

# NOTTINGHAMSHIRE POLICE AND CRIME PANEL

**Tuesday, 08 February 2022 at 10:30**  
**County Hall, West Bridgford, Nottingham, NG2 7QP**

**There will be a pre-meeting for Panel Members only**  
**in Committee Room C at 10am**

## **AGENDA**

<b>1</b>	<b>Minutes of last meeting held on 15 November 2021</b>	<b>3 - 10</b>
<b>2</b>	<b>Minutes of Confirmation Hearing held on 14 December 2021</b>	<b>11 - 18</b>
<b>3</b>	<b>Minutes of Confirmation Hearing held on 24 January 2022</b>	<b>19 - 26</b>
<b>4</b>	<b>Apologies for Absence</b>	
<b>5</b>	<b>Declarations of Interests by Members and Officers:- (see note below)</b> (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	
<b>6</b>	<b>Work Programme</b>	<b>27 - 30</b>
<b>7</b>	<b>Precept and Budget Reports 2022-23</b>	<b>31 - 148</b>
<b>8</b>	<b>Police and Crime Plan - Make Notts Safe Plan</b>	<b>149 - 194</b>
<b>9</b>	<b>Police and Crime Commissioner's Update Report</b>	<b>195 - 224</b>

**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 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 MONDAY 15 NOVEMBER 2021**  
**AT 2.00pm AT COUNTY HALL**

**MEMBERS PRESENT**

(A denotes absent)

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

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

**OTHER COUNTY COUNCILLORS IN ATTENDANCE**

Councillor Mike Introna

**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)  
Craig Guildford - Chief Constable, Notts Police  
Rachel Barber - Deputy Chief Constable, Notts Police  
Kevin Dennis - Chief Executive, Office of PCC (OPCC)  
Sharon Caddell - Deputy Chief Executive, OPCC  
Dan Howitt - Head of Strategy, Research, Information & Assurance, OPCC  
Charlie Radford - Chief Finance Officer, OPCC

## **1. MINUTES OF LAST MEETING HELD ON 8 SEPTEMBER 2021**

The minutes of the meeting held on 8 September, having been previously circulated, were agreed as a true and correct record, and were confirmed and signed by the Chair of the meeting.

## **2. APOLOGIES FOR ABSENCE**

Apologies were received from Executive Mayor, Andy Abrahams (Mansfield District Council) and Suma Harding (Independent Member).

## **3. DECLARATIONS OF INTEREST**

The Independent Co Opted members present declared an interest in Item 7, 'Independent Co Opted Members, and undertook to leave the meeting when the debate and voting took place on this item.

## **4. WORK PROGRAMME**

Ms Toomey introduced the report and highlighted the following:

- The Chair, Councilor Khan and Ms Toomey attended the National Police (Fire) and Crime Panel Conference which took place on 2 November at Warwick Conference Centre.
- The Conference was very interesting and included an open plenary session on the Home Office Review of Police and Crime Commissioners (PCCs), an update on the Strategic Review of Policing and a series of workshops in the afternoon.
- Dr Rick Muir spoke to delegates about the Strategic Review of Policing stating that his report would be published either later this year or early in the new year.
- The report on the review of PCCs was scheduled for publication in November 2021 but at the time of the Panel meeting this had not happened.

Following Ms Toomey's introduction the Panel considered the report and in discussions the following points were raised:

- Members spoke of their recent visit to the new custody suite, praising the planning and consultation that had taken place, the project's green credentials and the fact that it had come in under budget.
- The Commissioner was asked to submit a report to a future meeting of the Panel on 'Crimestoppers' and how the initiative works in Nottinghamshire.
- The staffing and revenue budgets are matters for the Commissioner who regularly submits reports to the Panel on the subject. This area will be covered as the Panel goes through the agenda, along with how the savings from not employing a Deputy PCC are used and the subject of the Newark Police Station.

## **RESOLVED 2021/022**

**That a report on how the ‘Crimestoppers’ initiative works in Nottinghamshire be brought to a future meeting of the Panel.**

### **5. NOTTINGHAM POLICE AND CRIME PLAN 2021-2025**

The Commissioner introduced the report and stated:

- That it was 9 years since the first PCC elections had taken place.
- The consultation draft and presentation have been shared with members and a larger document is available on the Commissioner’s website.
- Scrutiny and suggestions are welcome with the consultation period closing at the end of December 2021.
- The Commissioner wants to be visible and encourages community engagement.
- The Plan aims to identify the biggest risks and to track developments in crime.
- Consultation with residents has identified a difference in what communities are concerned with and the crimes that are actually taking place.
- Engagement events have been held and the feedback from organisations has been incorporated into the Plan. Some of the concerns raised have been exacerbated by Covid, for example mental health problems.
- The Commissioner has 3 priorities: ‘Prevent, Respond, Support’
- Prevent is possibly the most important with the potential to save lives and money.
- In terms of Respond – different areas are affected differently.
- There are plans to establish an Anti-Social Behaviour (ASB) Workforce
- Though popular, a rural crime team will not tackle all that is required. The whole response to the problem of rural crime needs to be improved.
- In terms of Support – Nottinghamshire is fortunate to have high quality third sector organisations
- The Commissioner does want to improve victims’ experience
- The Crimestoppers initiative is designed to support and enable communities to help themselves
- The Commissioner has lobbied for a 3 year financial settlement – short term funding does make planning very difficult.

- In conclusion, the Police & Crime Plan is ambitious and will help the Commissioner to reduce the number of victims and to provide a stronger network of services by the end of her first term.

During discussions the following points were raised:

- The Panel praised the work being undertaken around violence against women and girls, especially the work taking place in schools and the support being provided by Equation.
- The Chief Constable responded to a question about the culture in the Notts Force given the recent case of Wayne Couzens by informing the Panel that the Force has a code of ethics for both staff and police, with thorough investigations, which in the past have led to individuals losing their jobs. There are a raft of training courses available to all staff in the organisation and the Force's track record bears any scrutiny.
- The Commissioner stated that the Force was well regarded because of its approach to misogyny and its definition as a hate crime.
- The Panel spoke positively of the triage work being done, with many of those suffering from poor mental health no longer being held in police cells. The Commissioner stated that the police do want to look after vulnerable people but also want to avoid picking up other people's problems. The Commissioner's conversations with the Home Office on this topic are ongoing.
- The Panel asked the Commissioner about rural crime, questioning the quality of the offer. The Commissioner confirmed that she wanted to improve the service by doing things differently but that establishing a small, specialist team was not the answer. There is a desire to improve the quality of the recording to better understand the picture in rural areas. The Chief Constable stated that deployment decisions are made on the basis of threat, harm and risk and that the approach needed to be consistent across the County.
- The Panel observed that the work of the PCCs had been undermined over the last 9 years by the amount of funding made available by government and praised the Notts Force for its wide ranging work with partners, something that is not mirrored nationally.
- Speaking of new monies, Mr Dennis referred to the Youth Endowment Fund where Nottinghamshire had secured £1.46m over 2 ½ years to work with those in custody and try to ensure that they do not re-enter the criminal justice system by providing wrap around care, mentoring etc
- The Chief Constable confirmed that the use of resources was an operational matter and were deployed where the need was greatest.
- When campaigning, the Commissioner did undertake to review the Police estate but not to provide a new station in Worksop. Subsequently, there has been investment in the Worksop area, including £432k in the Safer Streets initiative and the employment of more officers in the area as a result of Operation Uplift.
- The budgeted establishment of officers for 2019/20 was 2,500. At the end of the present financial year that figure will be 2,381. Any further increases in officer numbers will depend on the amount of grant forthcoming from government.

- The Commissioner was asked about the series of engagement events held recently and confirmed that 12.5k had watched the live streams with more attending in person or responding to surveys. The approach has changed from holding specific events, where attendances have been low, to having a presence at previously scheduled events, which are also live streamed. The Commissioner will continue to experiment in this area with the aim of maximising public engagement.
- The public's perception of crime is based on a robust annual survey which has been conducted since 2017. The survey receives 4,300 responses a year and one of the questions is 'What would you like to see the Police do more to tackle?' The public's identification of drugs as a problem has dropped markedly over the last 2 years, possibly as a result of the success of Operation Reacher, and now the chief concern is that of speeding/reckless driving.
- The Commissioner has been working with Councillor Smith to install more CCTV in Ashfield, this will include a button that will allow members of the public to contact the camera operator. The Commissioner will bid for extra funds for CCTV whenever the opportunity arises.
- At a time of decreasing budgets the use of volunteers is a positive.
- The membership of the Criminal Justice Assurance Board is drawn from the force's normal partners and key actors. The Board aims to identify pinch points and makes sure data is visible locally. The emphasis is on prevention, to reduce the number of children going through the justice system.
- Even though there are only 12 KPIs detailed in the Police and Crime Plan these are underpinned by a more robust framework. The final Plan will be brought to the Panel meeting in February and will contain targets and comparative analysis.
- The public requires tangible evidence to give people confidence that it is worthwhile reporting crimes. There is often little feedback when crimes are reported and on-line reporting is not user-friendly.
- The Panel referred to Operation Reacher as an example of good communications which could be adopted as a model for other parts of the organisation.
- The Chief Constable confirmed that the force does want the public to report crimes and the Commissioner agreed to take on board the comments made by the Panel, agreeing that it was important to retain the trust of communities and convince people it was worthwhile to report crimes.

## **RESOLVED 2021/023**

**That the contents of the report be noted.**

## **6. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT**

The Commissioner introduced the report and highlighted the following:

- The Youth Charter has been put together by young people and details what they want.

- As the Deputy Chief Executive Sharon Caddell has been appointed to support the work of the Commissioner.
- The Police and Fire Services will both relocate to the new HQ in 2022 allowing efficiencies to be achieved.
- There are 16 different projects progressing as a result of the 'Make Notts Safe' fund.
- Successful bids for Home Office monies include £50k each to be spent in the Worksop South and Sutton in Ashfield areas and a further £300k to improve safety and the feeling of safety in the night-time economy.
- Newark Police Station will not now be relocated – the Commissioner is keen for a visible police presence to be retained in the town and is working with the Chief Constable on a way forward.

During discussions the following points were raised:

- Operation Windblown was launched as soon as reports of women being spiked by needles were received. This is a dedicated initiative involving triage, the QMC and nightclubs. All cases are investigated and arrests have been made. Lessons have been learned from elsewhere and the Commissioner has spoken to her equivalent in Devon & Cornwall and as a result test kits have been purchased so that suspected victims can be tested immediately.
- The Chief Constable confirmed that there is no relationship between the increase in sickness and the increase in assaults on officers, though there is an increased emphasis in recording assaults in an attempt to reduce the tolerance of such incidents. Unfortunately officers are presenting with more serious illnesses as the NHS opens again.
- It is policy to notify Local Authorities of any successful bids for 'Make Notts Safe' funding before any announcements are made on social media.
- As negotiations are ongoing the Commissioner could not go into detail regarding future plans for Newark Police Station. Circumstances have changed since the decision was made to close the station. The public consultation indicated that the vast majority of the public were in favour of keeping the station open. The Panel will receive a report once a decision has been made.

## **RESOLVED 2021/024**

**That the contents of the report be noted.**

## **7. INDEPENDENT CO-OPTED MEMBERS**

The Independent Co-Opted members of the Panel left the meeting at this point and the Chair was taken by Councillor Ellis.

Councillor Ellis introduced the report and reminded members of the options that were contained in the report.



During discussions the Panel spoke of the high level of engagement and diverse backgrounds of the co-opted members and noted the uncertainty around the future of Panels pending the results of the review.

**RESOLVED 2021/025**

**That the terms of the 4 independent, co-opted members be extended for a further 2 years following the expiry of their current terms on 31 May 2022.**

The meeting closed at 4.07pm

CHAIR



## **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

### **MINUTES OF THE CONFIRMATION HEARING HELD FOR THE POST OF INTERIM CHIEF EXECUTIVE OFFICER ON 14 DECEMBER 2021 AT 2.00pm**

#### **MEMBERS PRESENT**

(A denotes absent)

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 - **A**  
Lesley Dalby – Independent Member  
Councillor Kevin Greaves – Bassetlaw District Council  
Suma Harding – Independent Member  
Councillor Rob Inglis – Rushcliffe Borough Council  
Councillor Mike Intron – Nottinghamshire County Council – **A**  
Councillor Neghat Khan – Nottingham City Council  
Councillor Richard MacRae – Broxtowe Borough Council – **A**  
Councillor Angharad Roberts (substitute for Councillor Woodings) –  
Nottingham City Council  
Councillor Helen-Ann Smith – Ashfield District Council  
Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council - **A**

#### **OFFICERS PRESENT**

Keith Ford - Team Manager, Democratic Services	}	Nottinghamshire County Council
	}	(Host Authority)
Jo Toomey - Advanced Democratic Services Officer	}	
Pete Barker - Democratic Services Officer	}	

#### **OTHERS PRESENT**

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

#### **1. APOLOGIES FOR ABSENCE**

Councillor Angharad Roberts replaced Councillor Linda Woodings for this meeting only.

Apologies for absence were received from Councillor Scott Carlton, Councillor Richard MacRae and Councillor Mike Intron.

## **2. DECLARATIONS OF INTERESTS**

There were no declarations of interest.

## **3. PROPOSED APPOINTMENT OF AN INTERIM CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER**

The Chair informed the Panel of the order of proceedings and confirmed that the candidate had been issued with a copy of the questions to be asked.

After being invited by the Chair to outline the reasons the appointment was required the Commissioner stated the following:

- The present Chief Executive, Mr Kevin Dennis, is retiring this month after many years of valuable service.
- By law, the Commissioner is required to have in place a Chief Executive and a Monitoring Officer. As the appointment to the permanent post will not take place until 8 February 2022, the Commissioner is obliged to appoint to the post in the interim.
- Ms Caddell was appointed to the post of Deputy Chief Executive after a thorough recruitment process to provide cover during the Chief Executive's sickness absence.
- The Commissioner is asking the Panel to confirm Ms Caddell in the post of Interim Chief Executive until the Chief Executive's post is filled permanently. The Commissioner is confident that Ms Caddell is very capable of undertaking this interim post in the meantime.

Following the Commissioner's introductory statement the following comments and questions were responded to:

- The priorities in the short term for the Interim Chief Executive will be the same as those contained in the Police and Crime Plan with the emphasis on work around violence against women and girls.
- The Commissioner is negotiating with Ms Caddell's current employers to extend her secondment with Nottinghamshire to cover for the eventuality of there not being a permanent appointment made in February, or that an appointment is made but the successful candidate is not able to start in post immediately. The plan is for Ms Caddell to be with Nottinghamshire for a sufficient period to allow a handover to take place.
- The post of Deputy Chief Executive was not advertised owing to the urgency required in filling the post during the absence of the Chief Executive through illness. The situation was not an

unusual one and following HR advice the sole candidate was subjected to a formal panel interview before being appointed.

- The post of Deputy Chief Executive was not budgeted for but there are gaps in the structure where posts are vacant so the financial resources are available to fund the post.

The Chair then welcomed Sharon Caddell to the meeting who responded to a series of questions from the Panel, as summarised below:

**Please can you tell us about what your impression and understanding of the restructuring of the Commissioner's Office**

- I have worked in Nottinghamshire as a consultant undertaking the review of the Commissioner's office and as the Deputy Chief Executive and have been impressed with the quality of the staff and the work undertaken.
- I have also worked in the private sector and in other Commissioners' offices and though the Nottinghamshire Office is not radically different to those where I have previously worked there is work ongoing to align it more closely to those other offices.
- The review of the Commissioner's office is wide ranging and includes looking at the following: are the right people in post; how changes in legislation are affecting the work of the Office; whether the present priorities are correct; whether the capacity is sufficient.
- My impression is that the time for the review is right and that I have been able to bring a fresh set of eyes to the task.

**Please can you tell us about what you understand of the police and crime context in Nottinghamshire. Please also explain how you see your previous experience preparing you for the role of Interim Chief Executive for the Nottinghamshire Office of the Police and Crime Commissioner?**

- I have done my homework. I am not a stranger to the area as I do have family here.
- I feel that the area is similar to the North East in that it has rural aspects as well as city centre issues, though the population is larger here and more diverse.
- I am aware of the different issues facing the city and county areas and the political background.
- The problems of violent crime in Nottinghamshire are associated with deprivation.

- I have been aware for a long time of the partnership working that takes place in Nottinghamshire with, amongst others, Juno and Women's Aid.
- I have looked at the very interesting work being done by the Violence Reduction Unit.

**The first line of your CV refers to proven success in the areas of crime, policing and victim care. Could you please give one example of this?**

- Recently I have been involved in a big piece of work with Cleveland Police in the implementation of what is called Model 3 regarding police complaints.
- This will lead to a seismic transformation in the way of working with the Police no longer 'marking their own homework'.
- This work has been successfully implemented and will be launched in a few weeks' time.

**Could you elaborate about the differences between the Nottinghamshire Commissioner's Office and others that you have worked in? Has the Nottinghamshire office been left behind?**

- My previous comments were not meant as a criticism, the Nottinghamshire Office has been a high functioning office for a long time.
- The Nottinghamshire Office has a flat structure, which does have its benefits, but can lead to problems with resilience.
- I am used to working in offices that have a more hierarchical structure where senior managers have responsibility for pastoral care and the office is organised in discrete sections: strategy/policy/complaints/governance etc.
- The structure of the Nottinghamshire Office is more akin to a Police Authority.

**You have a record of short-term appointments with Police and Crime Commissioners' offices. Can you give us some examples of specific impacts you have had, including those on policing? Are you still working for 'My Sister's Place'?**

- I am no longer working for the My Sister's Place organisation, that is an error on my CV.

- In the last few years it would have been easier to have stayed at Cleveland, especially as I was studying for my Master's Degree, but opportunities kept coming up.
- There was the short-term opportunity to work in a different geographical area, in North Yorkshire, working in the mutual aid area.
- It was during a period of review and restructure where the CEO had left. I led the change programme, implemented a new structure, made everyone's roles clear, concentrated on values and redesigned the service to enable it to deliver in an optimum way.
- There was another short-term opportunity, working in Durham. I could have returned to Cleveland at this point but it was an opportunity to work as a Chief Executive at a good police force.
- In Durham I inherited a restructure and I am confident I added value to the officers and local partnerships.
- I am good at making myself known in an organisation and developing a network, not just at Chief Constable level but below too.
- I do have proven knowledge. My experience in Nottinghamshire has been a good one. I have met senior detectives and management and received a warm welcome. I feel I have a lot to offer, even if it is only in the short term. The work is about what is best for the public and the people I work with at the moment agree with that which means everyone is working well together.
- I want to be clear – I do want a permanent post but a suitable one has not been available and good, short-term vacancies have come along in the meantime.

**Restructures can be unsettling for staff and draw attention away from the job in hand. How have you dealt with this?**

- I have focussed instinctively on the humans going through it, though this is easier in smaller organisations like a Police and Crime Commissioner's Office, and can involve one-to-one discussions.
- A good communications strategy is needed to inform teams and individuals of changes and it is important to be available to answer questions in person.

- A clear rationale is essential and as leader 100% commitment is needed once the change process starts as any delays do impact negatively on staff.

**Given you experience of short-term appointments how will you maximise your time in this post?**

- I want to steer through the restructure of the Commissioner's Office while looking after the people involved, and I believe this is possible in the timescale given.
- Given my experience I believe I can add value quickly in the area of violence against women and girls.
- I want to look at governance, which is a piece of work that is needed now, and I want to leave fertile soil for my successor.

**Nottinghamshire is a diverse place with the different areas, North/South/City, having a variety of complex issues, including knife crime, domestic violence, drugs and hate crime. What is the biggest challenge that you will face in your short time here? This is in addition to your work reorganising the Commissioner's Office. Nottinghamshire cannot afford any delays.**

- I am comfortable in the stewarding role that this post requires and can add value where required.
- The areas of work are familiar to me and there is a wealth of relevant knowledge and experience in the Commissioner's Office that will allow the work to be carried out as efficiently and effectively as possible.

**We do have a wide range of equally important challenges in Nottinghamshire. Can you make a difference in your short, 3-month tenure?**

- I will certainly do my best.
- I want to reiterate the high quality of the staff in the Commissioner's Office, there are some amazing individuals there who are on top of the challenges including County lines, youth offending, child sexual exploitation etc
- I may be the head but I am using the resources of the Office and the skills and talents of those that work in it.
- The Commissioner has a clear plan and the staff are behind it. It is my job to organise everyone's efforts and energy to deliver that plan.



- I can start the process, and it does need to start now, and it will continue after I have left.

**You have spoken at length of where you have managed change. Can you give us a positive example of lessons learned that you will bring to the present restructuring and an example of where things have gone badly?**

- I am now older and thicker-skinned. I now know the importance of communications. I have done things wrong in the past and I have had feedback from the team where that has happened, as I have always been approachable, and I've been told that certain things have not landed well and that some people have been upset. I have learnt how not to do things. Fortunately, success is built on failure.
- I have learnt the importance of being committed and the importance of good communication. I have also learnt the importance of involving teams in any restructuring process.
- I have adopted that approach the last 2 times, I have asked people how it should be done and I have encouraged people to participate in the process.

**The Chief Executive of the OPCC also acts as Monitoring Officer; can you tell the Panel about your experience providing advice on complex matters and give examples of where you have had to challenge a person in authority to ensure appropriate governance is followed? Please could you also provide us with examples of how you have handled difficult situations working in a Police and Crime Commissioner's Office?**

- I can talk around examples without going into the specifics.
- I have had difficult conversations with PCCs over operational matters or concerning staff.
- I have mediated between PCCs and Chief Constables when advice given has been ambiguous and caused flashpoints.
- One particular example involved a PCC and a Chief Constable where the Chief Constable wanted the PCC to make a major decision that they were not comfortable with as it affected operational matters. There were many meetings and much diplomacy needed before the issue was resolved by my organising the parties to speak directly to each other.

Before moving into the closed section of the meeting the Chair confirmed with Ms Caddell that she did not have any questions for the Panel.

**RESOLVED 2021/026**

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

#### **4. EXCLUSION OF PUBLIC**

**RESOLVED 2021/027**

**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 AN INTERIM CHIEF EXECUTIVE OFFICER – PANEL’S DECISION-MAKING**

During their deliberations, Panel members noted the candidate’s employment history, recognising the impact she had made in previous short-term appointments. Panel members also considered Mrs. Caddell’s experience in similar roles and the priorities the Police and Crime Commissioner had for the Interim Chief Executive, noting in particular change and project management.

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

Having reflected on the duration of the appointment and considering a variety of options, noting the ambitious timeline for recruitment to the substantive position, Panel Members agreed that if the postholder was not in place by its meeting on 28 March 2022, then a report should be submitted to that meeting providing an update on progress and enabling the Panel to consider whether a further confirmation hearing would be required.

**RESOLVED 2021/028**

- 1) That the Commissioner be notified of the Panel’s support for the appointment of Sharon Caddell as the Interim Chief Executive Officer of the Office of the Police and Crime Commissioner.**
- 2) That if the postholder is not in place by the Panel meeting on 28 March 2022, a report should be submitted to that meeting providing an update on progress and enabling the Panel to consider whether a further confirmation hearing is required.**

The meeting closed at 3.23pm

CHAIR

## **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

### **MINUTES OF THE CONFIRMATION HEARING HELD FOR THE POST OF INTERIM CHIEF FINANCE OFFICER ON 24 JANUARY 2022 AT 10.30am**

#### **MEMBERS PRESENT**

(A denotes absent)

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 - **A**  
Lesley Dalby – Independent Member  
Councillor Michael Edwards – (substituting for Councillor Linda Woodings)  
Nottingham City Council  
Councillor Kevin Greaves – Bassetlaw District Council  
Suma Harding – Independent Member  
Councillor Rob Inglis – Rushcliffe Borough Council - **A**  
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 - **A**  
Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council - **A**

#### **OFFICERS PRESENT**

Keith Ford - Team Manager, Democratic Services	}	Nottinghamshire County Council
	}	(Host Authority)
Jo Toomey - Advanced Democratic Services Officer	}	
Pete Barker - Democratic Services Officer	}	

#### **OTHERS PRESENT**

Caroline Henry - Police and Crime Commissioner (PCC)  
Sharon Caddell - Deputy Chief Executive of the Office of the PCC  
Mark Kimberley – Head of Finance, Nottinghamshire Police

#### **1. APOLOGIES FOR ABSENCE**

Councillor Michael Edwards replaced Councillor Linda Woodings for this meeting only.

Apologies were received from Councillor Scott Carlton, Councillor Rob Inglis and Councillor Helen-Ann Smith.

## **2. DECLARATIONS OF INTERESTS**

There were no declarations of interest.

## **3. PROPOSED APPOINTMENT OF AN INTERIM CHIEF FINANCE OFFICER, OFFICE OF THE POLICE AND CRIME COMMISSIONER**

After being invited by the Chair to outline the reasons the appointment was required the Commissioner responded to the following questions:

**The Panel has recently heard a little bit about the restructure of the Office of the Police and Crime Commissioner; please can you tell the Panel how the restructure will alter the role of the substantive Chief Finance Officer post, including whether their Portfolio will be broadened?**

- The role is always required and is included in the new structure.
- As part of the restructure all job descriptions have been reviewed, including the one for this post.
- It is difficult to compare to the previous post but the role has been clarified according to CIPFA guidelines.

**Please can you give an overview of the options you considered for filling the interim post and explain why this was the preferred option?**

- The preferred candidate is well known to us and is a 'safe pair of hands'
- We could have opted to employ outside recruitment consultants but this would have been a more expensive option and required the candidate to undertake the role to those with no understanding of it
- There was very little notice of the vacancy meaning there is time pressure to appoint to the post
- Colleagues have been widely consulted both in Nottinghamshire and elsewhere and this option was the recommended one.

**What are your priorities for the Interim Chief Finance Officer?**

- The main priority is to finalise the budget.
- This is a key time of the year with a lot happening and it is important that the office is robust/resilient.

**Please can you tell the Panel about how similar arrangements have worked in other force areas and the good practice you have learned from this?**

- Ms Caddell replied that she had worked in a number of other PCC offices with the proposed arrangement.
- Ms Caddell emphasised the importance of managing the situation carefully.
- Ms Caddell informed the Panel that in other offices a protocol had been adopted which helped manage potential conflicts of interest.

**Past reports to the Panel have noted faults in the financial systems which meant that some financial information was unreliable. Could you tell us whether the systems are now robust or whether further work is needed?**

- Mr Kimberley answered that the legislation did allow some flexibility in how wage figures were presented and that now the reporting would be done in the standard way

**Will the joint role have any effect on this?**

- Mr Kimberly answered that this would give the opportunity to embed the changed practices.

**The job description requires that the postholder will provide s151 Treasurer Service to the Nottinghamshire Fire and Rescue Authority. Can you confirm whether the postholder will have capacity to do this?**

- The position had changed since the job description of the previous post holder had been developed and now the Fire Service has its own s151 officer now.
- It was confirmed that the remainder of the description is accurate.

**The Panel queried whether it would be possible to appoint to the post on a permanent basis by 28 March, expressing concern that there would not be sufficient time to do so.**

- Ms Caddell informed the Panel that the interim arrangements could remain in place until 30 April if required and that the Commissioner was confident that there was sufficient time to notify the Panel of the proposed substantive Chief Finance Officer.
- The Chair stated that the Panel could ask for a further report if a permanent appointment was not made in the agreed timescale.

The Chair then welcomed the candidate, Mr Mark Kimberley, who responded to a series of questions from the Panel, as summarised below:

**During your tenure there are some significant pieces of work that are due including the setting of the precept and the finalisation of the Police and Crime Plan – can you explain what you see as your role in these and share your experience of delivering similar activities?**

- I believe my role is to provide sound advice
- I have substantial previous experience of the Chief Finance Officer role
- My number one priority is setting the budget
- We are changing financial systems and this is a major piece of work
- We are facing supply issues around fleet; the pandemic had affected suppliers being able to meet demand
- I am now working 5 days a week, previously I was working 4
- The Chief Constable is content to let me use all the members of both teams, this is 24 staff, though vacancies and long term sickness present a challenge
- Staff do complete individual time sheets so it is possible to charge their work appropriately

**Please also explain how you see your previous experience preparing you for the role of Interim Chief Finance for the Nottinghamshire Office of the Police and Crime Commissioner?**

- I worked for years as a Chief Finance Officer for the Fire Service during my time with Gedling Borough Council
- I feel that by being asked to fulfil this role that confidence is being shown in me
- My experience does mean that I do have an understanding of the issues
- The split in responsibilities between the OPCC and the Police does not occur in local government so this joint role is much closer to what I have experienced previously

**From your own experience, what are the key processes and attributes that organisations need to ensure robust financial plans and systems are in place?**

- The work is undertaken with an incremental approach
- All staff need to be trained, not just finance staff. It will take approximately 18 months to train all the relevant people then a rolling training programme needs to be put in place.
- Strategic links need to be established between different areas – estates/transport/staffing etc
- Sustainability issues are becoming increasingly important
- The budget needs to be monitored, predominantly by focussing on outcomes
- Inflation issues need to be considered
- A risk management approach is needed regarding the allocation of resources
- The organisation needs to be open to challenge
- I like to focus on the medium term
- When I started with the Police the overspends were regular, in the last 3 years there has been a significant improvement

**Will the new financial systems mirror the scheme of delegation?**

- They will but those links do need to be strengthened and the scheme of delegation is being reviewed

**What do you see as being the biggest change or challenge that you will face during your tenure and why?**

- Setting aside the activities of the post, I see the role as about building relationships. I already work with the Chief Constable, I need to establish links with Commissioner, and the Panel, building on previous attendance at Panel meetings.
- I do have peers at other authorities in the East Midlands and have good relations with them. The proposed arrangements are not unprecedented and I will be able to seek advice if necessary.

**One of the biggest challenges will be serving 2 masters. How will you handle this?**

- I already have a close relationship with the Chief Constable and the Commissioner. 'Chinese walls' can be put up if required.

**Please can you set out any examples of good practice that you would seek to implement within the financial management of the Office of the Police and Crime Commissioner during your tenure?**

- The links between the Police and the Commissioner's office have improved but the procedures in the Commissioner's office are not as advanced as those of the police
- There are already a wide range of KPIs in place, though more will be developed
- Regular progress meetings take place

**As your tenure is time-limited, please tell us how you intend to develop effective relationships with stakeholders to ensure you meet the objectives of the role?**

- I do have good connections with key stakeholders already
- I held discussions before I agreed to take on the role so I am doing so with my eyes open
- I have discussed the situation with both our internal and external auditors
- We will adapt the protocol that has been used by others

**You have been with the Police for the past 6 years, what would you like to change?**

- Some procedural issues / some delegation issues

**Change can be both positive and negative.**

- In the short term there may be some loss of challenge between the 2 sides
- CFOs do stand outside the process to some extent, their advice must be neutral, they have to have regard for value for money on behalf of the taxpayer
- I am used to the rigour of challenge, from the HMICFRS for example



**In your line of work at times you will no doubt have been required to challenge a person in authority, or give them advice they didn't want to hear. What is your approach in managing such a situation?**

- You have to be confident in the advice that you have given
- There is not just a professional side to this but a moral one too
- You do need to put yourself in other people's shoes and imagine how they feel when given the advice
- Try to anticipate what is going to be asked
- You do have to be resilient and repeat the advice as necessary
- Useful to know that certain approaches can be stopped if illegal

**What questions did you anticipate being asked that were not?**

- Most of the obvious ones have been asked.
- I thought you might have asked about the 2019-20 accounts as they have not been signed off. This is partly due to Covid.

Before moving into the closed section of the meeting the Chair confirmed with Mr Kimberley that he did not have any questions for the Panel.

**RESOLVED 2021/029**

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

#### **4. EXCLUSION OF PUBLIC**

**RESOLVED 2021/030**

**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 AN INTERIM CHIEF FINANCE OFFICER – PANEL’S DECISION-MAKING**

During their deliberations, Panel members noted the following:

- The candidate’s extensive relevant employment experience
- Members were satisfied that Mark’s qualifications and experience meant that he was a suitable candidate and were confident in his knowledge and abilities.
- Some panel members were not entirely satisfied with the interim arrangement but given the lack of time were prepared to accept it
- Concern was expressed by the lack of notice available to the OPPC of the vacancy
- The panel doubted the post could be filled on a permanent basis in the timescale given
- The Panel could request a further report if the post was not filled by the deadline

### **RESOLVED 2021/031**

- 1) That the Commissioner be notified of the Panel’s support for the appointment of Mark Kimberley as the Interim Chief Finance Officer of the Office of the Police and Crime Commissioner.**
- 2) That if the postholder is not in place by the Panel meeting on 6 June 2022, a report should be submitted to that meeting providing an update on progress and enabling the Panel to consider whether a further confirmation hearing is required.**

The meeting closed at 11.47am

CHAIR

## **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

**8 February 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.

#### **Home Office Review of Police and Crime Commissioners (PCC)**

5. The timetable for Part 2 of the review was scheduled to be reported to the Home Secretary by November 2021. This would allow the government to plan any required legislative changes to embed the recommendations before the next PCC election.
6. The Review will stay on the Committee's work programme, with any issues arising from it being reported for members' information.

#### **Other Options Considered**

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

#### **Reasons for Recommendation/s**

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

### **RECOMMENDATIONS**

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

#### **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 \(www.gov.uk\)](#)

**For any enquiries about this report please contact:**

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**Nottinghamshire Police and Crime Panel Work Programme  
(as at 31 January 2022)**

<b><u>Agenda Item</u></b>	<b><u>Brief Summary</u></b>
<b>28 March 2022</b>	
Violence Reduction Unit	The Head of the Violence Reduction Unit will give a presentation on the unit's work and answer questions
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.
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)
<b>6 June 2022 (Annual Meeting)</b>	
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"> <li>• the membership to represent all parts of the police force area and be politically balanced</li> <li>• members to have the skills, knowledge and experience necessary</li> </ul>
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.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
<b>September 2022</b>	
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.

<u>Agenda Item</u>	<u>Brief Summary</u>
<b>Awaiting Date</b>	
Confirmation Hearing – Chief Finance Officer	To consider the Commissioner’s nomination for the substantive Chief Finance Officer Post
Review of the Office of the Police and Crime Commissioner	The Panel to receive a strategic overview of the review of the Office of the Police and Crime Commissioner

<b>For Information and Decision</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police &amp; Crime Panel Audit and Scrutiny Panel – for information</b>
<b>Date of Meeting:</b>	<b>8<sup>th</sup> February 2022</b>
<b>Report of:</b>	<b>Joint Chief Finance Officer</b>
<b>Other Contacts:</b>	<b>Head of Finance</b>
<b>Agenda Item:</b>	<b>7</b>

## **Precept and Budget Reports 2022-23**

### **1. Purpose of the Report**

- 1.1 Members are required to make a decision in respect of the Precept Report and the proposed increase to Council Tax for 2022-23.
- 1.2 To assist in this decision-making members are provided with budget reports and financial strategies that provide detail on the use of such funding.

### **2. Recommendations**

- 2.1 Members are requested to support the proposed increase in Band D Council Tax by £9.99 to £254.25.
- 2.2 Members are also asked to provide feedback, where appropriate, in respect of the proposed budget and financial strategies.

### **3. Reasons for Recommendations**

- 3.1 Statutory requirement and good financial governance.

### **4. Summary of Key Points**

- 4.1 In providing the provisional settlement for Policing, the Policing Minister has assumed that Police & Crime Commissioners will take advantage of precept flexibility.
- 4.2 The continued precept freedoms allow a balanced budget to be set with all increases for inflation and pay awards being met. Additional Police Grant has been received for the Uplift in Police Officer numbers required.
- 4.3 The Minister also requires further efficiencies to be met in 2022-23 and these have been set nationally at £100m. These have been accounted for in the grant settlement.

- 4.4 The other reports provided for information are:
- Revenue Budget Report 2022-23
  - Capital Programme 2022-27
  - Financial Strategy 2022-27
  - Capital Strategy 2022-27
  - Treasury Management Strategy 2022-27
  - Reserves Strategy 2022-27
- 4.5 The Financial Strategy provides the latest prediction for balancing the budget over the next five years.
- 4.6 The Reserves Strategy shows that the increase in reserves recently will be utilised to meet significant capital expenditure plans over the medium term.
- 4.7 The Revenue budget is a balanced budget report. This report provides additional police officers to communities across the City and County.
- 4.8 The Capital Programme provides detail on proposals for 2022-23, with specific plans relating to buildings and ensuring they are fit for purpose. An indicative capital programme to 2022-27 is also provided. But the schemes are subject to full business cases being approved.
- 4.9 The Capital Strategy shows how we consider the long term, even life cycle of our most significant assets. This brings together stock condition surveys, asset management plans and the need for continued investment in assets to provide for future needs.
- 4.10 The Treasury Management Strategy provides detail on how the proposed capital programme will be financed.

## **5. Financial Implications and Budget Provision**

- 5.1 Each of the reports sets out the budgetary and financing requirements over the next year and medium term.

## **6. Human Resources Implications**

- 6.1 The budget report provides for the recruitment of additional Police Officers.

## **7. Equality Implications**

- 7.1 None as a direct result of these reports.



## **8. Risk Management**

- 8.1 These reports set out clear principles to limit any financial or operational risks related to the budget, including risks that relate to the future financial resilience of the service balanced against service demands, over the next five years. The robustness of the estimates has been considered in the report and the CFO considers that these are satisfactory.

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

- 9.1 This complies with statutory reporting and decision-making requirements. These reports also provide evidence of good financial governance.

## **10. Changes in Legislation or other Legal Considerations**

- 10.1 These reports comply with financial legislation, and fulfil the requirements of S26 and Sch 5 2 Police Reform and Social Responsibility Act 2011.

## **11. Details of outcome of consultation**

- 11.1 The details on the consultation with the public on the precept has been included within the Precept Report.

## **12. Appendices**

- A - Precept Report
- B - Revenue Budget Report 2022-23
- C - Capital Programme 2022-27
- D - Financial Strategy 2022-27
- E - Capital Strategy 2022-27
- F - Treasury Management Strategy 2022-27
- G - Reserves Strategy 2022-27





**NOTTINGHAMSHIRE  
POLICE & CRIME  
COMMISSIONER**

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**Precept 2022-23**

January 2022

# **The Police & Crime Commissioner's**

## **Precept 2022-23**

### **Letter from the Minister**

In announcing the Provisional Settlement figures for Police Grant the Minister has made the following comments:

- Funding nationally for Policing will increase by £769m in the form of grant for the uplift in police officer numbers and increased council tax freedoms.
- Core Police Grant will increase to reflect the number of officers recruited for Uplift.
- Precept freedoms allow for a £10 increase on Band D properties, raising £288m nationally if all Commissioners take this up.
- Funding of the Uplift of 8,000 officers by March 2023 will continue to be provided through core grant and specific grant based on performance.
- Continued support to cover the increase in pension costs.
- Continued support for National programmes such as ESN and NLEDs.
- £100m efficiency savings across the sector.

### **Introduction**

Considering the assumptions and opportunity made available by the Minister the Nottinghamshire Police & Crime Commissioner is proposing a precept increase of £9.99 for the 2022-23 financial year.

This increase in the precept supports the budget report and Commissioners commitment to increase in police officer numbers in our neighborhoods. The priorities of the revised Police and Crime Plan - the 'Make Notts Safe Plan', are fully reflected in our spending plans and include:

- Serious violence and knife crime
- Violence against women and girls
- Neighborhood crimes, including burglary, vehicle crime robbery and rural crime
- Other high harm offences, such as slavery, exploitation, and abuse

The Commissioner also supports Victims Services through formal contracts and grants with the third sector, these are seen as having growing importance and additional funding for their activities has been provided for.

This budget supports fully the Police & Crime Plan for 2022-23.

### **Government Assumptions**

In November the spending review announcement provided more detail than usual as to what could be expected in the December settlement. It was announced that there would be further precept freedoms of up to £10 on a Band D property for the next 3 years, along with increased certainty regarding overall grant levels. The Government intention for this was to ensure adequate resources to deliver the national uplift programme, fund employers national insurance increases and provide for a pay award.

In providing the provisional grant settlement figure in December the Government has made certain assumptions in relation to the total funding available for Policing.

Firstly, it provides additional resource to the main police grant for the Uplift of officers by 20,000. This increase is in the core police grant and is therefore likely to continue in future years, although an element is based on achieving recruitment numbers set by the Home Office (Specific Grant). The planning assumption is for an additional 8,000 officers to be recruited in 2022-23.

Secondly, the £10 precept freedom indicated is for three years ahead of the next CSR and funding formula review. The Home Office have commented that it expects any future funding gap, from inflationary pressures, to be resourced from continued precept freedoms. Further detail on what impact this will have in Nottinghamshire is provided in the Medium Term Financial Strategy.

The additional Treasury Grant for the remainder of the pensions funding gap continues for 2022-23; as does the Home Office additional grant for Pensions. The immediate costs of the McCloud pension remedy will be met by the Treasury.

### **Future outlook**

We are in unprecedented times all of which have a major impact on the Government funding available for the public sector. It is reassuring to hear that Policing remains priority, but this is alongside the NHS, the cost and repayment in relation to COVID and the cost of BREXIT.

The Government remains committed to being able to balance the budget and reduce borrowing. But the increased borrowing for COVID against an economy that is still in a recovery period means that the repayment period for borrowing is likely to be long term.

In recent years the Home Office has relied on Police and Crime Commissioners to take advantage of Council Tax freedoms and set above inflation increases to cover some of the inflationary costs no longer provided for within the Policing Grant.

However, the impact of COVID could still have impact on Council Tax collection funds.

However there is now signs of recovery and a surplus on collection is estimated for 2022-23.

The impact on the Council Tax Base, which last year saw the base increase by only 0.25%, looks also to be in recovery with this year's increase of 1.92% more in line with the expected upwards trend.

The Government is also keen to ensure that it reaches its target of an additional 20,000 Police Officers by 2023. But there were worries that if this came without support for funding of future pay awards, inflation, pension increases and adequate funding for the major ICT programmes such as ESN; then all that happens is that officers end up in non- policing roles, the 3 year funding announcement helps reduce those fears.

During the medium term there will be revaluations of the Police Pension Scheme and the LGPS Scheme. It is envisaged that both will have further impacts on the employers rate and therefore the funding available. However the cost of the McCloud case being implemented will be met by the Treasury.

A further impact is the cost of the national ICT programmes such as ESN and NLEDs. These programmes are over budget and delayed significantly, placing challenges on Force budgets, particularly in the cost of retaining older systems for longer.

### **Supporting Reports**

The Budget Report and the Medium Term Financial Strategy Report on today's agenda details further the plans for 2022-23 and beyond.

The detailed budget for 2022-23, the Medium Term Financial Strategy, the Reserves Strategy, the 4 Year Capital Programme, the Capital Strategy and the Treasury Management Strategy are provided for information purposes to the Police & Crime Panel. These have been drawn together to support the Police & Crime Plan, which has been refreshed and which is currently out for consultation.

**This report is based upon declared information provided by the Billing Authorities.**

## Process

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

- **The Government policy on police spending** – the impact of Brexit is uncertain. The Treasury continues to focus on the NHS and its funding requirements. The grants provided to policing for 2022-23 provide for the additional police officers promised by the Prime Minister and ensure a stable financial position and is also predicated on maximum use of precept flexibility.
- **The medium-term implications of the budget and capital programme** - the separate report sets out the Medium-Term Financial Strategy, which is regularly reviewed and updated. This is now a key indicator of financial sustainability.
- **The CIPFA Prudential Code** - the separate Treasury Management Strategy report covers the CIPFA Prudential Code, which evaluates whether the capital programme and its revenue implications are prudent, affordable and sustainable. The implications of borrowing to finance the unsupported element of the capital programme are incorporated within the proposed revenue Budget for 2022-23 and the Medium-Term Financial Strategy.
- **The size and adequacy of general and specific earmarked reserves** - the current forecast of the general reserves at 31 March 2023 is £7 million. This is higher than the minimum 2% level in the approved reserves strategy and is considered by the Chief Finance Officer to be an adequate level for the year ahead. This is lower than the 5% guideline set by the Home Office. The Chief Finance Officer considers that all of the earmarked assets set out in the Reserves Strategy remain a risk and continues to monitor them and their planned usage. This will continue into the medium term.
- **Whether the proposal represents a balanced budget for the year** - the assurances about the robustness of the estimates are covered in **Section 7** of this report. The proposals within this report do represent a balanced budget based upon an assumed £9.99 increase in the Police & Crime Precept on the Council Tax Band D.
- **The impact on Council Tax** - this is covered in **Section 6** of this report.
- **The risk of referendum** – the limit set for requiring a referendum is a £10 increase on the precept for all Police & Crime Commissioners. The proposed increase of £9.99 is below the level that would require a referendum, (further details provided in **Section 5**).

## 1. COUNCIL TAX BASE

For 2022-23 the Billing Authorities continue with the local Council Tax Support Schemes introduced in 2013-14. The impact of COVID has affected current collection rates by significantly reducing them and is a factor in the setting of the tax base for the next year. In addition to this the Billing Authorities have considered the unemployment and benefits demographics and the likelihood of further non-collection when setting the tax base for 2022-23.

The Billing Authorities have therefore estimated an increase of 1.92% comparable to the normal level of expected increase, compared to last years subdued increase of 0.25%.

Tax base	Band D Properties 2021-22 No	Band D Properties 2022-23 No	Change %
Ashfield	33,731.70	34,052.70	0.95
Bassetlaw	35,771.49	36,396.81	1.75
Broxtowe	34,217.46	34,530.00	0.91
Gedling	37,389.96	37,776.42	1.03
Mansfield	29,512.20	30,557.30	3.54
Newark & Sherwood	40,002.05	41,205.00	3.00
Nottingham City	66,396.00	67,540.00	1.72
Rushcliffe	44,259.60	45,387.60	2.55
<b>Total</b>	<b>321,280.46</b>	<b>327,445.83</b>	<b>1.92</b>



## 2. COLLECTION FUND POSITION

Each billing authority uses a Collection Fund to manage the collection of the Council Tax, for 2022-23 the overall surplus totals £0.830m after the spreading adjustment. A breakdown is provided in the table below:

Surplus/(deficit)	Collection Fund	
	2021-22 £	2022-23 £
Ashfield	(63,442)	48,039.00
Bassetlaw	(36,526)	35,746.00
Broxtowe	(51,430)	25,973.00
Gedling	(58,076)	0.00
Mansfield	135,000.64	284,274.51
Newark & Sherwood	380,521.00	267,321.40
Nottingham City	(122,285)	220,294.00
Rushcliffe	(49,231)	(51,762)
<b>Total</b>	<b>134,531.64</b>	<b>829,885.91</b>

The deficits declared above will form part of the core funding available.

## 3. GRANTS

The main Police Grant has remained the same for several years and has recently been increased by the funding for Uplift Officers recruited. The £100m efficiency target has also been netted in the core grant, the total core grant now stands at £163.2m.

Council Tax Legacy Grant is received by Commissioners for each Policing area. There is no change in the Legacy Grant for 2022-23 at £9.7m. This grant will be considered as part of the Funding Formula Review.

As part of the Uplift programme for 20,000 additional officers nationally, it is anticipated that a core element of this grant will transfer into the main Police Grant. This is included in the £163.2m above.

Together the main Police Grant (including any transferred Uplift Grant) and the Legacy Grant form the core funding for Nottinghamshire Policing.

In addition to core funding there are specific grants which fund specific elements of expenditure. The main ones of these include initial Uplift Grant, Uplift Performance Grant and Pension Grants. Where appropriate these are netted against Police expenditure.

The Commissioner also receives specific funding from the Ministry of Justice which is netted against expenditure for Victims. This funding has many facets and covers areas such as Domestic Violence, Rape Support, COVID support, ISVA funding and Sexual Violence funding.

Pension Grant (specific grant) for the impact of the McCloud case and last revaluation will continue to be funded at existing levels.

#### 4. **CONSULTATION**

- 4.1 The Nottinghamshire Police and Crime Commissioner (PCC) has a statutory duty under the Police Reform and Social Responsibility Act 2011 to obtain the views of local people and ratepayers' on budget and precept proposals and to consult and engage with local people on policing and in setting police and crime objectives.
- 4.2 In fulfilling these requirements, the Commissioner maintains a rolling programme of social research which is designed to obtain both a robust and representative sample of views from residents across Nottinghamshire, and more detailed qualitative insight from a diverse sample of informed residents in each Community Safety Partnership area.

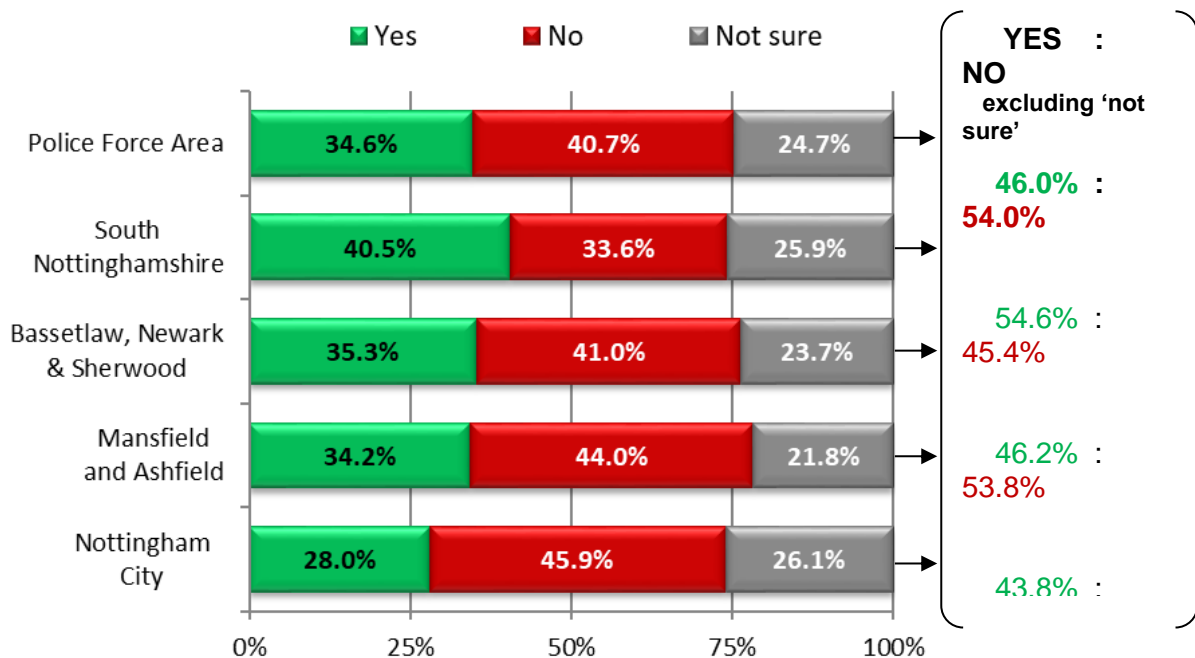
- 4.3 The Nottinghamshire Police and Crime Survey obtained a robust and representative sample of views on the precept for policing from 4,311 residents across Nottinghamshire during 2021. Sampling points for the survey were set at Lower Super Output Area level to ensure good geographical coverage, with the sample being representative of the local population by age, gender, ethnicity, employment status and deprivation. The survey provided a margin of error of +/- 3% at the 95% confidence level.
- 4.4 Survey respondents were asked the following question: *Households in Nottinghamshire pay on average £244 per year towards policing as part of their Council Tax (Band D properties). To what extent would you be prepared to pay more?*
- Yes - I'm prepared to pay up to an additional £5 per year (42p per month) for policing
  - Yes - I'm prepared to pay up to an additional £10 per year (£83p per month) for policing
  - Yes - I'm prepared to pay up to an additional £12 per year (£1 per month) for policing<sup>1</sup>
  - Yes - I'm prepared to pay up to an additional £24 per year (£2 per month) for policing.
  - No - I'm not prepared to pay more - I already pay enough / cannot afford to
  - No - I'm not be prepared to pay more – the police don't need it / would not use it wisely
  - I Don't know - I need more information
- 4.5 The proportion of respondents that did not support an increase in the precept for policing increased by 2.8% points in 2021 to 40.7%, and continuing the rising trend seen since June 2019. This exceeded the proportion that did support an increase in the precept for policing (34.6%), with the difference being statistically significant at force level.
- 4.6 The survey also found, however, that almost a quarter (24.7%) of respondents stated that they did not know whether they supported an increase and required more information in order to decide. This represents a statistically significant increase on levels recorded in 2018 (21.7%) but no significant change on the previous year (25.5%). Excluding those that did not know, support for an increase in the precept for policing remains strongest in the South Nottinghamshire community safety partnership area (54.6%) and weakest in Nottingham City (37.9%).

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<sup>1</sup> Options of up to £12 and £24 are included on account of flexibility previously afforded, however it is recognised that any increase in excess of the £10 in 2022 would require a referendum costing an estimated £1m. The December 2021 settlement announced precept flexibility of up to £10 on a Band D property for 2022/23, 2023/24 and 2024/25, providing a greater degree of certainty. This will be reflected in options listed as part of the ongoing Police and Crime Survey consultation process.

**Figure 1: On average, households in Nottinghamshire pay £244 a year towards policing as part of their Council Tax. To what extent would you be prepared to pay more?**

Responses by Community Safety Partnership area



- 4.7 Of the 40.7% of respondents that did not support an increase in the precept, the vast majority (83.3%) cited personal economic circumstances as the reason. This is comparable to the proportion recorded in 2020 (82.5%). The proportion of respondents feeling that the police did not need additional funding or would not use it wisely also remained stable at 16.7%.
- 4.8 In recognition of the need for more detailed information to inform resident decision making, qualitative feedback was obtained via four independently facilitated focus groups held during the week commencing 17 January 2021. The focus groups covered each of Nottinghamshire’s four Community Safety Partnership areas: Nottingham City; South Nottinghamshire; Bassetlaw, Newark and Sherwood; and Mansfield and Ashfield, and involved a combined total of 41 participants from a diverse range of backgrounds.
- 4.9 Focus groups provided an opportunity for more nuanced exploration of attitudes towards the precept for policing informed by details of the annual budget for policing including sources of income, current precept level and areas in which savings and efficiencies are being delivered. Participants were also informed of the areas which would receive additional investment in the event of a rise in the council tax precept.

- 4.10 In contrast to the survey findings, all focus groups indicated strong support for an increase in the precept for policing based on the information provided and the areas of investment outlined. 83% of participants (34) supported a £10 increase in 2022.
- 4.11 A common caveat to this support across all focus groups, however, was the call for “**more accountability**” and “**more transparency**” in the way additional precept revenue was being invested. Some participants also felt that the provision of more statistical data on social media would help to ensure residents receive evidence of the impact of additional investment.

“I support it, but also would like to see more transparency of how the investment was targeted and performance was measured”

*“Yes, I would be happy to pay it, but there needs to be some accountability. How do the police demonstrate this to us? They could post statistics, may be through social media. As an example, I don’t know where the additional £6 from last year went or what impact it had”*

- 4.12 Reflecting findings from the Police and Crime Survey, those that opposed an increase in the precept for policing typically referenced financial challenges as the main issue as opposed to explicitly not wanting to support an increase in police funding and resources.

“It is a very poor time to be asking people for more money, the cost of living has gone up, while household incomes haven’t, and in plenty of cases, they have gone down”

5 COUNCIL TAX REFERENDUMS

The Localism Act 2011 requires authorities including Police & Crime Commissioners to determine whether their ‘relevant basic amount of council tax’ for a year is excessive, as excessive increases trigger a council tax referendum. The Secretary of State is required to set out principles annually, determining what increase is excessive. For 2022-23 the principles state that, for Police & Crime Commissioners, an increase of more than £10 in the basic amount of council tax between 2021-22 and 2022-23 is excessive.

For 2022-23 the relevant basic amount is calculated as follows:

Formula:

<u>Council Tax Requirement</u>	= Relevant basic amount of council tax
Total tax base for police authority area	

Nottinghamshire 2022-23 estimated calculation:

<u>£83,253,102.27</u>	= £254.25
327,445.83	(+£9.99)

An increase of **£9.99** is **below** the threshold amount.

## 6 RECOMMENDATION ON THE LEVEL OF POLICE & CRIME PRECEPT ON THE COUNCIL TAX

As discussed in the Budget report resources have been allocated to support the police and crime plan. In assessing appropriate spending levels, consideration has been given to the significant unavoidable commitments facing the Police & Crime Commissioner, including the 20,000 uplift in Police Officer numbers nationally, pay awards and pension liabilities. Due regard has been given to the overall cost to the local council taxpayer. Consideration has also been given to the projected value of the available reserves and balances and the medium-term financial assessment (both reported separately).

The Commissioners proposed spending plans for 2022-23 result in a Police and Crime Precept on the Council Tax of £254.25 for a Band D property, representing an increase of £9.99.

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

To achieve a balanced budget and having regard for the provisional notification of grant income an increase in the Police & Crime Precept has been required. This is on top of budget reductions and efficiencies to be achieved in year.

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

	<b>2021-22</b>		<b>2022-23</b>		<b>Increase/ Decrease</b>
	<b>Budget</b>		<b>Budget</b>		
	<b>£m</b>		<b>£m</b>		<b>£m</b>
Budget	233.2		247.7		14.1 (+)
External Income	154.7 (-)		163.2 (-)		8.5 (-)
Collection	0.1 (-)		0.8 (-)		0.7 (-)
Surplus/deficit					
Reserves	0.1 (+)		0.4 (-)		0.1 (-)
<b>Precept</b>	<b>78.5 (-)</b>		<b>83.3 (-)</b>		<b>4.8 (-)</b>

## Council Tax Changes:

Tax Base	321,480	327,446	5,966
Council Tax Band D	£244.26	£254.25	£9.99
Council Tax Band A	£162.84	£169.50	£6.66

The overall Police & Crime Precept to be collected on behalf of the Police & Crime Commissioner for 2022-23 is:

	<b>£m</b>
Budgeted Expenditure	247.7 (+)
Less income from:	
Police & Crime Grant	153.5 (-)
Legacy Grant	9.7 (-)
Collection Fund surplus/deficit	0.8 (-)
Net contribution to/(from) Balances	0.4 (-)
<b>Police &amp; Crime Precept on the Council Tax</b>	<b>83.3 (-)</b>

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

**Police & Crime element of the  
Council Tax**

Band	2021-22 £	2022-23 £
A	162.84	169.50
B	189.98	197.75
C	217.12	226.00
<b>D</b>	<b>244.26</b>	<b>254.25</b>
E	298.54	310.75
F	352.82	367.25
G	407.10	423.75
H	488.52	508.50



**Amounts to be raised from Council Tax in each billing authority area 2022-23:**

	Precept amount to be collected £	Collection Fund Surplus/(Deficit) £	Total amount due £
Ashfield	8,657,898.98	48,039.00	8,705,937.98
Bassetlaw	9,253,888.94	35,746.00	9,289,634.94
Broxtowe	8,779,252.50	25,973.00	8,805,225.50
Gedling	9,604,654.79	0.00	9,604,654.79
Mansfield	7,769,193.53	284,274.51	8,053,468.04
Newark & Sherwood	10,476,371.25	267,321.40	10,743,692.65
Nottingham City	17,172,045.00	220,294.00	17,392,339.00
Rushcliffe	11,539,797.30	(51,762)	11,488,035.30
<b>Total</b>	<b>83,253,310.29</b>	<b>829,885.91</b>	<b>84,083,196.20</b>

**Collection Dates**

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

	£
<b><u>2022</u></b>	
20 April	8,408,319.00
27 May	8,408,319.00
01 July	8,408,319.00
05 August	8,408,319.00
12 September	8,408,319.00
17 October	8,408,319.00
21 November	8,408,319.00
<b><u>2022</u></b>	
04 January	8,408,319.00

03 February	8,408,319.00
10 March	<u>8,408,325.20</u>
	<u><b>84,083,196.20</b></u>

## 7 **ROBUSTNESS OF THE ESTIMATES**

The Chief Finance Officer to the Police & Crime Commissioner has worked closely with the Head of Finance (Nottinghamshire Police) to obtain assurance on the accuracy of the estimates provided. There have been regular meetings between the Commissioner, Chief Constable and their professional officers.

Information provided in the Spending Review and Settlement announcement have been fully factored in to these estimates.

The replenishment of reserves and the use of direct revenue financing has progressed and have been used to finance the new building on the Joint HQ site, which will be in full operation for the whole of 2022-23.

The budget proposed within this report represents a balanced budget. To achieve this, the force has provided detail on how efficiencies and savings will be delivered. There are some potential risks to the full amount of savings being achieved and this will be monitored monthly, with alternative savings needing to be identified if the initial plans cannot be delivered.

The balanced budget is based upon the recommended £9.99 band D increase in Council Tax for 2022-23.

S25 of the Local Government Act 2003 require the Chief Finance Officer to report on the adequacy of estimates for the coming financial year. The CFO is of the view that the estimates are robust as based on the following:

COST DRIVER	ESTIMATE
Officer uplift	Delivery of the Force share of the 20,000 national uplift is planned
Pay inflation	2% - (with potential to reduce levels of direct revenue financing if final amounts are greater).
Vacancy levels for police staff	3.5%
Pensions	16.5% LGPS, 31.0% Police Officers
Non pay inflation	0% to 10% (Fuel)
Tax base growth and collection fund surplus/ deficits	This has been confirmed by billing authority's 1.92%
General Inflation	2.5%
Police/Home Office IT charges	10%
Insurance	5%





**NOTTINGHAMSHIRE  
POLICE & CRIME  
COMMISSIONER**

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**Budget 2022-23**



**NOTTINGHAMSHIRE  
POLICE  
PROUD TO SERVE**

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January 2022

After a significant period of challenging settlements and difficult to deliver annual budgets, the 2021-22 budget was more promising, and this trend has continued with the budget for 2022-23. The recent three-year settlement enables the Force to continue to look forward more positively in terms of investing in front line officers, staffing, estates and technology.

Over the past few years, the medium-term plan forecasting continues to prove insightful for decision making and enabling effective and value for money decisions to be made to provide the best value to the taxpayer of Nottinghamshire. It also allows Nottinghamshire Police to be financially sustainable as we look and plan for the future.

In 2019 the government announced a commitment to achieve an uplift of 20,000 police officers over the period to 2022-23 which was confirmed in the 2021 CSR. Nottinghamshire are well placed in achieving this by March 2022, a year ahead of schedule to provide more front-line officers in the areas that need it most which is fully supported by both the PCC and Chief Constable.

This accelerated recruitment of officers in advance of the Government's target has allowed the Force to maximise performance grant payments and invest in to achieve a more agile workforce. This has then played a significant part in helping to manage the impact of the pandemic, ensuring we can deploy officers and staff in a more dynamic way resulting in the service being less affected by Covid-19 related absences than it otherwise would have been.

2021-22 represented a transitional period for Nottinghamshire OPCC, with newly elected Commissioner, Caroline Henry, taking office in May 2021 and introducing a range of new in year commitments aligned to her 90-day plan and statutory three year Police and Crime Plan. During 2021-22 Commissioner Henry commissioned £12m of community safety and victim support initiatives to tackle crime and help victims and survivors recover from harm.

Achievements include securing almost £1.7m of new funding for domestic abuse and sexual violence support. This has funded 16 new Independent Domestic Violence Advisers/Independent Sexual Violence Advisers, as well ensuring there is support in Family Courts for survivors. Ambitious plans to work with partners have also been developed regarding domestic abuse prevention activity for 2022-23.

Other commissioning achievements in 2021-22 include the Commissioner:

- Launching her new £1m 'Make Notts Safe' community fund which will help to deliver the priorities of the Police and Crime plan over the Commissioner's term of office by tackling hidden harm, rural crime, hate crime, diverting young people away from crime and tackling the issues of most concern to local residents.

- Securing funding over £2m new funding from the Home Office Safer Streets programme in 2021/22 for targeted crime prevention initiatives to protect vulnerable individual and communities at highest risk of crime.
- Securing just under £300k for activity to improve the safety of women at night in Nottingham's night time economy.
- Working with partners to provide mainstream funding to enable the Safer Streets Newark project to run for an additional year.
- Securing an additional £700k from the Home Office Serious Violence Youth Intervention Programme to strengthen custody intervention work in the city and county for children and young people aged 10 to 25.
- Protecting and increasing where possible her investment into vital support services such as victim and substance misuse support services and prevention initiatives including tackling domestic abuse perpetrators.

The Commissioner has continued to review opportunities to drive efficiencies in police and OPCC services, both via ongoing scrutiny of the force and a review of OPCC structure, functions and capabilities. The Office of the Police and Crime Commissioner will relocate to the joint Police and Fire and Rescue Service headquarters in early 2022 as part of plans which will save money and improve ways of working.

Nottinghamshire remains one of 18 areas in the country to receive funding from the Home Office's Serious Violence Fund in 2021-22. The Nottingham and Nottinghamshire Violence Reduction Unit (NNVRU) continue to provide strategic leadership and coordination of violence reduction activity, working with a number of multi- agency partners, including Public Health, Youth Justice, Probation, Prisons and Police.

Commissioning and delivery of interventions aimed at young people at risk of being impacted by serious violence, are based on the principle that intervening early to prevent issues emerging is the most effective way to ensure children, young people, and our communities remain a safe place to live and work. During 2021/22 the NNVRU have commissioned 28 separate projects for children and young people aged 5-25 years, with 1,109 unique individuals having been supported. To date, positive outcomes have been shown with a reduction in violent incidents, increased access to pathways of support and increased emotional resilience and wellbeing. Of the £880,000 budget allocated to the VRU, 40% of funding is forecast to be spent on commissioned interventions.

A further 8% of the funding has been spent on evaluation and research to increase the national evidence base to understand the cause of the cause and what works to tackle serious violence. This includes evaluation of custody interventions, the

impact of experiencing or witnessing violence on boys' beliefs and behavior, and women and girls' experience of violence.

This year the NNVRU have also leveraged additional funding with successful bids to the Home Office and the Youth Endowment Fund (YEF) who are co-funding interventions around "teachable moments" including evaluation with a YEF appointed partner. Total funding awarded for the period 2021-24 is £1,497,550.

In Nottinghamshire the Force has delivered on ambitious recruitment plans over the last three years that feed into the national uplift programme. The drive for efficiency in support costs, either corporate or policing related will continue. The aim is to ensure our costs in respect of these activities are amongst the most efficient when compared to other police forces, and most VFM profiles show that this ambition is being realised.

We continue to look at savings throughout the Force to ensure the medium term plan commitments can be fulfilled and met. Over the years we have improved our approach to budgeting, introduced the Annual Departmental Assessment reviews, have more certainty of Central Government funding, and greater discretion in the setting of local taxation levels, the finance and operating model of Nottinghamshire Police is considered to be above the minimum standards and is sufficiently robust to be sustainable in the short, medium and long term.

2021-22 has seen the Force completing on a new custody suite replacing the Bridewell and a Joint Force Headquarters that will be shared with the Fire service. This will mean we have more energy efficient buildings in which to operate from and a better working environment for our employees.

2022-23 will see the Force fully move away from the shared service provision for Finance, Payroll, HR and L&D after a seven year period. This will enable us to provide a more efficient service that benefits the public of Nottinghamshire and allow and staff and officers to work more effectively as well as creating more local jobs.

We continue to invest in specialised areas such as Cyber Crime, Fraud, Modern Slavery and County Lines teams to help protect those most vulnerable to this and develop ways in which to combat this in the future.

The activities in respect of 2021-22 detailed above continue to be supported in 2022-23 with appropriate funding being allocated within the base revenue budget.



## **BUDGET 2022-23**

Government funding has increased in order to deliver the priority of increased police numbers with an additional uplift of 45 FTE police officers in 2022-23. The Force remains focused on delivering value for money and providing investment in required areas whilst existing efficiency processes remain in place. Savings are still required to meet day to day increases in demand and to afford continued investment in assets and technology in order to maintain an efficient and effective Nottinghamshire Police Force.

### **1.1. Funding levels**

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

<b>Funding 2022-23</b>	<b>2022-23 £m</b>
<b>Core grants &amp; funding</b>	
Police & Crime grant	(153.5)
Council Tax legacy grant	(9.7)
<b>Sub-total core grants</b>	<b>(163.2)</b>
<b>Precept</b>	<b>(83.3)</b>
Collection fund (surplus)/deficit	(0.8)
<b>Contribution from Reserves</b>	(0.4)
<b>Total funding available</b>	<b>(247.7)</b>

Final confirmation of grant settlement will be laid before Parliament in February 2022.

The Precept Freedom of up to £10.00 for a Band D property (Referendum Limit) in each of the next three years was announced early as part of the Spending Review. This early announcement was much appreciated as it allowed time for appropriate financial management. The level of increase that has been assumed in the above figures is £9.99. Additional funding created as a result of this increase will ensure that focus can be prioritised on serious violence and knife crime, violence against women and girls, neighbourhood crimes and other high harm offences, such as slavery, exploitation and abuse. It will enable us to improve our digital capacity and to allow us to better understand and respond to issues of greatest community concern.

## **1.2 Investment in Service**

The increase in precept and government funding will allow Nottinghamshire to meet its budget pressures, deal with the legislative changes and allows further investment in restorative work, IT capabilities, fraud, ANPR, rural crime, domestic and sexual violence, county lines and target hardening whilst still maintaining the growth we have seen in frontline resources over the past couple of years through the national uplift programme.

In addition, £0.5m is being made available to invest in outcomes from the annual departmental assessments (ADAs), which identify changes to demand and improvements to the operational approach to policing. These consist of additional apprentices, systems improvements, digital and cyber additionality and greater resilience around public protection. This also covers funding to support demand and activity changes identified during the year as business cases are developed and where these meet organisational requirements to enable the force to be more efficient and effective.

In 2022-23 we will land and fully implement the systems and resources for a better corporate IT services (Op Regain) which means we will have systems in place that are fit for purpose and provide value for money in Finance, Payroll, HR and L&D. This will be supported by additional jobs within Nottinghamshire that was previously paid for via a shared service.

The Commissioner and Chief Constable also have allocated £0.15m to further augment our prevention activity based on in year demand. The PCC already funds a number of bespoke crime prevention initiatives in the community and the Chief Constable has embedded Schools Officers across the force.

### Summary of investments 2022-23

#### 45 Police Officers 1 year ahead of uplift target

- o 9 Modern Slavery/county lines (includes 1 D.I.)
- o 24 Op Reacher Neighbourhood Uniformed PC's
- o 4 Knife Crime (2 city, 2 county)
- o 5 cyber - Digital Media Investigators
- o 1 Superintendent (prevention, knife crime, VRU, IOM)
- o 1 DCI – lead Violence against Women and Girls
- o 1 Mental Health Safeguarding Officer

#### Force

- o £250k to support County Lines Work
- o £300k Improvement to Prosecution Files
- o £1m to replacement of core support systems
- o £1m+ replacement/investment in IT, £500 for ADA's
- o £50k Rural crime initiatives
- o 11 additional Op Reacher Vehicles (with ANPR)
- o County ANPR ring of steel £0.5m over 2 years

#### 25 Staff posts

- o 4 Fraud Triage roles
- o 5 Surveillance – serious and organised crime
- o 9 Driver Retraining Programme
- o 2 Forensic Collision Investigators
- o 3 Community Cohesion, DV Disclosure, Victim Id
- o 2 Child Exploitation Intervention, Digital Monitoring (MOSOVO)

#### OPCC

- o Target Hardening (£800k over 3 years)
- o £50k Victim Support (fraud)
- o £50k Burglary Reduction Support
- o £300k Staffing (Engagement, Governance, Commissioning)
- o £50k Drug Awareness education
- o £150k Restorative Nottinghamshire (rising to £300k)
- o Safe Haven Cameras

### 1.3 Summary expenditure

The Commissioner is required to set a balanced budget each year, with increased pressures from inflation, pay awards, new demands and investment this inevitably means efficiencies have to be identified and delivered in order to balance the budget. In 2022-23 £2.5m cashable efficiencies are identified and have been allocated to specific areas within the base budget.

<b>Net expenditure 2022-23</b>	<b>2022-23 £m</b>
Previous expenditure	233.2
Non Pay inflation increases	1.2
Pay increases	8.5
Changes in demand	5.2
Investment	2.6
<b>Sub-total expenditure</b>	<b>250.7</b>
Efficiencies	(3.4)
Use of reserves	0.4
<b>Total net expenditure</b>	<b>247.7</b>

The changes in year shown above are detailed further in the report.

## 2. 2022-23 Budget breakdown

Annex 1 details the proposed expenditure budget for 2022-23. The proposed revenue budget is £247.7m.

<b>Net expenditure budget</b>	<b>Initial 2022-23 £m</b>	<b>Efficiencies £m</b>	<b>Base 2022-23 £m</b>	<b>Note</b>
Employee	161.5	0.5	161.0	2.1
Premises	8.8	0.4	8.4	2.2
Transport	5.1	0.7	4.4	2.3
Comms and Computing	11.0	0.2	10.8	2.4
Supplies & services	10.7	0.0	10.7	2.5
Agency & contract services	27.9	1.4	26.5	2.6
Pensions	38.1	0.0	38.1	2.7
Capital financing	9.6	0.0	9.6	2.8
Income	(21.2)	0.2	(21.4)	2.9
Use of reserves	(0.4)	0.0	(0.4)	2.10
<b>Net Expenditure</b>	<b>251.1</b>	<b>3.4</b>	<b>247.7</b>	<b>Annex 1</b>

### 2.1 Employee related expenditure

The 2021-22 budget provided for continued officer and staff recruitment.

In line with the original three-year government uplift programme Nottinghamshire will have also recruited an additional 357 officers by March 2022 for deployment in 2022-23. Since 2018 this will be almost 500 additional officers which is a growth of 26%.

Employee expenditure accounts for approximately 80% of the total expenditure budget. The estimated pay award for officers and staff in 2022-23 is 2.0%.

### 2.2 Premises related expenditure

During the period of austerity the Commissioner's estate has been reduced in order to achieve efficiencies, but also to ensure resources are allocated based upon need and to facilitate planned changes in working arrangements. Such changes will include remote working through better technologies ensuring officers are in the communities and hot-desking to ensure optimal use of office

space available. In addition, core maintenance budgets have increased for the remaining stock reflecting the age of the buildings but also ensuring that maintenance standards are reflective of the needs of the workforce.

Capital investment in new buildings has been included in the capital programme, the main investment being a replacement custody suite, as the previous operation became increasingly less fit for purpose. This completed in 2021-22 and is a welcome addition to the estate in providing an effective and efficient environment for officers and staff to operate in.

A new building project commenced in 2020-21 for a joint headquarters building with Fire on the current Police Headquarters site. This becomes operational in January 2022. Future operational efficiencies should be delivered as the purpose-built buildings will have latest maintenance/fuel efficiencies built in and should be designed to deliver other operational efficiencies. These will contribute to future efficiency requirements identified in the Medium-Term Plan.

There were plans previously to sell Newark Police Station however, after a period of consultation the Commissioner has decided that Newark Police Station will remain to be utilised by the Force for future purpose with other public sector providers to ensure that best value is achieved as a result of this change in approach.

Premises related expenditure includes the provision of utility services to those properties and these are elements of the budget that are adversely affected by inflation. For 2022-23 inflation for gas and electricity has been budgeted at 5.0%. In addition, costs have increased as a result of uplift numbers.

### **2.3 Transport related expenditure**

During the latter part of 2020-21 the Force mutually agreed the exit from its vehicle PFI contract. This agreement was expensive and required careful management to ensure the most advantageous service from the supplier.

As a result of this change the Force has purchased back all vehicles, along with associated equipment and stock. 17 staff members have TUPE transferred back to Force from the supplier – these staff were all associated with the delivery of the repairs and maintenance elements of the contract.

For 2022-23 the full financial impact of this has been able to be included creating a positive impact on the net expenditure total for 2022-23 with ongoing savings in the order of £650k per annum.

Within 2021-22 the purchase of the Chilwell vehicle site was completed meaning it is now wholly owned and control by the Force.

## 2.4 Comms & Computing expenditure

This category captures the costs of the computing infrastructure for the force, including hardware, software and licences. Costs of mobile data and investments in agile working provide for a more efficient front line policing presence.

Some of the IT systems that the Force uses are provided through national contracts that the Home Office then recharge costs to the Force. Notification from the Home Office sees the total cost of these systems continuing to increase above the rate of inflation, being almost 10.0% for 2022-23.

The IT/IS service remains critical to the business of the Force and its ability to deliver future efficiencies. £0.2m is factored in to the 2022-23 efficiencies in relation to redundant systems. Within the ADA funding it is expected that investment in the core activity will be made during 2022-23.

## 2.5 Supplies & services expenditure

This category of expenditure captures most of the remaining items such as insurance, printing, communications and equipment. There are also some centrally held budgets for unspecified operational demand, this will provide for the opportunity to react quicker to local issues/hot spots, address demand issues and to provide funding for low value equipment and materials.

For all other expenditure an inflation factor of 2.5% has been applied in 2022-23, unless there was specific contracted inflation.

## 2.6 Agency & contract services

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

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

<b>Analysis of Agency &amp; contracted services</b>	<b>2022-23 £m</b>
Agency costs	0.1
Collaboration contributions	12.0
Community safety	9.1
Other partnership costs	5.3
<b>Total</b>	<b>26.5</b>

The £0.1m for agency costs relates to resourcing specific skills to assist in the transition of MFSS back to force as part of Op Regain. In year additional agency costs may be incurred as a result of utilising agency staff to cover short term vacancies, especially where departmental restructures are taking place.

Regional collaboration is shown as a joint authority as this is the basis of the collaboration agreements. The region has been challenged to deliver savings from across those projects already in place.

<b>Analysis of Collaboration contributions</b>	<b>2022-23 £m</b>
Serious and Organised Crime	6.7
Major crime	0.3
Forensics	1.5
EMOpSS Air Support	0.7
EMCJS	0.2
Learning & development	0.5
Occupational health unit	0.5
Legal	0.5
Multi Force Shared Services (MFSS)	1.1
<b>Total</b>	<b>12.0</b>

## **2.7 Pensions**

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

The budgeting for medical retirements has seen the number of cases and the associated costs increasing over time. However, for 2022-23 a more stable outlook is expected, and current budget levels have remained.

Employer contributions in respect of the LGPS scheme are reviewed by the Actuaries on a tri-annual basis and annual contributions are then adjusted. This revaluation took place in 2019 and contributions were increased by 3.1%.

## **2.8 Capital financing**

This relates directly to the value of the capital expenditure requiring loan funding in previous years. The proposed capital programmes for 2022-23 have been prioritised to ensure that schemes included are not only reflective of need but also are realistic in deliverability.

In line with this approach schemes proposed in 2022-23 are appropriately apportioned; over several years in some cases. All have active delivery plans that are monitored centrally on a regular basis.

The revenue impact of any capital expenditure is included within this report and the financing arrangements are detailed within the Treasury Management Strategy report.

Significant increases in capital financing cost have arisen due to increased revenue support for the financing of projects. This cost has been funded from uplift as funding has been front loaded to allow forces to put the infrastructure in place to support additional officers and staff.

## **2.9 Income**

Income is currently received from other grants (e.g. pension and knife crime), re-imburement for mutual aid (where the Force has provided officers and resources to other Forces), some fees and charges (such as football matches and other large events that the public pay to attend) and from investment of bank balances short term.

## **2.10 Use of reserves**

Use of £0.4m from the commissioning budget following a review as this is a level above core requirements therefore funding can be used to reduce net taxpayer contribution.

## **2.11 Variation to 2021-22 Budget**

A variation of budgets between years arises as a result of a variety of changes (e.g. inflationary pressures, efficiency reductions and service demands). Annex 4 details a high level summary of reasons for variations between the original budgets for 2021-22 and 2022-23.



### 3. Efficiencies

3.1 The Commissioner is of the view that continually achieving efficiencies remains challenging. However, she appreciates that the level of efficiencies now required each year has reduced significantly and as part of any annual review should be manageable as demonstrated within the Medium-Term Financial Plan.

#### 3.2 2022-23 Efficiencies

As part of the 2022-23 budget the following efficiencies are required in order to set a balanced budget.

<b>Efficiencies</b>	<b>2021-22</b>	<b>2022-23</b>
Pay savings	0.6	0.5
IT	0.9	0.2
Estates	0.3	0.4
Fleet	0.0	0.7
Income	0.5	0.2
Covid impact	0.2	0.0
Collaboration	0.0	1.4
<b>Total</b>	<b>2.5</b>	<b>3.4</b>

Plans are in place to secure the above efficiencies in the 2022-23 budget and there is a high degree of confidence that these will be fully secured as planned.

3.3 As in the previous year if these targets are not met the Commissioner will require the force to provide alternative in year savings plans. If this is required it is likely that the force will respond by delaying its in-year recruitment plans, or adjusting the plans around the ADA investment options.

3.4 There are always risks and there needs to be consideration that these are estimates of spend. We are also awaiting on confirmation on specific grants which could go up, down or stay the same.

From a national project perspective we are aware that these can overrun and therefore create additional expenditure in force where costs are pushed down from the Home Office.

## 4. External Funding

There is an assessment of the financial risk in respect of external funding currently provided. In 2022-23, 2 officers and 77 staff FTE's are funded externally and are added within the expenditure and workforce plans. This could be an additional pressure in future years as funding pressures mount for partners.

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

In addition to these there are 28 police officers and 7 staff FTE's seconded out of the organisation in 2022-23. This compares with 26 officers and 8 staff FTE's seconded in 2021-22.

## 5. Robustness of the estimates

The Chief Finance Officer and his staff have worked closely with the Budget Officers of the Force and OPCC to obtain assurance on the accuracy of the estimates provided. There have been regular meetings between the Commissioner, Chief Constable and their professional officers.

Information provided in the Spending Review and Settlement announcement have been fully factored into these estimates and the budget proposed within this report represents a balanced budget. To achieve this, the report details the efficiencies and savings that will be delivered in the financial year. There are some inherent risks to the full amount of savings being achieved and of the expenditure and income to be made; this will be monitored monthly, with plans being altered if needed in order that the net budgeted expenditure target can be delivered.

In determining the budgeted figures significant enquires have been made with Budget Officers, risk assessment and professional judgement where appropriate and challenge has been applied by those charged with governance, it is therefore considered that these figures represent a robust estimate of the Force and OPCC requirements for 2022-23.

## 2022-23 Commissioner's Total Budget (£m)

	Force Budget 2022-23 £m	OPCC Budget 2022-23 £m	Total Budget 2022-23 £m
<b>Pay &amp; Allowances</b>			
Officer	125.1	0.0	125.1
Staff	49.4	1.3	50.7
Investigator	3.5	0.0	3.5
PCSO	5.6	0.0	5.6
	<b>183.6</b>	<b>1.3</b>	<b>184.9</b>
<b>Overtime</b>			
Officer	4.9	0.0	4.9
Staff	1.1	0.0	1.1
Investigator	0.1	0.0	0.1
PCSO	0.1	0.0	0.1
	<b>6.2</b>	<b>0.0</b>	<b>6.2</b>
Other employee expenses	2.5	0.0	2.5
Medical retirements	5.0	0.0	5.0
	<b>197.3</b>	<b>1.3</b>	<b>198.6</b>
<b>Other operating expenses</b>			
Premises related	8.4	0.0	8.4
Transport	4.4	0.0	4.4
Communications & computing	10.8	0.0	10.8
Clothing & uniforms	0.8	0.0	0.8
Other supplies & services	5.9	0.6	6.5
Custody costs & police doctor	1.6	0.0	1.6
Forensic & investigative costs	2.4	0.0	2.4
Partnership payments & grants to external organisations	4.5	9.9	14.4
Collaboration contributions	12.0	0.0	12.0
Capital financing	9.6	0.0	9.6
	<b>60.4</b>	<b>10.5</b>	<b>70.9</b>
<b>Total expenditure</b>	<b>257.7</b>	<b>11.8</b>	<b>269.5</b>
<b>Income</b>			
Seconded officers & staff income	(2.3)	(0.0)	(2.3)
Externally funded projects income	(3.4)	(0.0)	(3.4)
PFI grant	(0.6)	(0.0)	(0.6)
Ministry of Justice (MoJ)	(0.0)	(4.0)	(4.0)
Investment interest	(0.1)	(0.0)	(0.1)
Pensions grant income	(2.0)	(0.0)	(2.0)
Other income	(8.1)	(0.9)	(9.0)
	<b>(16.5)</b>	<b>(4.9)</b>	<b>(21.4)</b>
<b>Net use of reserves</b>	<b>0.0</b>	<b>(0.4)</b>	<b>(0.4)</b>
<b>Total</b>	<b>241.2</b>	<b>6.5</b>	<b>247.7</b>

Specific efficiency plans totaling £3.4m have already been removed from the main budgets.

## Annex 2

## 2022-23 Force workforce plan

	Police Officer FTEs	Police Staff FTEs	Police Investigators FTEs	PCSOs FTEs	Total FTEs
<b>Opening bal (01/04/22)</b>	<b>2,342</b>	<b>1,313</b>	<b>81</b>	<b>150</b>	<b>3,886</b>
Leavers / restructure	(84)	(110)	(27)	(17)	(238)
Retirement	(77)	(10)	0	0	87
Recruitment	161	109	20	17	307
<b>Closing bal (31/03/23)</b>	<b>2,342</b>	<b>1,302</b>	<b>74</b>	<b>150</b>	<b>3,868</b>

Officer numbers remain stable as Nottinghamshire Police have achieved the national uplift in officers ahead of the government target of March 2023. There will be **45 additional officers** land between February and March 2022 that will deliver benefit in 2022-23. The small reduction in Police staff numbers is due to project teams finishing in year that is attributed from bringing services back in house for Finance, Payroll, HR and L&D these temporary roles offset the **increase of 25 full time permanent front line staff** added to the establishment in 2022-23

The OPCC is currently undertaking a roles and responsibilities review which at the time of setting this budget hasn't concluded. It is intended that this review is reflective of the significant increase in commissioning that has occurred over the last three years (almost doubling to £12m in 2022-23). Therefore an additional £0.3m has been provided for additional staff required to improve governance, enhance commissioning and to develop the public engagement role further.

## Variation to the 2021-22 Bdgt (£m)

	Total Budget 2021-22 £m	Total Budget 2022-23 £m	Variance £m
<b>Pay &amp; Allowances</b>			
Officer	120.1	124.5	4.4
Staff	51.0	50.5	(0.5)
Investigator	0.0	3.4	3.4
PCSO	5.5	5.6	0.1
	<b>176.6</b>	<b>184.0</b>	<b>7.4</b>
<b>Overtime</b>			
Officer	4.5	5.5	1.0
Staff	0.9	1.4	0.5
Investigator	0.0	0.1	0.1
PCSO	0.1	0.1	0.0
	<b>5.5</b>	<b>7.1</b>	<b>1.6</b>
Other employee expenses	2.2	2.5	0.3
Medical retirements	4.9	5.0	0.1
	<b>189.2</b>	<b>198.6</b>	<b>9.4</b>
<b>Other operating expenses</b>			
Premises related	7.0	8.4	1.4
Transport	6.7	4.4	(2.3)
Communications & computing	8.8	10.8	2.0
Clothing & uniforms	0.7	0.8	0.1
Other supplies & services	6.3	6.5	0.2
Custody costs & police doctor	1.6	1.6	0.0
Forensic & investigative costs	2.1	2.4	0.3
Partnership payments & grants to external organisations	10.5	14.4	3.9
Collaboration contributions	11.2	12.0	0.8
Capital financing	10.2	9.6	(0.6)
	<b>65.1</b>	<b>70.9</b>	<b>5.8</b>
<b>Total expenditure</b>	<b>254.3</b>	<b>269.5</b>	<b>15.2</b>
<b>Income</b>			
Income	(21.2)	(21.4)	(0.2)
	<b>(21.2)</b>	<b>(21.4)</b>	<b>(0.2)</b>
<b>Net use of reserves</b>	<b>0.0</b>	<b>(0.4)</b>	<b>(0.4)</b>
<b>Total</b>	<b>233.1</b>	<b>247.7</b>	<b>14.6</b>

## Annex 3

### Variation to the 2021-22 budget

#### Police pay & allowances

The £4.4m increase from the 2021-22 budget is predominantly due to completing our uplift allocation a year ahead of schedule and the impact of officers moving up the increment payscale. The pay award factored in is 2% to commence from September 2022. In 2022-23 the national insurance on overtime now sits on the Police Officer overtime area to enable for better comparison throughout the year, this amounts to £0.6m.

#### Police staff pay & allowances

The £0.5m decrease from the 2021-22 budget is due to additional analysis over a new budget category which has moved £2.9m to investigator pay. There is also a pay award of 2% assumed in the budget for 2022-23 and there will be a small net decrease in FTEs as we see those involved with supporting the project of bringing back the shared service leaving the organisation during the year. In 2022-23 the national insurance on overtime now sits on the Police Staff overtime area to enable for better comparison throughout the year, this amounts to £0.1m

#### Investigator pay & allowances

A new budget category for 2022-23 to enable better analysis and monitoring of the spend in this area. It covers graduate investigators as well as Police staff investigators (level 1 and level 2). The costs for 2022-23 are budgeted to be £3.4m.

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#### PCSO pay & allowances

The costs year on year have increased by £0.1m for PCSOs. A total of 150 FTEs are budgeted for on average as we have had an increase in officer numbers over the past couple of years so therefore have the ability to structure the policing model in a more effective way. Many PCSOs that leave are still doing so to join as officers.

### **Overtime**

The £1.6m increase from the 2021-22 budget is due to officer and staff costs rising through increments and also other costs such as mutual aid to increase in 2022-23 which will be offset with increased income. There is also a greater burden on officers in respect of their prosecution file responsibilities in the wake of the Attorney General's guidance which adds pressure to this budget. £0.8m of the increase is due to having national insurance on overtime now being reported here as opposed to the allowances above to enable better analysis of the data and trends.

### **Medical retirements**

A small £0.1m increase year on year but the rise is purely in line with officer costs increasing as opposed to the volume of forecasted medical retirements in 2022-23.

### **Premises related**

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 general rates; a rise of £0.2m in contract 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.

### **Transport**

There is a £2.3m reduction in costs in this area predominantly due to the full year impact of the exit from the PFI contract. Whilst this figure is high it needs to be taken in context that much is offset with an increase in staff pay, estates (Chilwell) and a reduction in the PFI grant that were in other areas of the budget.

### **Communications & Computing**

Overall, there is a £2.0m increase year on year. This can be attributed to £1.2m to the set up costs for ABSS, MHR and Crown, i.e. the systems that are replacing MFSS as well as £0.4m in the full year annual cost of these systems. £0.3m for the full year cost of DEMS; £0.3m investment as part of the annual departmental assessments and £0.2m as an inflation safeguard for the increase in microchip costs. There are reductions of £0.4m from one-off costs in 2021-22, a revised replacement programme and efficiency savings for removal of redundant systems.

### **Clothing & uniform**

There is a £0.1m increase from 2021-22 in relation to additional costs due to the uplift programme and the increase in officers.

### **Other supplies & services**

The £0.2m increase is mainly in relation to a rise in insurance costs and inflation/re-evaluation in this area as well as an increase in banking and broker costs predominantly through the driver re-training.

### **Partnership payments**

The £3.9m increase from the 2021-22 budget is mainly on the commissioning side which is reflected largely in income. There is also a 10% rise on Home Office ICT charges which accounts for £0.2m.

### **Collaboration contributions**

The £0.8m increase in budget from 2021-22 is primarily charges from EMSOU and how recharging between parties is carried out seeing a rise in here of around £2.2m offset by income of £1.7m. There is also a £1.4m decrease in costs in relation to MFSS as we exit that arrangement.

### **Capital financing**

The £0.6m decrease from the 2021-22 budget is partly due to lower MRP charges and a decrease in interest charges against loans held. There remains a direct revenue financing contribution of £4.4m in 2022-23, the affordability of which may be reduced if the actual pay award is significantly higher than the budgeted amount.

### **Income**

This has increased by £0.6m from the 2021-22 budget and the main reason for this is from an increase in rental income due to Nottinghamshire Fire and Rescue service moving in to the joint headquarters and income from the driver re-training.

### **Reserves**

The contribution from reserves has increased by £0.4m from the 2021-22 budget and the reason for this is following a review of the commissioning budget being a level above core requirements therefore funding can be used to reduce net taxpayer contribution.





**NOTTINGHAMSHIRE  
POLICE & CRIME  
COMMISSIONER**

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**Capital Programme**  
**2022-2027**



## 1. Introduction

The Commissioner is supportive of capital expenditure which improves the efficiency and effectiveness of the service provided to the public of Nottinghamshire.

The majority of capital expenditure relates to the buildings and IT systems.

The ability for the Commissioner to finance capital expenditure through borrowing is limited by the affordability of a rising Capital Financing Requirement, a key prudential indicator. In keeping within the indicator limits some major capital projects are being financed from revenue/reserves. Where capital receipts are available these are utilised to finance short life assets. Both of these actions reduce the burden on the revenue budgets in future years.

## 2. Capital Programme 2022-23

This programme is built upon the current priorities within the Force. Ensuring premises and equipment are fit for purpose, appropriately maintained and replaced at the end of their useful life.

It is currently estimated that there will be approximately £4,979k slippage from 2021-22 (P8) capital programme into 2022-23, these figures will be re-evaluated and confirmed at the end of the financial year.

The detailed programme, proposed by the Force, for 2022-23 is provided in **Appendix A**.

The proposed programme is summarised in the table below:

Capital category	2022-23 £k	2023-24 £	2024-25 £	2025-26 £	2026-27 £
Assets	3,568	2,044	2,440	2,508	2,600
IT	458	1,182	2,497	315	112
Fleet	2,422	2,720	2,854	2,935	2,650
<b>Total</b>	<b>6,448</b>	<b>5,946</b>	<b>7,791</b>	<b>5,758</b>	<b>5,362</b>

Inflation has been added over the life of the 5-year programme to show what we expect the impact to be based on current assumptions.

Work continues in line with the building condition survey from 2017 ensuring all our buildings are safe and fit for purpose. From 2022-23 onwards a new base-line budget has been set, increased with inflation for on-going building condition and capital maintenance works. A breakdown of these works can be found in appendix B.

Within IT the technical refresh project budget has now been included in the medium-term financial plan in revenue in line with Treasury Management Strategy.

Fleet shows the on-going replacement of vehicles now that the force has ended the PFI contract and has full ownership of all the force's fleet of vehicles.

Budgets for operation uplift have been included in line with government funding expectations. Fleet shows an increase in vehicles for the four years of the project with replacements built in, including inflation, for the following years.

Whilst in the main the capital programme is very much based on the maintenance and replacement of the status quo new items in respect of the extension of the ANPR cameras to complete the 'ring of steel' around Nottinghamshire is provided for, with Investment of £500k over the next two years. An investment to extend the use of Safe Haven camera completes the additional IS/IT spend.

### **3. Medium Term Capital Programme**

It is normal practice to provide an indication of the capital programme for 2022-23 to 2026-27. With the understanding that this part of the programme will be subject to change following a detailed business case and affordability assessment.

An indicative proposed programme for the 5 years is provided in **Appendix A**.

### **4. Financing**

Financing is included within the Treasury Management Strategy included elsewhere within this agenda.

### **5. Revenue Implications**

Capital Expenditure does have revenue implications; generally these have the greatest impact in the year after the capital expenditure has been incurred/project completed. These costs reflect a depreciation cost and a cost of borrowing. 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. Depreciation is allocated over the life of the asset.

The Revenue budget for 2022-23 includes the estimated Minimum Revenue Provisions (MRP) based on expenditure prior to 1<sup>st</sup> April 2021, including an estimated cost of borrowing for existing borrowing and new borrowing planned in 2022-23.

The MTFS makes adjustments for significant changes in MRP and interest costs.

## Appendix A

## Capital Programme 2022-23 to 2026-27

## PRIORITY SCHEMES RECOMMENDED FOR INCLUSION IN THE MEDIUM TERM PLAN

Figures Shown £'000			Year				
Suggested Priority	Project Name	Department	2022-23	2023-24	2024-25	2025-26	2026-27
1	Building Condition & Capital Mtn Works	Estates & Facilities	50				
	Custody Improvements	Estates & Facilities		113	116	119	
	ESN	Information Services	24	849	2,182		
	Estate Improvements	Estates & Facilities	100	100			
<b>Total Priority 1 Projects</b>			<b>174</b>	<b>1,062</b>	<b>2,298</b>	<b>119</b>	<b>-</b>
2	Building Condition & Capital Mtn Works	Estates & Facilities	1,808	1,431	2,124	2,189	2,400
	Custody Improvements	Estates & Facilities	360				
	Estate Improvements	Estates & Facilities	-	200			
	Joint FHQ	Estates & Facilities	250				
	ANPR	Information Services	104	133	315	315	112
	Vehicle Replacement	Fleet	2,422	2,720	2,854	2,935	2,650
<b>Total Priority 2 Projects</b>			<b>4,944</b>	<b>4,484</b>	<b>5,293</b>	<b>5,439</b>	<b>5,162</b>
3	Estate Improvements	Estates & Facilities	1,000	200	200	200	200
<b>Total Priority 3 Projects</b>			<b>1,000</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
4	ANPR	Information Services	300	200			
	Safe Haven Cameras	Information Services	30				
<b>Total Priority 4 Projects</b>			<b>330</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>			<b>6,448</b>	<b>5,946</b>	<b>7,791</b>	<b>5,758</b>	<b>5,362</b>

**BREAKDOWN OF BUILDING CONDITION & CAPITAL MTN WORKS**

<b>Figures Shown £'000</b>	<b>Year</b>
<b>Sub Project Name</b>	<b>2022-23</b>
Radford Road - Roof & Windows	1,200
Phoenix House - Lighting, replacement & repairs to windows	360
Phoenix House - Flooring & Decoration	150
Newark - Refurb WC's	85
Radford Road - Fire Alarm Replacement	50
Broxtowe - Boiler Replacement	13
<b>Grand Total</b>	<b>1,858</b>





**NOTTINGHAMSHIRE  
POLICE & CRIME  
COMMISSIONER**

Financial Strategy

2022-2027

January 2022

## 1. Executive Summary

- 1.1 This report brings together the Commissioner's business and financial planning. It looks forward over the next 5 years and sets out how it will meet the Commissioner's Police and Crime objectives.
- 1.2 The Police & Crime Delivery Plan has been refreshed and is included in the reports to the Police & Crime Panel. The key objectives within the plan are:
- Preventing Crime and Protecting People from Harm
  - Responding efficiently and effectively to Community Needs
  - Supporting Victims and Survivors, Witnesses, and Community

This financial strategy puts in place the financial commitments in achieving these objectives.

- 1.3 Linked with this and presented at the same time is the precept report, the revenue budget for 2022-23, the capital strategy, capital five-year programme, treasury management strategy and reserves strategy. This strategy brings together all of these reports and strategies and they should be read in conjunction with one another. This strategy also includes indicative budgets for the next 4 years up to 2025-26 based on information known at the current time.
- 1.4 For 2022-23 the proposed level of net revenue expenditure after income and specific grants is £247.7m which is an increase of 6.2% over the 2020-21 amount of £253.2m. Setting a balanced budget requires a council tax increase of £9.99 (band D equivalent). This level of council tax increase is possible due to the additional freedoms provided within the Autumn 2021 Spending Review, which allow a council tax increase of up to £10 to cover the increase in cost pressures such as pay awards and inflation not included in core grant. This freedom can be assumed in the following two years as the funding settlement covers a 3-year period for Policing – giving more certainty to our financial planning.
- 1.5 This level of spend and the resulting amount of council tax precept does not provide any additional contribution to reserves in 2022-23, but there is a significant contribution to capital expenditure from revenue. The level of General Reserves remains between minimum and maximum recommended levels. It is planned to review the reserve issue following the 3-year settlement as this gives more certainty to future funding levels and the Force's spend and risk analysis.



- 1.6 Further work will be undertaken during 2022-23 to better understand key risks and pinch points together with a more planned approach to medium term financial planning, incorporating a whole organisation approach. This will ensure all aspects are considered, eg workforce requirements, estate, vehicle and ICT plans). For estates the plan needs to cover a period of 15-25 years. This will enable better planning and the ability to maximise resources and demonstrate value for money for the taxpayer.
- 1.7 Revenue funds are also being made to fund capital spending, in 2021-22 this is estimated to be in the region of £4.5m and for 2022-23 it is estimated to be £4.4m. As capital funding from government grants and the sale of assets reduces, the PCC becomes more reliant on the precept amounts to fund Capital expenditure, either through direct revenue financing or providing for the repayment of Loans.
- 1.8 Nottinghamshire Police is heavily dependent on government grant funding, with 2/3rds of its funding coming from grant. Core police resources are assumed to increase in line with inflation, although this is wholly driven by increases in Council Tax with no corresponding increase in Core Government Grants.
- 1.9 In 2022-23 an additional £8.5m, in respect of uplift only, has been provided. This takes the total core grant including Uplift funding to £163.2m compared with £154.7m for 2021-22. Despite Covid and the huge impact on the Government's finances the grant settlement was better than expected. However, the issue going forward in the medium to long term is that core grant and Council Tax increases are unlikely to cover all spending pressures, maintaining the requirement for the organisation to continue on its delivery of efficiencies.
- 1.10 The budget includes the latest indicative assumptions from the Government's Spending Review. It does not make any assumption relating to a Funding Formula Review as the timing of a new formula is uncertain. As Nottinghamshire Police are one of the losers under the current funding formula it had been hoped that a new formula would provide a greater level of ongoing grant support in the longer term.
- 1.11 Looking forward, the 5-year medium term financial strategy for 2022- 2027 currently forecasts a total budget gap of £12.1m, with deficits not first arising until 2025-26.
- 1.12 Given all of the above, it is imperative that financial governance is strong and given appropriate priority to delivering on the efficiency agenda and driving transformation. Good practice in this regard is demonstrated by the introduction of a new Financial Management System (which goes live April 2022), major contractworks as well as the restructuring of the Office of the Police and Crime Commissioner with a greater focus being given to Commissioning, Governance and Community Engagement.

1.13 Work has been ongoing on a number of fronts in the past 2-3 years, including a restructure of the Finance Team, the appointment of new senior finance staff, improved budget monitoring and the embedding of business partnering within the Force approach to business management: all which leads to improved confidence in overall financial sustainability.

## **2. Financial Context**

### **2.1 National Background**

2.1.1 The last 10 years have resulted in many changes to the environment that Policing operates in. The economic downturn which started in 2007-08 has been a key driver for this and has presented the Police & Crime Commissioner with significant challenges for policing in Nottinghamshire, including:

- Reductions and flat cash settlements in grant funding
- Restrictions on Council Tax: relaxed in recent years
- Demand led pressures
- Other external factors
- The UK's withdrawal from the European Union
- The impact of the COVID 19 pandemic

2.1.2 These economic challenges have contributed to uncertainty, and this has been reflected in the way in which Commissioners have developed medium term strategies for the delivery of services.

### **2.2 Spending Review**

2.2.1 The Home Office have concluded their work on the Spending Review 2021. This was done over a very short period of time and within a remit from the Treasury that things will be tight, where we have had an indication of how this will impact police funding it has been applied to this strategy.

2.2.2 A long-awaited Funding Formula review is still required and is currently the subject of review. The Police Grant is allocated on a formula which originates and includes data from 2005. And the formula itself was never fully implemented due to the floor's mechanism operated.

## 2.2 Other factors

At a national level the factors which will affect local finances include: the impact from leaving the European Union, Pension Revaluations, the impact of the pandemic and nationally run projects such as ICT projects. These are all outside of local control, but all will continue to impact significantly on resources made available.

## 3. External Influences & Local Impact?

### 3.1 Background and Budget Setting

- 3.1.1 Each year the Force commences its budget process in late Summer, with a draft budget required by 30th November. Only small adjustments are then needed as the information from the Autumn Statement and spending review become known. Final adjustments are made in January once final grant settlement has been announced.
- 3.1.2 Both the PCC and PCC CFO's attend meetings at a regional and national level to ascertain any possible information from the Home Office that can be obtained and influence the parameters for setting the local budget.
- 3.1.3 When settlement was announced in December 2021 we were provided with precept freedom of £10 and a core grant increased for police officer uplift only. The settlement period was also for a three-year period, rather than the usual one year. The precept and budget reports are produced on this information with future assumptions based on increased core grant for uplift only, a £9.99 increase in Council Tax for 2023-23, £10 further increase per year in precept until 2024-25, plus expected tax base growth.
- 3.1.4 As part of this process all variables are reviewed such as pay award assumptions, the costs of incremental progression, the impact of the living wage, inflation, demand led increases such as the increase in IT (purchase and revenue running costs).
- 3.1.5 This revised strategy updates all known variables based upon the latest information.
- 3.1.6 The Force runs a series of internal events known as the ADA process to identify growth required. This also provides the initial contribution towards on-going efficiencies.
- 3.1.7 **Appendix A** provides an updated high-level projection of net revenue expenditure and potential funding. This will continue to be updated as we go through the Spending Review and Budget Setting process.

## 3.2 Current Knowns and Unknowns

### 3.2.1 Impact of Brexit

As negotiations are on-going regarding the implementation of the exit deal with the European Union, its impact on public sector funding remains unknown.

### 3.2.2 Impact of the Pandemic

The impact of the pandemic at a national level on public sector funding is still emerging, although economic recovery has been more positive than first expected, the impact both short and long term is likely to be focused on the recovery of the National Health Service for any further additional funding being made available.

3.2.3 There remains concern on the impact of the pandemic on council tax. Locally, billing authorities are concerned about any reduction on the amount of council tax collected, although most have a collection fund surplus declared in 2022-23 and tax base increases have returned to the normal range.

3.2.4 Subsequent announcements as part of the previous spending review have confirmed the provision of a Council Tax Support Grant to alleviate the problems of a reduction in the forecasted tax base. And the provision of a local Council Tax Income Guarantee Grant to contribute 75% towards the deficit on the CollectionFund from 2021-22 onwards.

3.2.5 The actual impact of a 1% reduction in Tax Base is estimated at a loss in funding of £750,000.

### Pension Revaluations

3.2.6 Over the medium term there is a planned revaluation of the Police Pension Fund and the Local Government Pension Fund. The last revaluations saw the employers' contribution for Police pensions rise by 6.8% to 31.0% and the employer's contribution for police staff rise by 3.1% to 16.5%.

3.2.7 Current estimates are that the employer's rate for the police pensions will rise again, to as much as 40% and the staff LGPS pension employers rate rise from 16.5% to a potential worse case of 25%. So far, a 1% increase has been estimated to come into effect in 2023-24 for the LGPS, with a net 3.5% increase in police pensions in 2025-26.

3.2.8 The full impact of the McCloud case on public sector pensions is still being implemented, however the Treasury has provided assurance that the full cost this will be met by Government.

## Uplift Grant

- 3.2.9 The Home Office is providing grant funding for all of the costs associated with the recruitment of additional officers (pay, uniform, premises, vehicles, support services). This core funding will be rolled into core police grant moving forward. The Chief Constable has been very proactive in ensuring that Nottinghamshire continues to achieve its target ahead one year ahead of the national target.

## Efficiencies

- 3.2.10 The CSR assumes £100m p.a. in efficiency savings for the service. This means that the Force needs to identify and deliver savings on an ongoing basis. The Annual Budget report details the organisations achievement in this respect; currently the trend is that achievement is well above the apportionment of the national target set by government, and this continues to be the expectation in the medium term.

#### 4. Risks and Robustness

- 4.1 In general terms the biggest risk is having insufficient funding to meet expenditure requirements. This can lead to perverse/inefficient outcomes, such as Police Officers carrying out staff roles.
- 4.2 Historically, Nottinghamshire has been underfunded from Police Grant. Since the current formula came into place in 2005-06 Nottinghamshire has had significant amounts of funding withheld in a floor mechanism that protected overfunded forces from experiencing significant cuts in their funding. The consequence of which is that Nottinghamshire has always had to make do with less, does not have cash rich reserves and was already financially stretched when ~~we~~ hit.
- 4.3 Nottinghamshire is approximately 2/3rds funded by police grant and 1/3<sup>rd</sup> by precept. Which during austerity meant we were hit the hardest financially compared to others who are 30-50% grant funded. These forces were still able to receive increased funding from precepts whilst grant was either cut or static. This gearing effect continues to be a risk that we have to manage and work within.
- 4.4 The Funding Formula Review is now being reviewed by the Home Office, although the precise outcome for Notts and any implementation date is unknown. It is not however expected in this parliamentary period.
- 4.5 Under this current funding formula Nottinghamshire has had at least £10m per annum ~~in~~ in grant funding and at one point as high as £18m.

## Reserves and Balances

- 4.6 The consequence of the underfunding of police grant and the gearing effect of grant to precept, has meant that Nottinghamshire has never been “cash rich”. Its level of reserves has always been lower quartile.

Despite this, when opportunities have arisen, we have acted proactively. For example, efficiencies delivered ahead of schedule or greater than expected were transferred to reserves to fund transformation, redundancies and revenue overspends. This is an effective use of reserves for one-off funding to reduce the total revenue base budget going forward.

- 4.7 Nottinghamshire holds a general reserve of £7.075m. The £0.075m relates to a requirement under regional collaboration. The £7.0m has increased from £3m up to 2010 and currently represents 2.8% of our net revenue expenditure (NRE), although a review of the reserves position during the year is expected to release funds from other areas of reserves to increase this percentage.

The policy is that this reserve should not ever fall below 2% of NRE, as the Home Office require a 1% contribution of NRE to any request for specific grant. The Home Office have set a maximum that it expects forces to hold of 5%. To achieve this maximum limit would require an additional contribution of £5.4m.

- 4.8 Nottinghamshire holds earmarked reserves which have been increasing over recent years to fund capital projects, the 3-year settlement along with the achievement of a prolonged trend delivering a well-managed budget containing significant amounts of direct revenue financing is likely to result in some earmarked reserves being reduced. This will be reviewed by the CFO as part of the closure of accounts for the 2021-22 accounts.

- 4.9 The Government has made it very clear that it does not expect any force or local authority to hold significant levels of reserves. We are demonstrating we only hold increased levels of reserves for very short periods of time for major capital projects.

- 4.10 Capital receipts are utilised to fund short life assets in the capital programme as this is more beneficial to the future revenue budgets. Capital grant has now ceased from 2022-23 and is now incorporated into revenue grant which offers more flexibility.

## 5. Strategy Assumptions

The strategy is built based on a number of assumptions as detailed below:

### **Core Funding**

- **Core grant.** It is assumed that there is an increase to core grant funding in line with CSR increases, delivered by Council Tax increases.
- **Precept.** It has been assumed for the base position that precept will increase by £10 each year in line with the CSR.
- **Tax Base.** An addition of 1% per annum.

### **Net Revenue Expenditure**

- **Pay.** It has been assumed that police officer pay will increase by 2.0% in 2022-23, 3.5% in 2023-24 and 2.5% thereafter. The same has been assumed for police staff pay.
- **Pensions.** It has been assumed that all new officers and staff will auto enroll to the respective pension schemes. The next triennial valuation for the police pension is due in 2022-23 and a similar date for the police staff pension scheme. It is likely that the employer's contribution will change and probably upwards. This has not been factored into the assumptions at this stage.
- **Non-Pay.** Inflation is currently running at over 5% and is expected to persist over the short term. However, we have shown over achievement (£3.4m) against the local allocation (£1.8m) of the national efficiency target (£100m) that we will be required to deliver, which will help off-set the higher-than-expected inflation position going forward.

APPENDIX D

APPENDIX A(i)

Net Revenue Expenditure (NRE)

Net Revenue Estimate as at January 2021					
	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £	2026-27 £m
<b>Pay</b>	<b>198.6</b>	<b>206.5</b>	<b>213.2</b>	<b>220.0</b>	<b>226.6</b>
Pay award	2.0%	3.5%	2.5%	2.5%	2.5%
<b>Non pay</b>	<b>70.9</b>	<b>69.7</b>	<b>70.4</b>	<b>72.2</b>	<b>74.0</b>
<b>Non Pay inflation</b>	2% inflation 10% HO IT inflation 3-10% utilities & fuel	2% inflation 10% HO IT inflation 3-10% utilities & fuel	2% inflation 10% HO IT inflation 3-10% utilities & fuel	2% inflation 10% HO IT inflation 3-10% utilities & fuel	2% inflation 10% HO IT inflation 3-10% utilities & fuel
<b>Income</b>	<b>(15.5)</b>	<b>(15.8)</b>	<b>(16.1)</b>	<b>(16.4)</b>	<b>(16.8)</b>
<b>Specific Grants (incl Uplift)</b>	<b>(5.9)</b>	<b>(5.9)</b>	<b>(5.9)</b>	<b>(5.9)</b>	<b>(5.9)</b>
<b>Use of Reserves</b>	<b>(0.4)</b>	<b>(0.4)</b>	<b>(0.4)</b>	<b>(0.4)</b>	<b>(0.4)</b>
<b>TOTAL NRE</b>	<b><u>247.7</u></b>	<b><u>257.1</u></b>	<b><u>265.2</u></b>	<b><u>273.6</u></b>	<b><u>281.7</u></b>



## APPENDIX D

APPENDIX A(ii)Core Funding

Core Funding estimate as at January 2022						
	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £	2026-27 £m	
<b>Precept</b> £10 to 23-24 then 2% increase	83.3	87.8	92.0	94.8	97.6	
<b>Tax base increase</b>	1.92%	1.5%	1.0%	1.0%	1.0%	
Collection Fund - surplus/(Deficit)	0.8	0.0	0.0	0.0	0.0	
<b>Core Grant (inc. uplift)</b>	153.5	158.3	161.0	161.0	161.0	
<b>Council Tax Legacy</b>	9.7	9.7	9.7	9.7	9.7	
<b>Reserves</b>	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	
<b>Core Funding available</b>	219.6	233.2	243.4	248.7	251.5	254.1





# NOTTINGHAMSHIRE POLICE & CRIME COMMISSIONER

Nottinghamshire Office of the Police & Crime Commissioner

## Capital Strategy

2022-23 to 2026-27

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# Capital Strategy

## Section A Introduction

### 1. Purpose

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires local authorities to produce a capital strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy is a key document for the Police and Crime Commissioner (Commissioner) and Nottinghamshire Police and forms part of the authority's integrated revenue, capital and balance sheet planning. It provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the delivery of desired outcomes. It also provides an overview of how associated risk is managed and the implications for future financial sustainability. It includes an overview of the governance processes for approval and monitoring of capital expenditure.

Throughout this document the term Group is used to refer to the activities of both the Commissioner and the Force. The PCC owns all assets whilst the Chief Constable is responsible for day to day operational use and management.

### 2. Scope

This Capital Strategy includes all capital expenditure and capital investment decisions for the Group. It sets out the long term context in which decisions are made with reference to the life of projects/assets.

### 3. Capital Expenditure - Definition

Capital expenditure is incurred on the acquisition or creation of assets, or expenditure that enhances or adds to the life or value of an existing fixed asset. Fixed assets are tangible or intangible assets that yield benefits to the Group generally for a period of more than one year, e.g. land and buildings, IT, business change programmes, equipment and vehicles. This is in contrast to revenue expenditure, which is spending on the day to day running costs of services, such as employee costs and supplies and services.

The capital programme is the Group's plan of capital works for future years, including details on the funding of the schemes.

Capital expenditure is a major cost and as a result it is necessary to ensure that key programmes of work requiring capital expenditure have been properly identified, evaluated and prioritised.

#### **4. Capital vs Treasury Management Investments**

Treasury Management investment activity covers those investments, which arise from the Groups cash flows and debt management activity, and ultimately represent balances, which need to be invested until the cash is required for use in the course of business.

For Treasury Management investments the security and liquidity of funds are placed ahead of the investment return. The management of associated risk is set out in the Annual Treasury Management Strategy Statement.

The CIPFA Treasury Management Code recognises that some local authorities are entitled to make investments for policy reasons outside of normal treasury management activity. These may include service and commercial investments. However, like all police forces, the Group does not have a General Power of Competence, which gives councils the 'power' to do anything an individual can do provided it is not prohibited by other legislation. As such, the Group is prevented from entering into commercial investment activities.

#### **5. Links to other Corporate Strategies and Plans**

The Commissioner produces her Police and Crime Plan (Make Notts Safe Plan) every four years, which is refreshed annually and the Chief Constable produces a Force Management Statement.

To support these overarching documents a number of interrelated strategies and plans are in place, such as the Medium Term Financial Strategy, Capital Strategy, Medium Term Capital Plan, Asset Management Plan, Treasury Management and Annual Investment Strategy, and People Strategy/Workforce Plan.

The operation of these strategies and plans is underpinned by the Code of Corporate Governance which includes Contract Procedure Rules and Financial Regulations. Procedure manuals are considered best practice at Force level.

Capital resources should be directed to those programmes and projects that optimise the achievement of these outcomes. The following processes are designed to ensure this happens.

## Section B Developing a Capital Programme

### 6. The Capital Budget Setting Process

#### 6.1 Introduction

At any given time the Force is committed to rolling medium term revenue & capital plans, that usually extend for 4 years and beyond. The plans are drawn up, reassessed and extended annually. If required these are re-prioritised to enable the Force to achieve the aims and objectives, established in the Commissioner's Police and Crime Plan and commitment to support national drivers, such as the National Policing Vision.

Key focuses of the Capital Programme:

- To ensure the property estate remains fit for purpose, identifying opportunities to streamline assets and develop the estate infrastructure; maintaining core sites, improving core training facilities and progressing the Asset Management Plan.
- To ensure provision is made for IT & Business Change Technology to maintain and develop the existing infrastructure and invest in the core technologies required to provide innovative digital policing services.
- The maintenance and replacement of other core assets where necessary, (e.g. vehicles and communication infrastructure).
- Ensure future delivery of targets in relation to 'net zero', in particular those relating to the greening of the fleet by 2030 and reducing building co2 emissions by 2032.

The plans acknowledge the constrained financial position of the Force and maximise both the available financial resources and the capacity that the Force has to manage change projects.

The Capital Plan provides the Force infrastructure and major assets through capital investment, enabling the Force to strengthen and streamline core assets and systems, and provides the framework for delivering innovative policing with a lower resource profile.

#### 6.2 Force Collaboration and Wider Sector Engagement

Although the Group has its own Capital Strategy and Medium Term Capital Plan, the natural drivers that encourage national, local and regional forces to collaborate, such as cost and resource sharing, along with structured collaborations and national plans, can have a significant influence on local decision making.

One of the focal points therefore of the Capital Strategy is to acknowledge regional and national partnership working, both with other Forces and in the wider context of engagement with other Emergency Services, Local Authorities and the Crown Prosecution Service, to improve overall service to the public.

Wherever possible and subject to the usual risk assessment process, the Group will look to expand the number of capital schemes, which are completed on a partnership basis, and continually look for areas where joint projects can be implemented, in support of this initiative.

### **6.3 The Capital Budget Setting Process and Timetable Overview**

For any particular budget setting year, the process for the Group starts during the summer of the preceding year with the Force Corporate Development Department and other key Stakeholder Groups. The assessment of any proposed changes to budgets, investment requirements and other ideas from the Stakeholder Groups should be assessed covering the key criteria such as:

- Achievement of high level agreed Local, Regional or National outcomes.
- Maintenance of the essential infrastructure.
- Development of improved capability.
- Adjustments to existing prioritised plans/projects.
- Rationalisation & modernisation of estates.
- Carbon management & Health and Safety.
- Invest to save schemes.

Based on an agreed timetable, Business Cases for consideration will be submitted into Force Corporate Development Department for both the Group and collaborations in order that a joined up approach is made to capital investment.

A de-minimis capital expenditure level of £0.02m is currently in place and must be adhered to.

Capital resources will fund new IT systems where the cost is over £0.250m (below this amount will be considered if grant funded). All system upgrades will be funded by revenue.

Over the autumn, the business cases will be subjected to the Force's Prioritisation Matrix, this provides a score for the project that considers key factors (e.g. statutory need, police and crime plan, risk) in assessing the importance of the bid. The bids will then be presented to and extensively reviewed by the Futures Board, before being scrutinised and recommended by the Chief Officer Team.



Business case prioritisation is achieved by initially applying an agreed Force Prioritisation Matrix to the bid. The matrix reflects the Chief Constables Force commitment, operational priorities, risk profile, benefits and costs and provides an indicative score for each business case.

The Matrix will be adjusted, if required, prior to submission of business cases to reflect any changes to force prioritisation.

The Prioritisation Matrix score is subject to extensive review by Chief Officers and senior staff over the course of the budget process, to ensure prioritisation is effective and that any appeals are given due consideration.

Typically, a costed draft Capital Plan will then be presented to the Commissioner late autumn, providing views on affordability and potential funding issues and options.

A final version of the Capital Plan and Programme will be presented to the Commissioner in the following February for approval, reflecting the known funding position and any further developmental work on the plan.

The formal Commissioner approval, agrees the capital budget for the following year, and acknowledges the intention for planning purposes of the remaining years of the Capital Plan. Until this approval is given spending cannot commence unless this relates to the continuation of a multi-year scheme.

#### **6.4 Identifying Capital Expenditure/Investment Requirements**

The need for a capital scheme will typically be identified through one or more of the following processes:-

- Senior Stakeholders will submit business cases that support delivery of local, Force, Regional or National Objectives. These plans must be sponsored by a member of the Chief Constables Management Team (CCMT) and must identify the requirement, rational, deliverables, benefits, links to Force and/or PCC Priorities, and costs in terms of both capital investment and on-going revenue consequences.
- Reviews of existing capital projects will identify that budget variances are likely to occur and that either more or less funding is likely to be required. Full rationales are required to justify variances and are submitted as per service delivery bids above.
- The other key strategies will inform the capital strategy and a capital scheme bid may arise from that, for example the Asset Management Plan, which rationalises and develops the operational buildings and estates, and may require, either sale or purchase or redevelopment of an element of the estate. This plan itself needs to have a long term view (30+ years) of each site that the Force occupies as informed by the building condition surveys undertaken.

Where investment needs are identified these are reported in a business case (on a standardised form) and submitted into the budget setting process (6.3).

### **6.5 Business Case and Prioritisation**

A standard template should be used for all business cases. This should be completed in detail for projects with a duration of less than 1 year as well as initial year of multi-year schemes. Start dates, project duration and revenue implications should be clearly identified.

Payments for capital schemes often occur over many years, depending on the size and complexity of the project. Therefore, estimated payment patterns are calculated for each project so that the expected capital expenditure per month/year is known. This is called a cash flow projection or budget profiling.

The approval of a rolling multi-year capital programme assists the Group stakeholders in a number of ways:

- It allows the development of longer term capital plans for service delivery.
- It allows greater flexibility in planning workloads and more certainty for preparation work for future schemes.
- It allows greater integration of the revenue budget and capital programme.
- It also matches the time requirement for scheme planning and implementation since capital schemes can have a considerable initial development phase.

Business case prioritisation is achieved by initially applying an agreed Force Prioritisation Matrix to the bid. The matrix reflects operational priorities, risk profile, benefits and costs.

The Prioritisation Matrix is subject to extensive review by Chief Officers and senior staff over the course of the budget setting process to ensure prioritisation is effective and that any appeals are given due consideration.

Discussions are held with Collaborative Partners to agree, as far as possible, Force prioritisation and understand affordability risks and issues on joint ventures.

### **6.6 Affordability and Financial Planning**

The overall financial position of the Group and therefore the scope for future capital expenditure, must take into consideration the combination of the revenue budget, capital programme as well as the position on reserves.

The revenue Medium Term Financial Plan (MTFP) financial position is influenced by inflation, committed growth requirements, forecast productivity and efficiency savings, assumptions around grant and council tax funding and any other information introduced during the budget process.

The revenue position influences the capital position in terms of potential affordability of support for Direct Revenue Financing (DRF) or debt charges (for external borrowing) whereas the capital bid process influences the revenue position in terms of both revenue consequences of capital programmes and also the requirement to financially support capital investment, either through DRF or external borrowing.

The extent to which the annual revenue budget, through the 4 year forecast, is expected to be able to support the capital programme is a key factor to overall financial planning and is becoming more so as other sources of funding cease to be available. The annual police capital grant has ceased from 2022-23.

The Capital Programme and the Capital Plan will include forecasts on capital expenditure, revenue consequences of capital programmes and the requirement to financially support capital investment, either through direct revenue financing, use of reserves or external borrowing.

### **6.7 Capital Sustainability**

The financial position of the Group has been changing. For many years the Group has benefitted from substantial capital receipt reserves, supported by the sale of operational buildings or from revenue reserves assigned to capital investment.

As we move forward through the next 4 years the picture moves away from funding of the capital programme through use of accumulated receipt reserves and into a position of funding through either direct revenue financing or borrowing for specific projects.

The Group's Strategy is therefore to invest in core infrastructure now that will not only offer overall service improvements to the public, but also maximise revenue savings into the future through more efficient and mobile use of police personnel, enabled by improved Information and Communication Technology systems and other core infrastructure for example, connected vehicle fleet and building assets.

The Group investment strategy will also be influenced by, and take account of national visions for policing, regional and local priorities.

### **6.8 Approval Process**

As indicated, the Commissioner receives the updated Capital Programme supported by a longer term capital plan, in February each year as part of the overall suite of budget reports.

The Commissioner approves the overall borrowing levels at the budget meeting

in February each year as part of the Treasury Management Report. The taking of loans, if required, then becomes an operational decision for the CFO who will decide on the basis of the level of reserves, current and predicted cashflow, and the money market position whether borrowing should be met from internal or external sources.

Once the Commissioner has approved the capital programme, then expenditure can be committed against these approved schemes subject to the normal contract procedure rules and the terms and conditions of funding.

Whether capital projects are funded from grant, contributions, capital allocations or borrowing, the revenue costs must be able to be met from existing revenue budgets or identified (and underwritten) savings or income streams.

Following approval by the Commissioner the capital programme expenditure is then monitored on a regular basis.

## Section C Governance

### 7. Funding Strategy and Capital Policies

This section sets out the Group policies and priorities in relation to funding capital expenditure and investment.

#### 7.1 Government Grant

As indicated above, capital grant has now ceased from 2022-23.

Specific capital grants may be received for agreed capital works undertaken by those regional policing units for which the Group is the lead force or for themselves only.

#### 7.2 Capital Receipts

A capital receipt is an amount of money which is received from the sale of an asset on the fixed asset register. They cannot be spent on revenue items.

These capital receipts, once received, are used to finance short life assets in future capital programmes.

All sale receipts from assets originally purchased by capital funding are to be treated as capital receipts even when below the £0.01m value set by statute.

#### 7.3 Revenue Funding

Recognising that the pool of assets available for sale is declining, Direct Revenue Funding (DRF) is seen as a funding alternative. However, DRF does put pressure on revenue budgets where agreed this is likely to add pressure to any medium-term efficiency requirements. This emphasises the need for a continuous focus on the delivery of efficiencies.

#### 7.4 Prudential Borrowing

Local Authorities, including the Police, can set their own borrowing levels based on their capital need and their ability to pay for the borrowing. The levels will be set by using the indicators and factors set out in the Prudential Code. The borrowing costs are not supported by the Government so the Group needs to ensure it can fund the repayment costs. The Group's Minimum Revenue Provision (MRP) Policy sets out a prudent approach to the amount set aside for the repayment of debt.

Due to the on-going debt charges (i.e. MRP and external interest charges) the CFO will consider external borrowing and any potential alternative source for financing the capital programme.

### **7.5 Reserves and balances**

Unspent capital grant and capital receipt monies can be carried forward in the Balance Sheet until they are required to fund the capital programme.

The Group also uses money held in earmarked revenue reserves to help fund capital expenditure, most notably the Asset Replacement Reserve.

### **7.6 Third party capital contributions**

Occasionally the Group will receive income from a third party (usually another authority) who has agreed to contribute towards an asset (e.g. SARC) that the Group will then own.

### **7.7 Leasing**

The Group may enter into finance leasing agreements to fund capital expenditure. However, a full option appraisal and comparison of other funding sources must be made and the Department must liaise with the Head of Finance to ensure that this is costed accurately. The CFO's must be satisfied that leasing provides the best value for money method of funding the scheme and will utilise the Treasury Management Advisors in this, before a recommendation is made to the Commissioner.

Under the Prudential Code finance leasing agreements are counted against the overall borrowing levels when looking at the prudence of the authority's borrowing.

## **8. Procurement and Value for Money**

Procurement is the purchase of goods and services. The Group has a Procurement Department that ensures that all contracts, including those of a capital nature, are legally compliant and best value for money.

It is essential that all procurement activities comply with prevailing regulations and best practice as set out in the Code of Corporate Governance, which includes Contract and Financial Regulations. Guidance on this can be sought from the Procurement team.

The main aim is to hold 'value for money' as a key goal in all procurement activity to optimise the combination of cost and quality.

## **9. Partnerships and Relationships with other Organisations**

Wherever possible and subject to the usual risk assessment process the Group will look to expand the number of capital schemes, which are completed on a partnership basis and continually look for areas where joint projects can be implemented.

## Section D Management

### 10. Management Framework

The Commissioner owns all assets and has given legal consent for the Chief Constable to manage them on a day to day basis, on her behalf.

The Head of Finance collates the information for the capital programme. The capital programme is managed by the project managers and the Head of Finance monitors and reports on the expenditure regularly, to the Chief Constable's CFO and the Force's Management Team who, collectively maintain oversight of planned expenditure.

The relevant Chief Finance Officers are responsible for developing and then implementing the Treasury Management Strategy, including the Annual Investment Strategy, along with the completion of all capital spend and funding related returns completed for central government and other regulatory bodies.

During the budget preparation process the Chief Constable's Management Team take a strategic perspective to the use and allocation of the Group's capital assets in planning capital investment. They receive reports on proposed capital projects and make formal recommendations to the Commissioner, during the development of the capital programme.

Having approved the capital plan and the capital programme in February each year the Commissioner formally holds the Chief Constable to account for delivery of capital projects.

Detailed discussions are held with Collaborative Partners to agree as far as possible Force prioritisation and understand affordability risks and issues on joint ventures.

Once the list of key capital priorities have been identified, in preparing capital project proposals, consideration should be given to the key criteria identified earlier in the year.

### 11. Individual Project Management

Capital Projects are subject to high levels of scrutiny. This varies dependant on the type of project and may be influenced by size or by the makeup of regional involvement. Each Project will have a Project Manager and potentially a team to implement the project.

Typically projects will have a dedicated Project Board, which, if part of a larger programme may sit under a Programme Board. Programme and Project Boards will have a Senior Responsible Officer or Chair Person.

For those business change programmes where a formal Board has been established, a detailed scheme monitoring report is presented to each Board meeting.

Detailed oversight is further provided through IT Project Management Office, Strategic Estate Groups and Futures Board.

Regional Projects or Programmes may also report into Regional Boards.

## **12. Monitoring of the Capital Programme**

The Head of Finance will submit capital monitoring reports to both Chief Constable's Management Team and the Commissioner on a regular basis throughout the year. These reports will be based on the most recently available financial information. These monitoring reports will show spending to date and compare projected expenditure with the approved capital budget.

For proposed in-year amendments to the capital programme, for new schemes not already included in the medium term capital programme, the department in consultation with the Head of Finance will prepare a business case for submission to the Futures Board and then to the Commissioner for consideration and approval, including details on how the new scheme is to be funded: such as revenue, grants and/or savings from current capital programme. Additional capital funding will only be considered in exceptional circumstances approved by the Commissioner.

Monitoring reports are presented to the Commissioner at either, the Strategic Resources and Performance meeting, or as part of the decision making process if timing of the meeting is not aligned.

## **13. Performance Management**

Clear measurable outcomes should be developed for each capital scheme. After the scheme has been completed, the Chief Constable is required to check that outcomes have been achieved.

Post scheme evaluation reviews should be completed by the Group for all schemes over £0.5 million and for strategic capital projects.

Reviews should look at the effectiveness of the whole project in terms of service delivery outcomes, design and construction, timescales being met, expenditure etc. and identify good practice and lessons to be learnt in delivering future projects.

## **14. Risk Management**

Risk is the threat that an event or action will adversely affect the Group's ability to achieve its desired outcomes and to execute its strategies successfully.



Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of managing them and/or responding to them. It is both a means of minimising the costs and disruption to the organisation caused by undesired events and of ensuring that staff understand and appreciate the element of risk in all their activities.

The aim is to reduce the frequency of adverse risk events occurring (where possible), minimise the severity of their consequences if they do occur, or to consider whether risk can be transferred to other parties.

Each project should maintain its own risk assessments and monitor these throughout the project term. Where significant risks arise these should be evaluated to see if they should be escalated to the corporate risk register.

To manage risk effectively, the risks associated with each capital project need to be systematically identified, analysed, influenced and monitored.

It is important to identify the appetite for risk by each scheme, especially when investing in complex and costly business change programmes.

The corporate risk register sets out the key risks to the successful delivery of the Group's corporate aims and priorities and outlines the key controls and actions to mitigate and reduce risks, or maximise opportunities.

The Group accepts there will be a certain amount of risk inherent in delivering the desired outcomes of Police and Crime Plan and will seek to keep the risk of capital projects to a low level whilst making the most of opportunities for improvement. Where greater risks are identified as necessary to achieve desired outcomes, the Group will seek to mitigate or manage those risks to a tolerable level

The respective Chief Finance Officer's will report on the deliverability, affordability and risk associated with this Capital Strategy and the associated capital programme. Where appropriate they will have access to specialised advice to enable conclusions to be reached.

- **Funding Capacity Risk**

This is the risk that identified project costs are either understated or escalate during the project lifecycle, for example if the project scope changes. This risk is mitigated as far as possible by the identified monitoring process and controls.

- **Credit Risk**

This is the risk that the organisation with which we have invested capital monies becomes insolvent and cannot complete the agreed contract. Accordingly, the Group will ensure that robust due diligence procedures cover all external capital investment. Where possible contingency plans will be identified at the outset and enacted when appropriate.

- **Liquidity Risk**

This is the risk that the timing of any cash inflows from a project will be delayed, for example if other organisations do not make their contributions when agreed. This is also the risk that the cash inflows will be less than expected, for example due to the effects of inflation, interest rates or exchange rates. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes. Appropriate interventions will occur as early as possible.

- **Interest Rate Risk**

This is the risk that interest rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Interest rates will be reviewed as part of the on-going monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

There is also a risk that external interest rates will rise, after the budget has been set, meaning that actual debt charges are higher than those included in individual business cases and more widely in the revenue budget. This risk will be managed by the Chief Finance Officer who will liaise with external Treasury Management advisors to determine the best time to take new external loans.

- **Exchange Rate Risk**

This is the risk that exchange rates will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Where relevant, exchange rates will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

- **Inflation Risk**

This is the risk that rates of inflation will move in a way that has an adverse effect on the value of capital expenditure or the expected financial returns from a project. Rates of inflation will be reviewed as part of the ongoing monitoring arrangements to identify such adverse effects. As far as possible our exposure to this risk will be mitigated via robust contract terms and when necessary contract re-negotiations.

- **Legal and Regulatory Risk**

This is the risk that changes in laws or regulation make a capital project more expensive or time consuming to complete, make it no longer cost effective or make it illegal or not advisable to complete. Before entering into capital expenditure or making capital investments, the Group will understand the powers under which the investment is made. Forthcoming changes to relevant laws and regulations will be kept under review and factored into any capital bidding and programme monitoring processes.

- **Fraud, Error and Corruption Risk**

This is the risk that financial losses will occur due to errors or fraudulent or corrupt activities. Officers involved in any of the processes around capital expenditure or funding are required to follow the agreed Code of Corporate Governance. The Group has a strong ethical culture which is evidenced through our values, principles and appropriate behaviour. This is supported by the national Code of Ethics and detailed policies such as Anti-Fraud and Corruption and Declaration of Interests.

## **15. Other Considerations**

Capital Schemes must comply with legislation, such as the Disability Discrimination Act, the General Data Protection Regulations (GDPR), building regulations etc.





**NOTTINGHAMSHIRE**  
POLICE & CRIME  
COMMISSIONER

# **Treasury Management Strategy 2022-27**

Incorporating the Minimum Revenue Provision Policy  
Statement and Annual Investment Strategy 2022-27

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## 1. INTRODUCTION

### 1.1 Background

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

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

The contribution the treasury management function makes to the organisation is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

The responsible officer for treasury management is the Chief Finance Officer to the Police & Crime Commissioner (CFO). The Chartered Institute of Public Finance and Accountancy (CIPFA) defines Treasury Management as:

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

### 1.2 Reporting requirements

The Police and Crime Commissioner (PCC) is required to receive and approve, as a minimum, three main Treasury Management reports each year, which incorporate a variety of policies, estimates and actuals.

1. **Prudential and treasury indicators and treasury strategy** (this report) - The first and most important report covers:
  - the capital plans (see also the strategy report), prudential indicators and borrowing plans
  - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time)
  - the treasury management strategy, (how the investments and borrowings are to be organised) including treasury indicators; and an investment strategy (the parameters on how investments are to be managed)

2. **A mid-year treasury management report** – This is primarily a progress report and will update the Commissioner on the capital position, amending prudential indicators as necessary. It also monitors whether the treasury activity is meeting the strategy and whether any policies require revision.
3. **An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

A detailed capital strategy report is also required, this is contained in a separate report.

### **Scrutiny**

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

The values within the strategy have been rounded appropriately, and the extent of rounding is clearly labelled. This rounding will in some cases cause a note to be apparently mathematically incorrect.

## **1.3 Treasury Management Strategy 2022-27**

The strategy covers two main areas:

### **Capital issues**

- capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy

### **Treasury management issues**

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

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

## **1.4 Treasury management consultants**

NOPCC uses the Link Group Treasury Services as its external treasury management advisors.



NOPCC recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external advisors. All decisions will be undertaken with regards to all available information, including, but not solely from, our treasury advisers.

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

### **1.5 Training**

The CIPFA Code requires that the responsible officer ensures that relevant personnel receive adequate training in treasury management. This especially applies to the Commissioner and members who are responsible for scrutiny. Appropriate training will be provided to the new PCC, any new members of JASP and other responsible officers/staff as soon as practicable and as a minimum within 12 months of starting their role.

The training needs of treasury management officers are also periodically reviewed so they maintain continuous professional development as required by the CIPFA Code of Practice.

## 2. THE CAPITAL PRUDENTIAL INDICATORS 2022-23 to 2026-27

The Commissioner's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, to give an overview and confirm capital expenditure plans. Full information regarding capital expenditure plans is included within the separate capital strategy report and capital programme report.

### 2.1 Capital expenditure

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

The Commissioner is asked to approve the capital expenditure forecasts.

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

Table 1 - Capital Expenditure	2021-22 Forecast £m	2022-23 Estimate £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
Assets	18.683	5.791	2.044	2.240	2.508	2.600
IS	2.479	1.288	1.182	2.497	0.315	0.112
Fleet	0.735	4.348	2.720	2.854	2.935	2.650
Other	0.000	0.000	0.000	0.000	0.000	0.000
<b>Capital Programme</b>	<b>21.897</b>	<b>11.427</b>	<b>5.946</b>	<b>7.791</b>	<b>5.758</b>	<b>5.362</b>
<b>Financed by:</b>						
Capital Receipts	(1.576)	(3.300)	(0.300)	(1.300)	(1.500)	(0.900)
Capital Grants	(0.199)	0.000	0.000	0.000	0.000	0.000
Capital Contributions	(2.293)	0.000	0.000	0.000	0.000	0.000
Direct Revenue Financing	(4.660)	(4.400)	(1.500)	(0.500)	0.000	0.000
Capital Reserve	(4.661)	0.000	0.000	0.000	0.000	0.000
<b>Net Financing need</b>	<b>8.508</b>	<b>3.727</b>	<b>4.146</b>	<b>5.991</b>	<b>4.258</b>	<b>4.462</b>

### 2.2 Commissioner's borrowing need (Capital Financing Requirement)

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

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

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

The Commissioner is asked to approve the CFR projections below:

<b>Table 2 - Capital Financing Requirement (CFR)</b>	<b>2021-22 Forecast £m</b>	<b>2022-23 Estimate £m</b>	<b>2023-24 Estimate £m</b>	<b>2024-25 Estimate £m</b>	<b>2025-26 Estimate £m</b>	<b>2026-27 Estimate £m</b>
<b>Total CFR</b>	69.987	70.038	70.006	71.227	70.550	69.855
<b>Movement in CFR</b>	5.181	0.051	(0.032)	1.221	(0.676)	(0.695)
<b>Table 3 - Movement in CFR supported by</b>	<b>2021-22 Forecast £m</b>	<b>2022-23 Estimate £m</b>	<b>2023-24 Estimate £m</b>	<b>2024-25 Estimate £m</b>	<b>2025-26 Estimate £m</b>	<b>2026-27 Estimate £m</b>
Net financing need for the year (above)	8.508	3.727	4.146	5.991	4.258	4.462
Less MRP/VRP and other financing movements	(3.327)	(3.676)	(4.178)	(4.770)	(4.934)	(5.157)
<b>Movement in CFR</b>	5.181	0.051	(0.032)	1.221	(0.676)	(0.695)

### 2.3 Minimum Revenue Provision (MRP) policy statement

NOPCC is required to pay off an element of the accumulated capital spend each year (the CFR) and make a statutory charge to revenue for the repayment of debt, known as the Minimum Revenue Provision (MRP). The MRP policy sets out how the PCC will pay for capital assets through revenue each year. The PCC is also permitted to make additional Voluntary Revenue Payments (VRP).

A change introduced by the revised MHCLG MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

The additional provision that has been made to date is shown in the table below:

<b>Table 4 - Additional Revenue Provision</b>	<b>£m</b>
2016-17	0.750
2017-18	0.250
2019-20	0.800
<b>Total Additional Provision</b>	<b>1.800</b>

Ministry of Housing, Communities and Local Government (MHCLG) regulations have been issued, which require the Commissioner to approve an MRP Statement in advance of each year. A variety of options are available to the Commissioner, as long as there is a prudent provision. No changes are proposed from the existing policy.

- The Commissioner is recommended to approve the following MRP Statement for capital expenditure incurred before 1 April 2008, MRP will be based on the Regulatory Method. MRP will be written down over a fixed 50 year period
- For capital expenditure incurred from 1 April 2008, the MRP will be based on the 'Asset Life Method', whereby MRP will be based on the estimated life of the assets in accordance with the regulations.
- For finance leases, an 'MRP equivalent' sum will be paid off each year.

## 2.4 Core funds and expected investment balances

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

Table 3 below provides an estimate of the year-end balances for each resource and anticipated day to day cash flow balances.

	2021-22 Forecast £m	2022-23 Estimate £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
Fund balances/Reserves	19.371	19.020	19.570	21.220	20.870	20.433
Capital Receipts	0.210	3.010	3.010	2.010	0.810	0.210
Provisions	4.160	4.160	4.160	4.160	4.160	4.160
Other	(3.026)	(3.026)	(3.026)	(3.026)	(3.026)	(3.026)
<b>Total Core funds</b>	<b>20.715</b>	<b>23.164</b>	<b>23.714</b>	<b>24.364</b>	<b>22.814</b>	<b>21.777</b>
<b>Working Capital*</b>	<b>(2.889)</b>	<b>(2.889)</b>	<b>(2.889)</b>	<b>(2.889)</b>	<b>(2.889)</b>	<b>(2.889)</b>
<b>(Under)/Over borrowing</b>	<b>(11.218)</b>	<b>(10.578)</b>	<b>(6.096)</b>	<b>(7.690)</b>	<b>(7.216)</b>	<b>(10.851)</b>
<b>Expected Investments</b>	<b>6.608</b>	<b>9.697</b>	<b>14.730</b>	<b>13.786</b>	<b>12.709</b>	<b>8.037</b>

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

## 2.5 Affordability Prudential Indicators

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

***The Commissioner is requested to approve the following indicators:***

**2.6 Ratio of financing costs to net revenue stream**

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. This indicator is not a mandatory indicator under the revised code, but it has been reviewed and considered a good indication of the commitment from capital spending.

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

Ratio	2021-22 Forecast	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
	2.0%	2.1%	2.2%	2.4%	2.4%	2.5%

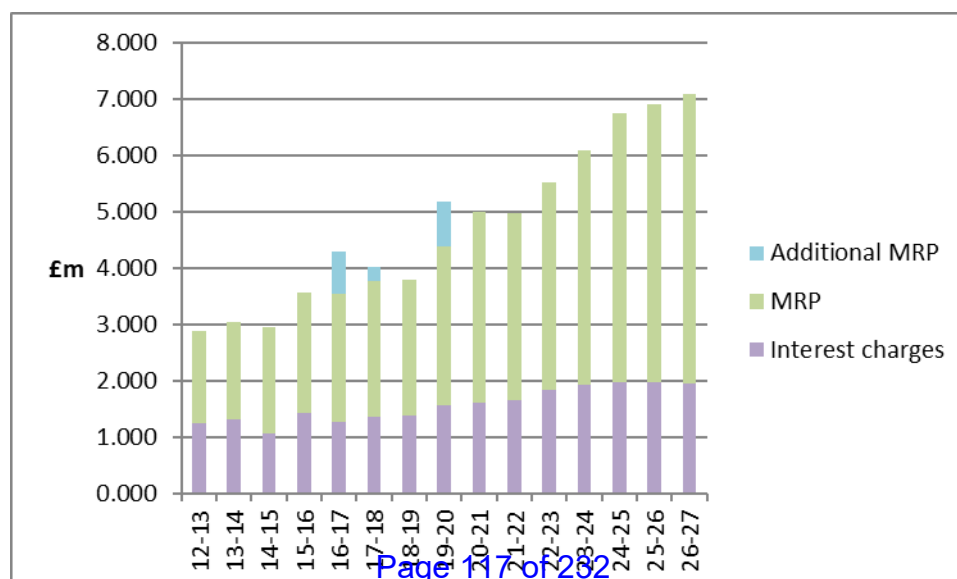
**2.7 Incremental impact of capital investment decisions on council tax**

This indicator identifies the revenue costs associated with a reasonable assessment of forthcoming capital proposals, compared to the Commissioners existing approved commitments and current plans. The assumptions are based on current plans, but will invariably include some estimates, such as the level of Government support, which is not published over a three year period. Again, this indicator is not a mandatory indicator under the revised code, but it has been reviewed and considered a good indicator of the commitment from capital spending.

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

Ratio	2021-22 Forecast	2022-23 Estimate	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
	£0.00	£1.20	£2.85	£6.22	£6.82	£7.59

The graph below shows the financial impact of capital expenditure and borrowing on the Revenue Account:



### 3. BORROWING

The treasury management function ensures that the Commissioners cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the capital expenditure plan summarised in Section 2. This will involve both the organisation of the cash flow, including the arrangement of borrowing as appropriate. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions, and the annual investment strategy.

#### 3.1 Current portfolio position

The Commissioner's borrowing portfolio position at March 2021, with forward projections is summarised below. The table shows external debt against the underlying capital borrowing need (the Capital Financing Requirement – CFR), highlighting any over or under borrowing.

	2022-23 Estimate £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m
<b>External Debt</b>					
Debt at 1 April	58.769	59.460	63.910	63.537	63.334
New Borrowing	4.146	5.991	4.258	4.462	0.335
Borrowing Repaid	(3.455)	(1.541)	(4.631)	(4.665)	(4.665)
Movement in Borrowing	0.691	4.450	(0.373)	(0.203)	(4.330)
<b>Debt as at 31 March</b>	<b>59.460</b>	<b>63.910</b>	<b>63.537</b>	<b>63.334</b>	<b>59.004</b>
Capital Financing Requirement	70.038	70.006	71.227	70.550	69.855
Other long term liabilities	0.000	0.000	0.000	0.000	0.000
<b>Underlying Borrowing Need</b>	<b>70.038</b>	<b>70.006</b>	<b>71.227</b>	<b>70.550</b>	<b>69.855</b>
<b>Under/(over) borrowing</b>	<b>10.578</b>	<b>6.096</b>	<b>7.690</b>	<b>7.216</b>	<b>10.851</b>
<b>Investments</b>	<b>9.697</b>	<b>14.730</b>	<b>13.786</b>	<b>12.709</b>	<b>8.037</b>
<b>Net Debt</b>	<b>49.763</b>	<b>49.180</b>	<b>49.751</b>	<b>50.625</b>	<b>50.967</b>

Within the prudential indicators there are a number of key indicators to ensure that activities operate within well defined limits. One of these is that the Commissioner needs to ensure that his gross debt does not (except in the short term), exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2021-22 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

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

### 3.2 Treasury Indicators - Limits to borrowing activity

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

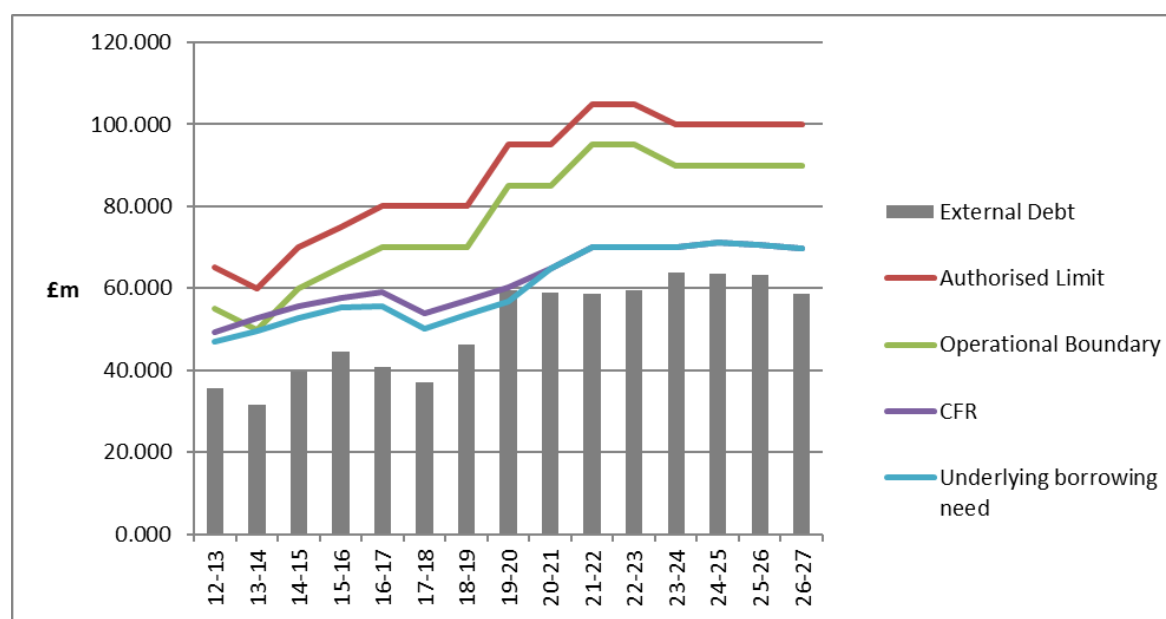
Operational Boundary	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m
	70.000	75.000	75.000	75.000	70.000

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

**The Commissioner is requested to approve the following authorised limit:**

Authorised Limit	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m
	75.000	80.000	80.000	80.000	75.000

The graph below shows CFR and debt figures from paragraphs 2.2 and 3.1 compared with relevant borrowing limits.



### 3.3 Prospects for interest rates and economic background

One of the services provided by Link Asset Services is to assist the Commissioner in formulating a view on interest rates. The table below gives the view as at 20<sup>th</sup> December 2021.

## APPENDIX F

Link Group Interest Rate View		20.12.21												
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10	1.10	1.10	1.10	1.10
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20	1.20	1.20	1.20	1.20
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30

PWLB rates have fallen since the previous forecast in September 2021, more so in the longer maturities, and show a speed up in the rate of increase in Bank Rate as inflation is now posing a greater risk. Some of the fall in PWLB rates during December was probably due to window dressing by pension and investment funds preparing their finances for the year and quarter end position for 2021 on 31st December: it was therefore expected that part of those falls would be unwound in the new year.

Additional notes by Link on this forecast table: -

- LIBOR and LIBID rates will cease from the end of 2021. Work is currently progressing to replace LIBOR with a rate based on SONIA (Sterling Overnight Index Average). In the meantime, our forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- Our forecasts for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short term cash at any one point in time.

The coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged until it raised it from 0.10% to 0.25% at the MPC meeting of 16th December 2021.

A summary overview of the future path of Bank Rate

- In December 2021, the Bank of England became the first major western central bank to put interest rates up in this upswing in the current business cycle in western economies as recovery progresses from the Covid recession of 2020.
- The next increase in Bank Rate could be in February or May, dependent on how severe an impact there is from Omicron.
- If there are lockdowns in January, this could pose a barrier for the MPC to putting Bank Rate up again as early as 3rd February.
- With inflation expected to peak between 5 and 6% in April, the MPC may want to be seen to be active in taking action to counter inflation on 5th May, the release date for its Quarterly Monetary Policy Report.
- However, rising gas and electricity prices last October and next April and increases in other prices caused by supply shortages and increases in taxation next April, are already going to deflate consumer spending power without the MPC having to take any action on Bank Rate to cool inflationary pressures.
- On the other hand, consumers are sitting on around £160bn of excess savings left over from the pandemic so when will they spend this sum, in part or in total?
- The December 2021 MPC meeting was more concerned with combating inflation over the medium term than supporting economic growth in the short term.
- Bank Rate increases beyond May are difficult to forecast as inflation is likely to



drop sharply in the second half of 2022.

- However, the MPC will want to normalise Bank Rate over the next three years so that it has its main monetary policy tool ready to use in time for the next downturn; all rates under 2% are providing stimulus to economic growth.
- We have put year end 0.25% increases into Q1 of each financial year from 2023 to recognise this upward bias in Bank Rate - but the actual timing in each year is difficult to predict.
- Covid mutations remain a major potential downside threat in all three years as we ARE likely to get further mutations. How quickly can science come up with a mutation proof vaccine, or other treatment, – and for them to be widely administered around the world?
- Purchases of gilts under QE ended in December 2021. Note that when Bank Rate reaches 0.50%, the MPC has said it will start running down its stock of QE.

In summary, with the high level of uncertainty prevailing on several different fronts, it is likely that these forecasts will need to be revised again soon - in line with whatever the new news is.

### Investment and borrowing rates

- **Investment returns** are likely to remain exceptionally low during 2022/23 with negligible movement in year, followed by modest increase in the following two years.
- **Borrowing interest rates** fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were on negative yields during most of the first half of 20/21.

While the NOPCC will not be able to avoid borrowing to finance new capital expenditure, replace maturing debt or avoid the complete rundown of reserves, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new short or medium-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

Against this background and the risks within the economic forecast, caution will be adopted with the 2022-23 treasury operations. The CFO will monitor interest rates and financial markets and adopt a pragmatic approach to changing circumstances.

### Treasury Management limits on activity

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

The indicators are:

- **Upper limits on variable interest rate exposure.** This identifies a maximum limit for variable interest rates based upon the debt position net of investments
- **Upper limits on fixed interest rate exposure.** This gives a maximum limit on fixed interest rates;
- **Maturity structure of borrowing.** These gross limits are set to reduce the exposure to large fixed rate sums falling due for refinancing.

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

<b>Upper Interest rate exposures 2022-23 to 2026-27</b>		
<b>Limits on fixed interest rates:</b>		
• Debt only		100%
• Investments only		100%
<b>Limits on variable interest rates</b>		
• Debt only		50%
• Investments only		100%
<b>Maturity structure of fixed interest rate borrowing 2022-23 to 2026-27</b>		
	<b>Lower</b>	<b>Upper</b>
Under 12 months	0%	30%
12 months to 2 years	0%	40%
2 years to 5 years	0%	50%
5 years to 10 years	0%	70%
10 years and above	0%	100%

### **3.4 Policy on borrowing in advance of need**

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

Borrowing in advance will be made within the following constraints:

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

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

### **3.5 Debt rescheduling**

Rescheduling of current borrowing in our debt portfolio is unlikely to occur as the 100 bps increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates.

Following the decision by the PWLB on 9<sup>th</sup> October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities, consideration will also need to be given to sourcing funding at cheaper rates from the following:

- Local authorities (primarily shorter dated maturities)
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of spot or forward dates)
- Municipal Bonds Agency (no issuance at present but there is potential)

## APPENDIX F

The degree which any of these options proves cheaper than PWLB Certainty Rates is still evolving at the time of writing, but our advisors will keep us informed.

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

The reasons for any rescheduling to take place will include:

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

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

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

### **3.6 Borrowing Strategy and Municipal Bond Agency**

It is possible that the Municipal Bond Agency, will offer loans to Local Authorities at borrowing rates lower than those offered by the Public Works Loan Board (PWLB). The Commissioner intends to make use of this new source of borrowing if rates are favourable.

## 4. ANNUAL INVESTMENT STRATEGY

### 4.1 Investment Policy

The Commissioner's investment policy has regard to the following:-

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code")
- CIPFA Treasury Management Guidance Notes 2018

The Commissioner's investment priorities will be security first, liquidity second and then return.

In accordance with guidance from the MHCLG and CIPFA, and in order to minimise the risk to investments, the NOPCC has below clearly stipulated the minimum acceptable credit quality of counterparties for inclusion on the lending list. This enables diversification and avoids the concentration of risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

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

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets, by actively engaging with advisors to maintain monitoring on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information regarding the banking sector. This allows a robust scrutiny process on investment counterparties.

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

### 4.2 Non-financial Investments Policy

Non-financial investments are essentially the purchase of income yielding assets. Currently radio masts are held and income is received for an item that is no longer operational. They were not acquired with that as a purpose and were originally operational. The current income yield is circa £0.090m per annum. There is no intention to purchase these kinds of investments and any divergence from this would be the subject of a future report.

### 4.3 Creditworthiness Policy

The primary criterion is the security of investments. The liquidity (availability) of the investments is secondary consideration. The yield (return) on the investment is also a further consideration. The Commissioner will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below:
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the prudential indicators covering the maximum principal sums invested.

The CFO will maintain a counterparty list in compliance with the following considerations and will keep the criteria under review. It provides an overall pool of counterparties considered high quality which the Commissioner may use, rather than defining what types of investment instruments are to be used.

The lowest credit rating from the main agencies is used when considering counterparties. It is considered that this does not significantly increase risk but may widen the pool of available counter parties. Credit rating information is supplied by Link Asset Services, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. Link Asset Services updates counterparties who qualify under the list on a daily basis.

**Country and sector considerations** - Due care will be taken to consider the country, group and sector exposure of the Commissioners investments. In addition to the considerations already outlined the limits in place will apply to a group of companies and sector limits will be monitored regularly for appropriateness. Investments will only be made in sterling.

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

**Time and monetary limits applying to all investments.** The time and monetary limits for institutions on the Commissioners counterparty list are as follows: No changes are proposed. The range of values for Low Volatility Net Asset Value Funds and Ultra Short Dated Bond Funds have the lower limit being the 'normal limit' and above this being at the CFO's discretion.

	Fitch Long term Rating (or equivalent)	Money and/or % Limit	Time Limit
Banks 1 higher quality	AAA	£5m	1 yr
Banks 1 medium quality	AA-	£5m	1 yr
Banks 1 medium/lower quality	A	£4m	6 month
Banks 1 Lower quality	A-	£3m	3 months
Banks 2 – part nationalised	N/A	£5m	1yr
<b>Additional criteria for non UK Banks</b>			
Sovereign	AA-		
Country		25%/£5m	
Banks 3 category – Commissioners banker (not meeting Banks 1)	N/A	£5m	1 day
UK Govt - DMADF	AAA	Unlimited	6 months
Local authorities	N/A	£8m	2 yr
Low Volatility Net Asset Value Funds (LVNAV) (Used to be called Enhanced money market funds with instant access)	AAA	£12/15m	liquid
Ultra Short Dated Bond Funds (Used to be called Enhanced money market funds with notice)	AAA	£3/5m	liquid

#### 4.4 Country Limits

The Commissioner has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch. For information the UK is currently rated AA-.

#### Approved Non UK countries for investments as at 11<sup>th</sup> November 2020

*Based on lowest available rating*

AAA	AA+	AA	AA-
Australia Denmark Germany Luxembourg Netherlands Norway Singapore Sweden Switzerland	Canada Finland U.S.A.	Abu Dhabi France	Belgium Hong Kong Qatar UK

## 4.5 Investment Strategy

**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (up to 12 months). While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

**Investment returns expectations** - Bank Rate is unlikely to rise from 0.10% for a considerable period. It is very difficult to say when it may start rising so it may be best to assume that investment earnings from money market-related instruments will be sub 0.50% for the foreseeable future.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Average earnings in each year	%
2022-23	0.10%
2023-24	0.10%
2024-25	0.25%
2025-26	0.25%
2026-27	0.25%

**Investment treasury indicator and limit** - total principal funds invested for greater than 365 days are limited with regard to liquidity requirements and to reduce the need for early redemption.

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

Maximum principal sums invested > 365 days	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m
	5.000	5.000	5.000	5.000	5.000

There are currently no funds invested for greater than 365 days. For cash flow generated balances, the CFO will seek to utilise instant access and notice accounts, LVNAVs and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest. Ultra Short Dated Bond Funds will be used if considered appropriate by the CFO.

## 4.6 Investment Risk Benchmarking

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

**Security** - The Commissioner's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is 0.06% historic risk of default when compared to the whole portfolio.

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

- Bank overdraft - avoided if possible
- Liquid short term deposits of at least £5.0m available on instant access
- Weighted average life benchmark is expected to be 1 month, with a maximum of 6 months

**Yield** - local measures of yield benchmarks is that investments achieve returns above the 7 day LIBID rate.



## 5 SECTION 151 OFFICER

### 5.1 Treasury Management Role

The S151 (responsible) officer is the Chief Financial Officer to the Commissioner and they have responsibility for the following:

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- Submitting regular treasury management policy reports
- Submitting budgets and budget variations
- Receiving and reviewing management information reports
- Reviewing the performance of the treasury management function
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- Ensuring the adequacy of internal audit, and liaising with external audit
- Recommending the appointment of external service providers
- Preparation of a capital strategy to include capital expenditure, capital financing and treasury management, with a long term timeframe





**NOTTINGHAMSHIRE  
POLICE & CRIME  
COMMISSIONER**

**Reserves Strategy 2022-  
2027**

# Reserves Strategy 2022-2027

## Background

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

5. Whilst it is primarily the responsibility of the Police and Crime Commissioner and its Chief Finance Officer to maintain a sound financial position, external auditors will, as part of their wider responsibilities, consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based. However, it is not the responsibility of auditors to prescribe the optimum or minimum level of reserves for individual Police and Crime Commissioners or authorities in general.
6. CIPFA's Prudential Code requires the Chief Finance Officers to have full regard to affordability when making recommendations about the Commissioner's future capital programme. Such consideration includes the level of long-term revenue commitments. Indeed, in considering the affordability of its capital plans, the Commissioner is required to consider all of the resources available to it and estimated for the future, together with the totality of its capital plans and revenue forecasts for the forthcoming year and the following two years. There is a requirement for three-year revenue forecasts across the public sector and this is achieved through the Medium Term Financial Strategy (MTFS). The Comprehensive Spending Review (CSR) has provided the Commissioner with details of proposed revenue grant for the next three years, this provides limited ability to focus on the levels of reserves and application of balances and reserves.
7. CIPFA and the Local Authority Accounting Panel do not accept that there is a case for introducing a generally acceptable minimum level of reserves. Commissioners on the advice of their Chief Finance Officers should make their own judgements on such matters taking into account all relevant local circumstances. Such circumstances will vary between local policing areas. A well-managed organisation, for example, with a prudent approach to budgeting should be able to operate with a level of general reserves appropriate for the risks (both internal and external) to which it is exposed. In assessing the appropriate level of reserves, a well-managed organisation will ensure that the reserves are not only adequate, but also are necessary.
8. The Home Office has now indicated that it expects general reserves to be no more than 5% of the net revenue budget, this would equate to a maximum amount of £12.4m, higher than the actual amount held.
9. Section 26 of the Local Government Act 2003 gives Ministers in England and Wales a general power to set a minimum level of reserves for authorities. However, the government has undertaken to apply this only to individual authorities in the circumstances where the authority does not act prudently, disregards the advice of its Chief Finance Officer and is heading for serious financial difficulty.

10. A level of reserves of 2% or below this would be an indicator that immediate action to maintain the adequacy of reserves is required. This equates to an amount of £4.9m and is lower than the actual level of reserves held.

### The Commissioner's Plans

11. The Commissioner holds reserves for specific reasons that are included within the Police & Crime Plan and Medium Term Financial Strategy these include:
- To meet forthcoming events where the precise event, date and amount required for such events cannot accurately be predicted. For example major events that would require the use of the General Reserve. These are detailed within the General Reserve risk assessment provided at **Appendix A**.
  - To meet forthcoming events where the precise date and amount required cannot be accurately predicted. For example: Night Time Levy ~~where~~ partners are making proposals together on how best to utilise this funding or the Grants and Commissioning Reserve, where proposals on how to utilise this fund from previous years underspends are being considered for Crime Prevention or Victims.
  - To meet forthcoming capital expenditure needs where major capital schemes are being planned and the reserve will be utilised to reduce the cost of borrowing and capital charges to the revenue account.
  - To meet smaller projects such as the Animal Welfare Reserve where expenditure is only met from this reserve and which meets specific policy requirements.
  - A reasonable amount to meet peaks and troughs in revenue ~~expend~~ requirements (e.g. redundancy or restructuring costs).

### Current Financial Climate

12. The pressures on public finances are continuing with the cost of the pandemic and Brexit being the key drivers affecting the totality of funding for the public sector. At the local level the good news of being able to recruit additional officers remains a challenge and the Force remain ahead of the curve for achieving its recruitment targets. The national target for achieving savings continues and whilst welcomed, it becomes particularly difficult when officer numbers have to be maintained and back office support is now in the lowest quartile making it difficult to find where additional savings to fund the gap can actually be made. Therefore, the ability to retain reserves for unforeseen events and circumstances becomes not only difficult, but something that requires careful consideration.

13. We are still facing an uncertain future with the impact of Brexit and how this will impact on public expenditure plans, which are currently unknown.
14. Nottinghamshire currently has one of the lowest levels of forecast reserves for policing in England and Wales. Nottinghamshire has never been cash rich and has been underfunded through the current funding mechanism.
15. The Medium Term Financial Strategy identifies risks in achieving the required efficiencies to ensure balanced budgets over future years.

### **Types of Reserve**

16. When reviewing the medium term financial strategy and preparing the annual budgets the Commissioner should consider the establishment and maintenance of reserves. These can be held for four main purposes:
  - A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.
  - A contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves.
  - A means of building up funds often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately, but remain legally part of the general reserve.
  - The economic climate and the safety of the Commissioner’s financial assets. This would link closely with the Treasury Management and Prudential Code Strategy - this also forms part of general reserves.
17. The Commissioner also holds other reserves that arise out of the interaction of legislation and proper accounting practice. These reserves are not resource-backed and cannot be used for any other purpose, are described below:
  - The Pensions Reserve – this is a specific accounting mechanism used to reconcile the payments made for the year to various statutory pension schemes.
  - The Revaluation Reserve – this is a reserve that records unrealised gains in the value of fixed assets. The reserve increases when assets are revalued upwards, and decreases as assets are depreciated or revalued downwards or disposed of.
  - The Capital Adjustment Account – this is a specific accounting mechanism used to reconcile the different rates at which assets are

depreciated under proper accounting practice and are financed through the capital controls system.

- The Available-for-Sale Financial Instruments Reserve – this is a reserve that records unrealised revaluation gains arising from holding available-for-sale investments, plus any unrealised losses that have not arisen from impairment of the assets. Currently none.
  - The Financial Instruments Adjustment Reserve – this is a specific accounting mechanism used to reconcile the different rates at which gains and losses (such as premiums on the early repayment of debt) are recognised under proper accounting practice and are required by statute to be met from the General Fund. Currently none.
  - The Unequal Pay Back Pay Account – this is a specific accounting mechanism used to reconcile the different rates at which payments in relation to compensation for previous unequal pay are recognised under proper accounting practice and are required by statute to be met from the general fund. Currently none.
  - Collection Fund Adjustment account – this is specific to the changes in accounting entries relating to the Collection Fund Accounts held by the Billing Authorities.
  - Accumulated Absences Account – this account represents the value of outstanding annual leave and time off in lieu as at 31<sup>st</sup> March each year.
18. Other such reserves may be created in future where developments in local authority accounting result in timing differences between the recognition of income and expenditure under proper accounting practice and under statute or regulation, such as the Capital Grants Unapplied.
19. In addition the Commissioner will hold a Capital Receipts Reserve. This ~~also~~ holds the proceeds from the sale of assets, and can only be used for capital purposes in accordance with the regulations.
20. For each earmarked reserve held by the Commissioner there should be a clear protocol setting out:
- The reason for/purpose of the reserve
  - How and when the reserve can be used
  - Procedures for the reserves management and control



- A process and timescale for review of the reserve to ensure continuing relevance and adequacy
21. When establishing reserves, The Commissioner needs to ensure compliance with the Code of Practice on Local Authority Accounting and in particular the need to distinguish between reserves and provisions.

## **Nottinghamshire Police and Crime Commissioner's Reserves**

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

### **The General Reserve**

23. It has previously been established that General Reserves will be maintained at a level above the **minimum of 2.0% of the total net budget**.
24. The purpose of this reserve is to provide for any unexpected expenditure that cannot be managed within existing budgets. Such expenditure would be one-off and resulting from an extraordinary event.
25. Similarly the General Reserve should be set at a prudent and not excessive level, as holding high level of reserves can impact on resources and performance. As such the **maximum** level of General Reserves is set at **5.0% of the total net budget**.
26. Authorisation to finance such expenditure must be obtained in advance from the Commissioners Chief Finance Officer, in accordance with the scheme of delegation and the protocol between the Chief Constable and the Chief Finance Officer. Where time permits the request should be supported by a business case.
27. As the net budget position changes the level of General Reserve must be monitored to ensure the minimum level is maintained.
28. **Appendix A** details the elements that make up the current General Reserves balance and the levels of risk attached to each of these elements. These are indicative and may not be exhaustive as new risks emerge. This does not include the Jointly Controlled Operations general reserve of £0.075m.

**Earmarked Reserves**

29. Unlike General Reserves earmarked reserves have been identified for specific areas of expenditure where there are anticipated costs that can only be estimated. It is therefore prudent for the Commissioner to identify such areas of expenditure and set aside amounts that limit future risk exposure (e.g. balancing any budget shortfalls in the MTFs).
30. Such expenditure usually arises out of changes in policy or where the organisation is working in collaboration with other forces to provide a specific service (for example Private Finance Initiative (PFI)).
31. Expenditure relating to earmarked reserves has to specifically relate to the purpose of the reserve.
32. **Appendix B** details for each of the earmarked reserves that existed at the start of the 2022-23 financial year and their estimated balance by during the planning period.

Details of the **earmarked reserves** available for use in 2022-23 and beyond are given ~~by~~

**Asset Replacement Reserve**

33. This reserve is reflecting the need to consider the major programme of asset replacement in the capital programme.
34. The repayment of reserves previously utilised has provided this reserve with the necessary balances to fund the joint HQ new build and not require a significant level of borrowing which could have resulted in a breach of borrowing limits.
35. The Commissioner has also requested a full Asset Strategy to include a detailed stock condition. This will enable the updating of all remaining buildings to a reasonable and comparable standard. And produce the Asset Management Strategy to CIPFA standards.

**IT Investment Reserve**

36. This reserve is set aside to support investment and replacement of IT hardware and software. IT revenue underspends will be transferred to this reserve to meet future changes in IT investment and in support of a medium term IT Strategy.

**PCC Reserve**

37. This reserve has now been earmarked for any cost associated with the PCC elections. This is funded from underspends in the OPCC budget.

**Grants & Commissioning Reserve**

38. It is intended that underspends on the Grants and Commissioning budget are transferred to here to provide for risks associated with grant budget audit losses, in year demand changes, known commissioning liabilities and risks associated with 3<sup>rd</sup> party commissioning deliverables. There are also potential risks where activities may be required to be wound down, especially as we move towards commissioning grants being for more than a single year.

**Private Finance Initiative (PFI) Reserve**

39. This is a reserve for the equalisation of expenditure over the life of the contract. This is a statutory reserve to maintain.
40. This reserve has been reviewed in light of the vehicle PFI contract being terminated. All of this reserve relates to commitments within the Riverside PFI. The transfers and balance will remain until the Building PFI has been terminated.

**Property Act Fund Reserve**

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

**Drugs Fund**

42. This minor reserve is received from court awards in drugs cases and is only used for initiatives that reduce drug related crime.

**Revenue Grants**

43. This reserve combines the small amounts of grant income on completed projects where the grant conditions do not require repayment of any balances. Cumulatively they create a reasonable reserve, because they also include the Road Safety Partnership Reserve. The use of this reserve will be subject to evaluation of any risk of repayment.

**Animal Welfare Reserve**

44. This reserve was established to support the policy for the welfare of animals specifically police dogs on retirement as working animals. There is a panel which meet with representatives from the Vets and the Force and to approve any claims against this fund. Any approved expenditure relating to on-going welfare as a result of work related injuries can then be paid from this fund. This reserve is for the Animal Welfare Retired Dogs Scheme and is for costs associated with the running of that scheme

**Tax Base Reserve**

45. Due to the timing differences between the Commissioner's budget being approved and the deadline for the Billing Authorities to notify us of the final tax base and any Collection Fund surplus or deficit this fund has been created.
46. This reserve will be utilised where the tax base reduces from the estimated figures provided by Billing Authorities to the declaration of the actual tax base, as this would create a shortfall in overall total funding.
47. This reserve will also be used to cover the Commissioner's portion of costs associated with the Single Occupier Discount Reviews undertaken periodically across the City and the County.
48. Currently, this reserve has a balance equivalent to a 0.5% change on the net revenue budget.

**Night Time Levy**

49. The Commissioner utilises this funding to contribute towards projects that ensure the City Night Time economy runs smoothly and safely (e.g. the work of the Street Pastors/additional policing when required). Decisions on what projects should be funded are made in partnership with the City Council.
50. The amount of funding through the levy has reduced significantly over the few years it has operated. There is a full programme of projects to utilise the revenue received, but their delivery has been delayed due to the pandemic.

**Allard Reserve**

51. To help fund any settlement risks associated with this case which are now likely to be settled by the end of 2022-23.

**Jointly Controlled Operations (Regional Collaboration) Revenue Reserve**

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

**Procedure for Use of Reserves**

55. The use of reserves requires approval of the Commissioner.
56. All requests should be supported by a business case unless there is an approved process for use, such as the Animal Welfare Reserve, or the request relates to a specific project relating to retained grant.
57. On occasion where an urgent request is being made this should comply with the protocol between the Chief Constable and the Chief Finance Officer to the Commissioner.

**Monitoring**

58. The level of reserves is kept under continuous review. The Commissioner receives reports on the levels of reserves as part of the Medium Term Financial Strategy updates together with the Annual Reserves Strategy in January and the out-turn position in June each year.
59. The current level of forecast reserves remains low and if called upon will impact negatively on the financial viability of the force. Reserves and their usage is carefully planned for and monitored throughout the year.

**Risk Analysis**

60. Any recommendations that change the planned use of reserves reported within the Annual Budget and Precept Reports will take account of the need for operational policing balanced against the need to retain prudent levels of reserves.
61. However, there are significant risks, which affect the level of reserves to be maintained, and it is for this reason that a minimum level of 2% (with a maximum level of 5%) of total net budget has been set for the General Reserve.
62. The significant risks that have been considered, but which will also be kept under review are:
  - Significant unforeseen legal costs.
  - The Budget Monitoring Report highlights potential risks in being able to achieve the required efficiencies and savings during the year.
  - The ability to seek financial assistance from the Home Office for major incidents has been diminished and can no longer be relied upon.
  - The need to finance organisational change and redundancies may have an impact on the use of reserves, although this is also reducing in value

- and risk.
- The ability to recover significant overspends by divisions and departments would be very difficult in the current financial climate.
  - The instability of the Financial Markets means that the investments we make with balances are currently exposed to greater risk. This is negated by the Treasury Management Strategy, but returns on investment have reduced significantly.
  - Should the Commissioner and Force be faced with two or more of the above issues at the same time then the reserves may be needed in full.
  - Once utilised reserves have limited scope for replenishment. This is usually achieved through a budget underspend.
  - There may be exceptional levels of insurance claims that cannot be met from the usual provisions.
  - Home Office interest in the levels of reserves held by Police Forces. Nottinghamshire is in the lower quartile in regard to this so any requirement by Central Government affecting reserves would impact on us greater.

### **CFO Opinion**

It is my opinion that the current level of forecast reserves is adequate but will require budget management to ensure that they do not reduce towards the minimum level. It is right and prudent to use appropriate reserves to finance significant capital expenditure, thereby reducing the future impact on revenue budgets.

### **STRATEGY REVIEW**

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

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

**Mark Kimberley (CPFA)**  
**Chief Finance Officer**

**Reserves Risk Assessment**  
**2022-23**

**GENERAL RESERVE**

<b>RISK</b>	<b>IMPACT</b>	<b>PROBABILITY</b>	<b>Min £m</b>	<b>Max £m</b>	<b>Proposed for 2022-23 £m</b>
Major Incident(s) Unbudgeted expenditure	Any amount under 1% of net budget is to be funded by the authority. Amounts over 1% of net budget are subject to Home Office application approval.	Single Incident amounting to less than 1% of net budget. <b>MEDIUM</b> Multiple incidents amounting to over 1% of net budget. <b>MEDIUM</b> Single incident amounting to over 1% of net budget. <b>LOW</b>	2.1	4.2	4.2
Major Disaster (e.g. natural)	Operation policing affected and resources diverted. (e.g. through building being inaccessible and disaster recovery plan being auctioned).	<b>LOW</b>	0.5	1.0	0.5
Partnership Support	Funding supported by partners continues to reduce. This has also been risk assessed as part of the budget assumptions.	<b>Medium to HIGH</b>	0.5	4.6	1.2
Counterparty failure	If invested balances were tied up in a process to recovery there would be an immediate impact on the revenue budget (possibly short term).	<b>LOW</b>	0.5	5.0	0.5
Employment Tribunals and other litigation	Direct impact on revenue budgets.	<b>LOW</b>	0.1	0.5	0.1
Insurance	Emerging Risks and late reported claims.	To date no claims of this type have affected the accounts. <b>Low to MEDIUM</b>	0.3	0.7	0.5
<b>TOTAL</b>					<b>7.0</b>

**APPENDIX G**

**Appendix B**

**Earmarked Reserves Assessment**

<b>RISK/RESERVE</b>	<b>PURPOSE</b>	<b>HOW AND WHEN IT WILL BE USED</b>	<b>Management and control</b>	<b>Review</b>
Asset Replacement	To provide funding towards major items of capital expenditure.	In conjunction with the Treasury Management Strategy.	Chief Finance Officer	On-going
IT Investment	To provide for investment in new IT software and hardware	In line with the IT strategy	Chief Finance Officer	On-going
PCC Reserve	Underspends on PCC budgets are transferred here, to meet future needs.	To be utilised to meet unforeseen expenditure.	Chief Finance Officer	On-going
Grants & Commissioning	To collate small balances within revenue accounts to provide funding for this growing area of work.	To meet specific requirements relating to Grants and Commissioning.	Chief Finance Officer	On-going
PFI reserve	To fund irregular PFI related expenditure on a smoothed basis. And to provide for end of life PFI expenditure.	Life cycle equalisation for Riverside PFI.	Chief Finance Officer	Annually
Property Act Fund	Income from the sale of property act confiscations.	To be determined by the Police & Crime Commissioner.	Chief Finance Officer & Commissioner	Annually



## APPENDIX G

Drug Fund	For use in reducing drugrelated crime.	To be determined by the Police & Crime Commissioner and CC.	Chief Finance Officer & Commissioner	Annually
Revenue Grants	Balances on grants not required to be repaid. Use needs to be risk assessed.	To be determined by the Police & Crime Commissioner.	Drawn upon when repayment has been requested	Annually
Animal Welfare	To set up a scheme for animal welfare on retirementas working animals.	Scheme established.	Chief Finance Officer	During the year
Tax Base	To iron out fluctuations caused between estimatedand actual tax base data.	Every 3-4 years to finance Single Person Discount Review.	Chief Finance Officer	Annually
Night Time Levy	To be utilised to address Night Time economy issuesof crime and safety.	To be determined by the Police & Crime Commissioner.	Chief Finance Officer & Commissioner	Annually
Target Hardening	To be utilised when activityhas been identified and agreed with partners.	Once schemes have been approved.	Chief Finance Officer	Annually
Allard	Once legitimate claims aremade and approved for payment	On receipt of claims.	Chief Finance Officer	During the year
TPAC Collisions	To provide for fluctuations inclaims made against the Force.	On receipt of claims abovethe budgeted.	Chief Finance Officer	Annually
JCO – Jointly Controlled Operations	To provide for unexpected expenditure relating to regional collaboration.	Decisions relating to the useof this fund follow the regional governance arrangements.	EM meeting of the Commissioner’s	Annually
<b>TOTAL</b>				

APPENDIX G

Appendix C (i)

Tables to show the use of General Reserves

	2022-23		2022-23		2023-24		2024-25		2025-26	
	Opening Balance £m	Use in year £m	Opening Balance £m	Use in year £m	Opening Balance £m	Use in year £m	01.04.24 balance £m	Use in year £m	Opening Balance £m	Use in year £m
<b>General Reserve</b>	<b>7.000</b>	<b>0</b>	<b>7.000</b>	<b>0</b>	<b>7.000</b>	<b>0</b>	<b>7.000</b>	<b>0</b>	<b>7.000</b>	<b>0</b>
<b>EMSOU general reserve</b>	0.075	<b>0</b>	0.075	<b>0</b>	0.075	<b>0</b>	0.075	<b>0</b>	0.075	<b>0</b>
<i>% of net budget</i>	2.8%		2.7%		2.7%		2.6%		2.6%	

The policy in relation to General Reserves is that they will be no less than 2% of the Net Budget and no more than 5% of the net budget.

APPENDIX G

Appendix C (ii)

Tables to show the estimated use of Earmarked Reserves

<b>Earmarked Reserves</b>	2022-23			2023-24		2024-25		2025-26		2026-27	
	01.04.22 Estimated balance £m	Use in year £m	31.03.23 balance £m	Use in year £m	31.03.24 balance £m	Use in year £m	31.03.25 balance £m	Use in year £m	31.03.26 balance £m	Use in year £m	31.03.27 balance £m
Asset Replacement	0.000		0.000	2.100	2.100	2.000	4.1000		4.100		4.100
IT Investment	0.206		0.206		0.206		0.206		0.206		0.206
PCC Reserve	0.748		0.748		0.748		0.748		0.748		0.748
Grants & Commissioning	6.355	(0.400)	5.955	(0.400)	5.555	(0.400)	5.155	(0.400)	4.755	(0.400)	4.355
PFI	0.087		0.087		0.087		0.087		0.087	(0.087)	0.000
Property Act Fund	0.049		0.049		0.049		0.049		0.049		0.049
Drug Fund	0.027		0.027		0.027		0.027		0.027		0.027
Revenue Grants	1.453		1.453		1.453		1.453		1.453		1.453
Animal welfare	0.019		0.019		0.019		0.019		0.019		0.019
Tax Base	1.678		1.678		1.678		1.678		1.678		1.678
Night Time Levy	0.301	0.049	0.350	0.050	0.400	0.050	0.450	0.050	0.500	0.050	0.550
Target Hardening	0.073		0.073		0.073		0.073		0.073		0.073
Allard	1.200		1.200	(1.200)	0.000		0.000		0.000		0.000
TPAC Collisions	0.100		0.100		0.100		0.100		0.100		0.100
Joint Ops	1.054		1.054		1.054		1.054		1.054		1.054
<b>TOTAL</b>	<b>13.350</b>	<b>(0.351)</b>	<b>12.999</b>	<b>0.550</b>	<b>13.549</b>	<b>1.650</b>	<b>15.199</b>	<b>(0.350)</b>	<b>14.849</b>	<b>(0.437)</b>	<b>14.412</b>



<b>For Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>8 February 2022</b>
<b>Report of:</b>	<b>Caroline Henry Police and Crime Commissioner</b>
<b>Report Author:</b>	<b>Dan Howitt</b>
<b>E-mail:</b>	<b>ExecutiveSupport@notts.police.uk</b>
<b>Other Contacts:</b>	<b>N/A</b>
<b>Agenda Item:</b>	<b>8</b>

## **MAKE NOTTS SAFE PLAN 2021-24**

### **1. PURPOSE OF THE REPORT**

- 1.1 To formally present the Commissioner's statutory Police and Crime Plan to the Police and Crime Panel for final review. The plan was developed following extensive public and partner agency engagement during 2021, with the Panel having issued initial feedback on the draft priorities and objectives following the meeting held in November 2021.

### **2. RECOMMENDATIONS**

- 2.1 The Panel is invited to review the final iteration of the plan, seek assurance on any specific areas of concern and request further information where required and within the scope of their role.

### **3. BACKGROUND**

- 3.1 Police and Crime Plans are a statutory requirement for all police force areas introduced as part of the Police Reform and Social Responsibility Act 2011. Following her election in May 2021, the PCC is required to issue a Police and Crime Plan for the area by 31st March 2022 in consultation with the Chief Constable.
- 3.2 The Police and Crime Plan should determine, direct and communicate the PCC's priorities for their period in office and must include details of:-
- The PCC's police and crime objectives for the area;
  - The resources which the PCC is to provide to the Chief Constable;
  - The means by which the Chief Constable will report to the PCC;
  - The means by which the Chief Constable's performance will be measured;
  - The services which the Commissioner is to arrange to support crime and disorder reduction, or help victims or witnesses of crime and ASB
  - Any grants the Commissioner is to make, and their conditions

3.3 In compiling the Police and Crime Plan, the PCC has a duty to:-

- Make arrangements for engaging with local people<sup>1</sup>;
- Co-operate with responsible authorities<sup>2</sup> in formulating / implementing local crime and disorder strategies giving due regard to their respective priorities;
- Co-operate with local criminal justice bodies<sup>3</sup> to provide an efficient and effective criminal justice system for the police area;
- Have regard to the Strategic Policing Requirement and any guidance or codes of practice issued by the Secretary of State
- Have regard to the need to safeguard and promote the welfare of children;
- Fulfil duties relating to equality and diversity<sup>4</sup> and securing value for money<sup>5</sup>

3.4 This paper details how the Commissioner has complied with these duties in developing her statutory plan. This has included a process of extensive stakeholder engagement and an evidence-led review of the issues, needs and threats impacting upon the police force area.

## 4. ENGAGING WITH LOCAL PEOPLE

4.1 Listening to the issues and concerns of local people has been central to the Commissioner's approach since taking office in May 2021. The Commissioner undertook a series of local neighbourhood level engagement events during summer 2021 which were designed to: raise awareness of the Commissioner's role and proposed priorities; seek views on those priorities and; better understand the crime, policing and community safety issues impacting upon local residents.

4.2 Limited physical attendance at early engagement sessions resulted in the majority of events being held virtually with a view to ensuring value for money in fulfilling this statutory duty. Social media statistics indicate that around 50,354 unique residents had been reached as part of this process as at October 2021, which included 5,285 interactions (shares, likes, comments). Events included:-

- **Ashfield 'Have Your Say'**, 14 September 2021: Live streamed event involving neighbourhood Inspector Mark Dickson. The session provided an opportunity to discuss key issues of local concern, which included: work to increase visible police presence, the illegal use of e-scooters, motorcycle-related ASB and the police and local authority response to illegal encampments.

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<sup>1</sup> [Section 34 Police Reform and Social Responsibility Act 2011](#)

<sup>2</sup> *Responsible authorities s5 of the Crime and Disorder Act 1998: Police, Local Authority, Fire and Rescue Authorities, Clinical Commissioning Groups that are wholly or partly within the police force area*

<sup>3</sup> [Section 10\(2\)](#) - *Criminal justice bodies incorporate the Chief Constable, Crown Prosecution Service, Her Majesty's Courts and Tribunals Service, HPPS, Youth Justice Services and Probation Trusts*

<sup>4</sup> [Equality Act 2010 \(Specific Duties\) Regulations 2011](#)

<sup>5</sup> [Section 35 Police Reform and Social Responsibility Act 2011](#)

- **Nottingham ‘Have Your Say’**, 16 September 2021: Live streamed event involving neighbourhood Inspectors. The session provided an opportunity to discuss key issues of local concern, which included: maximising the use of technology in neighbourhood policing, illegal and anti-social use of e-scooters, burglary prevention, building positive relationships between the police and minority ethnic communities and tackling hate crime, violence and illicit drug use in the night time economy.
  - **Rushcliffe ‘Have Your Say’**, 29 September 2021: Live streamed event involving neighbourhood Inspector Rob Lawton. The session provided an opportunity to discuss key issues of local concern, which included: speeding, reckless driving and noise nuisance, motorcycle related ASB, bicycle theft, police use of social media, increasing police visibility and the police and local authority response to illegal encampments. Residents also requested support in establishing a Community Speedwatch scheme in the area.
  - **Newark and Sherwood ‘Have Your Say’**, 30 September 2021: Live streamed event involving neighbourhood Inspector Charlotte Allardice. The session provided an opportunity to discuss key issues of local concern, which included: illegal encampments, police visibility, the need for local custody facilities, speeding and the illegal and anti-social use of motorcycles and e-scooters.
  - **Gedling ‘Have Your Say’**, 7 October 2021: Live streamed event involving neighbourhood Inspector Chris Pearson. The session provided an opportunity to discuss key issues of local concern, which included: police use of body worn video, illegal and anti-social use of motorbikes, quad bikes and e-scooters, burglary prevention and police visibility.
  - **Mansfield ‘Have Your Say’**, 14 October 2021: Live streamed event involving neighbourhood Inspector Nick Butler. The session provided an opportunity to discuss key issues of local concern, which included: drug related crime, speeding, CCTV provision, police visibility, street drinking and anti-social behaviour.
  - **Broxtowe ‘Have Your Say’ Event**, 21 October 2021: Live streamed event involving neighbourhood Inspector Simon Riley. The session provided an opportunity to discuss key issues of local concern, which included: drug dealing, youth-related anti-social behaviour, car crime, knife crime, speeding and police officer numbers.
- 4.3 The Commissioner also attended the University of Nottingham Freshers event in September 2021 where priority issues of concern affecting Nottinghamshire’s student population included safety in the night time economy, burglary-related

risk and safeguarding against blackmail and exploitation via the illegal access and misuse of personal digital media.

4.4 The Commissioner sought the views of specific groups with lived experience of crime, policing and the criminal justice system. This included, for example representatives from BAME and Faith community organisations (10 June), representatives from the Rural Crime Partnership (17 June), victims of crime (29 September) and young people (peer to peer engagement via the Nottinghamshire Youth Commission, summer 2021).

4.5 The OPCC's Community Listening Group brings together representatives from **Faith and Black, Asian and other Minority Ethnic (BAME)** organisations to discuss issues and concerns relating to crime, victimisation, offending and policing in Nottinghamshire. In consulting the group on the Commissioner's proposed police and crime priorities in June 2021, the group identified the following priority issues:-

- Working with partner agencies to reduce the disproportionate entry and prevalence of Black and Asian young people in the criminal justice system
- Further improve relationships between the police and BAME communities by increasing organisational understanding of lived experience, visibly targeting and tackling intimidating police contact and; ensuring police provide quality, timely and empathetic feedback to BAME victims/communities
- Increasing trust and confidence among communities to report experience of crime, particularly among South Asian victims
- Improving feelings of safety and security among Black and Asian women and girls, particularly in recognising the prevalence and impact of Islamophobia affecting Muslim women. Consider options for targeted funding in this area
- Ensuring robust early intervention in response to low level hate crime – recognising how seemingly minor issues and tensions can quickly escalate –
- Improving the response to online / social media-based hate crime and abuse
- Improving the availability of support services for victims of hate crime in the county (e.g. Newark and Bassetlaw).

4.6 In addition to these events, the Commissioner received over 1,250 responses to an online survey seeking views on the priorities and objectives of the plan during August and September 2021. This showed strong public support for the proposed priorities of the plan, with 73% of respondents feeling that they were the right priorities for Nottinghamshire. Support was particularly strong for 'preventing' priority, with 55% of respondents feeling that this was the most important area for the Commissioner to focus on over the coming year.



## 5. COOPERATION WITH KEY STAKEHOLDERS

5.1 The Commissioner facilitated a range of thematic stakeholder engagement events between June and October 2021 which included:-

- **City and County Health and Wellbeing Boards**, 1-29 September 2021: Partners expressed general support for the Commissioner's police and crime priorities for 2021-24, and in particular, the commitment to a long term public health approach to preventing serious violence and ongoing work to tackle substance misuse-related need and further improve the management of mental health demand.
- **Violence Against Women and Girls (VAWG) sector engagement event**, June 2021, where stakeholders called for: more equitable service provision in terms of geography and demography – including the need to improve access to services in rural areas; working across the criminal and civil justice system to improve outcomes for VAWG-related offences; Lobbying for more consistent longer-term sustainable funding for the sector and securing longer-term support for victims and survivors, including the provision of therapeutic support to better enable survivors of domestic abuse to cope and recover from and; maintaining a focus on universal and targeted early intervention and prevention approaches to affect attitudinal and behavioural change.
- **Victims of Crime stakeholder event**, 19 October 2021: Participants expressed strong support for the establishment of a Local Criminal Justice Assurance Board and for a 'pinch point' review of the criminal justice system. Participants also expressed support for the inclusion of witnesses as a key stakeholder. Participants noted that the thresholds for some services can result in victims not always receiving the help they need. Information sharing was also highlighted as a significant issue, particularly following implementation of GDPR. Participants noted some significant barriers to accessing some services and in reporting crime and incidents. Participants also considered options for introducing a single point of access for all victim services – which will be further explored as part of the upcoming victim needs assessment.
- **Violence Reduction stakeholder event**, 8 September 2021: Partners expressed strong support for the PCC's focus on trauma informed practice and the involvement of survivors with lived experience in the development of local interventions. Stakeholders highlighted gaps in the availability of youth provision in the county and opportunities to increase the uptake of schools-based education and awareness projects focussing on consequential thinking, respect and tolerance. Partners also called for greater investment in mental health provision in the context of partnership working and a greater focus on

the needs of care leavers across the city and county. Partners also called for more training on the use of social media as a source of intelligence and identifying escalating risk.

- **HM Courts Service**, 3 September 2021: PCC explored opportunities to drive improvements in criminal justice outcomes in consultation with the Chair of the Magistrates' bench, and HMCTS Senior Legal Manager for Crime. This included opportunities to secure earlier guilty pleas and swifter justice through improvements in case file quality and making best use of CCTV and Body Worn Video evidence at first hearing. The PCC also committed to working with partners to make best use of Cloud Video Platform (CVP) and improving accessibility and efficiency in court attendance. The Commissioner's Police and Crime Plan includes a commitment to establishing a local Criminal Justice Assurance Board to gain a better understanding of local issues, challenges and performance in this area.

5.2 Further to this, the Commissioner reviewed the existing plans and priorities of responsible authorities, in line with her statutory duty to give regard to those priorities in formulating the police and crime plan.

5.3 Nottinghamshire Police issued a revised control strategy on 16 July 2021 setting out operational priorities for the service over the coming year based on an assessment of local and international threats and changing demand. The operational priorities for the force include: serious organised crime<sup>6</sup>; knife crime and serious violence; sexual offences; domestic abuse; stalking and harassment; serious acquisitive crime, counter terrorism and; cyber and financial crime.

5.4 The Nottingham Crime and Drugs Partnership issued a refreshed partnership plan for 2021-2024 in July 2021. Strategic priorities for the city were confirmed as: anti-social behaviour; drugs and alcohol; hate crime; weapon-enabled offending; modern slavery and exploitation and; domestic and sexual violence and abuse.

5.5 The Safer Nottinghamshire Board reconfirmed strategic priorities in March 2021, maintaining a focus on: anti-social behaviour; substance misuse; hate crime; young people at risk of offending / exploitation; modern slavery; domestic abuse; reducing reoffending; tackling serious acquisitive crime and; Prevent.

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<sup>6</sup> Includes Organised Crime Groups, drugs, firearms, modern slavery and human trafficking

## 6. ASSESSING LOCAL NEED

- 6.1 The Police and Crime Plan has also been informed by the annual Police and Crime Needs Assessment which collates evidence from a wide range of police and partnership sources with a view to identifying the main crime, community safety and criminal justice issues likely to impact upon Nottinghamshire over the next four years.
- 6.2 Strategic risks are assessed and prioritised according to a MoRILE<sup>7</sup> matrix which takes into account the likelihood of issues occurring, the impact they would have on individuals, communities and organisations and the capacity and capability available to respond.
- 6.3 The 2021 assessment concluded that:-
- Rape and other serious sexual offences and assault with injury and burglary continue to elicit the greatest levels of crime harm to communities when applying the ONS Crime Harm Index to the local recorded crime profile.
  - This includes areas of significant risk of harm such as domestic violence and abuse, weapon enabled violence and slavery and exploitation
  - Risk in these areas is compounded by rising levels of multiple complex need, particularly in relation to mental health, substance misuse and unemployment which have been compounded by the impact of the Coronavirus pandemic
  - Other factors affected or compounded by the impact of the pandemic include rising levels of cyber crime, online fraud and stalking, ongoing pressures on the court system and increased pressures on domestic and sexual abuse services
  - Despite this, there have been marked reductions in serious acquisitive crime which have been sustained beyond the easing of lockdown restrictions
  - Development of new ways of working which present significant opportunities to enhance organisational efficiency, the quality of public and stakeholder engagement and service user experiences
  - Reckless driving, speeding and anti-social use of the roads remains a common priority concern for local residents, in addition to burglary and vehicle crime and drug use and dealing. There is evidence that proactive work in these areas is having a positive effect
  - There remain significant gaps in our understanding of hidden harm, the scale and impact of rural crime and the changing nature and impact of antisocial behaviour in our communities.
- 6.4 The Commissioner has scrutinised<sup>8</sup> force compliance with the Home Secretary's Strategic Policing Requirement in 2021 and is assured that force has a good

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<sup>7</sup> *Management of Risk In Law Enforcement*

<sup>8</sup> *PCC's Strategic Resources and Performance Meeting, 21 July 2021*

understanding of the risks facing the public and processes in place to identify current and projected capability and capacity requirements to counter those risks.

## **7. FURTHER CONSIDERATIONS AND INTERDEPENDENCIES**

- 7.1 The Commissioner's plan is aligned with Government's 'Beating Crime' Strategy which was published July 2021 which sets out the government's approach to reducing serious violent and acquisitive crime; identifying hidden harm and bringing more offenders to justice and; improving the response to fraud and online crime.
- 7.2 The plan also takes into account anticipated changes in policy, practice and legislation over the coming term, which includes developments such as the Domestic Abuse Act<sup>9</sup> (May 2021) and; the Police, Crime, Sentencing and Courts Bill, which aims to bring about tougher sentencing for the most serious offenders, improve the efficiency of the court system and equip police with the tools and powers needed to keep people safe.
- 7.3 The plan has also taken into consideration:-
- The Police Foundation's Strategic Review of Policing which examines how crime, fear of crime and other threats to public safety are changing and assesses the ability of the police to meet these challenges.
  - The Home Office Review of the PCC Role which seeks to strengthen the accountability of PCCs and expand their role
  - Review of the Policing Protocol Order 2011 which will aim to provide a 'brighter-line' on the boundaries of operational independence and reflect changes in roles, responsibilities and relationships that have taken place over
  - Mobilisation of new probation services and changes to focus of Integrated Offender Management (IOM) arrangements following the national IOM Review. The Plan will also take account of the wider roll out of electronic monitoring arrangements for serious acquisitive offenders in 2021 and opportunities for the increased use of alcohol sobriety tags.

## **8. PERFORMANCE AND ACCOUNTABILITY**

- 8.1 The Make Notts Safe Plan sets out how performance in delivering the plan will be assessed. The Commissioner will continue to draw on information and assurance from a wide range of sources, which include internal and external audit and inspection programmes, 'deep dive' scrutiny reviews and the tracking of

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<sup>9</sup> Domestic Abuse Act 2021 introduced a range of new provisions and placed new duties on local authorities to provide accommodation-based support to victims of domestic abuse and their children

indicators via the quarterly Performance and Insight report. Performance will be discussed routinely as part of the Commissioner's 1:1 meetings with the Chief Constable and formally reported to the Strategic Resources and Performance Board and the Police and Crime Panel for scrutiny.

- 8.2 The Commissioner has also set twelve numerical ambitions for March 2024 which are directly aligned to the priorities and objectives of her plan. The ambitions represent the Commissioner's current view of what is achievable and within the collective influence of key stakeholders with the resources available. This has taken into account: long term trends in performance; the artificial impact of Coronavirus restrictions on crime trends and public perception since March 2020; areas of new or planned investment over the planning period; new opportunities brought about by changes in technology, policy, practice and statutory duties.
- 8.3 The Commissioner acknowledges the risk that delivery of these outcomes may be affected by factors outside of the immediate control of local partners. As such, the Commissioner has committed to reviewing the suitability of these ambitions over the planning period, taking account of the changing environment and any unprecedented factors that are beyond our local control.
- 8.4 The plan sets the following key ambitions based on a March 2020 (pre-COVID) baseline:-
- Reduce the proportion of residents experiencing neighbourhood crime to no more than 7% by March 2024 (Nottinghamshire Police and Crime Survey)
  - Reduce levels of police recorded violent knife crime by a further 10% by March 2024
  - Reduce the number of First Time Entrants into the Youth Justice System by a further 10% by March 2024 (Nottingham & Nottinghamshire Youth Justice)
  - Continue to reduce the proportion of offenders re-offending and the volume of repeat offences (Ministry of Justice proven re-offending rate)
  - Increase levels of public confidence in Nottinghamshire Police by at least 5% points by March 2024 (Nottinghamshire Police and Crime Survey)
  - Increase the proportion of residents feeling that the police are visible and accessible where needed by 5% points (Notts Police and Crime Survey)
  - Increase the proportion of residents feeling that the police are dealing effectively with local concerns by 5% points (Notts Police & Crime Survey)
  - Increase the proportion of service users stating that they are satisfied with the police by at least 5% points (Notts Police and Crime Survey)
  - Increase the proportion of victims stating that they are better able to cope and recover from harm to 80% (OPCC Commissioned victim support services)

- Increase the proportion of victims stating that they are satisfied with the police by at least 5% points (Notts Police & Crime Survey)
- Continue to increase levels of 'hidden harm' identified and reported to Nottinghamshire police for further investigation
- Increase the proportion of rape offences which result in a charge or summons by at least 4% points by March 2024

## 9. SUBSEQUENT PANEL AND PARTNERSHIP ENGAGEMENT

9.1 The Commissioner has endeavoured to engage Police and Crime Panel members in the development of the 'Make Notts Safe' Plan throughout the process, with members having provided feedback on the priorities and objectives of the plan at their November meeting. The draft plan, circulated to members and stakeholders on 17 November has subsequently received highly positive feedback from key partners<sup>10</sup>, particularly in respect of the priority focus on prevention and early intervention and enabling a more sustainable approach through the provision of longer-term funding arrangements.

9.2 The Commissioner has taken subsequent feedback into account as part of the final iteration of the plan as shown at Appendix A. This has included:-

- Increasing profile and standalone commitment to tackling hate crime, including reassertion of commitment to tackling misogyny hate crime
- Clearer commitment to delivery of domestic abuse perpetrator programmes
- Clearer commitment to improving resources, equipment and training in respect of the response to rural crime
- Recognition of the needs of male victims and survivors within context of interpersonal violence
- Inclusion of a clear, robust and accountable performance framework.

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<sup>10</sup> "I think it is a positive plan, with strong commitment to supporting survivors, children, communities and the workforce and challenging perpetrators and those at risk of harming others" Community Safety Manager, Nottingham CDP

"The shared ambitions to support communities and families, reduce violent crime and make people feel safer and more protected represents a real opportunity to continue, and indeed strengthen our joint working going forward" Safer Nottinghamshire Board

"We welcome the report and believe it will make a difference to victims, survivors and communities" Public Health Managers, Nottinghamshire

"Clearly, your plan contains your heartfelt commitment to tackle crime in Nottinghamshire...I am pleased to see that Rural Crime is [an] area that you have identified as one of the issues of greatest concern and which will be one which you will prioritise." NFU representative

"[We] fully support the focus on a reduction of First Time Entrants as reducing this is a fundamental aim of the Youth Justice Partnership Board and should be a shared agency goal" City and County Youth Justice Teams

9.3 An annual delivery plan is being developed for 2022/23 in line with the Commissioner's budget setting and commissioning cycle. This will be published in March 2022 and set out specific activity which will be undertaken during the financial year to support delivery of the statutory plan.

## 10. Decisions

10.1 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.<sup>11</sup>

## 11. Human Resources Implications

11.1 None - this is an information report.

## 12. Equality Implications

12.1 The Equality Act 2010 introduced a duty on public authorities to, in the exercise of their functions, have due regard to the need to; eliminate conduct prohibited by the Act, such as discrimination, harassment and victimisation related to an individual's protected characteristics and to; advance equality of opportunity and foster good relationships between people in carrying out their activities.

12.2 The Make Notts Safe Plan affirms the Commissioner's commitment to fulfilling her duties under the Equality Act 2010 and sets out equality objectives for the 2021 to 2025 period. These reflect both the objectives of the force and the PCC's wider commissioning responsibilities:-

- **Proportionality:** Ensure that policing powers are used proportionately, that our policing, crime and victim services are accessible to all and that crimes that disproportionately affect and particular protected groups are dealt with proactively. I will support communities in openly and transparently scrutinising disproportionality in areas of policing such as complaints and use of force
- **Engagement:** Regularly and meaningfully engage with local and diverse communities to ensure that we are focusing on their needs and reflecting their concerns and experiences. I will to work to increase public confidence in the police by continuing to engage with all communities - listening and responding to their needs and concerns

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



- **Organisational culture:** Creating a workplace that is recognised both locally and nationally as an organisation people choose to work for, with a reputation for treating people fairly, respectfully and without discrimination
- **Representation:** Increasing the extent to which the police workforce is representative of the communities it serves and ensuring all staff have the opportunity to progress and develop.

12.3 Progress in delivering against the Commissioner's equality objectives and scrutinising those of the force will be reported via the Performance and Insight report and as part of an annual Equality Monitoring Report.

### **13. Risk Management**

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

### **14. Policy Implications and links to the Police and Crime Plan Priorities**

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

### **15. Changes in Legislation or other Legal Considerations**

15.1 The OPCC undertakes routine horizon scanning in order to track emerging legislation, government publications, audits and inspection findings, significant consultations and relevant research findings. This is considered as part of the PCC's weekly briefing schedule in order to help inform local strategic planning and decision making.

15.2 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 when issuing their Police and Crime Plan. The Commissioner has taken steps to ensure compliance with the amended Order and will be publishing a statement on force performance in relation to the new framework in November.

### **16. Details of outcome of consultation**

16.1 None – For information only



## 17. Appendices

A. Make Notts Safe Plan 2021-25

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

For any enquiries about this report please contact:

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# Make Notts Safe Plan

Police & Crime Plan 2021-25



*Caroline Henry*



NOTTINGHAMSHIRE  
POLICE & CRIME  
COMMISSIONER

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CAROLINE HENRY



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# Foreword.

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I have great pleasure in introducing my first Police and Crime Plan for Nottinghamshire and, in doing so, setting a clear direction for policing, victim services and crime reduction over the next four years.

This plan has been informed by evidence of the issues that are impacting upon or are likely to impact upon Nottinghamshire during my term in office – having reviewed local and national threat assessments, feedback from professionals and practitioners and of course, listening carefully to the views and concerns of local residents and victims.

I am confident that this plan reflects those issues and concerns. It is an ambitious plan that is unapologetically tough on crime and has the needs of victims and communities at its heart.

It is my vision that by the end of my term in office there will be fewer victims, greater trust and confidence in the police and criminal justice system and a stronger and more resilient network of services supporting victims to recover from harm. My plan, therefore, centres on three simple objectives:-

- ◉ **Preventing** crime and protecting people from harm
- ◉ **Responding** efficiently and effectively to community needs and
- ◉ **Supporting** victims and survivors, witnesses and communities

In meeting these objectives, I am committed to prioritising the issues that we know are causing the greatest harm and concern to our communities – including serious violence, domestic and sexual abuse, substance abuse and neighbourhood priorities such as anti-social behaviour, speeding and rural crime.

I will work to ensure that we have the resources we need to tackle these problems – ensuring that police officer numbers continue to rise, we continue to increase our efficiency and effectiveness and we distribute our resources fairly on the basis of where they are needed most.

But to deliver this plan, I need your help. I need our communities to get involved – our partner agencies to embed these objectives in their own plans and strategies and service users to work with us to help shape the services they receive. Whoever you are and wherever you live in Nottinghamshire, this is your plan.

**Let us work together to Make Notts Safe.**



**COMMISSIONER CAROLINE HENRY**  
NOTTINGHAMSHIRE POLICE & CRIME COMMISSIONER



# FIELD POLICE



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*It is an ambitious plan that  
is unapologetically TOUGH  
ON CRIME and has the needs  
of victims and communities  
AT ITS HEART.*

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# About this plan.

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Police and Crime Commissioners (PCCs) have a statutory duty<sup>1</sup> to issue a Police and Crime Plan for their force area. The plan must set out the Commissioner's police and crime objectives for their term in office and details of the resources that the Commissioner has made available to support crime and disorder reduction, or help victims and witnesses of crime and ASB.

This plan sets the strategic direction for crime and policing services across Nottingham and Nottinghamshire for the 2021 to March 2025 period. It has been developed and informed by evidence of local need and a programme of extensive consultation and engagement with communities, partner agencies and other stakeholders during 2021.

The Police and Crime Plan is underpinned by a wide range of products and supporting information, which include the:-

- ◉ **Nottinghamshire Police and Crime Needs Assessment:** An annual assessment which provides an overview of the main issues, risks and threats that are likely to impact upon crime community safety and criminal justice over the next four years
- ◉ **Annual Police and Crime Delivery Plan:** Annual plan which sets out specific actions and objectives for the financial year aligned to the strategic Police and Crime Plan and annual budget setting process
- ◉ **Quarterly Performance and Insight report:** Bespoke performance report which tracks a range of key indicators linked to the Police and Crime Plan on a quarterly basis and helps to identify and respond to emerging areas of risk
- ◉ **Commissioner's Annual Report:** Provides an annual overview of progress made in delivering the Police and Crime Plan. PCCs have a statutory duty to publish an annual report under the Police Reform and Social Responsibility Act 2011

You can find further details of the wide range of other interdependent plans and strategies that support this plan on page 28.

<sup>1</sup> Police Reform and Social Responsibility Act 2011

# My commitment to you.

As your Police and Crime Commissioner, I want to work with you to Make Notts Safe. This plan sets out my objectives and priorities for 2021-25 against which a range of police and partnership activity will be undertaken. My three core objectives are: **preventing** crime and protecting people from harm; **responding** efficiently and effectively to community needs; and **supporting** victims and survivors, witnesses and communities to be safe and feel safe.



## PREVENTING

Investing in prevention and early intervention activities that deal with the causes rather than consequences of crime and ASB.



## RESPONDING

Ensuring that we are efficient and effective at responding to the needs of communities and have the right people, skills and resources to do so.



## SUPPORTING

Improving services for victims of crime, safeguarding vulnerable people and supporting communities to be safe and feel safe.

**Across each of these areas, this plan includes a priority focus on the following issues:-**

- ◉ Serious violence and knife crime
- ◉ Violence against women and girls
- ◉ Neighbourhood crimes, including burglary, vehicle crime, robbery and rural crime
- ◉ Other high harm offences such as slavery, exploitation and abuse

*This ambitious plan sets out my*  
**OBJECTIVES AND PRIORITIES**  
*and is focused on PREVENTING,*  
**RESPONDING & SUPPORTING**

**I am also committed to fulfilling my responsibilities to:-**

- ◉ Promote equal opportunities and community cohesion between diverse communities and work to eliminate discrimination and harassment
- ◉ Have regard to the national priorities for policing set by the Home Secretary, which include terrorism, serious and organised crime, cyber-crime and child sexual exploitation
- ◉ Have regard to the need to safeguard and promote the welfare of children
- ◉ Achieve value for money and keep collaboration opportunities for policing under review
- ◉ Support changes in policy and practice that help to reduce our carbon footprint and enable our buildings, fleet and workforce to become more energy efficient.



# A word from the Chief Constable.



**It is our unstinting duty to deliver the very best policing service we can on behalf of the public of Nottinghamshire, whilst balancing our local and national priorities.**

This ambitious plan, set out by the Police and Crime Commissioner will help us build on our successes, strengthening local policing, tackling crime and preventing harm. We will unapologetically seek the relentless disruption of serious and organised crime. We will continue to support and refer victims whilst safeguarding the vulnerable.

My strategic priorities of delivering a service that works for local people, engaged communities and being an employer of choice will help deliver this plan alongside my other legal responsibilities. To deliver a service that works for local people we will continue to bolster our local policing structure where neighbourhoods are policed by local officers from a local police base as we focus upon neighbourhood crime.

To deliver engaged communities we will protect our diverse communities, we will continue to actively listen and engage. We will continue to develop and improve the ways in which you can contact us whether by phone, online or in person. Whether you are based in a city, town or village, in person, online or travelling through, we will strive to understand your issues and concerns. Importantly, we will then take proportionate action.

At the core of our policing service is a clear focus on catching criminals - with prevention and deterrence at the heart. By building our enforcement capability and working collaboratively with other forces and agencies, we are better equipped to successfully disrupt and tackle serious and organised crime. By relentlessly pursuing dangerous criminals and dismantling more county lines, we will make Nottinghamshire even safer.

Investment in Nottinghamshire Police, both through the national police recruitment programme and council tax increases, has strengthened local policing, boosting a number of frontline teams. More officers, PCSOs and volunteers for neighbourhood teams have enabled us to deliver an ever better, more

accessible service to communities, preventing crime, safeguarding the most vulnerable and tackling anti-social behaviour. We will also continue to prioritise preventative approaches that divert people of all ages away from crime with our priority on children and young people, a key tenet of this Police and Crime Plan.

The nature and complexity of the crimes that we deal with continues to change, which is why we have invested in more specialist posts to tackle online and serious organised crime. We must balance addressing the visible impact of crime such as anti-social behaviour and burglary with tackling the often hidden impact of organised crime or crimes committed behind closed doors, such as domestic and sexual abuse, which can lead to great harm and vulnerability.

We will only meet these combined challenges if we continue to build trust and confidence with our communities. We police by consent, and we will continue to focus on providing the most efficient and effective service we can with the resources we have available. We continue to attract an increasingly diverse number of new police officers, staff, and volunteers. Our reputation and legitimacy have augmented considerably. This plan will support the further development of employee capability and serve to attract more talent as we continue to grow.

We will always work hard to get the basics right, building a visible, proactive service that protects our communities by taking the fight back to the criminal.

**I look forward to working with you to keep Nottinghamshire safe.**

**CRAIG GUILDFORD**  
CHIEF CONSTABLE

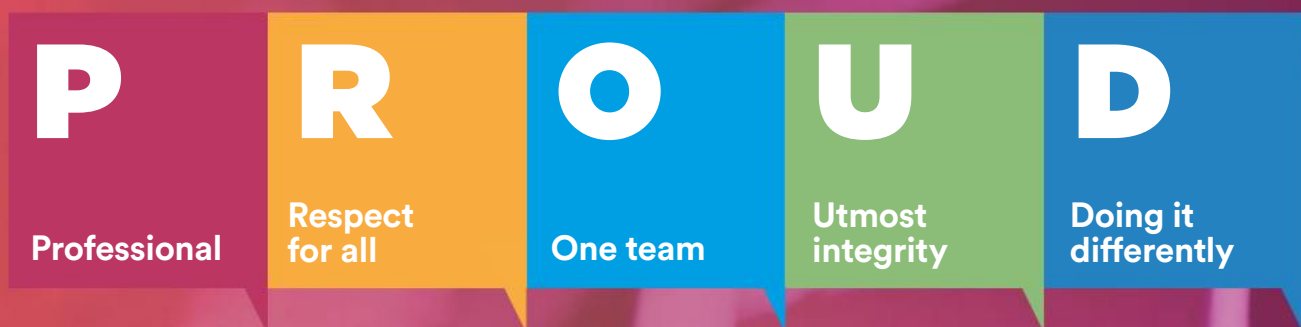
# Our organisational priorities.

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- ✓ Engage our communities
- ✓ Create a service that works for local people

## Our PROUD values

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**Professional:** Being professional is about having pride in what we do and inspiring confidence by delivering clear standards of service.

**Respect for all:** Having respect for all is about valuing people as individuals and treating people as they want to be treated.

**One team:** One team is about working together, rather than in silos, and valuing the contributions others can make.

**Utmost integrity, trust and honesty:** Demonstrating utmost integrity, trust and honesty is about being accountable, and doing what we say we'll do.

**Doing it differently:** Doing it differently is about being prepared to challenge the status quo and never being afraid to try something new.



# Preventing crime and protecting people from harm

Prevention and early intervention is my number one priority. We know that by dealing with the causes rather than consequences of crime, we can save lives, save money and help break the cycle of victimisation and offending in our communities.

We will work with partner agencies to strengthen prevention opportunities at every level – reducing the risk of crime in neighbourhoods and online, supporting targeted work with ‘at risk’ individuals and robustly managing offenders whilst working to tackle the factors that drive them to offend.

In particular, we will prioritise activity and interventions that help us to prevent:-

- ⦿ Neighbourhood crimes, such as burglary, vehicle crime, robbery and rural crime
- ⦿ Serious violence, including knife crime
- ⦿ Violence against women and girls
- ⦿ Other high harm offences such as slavery, exploitation and fraud affecting vulnerable victims

I am committed to:-

## Making our streets, villages, towns and city safer

We want our neighbourhoods and public spaces to be safe, vibrant and welcoming places for all. Locality-based projects such as the ‘Safer Streets’ programme and ‘Operation Guardian’ in the night time economy are helping to ensure that this is the case, but I know that we can do much more.

We want to further increase safety and feelings of safety across Nottinghamshire – particularly among women and girls, and in areas where the risk of serious violence and priority neighbourhood crimes are greatest. In doing so, we will build on our learning from successful projects and other evidence of what works<sup>2</sup>. I will:-

- ⦿ Continue to work with partners to maximise funding opportunities for locality-based crime prevention initiatives that help to ‘design out’ crime in the built environment, create a greater deterrence to offending and make it harder for criminals to target vulnerable people and places
- ⦿ Make £800,000 available for crime prevention initiatives to increase neighbourhood safety and feelings of safety in vulnerable and hotspot locations across Nottinghamshire
- ⦿ Invest £400,000 from the Late Night Levy to support partnership prevention activity in the city’s night time economy, sustain ‘Operation Guardian’ and develop new initiatives to increase safety and feelings of safety



## Steering vulnerable young people away from crime and harm

Activity to protect and divert vulnerable young people from crime and harm has come under increasing pressure over recent years impacted by the Covid-19 pandemic, budgetary pressures and changing crime trends. We need to act now to strengthen and better co-ordinate our efforts in this important area.

We want to build upon the good partnership work taking place across Nottinghamshire through our Violence Reduction Partnership to ensure that we identify young people at risk of harm or offending at the earliest possible stage and develop whole-system solutions to address that risk part of a long-term Public Health approach. We will focus in particular on those at risk of knife crime, serious violence, abuse and exploitation and improving outcomes for children in care. I will:-

- Commission a range of interventions to help children and young people to reduce their risk of being impacted by serious violence, including education, diversion, mentoring, outreach and therapeutic support. I will introduce and embed a Youth Charter and develop a youth work programme to ensure consistent, high quality standards of youth work across Nottinghamshire
- Invest over £1,500,000 in custody-based diversion for young people and further enhance the suite of out of court disposal options available to tackle the underlying causes of early onset offending
- Embed contextual safeguarding and trauma-informed practice across Nottinghamshire through our Violence Reduction Unit in order to better understand the contextual factors and trauma that may lead to violence affecting young people

## Preventing Violence Against Women and Girls

We have a shared ambition to end violence against women and girls and the devastating impact it has on individuals, families and communities. Achieving this requires prevention at every level – from long term programmes of behavioural change to immediate safeguarding interventions.

I will work with partner agencies across Nottingham and Nottinghamshire to tackle the factors that lead to gender based violence as part of a collaborative and joined up approach that will enable us to better protect all potential victims and survivors from harm. We will:-

- Work with local authority partners to ensure all primary schools in Nottinghamshire are offered specialist healthy relationship programmes which

include issues such as consent, coercive and controlling behaviour, violence and abuse and technologically-assisted harmful sexual behaviour. We will also work with local authority partners to ensure that secondary school age young people at risk of harm and harming have access to appropriate healthy relationship programmes

- Support ongoing improvements in the use of Domestic Violence Protection Orders and Notices and the Domestic Violence Disclosure Scheme (Claire's Law)
- Implement recommendations from the independent evaluation of our Domestic Violence Perpetrator Programme and strengthen our focus on tackling and reducing the drivers of offending behaviour

## Improving our approach to reducing reoffending

To prevent crime and protect people from harm, we need an approach that balances tough enforcement with effective rehabilitation. I want to work closely with the police, criminal justice partners and local communities to strengthen our approach to reducing reoffending and turning people's lives around.

I will ensure that we are effective in tackling the drivers of offending behaviour, with a particular focus on serious acquisitive offenders; serious sexual and other dangerous offenders; perpetrators of domestic abuse and stalking, and people in the criminal justice system with substance misuse and mental health related needs. I will:-

- Continue to strengthen governance and oversight of partnership activity to reduce reoffending via the Reducing Reoffending Board and work with the Probation Service to explore further opportunities for joint commissioning, particularly in relation to training, employment and unpaid work
- Invest over £2,600,000 into local drug treatment services for offenders across Nottinghamshire, increase referrals into drug treatment services through 'test on arrest' and new and innovative approaches to addressing substance misuse-related needs, and work with criminal justice partners to maximise the use of Drug Rehabilitation and Alcohol Treatment requirements where appropriate
- Maximise opportunities to ensure the effective monitoring and management of offenders through the use of new technology and curfew, location and sobriety tagging, where necessary and appropriate

## Resources

In addition to the core police grant and precept, a number of specific funding streams will directly support our work to prevent crime and protect people from harm. These include:-

- ◉ Community Safety Grant
- ◉ Violence Reduction Unit core funding
- ◉ Safer Streets Programme and dedicated local Crime Prevention Fund
- ◉ 'Make Notts Safe' Grants to enable delivery of community-led crime prevention initiatives
- ◉ Criminal justice substance misuse services funding (Community Safety Grant)
- ◉ Domestic and Sexual Violence Prevention Funding (Community Safety Grant)
- ◉ Late Night Levy
- ◉ Youth Intervention Fund

## Our Ambitions

This plan sets a number of measurable ambitions for Nottinghamshire as detailed on page 27. These include ambitions to:-

- ◉ Reduce 'neighbourhood crimes' such as burglary, vehicle crime and robbery
- ◉ Reduce levels of serious violence and overall 'crime harm'
- ◉ Continue to reduce the number of first time entrants into the Youth Justice System
- ◉ Reduce levels of repeat offending – in terms of both individuals reoffending and crimes





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*My plan aims to ensure  
that we become MORE  
RESPONSIVE to the needs  
of INDIVIDUALS AND  
COMMUNITIES.*

”



# Responding efficiently and effectively to local needs

We know what drives public trust and confidence in the police – quite simply, our residents want high quality neighbourhood policing and a service that is visible, accessible and effective in responding to the needs of their community.

Our neighbourhood-based 'Operation Reacher' teams provide an excellent example of the progress we are making in this area - but with the right resources and closer partnership working - we can do much more. I want to continue to invest in neighbourhood policing and explore new technology and innovation that will help us become more visible in your community and more effective in policing the 'digital beat'.

In particular, we will prioritise the following key areas:-

- Police call handling and response
- Issues of greatest community concern such as road safety, ASB and rural crime
- Serious and organised criminality and other high harm offending
- Ensuring our neighbourhood policing offer increases public confidence and feelings of safety

I am committed to:-

## Enabling officers to be visible, accessible and responsive in our neighbourhoods

I will work with central government, the police and partner agencies to further strengthen front line capacity across Nottinghamshire and improve the way in which communities are engaged and kept informed of what is being done to tackle crime anti-social behaviour in their area.

My plan aims to ensure that we become more responsive to the needs of individuals and communities, with a particular focus on: investing in front line policing, providing a quality service in terms of call handling and response and effectively managing demand on our services – including non-crime demand such mental health-related incidents and missing persons. We will:-

- Work with central Government and local partners to further strengthen front line capacity across Nottinghamshire and improve the way in which communities are engaged and kept informed of what is being done to tackle crime anti-social behaviour in their area
- Further develop our local communication and engagement strategies to improve the quality of engagement with local communities and ensure that our frontline officers and staff are visible, accessible and responsive in your area



- Ensure that Nottinghamshire Police maintains strong performance in terms of call handling and response times and improve the transparency of our reporting in this area
- Support further improvements in the identification and management of multiple and complex needs in the delivery of our services, particularly in responding to mental health related needs as part of a trauma informed approach. This includes an ongoing commitment to custody based liaison and diversion services and street triage

## Improving our capacity, capability and effectiveness in policing the digital beat

The profile of crime and victimisation is changing rapidly, accelerated by the impact of the Coronavirus pandemic. As new technology is developed and more activity takes place on line, we must continue to adapt our ways of working to ensure we are effective in policing the digital beat. We will:-

- Continue to extend our digital reach and make digital engagement with communities easier, more accessible and more consistent
- Make at least £300k of new funding available to improve our response to crimes committed or facilitated online
- Expand the force's digital media investigation team to enable better outcomes for victims of online crime and increase the capacity of digital policing teams in the response to serious and organised crime, rape and serious sexual offences and child sexual abuse and exploitation
- Invest in improving support for vulnerable victims of online fraud, ensuring clear and consistent pathways of support and working with local, regional and national partners to promote a range of practical crime prevention tools and materials
- Work with local, regional and national partners to promote a range of practical crime prevention tools and materials to help residents and



businesses to better protect themselves from fraud and work with the police and partners to ensure a clear and consistent approach to victim support

## Improving our understanding of and response to issues of greatest community concern

The crime and community safety issues affecting our communities are many and varied and as such, need to be tackled at a neighbourhood level. We are committed to ensuring that our agencies understand these issues and are working with you to address them as part of a joined up problem solving approach. We want to ensure that we are effective in responding to the issues of greatest concern to you and your community, with a particular focus on tackling anti-social behaviour, road safety, drug-related activity and crimes affecting our rural communities.

We will ensure that the voices and concerns of minority, marginalised and lesser heard communities are heard and addressed. We will:-

- Support neighbourhood level problem solving approaches through existing CSP structures and police tasking arrangements and review take up, awareness and use of the Community Trigger process as a means of bringing agencies together to tackle long standing ASB issues
- Establish an Anti-social Behaviour Taskforce that will work to increase public confidence in the response to ASB, increase levels of reporting, improve the consistency and co-ordination of activity and work with partners to make the best use of our collective tools and powers
- Support continued development of the Operation Reacher programme by increasing the number of officers and level of resources available at a neighbourhood level to deliver this important activity
- Improve early intervention in the response to hate crime in Nottinghamshire. This will include measures to improve the way we identify and respond to escalating risks, raise awareness of available interventions and referral pathways and ensure a continued commitment to tackling and raising awareness of misogyny as a hate crime.



# Tackling rural crime in Nottinghamshire

We know that rural crime is a huge issue affecting some of our most vulnerable and isolated communities – and one that so often goes overlooked. As part of my plan we are taking steps to ‘level up’ our response to rural crime – with a view to improving criminal justice outcomes, public confidence and satisfaction, community intelligence and our shared understanding of the impact these offences have on local residents.

As part of my plan, we will:-

- ◉ Develop a process to improve our **engagement** with rural communities and work to support and strengthen local partnerships. This will include convening an annual rural crime summit to identify emerging issues and review our progress
- ◉ Improve our processes for **recording and reporting** on specific rural crimes<sup>3</sup>, such as farm machinery theft, fuel theft, fly tipping, poaching, livestock offences and equine crime – and for recording and reporting on crimes and ASB affecting rural communities more generally
- ◉ Improve our **awareness and understanding** of the impact of rural crime and explore options to provide an enhanced response to the most adversely affected victims of crime in rural communities where appropriate, including those affected by serious and organised criminality
- ◉ Improve **trust and confidence** to report victimisation and the perception that action will be taken as a result by working with partners such as the Fire and Rescue Service to provide visible and high profile rural crime interventions
- ◉ Make an additional £400,000 available to tackle rural crime and **improve our response to the needs of rural communities**. This will include new investment in training, crime prevention tools and state-of-the-art equipment such as drones, hardware tracking and off-road stingers

<sup>3</sup> As defined by the NPCC Rural Affairs Strategy





## Creating a hostile environment for those causing greatest harm to communities, particularly in tackling serious and organised crime

I promised a plan that would be unapologetically tough on crime. I am fully committed to working with the police and criminal justice partners to ensure that we identify more perpetrators and bring them to justice – relentlessly pursuing those that cause the greatest harm to our communities.

My plan aims to ensure that we take robust action in tackling those that cause the greatest harm to communities, with a particular focus on those exploiting children and vulnerable adults through criminal, labour and sexual exploitation, domestic servitude and human trafficking. I also want to ensure that we are effective in tackling serious organised acquisitive crime affecting rural and urban communities and high harm economic crime where vulnerable people are targeted. I will:-

- ◉ Support partnership efforts to disrupt, dismantle and destroy Organised Crime Groups operating within and impacting upon Nottinghamshire – particularly through the development of local organised crime partnership response plans and strategies
- ◉ Continue to invest in the force's Serious and Organised Crime Unit and support partnership work to relentlessly disrupt drugs supply, criminal use and supply of firearms, economic and cybercrime, modern slavery, organised immigration crime and county lines drugs trafficking and exploitation. I will also hold the Regional and Organised Crime Unit to account for performance and delivery in Nottinghamshire, ensuring focus, fairness and value for money

- ◉ Provide £500,000 additional funding to expand the use of Automatic Number Plate Recognition (ANPR) technology, creating a 'ring of steel' around Nottinghamshire that will help to stop criminal use of the road network and improve our response to county lines drugs trafficking

## Resources

In addition to the core police grant and precept, a number of specific funding streams will directly support our activity in this area. These include:-

- ◉ Operation Uplift and investment into Operation Reacher and Operation Guardian policing teams
- ◉ 'Make Notts Safe' Grants
- ◉ Asset Recovery Incentivisation Scheme
- ◉ Transforming Forensics Programme
- ◉ National Cyber Security Build Project
- ◉ Community Safety Grant

## Our Ambitions

This plan sets a number of measurable ambitions for Nottinghamshire as detailed on page 27. These include ambitions to:-

- ◉ Increase public confidence in the police, particularly in our rural communities
- ◉ Increase proportion of residents feeling that the police are visible and accessible in their area
- ◉ Increase proportion of residents feeling that police are responding to issues of community concern
- ◉ Increase in overall service user satisfaction with the police



# Supporting victims, survivors, witnesses and communities

I am passionate about our work to protect, support and empower victims, survivors witnesses and communities in Nottinghamshire. We are performing well, but I know that we can do better. We want to ensure that we have a strong, resilient and reachable network of support services that are among the best in the country at helping victims and survivors to cope with and recover from the impact of crime.

We are committed to strengthening our victim support services, expanding their reach and accessibility and ensuring that victims and survivors receive the high quality personalised support that they want and deserve. We also want to offer more opportunities for victims to shape the services that they receive and hold agencies to account for improving outcomes for victims and witnesses within the criminal justice system.

In particular, I will prioritise the following key areas of support:-

- ◉ Ensuring a whole-systems approach to tackling violence against women and girls
- ◉ Supporting victims and survivors of modern slavery and exploitation
- ◉ Safeguarding vulnerable, repeat and enhanced victims of crime as defined by the Victims' Code
- ◉ Improving our Victim CARE service and establishing a new Restorative Nottinghamshire service

I am committed to:-

## Further improving services and outcomes for victims of crime and anti-social behaviour

I will continue to invest in high quality victim support services, giving victims and survivors a greater say over the services they receive and working closely with partner agencies to provide more integrated support as part of a truly victim-centred approach.

My plan aims to deliver a step change in the way we support victims, share information and intelligence and provide timely, consistent and joined up feedback on the actions we are taking. In particular, I want to explore opportunities to expand the reach of victim services into under-represented and rural communities and develop clearer pathways of support in areas such as fraud and modern slavery. I will:-

- ◉ Continue to improve outcomes for those accessing local victim support services, particularly in enabling them to better recover from harm and cope with everyday life. I will develop and implement formal quality assurance arrangements for all victim support services
- ◉ Refresh and deliver Nottinghamshire's Violence Against Women and Girls Strategy, continue to co-commission efficient, joined up and high quality domestic and sexual abuse support services for both female and male survivors and work with the Government to increase sustainable funding



for charities and organisations across this sector

- Improve the reach, accessibility and take up of the Victim CARE service in Nottinghamshire, working with victims to co-produce support services and work with partners to improve the consistency of support for victims of fraud
- Work with partners to improve local support services for victims of slavery and exploitation, particularly in providing safe spaces for potential victims of modern slavery prior to entering the National Referral Mechanism

## Improve victims' and witnesses' experience of the criminal justice system

Victim and witness experiences of the justice system have been adversely affected over recent years, compounded by the impact of the Coronavirus pandemic, capacity constraints and a backlog of cases in our courts.

But together, we can drive significant improvements in this area.

As part of this plan, we want to improve our oversight and understanding of the issues impacting on the criminal justice system in Nottinghamshire and work with the police and partner agencies to improve the speed of investigations, the quality of case files, make better use of technology and greater use of evidence-led prosecutions where appropriate and in the public interest. In doing so, we are particularly committed to driving improvements in outcomes for rape and other serious sexual offences in particular. We will:-

- Improve the oversight and accountability of local criminal justice arrangements by establishing Nottinghamshire's own Local Criminal Justice Assurance Board. This will include work to track and drive improvements in areas such as file quality, investigation timeliness and the courts backlog and commission a criminal justice review to identify 'pinch points' in partnership working



- Work with criminal justice partners to establish and fund a new 'Restorative Nottinghamshire' service to help victims recover from harm and explore opportunities to enhance Community Payback and unpaid work schemes across the force area
- Support the increased use of evidence-led prosecutions where appropriate and work with the police and partners to improve the quality and availability of evidence at first hearing – such as CCTV and body worn video footage.
- Invest in facilities at the adult and paediatric sexual assault referral centres to meet new forensic standards and improve victims' and survivors' experiences

- Increase scrutiny of compliance with the Code of Practice for Victims of Crime and empower victims to convey the impact of crimes that they have experienced through greater use of victim personal statements

## Exposing hidden harms and safeguarding vulnerable people

We know that crimes such as child sexual abuse and exploitation, violence against women and girls and modern slavery are taking place across Nottinghamshire, often behind closed doors and hidden from view. These crimes are deeply damaging and can have a long-term physical and psychological impact

We are committed to working with communities and partner agencies across all sectors to improve the way we identify 'hidden harm' in Nottinghamshire, safeguard those at risk, support victims and swiftly and effectively bring offenders to justice.

We also want to ensure that all victims, survivors and communities have the confidence to report crime and issues of concern to the police, safe in the knowledge that the information they provide will be taken seriously, investigated and acted upon wherever necessary.

We will:-

- ◉ Work with partners to raise awareness of hidden harm in Nottinghamshire and ensure the public and professionals have the information they need to spot the signs of slavery, abuse and exploitation and feel able to report concerns or respond to victims where appropriate
- ◉ Support continued investment in public protection teams, the modern slavery and county lines team and consistent roll out of the Slavery and Exploitation Risk Assessment Conferencing (SERAC) model across Nottinghamshire
- ◉ Support improvements to the partnership infrastructure for sharing information, identifying escalating risk and managing cases involving vulnerability and hidden harm. This will include work to ensure greater clarity of reporting and referral pathways

## Supporting and enabling communities to help Make Notts Safe

Our communities are our greatest asset. We want to give residents more opportunities to get involved in tackling the issues affecting their area, increase levels of volunteering and support community activity that helps to deliver the ambitions of this plan.

We also want to ensure that communities have trust and confidence in the police and feel able to share concerns and intelligence relating to the issues, risks and threats affecting their community as we work together to make Notts safe. I will:-

- ◉ Launch a £1m Make Notts Safe Grants Fund for third sector organisations to take action to address the community safety issues they face
- ◉ Increase involvement in volunteering, police cadets, Special Constabulary and community groups such as Neighbourhood Watch, Farm Watch and Community Speedwatch
- ◉ Work with partners to support and fund if necessary 'trusted communicators' within communities to provide advice, information and outreach to those that may be affected by issues such as domestic abuse, exploitation, FGM and honour based abuse
- ◉ Hold regular 'Meet the Commissioner' sessions across Nottinghamshire to gather views on residents' crime and community safety concerns and feedback on partner agency responses

## Resources

In addition to the core police grant and precept, a number of specific funding streams will directly support our activity in this area. These include:-

- ◉ Ministry of Justice Victim Services Grant
- ◉ Devolved Rape Support Fund
- ◉ Independent Domestic Violence Adviser and Independent Sexual Violence Advisor funding
- ◉ 'Make Notts Safe' Grants
- ◉ Community Safety Grant
- ◉ Capital funding for the Sexual Assault Referrals Centre (SARC)

## Our Ambitions

This plan sets a number of measurable ambitions for Nottinghamshire as detailed on page 27. These include ambitions to:-

- ◉ Increase in the proportion of victim service users recovering from harm and coping with everyday life
- ◉ Increase levels of victim satisfaction with the police and maintain strong compliance with the Code of Practice for Victims of Crime
- ◉ Increase levels of 'hidden harm' identified, including Modern Slavery and Child Sexual Abuse
- ◉ Increase in the proportion of rape and serious sexual offences resulting in a charge or summons



*Our communities are our GREATEST ASSET and I want to give residents MORE OPPORTUNITIES TO GET INVOLVED.*



# The Strategic Policing Requirement

The Home Secretary has identified a number of national priorities for policing against which forces must ensure that they collectively have the appropriate capabilities to respond. The priority threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces as part of a national response.

The priority threats outlined in the government's Strategic Policing Requirement are; terrorism, civil emergencies, serious and organised crime, public order, a national cyber security incident and child sexual abuse. As part of this plan, we are committed to ensuring that Nottinghamshire Police and the East Midlands Specialist Operations Unit maintains the capacity and capability to support an appropriate response to these national threats. We will:-

- ◉ Formally review the police response and contribution to the Strategic Policing Requirement on an annual basis as part of my oversight and scrutiny programme and work with my regional counterparts to ensure that common policing capabilities can be deployed flexibly across all of our police forces
- ◉ Work with regional PCCs to oversee the work of the East Midlands Counter Terrorism Intelligence Unit and support the ambitions of the national Prevent programme
- ◉ Work with partner agencies to tackle and disrupt serious and organised crimes such as drug trafficking, human trafficking and illegal immigration, high value fraud, organised acquisitive crime and cyber crime - and create a hostile environment for those causing greatest harm to communities (see page 15)
- ◉ Hold the Chief Constable to account for the force's leadership of and contribution to Local Resilience Forum arrangements in planning for and coordinating the multi-agency response to civil contingencies
- ◉ Provide strategic oversight and scrutiny of the police response to public order, particularly in view of any changes in police powers brought about by the Police, Crime, Sentencing and Courts Bill
- ◉ Prioritise the identification and response to Child Sexual Exploitation as outlined throughout my plan. I am also committed more broadly to safeguarding and promoting the welfare of children in the delivery of this plan and in line with my statutory duty<sup>5</sup> to do so.

<sup>5</sup> Section 10 and 11 Children Act 2004



# Equality and Diversity

In my role as Police and Crime Commissioner, promoting equal opportunities and community cohesion between diverse communities is not just a statutory duty<sup>6</sup>, but something that is extremely important to me. Throughout my term in office, I will be working to:-

- Eliminate harassment, victimisation and unlawful discrimination
- Advance equality of opportunity between people who share a protected characteristic<sup>7</sup> and those who do not, and
- Foster good relations between people who share a protected characteristic and those that do not

## Equality Objectives

In fulfilling these duties, I have set the following specific **equality objectives** for my term in office:-

- **Proportionality:** Ensure that policing powers are used proportionately and that our policing, crime and victim services are accessible to all. I will ensure that crimes disproportionately impacting upon particular protected groups are dealt with proactively and will support communities in openly and transparently scrutinising disproportionality in areas of policing such as complaints and use of force
- **Engagement:** Regularly and meaningfully engage with local and diverse communities to ensure that we are focusing on their needs and reflecting their concerns and experiences. I will work to increase public confidence in the police by continuing to engage with all communities - listening and responding to their needs and concerns
- **Organisational culture:** Work with the Chief Constable to create an organisational culture with a reputation for treating people fairly, respectfully and without discrimination
- **Representation:** Increasing the extent to which the police workforce is representative of the communities it serves and ensuring all staff have the opportunity to progress and develop.

Further to these objectives, I am also committed to working with youth justice partners to help address the over-representation of black and mixed race young people in the criminal justice system.

I will continue to review progress against these equality objectives as part of my quarterly 'Performance and Insight' report, an annual Equality and Diversity monitoring report and my work to hold the Chief Constable to account for the delivery of our shared Equality Objectives.



<sup>6</sup> Section 149 Equality Act 2010

<sup>7</sup> Protected characteristics as outlined by the Act may include age, disability, gender reassignment, marriage and civil partnership; pregnancy and maternity, race, religion or belief, sex and, sexual orientation



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# Collaboration and partnership working

I am committed to working with communities and partner agencies at every level to deliver the ambitions of this plan. **At a local level**, we will continue to work across a range of partnership structures with the shared goal of 'making Nottinghamshire Safe', including:

- Nottingham Crime and Drug Partnership (CDP). The City's strategic community safety partnership which aims to reduce the harm and misuse of drugs and alcohol and tackle crime in the City
- Safer Nottinghamshire Board (SNB). The County's strategic group that ensures the delivery of shared priorities and community safety agreement required under Crime and Disorder Regulations 2007. The SNB supports local Community Safety Partnerships (CSPs) for South Nottinghamshire, Mansfield and Ashfield and Bassetlaw, Newark and Sherwood
- Violence Reduction Unit (VRU). A multi-agency partnership mandated by the Home Office to provide strategic leadership and coordination to reduce serious violence in Nottingham City and Nottinghamshire

- Health and Wellbeing Boards: The Nottingham and Nottinghamshire Health and Wellbeing Boards are partnerships between local authorities, NHS and the wider community to improve the health and wellbeing across Nottinghamshire and reduce health inequalities.

I also want to empower communities to actively participate in tackling the issues that affect them and to work with statutory partners to develop sustainable solutions to long-term community problems.

I will seek to deepen our understanding of the issues facing specific communities, and explore opportunities to better involve citizens and people with 'lived experience' in shaping the services that they receive.

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*I want to empower communities to*  
**ACTIVELY PARTICIPATE** *in tackling*  
*the issues THAT AFFECT THEM and*  
*develop sustainable solutions.*

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**At a regional level**, I share a commitment with my PCC counterparts to continue to support and invest in the following programmes of activity:-

- Regional Occupational Health to improve collective knowledge and capability of regional forces across areas including the ill health retirement process, managing those on restricted duties and appointing a shared Employee Assistance Provider
- Learning and Development to standardise learning and development courses across the region
- East Midlands Police Legal Services
- The East Midlands Special Operations Unit (EMSOU) providing a range of policing and support services including; Serious and Organised Crime Operations; Economic, Cybercrime and Online Investigations; Regional Intelligence Hub; Digital Intelligence and Investigations Directorate; Regional Review Unit; Special Branch and; Major Crime Unit

As part of my commitment to **collaboration and partnership working**, I will:

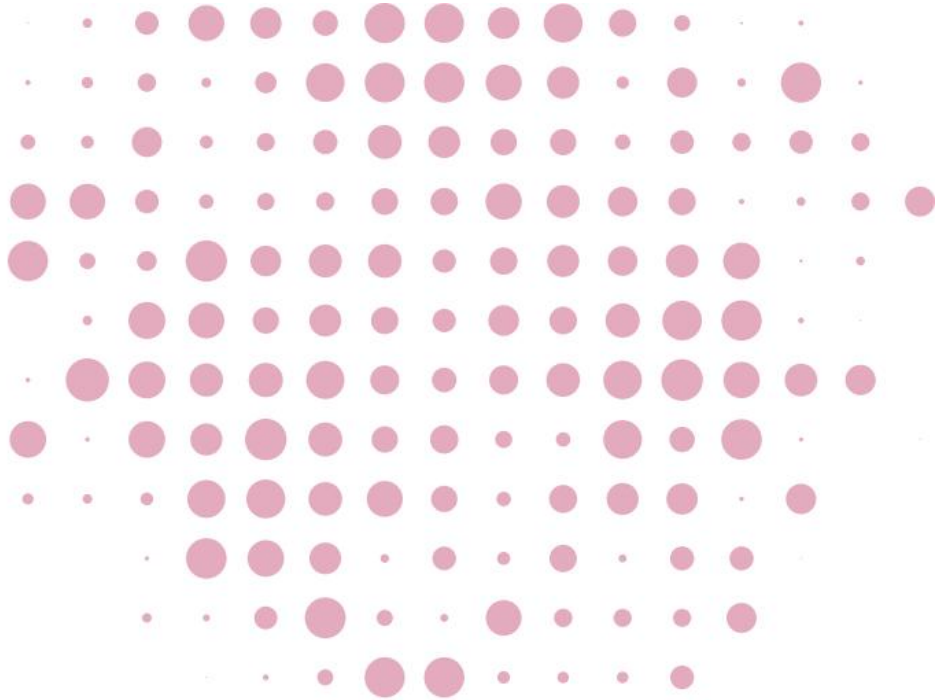
- Continue to co-commission services with local authorities, such as criminal justice substance misuse and domestic abuse and sexual violence support, in order to ensure the best possible outcomes for local people as well as efficient use of public funds
- Continue to co-commission sexual violence support services with health agencies and work

closely with local Health and Wellbeing Boards in responding to vulnerability, multiple and complex needs and priority issues such as domestic and sexual abuse, mental health and substance misuse

- Explore further opportunities for blue light collaboration with fire and ambulance services where this would drive greater efficiency and effectiveness, particularly in tackling and responding to ASB, vulnerability and working towards 'one public estate'
- Review community safety partnership arrangements across Nottinghamshire with a focus on strengthening place-based provision in the areas of greatest identified need
- Work with community groups and their representatives to ensure that lesser heard voices are captured and used to shape the development of policy, practice and services
- Work with statutory partners to improve information sharing where needed, particularly in protecting vulnerable people from harm and delivering the priorities set out in this Police & Crime Plan
- Support partners in complying with new and established statutory duties which contribute to the delivery of this plan, particularly in relation to Domestic Abuse and Serious Violence
- Prepare and best position Nottinghamshire for implementing recommendations from the second stage of the Home Office PCC review.

# Governance

The Policing Protocol Order 2011 sets out respective roles and responsibilities of key stakeholders in delivering and overseeing of the Police and Crime Plan, as determined by the Police Reform and Social Responsibility Act 2011. It also sets out how their functions should be exercised in relation to each other:-



Role	Responsibility
<b>Police &amp; Crime Commissioner</b>	<ul style="list-style-type: none"> <li>◦ Setting the strategic direction for policing in Nottinghamshire</li> <li>◦ Setting the budget and precept for policing in Nottinghamshire</li> <li>◦ Commissioning services to support victims of crime</li> <li>◦ Holding the Chief Constable to account for delivering an efficient and effective police service</li> <li>◦ Appointing, and if necessary dismissing, the Chief Constable</li> </ul>
<b>Chief Constable</b>	<ul style="list-style-type: none"> <li>◦ Keeping the communities of Nottinghamshire safe</li> <li>◦ Delivering an efficient and effective police service and responding to the needs of the public, having regard to the Police and Crime Plan<sup>10</sup></li> <li>◦ Managing the resources and budgets of the force</li> <li>◦ Maintaining operational independence in the direction and control of all police officers and staff</li> </ul>
<b>Police &amp; Crime Panel</b>	<ul style="list-style-type: none"> <li>◦ Scrutinising the Police and Crime Commissioner’s plans, performance and decision making on behalf of the public</li> <li>◦ Making recommendations to the Police and Crime Commissioner on the discharge of their functions</li> <li>◦ Reviewing and making recommendations on the Police and Crime Plan and precept for policing</li> <li>◦ Considering any complaints or conduct matters against the Police and Crime Commissioner</li> </ul>

As your Police and Crime Commissioner, I am committed to ensuring that strategic decisions we make and my work to hold the Chief Constable to account is done so in an open and transparent way, so that you can see and judge me on the impact we are having.

I will also review the governance and delivery arrangements that underpin this plan in order to make best use of existing structures and put processes in place to address identified gaps.

<sup>10</sup> Sections 8(1) and 8(2) Police Reform and Social Responsibility Act 2011

# Our People & Resources

This plan has been developed on the basis of an available budget for policing and OPCC commissioning activity of up to £751.3m over the April 2022 to March 2025 period. We have a good track record of delivering efficiencies in Nottinghamshire and I will continue to ensure that we secure value for money and make best use of the resources available to us in line with my statutory duty to do so. We will continue to review our financial position throughout the planning period and report openly and transparently on strategic decisions made in respect of funding and resource planning.

## Nottinghamshire PCC Medium Term Financial Plan: Most Likely scenarios

Income	2022-23 £m	2023-24 £m	2024-25 £m
Central Government Grants	163.2	165.0	167.7
Precept flexibility	Up to 81.8	Up to 85.1	Up to 88.5
<b>Total funding available</b>	<b>245.0</b>	<b>250.1</b>	<b>256.2</b>

Expenditure	2022-23 £m	2023-24 £m	2024-25 £m
Net Expenditure (Policing)	238.9	245.2	251.5
Net Expenditure (OPCC)	6.1	6.3	6.5
<b>Total Net Expenditure</b>	<b>245.0</b>	<b>251.5</b>	<b>258.0</b>
<b>Total funding available</b>	<b>245.0</b>	<b>250.1</b>	<b>256.2</b>
<b>Savings and efficiencies required</b>	<b>0.0</b>	<b>1.4</b>	<b>1.8</b>

I am committed to driving ongoing improvements in the efficiency and effectiveness of policing services so that we can invest as much as we can into the front line. In doing so, I will:-

- Continue to lobby central Government to ensure full implementation of the long awaited police funding formula review which currently sees the area lose over £10m per year
- Continue to explore opportunities to secure bespoke funding and Special Grants
- Ensure that any key decisions in relating to the closure or relocation of police stations and custody facilities are clearly communicated and informed by stakeholder consultation
- Review our own grant funding formula to ensure that resources are distributed fairly and equitably across Nottinghamshire on the basis of where they are needed most
- Support changes in policy and practice that help to reduce our carbon footprint and enable our buildings, fleet and workforce become more energy efficient
- Work with Nottinghamshire Police to ensure the safety and welfare of officers and staff and ensure our workforce has the support, training and equipment they need to do their job effectively.

Police officer numbers in Nottinghamshire have been rising year on year since 2019, supported by the national police 'Uplift' programme. Our proactivity in this area has seen the force achieve its target of recruiting 357 additional officers a year ahead of schedule.

We are committed to ensuring that Nottinghamshire Police is an 'employer of choice' and will endeavour to ensure that our officers and staff have access to the support, training and equipment they need to do their job safely and effectively.



## Grants & Commissioning

As well as having powers to commission services to cut crime, I am also responsible for commissioning. This means determining how to use my funding and other resources in the most effective and efficient way to deliver my strategic priorities to Make Notts Safe.

In all of my commissioning activity I will seek to:-

- Build on best practice by taking an evidence-based approach to secure better outcomes
- Identify need and how best to respond by working with and listening to local people, victims and providers, as well as considering the data and seeking innovative solutions
- Empower victims and survivors to shape and co-produce services wherever possible, ensuring that services are victim led and outcomes focussed
- Collaborate with partner agencies to join up services, use public money wisely and enable a thriving community safety sector
- Ensure commissioning and funding decisions are legal, open, fair and transparent, with proportionate processes to facilitate diverse organisations to bid for contracts or apply for funding
- Award longer term contracts and grants where possible and appropriate
- Manage and quality assure commissioned services to improve outcomes, challenge poor performance and ensure that services are meeting the needs of Nottinghamshire's diverse communities
- I will publish a Commissioning Strategy which will set out my commissioning intentions and how I will work within legal regulations to commission the activity required to deliver my Police and Crime Plan.



# How we will assess our performance

We will use a wide range of information sources to assess the progress we are making in the delivering this plan as part of a mature and balanced approach.

This will include, for example internal and external audit, inspection and scrutiny programmes, service evaluations, stakeholder feedback and a broad range of numerical indicators that we will use to track progress via our quarterly Performance and Insight reports.

This plan includes a number of measurable ambitions for Nottinghamshire based on what we feel is achievable and within our collective influence with the resources we have available. They are informed by our knowledge of the current operating environment and the activity we plan to undertake throughout the duration of this plan. We will continue to review the suitability of these ambitions over the planning period, taking account of the changing environment and any unprecedented factors that are outside of our immediate control.

## Our Key Ambitions

	2019/20 Baseline <sup>1</sup>	2023/24 Ambition
<b>PREVENTING</b>		
Reduce the proportion of residents experiencing neighbourhood crime <sup>2</sup> to below 7% (Notts Police and Crime Survey)	7.5%	< 7.0%
Reduce levels of violent knife crime by a further 10% (Police recorded crime)	762	< 686
Reduce the number of First time entrants into the Youth Justice System by a further 10% (Nottingham & Notts. YJS)	263	< 237
Reduce the proportion of offenders re-offending (proven re-offending rate <sup>3</sup> )	33.6%	Reduce
<b>RESPONDING</b>		
Increase levels of public confidence in Nottinghamshire Police by at least 5% points (Notts Police and Crime Survey)	55.4%	> 60.4%
Increase the proportion of residents feeling that the police are visible and accessible where needed by 5% points (Police and Crime Survey)	32.7%	> 37.7%
Increase the proportion of residents feeling that the police are dealing effectively with local concerns by 5% points (Police and Crime Survey)	41.7%	> 46.7%
Increase the proportion of service users stating that they are satisfied with the police by at least 5% points (Police and Crime Survey)	58.2%	> 63.2%
<b>SUPPORTING</b>		
Increase the proportion of victims stating that they are better able to cope and recover from harm to 80%	79.0%	> 80.0%
Increase the proportion of victims stating that they are satisfied with the police by at least 5% points (Police and Crime Survey)	51.9%	> 56.9%
Increase levels of 'hidden harm' <sup>4</sup> identified and reported to the police for further investigation (Nottinghamshire Police)	688	Increase
Increase the proportion of rape offences which result in a charge or summons by at least 4% points (Notts Police)	4.0%	> 8.0%

We will routinely review our progress in delivering this plan as part of my one-to-one meetings with the Chief Constable and through our Strategic Resources and Performance Board and our broader multi-agency partnership governance arrangements, reporting formally to the Police and Crime Panel on a regular basis. I will also proactively publish information which details delivery against both the police and crime plan and the national police outcomes framework. I will also proactively publish information which details our progress in delivering both the police and crime plan and the aspirations of the national police outcomes framework. This information can be found here.

<sup>11</sup> 2020/21 financial year does not provide a reliable baseline on account of the extra-ordinary impact of the Coronavirus pandemic

<sup>12</sup> Category of offences which include vehicle-related theft, residential burglary, theft from the person and robbery of personal property

<sup>13</sup> Proven Reoffending Rate, Ministry of Justice Quarterly Report based on 2018/19 cohort reoffending in 2019/20 pre-pandemic year

<sup>14</sup> Locally defined category of low volume high harm offences which include Child Sexual Exploitation and Abuse, Child Criminal Exploitation / County Lines, Modern Slavery, Forced Marriage, Honour Based Violence and Female Genital Mutilation.



## Allied Documents, Plans and Strategies

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- Nottinghamshire Police and Crime Needs Assessment 2021, Nottinghamshire OPCC
- Nottingham CDP Strategic Assessment 2021 and Strategic Plan, Nottingham Crime and Drugs Partnership
- Safer Nottinghamshire Board Strategic Plan
- Policing Vision 2025, National Police Chiefs' Council, Association of Police and Crime Commissioners
- Nottinghamshire Police Crime Prevention Strategy
- Safer Streets Crime Prevention Toolkit 2021, College of Policing, 2021
- Serious Violence Response Strategy, Nottingham City and Nottinghamshire Violence Reduction Unit
- NPCC Rural Affairs Strategy, National Police Chiefs' Council
- Nottinghamshire Police Neighbourhood Policing Strategy
- HMICFRS: Nottinghamshire PEEL Assessment
- Code of Practice for Victims of Crime, Ministry of Justice
- Nottinghamshire Violence Against Women and Girls Strategy
- Strategic Policing Requirement, Home Office
- National Policing Digital Strategy 2020 to 2030, National Police Chiefs' Council, APCC
- Code of Ethics for Policing, College of Policing

You can call the police locally on the 101 non-emergency number for matters that are less urgent than a 999 call - such as reporting a crime that has happened, reporting a minor road traffic collision, giving information about a crime or offender or to contact your Neighbourhood Policing Team for information or advice. 101 is available 24 hours a day, seven days a week.

**In an emergency, you should always call 999.**

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## How to keep in touch

I want to keep you updated on our work to deliver this plan and I want you to tell me how you think we are doing. There are many ways we can keep in touch:

**EMAIL ME AT** [carolinehenrypcc@notts.police.uk](mailto:carolinehenrypcc@notts.police.uk)

Learn more about my work by visiting my website at [www.nottinghamshire.pcc.police.uk](http://www.nottinghamshire.pcc.police.uk) where you can also sign up to my monthly e-newsletter.

Though these channels I will keep you up to date on the work we are doing and the key decisions I have made, and I will ask you to tell me what you think about certain policing and crime issues and the precept for policing.

I will also be out and about in your area, talking to communities and seeking your views.

*Caroline Henry*





# Glossary

**Anti-social Behaviour (ASB):** 'Acting in a manner that causes or is likely to cause harassment, alarm or distress to one or more persons not of the same household' (Crime and Disorder Act 1998). This can include personally directed and community directed incidents, incidents that have a wider environmental impact, some indictable offences such as criminal damage, some civil offences and broader behaviours such as low level nuisance, noise, graffiti and litter pollution. Definitions of ASB can vary across agencies

**Blue light Collaboration:** Closer working between Blue Light emergency services such as police, fire and rescue and ambulance service. The Policing and Crime Act 2017 provided a mandate for Blue Light services to achieve closer working, collaboration and integration where appropriate in the interests of greater transparency, efficiency gains and improved value to the community

**Child sexual exploitation (CSE)** is a form of child sexual abuse where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity in exchange for something the victim needs or wants, and/or for the financial advantage or increased status of the perpetrator or facilitator. Victims may have been sexually exploited even if the sexual activity appears consensual. CSE does not always involve physical contact; it can also occur through use of technology

**Criminal Justice System or Criminal Justice Services (CJS):** Criminal Justice System or Criminal Justice Services (CJS): Incorporates the Police, the Crown Prosecution Service, courts, prisons, Probation Service, youth justice services, Victim Support and other organisations and multi-agency partnerships

**Community Safety Partnerships (CSPs):** A local authority level statutory partnership established by the Crime and Disorder Act 1998 to co-ordinate action on crime and disorder. Community safety is not just about tackling crime but about improving quality of life and reducing the fear of crime in communities

**Cybercrimes:** ACPO Cybercrime Strategy 2009 defines cybercrime as 'the use of networked computers or internet technology to commit or facilitate the commission of crime' Cyber-dependent crimes or 'pure' cyber-crimes are dependent upon and committed within the on-line sphere, often to instigate 'hacking' attacks that utilise flaws in cyber security in order to commit crime. Cyber-enabled crimes are crimes

committed or enabled via on-line activity that could have been committed on or off line – e.g. harassment, fraud or selling stolen goods.

**Domestic abuse:** The Domestic Abuse Act 2021 defines domestic abuse as any incident or pattern of incidents between those aged 16 years or over who: are a partner; are an ex-partner; are a relative; and, have, or there has been a time when they each have had, a parental relationship in relation to the same child. This can include physical or sexual abuse; violent or threatening behaviour; controlling or coercive behaviour; economic abuse; and, psychological, emotional, or other abuse. Children under the age of 18 years who see, or hear, or experience the effects of the abuse are also recognised as victims of domestic abuse if they are related or have a parental relationship to the adult victim or perpetrator

**Hate Incident:** 'Any incident, which may or may not constitute a criminal offence, which is perceived by the victim or any other person, as being motivated by prejudice or hate'. (ACPO Hate Crime Manual 2005)

**Hate Crime:** Any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice towards someone based on a personal characteristic. This can include a persons' social group, race, ethnicity, gender, religious belief, sexual orientation, gender or disability

**Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS):** Statutory body responsible to the Home Office for inspecting police and fire and rescue services in England and Wales

**Independent Domestic Violence Advisor (IDVA):** Specialist support to high risk victims/survivors of domestic violence to provide advice and develop and put in place safety plans

**Independent Sexual Violence Advisor (ISVA):** Specialist support to victims of sexual violence helping to pursue justice and find closure through the courts

**Integrated Offender Management (IOM):** Multi-agency management of the most serious offenders aiming to support and rebuild lives and provide swift intervention and enforcement should they continue to offend. Key partners include Police, Prison, National Probation Service, Community Rehabilitation Company, Drugs workers, Youth Offending Teams, Local Authority and Private Sector

**Most Similar Police Force Areas:** Home Office comparator group of police force areas considered most similar to Nottinghamshire. These comprise of Bedfordshire, Essex, Hertfordshire, Kent, Lancashire, Leicestershire and South Yorkshire

**Multi-Agency Risk Assessment Conferences (MARAC):** are part of a co-ordinated community response team that deal with severe domestic violence and child abuse cases

**Multi-Agency Safeguarding Hubs (MASH):** Provides a single point of contact for all professionals to report safeguarding concerns

**Multi-Agency Public Protection Arrangements (MAPPA):** arrangements in England and Wales for 'responsible authorities' tasked with the management of registered sex offenders, violent and other dangerous offenders who pose a serious risk of harm to the public. "Responsible authorities" include Probation Trust, National Offender Management Service, HM Prison Service and Police

**Neighbourhood Crime:** Group of crimes that consists of vehicle-related theft, domestic burglary, theft from the person and robbery of personal property

**Operation Guardian:** Anti-violence operation run by Nottinghamshire Police in the city's night time economy. The initiative sees officers and specially trained drugs dog tackle the supply and use of Class A drugs in the night time economy

**Operation Reacher:** Nottinghamshire's pro-active neighbourhood based policing teams that work with communities to providing as high visibility response to drug related crime, knife crime and other issues of significant local concern

**Police and Crime Commissioner (PCC, Commissioner):** Elected individual with responsibility for identifying local policing needs, setting priorities that meet those needs, agreeing a local strategic plan, holding the Chief Constable to account, setting the force budget and precept and hiring / dismissing the Chief Constable

**Rural crime:** Includes agricultural; equine; wildlife and heritage crime. This can include theft of equipment or fuel; damage to property; unauthorised encampments; livestock worrying; hare coursing; poaching and interfering with protected species

**Serious Acquisitive Crime (SAC):** Home Office category of offences comprising domestic burglary, robbery, thefts from vehicles and thefts of vehicles

**Serious Organised Crime (SOC):** Criminal activity that is planned, coordinated and committed by people working individually, in groups, or as part of transnational networks. Often committed by organised crime groups (OCGs), who use violence, corruption and intimidation to protect their criminal activities. Offence categories typically include, but are not limited to, drug trafficking, human trafficking and illegal immigration, high value fraud, organised acquisitive crime and cyber crime

**Strategic Policing Requirement (SPR):** Issued 'from time to time' by the secretary of State setting out current national threats and appropriate national policing capabilities to counter those threats

**Sexual violence** is defined as "Any sexual act, attempt to obtain a sexual act, unwanted sexual comments or advances, or acts to traffic, or otherwise directed, against a person's sexuality using coercion by any person regardless of their relationship to the victim, in any setting, including but not limited to home and work". This can include offences such as rape, grooming and sexual exploitation, indecent exposure and sexual harassment.

**Violent crime** is a Home Office defined category of offences which comprises violence against the person, sexual assaults and robbery

**Wildlife crime** includes offences like poaching, killing or disturbing protected species or damaging their breeding and resting places, and illegally trading in endangered species

**Youth Justice Service (YJS):** Multi-agency statutory bodies under the 1998 Crime and Disorder Act



<b>For Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>8 February 2022</b>
<b>Report of:</b>	<b>Commissioner Henry (PCC)</b>
<b>Report Author:</b>	<b>Dan Howitt</b>
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<b>Other Contacts:</b>	<b>None</b>
<b>Agenda Item:</b>	<b>9</b>

## **POLICE AND CRIME COMMISSIONER'S UPDATE REPORT**

### **1. PURPOSE OF THE REPORT**

- 1.1 This report provides the Police and Crime Panel with an update on the Police and Crime Commissioner's (Commissioner) activity in fulfilling her statutory duties<sup>1</sup> since November 2021.
- 1.2 The report also includes an overview of the latest Performance and Insight report (Appendix A). Quarter 2 revenue and capital forecast outturn positions for 2021/22 were reported to the November meeting of the Police and Crime Panel. Quarter 3 revenue and capital positions will be available following the Force Executive Board meeting on 7 February.

### **2. RECOMMENDATIONS**

- 2.1 The Police and Crime Panel is invited to scrutinise the contents of this report 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 role<sup>2</sup>.
- 2.2 The Police and Crime Panel has a statutory duty<sup>3</sup> 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). This update report is designed to assist the Police and Crime Panel in fulfilling these responsibilities.

<sup>1</sup> 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

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

<sup>3</sup> Police Reform and Social Responsibility Act 2011

### **3. Activities of the Commissioner**

- 3.1 The Commissioner completed her programme of stakeholder engagement on the statutory Police and Crime Plan during November and December 2021, publishing her final plan on 26 January 2022. Specific actions, projects and activities linked to the plan are now being captured and tracked as part of the Commissioner's Annual Delivery Plan.
- 3.2 Roll out of the Safer Streets programme continues, having secured over £2m dedicated Home Office funding during the 2021/22 financial year and committed £134k additional local partnership funding to sustain the successful Newark Safer Streets project. Residents from Newark, Nottingham, Mansfield, Sutton-in-Ashfield and Worksop South have continued to benefit from free home security devices, whilst other developments have included increased Automatic Number Plate Recognition (ANPR) capabilities and the trialling of a mobile safety app to help improve safety of women and girls.
- 3.3 The Commissioner chaired the inaugural meeting of the Nottinghamshire Criminal Justice Assurance Board on 13 December. This group brings agencies together in order to improve services, enhance outcomes for victims and witnesses, increase satisfaction and reduce offending and reoffending. The board will provide a platform for local leaders to seek assurance that all parts of the system are making a contribution to our shared objectives. At the initial meeting the board discussed a range of issues, including the Home Office review of PCC's, work to reduce violence against women and girls, plans to reduce the court backlog and how to improve the victim and witness experience of the criminal justice system. The Commissioner also attended the APCC's Local Criminal Justice Board Chairs meeting on 2 December enabling an increasingly joined up approach to criminal justice oversight at a local, regional and national level.
- 3.4 The Commissioner participated in the Safer Nottinghamshire Board's annual priority setting workshop on 20 December, sharing information, intelligence and insight used to inform the 2021-2025 Police and Crime Plan. The Board confirmed its intention to streamline their strategic priorities for 2022 in a move that will see greater alignment with the Commissioner's new police and crime plan.
- 3.5 Other notable engagements undertaken by the PCC during this period have included the Make Notts Safe Grant Awards, Mansfield (17 November); Association of Police and Crime Commissioners (APCC) Partnership Summit (18-19 November); Regional PCC and Chief Constable's Board (23 November); Joint Audit and Scrutiny Panel (30 November); APCC Serious Violence Portfolio meeting (2 December); Her Majesty's Inspectorate of Constabularies PEEL



briefing (6 December); Universities of Nottingham Vice-Chancellors Winter Reception (7 December); National Police Bravery Awards (9 December); Nottingham CDP Board (13 December); East Midlands SOU Briefing (14 December); Violence Reduction Unit Strategic Board (16 December) and the Nottinghamshire Fire Authority (17 December).

- 3.6 The Commissioner visited a number of projects during this period which included the PCC funded ‘Switch-Up’ project in Nottingham (16 November), Lytham Gardens in Bestwood (8 December) and the new “Pod” at Asda Hyson Green (8 December).
- 3.7 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.”
- 3.8 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.

#### **4. POLICE AND CRIME PLAN PERFORMANCE (2021-25)**

- 4.1 The Commissioner’s Performance and Insight report has been fully revised and updated in line with the 2021 to 2025 Police and Crime Plan and is shown at appendix A. The report contains a range of new indicators which include ‘neighbourhood crime<sup>4</sup>’ rates, homicide, domestic homicide, the use of protection and early intervention measures relating to domestic violence and staking, domestic violence protection orders, notices and disclosures, online crime, issues of priority public concern, number of people killed or seriously injured on Nottinghamshire’s roads, criminal asset recovery and applications and levels of police recorded ‘hidden harm’<sup>5</sup>.
- 4.2 New processes are being established to capture and report on relevant partner agency data sources as part of this process, which include hospital admissions for non-accidental injuries involving knives and sharp instruments, proven

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<sup>4</sup> National basket of offences comprising residential burglary, personal robbery, theft from person and theft of and from vehicles

<sup>5</sup> 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)’

reoffending rates and application and use of the Community Trigger process at Local Authority level. The Commissioner's Performance and Insight report to September 2021 shows a strong performance trajectory across the majority of key performance indicators.

### **4.3 Preventing crime and protecting people from harm**

- The proportion of respondents to the Police and Crime Survey reporting experience of neighbourhood crime<sup>6</sup> in the last year (5.1%) remains significantly lower than levels recorded during the 2019/20 baseline year (7.5%). Nottinghamshire's dedicated burglary and robbery teams and targeted crime prevention activity undertaken as part of the Home Office funded Safer Streets programme continue to drive reductions in these offences, however, changes in lifestyles as a consequence of the Coronavirus pandemic are also believed to have had an impact.
- Levels of violent knife crime have fallen by a further 9% (-71) over the last year, continuing the downward trend seen since March 2018. The number of first time entrants into the youth justice system in the city (126) has increased over the last year, but saw a marginal reduction in the latest quarter and remains significantly lower than levels recorded in the year to June 2019 (160). The overall level of crime severity / crime harm recorded in Nottinghamshire<sup>7</sup> has remained relatively stable over the last year.
- There have been significant increases in pro-active preventative and safeguarding activity linked to domestic and sexual abuse over the last year which have included rises in the use of Domestic Violence Protection Orders (+202%) and Notices (+193%). Reported domestic abuse crimes, by contrast have fallen by 5% whilst the average number of domestic homicides recorded in Nottinghamshire has fallen by 52% (based on 3 year rolling average).

### **4.4 Responding to local need**

- Public confidence in the Nottinghamshire Police peaked at 60.7% during the 2020/21 year and has since plateaued at around 60%. This remains higher than the level recorded in the 2019/20 baseline year (55.4%), however, the Commissioner has set an ambition to increase the proportion of residents stating that they have confidence in the police to at least 61.4% by March 2024. To help achieve this ambition, the Make Notts Safe plan maintains an ongoing commitment to the Operation Reacher model, a reinvigorated locality-based problem solving and priority setting process, the implementation of an ASB

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<sup>6</sup> Nottinghamshire Police and Crime Survey

<sup>7</sup> As calculated using the ONS Crime Harm Index



Taskforce and further development of the PCC's communication and engagement programme.

- Positively, the proportion of respondents stating that the police are visible and accessible in the areas of greatest need has increased from 33.9% to 36.1% over the last year whilst the proportion of service users stating that they were satisfied with the service received increased from 58.7% to 63.0%.
- The Performance and Insight report shows that Nottinghamshire Police are maintaining strong call handling performance, with abandonment rates for the 999 service remaining low and falling (-0.6% pts), despite increasing demand (+11,522 calls). Grade 1 and Grade 2 response times have also increased steadily over the last year.

#### **4.5 Supporting victims, survivors and communities**

- A review of around 3,500 closing assessments of victims receiving Ministry of Justice funded victim services over the last year shows that around 71.4% felt that the service had improved their ability to cope with everyday life and recover from harm experienced. This marks a marginal reduction over the last year, partly affected by the impact of the pandemic. The Commissioner has set an ambition to increase the proportion stating that they are better able to cope and recover to at least 80% by March 2024, alongside plans to recommission new victim services for the area.
- The Commissioner has received assurance that the proportion of cases in which the force was compliant with the Victims' Code of Practice has increased from 91.8% to 95.1% over the last year, 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.
- The revised Performance and Insight Report introduces a new category of hidden harm offences which are low in volume but have a high impact in victims and survivors, for which the Commissioner has set an ambition to increase reporting and identification. Levels of 'hidden harm' recorded by the police have increased by 11% over the last year, largely driven by rises in the number of Child Sexual Exploitation and Honour-based Violence offences identified and recorded.

#### **4.6 Notable outliers:**

- The proportion of residents stating that they feel safe outside in the area that they live after dark has fallen steadily since December 2020, from 63.1% to

59.1%. Work will be undertaken to develop a better understanding of the local and national factors that are likely to have impacted upon this trend.

- Self-reported experience of online fraud has continued to increase over the last year (+6.3%) as have the number of online dependent crimes recorded by the police (+4.3%). Of particular concern is the rising rate of online fraud offences in which vulnerable people have been targeted. The Commissioner's Police and Crime Plan sets out a number of commitments in this area which include work to support the expansion of the force's digital media investigation team and to work with local, regional and national partners to promote a range of practical crime prevention tools and materials to help residents and businesses to better protect themselves from fraud. Progress will be reported as part of the Commissioners annual delivery plan.

## 5. Grants and Commissioning

5.1 The Commissioner continued to identify and secure opportunities for investment in the delivery of her Police and Crime Plan priorities for 2021-24.

5.2 **Home Office Safer Streets Fund:** the Commissioner received confirmation of a further £293,542 Safer Streets Funding in December following a successful bid to the 'Safety of Women at Night' (SWaN) fund. This brings the total amount of Home Office funding secured for Nottinghamshire as part of the Safer Streets programme to £2.8m during the 2021/22 financial year. The SWaN funding will be used to improve women's safety and feelings of safety in Nottingham city centre. Initiatives include training for Night Time Economy staff on issues relating to Violence Against Women and Girls (VAWG), expanding an existing VAWG campaign and developing a new VAWG Charter for the Night Time Economy. The funding will also support work to provide Safe Spaces for women, improve safety on Nottingham's tram network and the provision of monthly nights of action.

5.3 **Make Notts Safe Grants:** The Commissioner launched her £1m Make Notts Safe Fund on 26 January 2022 which provides multi-year funding for community and third sector organisations to deliver projects that help to deliver against the priorities of the Make Notts Safe Plan. Thematic funding rounds include: youth diversionary activities; responding to hidden harm; tackling rural crime; tackling hate crime and; combating issues of greatest community concern. Thematic funding rounds relating to youth diversion and hidden harm are now open for applications in addition to the Make Notts Safe Community Chest which provides short term funding of up to £5,000. The deadline for applications is 7 March 2022. More information can be found via the Commissioner's website at [www.nottinghamshire.pcc.police.uk](http://www.nottinghamshire.pcc.police.uk)

5.4 The Commissioner's Police and Crime Plan also outlines a number of funding commitments for the planning period, which include:

- A dedicated £800,000 for crime prevention initiatives to increase neighbourhood safety and feelings of safety in vulnerable and hotspot locations across Nottinghamshire and;
- Investing £400,000 from the Late Night Levy to support partnership prevention activity in the city including 'Operation Guardian' and activity to improve safety and feelings of safety among women and girls
- Investing over £1,500,000 in custody based diversion for young people
- Investing over £2,600,000 into local drug treatment services for those in contact with the criminal justice system in Nottinghamshire
- Making £400,000 available to tackle rural crime and ensure that the police have the right resources, equipment and training to tackle these offences.

## 6. National Developments

6.1 The government published a ten year **National Drugs Plan** named 'From harm to hope' on 6 December setting out commitments to break drug supply chains while simultaneously reducing the demand for drugs by getting people suffering from addiction into treatment, and deterring recreational drug use. The plan sets out three core priorities: break drug supply chains, deliver a world-class treatment and recovery system, and achieve a shift in the demand for recreational drugs.

6.2 This will be achieved by:

- Continuing to roll-up exploitative and violent county lines and strengthen the response across the drug supply chain, making the UK a significantly harder place for organised crime groups to operate
- Investing a further £780 million to rebuild drug treatment and recovery services, including for young people and offenders, with new commissioning standards to drive transparency and consistency
- Strengthening the evidence for how best to deter use of recreational drugs, ensuring adults change their behaviour or face tough consequences, and prevent young people from starting to take drugs

6.3 The plan is supported by almost £900 million of dedicated funding over the Spending Review period, with the government also developing a new set of local and national outcomes frameworks to measure progress. The Commissioner is now working with partners to consider the local implications and how she may optimise her convening powers to best effect in this area.

6.4 The Ministry of Justice launched a consultation on the **Victims' Bill** on 9 December 2021 which aims to bring about landmark reforms for victims of crime,

guaranteeing greater consultation with them during the criminal justice process, ensuring their voices are properly heard and holding agencies such as the police, Crown Prosecution Service and courts to greater account for the service they provide to victims.

6.5 Proposals include an explicit requirement for prosecutors to meet the victims of certain crimes before making a charging decision in order to understand the impact and the introduction of community impact statements to provide an account for the collective impact of an offence, including in cases where there is no clear victim – such as attacks on public places or anti-social behaviour. The Commissioner plans to issue a formal response to the consultation in advance of the 3 February deadline.

6.6 The Home Secretary announced the provisional police funding settlement for 2022/23 on 16 December 2021. A total of £16.9bn has been made available for policing in England and Wales, representing a £1.1bn increase on the 2021/22 funding settlement. PCCs will receive an overall increase of £796m in total funding assuming all adopt the full precept flexibility of £10 per Band D property. The settlement also confirmed total grant funding for police forces for the next three years, with increases of £550 million in 2022/23, at least £650 million in 2023/24 and no less than £800 million in 2024/25. PCCs will have up to £10 of precept flexibility in each of the next three years. The local implications of the settlement are considered within the accompanying precept and budget report.

## **7. Decisions**

7.1 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.<sup>8</sup>

## **8. Human Resources Implications**

8.1 None - this is an information report.

## **9. Equality Implications**

9.1 The Commissioner's decisions and strategic direction are fully compliant with the Equality Act 2021

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<sup>8</sup> <http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx>

## **10. Risk Management**

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

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

11.1 This report provides Members with an update on performance in respect of the Police and Crime Plan, and provides information on emerging drugs and victim policy issues that may influence future local policy and strategy

## **12. Changes in Legislation or other Legal Considerations**

12.1 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.

12.2 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.

12.3 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.

## **13. Details of outcome of consultation**

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

## 14. Appendices

A. Nottinghamshire Revised Performance and Insight report to September 2021

## 15. 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 2: PERFORMANCE TO 30<sup>th</sup> SEPTEMBER 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 local authority and community safety partnership level.

## STRATEGIC OBJECTIVE 1: PREVENTING CRIME AND PROTECTING PEOPLE FROM HARM

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

KPI	Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
							%	Actual
Experience of Neighbourhood Crime <sup>1</sup> (PCS)	< 7.0%	7.1%	6.7%	6.3%	5.8%	 5.1%	-2.0% pts	Base 4,260
<b>Total Neighbourhood Crime (Police recorded)</b>	Monitor	<b>13,578</b>	11,827	9,928	9,978	<b>9,655</b>	<b>-28.9%</b>	<b>-3,923</b>
<b>Residential Burglary (Police recorded)</b>	Monitor	<b>4,717</b>	4,222	3,670	3,603	 <b>3,405</b>	<b>-27.8%</b>	<b>-1,312</b>
<b>Vehicle Crime<sup>2</sup> (Police recorded)</b>	Monitor	<b>6,482</b>	5,710	4,839	4,873	<b>4,801</b>	<b>-25.9%</b>	<b>-1,681</b>
<b>Personal Robbery (Police recorded)</b>	Monitor	<b>906</b>	803	694	718	<b>696</b>	<b>-23.2%</b>	<b>-210</b>
<b>Theft from Person (Police recorded)</b>	Monitor	<b>1,473</b>	1,092	725	784	<b>753</b>	<b>-48.9%</b>	<b>-720</b>
<b>Feelings of safety in the area after dark (PCS)</b>	Increase	<b>62.7%</b>	63.1%	62.5%	61.0%	 <b>59.1%</b>	<b>-3.6% pts</b>	Base 4,260

Significant reductions in serious acquisitive crimes over the last year have been largely sustained following the easing of Coronavirus lockdown restrictions. The Commissioner has committed to supporting targeted crime prevention activity in hotspot localities and an ongoing focus on Integrated Offender Management during her term in office with a view to sustaining these positive reductions.

Overall reductions have been seen in Neighbourhood Crime with positive on-going reductions in Burglary over the 2 year period.

The OPCC and partners have been successful in securing £2.5 Home Office Safer Streets funding during the 2021/22 financial year, with further funding announcements anticipated in late October. This is enabling additional target hardening interventions and environmental improvements to be undertaken in areas such as Newark, Worksop and Sutton in Ashfield.

<sup>1</sup> Residential Burglary, Personal Robbery, Theft from Person, TOMV & TFMV

<sup>2</sup> 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 Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year		
KPI							%	Actual	
	<b>First Time Entrants into the YJS: Force (YJS)</b>	< 256	222 (220 Aug 20)	217	221	241	232 (Aug 21)	+5.5%	+12
	<b>Youth Justice First Time Entrants: City</b>	Monitor	105 (104 Aug 20)	114	113	135	132 (Aug 21)	+26.9%	+28
	<b>Youth Justice First Time Entrants: County</b>	Monitor	117 (116 Aug 20)	103	108	106	100 (Aug 21)	-13.8%	-16
	<b>Violence with Injury<sup>3</sup> (Police recorded)</b>	Monitor	10,774	10,127	9,061	9,275	9,367	-13.1%	-1,407
	<b>Homicide (rolling 3 year average)</b>	Monitor	11.3	11.7	10.3	9.3	8.0	-29.2%	-3.3
KPI	<b>Violent Knife Crime (Police recorded)</b>	< 741	765	720	706	718	694	-9.3%	-71
	<b>Possession of Weapons offences</b>	Monitor	1,075	1,008	996	1,052	1,072	-0.3%	-3

Levels of violent knife crime have fallen by a further 9% (-71) over the last year, continuing the downward trend seen since 2018. The number of first time entrants into the youth justice system in the city (132) has increased since March 2021, but remains significantly lower than levels recorded in 2019. The overall level of crime severity / crime harm recorded in Nottinghamshire has remained relatively stable over the last year.

Hospital admissions for knife crime: The average number of 'under 25s admitted to hospital due to assault with a sharp object' fell from 32.0 as at March 2020 to 31.3 as at March 2021. The Nottinghamshire VRU are establishing a process to obtain monthly updates for this data set.

<sup>3</sup> Section 18, 20 and 47 (GBH & ABH)

## STRATEGIC OBJECTIVE 1: PREVENTING CRIME AND PROTECTING PEOPLE FROM HARM

## 1C: Preventing Violence Against Women and Girls

	Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
							%	Actual
Domestic Homicide <sup>4</sup>	Monitor	2.7	2.3	1.3	1.3	● 1.3	-51.9%	-1.4
Domestic abuse repeat victimisation rate	Monitor	33.4%	33.6%	34.1%	33.6%	33.4%	0% pts	n/a
Domestic Violence Protection Notices	Monitor	60	89	126	141	● 176	+193.3%	+116
Domestic Violence Protection Orders	Monitor	55	84	118	132	● 166	+201.8%	+111
DV Disclosure Scheme: Disclosures <sup>5</sup>	Monitor	251	285	376	418	417	+66.1%	+166
Stalking Protection Orders	Monitor	12	13	9	8	● 4	-66.7%	-8
Sexual Offence Orders <sup>6</sup>	Monitor	853	878	899	934	● 946	+10.9%	+93
Reported experience of domestic abuse (PCS)	Monitor	1.5%	1.2%	1.3%	1.3%	1.4%	-0.1% pts	Base 4,260
Reported Domestic Abuse Crime (Police)	Monitor	14,917	14,191	13,876	13,867	14,151	-5.1%	-766
Reported Stalking and Harassment (Police)	Monitor	10,487	10,396	10,518	10,994	11,004	+4.9%	+517
Reported RASSO <sup>7</sup> (Police)	Monitor	2,507	2,355	2,213	2,447	2,606	+4.0%	+99

Domestic Homicides have reduced steadily over the previous two years, from 3.7 in March 2020 (based on an annual average of the previous three year period).

Conversely, DVPNs and DVPOs have risen markedly over the 2 year period.

<sup>4</sup> Rolling annual average based on previous 3 years

<sup>5</sup> Based on 'date received' and including Right to Ask and Right to Know

<sup>6</sup> Includes Sexual Risk and Sexual Harm Prevention Orders


<sup>7</sup> Rape & Serious Sexual Offences (ALL including outliers)

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Stalking Protection Orders have seen an ongoing reduction over the 2 year period.

STRATEGIC OBJECTIVE 1: PREVENTING CRIME AND PROTECTING PEOPLE FROM HARM

1D: Improving our approach to Reducing Reoffending

	Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
							%	Actual
IOM: Offenders subject to monitoring	Monitor	269	258	285	304	282	+4.8%	+13
IOM: Offenders successfully removed	Monitor	93	70	80	96	70	-24.7%	-23
IOM: Reduction in average re-offending risk	Monitor	-56.3%	-71.0%	-71.0%	-75.9%	 -69.5%	+13.2% pts	n/a

Average reductions in re-offending risk among those subject to Integrated Offender Management (IOM) arrangements have seen significant improvements over the last year.

The Reducing Reoffending Board is currently developing reporting processes for the suite of indicators included within this priority thematic.

STRATEGIC OBJECTIVE 2: RESPONDING EFFICIENTLY AND EFFECTIVELY TO LOCAL NEED

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

		Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
								%	Actual
KPI	Public confidence in the police (PCS)	> 57.4%	<b>59.3%</b>	59.8%	60.7%	60.3%	● <b>59.9%</b>	<b>+0.6% pts</b>	Base 4,260
KPI	Public perception: police visibility (PCS)	> 34.7%	<b>33.9%</b>	34.6%	35.8%	35.9%	● <b>36.1%</b>	<b>+2.2% pts</b>	Base 4,260
999 Abandoned Call rate		< 2.0%	<b>0.93%</b>	1.10%	0.90%	0.60%	● <b>0.33%</b>	<b>-0.6% pts</b>	n/a
101 Abandoned Call rate		< 5.0%	<b>5.3%</b>	6.7%	5.9%	4.6%	● <b>2.8%</b>	<b>-2.5% pts</b>	n/a
Response times: Grade 1 Urban		Monitor	<b>76.9%</b>	76.0%	77.3%	77.5%	<b>77.8%</b>	<b>+0.9% pts</b>	n/a
Response times: Grade 1 Rural		Monitor	<b>71.3%</b>	71.0%	72.0%	73.3%	<b>74.2%</b>	<b>+2.9% pts</b>	n/a
Response times: Grade 2		Monitor	<b>53.1%</b>	54.7%	57.7%	57.3%	<b>57.3%</b>	<b>+4.2% pts</b>	n/a
Calls for Service: 999		Monitor	<b>183,886</b>	182,019	179,744	190,329	<b>195,408</b>	<b>+6.3%</b>	<b>+11,522</b>
Calls for Service: 101		Monitor	<b>672,849</b>	642,679	507,748	601,377	<b>604,338</b>	<b>-10.2%</b>	<b>-68,511</b>
Deployable Officers (Headcount)		Increase	<b>2,069</b>	2,079	2,155	2,169	● <b>2,209</b>	<b>+6.8%</b>	<b>+97</b>
Officer Service Strength (FTE)		2,297	<b>2,088.19</b>	2,120.86	2,192.64	2,201.73	● <b>2,232.96</b>	<b>+6.9%</b>	<b>+144.8</b>
Staff Service Strength (FTE)		1,206	<b>1,263.03</b>	1,266.16	1,270.96	1,266.00	<b>1,296.02</b>	<b>+2.6%</b>	<b>+32.99</b>
PCSO Service Strength (FTE)		150	<b>159.85</b>	156.62	153.35	149.99	<b>145.98</b>	<b>-8.7%</b>	<b>-13.87</b>

Nottinghamshire Police maintains strong call handling performance, with abandonment rates for the 999 service remaining low and falling (-0.6% pts), despite increasing demand (+11,522 calls). Grade 1 and Grade 2 response times have also increased steadily over the last year.



## 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 Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
							%	Actual
Online Dependent Crimes <sup>8</sup>	Monitor	3,776	3,793	3,912	3,988	3,940	+4.3%	+164
Facilitated Online Crimes <sup>9</sup>	Monitor	352	360	365	367	338	-4.0%	-14
Experience of Online Fraud (PCS)	Monitor	14.8%	15.8%	18.0%	20.1%	● 21.1%	+6.3% pts	Base 4,260
Experience of Online Fraud with loss (PCS)	Monitor	4.6%	4.5%	4.8%	5.0%	4.9%	+0.3% pts	Base 4,260
Confidence in response to Cyber Crime (PCS)	Increase	n/a	n/a	n/a	n/a	n/a	n/a	Base 4,260
Reported Fraud Offences	Monitor	2,854	2,928	3,033	3,376	3,604	+26.3%	+750

Self-reported experience of online fraud, as captured via the Nottinghamshire Police and Crime Survey has increased markedly since March 2020, alongside increases in police recorded fraud offences.

Confidence in the police and criminal justice response to cyber crime will be captured for the first time as part of the winter wave of the Police and Crime Survey. The indicator will be tracked during the period of the plan.

The NFIB Portal used to monitor Action Fraud reporting is currently inoperative and only extracting data from July 2020 onwards.

<sup>8</sup> Includes crimes with an online NICL qualifier – Notts Cyber Crime Compilation

<sup>9</sup> 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

KPI	Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year		
							%	Actual	
KPI	Police dealing with issues of local concern (PCS)	> 43.7%	44.0%	44.6%	45.5%	46.0%	45.3%	+1.3% pts	Base 4,260
KPI	% Residents satisfied with police service (PCS)	> 59.9%	58.7%	60.1%	60.8%	62.8%	63.0%	+4.3% pts	Base 1,022
	Perception that police 'do a good job' (PCS)	Monitor	53.4%	54.0%	54.9%	55.2%	54.5%	+1.1% pts	Base 4,260
	Speeding / reckless driving as local issue (PCS)	Reduce	36.5%	36.9%	36.8%	36.3%	35.2%	-1.3% pts	Base 4,260
	Drug use and dealing as a local issue (PCS)	Reduce	32.1%	32.0%	30.5%	30.6%	29.4%	-2.7% pts	Base 4,260
	People Killed or Seriously Injured on roads	Monitor	397	372	340	380	336 <sup>10</sup>	-15.4%	-61
	Drug Offences (Police recorded)	Monitor	932	928	981	964	937	+0.5%	+5
	% experiencing ASB in the last year (PCS)	Monitor	65.1%	64.0%	64.4%	65.3%	64.2%	-0.9% pts	Base 4,260
	Police recorded Anti-Social Behaviour	Monitor	41,957	45,064	48,209	43,987	41,888	-0.17%	-69
	Anti-social Behaviour Incidents: % Repeats	Monitor	27.6%	28.3%	29.5%	32.2%	32.8%	+5.2% pts	n/a
	Community Trigger applications / activations	Increase	TBC	TBC	TBC	TBC	TBC	n/a	n/a

The proportion of residents reporting that the police are effective in dealing with the issues that matter most to communities has risen steadily throughout the year, which is likely to have been impacted in part by the roll out of Operation Reacher to all neighbourhoods.

In particular, 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 (down from 50% to 29% since March 2019).

The proportion of residents reporting experience of drug use and dealing in their area has fallen from 24.6% to 22.1% over the last year, alongside reductions in the frequency of this occurring – with the proportion stating that this happens most weeks having fallen from 71% to 65%.

<sup>10</sup> Figure ran on 30/11/21 by Safer Highways – only validated to June 2021



## 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 Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
							%	Actual
Crimes with an identified suspect (N.)	Monitor	<b>38.6% (3,103)</b>	39.9% (3,012)	39.3% (2,786)	36.6% (2,717)	<b>36.1% (2,697)</b>	<b>-2.5% pts</b>	<b>-406</b>
Victim-based crime Pos outcome rate (N.)	Monitor	<b>11.7% (9,450)</b>	12.2%	11.8%	10.8%	<b>10.4% (7,724)</b>	<b>-1.3% pts</b>	<b>n/a</b>
Domestic abuse: Positive outcome rate (N.)	Monitor	<b>13.3% (1,947)</b>	13.4%	12.9%	12.2%	<b>12.0% (1,585)</b>	<b>-1.3% pts</b>	<b>n/a</b>
Sexual Offences: Positive outcome rate (N.)	Monitor	<b>8.6% (215)</b>	8.4%	8.0%	7.4%	<b>8.2% (211)</b>	<b>-0.4% pts</b>	<b>n/a</b>
Violent knife crime: Pos outcome rate (N.)	Monitor	<b>25.8% (197)</b>	27.0%	28.1%	27.6%	<b>25.4% (176)</b>	<b>-0.4% pts</b>	<b>n/a</b>

Tackling Serious and Organised Crime	Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
							%	Actual
Firearm Discharges (rolling 3 year average) <sup>11</sup>	Monitor	<b>19.3</b>	21.0	20.7	20.3	<b>19.7</b>	<b>+2.1%</b>	<b>+0.4</b>
Criminal Asset Applications <sup>12</sup>	Monitor	<b>24</b>	18	17	23	<b>28</b>	<b>+16.7%</b>	<b>+4</b>
Criminal Asset Recovery (£)	Monitor	<b>£293,229</b>	£138,636	£168,202	£188,702	<b>£259,892</b>	<b>-11.4%</b>	<b>-£33,337</b>

Falling positive outcome rates alongside reductions in crimes with identified suspects could be attributed to the lockdown measures during 2020 and early 2021. This resulted in less people around (certainly at night) who may have been available as witnesses which could have led to a viable suspect being identified. As an ongoing consequence, fewer crimes would have a suspect and led to a reduction in a positive outcome being made.

<sup>11</sup> Non-imitation weapons only that have been discharged (Home Office ADR return)

<sup>12</sup> POCA 2002



STRATEGIC OBJECTIVE 3: SUPPORTING VICTIMS, SURVIVORS AND COMMUNITIES

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


		Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
								%	Actual
	All Victim Based crime	Monitor	18,785	18,543	17,496	17,737	18,334	-2.4%	-451
	Victims Code of Practice Compliance	Monitor	91.8%	92.9%	93.9%	94.2%	95.1%	+3.4% pts	Base TBC
	Victim Services: Victim support / interventions	Monitor	13,367	13,589	13,810	14,663	15,516	+16.1%	+2,149
KPI	% Improved ability to cope and recover	>71.9%	72.7%	70.3%	67.8%	69.6%	71.4%	-1.3% pts	Base 3,572
	% Improved cope & recover: Domestic Abuse	Monitor	73.3%	70.9%	68.5%	74.3%	80.1%	+6.8% pts	Base 1,546
	% Improved cope & recover: Victim Care	Monitor	76.2%	73.0%	69.7%	67.4%	65.2%	-11.1% pts	Base 1,022
	% crimes resolved via community resolution	Monitor	8.9%	9.3%	9.8%	11.0%	13.0%	+4.1%	n/a
	% Domestic abuse victims satisfied (overall) <sup>13</sup>	Monitor	88.5%	88.9%	87.9%	88.8%	88.0%	-0.5% pts	Base 665
	% Hate crime victims satisfied (overall)*	Monitor	82.7%	83.7%	81.6%	80.2%	80.7%	-2.0% pts	Base 491
KPI	% Victims satisfied with police service (PCS)	> 53.9%	53.6%	56.1%	56.5%	57.2%	56.3%	+2.7% pts	Base 551

The proportion of recorded crimes resulting in a positive outcome has seen a steady reduction during 2021, including reductions in the positive outcome rate for domestic abuse and sexual offences. Furthermore, the proportion of crimes in which a suspect is identified has also reduced from 39.9% to 36.1% since December 2020.

<sup>13</sup> 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 Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
								%	Actual
Domestic Abuse Occurrences (Police)		Monitor	14,917	14,191	13,876	13,867	14,151	-4.7%	-704
All Sexual Offences (incl. Rape)		Monitor	2,930	2,726	2,577	2,842	3,015	+2.9%	+85
RASSO: Adult		Monitor	1,312	1,229	1,174	1,204	1,270	-3.2%	-42
RASSO: Child		Monitor	1,140	1,080	1,000	1,193	1,266	+11.1%	+126
KPI	<b>TOTAL 'HIDDEN HARM' CATEGORY</b>	Increase	678	688	758	783	 753	+11.1%	+75
	Child Sexual Exploitation (Police recorded)	Monitor	426	431	469	491	490	+15.0%	+68
	Child Criminal Exploitation (NRM Referrals)	Monitor	64	72	78	80	65	+1.6%	+1
	Modern Slavery offences (Police recorded)	Increase	140	129	152	149	133	-5.0%	-7
	Forced Marriage (Police recorded)	Monitor	1	0	1	1	1	n/a	n/a
	Honour-Based Violence (Police recorded) <sup>14</sup>	Monitor	47	56	58	62	64	+36.2%	+17
	FGM (Police recorded)	Monitor	0	0	0	0	0	0	0

<sup>14</sup> 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 Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 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	91.8%	92.9%	93.9%	94.2%	95.1%	+3.4% pts	Base ?	
<b>KPI</b>	<b>% Police Charge / summons: Rape &amp; SSO</b>	> 5.3%	5.4%	4.9%	4.7%	4.8%	6.3%	+0.9% pts	n/a

Reporting processes for the suite of indicators included within this priority thematic will be developed via the Local Criminal Justice Assurance

## STRATEGIC OBJECTIVE 3: SUPPORTING VICTIMS, SURVIVORS AND COMMUNITIES

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

	Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
							%	Actual
Special Constabulary	Monitor	151	149	152	161	170 <sup>15</sup>	+12.6%	+19
Police Cadets	Monitor	TBC	TBC	TBC	TBC	TBC	n/a	n/a
Volunteers*	Monitor	n/a	n/a	18	109	114	n/a	n/a
Crimestoppers: Actionable reports received	Monitor	3,211	2,923	2,970	2,838	2,950	-8.1%	-261
Crimestoppers: Positive conversion rate	Monitor	5.5%	5.4%	6.2%	6.2%	7.0%	+1.5% pts	n/a

\*Volunteer numbers for the first 3 periods were adversely affected by the Covid pandemic and working from home measures.

<sup>15</sup> Data is valid as at the month end date

EQUALITY OBJECTIVES

Promoting equal opportunities and community cohesion between diverse communities

	Aim	12 months to Sep 2020	12 months to Dec 2020	12 months to Mar 2021	12 months to Jun 2021	12 months to Sep 2021	Change over last year	
							%	Actual
Police recorded hate occurrences	Monitor	2,404	2,340	2,248	2,381	2,411	+0.3%	+7
Hate crime repeat victimisation rate	Monitor	15.4%	17.3%	17.8%	17.3%	16.7%	+1.3% pts	n/a
% feeling there is a sense of community	Monitor	59.6%	61.3%	62.4%	63.2%	63.0%	+3.4% pts	Base 4,260
% feeling different backgrounds get on well	Monitor	61.4%	63.3%	64.8%	64.4%	63.0%	+1.6% pts	Base 4,260
Stop and Searches	Monitor	5,103	4,952	5,109	4,942	4,902	-3.9%	-201
Stop and Search: Positive outcomes	Monitor	39.6%	39.3%	39.0%	38.9%	37.8%	-1.8% pts	n/a
Stop and Search: BAME Disproportionality <sup>16</sup>	Reduce	3.1	2.9	2.7	2.3	2.4	-22.6%	-0.7
Workforce representation: Non-White British	Increase	6.31%	6.68%	6.62%	6.89%	6.92%	+0.61% pts	n/a
Workforce representation: Female	Increase	45.27%	45.24%	45.41%	45.51%	45.54%	+0.27% pts	n/a
% Public confidence in the police (Overall)	Monitor	59.3%	59.8%	60.7%	60.3%	59.9%	+0.6% pts	n/a
White British / Minority Ethnic	Monitor	58.9% / 65.2%	59.7% / 64.2%		60.8% / 61.3%	60.6% / 59.8%	+1.7% / -5.4%	Base 3,445 / 570
Male / Female	Monitor	57.3% / 61.3%	58.3% / 61.2%		59.4% / 61.2%	59.4% / 60.3%	+2.1% / -1.0%	Base 2,061 / 2,119

<sup>16</sup> Figure shown is weighted by ONS 2011 Census data



<b>Consideration</b>	
<b>Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Nottinghamshire Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>8 February 2022</b>
<b>Report of:</b>	<b>Caroline Henry</b>
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<b>Agenda Item:</b>	<b>10</b>

## 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 progress in relation to the Home Office's Review of Police and Crime Commissioners (PCCs).

### 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 This report is for information only at this stage, but the review, once concluded, is likely to have substantial implications 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.

3.2 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. 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".

3.3 The Review has been structured as a two-part exercise. Part one was conducted from summer to autumn 2022, 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

3.4 The Senior Responsible Owner for the Review is the Home Office Director of Policing. The Review Team will comprise of civil servants from within the Home Office. The Review Team will gather evidence through direct interviews, engagement with representative bodies and local/national victims' groups, and public polling/surveys.

3.5 The Home Secretary will consider the Review's final report before taking recommendations to the National Policing Board. Neither Part one nor Part two of the review will consider a wholly new governance model for policing or examine the 43 police force model.

### **Part one PCC Review**

3.6 Part one of the review focussed on the changes required to raise standards and improve accountability. It considered ways to strengthen the accountability of fire and rescue services in line with the Government's long-term ambitions on fire governance reform. It specifically examined:

- 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.

3.7 An Advisory Group was convened to support Part-one of the review, made up of senior external stakeholders with expertise in the policing and fire sectors. The Review Team has engaged with the Advisory Group throughout the review. A broader call for evidence was carried out, with representative bodies such as the Association of Police and Crime Commissioners (APCC), Association of Police and Crime Commissioner Chief Executives (APACE), National Police Chief's Council (NPCC), Local Government Association (LGA), Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). The Home Office and PCCs met to discuss key themes and issues that needed to be addressed.



## **Part one review recommendations**

3.8 The Review concludes more needs to be done to explain the role of PCCs to the public and make performance on crime more transparent, enhancing PCC's accountability. A series of recommendations were made in relation to the themes and issues identified. The Home Office stated it would bring forward a range of measures to:

- strengthen PCC accountability;
- improve their transparency to the public;
- clarify the relationship between PCCs and Chief Constables;
- bring more consistency to the PCC role;
- raise professional standards; and,
- improve the checks and balances currently in place.

These are expanded upon in the paragraphs below.

### Transparency and Accountability

3.9 Specified Information Order - The Home Office has amended the Specified Information Order (SIO) to include a requirement for PCCs to publish on their website a narrative assessment of how well their force is performing in relation to

- the Government's police outcomes framework;
- HMICFRS PEEL inspections of their force area.

3.10 First past the post - the Review stated that the Government would make changes to the PCC voting system to introduce 'first past the post'. This will require legislative change, which is expected to be introduced and to take effect before May 2024 PCC elections.

### Resilience and the Role of Deputy PCCs

3.11 What works and good practice sharing - the Review concluded more should be done to ensure all PCCs adopt best practice and said that there is now a need to improve the resilience of the Office of the PCC. The Review recommended the APCC works with the College of Policing to build on the policing Knowledge Hub to develop a 'what works' compendium for PCCs. The Review also recommended that the Home Office and APCC jointly develop a comprehensive set of non-statutory guidance on the core elements of the PCC role. In conjunction, the APCC were advised to deliver a formal programme of induction for new and returning PCCs post May 2021 elections.

3.12 Deputy PCCs - To enhance resilience and capacity of PCCs, given the intention to expand the role into fire, the Home Office is considering bringing forward legislation to mandate that each PCC must appoint a Deputy (of the same political party where the PCC represents a political party). In the interim, the Home Office will issue guidance to PCCs' offices requesting that a formal succession plan is put into place to deal with vacancy and incapacitation, involving the Police and

Crime Panel in discussions as necessary. This will not apply to mayors with PCC functions, where legislation already mandates that a Deputy Mayor must be in place.

#### Scrutiny and the role of Police and Crime Panels

- 3.13 The Home Office plans to work with the LGA to develop a good governance training package for Police and Crime Panels.

#### PCCs and Chief Constables

- 3.14 The review concluded further steps needed to be taken to sharpen local accountability and ensure the framework guiding PCCs' relationship with Chief Constables is clarified. The review stated that it will work closely with PCCs, the Home Office, NPCC, and the Chief Police Officers Staff Association (CPOSA) in taking this forward.
- 3.15 Accountability Guidance - The Home Office will work with the College of Policing, APCC and NPCC to build on the accountability guidance already in place, including in relation to the performance management of Chief Constables, to help to promote and embed a positive relationship between Chief Constables.
- 3.16 Policing Protocol - the Home Office will consult on potential changes to the Policing Protocol Order 2011 to provide greater clarity on the boundaries of operational independence and reflect changes in the relationship between the parties to the Protocol which have taken place over time. The Protocol sets out how the policing governance relationships should work, including that of the Home Secretary, and clarifies the roles and responsibilities of PCCs, Chief Constables, and Police and Crime Panels.
- 3.17 Section 38 - the Home Office will legislate to amend Section 38 of the Police Reform and Social Responsibility Act 2011, to make the Chief Constable dismissal process more rigorous and transparent. PCCs will be required to give the Chief Constable written notice (including grounds), as the first stage of the dismissal process; allowing for the Chief to provide HMICFRS a response to those grounds; and introducing some form of time limit or review interval on a Chief Constable's suspension from office.
- 3.18 Mediation - The Home Office will work with the College of Policing, NPCC and APCC to develop a framework for the use of independent mediation in appropriate circumstances.
- 3.19 Senior Officer Recruitment - The Home Office will seek to address the HMICFRS recommendations included in its 'Leading Lights' (September 2019) report, looking into the role of the College of Policing in the senior recruitment process. They will work with stakeholders to address the issues raised through the review in relation to fixed term appointments.

## The Mayoral / PCC Model

3.20 With regards to mayoral devolution, the Review concluded that the join-up of public safety functions under a combined authority mayor offers wider levers to prevent crime. The Government confirmed it would take steps to remove barriers to more mayors taking on these functions and will work with Department for Levelling Up, Housing and Communities to develop the forthcoming Devolution and Local Recovery White Paper with that longer-term trajectory in mind.

## Fire Governance

3.21 The Government confirmed further reform of fire and rescue is required to respond to the recommendations from Phase One of the Grenfell Tower Inquiry, the Kerslake Review, and to build on the findings from Sir Thomas Winsor's State of Fire and Rescue Reports. The reform agenda will focus on three key areas: people; professionalism; and governance. Taken together, improvements in these areas will help deliver higher standards and greater consistency across fire and rescue services.

3.22 The Review findings have signalled strong support for a directly elected individual taking on fire functions to help simplify and strengthen the governance of fire and rescue services across England. The Home Office will be launching a consultative White Paper on fire reform in due course. The White Paper will be used to set out the Government's reform agenda in further detail and explore the Review proposals on fire governance which include:

- Consulting on whether to mandate the transfer of fire and rescue functions to the Police PFCC model across England where boundaries are coterminous unless there is an option to transfer fire governance directly to an elected Mayor;
- Consulting on how to address co-terminus challenges, including in the South West.
- Legislating to create operational independence for Chief Fire Officers and to clearly separate and delineate strategic and operational planning for fire and rescue; and,
- Considering options to clarify the legal entities within the PFCC model.

## **Part two PCC Review**

3.23 Part two is focussed on longer term reform of 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 will focus 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 groups pertinent to the scope of Part two.

3.24 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,

3.25 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.

#### **4. Summary of Key Points**

4.1 Part one of the Home Office review of PCCS was focussed on raising standards and improving accountability. The following themes were included in 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.

4.2 Part two of the PCC review is focussed on longer term reform of 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 will focus on the potential for wider efficiencies to be made within the system with a view to implementation ahead of the 2024 elections. The primary areas in the scope of this part of the review are:

- Tools and levers that PCCs need, including their role in offender management, criminal justice, community safety and tackling serious violence;
- Scrutiny of PCCs, including the role of Police and Crime Panels, handling of complaints against PCCs, a potential recall system for PCCs, access to key data for PCCs to enable them to effectively hold CCs to account, and affording PCC a power of competence.

4.3 The Home Office PCC review team were due to present a report to the Home Secretary in November 2021, to enable the government to play for any legislative changes that would need to be made to embed recommendations from Parts 1 and 2. At the present time, the APCC and individual OPCCs have not received an update to indicate the whole review findings, and any associated recommended changes.

## **5. Financial Implications and Budget Provision**

5.1 There are no immediate financial implications or need for budget provision arising from the contents of this report.

## **6. Human Resources Implications**

6.1 There are no immediate human resource implications arising from the contents of this report.

## **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 There are no immediate policy implications arising from this report, but it should be noted that the final review recommendations are likely to have a substantial effect on the policy, strategy and operating spheres of OPCCs. This is also likely to influence priorities and objectives within future Police and Crime Plans.

## **10. Changes in Legislation or other Legal Considerations**

- 10.1 There are likely to 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 Not applicable.

## **12. Appendices**

- 12.1 None included.

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

- 13.1 None included.

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