

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	18 March 2024
Report of:	Commissioner Henry (PCC)
Report Author:	Chief Executive & Monitoring Officer
E-mail:	ExecutiveSupport@notts.police.uk
Other Contacts:	None
Agenda Item:	Urgent Item Agreed by Chair for inclusion on Agenda

**POLICE AND CRIME COMMISSIONER'S UPDATE TO THE PANEL ON
THE DECISION OF HIS MAJESTY'S INSPECTORATE OF CONSTABULARY AND
FIRE & RESCUE SERVICES TO PLACE NOTTINGHAMSHIRE POLICE UNDER
ENHANCED MONITORING**

1. PURPOSE OF THE REPORT

- 1.1. This report provides the Police and Crime Panel (the Panel) with an update on the actions the Police and Crime Commissioner (the Commissioner) has taken in respect of the decision of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to place Nottinghamshire Police under enhanced monitoring ('Engage' status).

2. RECOMMENDATIONS

- 2.1 The Panel is invited to note the contents of this report and seek assurance on any specific areas of concern.
- 2.2 The Panel is also invited to request further information where required and make relevant observations and recommendations within the scope of their role¹.

3. INTRODUCTION

- 3.1 Firstly, this report centres on the actions of the Commissioner, given the Panel's role of reviewing, scrutinising and supporting the Commissioner in the exercise of her functions. However, the Commissioner has offered Panel members a separate operational briefing from the Chief Constable by way of background to enable them to assess the effectiveness of the Commissioner's actions.

¹ [Police and Crime Panels: A Guide to Scrutiny](#), Local Government Association, Updated 2016

- 3.2 On 8 March 2024, HMICFRS formally notified the Chief Constable of Nottinghamshire Police of its decision to place Nottinghamshire Police (the Force) under enhanced monitoring ('Engage' status).
- 3.3 This decision followed HMICFRS' inspection of the Force in December 2023 - January 2024. This was a 'PEEL' inspection by HMICFRS; a broad ranging independent assessment of the Force covering Police Effectiveness, Efficiency and Legitimacy. 'Engage' status means HMICFRS will oversee and support the Force in addressing a series of recommendations within agreed timescales; ranging from immediate actions to others due for completion by the end of September 2024.
- 3.4 HMICFRS published their decision on 11 March, alongside their rationale detailing two Accelerated Causes of Concern (ACOC). These were:
- The force needs to improve how it manages, supervises and carries out effective investigations, and make sure that victims get the support they need.
 - The force doesn't have adequate processes, planning or governance arrangements in place to monitor performance effectively or identify areas where improvement is required.
- 3.5 The media also reported later that day that HMICFRS had clarified, "*This decision is not related to the force's handling of the Valdo Calocane case*".
- 3.6 HMICRS' public statement was quickly followed by media releases by the Chief Constable and by the Commissioner. For Panel members, the media releases can be found in the Appendices to this report.
- 3.7 In her statement, the Commissioner expressed her disappointment, but stated she welcomed the opportunity the HMICFRS 'engage' process would provide the Force to address the recommendations, make its improvements, and "*emerge a much stronger organisation as a result*".

4. Key Information

- 4.1 As soon as HMICFRS raised its concerns with the Commissioner, she instigated urgent discussions with the Chief Constable to understand the issues raised. There have since been briefings for the Commissioner and key Office of the Police and Crime Commissioner (OPCC) staff from the Chief Constable, Deputy Chief Constable and Chief Superintendent with portfolio responsibility for this area.

- 4.2 Through these discussions, the Commissioner was encouraged to learn that the Chief Constable absolutely recognised the serious nature of the findings and had already taken urgent action to address the concerns raised. The Commissioner was told that the Chief Constable had tasked a dedicated team of detectives to carry out a thorough review of all the crimes identified by HMICFRS and that all the initial recommendations relating to investigations and support for victims had been completed. The Commissioner was also told that the Chief Constable had engaged at the earliest opportunity with the College of Policing, the National Police Chiefs' Council (NPCC) and the NPCC leads nationally in problem-solving and prevention.
- 4.3 The Commissioner then sought assurances from the Chief Constable on her other improvement plans to address HMICFRS' concerns, and these discussions continued over the weekend.
- 4.4 A summary of the Chief Constable's immediate plans is set out in the Chief Constable's media statement at Appendix B. But these plans will be developed and implemented over the coming weeks and months, overseen by the Commissioner, and by HMICFRS as part of the 'Engage' process. More information on the plans can be provided to Panel members in the operational briefing the Commissioner has offered.
- 4.5 The Commissioner has asked for increased access for OPCC staff to those key Force meetings where improvement plans and activity will be focused on; a much wider array of internal police governance meetings, reaching into more operational detail than would normally be expected of a PCC. The Chief Constable immediately agreed to this. The Commissioner also told the Chief Constable she would use their weekly meetings to oversee and monitor the Force's progress.
- 4.6 On 11 March, the Commissioner and the OPCC's Senior Leadership Team were invited to the Chief Constable's urgent, in-person briefing of all senior leaders in the Force. There, the Chief Constable launched her improvement plans under the name, 'Operation Catalyst'; highlighting that the key to addressing HMICFRS' recommendations was to catalyse broader and deeper plans the Chief Constable had set in motion on her appointment as Chief Constable just over a year ago.
- 4.7 On 12 March, the Commissioner held her monthly Accountability Board. She used this to conduct a special, public focus on this current issue². The Commissioner asked the Chief Constable to describe HMICFRS' decision and what it means. She also invited the Chief Constable to set out the action already

² [Nottinghamshire PCC Accountability Board](#), 18 March 2024 – HMICFRS Overview

taken, and the action she intends to take under Operation Catalyst. The Commissioner made it clear that the Chief Constable should expect more intense scrutiny in this area going forwards. A video recording of this item can be viewed here <https://youtu.be/4NxwvyS7MyY>

- 4.8 The Commissioner and OPCC are also exploring options to introduce new public scrutiny arrangements for compliance with the Victim's Code of Practice and for requesting regular updates on progress through the Commissioner's monthly Accountability Board. The OPCC is also working closely with the Force and local victim service providers to be fully assured that appropriate and effective processes are in place for the assessment and referral of all victims of crime.
- 4.9 HMICFRS has invited the Chief Constable and Commissioner to the next meeting of its Policing Performance Oversight Group (PPOG) in mid-May, where the Group will receive and discuss the Chief Constable's improvement plans.
- 4.10 In addition to the Commissioner having this formal role in the PPOG process, the Commissioner has sought regular dialogue with HMICFRS inspectors so she can hear directly about HMICFRS' expectations and their dynamic assessments on the Force's progress.
- 4.11 The Commissioner has also initiated discussions with the Chief Constable about whether additional financial resources will be required to ensure the improvements are accelerated within HMICFRS' timescales. Although the Chief Constable is considering this, the 'Engage' process ensures that support is provided to the Force in achieving its improvement plans from stakeholders across the policing sector.
- 4.12 The Commissioner will provide update reports to the Panel on this issue at key stages of the 'Engage' process, so that the Panel can fulfil its role in reviewing, scrutinising and supporting the Commissioner in the actions she is taking.

5. Next Steps

- 5.1 The Commissioner, supported by the OPCC will continue the actions set out in this report.
- 5.2 The Commissioner will ensure that timely updates on her actions in respect of HMICFRS' independent assessment activity and reports, and the Force's response to them, are reported to the Panel.

6. Decisions

6.1 None – this is an information report.

7. Human Resources Implications

7.1 None - this is an information report.

8. Equality Implications

8.1 The Commissioner’s decisions and strategic direction are fully compliant with the Equality Act 2020

9. Risk Management

9.1 None other than those identified within the body of this report. The OPCC will ensure these risks are managed within its normal risk management arrangements.

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

10.1 This report provides members with an update on the Force’s performance, which is relevant to its contribution to the Commissioner’s *Make Notts Safe* Plan.

11. Changes in Legislation or other Legal Considerations

11.1 The Specified Information Order³ (SIO) requires Police and Crime Commissioners to publish certain information to allow greater openness and transparency for the public, and the ability to compare different Police and Crime Commissioners and police force areas.

11.2 In particular, and relevant to this report, is the requirement under paragraph 7B of the SIO, to publish:

“In relation to inspections and reports by the inspectors of constabulary under section 54(2) of the Police Act 1996 (appointment and functions of inspectors of constabulary), the most recent –

³ The Elected Local Policing Bodies (Specified Information) (Amendment) Order -2021.

- (a) annual report on effectiveness, efficiency and legitimacy of the police force maintained by the elected policing body; and
- (b) *summary assessment of the performance of the police force maintained by the elected policing body.*”

11.3 The Commissioner publishes required information on her website.

12. Details of outcome of consultation

12.1 The Chief Constable has been sent a copy of this report

12.2 The Joint Independent Audit Committee has been sent a copy of this report.

13. Appendices

- A. Media Statement from HMICFRS
- B. Media Statement from the Chief Constable
- C. Media Statement from the Commissioner

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

For any enquiries about this report please contact:

The Chief Executive & Monitoring Officer or Dan Howitt, Head of Strategy and Performance of the Nottinghamshire Office of the Police and Crime Commissioner, ExecutiveSupport@notts.police.uk, Tel: 0115 8445998

Appendix A

[Nottinghamshire Police moved into enhanced monitoring - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmicfrs/peel/nottinghamshire-police-causes-of-concern/)

Nottinghamshire Police moved into enhanced monitoring

His Majesty's Chief Inspector of Constabulary has today moved Nottinghamshire Police into an enhanced level of monitoring.

Get the report - [PEEL: Nottinghamshire Police causes of concern](https://www.justiceinspectorates.gov.uk/hmicfrs/peel/nottinghamshire-police-causes-of-concern/)

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) continuously monitors the performance of all police forces in England and Wales.

The monitoring process consists of two stages: Scan and Engage. All police forces are in routine monitoring under the Scan stage by default, but may be escalated to enhanced monitoring under the Engage stage if they are not effectively addressing the inspectorate's concerns.

HMICFRS said Nottinghamshire Police had been moved into Engage because:

- the force needs to improve how it manages, supervises and carries out effective investigations, and make sure that victims get the support they need; and
- the force doesn't have adequate processes, planning or governance arrangements in place to monitor performance effectively or identify areas where improvement is required.

HMICFRS said more detail about Nottinghamshire Police's performance would be included in its next inspection report, which is due to be published later this year.

His Majesty's Inspector of Constabulary Roy Wilsher said:

"We move police forces into our enhanced level of monitoring, known as Engage, when a force is not responding to our concerns, or if it is not managing, mitigating or eradicating these concerns.

"The Engage process provides additional scrutiny and support from the inspectorate and other external organisations in the policing sector to help the force improve and provide a better service for the public.

"Nottinghamshire Police has been asked to urgently produce an improvement plan and will meet regularly with our inspectors. We will work closely with the force to monitor its progress against these important and necessary changes."

Appendix B

[Force responds to HMICFRS inspection | Nottinghamshire Police](#)

Nottinghamshire Police was inspected by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services between the end of 2023 and January 2024.

The inspection is the latest independent assessment of how the force is performing against the PEEL criteria used to assess forces in England and Wales. This stands for police effectiveness, efficiency and legitimacy.

While Nottinghamshire Police awaits the full findings of the assessment, HMICFRS has informed the force of two accelerated causes for concern.

The inspectorate has advised that the force needs to improve 'how it manages and carries out effective investigations to make sure that victims get the support they need'.

The second cause for concern from HMICFRS relates to their observation that the force doesn't have adequate processes, planning or governance arrangements in place to monitor performance or identify where improvements are required.

Nottinghamshire Police has seen success in its performance around its rate at answering 999 and 101 calls. These rates are amongst the best in the country and the force is also within the top quartile of forces nationally for achieving positive outcomes for victims.

Chief Constable Kate Meynell says:

"As Chief Constable I recognise the serious nature of the HMICFRS findings. I have taken urgent action to address the immediate concerns raised and have ensured that all of the initial recommendations that relate to our investigations and support for victims have been completed.

"I have tasked a dedicated team of detectives to carry out a thorough review of all of the crimes identified by HMICFRS. This review has found that all of these crimes are being managed by specially trained officers, with supervisors overseeing the progress we make. The review did identify that in 2% of cases there was not an update from a supervisor recorded on our system, but this does not mean there was no investigative activity being undertaken.

"Victims of crime are at the heart of everything that we do. The team have reviewed all of the cases identified to ensure that victims of crime are receiving regular updates and that these are being correctly recorded. Although the frequency of updates for victims is not specified in the national Code of Practice for Victims of Crime, our target is to provide updates for victims every three weeks. We achieve this in 95% of cases, but we are not complacent and will focus our efforts to improve in this area.

“I have prioritised and invested in our leadership programme for line managers and supervisors to ensure that these officers and staff receive extensive training and support to perform their roles to the highest standard. This programme is consistent with the standards set by the College of Policing and will ensure that our people have the skills and knowledge required to enhance our supervision of investigations and oversight of the care we provide to victims. I have also increased the number of supervisors we have overseeing our response teams.

“In relation to our processes and managing our demand, one of my first actions as Chief Constable was to commission a review of how we operate, and this review has started a significant piece of work to improve our governance and operating model. Delivering a carefully managed change to the operating model involves a significant period of time to deliver whilst continuing to respond to the communities we serve. During this time the force has also been working hard to reach and maintain our uplift in officer numbers.

“I have overseen changes to help us meet our demand and ensure that we provide the best possible service to communities. These include some operational changes to make sure our officers are in the right places, at the right time, and a new process for how we safeguard victims of domestic abuse. However, we do need to improve further in this area and we are working with the National Police Chiefs’ Council and the College of Policing on this.

“I fully acknowledge that our force has work to do to achieve our vision of being an outstanding force that we can all be proud of. I am fully committed to working with HMICFRS and we will work tirelessly to address their concerns and deliver the best possible service for the people of Nottinghamshire.”

Appendix C

[Statement following HMICFRS announcement \(pcc.police.uk\)](https://pcc.police.uk)

Statement following HMICFRS announcement

Nottinghamshire Police and Crime Commissioner Caroline Henry said: “I am obviously disappointed that Nottinghamshire Police is being placed under enhanced monitoring. However, I welcome the opportunity this process will provide the Force to focus on the areas of concern and continue their immediate actions to put things right.

“As Police and Crime Commissioner, it is my duty to hold Nottinghamshire Police to account on behalf of the public and ensure we have the best policing service possible.

“HMICFRS performs an important and independent assessment role and this robust enhanced monitoring process will support our broader arrangements to ensure continuous improvement in the policing service that the people of Nottinghamshire should expect.

“The effective supervision of investigations and ensuring the right support for victims are both vitally important to providing an effective policing service. Since HMICFRS raised their concerns with me, I have held urgent discussions with the Chief Constable and her team. I have sought assurances about the action being taken and the plans the Chief Constable has for improvements.

“I was assured to learn that the Force had already taken immediate action. This should provide Nottinghamshire’s communities with confidence that the Force takes these concerns very seriously and is committed to making swift improvements.

“I am determined to support and oversee the Force’s progress with addressing all HMICFRS’ recommendations and have asked for weekly updates from the Chief Constable. I am confident Nottinghamshire Police will emerge a much stronger organisation as a result of the ‘engage’ process.”