Make Notts Safe Grants, making £330,000 available to local third sector organisations to help improve the identification and response to hidden harm between May 2022 and March 2025.
- 5.6 The Commissioner's Police and Crime Survey has identified significant and sustained deterioration in the proportion of respondents **feeling safe when outside in their area after dark** over the last year, falling from 63.1% to 56.8%.

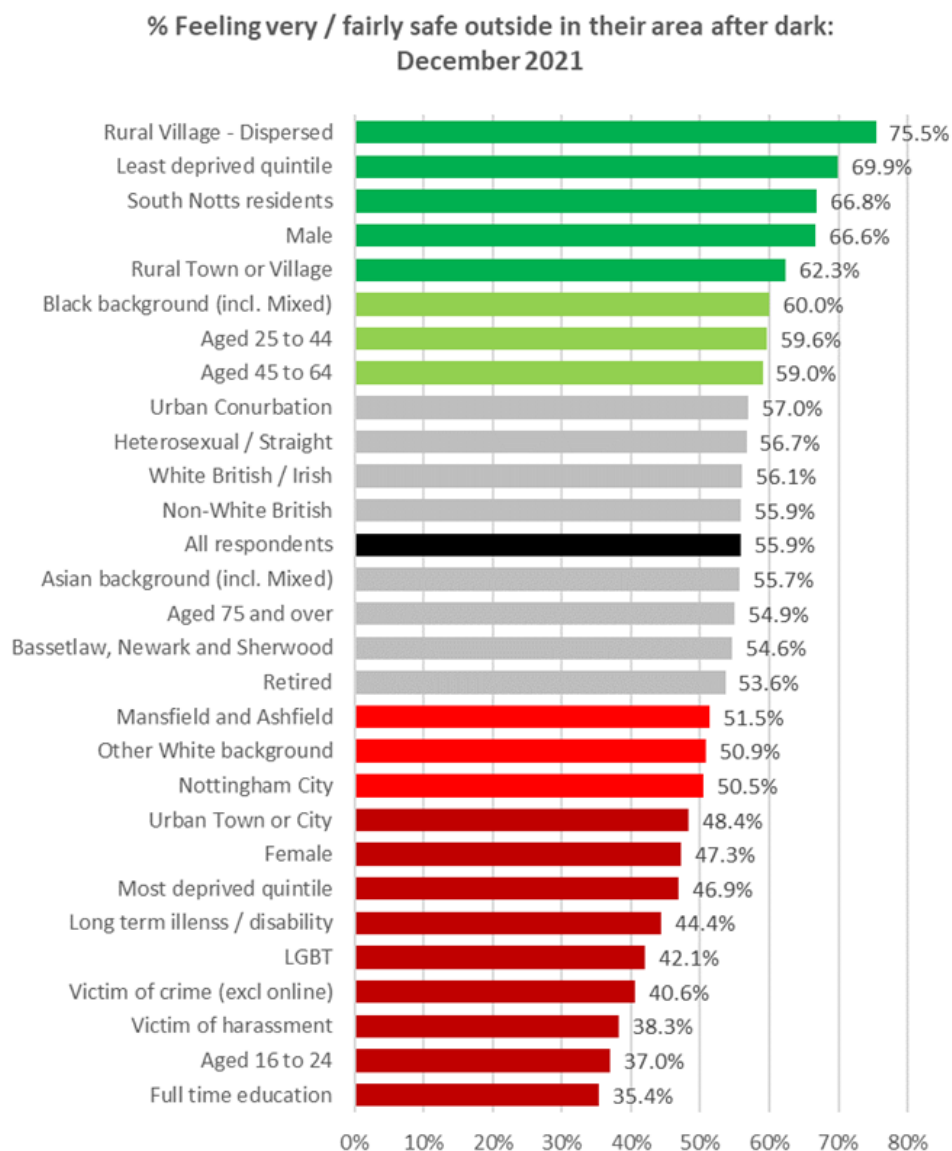
⁸ *Comprising low volume high harm offence categories such as child sexual exploitation, child criminal exploitation, modern slavery, forced marriage, 'honour based violence and Female Genital Mutilation (FGM)'*

**% Point change in feelings of safety outside after dark:
December 2020 to December 2021**



5.7 Subsequent analysis has identified that:-

- Reductions in feelings of safety have been reflected across almost all demographic and geographic groups. This indicates that a broad range of factors are likely to have influenced this trend – some of which may be beyond the immediate control of key stakeholders
- The most significant reductions in feelings of safety have been seen with regard to young people aged 16 to 24 and those in full time education, the LGBTQ+ community, people aged 45 to 64, Nottingham City residents, people from Black / Black British backgrounds and victims of traditional crime.
- Groups least likely to feel safe when outside in their area after dark include: young people aged 16 to 24, students, people that have experienced some form of harassment in the last year, the LGBTQ+ community, people with a long term illness or disability, residents living in the 20% most deprived neighbourhoods and females.



- Priority cohorts with the lowest feelings of safety and showing the greatest reduction in feelings of safety over the last year include: young people aged 16 to 24, students, the LGBTQ+ community, females and victims of crime.
- No national benchmarking is currently available for this indicator due to temporary changes in the methodology for the Crime Survey for England and Wales in 2020 as a result of the Coronavirus Restrictions in place.
- Factors likely to have impacted upon local feelings of safety during this period include: the high profile murder Sarah Everard in March 2021 and subsequent sentencing of Wayne Couzens in June and July 2021; the impact of Coronavirus restrictions on lifestyles, behaviours and perceptions; changes in local crime trends and the high profile rise in 'spiking' reports recorded between October and December 2021.

5.8 The Commissioner is working with local partners to address and mitigate the impact of this emerging trend via a range of activities and initiatives, which include:

- A programme of work delivered via the £293,542 Safety of Women at Night (SWaN) fund which will see training for Night time economy staff on Violence Against Women and Girls, campaign activity, the provision of Safe Spaces for women, improving safety on Nottingham's tram network and developing night time economy VAWG pledge and accreditation scheme for venues
- £400,000 investment from the Late Night Levy to review safety in the night time economy. A Night Time Economy needs assessment is currently underway and due to report later in the year
- Targeted work in Ashfield as part of the Safer Streets Programme which will see the introduction of a Safer Spaces Accreditation Scheme and work to trial and roll out the StreetSafe mobile app trial to help improve safety of women and girls
- Exploring opportunities for more targeted pro-active media and communications, particularly among the priority cohorts identified – including students, LGBTQ+ community, disability groups and victims of harassment and other crimes.

6. Organisational Developments

- 6.1 The OPCC has developed a comprehensive delivery plan for 2021/22 which is being used to track a range of actions that support and underpin the statutory police and crime plan published in January 2021. The delivery plan will be made available to members of the Police and Crime Panel to inform their scrutiny programme and formally published later this year to inform the Commissioner's Annual Reporting process.
- 6.2 The Commissioner launched her programme of Make Notts Safe Grants on 26 January 2022 as part of her pledge to make £1m available to empower third sector providers to support delivery of the Make Notts Safe Plan. For the first multi-year grant funding will be made available via rounds of thematic grants, Community Chest Grants and Innovation Fund grants. Thematic grants include the aforementioned areas of youth diversion (£270,000) and 'Hidden Harm' (£330,000), in addition to upcoming bidding opportunities for activity to tackle hate crime (£100,000), rural crime (£100,000) and improve community involvement (£100,000).
- 6.3 The Commissioner attended the formal handover of the new Nottinghamshire Police and Nottinghamshire Fire and Rescue Services' joint headquarters on 20 January 2022. New facilities at the site, including shared office space and a new police-control room, are expected to drive efficiencies and improve ways of working across both organisations. Commissioner Henry stated: "Our HQ is the newest tool in our arsenal as we combat crime across the county and will enable us to deliver 21st Century policing in Nottinghamshire. The unveiling of our new headquarters is also a testament to our partnership working with the fire service, enabling us to better serve the public and save money." The Office of the Police and Crime Commissioner and staff from Nottinghamshire Police and Fire and Rescue Service will relocate within Headquarters during early 2022.

7. National Developments

- 7.1 The government's **Levelling Up White Paper**⁹ was published on 2 February 2022 setting out a plan to transform the UK by spreading opportunity and prosperity to all parts of it. Among the twelve national levelling up missions are plans to restore a sense of community, local pride and belonging, especially in places where they have been lost. The paper sets an ambition to reduce homicide, serious violence and neighbourhood crime by 2030, with a focus on the worst affected areas (Mission Eleven).
- 7.2 This includes investment of £50m from the Safer Streets Fund every year of the 2021 Spending Review period to give Police and Crime Commissioners and local authorities the resources they need to tackle crime and anti-social behaviour. The government has committed to 'clamping down on the factors that damage people's pride in their area' and set an expectation that 'people will give back to

⁹ [Levelling Up the United Kingdom](#), Government Policy Paper, 2 February 2022

their communities when they are found to have broken the law'. The government has also committed to working with partners across the youth justice system to ensure increase the use of community payback for 16 and 17 year olds who commit crime. The Commissioner will continue to support the delivery of the government's objectives in these areas in line with the ambitions of the Levelling Up agenda, government Beating Crime Plan and the Make Notts Safe Plan

- 7.3 The Home Secretary announced findings from **part two of the review into the role of PCCs**¹⁰ on 7 March 2022, which included a series of recommendations designed to strengthen the 'and crime' element of the PCC role. The recommendations and local implications of the review are explored in a standalone paper to the panel.

8. Decisions

- 8.1 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to her 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.¹¹
- 8.2 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 shown at **Appendix B**.

9. Human Resources Implications

- 9.1 None - this is an information report.

10. Equality Implications

- 10.1 The Commissioner's decisions and strategic direction are fully compliant with the Equality Act 2020

11. Risk Management

- 11.1 There are no significant risks within this report that would need to be drawn to the attention of the Police and Crime Panel.

¹⁰ [Update on Part Two of the Police and Crime Commissioner Review](#), Written Ministerial Statement, 7 March 2022

¹¹ <http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx>

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

- 12.1 This report provides Members with an update on performance in respect of the Make Notts Safe Plan, and provides information on emerging issues relating to fear and perceptions of crime, the Government's 'Levelling Up' agenda and outcomes of the second stage of the Home Office Review of the PCC role.

13. Changes in Legislation or other Legal Considerations

- 13.1 The Commissioner undertakes routine horizon scanning of 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.
- 13.2 The [Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2021](#) came into force on 31 May 2021 requiring Police and Crime Commissioners to publish on their websites:
- A statement on how their force is performing in relation to key national priorities for policing;
 - Copies of HMICFRS PEEL inspection reports, and a summary assessment of the force's performance; and
 - Copies of IOPC data on force complaints, and a statement on how the PCC (or Mayor's Office) is exercising its complaints-handling functions under the Police Reform Act 2002.
- 13.3 The Commissioner has taken steps to ensure compliance with the amended legislation and will be publishing a statement on how the force is performing in relation to the national police outcomes framework when publishing her statutory Police and Crime Plan.

14. Details of outcome of consultation

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

15. Appendices

- A. Nottinghamshire Revised Performance and Insight report to December 2021
- B. Forward Plan of Key Decisions for the OPCC and the Force to February 2022

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

Make Notts Safe Plan 2021 – 2025

For any enquiries about this report please contact:

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NOTTINGHAMSHIRE POLICE AND CRIME PLAN

PERFORMANCE FRAMEWORK 2021 TO 2025

QUARTER 3: PERFORMANCE TO 31st DECEMBER 2021

INTRODUCTION

The Nottinghamshire [Police and Crime Plan 2021-25](#) sets the strategic direction for the police and partner agencies in tackling and reducing crime and improving local police and victim services during the 2011 to March 2025 period. The plan sets three simple objectives:-

Preventing crime and protecting people from harm

Responding efficiently and effectively to community needs

Supporting victims and communities to be safe and feel safe

This framework is designed to support the Commissioner, partner agencies and the Police and Crime Panel in tracking the delivery of performance outcomes linked to the plan. Indicators are reviewed and reported on a quarterly basis via the statutory Police and Crime Panel and Commissioner's Strategic Resources and Performance Board.

The Coronavirus pandemic and subsequent restrictions imposed from 23 March 2020 had a significant unprecedented impact on trends in crime and service demand during 2020 and 2021. Consequently, the 2020/21 year does not provide a reliable and meaningful baseline against which future performance outcomes can be assessed.

Performance ambitions for the planning period have therefore been set in the context of benchmarking with other police force areas and informed views on what can be reasonably achieved in the current environmental conditions with the resources currently available. In many cases, this is simply shown as an expected direction of travel.

Work will be undertaken to migrate the Performance and Insight report to Power BI in 2022 with a view to enabling more interactive profiling of outcomes at community safety partnership level.

STRATEGIC OBJECTIVE 1: PREVENTING CRIME AND PROTECTING PEOPLE FROM HARM

1A. Making our streets, villages, towns and city safer

	Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
KPI	Experience of Neighbourhood Crime ¹ (PCS)	< 7.0%	6.7%	6.3%	5.8%	5.1%	4.9%	1.8% pts Base 4,260
	Total Neighbourhood Crime (Police recorded)	Monitor	11,827	9,928	9,978	9,655	9,922	-16.1% -1,905
	Residential Burglary (Police recorded)	Monitor	4,222	3,670	3,603	3,405	3,287	-22.2% -935
	Vehicle Crime ² (Police recorded)	Monitor	5,710	4,839	4,873	4,801	5,058	-11.4% -652
	Personal Robbery (Police recorded)	Monitor	803	694	718	696	724	-9.8% -79
	Theft from Person (Police recorded)	Monitor	1,092	725	784	753	853	-21.9% -239
	Feelings of safety in the area after dark (PCS)	Increase	63.1%	62.5%	61.0%	59.1%	56.8%	-6.3% pts Base 4,260

Levels of neighbourhood crime continue to fall across Nottinghamshire, with the Police and Crime Survey showing a 1.8% point reduction in crime prevalence. Nottingham (-3.4%) and Mansfield and Ashfield (-3.3%) have seen the most significant reductions over the last year.

Police recorded neighbourhood crimes have similarly fallen by 16% over the last year, with burglary (-22%) and theft from person (-22%) offences having fallen by more than a fifth.

Reductions in crime are believed to have been impacted by:

- Work of the dedicated burglary and robbery teams
- Ongoing rollout of crime prevention and security devices as of the £2m Safer Streets programme in 2021/22
- Shift in focus towards prolific acquisitive offending as part of the Integrated Offender Management programme
- Changes in behaviour and lifestyles as a consequence of the Coronavirus pandemic

The proportion of respondents to the Police and Crime Survey reporting that they feel very or fairly safe outside in their local area after dark has deteriorated significantly over the last year (-6.3% pts), and most notably in Bassetlaw (-11%), Gedling (-11%) and Nottingham (-8%). At force level, reductions in feelings of safety were reflected across both the male (-6.3% pts) and female (-6.1% pts) population.



Feelings of safety in the area after dark remain highest among males (66%) and residents from Rushcliffe (76%) and Broxtowe (66%). By contrast, feelings of safety after dark remain lowest among females (48%), people aged 16 to 34 (50%) and in Nottingham (50%) and Bassetlaw (50%).

¹ Residential Burglary, Personal Robbery, Theft from Person, TOMV & TFMV

² Theft of and Theft from Motor Vehicle

STRATEGIC OBJECTIVE 1: PREVENTING CRIME AND PROTECTING PEOPLE FROM HARM

1B. Preventing serious violence and steering vulnerable young people away from crime

		Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
KPI								%	Actual
	First Time Entrants into the YJS: Force (YJS)	< 256	217	221	241	224	 240	+10.6%	+23
	Youth Justice First Time Entrants: City	Monitor	114	113	135	126	124	+8.8%	+10
	Youth Justice First Time Entrants: County	Monitor	103	108	106	98	116	+12.6%	+13
	Violence with Injury ³ (Police recorded)	Monitor	10,127	9,061	9,275	9,367	10,302	1.7%	+175
	Homicide (rolling 3 year average)	Monitor	11.7	10.3	9.3	8.0	8.7	-25.6%	-3.0
KPI	Violent Knife Crime (Police recorded)	< 741	720	706	718	694	 745	+3.5%	+25
	Hospital Admissions: Knife crime (Under 25) ⁴	Reduce	Pending	31.3	Pending	Pending	n/a	n/a	n/a
	Hospital Admissions: Knife crime (Over 25)	Monitor	Pending	Pending	Pending	Pending	n/a	n/a	n/a
	Possession of Weapons offences	Monitor	1,008	996	1,052	1,072	1,100	+9.1%	+92

The area remains on track to achieve a 10% reduction in First Time Entrants (FTE) into the youth justice system by March 2024 based on the pre-pandemic March 2020 baseline of 263. Levels remain below the annual milestone ambition of <256, despite minor increases in the FTEs in both the City (+10) and County (+13) over the last year.

The Police and Nottinghamshire Violence Reduction Unit are in the process of securing hospital admissions data which will help to provide a more composite profile of trends over time.

Police recorded violence with injury offences increased during the Summer of 2021 alongside the relaxation of Coronavirus Restrictions and the reopening of the Night Time Economy. Despite this, overall levels of violence with injury remain comparable to those recorded in 2020.

Average rates of homicide have fallen by 25% over the last year, with the 2021 showing the lowest level ever recorded in Nottinghamshire and one of the lowest rates of homicide per 100,000 head of population in England and Wales.

Levels of violent knife crime have increased by 3.5% over the last year, driven by increases in the latest quarter. This is largely attributable to the easing of Covid restrictions, the restart of the night-time economy and evidence of increases in gang tensions which is being closely monitored. Further reductions may be seen moving forward as Op Windblown offences (Notts City centre 'spikings') are identified and removed from the Knife Crime data.

³ Section 18, 20 and 47 (GBH & ABH)

⁴ Rolling annual average based on previous 3 years

STRATEGIC OBJECTIVE 1: PREVENTING CRIME AND PROTECTING PEOPLE FROM HARM

1C: Preventing Violence Against Women and Girls

	Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
							%	Actual
Domestic Homicide ⁵	Monitor	2.3	1.3	1.3	1.3	1.3	-43.5%	-1.0
Domestic abuse repeat victimisation rate	Monitor	33.6%	34.1%	33.6%	33.4%	32.6%	-1.0% pts	n/a
Domestic Violence Protection Notices (DVPN)	Monitor	89	126	141	176	189	+112.4%	+100
Domestic Violence Protection Orders (DVPO)	Monitor	84	118	132	166	175	+108.3%	+91
DV Disclosure Scheme: Disclosures ⁶	Monitor	285	376	418	417	384	+34.7%	+99
Stalking Protection Orders	Monitor	13	9	8	4	7	-46.2%	-6
Sexual Offence Orders ⁷	Monitor	878	899	934	946	960	+9.3%	+82
Reported experience of domestic abuse (PCS)	Monitor	1.2%	1.3%	1.3%	1.4%	1.4%	+0.2% pts	Base 4,260
Reported Domestic Abuse Crime (Police)	Monitor	14,191	13,876	13,867	14,151	14,861	+4.7%	+671
Reported Stalking and Harassment (Police)	Monitor	10,396	10,518	10,994	11,004	11,314	+8.8%	+918
Reported RASSO ⁸ (Police)	Monitor	2,355	2,213	2,447	2,606	2,886	+22.6%	+531

The average rate of Domestic Homicides has reduced over the previous two years, from 2.3 in December 2020 to 1.3 in the 12 months to December 2021.

A continued police and partnership focus on prevention and effective early intervention is likely to have contributed to sustained reductions in domestic abuse-related harm over this period, with the number of DVPNs and DVPOs issued having more than doubled over the last year.

The use of Stalking Protection Orders remains low and has fallen over the last year despite an 8% increase in police recorded stalking and harassment offences.

Reported domestic abuse crimes and serious sexual offences have increased since Coronavirus restrictions were relaxed during summer 2021 but remain broadly in line with levels recorded pre-pandemic (14,975 and circa 3,000 respectively in the 2019/20 financial year).

⁵ Rolling annual average based on previous 3 years

⁶ Based on 'date received' and including Right to Ask and Right to Know

⁷ Includes Sexual Risk and Sexual Harm Prevention Orders

⁸ Rape & Serious Sexual Offences (ALL including outliers)

STRATEGIC OBJECTIVE 1: PREVENTING CRIME AND PROTECTING PEOPLE FROM HARM

1D: Improving our approach to Reducing Reoffending

KPI		Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
								%	Actual
	Reoffending rate (binary)	Reduce	30.2%	29.4%	TBC	TBC	TBC	n/a	n/a
	Reoffending rate (frequency)	Reduce	4.37	4.18	TBC	TBC	TBC	n/a	n/a
	Adult reoffending rate (binary)	Reduce	30.1%	29.4%	TBC	TBC	TBC	n/a	n/a
	Juvenile reoffending rate (binary)	Reduce	31.5%	30.1%	TBC	TBC	TBC	n/a	n/a
	IOM: Offenders subject to monitoring	Monitor	258	285	304	282	270	+4.7%	+12
	IOM: Offenders successfully removed	Monitor	70	80	96	70	79	+12.9%	+9
	IOM: Reduction in average re-offending risk	Monitor	-71.0%	-71.0%	-75.9%	-69.5%	-72.0%	+1.0% pts	n/a
	% offenders housed 3 months from release	Monitor	n/a	n/a	n/a	n/a	66.9%*	n/a	n/a
	% offenders in employment 3 months from release	Monitor	n/a	n/a	n/a	n/a	9.5%*	n/a	n/a
	% mental health needs diverted to hospital	Monitor	TBC	TBC	TBC	TBC	TBC	n/a	n/a
	ATR / DRR successful completion rate	Monitor	59.8%	TBC	TBC	TBC	56.2%	-3.6% pts	-172

The PCC-led Reducing Reoffending Board is in the process of developing a suite of indicators to track a progress in this area.

This will include the tracking of outcomes relating to resettlement, substance misuse, mental health and reoffending among specific cohorts such as juveniles, women and girls, care leavers and ex-armed forces personnel.





The Integrated Offender Management (IOM) programme continues to show reductions in re-offending of around 70% among those leaving the scheme.

Following national reforms to the IOM approach in 2021, the statutory scheme now has a primary focus on the management of serious acquisitive offenders.

* New Indicators. No previous data available

STRATEGIC OBJECTIVE 2: RESPONDING EFFICIENTLY AND EFFECTIVELY TO LOCAL NEED

2A: Visible, accessible and responsive crime and policing services

		Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
KPI								%	Actual
KPI	Public confidence in the police (PCS)	> 57.4%	59.8%	60.7%	60.3%	59.9%	 58.5%	-1.3% pts	Base 4,260
KPI	Public perception: police visibility (PCS)	> 34.6%	34.6%	35.8%	35.9%	36.1%	 35.0%	+1.3% pts	Base 4,260
	999 Abandoned Call rate	< 2.0%	1.10%	0.90%	0.60%	0.33%	 0.17%	-0.9% pts	n/a
	101 Abandoned Call rate	< 5.0%	6.7%	5.9%	4.6%	2.8%	 1.2%	-5.5% pts	n/a
	Response times: Grade 1 Urban	Monitor	75.8%	77.3%	77.5%	77.8%	78.3%	+2.5% pts	n/a
	Response times: Grade 1 Rural	Monitor	70.6%	72.0%	73.3%	74.2%	73.9%	+3.3% pts	n/a
	Response times: Grade 2	Monitor	55.4%	57.7%	57.3%	57.3%	55.2%	-0.2% pts	n/a
	Calls for Service: 999	Monitor	182,019	179,744	190,329	195,408	201,867	+10.9%	+19,848
	Calls for Service: 101	Monitor	642,679	507,748	601,377	604,338	612,967	-4.6%	-29,712
	Deployable Officers (Headcount)	Increase	2,079	2,155	2,169	2,166	2,205	+6.1%	+126
	Officer Service Strength (FTE)	2,297	2,120.9	2,192.6	2,201.7	2,233.0	2,242.0	+5.7%	+121.1
	Staff Service Strength (FTE)	1,206	1,266.2	1,271.0	1,266.0	1,296.0	1,272.01	+0.5%	+5.8
	PCSO Service Strength (FTE)	150	156.6	153.3	150.0	146.0	150.7	-3.8%	-5.9

The proportion of respondents to the Police and Crime Survey (PCS) citing that they have confidence in the police remains higher than the March 2020 baseline (55.4%) and annual milestone ambition (57.4%), despite reductions seen in the latest quarter. Reductions have been largely driven by areas which formerly showed high levels of public confidence (e.g. Nottingham, 62.3%, South Nottinghamshire, 62.8% and female respondents 61.2%) steadily converging with the force average (all now between 58.3 and 59.4%).

Nottinghamshire Police maintains strong call handling performance, with abandonment rates for the 999 service remaining low, despite increasing demand (+19,848 calls). Grade 1 urban and rural response times have also improved steadily over the last year.

The force continues to show a 6% increase in the number of deployable officers. Officer numbers have been rising year on year since 2019, supported by the national police 'uplift' programme. Proactivity in this area has seen the force achieve its target of recruiting 357 additional officers a year ahead of schedule.

STRATEGIC OBJECTIVE 2: RESPONDING EFFICIENTLY AND EFFECTIVELY TO LOCAL NEED

2B: Improving our capacity, capability and effectiveness in policing the digital beat

	Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
							%	Actual
Online Dependent Crimes ⁹	Monitor	3,793	3,912	3,988	3,940	3,978	+4.9%	+185
Online Facilitated Crimes ¹⁰	Monitor	360	365	367	338	310	-13.9%	-50
Experience of Online Fraud (PCS)	Monitor	15.8%	18.0%	20.1%	21.1%	21.3%	+5.6% pts	Base 4,260
Experience of Online Fraud with loss (PCS)	Monitor	4.5%	4.8%	5.0%	4.9%	5.0%	+0.5% pts	Base 4,260
Confidence in response to Cyber Crime (PCS)	Increase	n/a	n/a	n/a	n/a	21.4%	n/a	Base 1,050
Reported Fraud Offences (Police)	Monitor	2,928	3,033	3,376	3,604	3,710	+26.7%	+782
Reports to Action Fraud (NFIB Portal)	Monitor	n/a	n/a	7,412	6,629	7,693	n/a	n/a

Local and national evidence highlights a marked increase in the prevalence of online fraud during the pandemic. More than a fifth of all respondents to the Nottinghamshire PCS state having experienced online fraud (including attempts) over the last year, with the number of crimes involving loss estimated to have increased by around 27.4% (from around 50,400 to 64,000) since December 2020.

This is reflected in the police recorded crime profile with reported fraud offences having risen by 26.7% over the last year. Around 7,693 reports were made to Action Fraud in 2021. Comparable figures for 2020 are currently unavailable due to ongoing reporting issues affecting the NFIB Portal.




A new question was introduced to the Police and Crime Survey in October to December which will enable the PCC and partners to track progress against one of the new Key Performance Indicators set out in the Home Office Police Outcomes Framework. 21.4% of respondents felt that the police and other law enforcement agencies were effective at dealing with cyber crime, compared to 17.9% that did not and 32.2% that did not know. This indicator will be tracked over time alongside national trends from the Cyber Security Centre's 'Cyber Aware Tracker'.

⁹ Includes crimes with an online NICL qualifier – Notts Cyber Crime Compilation

¹⁰ Includes crimes with an online NICL qualifier

STRATEGIC OBJECTIVE 2: RESPONDING EFFICIENTLY AND EFFECTIVELY TO LOCAL NEED

2C: Improving police and partnership responses to the issues of greatest community concern

		Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year %	Actual
KPI	Police dealing with issues of local concern (PCS)	> 43.7%	44.6%	45.5%	46.0%	45.3%	 44.4%	-0.2% pts	Base 4,260
KPI	% Residents satisfied with police service (PCS)	> 59.9%	60.1%	60.8%	62.8%	63.0%	 62.7%	+2.6% pts	Base 1,022
	Perception that police 'do a good job' (PCS)	Monitor	54.0%	54.9%	55.2%	54.5%	53.0%	-1.0% pts	Base 4,260
	Speeding as local issue of concern (PCS)	Reduce	36.1%	36.4%	35.7%	34.0%	33.9%	-2.2% pts	Base 4,260
	Drug use and dealing as a local issue (PCS)	Reduce	32.0%	30.5%	30.6%	29.4%	29.6%	-2.4% pts	Base 4,260
	People Killed or Seriously Injured on roads	Monitor	372	340	380	383	 316¹¹	-15.1%	-56
	Drug Offences (Police recorded)	Monitor	927	981	964	937	905	-2.4%	-22
	% experiencing ASB in the last year (PCS)	Monitor	64.0%	64.4%	65.3%	64.2%	65.4%	+1.4% pts	Base 4,260
	Police recorded Anti-Social Behaviour	Monitor	45,068	48,209	43,987	41,888	39,407	-12.6%	-5,661
	Anti-social Behaviour Incidents: % Repeats	Monitor	28.3%	29.5%	32.2%	32.8%	32.9%	+4.6% pts	n/a

The proportion of residents reporting that the police are effective in dealing with the issues that matter most to communities remains comparable to the level recorded in December 2020 and markedly higher than the March 2020 baseline of 41.7%.

Similarly, the proportion of all service users reporting satisfaction with the police remains strong (62.7%) and markedly higher than the March 2020 baseline (59.1%).

The force has seen reductions in the proportion of residents citing drug use and dealing as an issue that they would like to see the police do more to tackle in their area over the last year, however this has stabilised in the latest quarter.

The proportion of respondents to the PCS stating that they have experienced some form of ASB has seen no significant change over the last year. Levels of ASB recorded by the police, however, has been falling steadily since April 2021.

The PCS also indicates that the proportion victims going on to report their experience of ASB to the police has fallen from 16% to 14% since March 2020, whilst the proportion going on to report their experience of ASB to their local authority has fallen from 17% to 15%.

¹¹ Figure ran on 24/01/22 by Safer Highways – validated to the end of September 21

STRATEGIC OBJECTIVE 2: RESPONDING EFFICIENTLY AND EFFECTIVELY TO LOCAL NEED

2D: Investigating Crime, Bringing Offenders to Justice and Tackling Serious and Organised Crime

Bringing Offenders to Justice	Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
							%	Actual
Crimes with an identified suspect (N.)	Monitor	39.9% (3,012)	39.3% (2,786)	36.6% (2,717)	36.1% (2,697)	35.7% (2,792)	-4.2% pts	-315
Victim-based crime Pos outcome rate (N.)	Monitor	12.1% (9,076)	11.8%	10.8%	10.4% (7,724)	10.1% (7,895)	-2.0% pts	-1,181
Domestic abuse: Positive outcome rate (N.)	Monitor	13.4% (1,908)	12.8% (1,789)	12.1% (1,701)	11.2% (1,593)	10.7% (1,592)	-2.7% pts	-316
Sexual Offences: Positive outcome rate (N.)	Monitor	8.4% (197)	8.0%	7.4%	8.2% (211)	9.8% (280)	+1.4% pts	+83
Violent knife crime: Pos outcome rate (N.)	Monitor	27.7% (199)	28.1%	27.6%	25.4% (176)	23.0% (182)	-4.7% pts	-17

Tackling Serious and Organised Crime	Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
							%	Actual
Firearm Discharges (rolling 3 year average) ¹²	Monitor	21.0	20.7	20.3	19.7	18.3	-12.9%	-2.7
Criminal Asset Applications ¹³	Monitor	18	17	23	28	34	+88.9%	+16
Criminal Asset Recovery (£)	Monitor	£138,636	£168,202	£188,702	£259,892	£295,567	+113.2%	+156,931

The force has seen a reduction in positive outcome rates and crimes with identified suspects over the last year, this is likely to have been affected by changes in demand during this period as a consequence of Coronavirus restrictions.

A reduction in visible presence and natural surveillance in some locations may have also affected the availability of witnesses and opportunities for the identification of a viable suspect. Trends will be further reviewed as the demand profile stabilises.

Firearm discharges have seen further reductions this quarter and overall reductions over the two-year period of 12.9%.


Criminal Asset Applications and Recoveries increased markedly during the year, with the volume of criminal assets recovered having more than doubled since 2020.

¹² Non-imitation weapons only (Real Firearm) that have been discharged (Home Office ADR return)

¹³ POCA 2002

STRATEGIC OBJECTIVE 3: SUPPORTING VICTIMS, SURVIVORS AND COMMUNITIES

3A: Improving services and service outcomes for victims of crime

			Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year %	Actual
KPI	All Victim Based crime	Monitor	75,357	70,094	73,695	74,198	78,300	+3.9%	+2,943	
	Victims’ Code of Practice Compliance	Monitor	92.9%	93.9%	94.2%	95.1%	95.6%	+2.7% pts	Base TBC	
	Victim Services: Victim support / interventions	Monitor	13,589	13,810	14,663	15,516	Apr 22	n/a	n/a	
	% Improved ability to cope and recover	>71.9%	70.3%	67.8%	69.6%	71.4%	Apr 22	n/a	Base 3,572	
	% Improved cope & recover: Domestic Abuse	Monitor	70.9%	68.5%	74.3%	80.1%	Apr 22	n/a	Base 1,546	
	% Improved cope & recover: Victim Care	Monitor	73.0%	69.7%	67.4%	65.2%	Apr 22	n/a	Base 1,022	
	% Crimes resolved via community resolution	Monitor	9.3%	9.8%	11.0%	13.0%	15.2%	+5.9% pts	+685	
% Domestic abuse victims satisfied (overall) ¹⁴		Monitor	88.9%	87.9%	88.8%	88.0%	89.4%	+0.5% pts	Base 665	
% Hate crime victims satisfied (overall)*		Monitor	83.7%	81.6%	80.2%	80.7%	80.0%	-3.7% pts	Base 491	
KPI	% Victims satisfied with police service (PCS)	> 53.9%	56.2%	56.7%	57.7%	56.8%	 56.2%	0.0% pts	Base 517	

Total police recorded victim-based crime has increased steadily during 2021 alongside the easing of Coronavirus restrictions. Despite this, levels of victim based crime remain 12% lower than in the 2019/20 pre-pandemic year, largely due to significant reductions burglary (-40.6%), vehicle crime (-34.0%), shoplifting (-11.3%) and other theft offences (-21.4%) over this 15 month period.

Nottinghamshire maintains strong and improving performance in terms of compliance with the Victims' Code of Practice.

Outcomes from PCC-commissioned victim services are currently collated and reported to the Ministry of Justice on a bi-annual basis and will next be reported as part of the March 2022 Performance and Insight report.


Satisfaction rates among victims of hate crime have reduced by 3.7% over the last year, largely due to reduced satisfaction with 'actions taken' (down from 78.3% to 74.9%) and being 'kept informed' (down from 72.1% to 67.7%). Work is now underway to drive improvement in these important areas.

The proportion of respondents to the PCS that had reported a crime to the police and were satisfied with the service they received remains stable at 56.2%, but higher than levels recorded in the 2019/20 pre-pandemic year (52.2%) and the 2021/22 milestone ambition (53.9%).

¹⁴ Victim Satisfaction Domestic & Hate survey results reflect data from 3 months previously.

STRATEGIC OBJECTIVE 3: SUPPORTING VICTIMS, SURVIVORS AND COMMUNITIES

3B: Encouraging reporting and identifying hidden harm

Identification of hidden harm		Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
								%	Actual
	Domestic Abuse Occurrences (Police)	Monitor	14,236	13,876	13,867	14,151	14,903	+4.5%	+667
	All Sexual Offences (incl. Rape)	Monitor	2,726	2,577	2,842	3,015	3,323	+22.0%	+597
	RASSO: Adult	Monitor	1,229	1,174	1,204	1,270	1,421	+15.6%	+192
	RASSO: Child	Monitor	1,080	1,000	1,193	1,266	1,370	+26.9%	+290
KPI	TOTAL 'HIDDEN HARM' CATEGORY	Increase	688	758	783	753	 699	+1.6%	+11
	Child Sexual Exploitation (Police recorded)	Monitor	431	469	491	490	453	+5.1%	+22
	Child Criminal Exploitation (NRM Referrals)	Monitor	72	78	80	65	61	-15.3%	-11
	Modern Slavery offences (Police recorded)	Monitor	129	152	149	133	120	-7.0%	-9
	Forced Marriage (Police recorded)	Monitor	0	1	1	1	1	+1	+1
	'Honour'-Based Violence (Police recorded) ¹⁵	Monitor	56	58	62	64	64	+14.3%	+8
	FGM (Police recorded)	Monitor	0	0	0	0	0	0	0

Reported domestic abuse crimes and serious sexual offences have increased since Coronavirus restrictions were relaxed during summer 2021, but remain broadly in line with levels recorded pre-pandemic (14,975 and circa 3,000 respectively in the 2019/20 financial year).



Total 'hidden harm' categories have seen an overall increase of 1.6% over the last year, despite reductions in referrals into the National Referral Mechanism during 2021.

The Commissioner launched a thematic 'hidden harm' round of the Make Notts Safe grants in January 2022 which aims to support and empower voluntary and community sector partners in identifying and developing relationships of trust with individuals and communities at risk of hidden harm, with a view to increasing referrals, support and safeguarding opportunities.

¹⁵ Violence Against the Person offences with an 'honour based incident' NICL qualifier

STRATEGIC OBJECTIVE 3: SUPPORTING VICTIMS, SURVIVORS AND COMMUNITIES

3C: Improving victim experience of the criminal justice system

			Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
									%	Actual
Criminal Justice Cases received			TBC	TBC	TBC	TBC	TBC	TBC	n/a	n/a
% Cases passing first triage stage			TBC	TBC	TBC	TBC	TBC	TBC	n/a	n/a
Victims Code of Practice Compliance			Monitor	92.9%	93.9%	94.2%	95.1%	95.6%	+2.7% pts	Base TBC
KPI	% Police Charge / summons	Rape and serious sexual	4.9%	4.9%	4.7%	4.8%	6.3%	 8.3%	+3.4% pts	+46
		Domestic crimes	Monitor	11.7%	11.0%	10.5%	9.5%	8.9%	-2.8% pts	-329
	% closed via outcome 16	Rape and serious sexual	Monitor	42.4%	39.9%	32.4%	34.5%	37.5%	-4.9% pts	+6
		Domestic crimes	Monitor	56.8%	61.6%	62.3%	70.2%	60.6%	+3.8% pts	+550
	Evidence-led prosecutions: Domestic Abuse ¹⁶		Increase	n/a	n/a	143	232	 262	n/a	n/a
	CPS: Rape and Serious sexual	% Charge / prosecution	Pending	Pending	Pending	Pending	Pending	Pending	n/a	n/a
		% No further action	Pending	Pending	Pending	Pending	Pending	Pending	n/a	n/a

The PCC-led Criminal Justice Assurance Board is in the process of developing a suite of indicators to track a progress in this area. This will include the tracking of outcomes relating to criminal justice efficiency and effectiveness and outcomes in relation to rape and serious sexual offences and domestic crimes.

Both the number and proportion of rape offences resulting in a police charge or summons has increased markedly over the last year. Still, around 37% of rape offences do not progress on account of the victim not supporting or withdrawing support for further police action.

DA Evidence-led prosecutions have seen increases over the last 3 quarter periods. This is a lengthy manual process being undertaken by CJ staff.

¹⁶ Data available from July 2021

STRATEGIC OBJECTIVE 3: SUPPORTING VICTIMS, SURVIVORS AND COMMUNITIES

3D: Supporting and enabling communities to help Make Notts Safe

	Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
							%	Actual
Special Constabulary ¹⁷	Monitor	149	152	161	170	163	+9.4%	+14
Police Cadets	Monitor	n/a	n/a	n/a	131	131	n/a	n/a
Volunteers	Monitor	n/a	n/a	109	114	68	n/a	n/a
Crimestoppers: Actionable reports received	Monitor	2,923	2,970	2,838	2,840	2,631	-10.0%	291
Crimestoppers: Positive conversion rate	Monitor	5.4%	6.2%	6.2%	7.3%	6.4%	+1% pt	n/a

The Force's Special Constabulary has increased by 9.4% over the last year. Data relating to the Police Cadet scheme is still pending. Police Cadets returned to face-to-face contact in Nottinghamshire in September 2021 following the Coronavirus pandemic.




Community Speedwatch, Farmwatch, Horsecwatch and Neighbourhood watch scheme data are currently being collated and will be reported as part of future iterations of the Performance and Insight report.

Volunteer numbers were adversely affected by the Covid pandemic and measures for working from home. It has therefore not been possible to draw a reliable comparison with the profile as at December 2020.

¹⁷ Data is valid as at the month end date

EQUALITY OBJECTIVES

Promoting equal opportunities and community cohesion between diverse communities

	Aim	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	12 months to Dec 2021	Change over last year	
							%	Actual
Police recorded hate occurrences	Monitor	2,344	2,248	2,381	2,411	2,583	+10.2%	+239
Hate crime repeat victimisation rate	Monitor	17.3%	17.8%	17.3%	16.7%	15.2%	-2.1 pts	n/a
% feeling there is a sense of community	Monitor	61.3%	62.4%	63.2%	63.0%	60.8%	-0.5 pts	Base 4,260
% feeling different backgrounds get on well	Monitor	63.3%	64.8%	64.4%	63.0%	61.3%	-2.0 pts	Base 4,260
Stop and Searches	Monitor	4,952	5,109	4,942	4,902	4,701	-5.1%	-251
Stop and Search: Positive outcomes	Monitor	39.3%	39.0%	38.9%	37.8%	39.3%	0% pts	n/a
Stop and Search: BAME Disproportionality ¹⁸	Reduce	2.9	2.7	2.3	2.4	 2.2	-24.1%	-0.7
Workforce representation: Non-White British	Increase	6.7%	6.6%	6.9%	6.9%	 6.9%	+0.2 pts	n/a
Workforce representation: Female	Increase	45.2%	45.4%	45.5%	45.5%	 45.5%	+0.3 pts	n/a
% Public confidence in the police (Overall)	Monitor	59.8%	60.7%	60.3%	59.9%	58.5%	-1.3%	Base 4,260
White British / Minority Ethnic	Monitor	59.7% / 64.2%	60.3% / 62.7%	60.8% / 61.3%	60.6% / 59.8%	59.0% / 60.2%	-0.7% / -4.0%	Base 3,428 / 576
Male / Female	Monitor	58.3% / 61.2%	58.8 / 61.2%	59.4% / 61.2%	59.4% / 60.3%	58.6% / 58.3%	+0.3% / -2.9%	Base 2,061 / 2,119
Non-Disabled / Disabled	Monitor	59.4% / 56.6%	61.4% / 56.6%	60.7% / 55.4%	58.1% / 57.1%	59.1% / 54.7%	-0.2% / -1.9%	Base 3,257 / 844

Nottinghamshire police recorded a steady increase in hate occurrences during 2021 coinciding with the relaxation of Coronavirus restrictions. The most significant increases were seen with regard to hate crimes relating to sexual orientation (+47%) and disability hate crime (+41%), with race related hate crime rising by 5.2% (+67 offences).

Use of stop and search has reduced slightly over the previous year (-251), however the positive outcome rate for stops has remained strong (39.3%).

Confidence in police among non-White British respondents to the Police and Crime Survey has deteriorated over the last year, but remains marginally higher than that of White British.

Confidence among female respondents has also fallen marginally over the last year reflecting similar findings reported nationally (YouGov Poll, Nov 2021).

¹⁸ Figure shown is weighted by ONS 2011 Census data

Decisions of Significant Public Interest: Forward Plan

March 2022

1.0 Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force

2.0 Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
2.1	February / March 2022	Energy Suppliers	Contract to be signed	>£250K	Mark Kimberley	Force
2.2	February / March 2022	Server Cloud Enrolment	Contract Award, Decision Notice and Contract to be signed	>£250K	Mark Kimberley	Force
2.3	February / March 2022	Selected Medical Practitioner	Contract Award, Decision Notice and Contract to be signed	>£250k	Mark Kimberley	Force
2.4	February / March 2022	Northern Control Room Contractor works	Contract Award, Decision Notice and Contract to be signed	>£250k	Mark Kimberley	Force
2.5	February / March 2022	HQ Build Package 4	Contract Award, Decision Notice and Contract to be signed	>£250k	Mark Kimberley	Force
2.6	February / March 2022	Oracle Licences	Contract Award, Decision Notice and Contract to be signed.	>£250k	Mark Kimberley	Force
2.7	February / March 2022	Cisco Telephony Licences	Contract Award, Decision Notice and Contract to be signed.	>£250k	Mark Kimberley	Force
2.8	February / March 2022	Supply and Fit Tyres	Contract Award, Decision Notice and Contract to be signed.	>£250k	Mark Kimberley	Force
2.9	February / March 2022	Police Pension Administration Services	Contract Award, Decision Notice and Contract to be signed.	>£250k	Mark Kimberley	Force
2.10	February / March 2022	Security and Car Parking at Newark Police Station	Contract Award, Decision Notice and Contract to be signed.	>£250k	Mark Kimberley	Force
2.11	February / March 2022	Contingent Labour	Contract Award, Decision Notice and Contract to be signed.	>£250k	Mark Kimberley	Force

3.0 Estates, ICT and Asset Strategic Planning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
3.1	TBC	Review of Estates Strategy	To agree an Estates Strategy for the period 2022-2026.	TBC	Tim Wendels, Estates and Facilities	Force
3.2	TBC	Arrow Centre, Hucknall	To review the site and consider the future of any potentially surplus land.	TBC	Tim Wendels, Estates and Facilities	Force
3.3	June – 18 months	National Enabling Programmes	Programme remains in delivery phase. Technical roll out will be complete April 2022	-	Chief Insp Chris Sutcliffe	Force
3.4	Ongoing	DEMS	Phase 1 of DEMS (Digital Evidence Management System) is live using a product called NICE Investigate using integrations with Niche and Active Directory Integration. The project is to be delivered in full by September 2022.	-	Chief Insp Chris Sutcliffe	Force

4.0 Workforce Plan and Recruitment Strategies						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
4.1	On going	Operation Uplift	<p>The recruitment and L&D budget are on target for financial year end 21/22.</p> <p>Operation Uplift will conclude in March 2022 and although officer recruitment will</p>	-	Claire Salter/ Supt Louise Clarke	Force

			continue at pace, there is deemed to be no additional cost required for this activity at this time.			
5.0 Strategic Issues including Finance						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
5.1	Each Meeting	Routine monthly monitoring reports in respect of capital and Revenue expenditure'	Approval of virements and additional budget.		Mark Kimberley	Force
5.2	February 2021	Setting a precept and approving the annual capital and revenue budgets and supporting financial strategies	Agreed Feb 2022.		Mark Kimberley	Force

6.0 Other OPCC Commissioning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
6.1	March 2022	City substance misuse support	To extend co-commissioned criminal justice substance misuse support contracts	>£250k	Nicola Wade	OPCC
6.2	March 2022	Community Safety Partnerships	To grant fund community safety partnerships	TBC	Claire Good	OPCC
6.3	March 2022	Adult Sexual Assault Referral Centre	To increase funding for co-commissioned adult SARC service as agreed with NHSE	£40k	Nicola Wade	OPCC
6.4	March 2022	Non-domestic stalking support	To extend contract arrangements for specialist stalking advocacy service	c£75k	Nicola Wade	OPCC
6.5	March 2022	Targeted Youth Outreach	To extend the contract for 1 year	£30k	Claire Good / Natalie Baker Swift	Violence Reduction Unit (OPCC)
6.6	March 2022	VRU social media and #ng website	To award a contract extension	£19k	Claire Good / Natalie Baker Swift	Violence Reduction Unit (OPCC)
6.7	March 2022	Custody intervention project	To award a 3 month extension to existing arrangements	£22k	Claire Good / Natalie Baker Swift	Violence Reduction Unit (OPCC)
6.8	April 2022	Make Notts Safe Grants	To award various third sector grants following an open application process.	>£250k	Nicola Wade	OPCC
6.9	By July 2022	Therapeutic Interventions	To award, via an open tender process, a contract for the delivery of therapeutic interventions.	£180k	Claire Good / Natalie Baker Swift	Violence Reduction Unit (OPCC)

6.10	April 2022	Support for Children and Young People witnessing Domestic Violence	Recommissioning of services from Juno and Nottingham Womens Aid	£80k	Natalie Baker Swift	Violence Reduction Unit (OPCC)
6.11	June 2022	Targeted youth outreach and mentoring	To award, via an open tender process, geographic contracts to deliver targeted outreach and mentoring	£100k	Natalie Baker Swift	Violence Reduction Unit (OPCC)
6.12	July 2022	Therapeutic interventions	To award, via an open tender process, contracts for the delivery of therapeutic interventions including CBT for children and young people	£60k	Natalie Baker Swift	Violence Reduction Unit (OPCC)
6.13	TBC	Custody intervention and prison resettlement 16-25 years	To award via an open tender process contracts for the delivery of custody intervention and prison resettlement	TBC	Natalie Baker Swift	Violence Reduction Unit (OPCC)
6.14	By September 2022	Various Evaluations and Research	To commission independent evaluation of interventions and research according to key lines of enquiry from the Strategic Needs Assessment	TBC	Natalie Baker Swift	Violence Reduction Unit (OPCC)

Consideration	
Public	Public
Report to:	Nottinghamshire Police and Crime Panel
Date of Meeting:	28 March 2022
Report of:	Caroline Henry
Report Author:	Sharon Caddell
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Agenda Item:	8

Home Office Review of Police and Crime Commissioners

1. Purpose of the Report

- 1.1 To inform members of the Nottinghamshire Police and Crime Panel of key outcomes within Part Two of Home Office's Review of Police and Crime Commissioners (PCCs), including recommendations which have synergies with the Strategic Police Review.

2. Recommendations

- 2.1 It is recommended that Panel members note and consider the contents of this report and ask any queries in relation to the Review that can be reasonably be answered by the Office of Police and Crime Commissioner for Nottinghamshire (OPCCN).

3. Reasons for Recommendations

- 3.1 The conclusion of the Home Office Review of PCCs will result in significant changes in respect of the statutory duties and powers invested into the PCC model and will therefore be of particular interest to members of the Police and Crime Panel.

4. Summary of Key Points

- 4.1 The Home Office Review of PCCs was initiated in July 2020. The Home Secretary stated a commitment to reviewing the PCC model to strengthen and expand the role of PCCs. At the outset of the Review, Crime and Policing Minister, Kit Malthouse, stated: "After eight years it is right to step back and consider how we can evolve the PCC model", adding it was "important that PCCs are strong, visible leaders in the fight against crime and have the legitimacy and tools to hold their police forces to account effectively".
- 4.2 The Review has been structured as a two-part exercise. Part one was conducted from summer to autumn 2020, and high-level findings were announced in March 2021. Part Two commenced in July 2021. The review has included consideration of measures to:

- raise the profile of PCCs
- give the public better access to information about the performance of their PCC
- share best practice so that PCCs are delivering consistently across the country
- review the relationship between PCCs and Chief Constables

Part One

4.3. Part one of the Home Office review of PCCs was focussed on raising standards and improving accountability. The following themes were included in its scope:

- Accountability and legitimacy; through improving access to information, standards and profile of PCCs;
- Resilience; considering situations where a PCC cannot undertake their duties and the role of Deputy PCCs;
- Scrutiny mechanisms; examining the existing model to drive up standards, to identify and share best practice across the scrutiny body sector;
- The effectiveness of the relationship between PCCs and Chief Constables and the checks and balances currently in place; and,
- The mayoral PCC model, with the longer-term ambition to increase the number of mayors with PCC functions in mind.

Part One Recommendations

4.4 Part One of the Review concluded that more needed to be done to explain the role of PCCs to the public and make performance on crime more transparent, to enhance PCC's accountability. The Home Office stated it would bring forward a range of measures to support the recommendations set out below.

Strengthening PCC transparency and accountability

4.5 This included the Specified Information Order (SIO), which has since come into effect, which required PCCs to publish on their website a narrative assessment of how well their force is performing in relation to police complaints data, the Government's crime and policing outcomes framework, and HMICFRS PEEL inspections of their force area. The Home Office has also committed to replacing transferable voting systems with First Past the Post in respect of future PCC elections.

Resilience and consistency in PCC model

4.6 This included a proposal to mandate Deputy PCCs to bolster the single elected individual model of governance. This was covered in Part One recommendations

as potential legislation to be brought forward to mandate appointment of deputies, but it is unclear if this policy will be pursued. Nevertheless, but it will be important that PCCs have local succession plans in place in the event of any abstractions that would prevent a PCC from being unable to deliver their responsibilities as an office holder. A succession plan has been developed and adopted for the Nottinghamshire OPCC.

Clarifying the relationship between PCCs and Chief Constables

- 4.7 Initially announced in Part One and dealt with more fully in Part Two, this included the review of the Policing Protocol 2011. The primary aim of that review is to ensure a brighter line was drawn between the responsibilities of the PCC, who has responsibility for the totality of policing, including holding the Chief to account, and ownership of Force estates and assets, and the responsibilities of the Chief Constable, who maintains operational independence and direction and control of his officers.

Raising professional standards

- 4.8 The issue of professional standards has spanned both parts of the review. Consideration at the outset of the PCC review was whether a recall mechanism for PCCs should be introduced as part of the checks and balances in place to respond to complaint and issues of conduct with PCCs.

Part Two

- 4.9 Part Two was focussed on longer term reform of the role of PCCs, including consideration of the additional powers that they will need to ‘fight crime’ in their areas, and on the scrutiny of the PCC model. It has focussed on the potential for wider efficiencies to be made within the system with a view to implementation ahead of the 2024 elections. The Home Office established a stakeholder advisory group pertinent to the scope of Part Two.
- 4.10 The following areas will be included within the scope of the tools and levers needed by PCCs to effectively fight crime:
- the role of PCCs in offender management aligned to existing operating models, working alongside the Ministry of Justice and the probation service;
 - the role of PCCs in the partnership landscape and assess whether their current set of tools and levers are sufficient to drive and co-ordinate local activity to reduce crime, combat drugs misuse and tackle anti-social behaviour – the review will focus on Local Criminal Justice Boards, Community Safety Partnerships and Violence Reduction Units; and,
 - the role of PCCs in securing and maintaining public confidence in policing and tackling crime and anti-social behaviour: the review will focus on activities and reporting that can address the public’s priorities, help build mutual respect and greater understanding of the work that is conducted in the force area – on

tackling anti-social behaviour, this will include the PCC role in implementing an effective community trigger process.

4.11 The following areas will be included within the scope of ‘scrutiny on the PCC model’:

- the police and crime panel model, specifically the benefits of independent members, identifying and securing the right skill sets and options to strengthen panel support;
- reviewing the existing mechanisms for investigating complaints and allegations against PCCs including examining the role of the IOPC in assessing criminal wrongdoings by PCCs and issues relating to vexatious and unfounded complaints;
- considering the merits and demerits of introducing recall for PCCs for very serious breaches of behaviour, including what might be a suitable trigger mechanism;
- the Home Office will examine how PCCs use data in holding chief constables to account for the efficient and effective delivery of policing services in their respective areas, including how data is fed into centrally-held databases and is utilised by the Home Office and relevant policing partners to reduce crime; and,
- the Home Office will also be bringing forward a consultation on affording PCCs greater power of competence and will examine the arguments as to whether it should be a general power or a functional power.

Part Two Recommendations

4.12 The Home Secretary announced findings from the part two of the review into the role of PCCs¹ on 7 March 2022. This included a series of recommendations designed to strengthen the ‘and crime’ element of the PCC role described below.

Offender Management

4.13 The Home Office announced its intention to give PCCs greater involvement in the management of offenders and closer working with the Probation Service. It will:

- Legislate to introduce a new reciprocal duty for PCCs and Regional Probation Directors to collaborate and consult one another when developing priorities for their Policing and Crime Plans and Regional Reducing Reoffending Plans
- Support the development of guidance for Regional Probation Directors and PCCs on co-commissioning of services and development of a memorandum of understanding on data to support the reduction of reoffending

¹ [Update on Part Two of the Police and Crime Commissioner Review](#), Written Ministerial Statement, 7 March 2022

- Work with the Ministry of Justice and HMPPS to produce guidance on the PCC role in unpaid work, including how they work with Community Safety Partnerships to canvass community views on opportunities for unpaid work.

Crime and Justice Partnerships

4.14 The Home Office intends to equip PCCs with the levers to bring together criminal justice partners to effectively tackle crime, ASB and drugs misuse, and will further scope feasibility in relation to:

- Develop options to put Local Criminal Justice Boards (LCJBs) on a statutory footing - defining the PCC role as Chair and setting out expected membership
- Strengthen guidance on LCJBs and update guidance on Violence Reduction Unit (VRU) governance – clarifying the leadership role of the PCC and recommending a dedicated VRU liaison officer within the office of the PCC
- Consider moving away from one-year funding cycles for VRU towards multi-year funding following the 2022/23 Spending Review
- Undertake a full review of Community Safety Partnerships (CSPs) to improve their transparency, accountability, and effectiveness, before assessing their position within the wider landscape of local partnerships
- Consider introducing a new duty for CSPs to report on local ASB strategy and delivery to PCCs and legislating to set out the PCC role in the ASB Community Trigger process
- Clarify existing legislation on PCC representation on local government committees in order to facilitate greater collaboration between PCCs, local government leaders and Local Enterprise Partnerships.

Public Confidence

4.15 The Home Office considers it is necessary to enable PCCs to work more closely with local communities to foster greater public confidence in the police and will:

- Encourage the College of Policing to assess what enables PCCs to build public confidence and engage communities, highlighting ‘what works’
- Amend PCC Guidance to reflect the PCC role in securing and maintaining public confidence in policing and holding the Chief Constable to account for their responsibility to understand and act to build public confidence
- Set out how PCCs should reach out and engage diverse communities across their local area, in order to help close the confidence gap.

Data

4.16 The Home Office will work to remove barriers to sharing data and performance information between PCCs and criminal justice agencies and has stated its intention to:

- Support PCCs to secure effective policing by working with HMICFRS and wider criminal justice partners to improve the quality of and access to performance information against the National Crime and Policing Measures
- Support PCCs to secure an efficient police force by working with HMICFRS and the policing sector to develop a police efficiency data and benchmarking
- Support the College of Policing to hold regular learning and development events to support the development of analytical capability within OPCCs
- Work with the Ministry of Justice, the Information Commissioner's Office, and other criminal justice partners to develop national guidance on data sharing between criminal justice partners, including PCCs.

Police and Crime Panels

4.17 The Home Office intend to drive up the standard of scrutiny applied to PCCs by their Police and Crime Panels and will:

- Work with the Local Government Association to improve the process for recruiting and retaining independent members, to build upon the knowledge and expertise that independent members bring to panels
- Work with the LGA to develop and assess options for how a regional panel support secretariat could work within the existing grant funding envelope, to improve professionalism, quality and consistency of support and research for panels by support officers

Power of Competence

4.18 The Home Office also announced plans to further consider the processes for how complaints of PCC misconduct are handled and to equip PCCs with a wider functional power of competence in line with those held by fire and rescue authorities and most mayoral combined authorities. This will enable PCCs to play a stronger role in the criminal justice system and act more creatively to reduce crime and to make better use of police resources. The wider power will be enacted at 'the soonest legislative opportunity when parliamentary time allows'.

Policing Protocol Order review

4.19 A stakeholder consultation (not public) on the Protocol was launched on 7th March 2022 and it will close on 2 May 2022. The OPCCN is currently assembling a consultation response and will further feed into the response that is being drawn together on behalf of all PCCs by the Association of Police and Crime Commissioners.

Recall

4.20 In respect of the review's original remit to explore the possibility of introducing a recall mechanism, the Home Secretary has stated her satisfaction that the conduct bar in place for PCCs is already sufficiently high and while pursuance of a legislative

change to instate a recall mechanism has been abandoned, the matter will be kept under review.

Devolution, mayoralities and combined authorities

- 4.21 The Levelling Up White Paper that was published on 2 February 2022 included cross-cutting ambitions in respect of policing and crime with its stated ambitions to support community safety ('restore a sense of community, local pride and belonging') and criminal justice ('reduce homicide, serious violence and neighbourhood crime by 2030, with a focus on the worst affected areas'). It is clear that there is an interrelationship between crime, policing and a number of the powers typically devolved to such authorities, for instance health and economic regeneration. However, it is not clear at the present time how the development of local devolution deals, including that which Nottingham City Council and Nottinghamshire County Council are involved in, will impact on the Nottinghamshire OPCC.

Strategic Policing Review

- 4.22 The Strategic Policing Review was published on 8th March 2022 and includes a section relation to PCCs at pp154-157, with the following specific recommendations:

Recommendation 44

The Police and Crime Commissioner should retain the power to dismiss the Chief Constable, but this should be subject to a confirmatory vote of the Police and Crime Panel, requiring a majority of the total membership. The Panel may ask HMICFRS for a review of the Police and Crime Commissioner's decision prior to that confirmatory vote.

Recommendation 45

The Home Secretary should put legislation before parliament to introduce recall referenda for Police and Crime Commissioners. The possibility of a recall referendum would be triggered where the Police and Crime Panel has voted by a two thirds majority to express no confidence in the Police and Crime Commissioner (PCC) on the following grounds:

- Where the PCC has been sentenced to a custodial prison sentence.
- Where the PCC has been found following an investigation by the Independent Office for Police Conduct to have breached the Nolan Principles on Standards in Public Life.

Following such a vote by the panel there would then be a recall referendum where 10 per cent of the local electorate sign a petition to support one.

Recommendation 46

Where a police force area is coterminous with the jurisdiction of a directly elected Mayor, the Mayor should automatically become the Police and Crime Commissioner for that area. The government should also seek where possible to

promote coterminosity between police force areas and the jurisdictional boundaries of city-regional or regional Mayors.

Recommendation 47

The government should consider extending the remit of Police and Crime Commissioners (and their Mayoral equivalents) to include greater commissioning of wider criminal justice services, particularly youth custody and probation services.

State of Policing Report

4.23 The current Chief Inspector of Her Majesty's Inspectorate of Constabulary, Fire and Rescue (HMICFRS), Sir Thomas Winsor published his 'State of Policing Report 2022' on 10th March 2022. The report is his annual assessment of the efficiency and effectiveness of policing in England and Wales and it makes the following points in respect of PCCs (précised by author):

- Youth diversion: PCCs have considerable power and to provide funding for worthwhile activities to occupy young people and so divert them from crime and the temptations of crime.
- Prevention: PCCs, Chiefs and others should never dismiss or disregard the imperative of keeping everyone safe, especially the silent, the fearful and the weak
- Reduced average length of term for Chief Constables: in some parts of the country there was an atmosphere of mistrust and fear, especially among chief constables whose fixed term contracts did not take them to full pension entitlement. Some PCCs were abusing their powers, whether consciously or otherwise, including a perception that police and crime plans were orders for the chief.
- The Home Office should use its powers and influence to provide much greater guidance to PCCs and chiefs about the constitutional positions of each, and ideally should do so before investing PCCs with more powers.
- Police and crime commissioners have had many commendable successes when their relationships with chiefs have been good, and in these cases the public interest has been well served. These benefits need to be protected and intensified, not risked.
- To enable criminal justice system to operate as a single system, PCCs have a very significant part to play.
- Allocations to individual forces are based on a funding formula has been a persistent problem.
- Many forces told HMICFRS their PCCs had agreed to allocate them extra funding to recruit more officers beyond the numbers contemplated by the Home Office's uplift programme
- Chiefs should work with police and crime commissioners to understand what support victims of modern slavery need.

5 Financial Implications and Budget Provision

- 5.1 It was identified in a previous budget report to Panel (8th February 2022) that there would be resource implications associated with the restructure of the Nottinghamshire OPCC. One of the drivers for that exercise, and the identified need for an uplift in budget, was the PCC Review.

6 Human Resources Implications

- 6.1 There are human resource implications arising from the future policy and legislative changes described within the body of this report, around the reciprocal duty to cooperate with Probation Service, co-commissioning, and other collaborations in respect of offender management.
- 6.2 There are also implications in respect of delivering the policy, scrutiny, community engagement, and data insight work that will be needed to support the ambitions in respect of better coordination of local criminal justice partnerships and responding to local community safety needs.

7 Equality Implications

- 7.1 There are no immediate equality implications arising from the contents of this report. The PCC Review is owned by the Home Office, and they are obliged to conduct an equality impact assessment into any recommendations they make as a result of findings.

8 Risk Management

- 8.1 There are no immediate risk management issues arising from this report.

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

- 9.1 The final review recommendations, detailed at paragraphs 4.12-4.21 will have a substantial effect on the policy, strategy and operating spheres of OPCCs as well as those of Chief Constables and Police and Crime Panels.
- 9.2 It is anticipated that, if brought forward, the recommendations enabling greater coordination to ensure effective local working in respect of offender management, and to ensure better crime and justice partnership working will have a positive impact that will support delivery of priorities and objectives within the current Make Notts Safe plan and future Police and Crime Plans.
- 9.2 Allied with the recommendations made following the conclusion of the PCC Review were a series made within the Strategic Policing Review, a link to which has been provided in the background papers. A paper on that review can be brought to a future Police and Crime Panel.

10 Changes in Legislation or other Legal Considerations

- 10.1 The recommendations detailed at 4.5-4.8 and 4.12-4.21 give a firm indication that there will be significant legislative changes in future, which may impact on the operating spheres of PCCs, Chief Constables and Police and Crime Panels.

11 Details of outcome of consultation

- 11.1 A stakeholder consultation has been launched in respect of the Policing Protocol order 2011 which the OPCC intends to respond to. That consultation is due to close 2 May 2022 and therefore the outcome of that is not available at the time of writing this report.

12 Appendices

- 12.1 None included.

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

- 13.1 Written Ministerial Statement from Crime, Policing and Fire Minister statement regarding PCC review, 22 July 2020
[Written statements - Written questions, answers and statements - UK Parliament](#)
- 13.2 Written Ministerial Statement from Home Secretary on Part 1, 16 March 2021
[Written statements - Written questions, answers and statements - UK Parliament](#)
- 13.3 Written Ministerial Statement from Home Secretary on Part 2, 7 March 2022
[Written statements - Written questions, answers and statements - UK Parliament](#)
- 13.4 Strategic Policing Review, by The Police Foundation and Sir Michael Barber, 8 March 2022
[The Strategic Review of Policing in England and Wales - The Police Foundation \(police-foundation.org.uk\)](https://www.police-foundation.org.uk)

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Consideration	
Public	Public
Report to:	Nottinghamshire Police and Crime Panel
Date of Meeting:	28 March 2022
Report of:	Caroline Henry
Report Author:	Sharon Caddell
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Agenda Item:	9

Roles and Responsibility Review of Office of Police and Crime Commissioner for Nottinghamshire (OPCCN)

1. Purpose of the Report

- 1.1 To apprise the Police & Crime Panel of the outcome of the staff restructure and job evaluation process that was undertaken with the Office of Police and Crime Commissioner for Nottinghamshire (OPCCN).

2. Recommendations

- 2.1 It is recommended that Panel members note and consider the contents of this report and ask any queries in relation to the Review that can be reasonably be answered by the OPCCN.

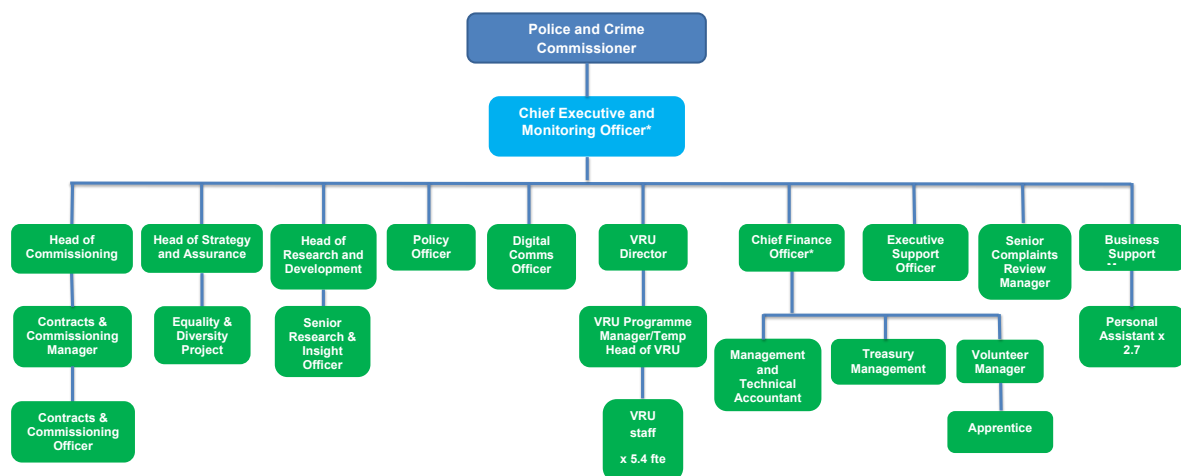
3. Reasons for Recommendations

- 3.1 The structure of the OPCCN has been formally reviewed to ensure its effectiveness and efficiency in delivering both its statutory functions and broader powers business priorities, in keeping with the convening, and conducive and incidental powers of Police and Crime Commissioners (PCCs) as set out within the Police Reform and Social Responsibility Act 2011.
- 3.2 The establishment is being increased from 24 to 35 posts to ensure sufficient capacity and capability in the OPCC to be able to deliver the current and emerging responsibilities of PCCs.
- 3.3 The structure will enable the OPCC to deliver the PCC's range of responsibilities, and priorities as set out within her Make Notts Safe (Police and Crime) Plan 2022-2025.

4. Summary of Key Points

- 4.1 This report is provided to the Panel in accordance with Section 28, PRSRA 2011, to assist them in their role in supporting the effective exercise of the functions of the Police and Crime Commissioner (PCC) for Nottinghamshire, and to enable the Panel to review and scrutinise decisions made, or other action taken, by the PCC in discharging her functions.

- 4.2 The Roles and Responsibilities Review of the OPCC was requested by PCC Henry following her election into office in May 2021. The PCC inherited a number of vacancies in her Office, and a structure which was out of date and which stymied the OPCC's ability to fully deliver her responsibilities, priorities and standard activities of MSG OPCCs. The PCC wished to ensure that the OPCCN functions and its Violence Reduction Unit (VRU) were organised and tasked in such a way as to be able to maximise their efficiency and effectiveness.
- 4.3 Additionally, it was recognised that the overall organisation of the OPCC had remained unchanged since the last restructure in 2013, despite significant legislative changes (Policing and Crime Act 2017, Police (Complaints and Misconduct) Regulations 2020 and Specified Information Order 2021) which has conferred new duties and powers upon PCCs. Individual posts had been added during this time to ensure duties could be discharged but this had led to silo working in the delivery of functions.
- 4.4 Consequently, the OPCCN establishment was smaller (24 posts including statutory officers) than other OPCCs for Most Similar Group (MSG), and lacked parity in resourcing, thus requiring significant reorganisation in order to establish an optimal operating model that could properly service the full range of OPCC duties and responsibilities. The previous OPCCN structure is shown in diagram 1 of the:



It should be noted that not all posts within the VRU have been included because they are multi-agency roles and not directly employed in the OPCC.

- 4.5 The primary aim of the review and restructure of the OPCCN was to ensure that the office staff were properly assigned within the statutory and partnership delivery functions, and that individuals performing job roles were assured of receiving appropriate support and supervision, including cross functional working, within the hierarchy of responsibility.
- 4.6 A secondary aim was to review the effectiveness of the support functions provided by the OPCCN through contract and partnership grant arrangements, including

procurement for communications and engagement support (circa £117k per annum), and grant funding for commissioning and support roles within Safer Nottinghamshire Board (SNB), Nottingham City's Crime and Drugs Partnership (CDP) (circa £163k per annum).

- 4.7 There were a number of vacancies in the OPCC structure when the PCC took office. All directly employed posts were reviewed, and those directly scoped into the review (excluding statutory officers and vacant posts) included 19 current members of OPCCN staff, including the VRU. These posts were equivalent to 16 posts FTE.
- 4.8 The review was commissioned through a procurement process in 2021, and following evaluation of submissions, the contract was awarded to an independent consultant. The review comprised four stages of work: set up and introductions; research; options development and recommendations; and, implementation. Within the introductions and research stages, the consultant conducted interviews with all key stakeholders, including the OPCC staff team, statutory officers, chief officers within Nottinghamshire Police, and key strategic partners with whom the OPCC regularly works.
- 4.9 A desktop review of key documents and activities was also undertaken, and benchmarking was undertaken with Nottinghamshire's MSG, as determined by Her Majesty's Inspectorate for Constabulary, Fire and Rescue, which includes Kent, Essex, Lancashire, South Yorkshire, Bedfordshire, Leicestershire, and Hertfordshire police forces.
- 4.10 The review concluded that there was strong team spirit and commitment to public service, but that staff perceived the structure to be under resourced and too flat in nature. The result of this was multiple single points of failure on a regular basis, lack of cross-functionality, duplication and fragmentation, and poor business resilience which impacted staff motivation and wellbeing as well as the overall efficacy of the OPCC. A restructure was recommended, and the review further concluded a need to make changes to the areas of business delivery that the OPCC resourcing was focussed upon, including the transfer of core financial management (including treasury) back to Nottinghamshire Police, and increasing support for commissioning, policy, scrutiny, and accountability work carried out within the OPCC.
- 4.11 The delivery elements described at 4.10 are commonly resourced in other OPCCs, and this aligns well with the increased funding that OPCCs have become responsible for, the increased funding remitted to PCCs. As an example, Nottinghamshire's commissioning envelope for victim support, reducing reoffending and community safety has doubled in recent years and is now circa £12m per annum, and 3-year funding settlements from Home Office and Ministry of Justice for victim support services were also recently announced.

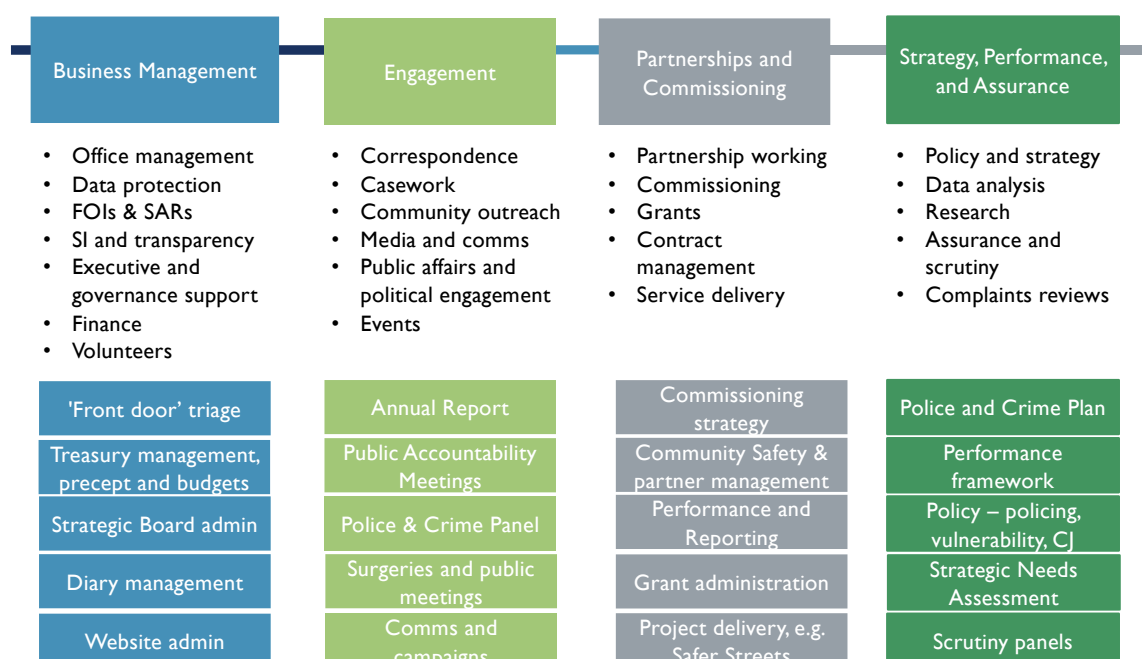
4.12 The above-mentioned delivery elements are further included within the findings and recommendations on PCC duties and powers within the Home Office's PCC Review:

- Offender management, including a reciprocal duty to collaborate with the Probation Service,
- Crime and justice partnerships, including a requirement for PCCs to convene and chair local criminal justice partnerships, leverage local partnership resources to effectively tackle drugs misuse and supply, and strengthened links with Violence Reduction Units (VRUs)
- Public confidence, including demonstrable accountability activity to build assurance and support police legitimacy, by ensuring OPCCs have greater access to information to support discharge of the PCC's responsibilities;
- Data sharing, to support OPCCs' analytical capability and data literacy in respect of measuring performance information; and
- Scrutiny mechanisms, and policy development, to consolidate analysis and monitoring of police performance and to enable PCCs to fully realise their accountability role on behalf of the public.

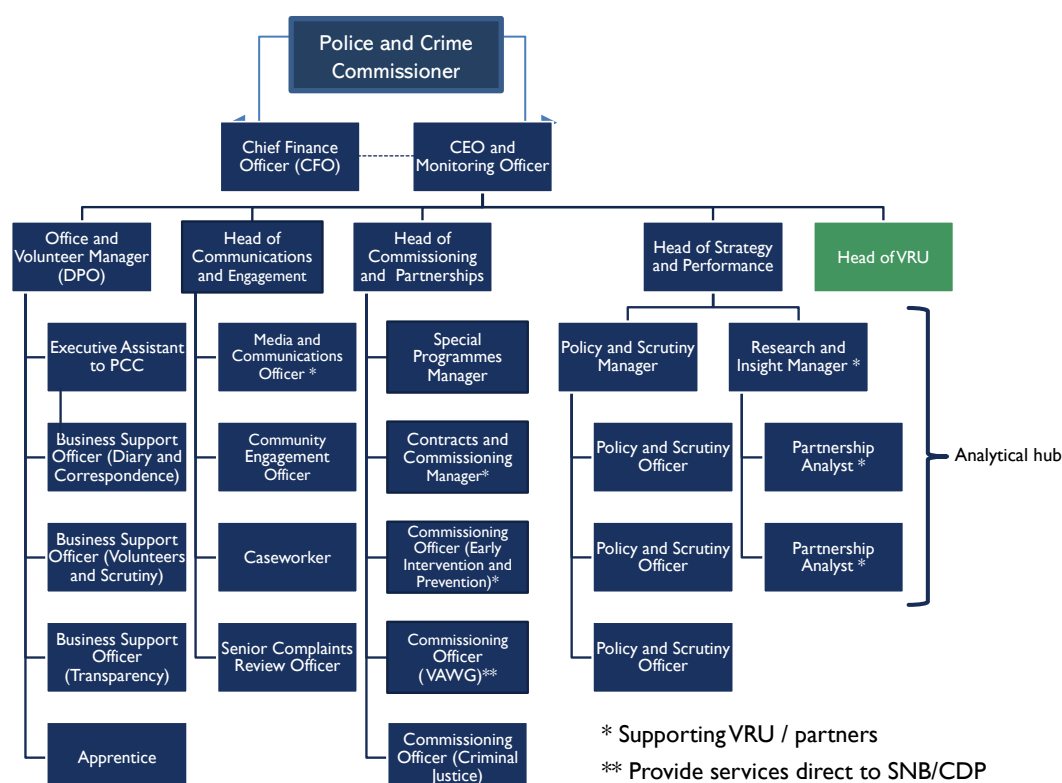
4.13 The review concluded with a series of recommendations:

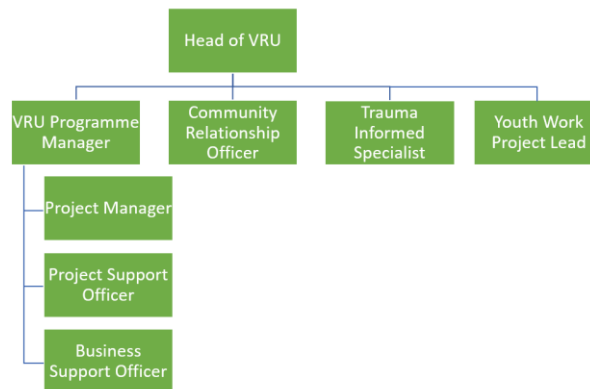
- Decommission commissioning and administration grants in SNB and CDP and bring back in house to ensure effectiveness and efficiency
- Establish in house communications expertise to achieve efficiencies and ensure greater transparency and engagement
- Re-establish structures around staff wellbeing and support
- Review OPCC website for transparency and accessibility of information
- Establish average budget in line with other OPCCs in MSGs
- Introduce a monthly Accountability Board to drive efficiency and effectiveness at system level. Formulate decision making through this Board.
- Live stream public scrutiny boards and broadcast on Youtube each quarter; consider increasing frequency over time to 10 per year.
- Consider annual, district based live streamed public meetings
- Introduce novel, contentious or repercussive principles in decision making in line Her Majesty's Treasury 'Managing Public Money' principles.
- Embed open recruitment practices through review
- Build core capability into OPCCN and support partnerships via Service Level Agreements
- Review grant funding – clear strategy and 'rules' needed
- Link OPCCN review output with Police and Crime Plan delivery
- Consolidate core functions before taking on more, e.g. complaints
- Review business admin systems and processes
- Develop model of shared analytical and commissioning resources (OPCC/ VRU/ CSPs)
- Move to 3-year funding cycle (where possible)
- New strategy for place-based work – strong consensus
- Build engagement with Police and Crime Panel members on Plan and grants
- Convene a quarterly strategy group with CDP and SNB chairs.

4.14 Four core functions areas were proposed within the new structure: Business Management; Communications and Engagement; Commissioning and partnerships; and Strategy and Performance, as illustrated in diagram 2 below:



4.15 The review also proposed a new staffing structure, built around the core functions, or areas of delivery for the OPCC. The structure is illustrated in diagram 3 below:





4.16 In accordance with legislation requirements and policy framework, it as necessary to consult with all affected staff on the proposed change. An early engagement event, to give early notice and answer queries, took place with all staff, Human Resources, and representative bodies, on 1st December 2021. The formal notification and consultation on the proposed structure was then properly commenced with the same group on 19th January 2022. All affected staff were provided with copies of the new structure, information on available support and advice, and a timetable for the change process.

4.17 It was necessary to bring up to date all job descriptions and person specifications to align with the newly proposed structure, and with some roles, that caused major or minor change.

4.18 The structure uplifts the previous establishment to 35 distinct roles, with 5 Heads of Service (including the VRU). The following roles were subject to major change:

- Chief Executive (reconfiguration of responsibilities and line management)
- Chief Finance Officer (reconfiguration of responsibilities and line management)
- Volunteer Manager (disestablished)
- Business Support Officer (disestablished)
- Head of Strategy and Assurance (disestablished)
- Head of Research and Information (disestablished)

4.19 Minor change occurred with eight roles:

- Business Support Officer x 2
- Head of Commissioning
- Contracts and Commissioning Manager
- Communications Officers
- Head of VRU
- VRU Community Engagement Specialist
- Apprentice

4.20 Two roles (those associated with treasury management) are to be transferred to Nottinghamshire Police, via Transfer Under (Protection of Employment) Regulations 2006:

- Management and Technical Accountant
- Treasury Management Accountant

4.21 There was no change with the following four existing roles:

- Senior Complaints Review Manager
- VRU Programme Manager
- VRU Business Support Officer
- VRU Project Support Officer

4.22 An additional 21 roles have now been established:

- Office and Volunteer Manager
- Executive Assistant to PCC/ CEO
- Diary and Correspondence Secretary
- Head of Communications and Engagement
- Community Engagement Officer
- Caseworker
- Special Programmes Manager
- Commissioning Officer – Early Intervention and Prevention
- Commissioning Officer – VAWG (Partnership Post)
- Commissioning Officer – Criminal Justice
- Head of Strategy and Performance
- Policy and Scrutiny Manager
- Policy Officer- Victims and Vulnerability
- Policy Officer – Police
- Policy Officer – Criminal Justice and Early Intervention
- Research and Insight Manager
- Partnership Analyst x 2
- VRU Project Manager
- Trauma Informed Specialist
- Youth Work

4.23 Significant changes to the role content and grades of the Statutory Officer job descriptions were to be expected following the roles and responsibilities review of the PCC's Office, the intention of which was to give a much clearer focus on delivery of the ambitions in the new Police and Crime Plan. For the existing statutory office holders, it was recognised that these changes would have been challenging, especially given the timescale of change that was envisaged. For this reason and after discussion with the relevant staff members and with HR support, offers of voluntary redundancy were made and accepted. These decisions have been made in line with a specific business case for each decision based on the individual circumstances of each statutory role and the relevant individual. The individual terms of these offers will be reported in the relevant years Statement of Accounts in line with auditing requirements.

4.24 As a result of the proposal, four individuals were formally at risk. In keeping with policy framework, matching exercises took place with representative bodies to try and link them up with newly established roles. One role-holder was successfully matched to a role one grade less; they are entitled to be salary protected for one year following implementation of the new structure. The remaining three role-holders were offered, in line with policy, a ring-fenced opportunity to apply for newly established posts within the proposed structure during consultation period. All three submitted expressions of interest for distinct posts and following a skills matching audit, they were successfully matched to those new roles. Consequently, no existing members of staff are at risk of statutory redundancy.

4.25 Feedback was received during the consultation process by several members of staff. Responses were provided to all those who submitted feedback. This has been considered and where possible some suggestions have been incorporated, for instance, due to the 40% uplift to VRU funding and 3-year settlement, the following roles were added to the OPCC structure:

- Project Manager (instead of Project Support Officer)
- Trauma Informed Specialist
- Youth Work Project Lead

4.26 Although there is some natural ambivalence about the change process, the feedback received from the OPCCN team during consultation was overwhelmingly positive and acknowledged that greater capacity and capability was being provided that would assist delivery of OPCC functions. Additionally, it was recognised that the new structure provided more opportunity for learning, development, and career progression. The primary queries that were raised, and the responses to them included:

- The OPCCN commitment to supporting an apprenticeship role; a commitment to offer future business support apprenticeships has been reaffirmed by the inclusion of this role in the new structure;
- Driving forward work on equalities, diversity and inclusion (EDI); this is now included in everyone's job description, but further work needs to be done on this to drive forward knowledge and practice so that EDI is a core consideration within the delivery of all OPCC business areas;
- Establishing an in-house provision for communications and media work; the OPCC, VRU and Safer Streets initiative all have required high levels of comms support, due to transparency obligations and grant funding commitments, but it is anticipated that efficiencies and in-house expertise can be achieved through the recruitment of a specialised role (Head of Communications and Engagement).
- Ensuring a good service level of strategic finance support is provided by Nottinghamshire Police's Finance Team; this has been discussed with the Force and will be provided to the OPCC under the terms of the Policing Protocol 2011.

- 4.27 Of note is the fact that there are more posts in the new structure than the ones taken away in the old structure. As such, there is opportunity for staff in the existing team, who wish to pursue career progression, to apply for a new role. All appointments will be based on merit, and an assessment of the candidate's suitability for role according to the skills, knowledge and experience required within the new roles.
- 4.28 The new structure will be implemented on 10th April 2022, though it is anticipated that it may take several months before the recruitment, depending on calibre of applicants, vetting requirements, any notice periods, and onboarding support results in a fully functional OPCCN establishment.

5. Financial Implications and Budget Provision

- 5.1 The cost of the previous structure was £1.08m, and the cost of external contracts and grants was circa £280k per annum. If all employees were top of salary grade and there were no vacancies, the total employee cost for the OPCCN would be £1.54m in 2022/23. However, but the pressing timescales and recruitment processes mean it is more likely that the cost of the new establishment will be circa £1.47m in this year which is a net increase of £464,900 per annum.
- 5.2 Additionally, because of the departmental review external spending, the cessation of communication, commissioning and administration contracts and grants will be in-sourced and delivered internally. This will yield a saving of £280k per annum to the OPCCN in the supplies and services budget compared to the existing cost base. There are also very few staff who are top of grade, and despite the projected growth, there are more vacancies than usual in the OPCCN meaning that in this financial year, a one-off saving of between £70,000 - £200,000 is projected.
- 5.3 An increase in staffing costs of £300k was identified in the Budget proposals for 2022/23, as reported to Police and Crime 8th February 2022. This was driven by the increase in activity of the OPCCN resulting from the achievement of additional grants from Government which resulted in the commissioning budget rising from £5m a few years ago to almost £12m now.
- 5.4 In addition, service standards and scrutiny in respect of the Chief Constable, Partnerships, and Victim Support Services are being raised to a more appropriate standard in line with the approach undertaken by OPCCs in the MSG. Overall, these proposals will therefore deliver a saving of £117k against the 2022-23 budget expectations.

6. Human Resources Implications

- 6.1 There are significant human resource implications detailed throughout this report. Critically, the restructure of the OPCC will support the health and wellbeing of its employees, ensure an establishment that can deliver the full range of OPCC functions, and will enable it to be more efficient and effective.

- 6.2 The decision to in-source communications, commissioning and administrative support has enabled a training budget of £35k per annum to be formally established for OPCC team members.
- 6.3 A formal decision document announcing the implementation of the new structure has been circulated to all affected staff and representative bodies. In the interests of efficiency and to relieve pressure on the existing team, the remaining new roles were advertised externally as soon as they could be. The closing date for most roles is 27th March 2022. The Head of Communications and Engagement recruitment was launched earlier with a closing date of 18th March 2022.

7. Equality Implications

- 7.1 The new structure establishes a cross-functionally supportive structure that will mitigate against single points of failure, ensure appropriate pastoral support and devolved leadership roles within the heads of service. It will also provide greater opportunities for career growth and development for team members who wish to progress.
- 7.2 Additionally, all associated job description and person specifications have been standardised to ensure a common understanding of our individual and corporate responsibility in actively supporting equality, diversity, and inclusion, in accordance with Equality Act 2010.
- 7.3 Recruitment to the new roles provides an opportunity to create a more diverse team, more reflective of the communities with whom the OPCCN works.

8. Risk Management

- 8.1 The restructure was initiated to manage the identified risks in 4.10 of this report.

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

- 9.1 The restructure has been carried out in accordance with adopted policy framework.

10. Changes in Legislation or other Legal Considerations

- 10.1 There are no immediate legislative or legal considerations to draw to the attention of the Police and Crime Panel, and all restructure activity has been carried out in accordance with the Employment Rights Act 1996.

11. Details of outcome of consultation

- 11.1 Formal consultation was carried out with all staff, as described in paragraphs 4.16-4.28 and 6.3.

12. Appendices

12.1 Not applicable

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

13.1 Not applicable.

