

# NOTTINGHAMSHIRE POLICE AND CRIME PANEL

**Monday, 23 April 2018 at 14:00**

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

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

## **AGENDA**

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Minutes of last meeting held on 7 February 2018</b>  | <b>3 - 18</b>  |
| <b>2</b> | <b>Apologies for Absence</b>  |                |
| <b>3</b> | <b>Declarations of Interests by Members and Officers:- (see note below)</b><br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |                |
| <b>4</b> | <b>Work Programme</b>   | <b>19 - 24</b> |
| <b>5</b> | <b>Modern Slavery Update</b>  | <b>25 - 26</b> |
| <b>6</b> | <b>Police and Crime Commissioner's Update Report - to February 2018</b>   | <b>27 - 50</b> |
| <b>7</b> | <b>Police and Crime Plan - Update on Theme 1 - Protecting People from Harm</b>  | <b>51 - 58</b> |
| <b>8</b> | <b>Her Majesty's Inspectorate of Constabulary and Fire Rescue Services - Proposed Inspection Programme, Framework and Methodology</b>                                     | <b>59 - 66</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 9772590) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

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

Customer Services Centre 0300 500 80 80

- (d) Membership:-

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

Mayor Kate Allsop – Mansfield District Council  
Mr Rizwan Araf – Independent Member  
Councillor Cheryl Butler – Ashfield District Council  
Councillor David Ellis – Gedling Borough Council  
Councillor Kevin Greaves – Bassetlaw District Council  
Councillor Francis Purdue-Horan – Nottinghamshire County Council  
Councillor Keith Girling – Newark and Sherwood District Council  
Mrs Suma Harding – Independent Member  
Councillor Tony Harper – Broxtowe Borough Council  
Councillor Toby Neal – Nottingham City Council  
Mr Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council

# **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

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## **MINUTES OF THE MEETING HELD ON WEDNESDAY 7 FEBRUARY 2018 AT 10AM AT COUNTY HALL**

### **MEMBERS PRESENT**

(A denotes absent)

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

Executive Mayor Kate Allsop – Mansfield District Council **A**  
Rizwan Araf – Independent Member **A**  
Councillor Cheryl Butler – Ashfield District Council **A**  
Councillor Michael Edwards (substitute for Cllr Toby Neal) - Nottingham City Council  
Councillor David Ellis – Gedling Borough Council  
Councillor Keith Girling – Newark and Sherwood District Council  
Councillor Kevin Greaves – Bassetlaw District Council  
Suma Harding – Independent Member  
Councillor Tony Harper – Broxtowe Borough Council  
Councillor Toby Neal – Nottingham City Council **A**  
Councillor Francis Purdue-Horan – Nottinghamshire County Council  
Bob Vaughan-Newton – Independent Member  
Councillor Linda Woodings – Nottingham City Council

### **OFFICERS PRESENT**

Pete Barker – Democratic Services Officer	)	Nottinghamshire County Council
Keith Ford - Team Manager, Democratic Services	)	(Host Authority)
Nigel Stevenson – Service Director, Finance,	)	
Procurement & Improvement	)	

### **OTHERS PRESENT**

Paddy Tipping - Police and Crime Commissioner (PCC)  
Craig Guildford – Chief Constable, Notts Police  
Sallie Blair – Office of PCC (OPCC)  
Kevin Dennis - Chief Executive, OPCC  
Mark Kimberley – Head of Finance, Notts Police  
Charlotte Radford - Chief Finance Officer, OPCC

## **1. MINUTES OF LAST MEETING**

The minutes of the meeting held on 27 November, 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

Councillor Michael Edwards replaced Councillor Toby Neal for this meeting only. Apologies for absence were received from Executive Mayor Kate Allsop and Councillor Cheryl Butler.

## 3. DECLARATIONS OF INTEREST

No declarations of interest were made.

## 4. WORK PROGRAMME

Keith Ford introduced the report and informed the Panel that the Work Programme had been updated following discussions with the Chair and Vice Chair of the Panel and the Chief Executive of the Office of the Police and Crime Commissioner. Mr Ford explained that the report was asking for approval of an initial allocation of £500 to establish a special interest group to represent Panels on a national basis, though this amount may decrease in future once the group has been established. Mr Ford informed the Panel that the use of the grant in such a way may be problematical as it was not to be used for political lobbying, though Mr Ford was of the opinion that the group was a vehicle to facilitate consultation with the Home Office, among others, and was not political.

### **RESOLVED 2018/001**

**That a subscription of £500 be approved towards the costs of helping to establish and develop a special interest group to represent Panels on a national basis (subject to clarification that such a payment is permissible within the funding conditions of the Police and Crime Panel grant).**

## 5. NEW POLICE AND CRIME PLAN 2018-21

The Panel queried whether the targets and indicators in the previous Plan would be disregarded once the new plan came into operation. The Commissioner replied that the previous Plan would inform your thinking going forward but that you would need to consider how to proceed.

The Panel appreciated the inclusion of the deliverables and the references to the role of partners in the Plan and asked whether there was any intention to track responsibilities. The Commissioner confirmed that the targets would be shared with the relevant partners.

In terms of some crime types increasing, the Panel pointed out that there were no specific references in the Plan to the fact that acquisitive crimes such as burglary, car theft and robbery were increasing. The Panel stated that these crimes were fuelled by substance misusers, and that the rehabilitation services aimed at reducing reoffending were not being fully utilised. The Panel requested that the Plan recognised the increases in these crime types and that a target for the use of rehabilitation services be included in the Plan.

The Commissioner accepted that acquisitive crime was increasing but stated that it was clear that the increase in crime generally had plateaued. He pointed out that the budget report contained details of the establishment of two burglary teams – one in the City and one in the County. He stated that in a climate where 25% of the Force's budget had been cut you have been involved in discussions about the wisdom of the Police attempting to do everything. He informed the Panel that national discussions had taken place on the approach to shoplifting for example and stated that 56% of shop theft occurred from 5 major chains and while the Notts Force would always respond to reports, questioned whether these chains were doing all they could. He spoke of the analysis that the Leicestershire Force had undertaken which showed that it cost £190 for an officer to attend a report of shoplifting and £50 for every crime reported and informed the Panel that the Metropolitan Police would not investigate any crime involving a sum of less than £200. He confirmed that the Notts Force would investigate all reported crime regardless of cost. He told the Panel that the numbers entering the custody suite had been dip sampled and that the numbers had gone down and spoke of the importance of the proactive outreach work undertaken by the City in this area.

The Chief Constable added that burglary remained a priority for the Force and that it had a good record of investigating it. In terms of acquisitive crime the Chief Constable confirmed that uncomfortable conversations had taken place at a national level but informed the Panel that the Notts Force would continue to respond to all reports of shoplifting and pointed out the Force's good record in this area. The Chief Constable emphasised the importance of partners continuing to work together in the area of drug treatment and the need to adopt an outward looking approach, confirming that local Councils are playing their part.

The Panel noted that £70k was available to the Force from the Courts to combat drug misuse and asked how this money was being used. The Commissioner replied that despite constraints the Chief Constable's spending plans meant that the money would be spent this financial year.

The Panel observed that while the Plan spoke of reducing the proportion of crime that are repeats there were no hard targets included and requested that more vigorous measures be included in the Plan along with more detail about how these would be achieved. The Panel made a similar request regarding victim based crime observing that the public would require more clarity and precision around crime reduction measures generally. The Panel asked who decided where the baselines were set for each category.

The Commissioner replied that he was happy to have a discussion with the Panel around targets but that in the new Plan there had been a conscious move away from hard targets to a more 'direction of travel' approach. In terms of who decided the targets the Commissioner stated he was willing to discuss these with partners but that the Plan needed to be implemented on 1<sup>st</sup> April 2018.

The Panel felt that the effects of the reduced Police budget on crime rates were obvious and recalled past problems with high crime rates in the City and how the budget had been increased as a result. In the present circumstances the Panel felt that in adopting a direction of travel approach, the focus may be on the positives in a way that would not happen with hard targets. The Commissioner replied that though

the overall aim was to reduce crime, only 20% of the Force's work was related to crime and gave the examples of the Police's work with missing persons and those with mental health problems. He stated that he would consider the issue of hard targets as the Plan was only a draft at this stage.

The Panel stated that there was no mention of street/drug dealers in the Plan and asked whether this was classed as Anti-Social Behaviour (ASB) and if so felt that this was not how the public regarded the issue. Again, the Panel mentioned the lack of hard targets and asked if it was possible to see the Force's plan for dealing with the drugs issue. The Commissioner replied that a long debate had taken place regarding targets and this had resulted in the number of targets being reduced substantially. He said he was happy to take feedback from the Panel and again stated that he would reflect further on the possible adoption of hard targets in some areas. He informed the Panel that part of the Force's drug plan is operational but that it would be shared with the Panel once it had been signed off. The Chief Constable confirmed that the Force did not view drug dealing as ASB and that it was regarded as a serious crime at a local, regional and national level. The existence of new substances such as spice and mamba did present new hurdles but the Force was committed to doing more.

The Panel referred to the morale of the Force and the fact that some officers did not feel valued and asked what was being done about the situation. The Commissioner replied that one way of increasing morale was by increasing officer numbers and that this was being done. He stated that better equipment also helped and that new mobile phones and hand held computers had been ordered. He informed the Panel that work in the area was continuing and that after a difficult 2 - 3 years the situation was improving. The Chief Constable confirmed that officers had been under pressure for years but the last 12 months had shown what could be achieved by involving and consulting staff. The Chief Constable agreed about the importance of the number of officers on a shift and the provision of equipment, giving the example of the rollout of tasers that had gone down well with officers. The Chief Constable informed the Panel that in his experience the majority of the public are hugely supportive of the Force and that he has been inundated with positive letters that are passed on to staff and he personally sees or writes to those concerned.

The Panel asked for more detail about the inefficiencies that are referred to in the Plan. The Commissioner replied by explaining that the Government was willing to allocate budgets over a 2 year period providing certain efficiency gains are made. The Commissioner stated he is still to reach an agreement on which efficiency gains are to be made, though procurement and the benchmarking of back office costs are possibilities. The Commissioner informed the Panel that he has been working with Cipfa on back office services which are shared with Cheshire and Northants. In terms of other potential areas for savings he told the Panel that IT is another area at both a national and local level where the aim is to save money. He made reference again to the new mobile phones and hand held computers which aided efficiency and allowed officers to stay in the field for longer periods without having to return to the station. The Chief Constable added that the Force has invested to save but that 85% of the Force's expenditure was on pay. The Chief Constable informed the Panel that in the past the make-up of the Force was skewed towards supervision but that he intended to change that by increasing the number of constables and decreasing the number of supervisors. The Chief Constable spoke of the need to free up staff to make decisions

rather than refer them upwards. The Chief Constable told the Panel that front-line staff are consulted about what tools they need for the job and that departmental heads report annually about possible efficiencies after having spoken to those at the 'coalface' and that good results are starting to be achieved.

## **RESOLVED 2018/002**

**That the contents of the new Police and Crime Plan (2018 - 21) be noted and the views of the Panel be formally reported to the Commissioner.**

### **7. PRECEPT AND BUDGET REPORTS 2018-19**

Within the meeting, the Commissioner underlined the 'extra' £450 million funding which the Government was making available for policing (£330 million of which would go directly to Forces) and the increased limit, before a referendum was required, of precept increases to £12 for Band D properties. This grant settlement was for the next two years which also offered the Force greater certainty in its planning. The Commissioner explained that if the proposed precept increase of £11.97 was agreed then this would result in an additional £4.5 million being available for Nottinghamshire Police, which would be used to maintain the level of Police Community Support Officers (200), increase the number of Police Officers by 80, mainstream the Knife Crime team and provide additional resource to address rural crime. With regard to the Capital Programme the proposed budget would also fund the planned Bridewell replacement, whilst discussions were ongoing with the Fire and Rescue Service and East Midlands Ambulance Service about exploring the potential for shared sites and costs.

During discussions, the Panel raised the following issues:-

- Members queried whether such a large increase in the precept was necessary in light of the budget underspend in 2017/18, the fact that the Commissioner had been planning for potential reductions in government grant and the Government's concerns about Police reserves nationally.

In response, the Commissioner highlighted the need to restore the previously depleted reserves to an increased level in line with recommended best practice. He also underlined that the increase would help fund the planned major capital works with the new Bridewell and improvement works at Force Headquarters, and meet the public's demand for more officers, which was raised on an ongoing basis throughout consultation.

The Chief Constable also underlined the Force's commitment to achieving efficiencies (such as the planned tri-emergency service base at Hucknall) and the additional resource from the precept increase which would also help to fund the mainstreaming of the Historical Abuse Team; the introduction of dedicated Schools Officers in each of the Neighbourhood Policing Teams and the maintenance of the number of officers working in Integrated Offender Management.



- Members welcomed the proposal to explore more joint working with other emergency services and queried whether there was scope to also co-locate the Office of the Police and Crime Commissioner (OPCC).

In response, the Commissioner underlined his desire for any such co-location between the Police and Fire to result in genuine integration with a properly shared building and the two Command Teams working alongside each other. The Commissioner felt that the key partners were actually local Councils and he would be keen to continue the co-location already introduced in West Bridgford, Beeston and Byron House in the City, with discussions underway with Bassetlaw District Council about co-locating the Police in the Council offices in Queens Buildings, Worksop. He also felt that any advantages and disadvantages of housing the OPCC more closely with the Force would need to be fully explored before such an approach was ever considered.

With regard to the plans in Bassetlaw, in response to Members' queries, the Commissioner further clarified that the existing additional Police Officer that had been deployed in Worksop town centre would be complemented by 3 new PCSOs, with a further 2-3 Police Officers planned. The CID team would be based there and the Front Counter would be shared with the Council. Although the station would not be open 24 hours a day, access to the Police would continue to be available at any time of the day through telephone contact as currently.

- Members asked for clarification of the net amount of additional Police Officers which the precept increase would enable, referencing the existing plans to recruit more Officers anyway.

In response, the Commissioner explained that if the grant settlement had been reduced then the total number of Police Officers had been projected as 1640. The realignment of structures to remove some of the layers of supervision and rebalance the level of Sergeants / Inspectors against the number of Officers would enable a further 60 police officers. The Commissioner stated that at the start of his initial term as PCC, there were 1760 Police Officers, which had risen to 1850-60 today. The ultimate aim would be for 1940 FTE equivalent posts, which would equate to 2000 Officers including part-time people. The Commissioner also underlined that the nature of the recruitment process meant that costs were geared towards the medium term and that this was partly responsible for the budget underspend in 2017/18. The Commissioner also underlined that this was a two year plan being worked to, in light of the Government grant settlement covering 2018-19 and 2019-20.

The Chief Constable added that additional resources would also be utilised to enable smarter working by Officers, including hand-held devices and improved technology to tackle cyber-crime such as paedophilia. The Chief Constable also underlined that this would be fresh blood into the organisation, with 200 new, if not additional, Officers on board.

- A list of questions regarding the budget was submitted to the Commissioner prior to the meeting. Those questions and the Commissioner's answers are appended to these minutes. Further to the Commissioner's response to Question 2, Members felt that the public would expect a visible increase in policing for their increased Council Tax payments.



The Commissioner informed the Panel that there is some debate about the most effective means of deploying officers. The Chief Constable underlined that deployment of officers is an operational decision but added that the newly recruited officers will initially be inducted around Neighbourhood Policing and Response so they would be immediately visible to the public. Members felt that, regardless of the issue of deployment, there was a recognised need for increased numbers overall.

- Further to the Commissioner's response to Question 8, Members underlined the need to increase representation from Black and Minority Ethnic (BME) communities within the Force, particularly in relation to neighbourhoods with language issues.

In response, the Commissioner reiterated the efforts which the Force had put into targeting recruitment from BME communities, with 12% of applicants in the most recent recruitment round coming from these communities. The Commissioner invited Members to observe the recruitment events organised for that purpose. The planned apprentice Police Officer posts which would commence in September 2018 were the first of their kind nationally and it was hoped that this route could also be used to recruit more BME Police Officers.

- Further to the Commissioner's response to Question 9, Members queried what is being done to increase retention of officers, in light of the costs associated with recruiting replacements.

In response the Commissioner said that the vast majority of Officers leave due to retirement and that there is no longer any benefit for them in working longer. The Commissioner underlined that the reasons being given in exit interviews were echoed in other Forces nationally and are not specific to Nottinghamshire. The Chief Constable explained that the workforce profile would change with time and with people having to work longer in the future. The benefits of facilitating some retirements on the grounds of ill-health where officers were no longer able to undertake all aspects of the Police Officer role also had to be considered as appropriate.

- Further to the Commissioner's response to Question 10, Members requested further information around the resources dedicated to tackling cyber-crime and what that means in practice for local victims, and how that differs from the work being undertaken by Trading Standards.

The Commissioner offered to arrange for a presentation to the Panel on this issue and underlined that perpetrators can be nationally and internationally-based, meaning that the Police response has to be national and cross-Force.

The Chief Constable clarified that Trading Standards concentrate on cyber-crime by companies rather than individuals and this accounts for a small proportion of all cyber-enabled crime. He clarified the much wider scope of cyber-enabled crime which the Police were tackling, including such issues as paedophilia, public protection, safeguarding, and preventative work in schools. The Force was also grappling with the greater use of technology within the traditional Criminal Justice

System, including issues such as disclosure of evidence from mobile phones and social media.

- Some Members welcomed the spending proposals whilst recognising that the Government's reduction in public sector expenditure meant that Council Tax payers were having to cover some of the previously Government-funded costs of services.

The Commissioner agreed with this view and stated that the rise in the precept would be dwarfed by the overall increases in Council Tax proposed by Nottingham City Council and Nottinghamshire County Council. In response, Members underlined that although the increase by Councils was greater in terms of financial amounts, the percentage increase was likely to be smaller at 5% than the equivalent 6.5% increase the Commissioner is proposing to the Police precept. Members also added that residents' incomes have not increased by 6.5%.

- Members queried whether funding could be made available for the DARE drugs education programme in schools. The Commissioner confirmed that he had previously contributed grant funding towards this and that discussions were underway around possible interfaces and overlaps between this work (which focussed on primary age children) and the work of the new Schools Officers, who would be concentrating on secondary schools.
- Further to the Commissioner's response to Question 12, Members reiterated the query as to why earmarked reserves were being increased when some of them do not appear to have been used often. The Commissioner underlined the need to build up the Force's reserve base and informed the Panel that he believed the Police were over-reliant on Central Government grant compared to locally raised Council Tax.
- Members asked for a session with City Council officers and Members to clarify the reasons for the Bridewell replacement, the proposed solution and potential implications (whilst recognising that extensive discussions had taken place between the Police and the City Council, including around potential uses of the existing building by the Council or the courts). Keith Ford suggested that any such session be progressed outside of the Panel.
- The following statement was read out by the Chair on behalf of the Executive Mayor, Kate Allsop, who was unable to attend the meeting:

*'I believe the Police and Crime Commissioner should live within their means and the proposed maximum increase in the precept will affect my residents really badly, they are being taxed and taxed again. We have so many people in poverty and on really tight budgets this proposed increase is unfair and could put those who are on the line of poverty over the line.'*

### **RESOLVED 2018/003**

- 1. That the contents of both reports be noted and the views of the Panel be formally reported to the Commissioner.**

2. That the increase of the precept from £11.97 to £195.39 in Band D Council Tax be approved.

## **7. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – TO DECEMBER 2017**

The Commissioner introduced the report and made three main points. Firstly, the Commissioner praised the work that had been done in the area of non-crime related mental health patients being detained in custody suites and thanked colleagues for their efforts. Secondly, the Commissioner informed the Panel that a range of initiatives have been undertaken aimed at attracting applications for the Force from those in the BME communities. Thirdly, the Commissioner drew the Panel's attention to the issue of hate crime and the fact that there were spikes in incidents following national events.

### **RESOLVED 2018/004**

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

## **8. ESTATES STRATEGY AND ESTATES RATIONALISATION UPDATE**

The Commissioner introduced the report and informed the Panel that he had listened to the public who have commented that they want 'Bobbies not buildings.' The Commissioner felt that good and significant progress had been made regarding the estates strategy and told the Panel that he was keen to improve the estate as its size diminished.

During discussions, the Panel raised the following issues:-

- The subject of Carlton Police Station was raised, especially the problem with signage and the issue with the front desk. The Commissioner informed the Panel that public usage of the station was low but undertook to look into matters and said that he hoped to be able to make an announcement about the station soon.
- The Panel expressed concern at how officers in Broxtowe had been relocated and the Commissioner informed the Panel that it was acknowledged by the Force that the consultation process in that instance had been flawed. The Commissioner agreed to see what could be done now and the Panel informed the Commissioner that Eastwood Town Council was keen to provide support.
- The Panel expressed its concern at the effect a new custody suite might have on its surrounding area and asked the Commissioner whether it was planned to merge other facilities at the new site. The Commissioner replied

that the new suite was only designed to replicate the present suite's services. The Panel asked what facilities would be available at the new suite and the Chief Constable and the Commissioner replied that it would contain the latest technology and be built to the highest Home office specification both for staff and detainees. In answer to a question about the facilities for those with mental health problems the Commissioner replied that only a handful of such people had been detained recently and when it had occurred it was because the person concerned was too dangerous to be held at the place of safety provided by the NHS. The Commissioner informed the Panel that he was involved in bidding with partners to secure NHS money to improve the places of safety.

- The Panel referred to the situation in Newark. The Commissioner replied that there had been long standing discussions with EMAS about their coming onto the Police's site and that there was enough capacity for this to happen. The Commissioner referred to the forthcoming report regarding cooperation between the three services. The Chief Constable confirmed that there will be a 24/7 police presence with a station in Newark.

#### **RESOLVED 2018/005**

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

The meeting closed at 12.19pm

CHAIRMAN

**Budget 2018-19 Police and Crime Panel Questions**  
**And Police and Crime Commissioner's Response**

**Budget Management**

**1) In your opinion, how well has the budget been managed in 2017/18?**

**PCC Response:** Much better. Regular budget monitoring meetings take place throughout the year and the force is going to underspend against the budget. In addition the force has undertaken a detailed priority budget review last year to identify further efficiencies. This departmental review process will take place on an annual basis as part of the budget development process and identification of efficiencies.

**2) To what extent will the proposed budget deliver the required improvements in use of resources and force planning for the future highlighted in the PEEL Effectiveness inspection published in November 2017?**

**PCC Response:** We believe that the PCP question relates to the Legitimacy and Efficiency Inspection that was published last November. The HMIC report made five main recommendations for improvement. Detailed responses to the HMIC recommendations are reported to the Audit and Scrutiny panel. In response the force has developed a detailed delivery plan that focuses on: undertaking a training needs analysis for officers to improve succession planning, introducing a leadership programme for managers and aligning the forces financial plans with future demand and priorities. This has informed the development of the new police operating model, which seeks to invest in proactive neighbourhood policing, schools liaison, burglary reduction unit, working in partnership to improve mental health and growing the police officer numbers to 1940 FTE and 200 PCSOs. Following consultation the new policing model will be implemented on 1<sup>st</sup> April 2018.

**3) Your update report elsewhere on the agenda refers to a projected 2017/18 year underspend of £2.365 million which would go some way to covering the amount which the proposed precept increase will generate. Therefore is there any need to raise the precept to such an extent? How else will this 2017/18 underspend be utilised?**

**PCC Response:** It is anticipated that the underspends will be slightly higher than the figure stated, but will be approximately 1% of total budget. This will be transferred to reserves to meet one-off capital expenditure as there are some major building works being planned over the next few years.

**Risk Management**

- 4) **Does the Force have any existing contracts with Carillion or Capita? Can you please clarify the implications for the Force of the recent announcements about those companies or of any similar PFI arrangements which the force has in place?**

**PCC Response:** There are no contracts with Carillion. Capita provide accommodation and travel for the force and Office of Police and Crime Commissioner. In addition to some significant IT contracts such as our Command and Control system and telephony system. Capita is not assessed at greater risk than any other provider. Command and Control system is due for replacement in the near future. Part of the tendering process will assess the financial stability of the businesses that apply.

- 5) **With reference to page 78 and page 116, how confident are you that regional collaboration with other forces is delivering more efficiencies than it costs Nottinghamshire residents?**

**PCC Response:** The force has a good history of collaboration across the region with other forces. The Commissioner chairs a regional resources board and acts as the lead PCC for the region and nationally on behalf of the APCC. It is now estimated that over £13.7 million of annual savings have been achieved when compared with the running costs prior to collaboration. This equates to 33% reduction in costs and over £70 million of cumulative savings.

**Impact for Local Residents**

- 6) **What will residents actually get for their increased Council Tax payments?**

**PCC Response:** 80 extra police officer posts are attributed to the increase in council tax payments. This will specifically provide an increase in the number of officers in areas of Response, Neighbourhood, Public Protection and CID officers. There will be also an increase investment in rural crime, development of 'Crime Fighting Fund' to target known problems and to support partnership working. The additional investment in Public Protection will be to increase the number of officers dealing with cyber-crime and online grooming and sharing of images. In addition there will be investment in our custody suite provision with the building of a new Bridewell and in new technology to enable agile working for officers and staff and a new Command and Control system in the longer term. The increased income will ensure that the new policing model is affordable into the future.

- 7) **With reference to page 61 of the agenda pack and the number of new properties in the area, how much impact and how visible will any additional policing be?**

**PCC Response:** The new force operating model will see increased resources within response, neighbourhood policing, Public Protection and CID. It will also establish the Knife Crime Team as a force wide proactive capability targeting offending with knives, and create a dedicated City and County burglary team. The operating model will see a return to multiple locally based operating hubs and take account of the changing pattern of crime and threat, risk and harm. The increase in officer numbers will help ensure policing is visible on line and in the street across all areas of Nottingham and Nottinghamshire.

### **New Operating Model and Changing Workforce**

- 8) **With reference to pages 85-87, can you clarify how many additional officers the latest recruitment drive will actually deliver?**

**PCC Response:** In 2018/19 there will be 198 new recruits. It is planned that at the end of 2018/19, there will be 1,940 officers. There will be an increase of budgeted establishment of 80 officers, moving from 1860 operating model to 1940.

- 9) **The number of officers leaving the Force seems excessively high – what plans are in place to address this and improve retention?**

**PCC Response:** The force has experienced an increase in the number of officers leaving the service, this is a combination of an increase in leavers and high numbers of retirements due to recruitment drives in the 1980's. They are broadly in line with national averages.

Exit interviews are conducted with those leaving the service, with the answers and feedback monitored to identify trends in addition to individual issues. There have been no local trends identified, however it is believed that national changes to terms and conditions, specifically pensions, has made a huge impact on retention of officers.



**10) You have regularly updated the Panel on the changing nature of crime and demand – what proportion of the overall additional funding of £4.5m in 2018/19 will be used to specifically tackle online crime and historical abuse?**

**PCC Response:** Op Equinox includes a dedicated team to investigate historical abuse and under the new operating model this team will be mainstreamed. The changes to the force operating model allocates specific resources to the tackling of online dependent and enabled crime, such as a dedicated Detective Chief Inspector of Cybercrime and Fraud, and Graduate PIOs allocated to cyber-crime. Due to the nature of policing, the total of staffing costs allocated to online dependent and enabled crime is £3.6 million within the new structure. In addition to staffing investment there is also an investment in technology such as mobile device download kiosks that will enable front line officers an efficient access to the data stored on devices, such as mobile phones.

**11) In light of the need to employ people in different roles to address online crime and improve proceeds of crime confiscation rates, why are the Police Staff numbers predicted to reduce rather than increase over the course of the year?**

**PCC Response:** within the budget there is a reduction of 11 police staff posts this is due to the adjustment of temporary posts there were created to manage the change in the operating model. Under the previous operating model the number of police officers were lower and as such there was a higher number of PIOs. However due to the recruitment lag the PIO numbers were kept temporarily higher to ensure a smooth transition and service to the public. 2018/19 will see these posts removed.

New entry systems are being introduced, such as Graduate PIOs for cyber and Public Protection; these are temporary posts as it is anticipated that those individuals will then transfer into officer posts as the scheme develops. It is anticipated that the core number of police staff will be 1140, which is an increase from the current position when vacancies are removed.

### **Reserves Strategy**

**12) Page 116 – a number of the earmarked reserves pots have increased since 2017 (e.g. MTFP, PCC Reserve, Grants & Commissioning, Property Act Fund, Revenue Grants, Night Time Levy) – were all of these reserve pots utilised in 2017-18?**

**PCC Response:** The MTFP, PCC and Revenue Grants reserves are reducing in 2017-18 and new reserves for Asset replacement and IT investment are being created. The biggest proportion of the Revenue Grants Reserve relates to the Road Safety Partnership and there is currently a review underway on how this is

partnership is governed and funding utilised. The Night Time Levy has now developed business case and consulted upon with partners.

These reserve pots are utilised when the risk arises and this can be at any point over the medium term or not at all. For example in recent years specific risk relating to A19 were included in the earmarked reserves. This risk has not materialised and so the amount earmarked is being set aside for other risks.

### **Capital Programme**

**13)Page123 – Bridewell replacement - Members who attended the recent tour of the Bridewell recognise that the building is no longer fit for purpose. Could you clarify the actual projected cost of the replacement and in light of the current building’s problems, the anticipated potential receipt expected from the sale of the building and/or the land?**

**PCC Response:** The estimated cost of a new Bridewell is £15.750m. Any capital receipt will not materialise until after the new build is operational. The potential receipt was estimated at £250k in 2016. The existing Bridewell is adjacent to the Magistrates courts. Discussion has taken place with the courts service to see if they have any interest in the building.

**14)The Capital Programme does not make any reference to possible partnership arrangements with the Fire and Rescue Service – to what extent do you think such arrangements could have an impact in this regard?**

**PCC Response:** There is currently a review underway of property held by Police, Fire and EMAS with a view to increased collaboration. In addition to this a specific piece of work has been commissioned in relation to Fire and Police. This budget does include some major capital expenditure for police buildings, which could be utilised or re-prioritised. The Fire Service would include elements within its own capital programme to fund its element of any joint plans.

**15)The latest Forward Plan of Decisions of Significant Public Interest appended to your Update Report now includes the cost for the new training centre at Force Headquarters of £10,549.621. Why does this not feature in the Capital Programme whilst the issues planned for approval at a later date (Bridewell replacement, Hucknall Police Station, Worksop Police Station) are included?**

**PCC Response:** This has yet to be finalised and will be included with any plans for co-location with Fire following the review currently being commissioned. Within the capital programme there is an amount for a new control room – this is the same building works.



## NOTTINGHAMSHIRE POLICE AND CRIME PANEL

23 APRIL 2018

### 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**).

#### Information and Advice

2. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Chief Executive of the Office of the Police and Crime Commissioner (OPCC).
3. The work programme is updated to include specific focus on each of the Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel.
4. The schedule for future meetings has been updated in line with the revised Strategic Themes within the new Police and Crime Plan 2018-21.
5. 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.

#### Future Police and Crime Panel Dates

6. The proposed dates for future Panel meetings are as follows:-

Monday 4 June 2018 (Annual meeting)	2.00pm
September / October 2018 DATE TO BE CONFIRMED (It has been highlighted that the initial proposed dates clash with Political Party conferences so further work is underway to agree a date – the proposed date will be reported to the Panel meeting of 23 April 2018)	TBC
Monday 26 November 2018	2.00pm
Friday 25 January 2019 Budget Workshop (PCC to attend) <b>(non-public)</b>	10.00am
Friday 1 February 2019 (Host Authority's Section 151 Officer to attend) <b>(non-public)</b>	10.00am
Thursday 7 February 2019	2.00pm
Monday 1 April 2019	2.00pm
Monday 3 June 2019 (annual meeting)	2.00pm

## Regional Police and Crime Panel Network

7. At the Panel meeting of 28 April 2014, the Panel agreed to subscribe to a regional network (which had been established by Frontline Consulting) for 2014/15. The Panel has agreed to renew the subscription each subsequent year.
8. The annual subscription is due for renewal and the price remains at the original price of £500 per Police and Crime Panel.
9. The subscription offers the following benefits:-
  - Two regional meetings each year at which the Chairman, Vice-Chairman and support officer (substitutes allowable) of each Panel share information and experience, to problem-solve and to collaborate as appropriate; with agendas devised by the participants, including a regional update based and 'hot topics' of challenges to address across the five Force areas.
  - A 'helpline' facility (by telephone, e-mail and online) supported by Dave Burn, Frontline Consulting's Lead on Policing and Crime, to answer queries and provide advice.
  - A website [www.pcps-direct.net](http://www.pcps-direct.net), which all PCP members and support officers can sign up for, for free, to share their experiences and good practice, including an Information section. This offers open-access pages that include a digest of news covering issues around Police and Crime Panels that will interest councillors, Independent Members and support officers, plus occasional features. There will be provision for Panels to post films, articles and more in-depth pieces about latest PCP developments.

In addition:-

- A £100 saving for the annual PCP conference.
  - a 10% discount on any learning and development sessions that PCPs might want to engage Frontline Consulting to deliver.
10. The Panel has been represented at each of the regional network meetings held since 2014 and Officers and Members have continued to find the opportunity to network across the region very beneficial.

## **Other Options Considered**

11. All Members of the Panel are able to suggest items for possible inclusion in the work programme.
12. Members had originally raised the possibility of the five Panels in the region arranging regional networking meetings themselves. However it is felt that the £500 cost of the subscription offers good value for money as well as the opportunity to utilise Frontline Consulting's knowledge of the national context (the Panel continues to benefit from the research, guidance and briefing notes produced by Frontline Consulting).

## **Reasons for Recommendation/s**

13. To enable the work programme to be developed further.
14. To enable the Panel to continue to receive the benefits offered by the subscription to the regional PCP network;

## **RECOMMENDATIONS**

- 1) That the work programme be updated in line with Members' suggestions as appropriate.
- 2) That the dates of the meetings of the Police and Crime Panel for 2018-19 be agreed.
- 3) That the Panel subscribes to the regional PCP network for 2018/19 at a cost of £500.

## **Background Papers and Published Documents**

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

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

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**Nottinghamshire Police and Crime Panel****Work Programme (as at 12 April 2018)**

<b><u>Agenda Item</u></b>	<b><u>Brief Summary</u></b>
<b>4 June 2018 – 2.00pm</b>	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2018/19 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; and</li> <li>members to have the skills, knowledge and experience necessary.</li> </ul>
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.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on Priority Theme 2 – Helping and Supporting Victims
Regional Collaboration Update	An update to report progress following the Regional Workshop held on 28 November 2017.
<b>September / October 2018 – date TBC</b>	
Cyber-enabled crime	A presentation on the work which the Force is undertaking, and the resources involved, to tackle this (as agreed at Panel meeting of 7 February 2018).
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.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on new Priority Theme 3 – Tackling Crime and Anti-Social Behaviour



<u>Agenda Item</u>	<u>Brief Summary</u>
<b>26 November 2018 – date TBC</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.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on new Priority Theme 4 – Transforming Services and Delivering Quality Policing
Estates Strategy and Estates Rationalisation Update	Update requested at Panel meeting of 7 February 2018.
<b>7 February 2019– date TBC</b>	
Proposed Precept and Budget 2019/20	To consider the Commissioner's proposed Council Tax precept.
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.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on new Priority Theme 1 – Protecting People from Harm
<b>1 April 2019– date TBC</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.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on Priority Theme 2 – Helping and Supporting Victims

<u>Agenda Item</u>	<u>Brief Summary</u>
<b>3 June 2019 – 2.00pm</b>	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2019/20 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; and</li> <li>• members to have the skills, knowledge and experience necessary.</li> </ul>
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.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on new Priority Theme 3 – Tackling Crime and Anti-Social Behaviour

## **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

**23 APRIL 2018**

### **MODERN SLAVERY UPDATE**

#### **Purpose of the Report**

1. To outline the subject of the planned presentation on Modern Slavery.

#### **Information and Advice**

2. John Robinson, Chief Executive of Gedling Borough Council, is the Safer Nottinghamshire Board's designated lead officer on the subject of Modern Slavery.
3. Following discussions at the Panel meeting of 27 November 2017 at which Panel Members raised this issue, it was agreed that it would be helpful to hear from Mr Robinson to consider the work which the Safer Nottinghamshire Board are doing about this.
4. Mr Robinson plans to cover the following main areas within his presentation:-
  - a. The scale and nature of this problem
  - b. Progress to date
  - c. Key objectives and planned actions.

#### **Other Options Considered**

5. To invite other officers to give a presentation on this issue but it is felt that Mr Robinson, in his lead officer role, is the most appropriate speaker.

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

6. To enable the Panel to be fully updated on this growing area of interest.

#### **RECOMMENDATIONS**

That the contents of the presentation and any further actions required be considered.

#### **Background Papers and Published Documents**

- 1) Minutes of the meeting of the Panel – 27 November 2017 (published).

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

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<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>23<sup>rd</sup> April 2018</b>
<b>Report of:</b>	<b>Paddy Tipping Police and Crime Commissioner</b>
<b>Report Author:</b>	<b>Kevin Dennis</b>
<b>E-mail:</b>	<b>kevin.dennis@nottinghamshire.pnn.Police.uk</b>
<b>Other Contacts:</b>	<b>Kevin Dennis</b>
<b>Agenda Item:</b>	<b>6</b>

## **POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – TO FEBRUARY 2018**

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

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) update report.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which he thinks appropriate.
- 1.3 This report provides the Panel with an overview of performance in respect of 1<sup>st</sup> April to 28<sup>th</sup> February 2018 where data is available.

### **2. RECOMMENDATIONS**

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

### **3. REASONS FOR RECOMMENDATIONS**

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

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

## **POLICING AND CRIME PLAN – (2016-18)**



### **Performance Summary**

- 4.1 Performance against refreshed targets and measures across all seven themes is contained in the Performance section of the Commissioner's web site to February

2018.<sup>a</sup> This report details performance from 1<sup>st</sup> April 2017 to 28<sup>th</sup> February 2018 where data is available and is the fourth report submitted to the Panel for this financial year 2017-18.

## Reporting by Exception

- 4.2 The Commissioner's report focuses on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.3 The table below shows a breakdown of the RAGB status the Force has assigned to the 22 targets reported in its Performance and Insight report to February 2018.<sup>bc</sup>
- 4.4 It can be seen that 13 (59%) of these measures are Amber, Green or Blue indicating that the majority of measures are close, or better than the target which is an improved position from the previous report. Currently 36% (8) of targets reported are Red and significantly worse than target. It can be seen that 2 more targets have moved to Green from Amber. Red targets have decreased by 1 and there are no measures rated Blue.

KEY to Performance Comparators		Jul-17		Sep-17		Dec-17		Feb-18	
Performance Against Target		Jul-17	%Total	Sep-17	%Total	Dec-17	%Total	Feb-18	%Total
<input checked="" type="checkbox"/>	Significantly better than Target >5% difference	0	0%	0	0%	0	0%	0	0%
	Better than Target	5	23%	8	36%	5	23%	8	36%
	Close to achieving Target (within 5%)	9	41%	4	18%	7	32%	5	23%
<input checked="" type="checkbox"/>	Significantly worse than Target >5% difference	7	32%	9	41%	9	41%	8	36%
<input type="checkbox"/>	No Longer Measured	1	5%	1	5%	1	5%	1	5%
<b>Total</b>		22	100%	22	100%	22	100%	22	100%

- 4.5 One measure i.e. the 'Percentage of victims and witnesses satisfied with the services provided in Court', taken from the Witness and Victim Experience Survey (WAVES) is no longer active and therefore it is not possible to report on this measure.
- 4.6 The table below provides an overview of the 8 targets (36%) graded Red, which is one less than the previous Panel report.

<sup>a</sup> <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Performance/2018/Performance-and-Insight-Report-to-February-2018.pdf>

<sup>b</sup> A number of performance measures are monitor only and it has been agreed that it is not appropriate to assign a RAGB to such measures unless the measure is + or - 10%.

<sup>c</sup> New RAGB symbols have been used for this report, in case readers are limited to black and white print.

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
1. A reduction in All Crime compared to 2016-17	35.9%	29.6%	21.6%	19.8%
2. A reduction in Victim-Based Crime compared to 2016-17	33.6%	27.8%	21.0%	19.4%
3. To reduce the levels of rural crime compared to 2016-17 and report on: 1.1. Rural and 1.2. Urban	28.9%	25.3%	19.4%	6.1%
4. A 10% increase in the number of POCA orders compared to 2016-17	-46%	-48.7%	-47.3%	-41.1%
5. Increase BME representation within the Force to reflect the BME community	4.3%	4.7%	4.9%	4.9%
6. Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	56.7%	55.7%	55.4%	56.7%
7. A reduction in the number of repeat victims of hate crime compared to 2016-17	-1	7	8	1
8. The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	-40.1%	-33.6%	-33.2%	-33.2%

#### 4.7 Panel Members require the Commissioner's update report to:

1. Explain the reasons for improved performance and lessons learned for Blue graded measures and
2. Reasons/drivers for poor performance and an explanation as to what action is being taken to address underperformance in respect of Red graded measures.

4.8 The Force has provided the following responses to these questions in sections 5 and below. There are no Blue measures identified during this reporting period.

### 5. Red Rated Measures (● significantly worse than Target >5% difference)

**R1. A reduction in All Crime compared to 2016-17**

**R2. A reduction in Victim-Based Crime compared to 2016-17**

**R3. To reduce the levels of rural crime compared to 2016-17**

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
1. A reduction in All Crime compared to 2016-17	35.9%	29.6%	21.6%	19.8%
2. A reduction in Victim-Based Crime compared to 2016-17	33.6%	27.8%	21.0%	19.4%
3. To reduce the levels of rural crime compared to 2016-17 and report on: 1.1. Rural and 1.2. Urban	28.9%	25.3%	19.4%	6.1%

5.1 The first eleven months of this year have seen the Force record a 19.8% (14,694 offences) increase in All Crime compared to the same period last year. The revised forecast position suggests that the Force will end the year with a 19% increase in recorded crime.

5.2 Victim-Based crime has increased by 19.4% (12,762 offences) year-to-date. Other Crimes Against Society have increased by 22.6% (1,932 offences). The increase in Other Crimes Against Society is driven by a 36.4% increase in Public Order offences. Public Order offence volumes remain high following the NCRS<sup>d</sup> audit, as a result of the daily incident checks now in place.



- 5.3 Following the NCRS audit last year, the Force has put in place new daily processes to maintain compliance with the national standards. This means that recorded crime volume remains at a higher level and this is expected to continue as the accepted new 'normal' level. The Force is now recording around 2,000 offences more each month than this time last year.
- 5.4 The most recently published national data (covering performance in the 12 months to September 2017) reveals that almost all forces in England and Wales are recording increases in crime. Nottinghamshire is recording an increase above both the national and regional average.
- 5.5 At present, the local performance position is comparing a period of higher recording (following the change in process described above) to a lower period prior to this change, and as a result a large percentage increase is seen. Following two months of above-forecast volumes, the forecast has been recalculated to year-end.
- 5.6 The overall volume of Victim-Based crime year-to-date has increased by 12,762 offences compared to last year (+19.4%).
- 5.7 Increases are apparent across most of the sub-categories within the Victim-Based crime group. Crime levels have remained consistent at approximately 7,000 crimes per month in the last ten months which is the highest level seen in the last five years.
- 5.8 Violence Against the Person (VAP) offences is responsible for a large proportion of the increase in overall Victim-Based crime. This is as a result of processes put in place to maintain compliance with the national standard; ensuring that the Force is responding to victims and putting in place the appropriate support, safeguarding and investigation.
- 5.9 VAP has seen a 22.9% increase (4,877 offences) in the 12 months to February when compared to last year. Performance is driven by an increase in Stalking and Harassment which has increased by 53.5% (1,864 offences) and Violence without Injury, with a 24.9% increase (+1,811 offences).
- 5.10 Sexual Offences have increased by 36.4% (+911 offences) over the same period.
- 5.11 In the 12 months to February, the Force has also recorded increases in Burglary (3.2% or 256 offences), Robbery (21.2% or 187 offences), Vehicle Offences (+34.1% or 2,378 offences), Theft (+20.8% or 4,280 offences) and Criminal Damage & Arson (+12.9% or 1,399 offences).
- 5.12 Performance exceptions are monitored at the monthly Operational Performance Review meetings, with action to manage identified exceptions tasked from this meeting where appropriate.
- 5.13 The five areas of Nottingham City that have been identified as experiencing high levels of crime have recorded a total of 8,839 crimes year-to-date. This represents a 17.8% (1,334 offences) increase in All Crime compared to last April to February.

- 5.14 All five areas are recording an increase compared to last year, with these ranging from +8.0% on Bulwell (+159 offences) to +28.3% on Bridge (+301 offences). The percentage increase of 17.8% recorded over the five City areas is in line with the increase of 19.5% over the same period for the City overall.
- 5.15 The increase on the areas reflects the Force level picture, with increases in Violence and Public Order driven by the NCRS audit activity.
- 5.16 The County Priority Areas have recorded a total of 15,329 crimes financial year-to-date, which equates to an 18.2% (2,364 offences) increase in All Crime compared to last year. This is similar to the increase of 19.6% for the County area as a whole.
- 5.17 All of the 19 County Priority Areas are recording an increase in crime compared to last year. Hucknall East has had the largest percentage increase with 365 more crimes year-to-date which is a 62.8% increase. Stanton Hill recorded the second highest increase on the County this month with 58 more crimes, which is a 48.7% increase. These two areas have consistently been the top two priority areas with the largest percentage increase on the county for the past eight months.
- 5.18 The Force has recorded 10,508 rural crimes this financial year-to-date, which is an increase of 606 offences (6.1%), compared to last financial year-to-date. This is much lower than the overall All Crime performance for the force. Over the same period crime in urban areas has increased by 8.5% (6,092 additional offences).
- 5.19 The average monthly volume last year was 817 rural crimes per month and so far this year the monthly average is 955.
- 5.20 The rate of offences per 1,000 population in rural areas is 49.3 compared to 88.9 in urban areas. This is higher than the same period last year, 46.4 in rural areas and 82.0 in urban areas.
- 5.21 Crime in rural towns and fringes has increased by 6.6% (+386 offences) year-to-date, crime in rural villages has decreased by 3.8% (-110 offences) and crime in rural hamlets and isolated dwellings has increased by 28.9% (+330 more offences).
- 5.22 Rural areas recorded increases in Arson and Criminal Damage offences year-to-date with a 17.5% increase (+230 more offences). Other crime types are showing increases in line with the offences that were part of the NCRS audit (VAP/Sexual Offences/Public Order offences). The position is similar on the Urban areas with the crime types included in the NCRS audit showing increases

#### R4. A 10% increase in the number of POCA orders compared to 2016-17

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
4. A 10% increase in the number of POCA orders compared to 2016-17	-46%	-48.7%	-47.3%	-41.1%

- 5.23 The Force recorded 59 fewer Confiscation and Forfeiture Orders compared to last year-to-date; this equates to a reduction of 31.1%, placing the Force 41.1 percentage points below the 10% increase target.
- 5.24 It should be noted that any decision to apply for an order is made by the Crown Prosecution Service, based on information and advice provided by the police.
- 5.25 A decision to grant an order is one for the Court alone.
- 5.26 An order is not granted until sentencing and in many cases there can be a gap of many months between point of arrest and an order being granted.

#### R5. Increase BME representation within the Force to reflect the BME community (11.2%)

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
5. Increase BME representation within the Force to reflect the BME community	4.3%	4.7%	4.9%	4.9%

- 5.27 This measure is rated Red because the 11.2% representation as defined by the 2011 Census has not been achieved.
- 5.28 February 2018 data shows that BME headcount is at 4.64% for Police Officers and 5.21% for Police Staff. This is below the 11.2% for Nottinghamshire resident population (2011 Census).
- 5.29 The Commissioner has been working closely with the BME Steering Group since 2013 and established a BME Working Group to advance BME recruitment and selection, BME advancement and retention as well as other issues which may adversely affect attraction of BME candidates, i.e. stop and search and diversity training of officers. Members were provided with a case study on this work listed at [Appendix A](#) of the 18<sup>th</sup> April 2016 Panel meeting.
- 5.30 When the Commissioner took office in 2012 BME representation was 3.7% so overall representation has increased by 1.2% overall. Austerity and the 2 year recruitment freeze did hamper progress. However, during 2017, the Chief Constable has undertaken numerous recruitment processes for both Police Officers and PCSOs.
- 5.31 To achieve an 11.2% BME representation an additional 144 BME Police Officers would need to be recruited. The Commissioner has worked closely with the Chief Constable during 2017 in relation to the recruitment of Police Officers especially from BME communities. A range of positive activities have been undertaken to

attract applicants from BME communities under Operation Voice which included talent spotting, buddying, awareness events, marketing publications.

5.32 The Chief Constable intends to recruit a total of 200 officers in 2017-18 (which started in September 2017) and has ambitions to recruit a further 158 in 2018-19.<sup>e</sup> The Commissioner hopes to see the number of officers grow in Nottinghamshire to a figure approaching 2,000.

5.33 In February this year, the Chief Constable opened an apprenticeship scheme and is working in partnership with PATRA to recruit Police Constables for its apprenticeship scheme. It is envisaged that this scheme will provide an additional pathway for members of the BME communities to start a career in the Police service. As part of an apprenticeship, successful applicants will be able to study for a degree in policing.

**R6. Percentage of people who agree that the Police and local Councils are dealing with Anti-Social Behaviour and other crime issues**

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
6. Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	56.7%	55.7%	55.4%	56.7%

5.34 Current performance covers interviews in the year to September 2017. Please note that this information is updated quarterly.

5.35 The Force is 3.3 percentage points below the 60% target. Considering the trend in the long term, there appears to be a slight downward trend, however the change on the previous year's position (58.3%) is non-significant. The average for the Force's Most Similar Force group is 56.0% and Nottinghamshire is ranked in 4<sup>th</sup> place in this group of 8.

**R7. NEW: A reduction in the number of repeat victims of hate crime compared to 2016-17**

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
7. A reduction in the number of repeat victims of hate crime compared to 2016-17	-1	7	8	1

5.36 The Force definition of a repeat victim is based on the national definition<sup>f</sup>. Of a total of 102 hate crime victims in the month of February, 16 had been a victim of one or more hate crimes in the 12 months prior (March 2017 – February 2018).

5.37 This compares to a baseline monthly average for the 2016/17 year of 15 repeat victims per month, which represents 1 more repeat hate crime victims in February compared to the baseline figure.

5.38 As a proportion, 15.7% of hate crime victims in February were repeat victims. This figure is greater than the baseline monthly average for 2016/17 (11.5%).

<sup>e</sup> <http://www.nottinghampost.com/news/nottingham-news/chief-constable-pledges-200-new-281085>

<sup>f</sup> A hate crime repeat victim is a victim of a hate crime or incident in the current month who has also been a victim of one or more hate crimes or incidents at any point in the previous twelve months.

5.39 Nottingham City Council has a Community Cohesion and Hate Crime group attended by the portfolio holder for community safety which meets with partners and Police officers to discuss and tackle hate crime. The Safer Nottinghamshire Board has a Hate Crime Steering Group chaired by the Chief Executive Officer for Broxtowe Borough Council and extensively attended by Police officers, partners and third sector providers. The Commissioner provides funding for these groups to help tackle identified problems.

**R8. NEW: The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire’s roads (Target is 50% by 2020)**

<input checked="" type="checkbox"/> Objective / Target RAGB Status Red ●	Jul-17	Sep-17	Dec-17	Feb-18
8. The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire’s roads	-40.1%	-33.6%	-33.2%	-33.2%

5.40 Data for quarters one, two and three (1st January 2017 – 30th September 2017) shows a 33.2% reduction (172 fewer persons) in persons Killed or Seriously Injured (KSI) on Nottinghamshire’s roads compared to the 2005-2009 baseline period.

5.41 However a slight increase is apparent when comparing the current year to the equivalent period of last year (+6.8% or 22 persons). All user groups are seeing a reduction in KSIs when compared to the baseline average.

5.42 KSIs in the 0-15 age group have reduced by 56.0% (31 persons) compared to the 2005-2009 baseline and as such the -40% target for this group has already been achieved.

**HMICFRS PEEL EFFECTIVENESS INSPECTION 2017 - UPDATE**

5.43 On 22<sup>nd</sup> March 2018, HMICFRS published its PEEL Effectiveness Inspection 2017 report in relation to Nottinghamshire Police. The Commissioner is pleased to report that HMICFRS judge the Force to be Good overall.

5.44 Members will recall the Commissioner’s report of last June when he reported his intention to provide further scrutiny to the issues identified in HMICFRS’s previous PEEL Effectiveness report (2016) when the Force was judged Requires Improvement.

**Holding the Chief Constable to Account**

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

5.46 In addition, the Commissioner meets quarterly with the Head of Investigations and Intelligence and Head of Operations to gain a deeper understanding of threats, harm and risk to performance..

- 5.47 Panel Members have asked if a case study could be prepared for each meeting. Previous case studies were:
1. Shoplifting
  2. The Victims Code
  3. Improving BME Policing Experiences
  4. Hate Crime
  5. Knife Crime
  6. Stop and Search
  7. Rural Crime
  8. The new victim services CARE
  9. Evaluation of Community Remedy
  10. ECINS database
  11. Data Integrity and Compliance with NCRS
- 5.48 For this meeting, a case study has been prepared in respect of Prosecution File Quality Improvements (12) (see **Appendix A**).

### **Activities of the Commissioner**

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

### **DECISIONS**

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

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

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



## 6. Financial Implications and Budget Provision

6.1 The Commissioner holds the Chief Constable to account formally at his Strategic Resources and Performance meetings. At this meeting the Chief Constable submits a number of financial reports for scrutiny.

6.2 At the most recent meeting on 29<sup>th</sup> March 2018<sup>i</sup> the Force's Finance Performance & Insight Report for 2017/18 as at December 2017 (Qtr 3) forecasted that revenue expenditure may result in an underspend (in the Force budget) of £2.55m.

6.3 **Appendix C** of this report provides a more detailed position for each item.

6.4 The full year net revenue budget for 2017/18 is

£190,105k. This is split the Force Budget £185,347k and the Office of the Police and Crime Commissioner (OPCC) £4,758k. The above table summarises the variance to budget. Further reports can be downloaded by following the link below.

### Nottinghamshire Police Group Position Total: Budget Variance Analysis

	Variance to Budget		
	£'000	£'000	£'000
<b>Pay &amp; allowances</b>			
Police officer	1,280		
Staff	(637)		
PCSO	(636)		
			<u>7</u>
<b>Overtime</b>			
Police officer	862		
Staff	85		
PCSO	10		
			<u>958</u>
Other employee expenses		484	
Medical retirements		487	
			<u>1,935</u>
Premises costs	(154)		
Transport costs	(508)		
Comms & computing	(1,034)		
Clothing, uniform & laundry	128		
Other supplies & services	991		
Collaboration contributions	279		
Capital financing	(732)		
Other	(298)		
			<u>(1,326)</u>
Income		(3,159)	
<b>Force underspend</b>			<u>(2,550)</u>
<b>OPCC</b>			-
<b>Group underspend</b>			<u>(2,550)</u>

## 7. Human Resources Implications

7.1 None - this is an information report.

## 8. Equality Implications

8.1 None

<sup>i</sup> <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Meetings/Strategic-Resources-and-Performance/March-2018/Item-13-Finance-Performance-and-Insight-Report-for-2017-18-as-at-December-2017-Quarter-3.pdf>



## **9. Risk Management**

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

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

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

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

11.1 The Commissioner publishes a horizon scanning document<sup>j</sup> every two weeks and can be downloaded from his website. The horizon scanning undertaken involves reviewing information from a range of sources, including emerging legislation, government publications, audits and inspections, consultation opportunities and key statistics and research findings, in order to inform strategic planning and decision making locally.

## **12. Details of outcome of consultation**

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

## **13. Appendices**

- A. Case Study – Prosecution File Quality Improvements
- B. Forward Plan of Key Decisions for the OPCC and the Force
- C. Revenue Budget Monitoring Table as at December 2017

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

- [Police and Crime Plan 2016-2018 \(published\)](#)

For any enquiries about this report please contact:

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Philip Gilbert, Head of Strategy and Assurance of the Nottinghamshire Office of the Police and Crime Commissioner

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

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Tel: 0115 8445998

## APPENDIX A

# Case Study – Prosecution File Quality Improvements

March 2018

Leah Johnson – T/Head of Prosecutions North

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### Summary

This case study provides a summary of a number of activities taken place and yet to develop over the past 18 months to improve file quality and related performance indicators, particularly in the Magistrates Court arena. Such work has contributed to an award by a Ch Superintendent congratulatory an officer of the Prisoner Handling Unit (Bridewell) for achieving a 75%+ compliance rate against the FIT test (this simply means a test for your file being FIT for purpose) for files.

Nottinghamshire Police has struggled over a number of years with File quality and this has been reflected in the Transforming Summary Justice (TSJ) data since 2015. Nottinghamshire have been 40<sup>th</sup> or worse nationally since the baseline of quarter 4 2015. Indicators such as guilty plea at first hearing, discontinuance rates and hearings per case data have all suffered as a result of poor file quality.

In order to drive improvements in prosecution file quality the Commissioner has set the Chief Constable a number of targets in relation to both Crown Court and Magistrates Court over a number of years:

1. To record a conviction rate in line with the national average
2. An increase in the Early Guilty Plea rate compared to previous year
3. To be better than the national average

### The FIT Approach – A Joint Effort

Since October 2016 the East Midlands Criminal Justice Service (EMCJS) has run the FIT model. It was originally a model obtained through a sharing of best practice through the National Case Quality Self-Assessment and originated in Cambridgeshire. EMCJS then developed it with the CPS (Crown Prosecution Service) to include 32 questions that were agreed to be at the route of our issues in regards to file quality. In essence the file is checked by EMCJS against FIT on first receipt before being sent to the CPS. Officers are awarded a 'thumbs up' email if their file passes all relevant FIT questions or given an automated feedback email for future reference detailing where they went wrong, followed by a chaser email asking for the remedial work to be completed and submitted to the File Preparation Unit (FPU). FPU staff have taken this on board with a few hours training and has really embraced the idea of them adding value at the earliest possible time by correcting errors or ensuring the file is FIT for purpose. In recent months more volunteers have been added to the reviewing numbers and now there are 30 staff that do this on top of their day job with a sole aim of helping improve Notts' performance....and a bit of friendly rivalry with regional forces! Those 30

staff now review every initial file, apart from remand files, meaning circa 500 files get reviewed with feedback monthly.

As a result of the reviewing, the data is used to produce weekly and monthly management information. This tells EMCJS managers and local divisional managers, what quality issues there are in regard to percentage compliance figures (See example 1 below) so these can be addressed force wide, it tells them which teams are performing at what level in regard to the FIT questions and then individual Officer in the Case (OIC) and Sgt data. This is shared and summarised for key divisional managers monthly.

Since October 2017 Nottinghamshire Police have been working with EMCJS to identify all OICs who have submitted 5 files or more over a rolling year and achieving the lowest and highest compliance rates. Any officer scoring between 75-89% receives a congratulatory email from Chief Supt Milano, above that we would ask for an ACC to send a similar email. These emails offer thanks for the hard work and effort and ask these Officers to come forward and share their knowledge as eventually we plan to make these officers a cadre of 'champions' for file quality. In a recent College of Policing Survey on where Officers get knowledge from regarding files over 80% said peers rather than supervisors or written guidance. Therefore taking this learning we need to adjust our usual process of posting information on the intranet or expecting supervisors to cascade. We also need to assure ourselves that the champions are knowledgeable and credible, hence setting the percentage standard for attainment and taking time to get it right. It is also important to balance a positive response to the work of the FIT process. In the past we have found it easy to criticise people or be negative without expressing the positive and using 'champions' could also lead to a healthy sense of internal competition or drive to improve, we are therefore looking to make a 'big show' of our champions as they emerge.

We have also considered how we develop those that are found to be struggling. In the past the Force operated a standard systematic training course for Sgts and Investigating Officers (OICs). This has had a limited impact and is often wasteful or expensive to construct and maintain. Therefore the FIT approach takes just 5 officers a quarter, re reviews all of their submitted files, looks at their individual data and identifies their individual areas for improvement. We invite them and their Sgt to sit with the T/Head of Prosecutions and review these files addressing the issues as we go. They are then directed as to how they can address issues, how the process in the wider CJS relies on them getting it right and are encouraged to ask questions and chat through issues they bring. The first 5 have gone through the process and we are now looking at the next 5. It is not lost on us that this can appear 'slow burn'. However the data tells us that those with lower compliance rates are putting in more files than others with higher compliance rates. Therefore the first 5 Officers had collectively submitted over 60 files with none of them being 'perfect' in FIT terms. If the one to one bespoke 'conversations' address their files and issues, with it being personal to them and if they respond and learn we reduce future problem files. By way of example of the effect of this approach; the first Officer to see me brought his Sgt, they were clearly not happy to have been asked to attend and clearly thought there was no issue. They started by saying I have reviewed all these files and there is nothing wrong with them. As we went through they were keeping score! It was a hard 2 hours. On leaving both turned to me and said they were thankful for the opportunity and had learnt something. The Sgt actually shook my hand. During the conversation I had been asked more and more questions and asked to provide guidance for the Sgts team. We covered not just the issues I

had identified but also other areas that they were unsure of. To date that Officer has not come to my attention again.

No one likes to think of their work as being criticised and FIT often gets emails back complaining about issues we have highlighted or why they have been criticised for ‘x’ as it’s not important to their case. We reply to each one and if a reviewer has made a mistake they receive feedback too. Very often an OIC further replies to say ‘I did not know that’ or ‘yes, I agree these things need to be robustly tackled’. Our past approach of posting to the intranet and systematic training of staff through training has meant that a lot of the ‘why’ we do things has been lost on Officers, that’s not their fault it’s an organisational issue. The one to one feedback, the concentration on *their* work and *their* errors and *their* good performance means that they are empowered to improve, the organisation is working with them personally to improve specific issues on *their* specific work and when *they* succeed *they* get positive feedback.

## The Effect

So what has the implementation of a quality assurance platform like FIT with a bespoke feedback loop and balanced approach to performance management made?

As mentioned previously Nottinghamshire police have struggled with Magistrates Court performance for some time often featuring in the lower parts of league tables. However since FIT has been developed in recent months Nottinghamshire have seen the following improvement in their league table position for the TSJ dashboard:

Quarter measured	Position nationally
<b>Q1 2017/18</b>	36th
<b>Q2 2017/18</b>	28th
<b>Q3 2017/18</b>	22nd

It is perhaps a little early to predict to rest on our laurels but this is a promising change of direction which seems to have some sustainability during 2017/18.

In terms of specific issues, the last completed month’s data refers to February 2018. Identified areas of concern have previously been:

Area	Baseline Nov 2016	Current Month (Feb 18)
<b>CCTV present</b>	56.1%	70.3%
<b>VPS attached or noted refusal</b>	23.2%	58.9%
<b>Special Measures Present</b>	10.6%	43.8%
<b>SDC missing*</b>	65.8%	76.2%

\*Streamline Disclosure Certificate

These issues have been subject to improvement activity out of the data from FIT lead by DCI Healey and the Case Quality working group, in terms of communications and feedback and have featured as key themes in the one to one feedback sessions. It is acknowledged that we still have a way to go and other issues will need our focus but the model of focussing positively on individuals, collating data to drive that improvement has worked to move Notts up in the league tables nationally but also

to see it strengthen in terms of its region position, in many of the current indicators Notts features as second in the EMCJS Forces, behind Lincolnshire.

## **The Future**

The FIT approach is not fixed. I have already mentioned the need to create champions which we will progress in the coming months but we are also having conversations to see if we can get file quality as part of promotion processes, maybe relating to an Officer's pass/error rate. We will seek to improve our 'celebration' of those who reach the 75%+ marker linking the recognition emails to the PDR process. We also need to consider how we use the team data and whether we can use this positively to engender a healthy competition between teams.

One current issue is changing the culture around how we accept feedback in the organisation and ensuring people receive it as constructive and helpful rather than a negative experience. Many Officers do have issues with some of the questions within FIT and we need to keep these under regular review to keep them current but communicate better not only the standards we are using but the reason for those standards. This is on-going work under both the Case Quality Working Group and the Prosecution Team Performance Meeting.

Annex 1 shows the latest performance in relation to February 2018. As can be seen the measures are all green.

**ANNEX 1 - EXTRACT FROM force PERFORMANCE AND INSIGHT REPORT – FEBRUARY 2018**

Strategic Priority Theme Two: Improve the efficiency and effectiveness of the criminal justice process					
Measure		Objective / Target	Performance		Insight
2.2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC +0.4pp	●	<p><i>This measure is reported quarterly. Data shown is Quarter 3 October to December 2017. Next update due in the May report.</i></p> <p>Quarter three figures provided by the East Midlands Criminal Justice Service (EMCJS) reveal that the Crown Court recorded a conviction rate of 80.4% which is greater than the national average of 80% (+0.4pp), and is the second highest rate in the East Midlands region.</p> <p>The Magistrates' Courts conviction rate is 86.6% for the same period and is again higher than the national average of 85.1% (+1.5pp). Nottinghamshire Magistrates Court has the highest conviction rate in the region.</p> <p>The use of the EMCJS FIT model to deliver improvements in the quality of files submitted by the police to the Crown Prosecution Service (CPS) continues.</p> <p>There has been an increase in the number of EMCJS FIT trained staff from 5 to 30 so that more files are able to be reviewed and quality checked on first submission by the officer. This has clear operational benefits as it reduces remedial work required by the officer and speeds up the criminal justice process.</p> <p>In addition, EMCJS have been facilitating 'drop in' sessions with operational officers to provide feedback on file quality.</p>
			MC +1.5pp	●	
2.3	Early Guilty Plea rate for the Crown and Magistrates' Courts	An increase in the Early Guilty Plea rate compared to 2016-17.	CC +2.9pp	●	<p><i>This measure is reported quarterly. Data shown is Quarter 3 October to December 2017. Next update due in the May report.</i></p> <p>The Early Guilty Plea rate recorded in the Crown Court in quarter three was 41.5%, which is an improvement on the previous quarter (+2.9pp), and is better than the national average of 39.4%.</p> <p>The Early Guilty Plea rate recorded in the Magistrates' Court year-to-date to September 2017 was 67.6%, which is just below the</p>
			MC +5.7pp	●	







## APPENDIX B- Decisions of Significant Public Interest: Forward Plan

March 2018

1.0 Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
None to report with the exception of those noted under 2.0 Contracts and 3.0 Estates, ICT and Asset Strategic Planning						

2.0 Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
2.1	TBC	New Custody Suite Consultants and Contractors	Following Business Case, award contract	£17,000,000 est.	Ronnie Adams EMSCU	Force
2.2	TBC	Hucknall EMAS Works	Building Contractors	£515,000	Ronnie Adams EMSCU	Force
2.3	TBC	ANPR	Procurement of ANPR hardware, support and maintenance	TBC >£250k	Ronnie Adams EMSCU	Force
2.4	April 2018	Sexual Violence Service	Sexual violence support services for adults and children in Nottinghamshire.	£1,320,000	Ronnie Adams EMSCU	Force
2.5	August 2018	Command and Control System	Provision of new Command and Control System	£8m	Ronnie Adams EMSCU	Force
2.6	March 2018	Vehicle Self Drive	New contract for self-drive vehicle hire.	>£1m	Ronnie Adams EMSCU	Force
2.7	March 2018	Archive Tier Storage	Replacement of archive storage platform	>£516k	Ronnie Adams EMSCU	Force
2.8	TBC	ESA Licences	Renewal of Microsoft licences	>£250k	Ronnie Adams EMSCU	Force



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2.9	TBC	Water Services	Contract for Water Services	>£250k	Ronnie Adams EMSCU	Force
2.10	March 2018	Queens Building	Award of Contractor for refurbishment	£250k	Ronnie Adams EMSCU	Force
2.11	July 2018	Driver Awareness Courses	Award of Contractor	>£250k	Ronnie Adams EMSCU	Force

**3.0 Estates, ICT and Asset Strategic Planning**

3.1	April 2018	Nottingham Bridewell	Replacement of the Bridewell.	Project Team working up details and costs for final Business Case.	Insp Duncan Collins – EMCJS/ Tim Wendels, Estates and Facilities.	Force
3.2	March 2018	Hucknall Police Station	Construction of extension at Hucknall Ambulance Station, sale of Hucknall Police Station and termination of lease at Watnall Road training centre.	Business Case and cost to be finalised.	Tim Wendels, Estates and Facilities	Force
3.3	March 2018	Worksop Police Station	Lease of office accommodation at BDC Offices, Queens Buildings and sale of existing Police Station.	Business Case and cost to be finalised.	Tim Wendels, Estates and Facilities	Force
3.4	April 2018	Bunkered Fuel Sites	Decommissioning and repair of bunkered fuel sites around Nottinghamshire. Sharing of NFRS bunkered fuel sites. Please note, the improvement of bunkered fuel site at FHQ, has now been approved.	Business Case and cost to be finalised.	Tim Wendels, Estates and Facilities	Force



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**4.0 Workforce Plan and Recruitment Strategies**

Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
None to report.						

**5.0 Strategic Issues including Finance**

Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
4.1	Apr to June 2018	Fiscal year end and final accounts			Mark Kimberley, Head of Finance	Force
4.2	May 2018	Annual Governance Statement			Supt McFarlane, Corporate Development	Force



# Appendix C

## Nottinghamshire Police Revenue Budget Monitoring as at December 2017



	2017/18 Approved Budget £'000	Virements £'000	Opportunities / Risks £'000	Seconded & EF Projects £'000	Revised Budget £'000	Year to Date Revised Budget £'000	2017/18 Expenditure £'000	Year to Date Variance £'000	Projected Over/ (Under)spend £'000	Movement £'000
<b>Operations</b>										
Uniformed Operations	51,156	(3)	1,410	-	52,563	38,093	38,288	195	1,407	(585)
Contact Management	12,873	(34)	714	-	13,553	9,543	9,950	407	681	163
Citizens in Policing	309	60	162	-	531	279	370	91	222	8
	<b>64,338</b>	<b>24</b>	<b>2,286</b>	<b>-</b>	<b>66,648</b>	<b>47,916</b>	<b>48,608</b>	<b>693</b>	<b>2,310</b>	<b>(414)</b>
<b>Intelligence &amp; Investigations</b>	40,565	(85)	(2,362)	-	38,118	30,141	28,308	(1,832)	(2,447)	153
<b>Collaboration - Operational</b>										
EMOpSS	10,300	(119)	105	-	10,286	7,190	7,708	517	(14)	66
EMCJS	8,765	(11)	547	-	9,302	6,300	6,419	118	536	83
Forensics	2,565	(226)	7	-	2,347	1,465	1,688	223	(219)	-
CSI	1,125	(5)	(18)	-	1,102	839	789	(50)	(23)	12
Special Branch	759	-	98	-	858	568	610	42	98	11
Major Crime	2,588	(35)	167	-	2,721	1,835	1,950	115	132	19
EMSOU CID	2,888	-	30	-	2,918	1,489	1,440	(50)	30	-
TSU	615	-	(49)	-	566	296	288	(8)	(49)	8
EMSOU SOCU	2,306	-	(250)	-	2,056	1,724	1,566	(158)	(250)	83
	<b>31,913</b>	<b>(396)</b>	<b>638</b>	<b>-</b>	<b>32,155</b>	<b>21,707</b>	<b>22,458</b>	<b>751</b>	<b>243</b>	<b>283</b>
<b>Corporate Services</b>										
Assets	6,060	(167)	186	-	6,079	4,621	4,276	(345)	20	406
Fleet	2,913	(219)	(254)	-	2,440	2,060	1,531	(529)	(472)	(41)
Finance	727	-	(159)	-	569	546	424	(122)	(159)	27
Human Resources	4,266	185	70	-	4,521	3,344	3,421	77	255	(5)
Information Services	9,759	(186)	(694)	-	8,879	6,844	7,059	215	(880)	(40)
Corporate Development	2,659	20	(311)	-	2,368	2,047	1,781	(265)	(291)	(85)
Corporate Communications	703	-	(96)	-	606	531	431	(100)	(96)	7
Command	595	27	234	-	856	478	615	136	261	32
PSD	1,458	-	12	-	1,469	1,102	1,058	(44)	12	(28)
Procurement	701	120	(30)	-	791	632	557	(76)	90	(6)
Central Codes	12,798	508	(1,802)	-	11,504	9,296	10,851	1,555	(1,294)	(459)
Other	1,237	204	(292)	-	1,149	926	375	(551)	(88)	(11)
	<b>43,875</b>	<b>492</b>	<b>(3,136)</b>	<b>-</b>	<b>41,232</b>	<b>32,426</b>	<b>32,378</b>	<b>(48)</b>	<b>(2,644)</b>	<b>(203)</b>
<b>Collaboration - Corporate Services</b>										
MFSS	2,500	-	-	-	2,500	1,500	821	(679)	-	(90)
Learning & Development	781	(14)	11	-	779	391	405	14	(3)	5
EMSCU	173	-	29	-	202	173	368	195	29	50
Force Collaboration	143	(32)	0	-	110	-	45	45	(32)	-
Collaboration Contributions	-	-	(43)	-	(43)	-	(81)	(81)	(43)	-
IS Transformation	-	-	25	-	25	24	50	25	25	31
Legal	549	43	(20)	-	573	334	306	(28)	23	-
OHU	510	(32)	20	-	498	241	221	(20)	(12)	-
	<b>4,656</b>	<b>(35)</b>	<b>23</b>	<b>-</b>	<b>4,644</b>	<b>2,662</b>	<b>2,134</b>	<b>(529)</b>	<b>(12)</b>	<b>(4)</b>
<b>Externally Funded</b>	-	-	-	-	-	1,477	699	(778)	-	-
<b>Seconded Officers</b>	-	-	-	-	-	(0)	751	751	-	-
<b>Force Total</b>	<b>185,347</b>	<b>(0)</b>	<b>(2,550)</b>	<b>-</b>	<b>182,797</b>	<b>136,329</b>	<b>135,337</b>	<b>(993)</b>	<b>(2,550)</b>	<b>(186)</b>
<b>OPCC</b>	<b>4,758</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,758</b>	<b>2,134</b>	<b>1,264</b>	<b>(870)</b>	<b>-</b>	<b>-</b>
<b>Group Position Total</b>	<b>190,105</b>	<b>(0)</b>	<b>(2,550)</b>	<b>-</b>	<b>187,555</b>	<b>138,464</b>	<b>136,601</b>	<b>(1,863)</b>	<b>(2,550)</b>	<b>(186)</b>

# Appendix C

## Nottinghamshire Police Revenue Budget Monitoring as at December 2017



	2017/18 Approved Budget £'000	Virements £'000	Opportunities / Risks £'000	Seconded & EF Projects £'000	Revised Budget £'000	Year to Date Revised Budget £'000	2017/18 Expenditure £'000	Year to Date Variance £'000	Projected Over/ (Under)spend £'000	Movement £'000
<b>Pay &amp; Allowances</b>										
Police Officer	97,829	(137)	1,324	92	99,109	73,336	73,633	297	1,280	(360)
Staff	39,698	(83)	(886)	332	39,062	29,816	28,595	(1,221)	(637)	72
PCSO	6,665	-	(636)	1	6,030	4,971	4,364	(607)	(636)	(275)
	<b>144,193</b>	<b>(220)</b>	<b>(198)</b>	<b>425</b>	<b>144,200</b>	<b>108,123</b>	<b>106,593</b>	<b>(1,531)</b>	<b>7</b>	<b>(563)</b>
<b>Overtime</b>										
Police Officer	3,213	-	724	138	4,075	2,116	3,241	1,125	862	172
Staff	611	-	50	36	696	402	464	61	85	21
PCSO	35	-	10	0	45	26	36	9	10	10
	<b>3,859</b>	<b>-</b>	<b>784</b>	<b>174</b>	<b>4,817</b>	<b>2,545</b>	<b>3,740</b>	<b>1,195</b>	<b>958</b>	<b>203</b>
Other Employee Expenses	1,675	264	220	0	2,158	1,180	1,360	180	484	139
Medical Retirements	4,418	234	253	-	4,905	3,366	3,607	241	487	-
	<b>154,145</b>	<b>278</b>	<b>1,058</b>	<b>599</b>	<b>156,080</b>	<b>115,215</b>	<b>115,300</b>	<b>85</b>	<b>1,935</b>	<b>(222)</b>
Premises costs	5,990	(196)	43	-	5,837	4,454	3,876	(577)	(154)	91
Transport costs	5,637	(359)	(149)	-	5,129	4,092	3,717	(375)	(508)	(13)
Comms & computing	7,947	(231)	(803)	-	6,913	5,404	6,027	623	(1,034)	(443)
Clothing, uniform & laundry	482	120	9	-	611	452	425	(27)	128	-
Other supplies & services	2,944	649	340	2	3,935	1,815	1,897	82	991	370
Collaboration contributions	9,797	(273)	552	-	10,076	4,988	3,601	(1,387)	279	244
Capital Financing	4,531	-	(732)	-	3,799	4,113	6,173	2,061	(732)	-
Other	6,025	62	(360)	-	5,727	3,755	4,508	753	(298)	(81)
	<b>43,353</b>	<b>(228)</b>	<b>(1,101)</b>	<b>2</b>	<b>42,027</b>	<b>29,073</b>	<b>30,226</b>	<b>1,153</b>	<b>(1,326)</b>	<b>167</b>
<b>Total Expenditure</b>	<b>197,498</b>	<b>50</b>	<b>(43)</b>	<b>602</b>	<b>198,107</b>	<b>144,288</b>	<b>145,526</b>	<b>1,238</b>	<b>609</b>	<b>(55)</b>
<b>Income</b>	(12,151)	(50)	(2,508)	(602)	(15,310)	(7,958)	(10,189)	(2,231)	(3,159)	(131)
<b>Force</b>	<b>185,347</b>	<b>-</b>	<b>(2,550)</b>	<b>-</b>	<b>182,797</b>	<b>136,329</b>	<b>135,337</b>	<b>(993)</b>	<b>(2,550)</b>	<b>(186)</b>
<b>OPCC</b>	<b>4,758</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,758</b>	<b>2,134</b>	<b>1,264</b>	<b>(870)</b>	<b>-</b>	<b>-</b>
<b>Group Position Total</b>	<b>190,105</b>	<b>-</b>	<b>(2,550)</b>	<b>-</b>	<b>187,555</b>	<b>138,464</b>	<b>136,601</b>	<b>(1,863)</b>	<b>(2,550)</b>	<b>(186)</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>23<sup>rd</sup> April 2018</b>
<b>Report of:</b>	<b>Paddy Tipping Police Commissioner</b>
<b>Report Author:</b>	<b>Kevin Dennis</b>
<b>E-mail:</b>	<b>kevin.dennis@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Kevin Dennis</b>
<b>Agenda Item:</b>	<b>7</b>

## **POLICE AND CRIME PLAN (2018-21) –UPDATE ON THEME 1 - PROTECTING PEOPLE FROM HARM**

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

- 1.1 The purpose of this report is to provide the Police and Crime Panel with a progress report on how the Commissioner is delivering his strategic activities in respect of Theme 1 of his new Police and Crime Plan for 2018-21.
- 1.2 The report identifies an outline of the activities that are planned for 2018-19 or have been progressing across policing and community safety.

### **2. RECOMMENDATIONS**

- 2.1 That the Meeting discuss and note the progress made.
- 2.2 That the Meeting scrutinises performance against the strategic priority themes and activities set out in the Police and Crime Plan.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 The Panel has requested an update on Theme 1 in its work plan for 2018-19.
- 3.2 This monitoring report provides an overview of the delivery of the activity and performance in respect of Theme 1 of the Police and Crime Plan (2018-21).

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

- 4.1 On 7<sup>th</sup> February 2018, the Commissioner presented his new Police and Crime Plan (2018-21) for implementation commencing 1<sup>st</sup> April 2018. The new plan has four new themes:
  - T1. Protecting People from Harm
  - T2. Helping and Supporting Victims

- T3. Tackling Crime and Antisocial Behaviour
- T4. Transforming Services and Delivering Quality Policing

4.2 Panel members requested that the Commissioner provide an update on Theme 1 at its April meeting. However, it should be noted that the new Plan does not become live until 1<sup>st</sup> of April and this report is written in March so members should be mindful that progress will be limited.

4.3 **Appendix A** provides a table summarising the progress and achievements in respect of Theme 1 of the new plan. The activities have been graded in terms of completion/progress and it will be seen that all activity is currently graded Green as might be expected at the very start of a new plan as no activities are at risk of starting or inadequate progress or risk that it won't be achieved.

## **5. Details of outcome of consultation**

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

## **6. Appendices**

6.1 **Appendix A:** Table detailing the progress and achievements of the Commissioner's toward Theme 1 of the Commissioner's Police and Crime Plan (2018-21).

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

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

For any enquiries about this report please contact:

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# APPENDIX A



## POLICE AND CRIME DELIVERY PLAN (2018-21)

Working with you for a safer Nottingham and Nottinghamshire

### COMMISSIONER'S STRATEGIC THEME 1 UPDATE - QRT 1 UPDATE (April 2018)

#### Draft V1

**STATUS KEY and Results:** The overall rating is therefore very good

Green	Achieved or Adequate Progress being Made	Amber	Started but Inadequate Progress or Risk that it won't be achieved	Red	Unachieved or likely that it won't be achieved	White (NS)	Not Started but Planned to take place during later Qrt
Number & %	14/14 (100%)	Number & %	0/14 (0%)	Number & %	0/14 (0%)		0/14 (0%)

### THEME 1: PROTECTING PEOPLE FROM HARM

No.	Organisation	SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS	RAG Status
1	Partners	Continue to improve partnership response to modern slavery, improve understanding and raise public awareness of exploitation.	G
<p><b>Update:</b> The Commissioner has continued to take action to better understand and respond with Partners to protect victims from human trafficking and develop local capability to provide specialist advice and support on modern slavery and organised illegal immigration.</p> <p>A multi-agency forum chaired by the CEO of Gedling Borough Council was been established in 2016-17 and an Action Plan aligned to the four 'P's of 'protect', 'pursue', 'prevent' and 'prepare' and continues to be implemented following the development of the first multi-agency Modern Slavery profile. Activity includes training to raise awareness, improve</p>			

reporting and referral pathways, action to identify victims and perpetrators. In 2016-17, the County's Safer Nottinghamshire Board (SNB) committed £10k (PCC GRANT FUNDING) to tackling modern slavery. The Anti-Slavery Partnership produced the area's first partnership modern slavery profile and action plan during 2016/17 and has been working to raise awareness of the prevalence and consequences of slavery, share good practice and identify and address gaps in service delivery. The work is being supported by a major programme of academic activity involving both the University of Nottingham and Nottingham Trent University. In 2016/17, the partnership commissioned the delivery of Hope for Justice training across City and County local authorities, police and voluntary organisations and undertook work to clarify modern slavery reporting and referral pathways. Further discussions are underway with high street banks to explore opportunities to better identify victims and perpetrators and tackle slavery from an financial crime perspective. During 2017-18, this work will continue and expand.	
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<b>2</b>	<b>NOPCC</b>	<b>Fund targeted education and awareness raising initiatives with young people, parents and the wider community with regard to substance misuse and new psychoactive substances.</b>	<b>G</b>
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**Update:** This activity was a priority in the PCC's 2018-9 Community Safety Fund. The PCC awarded a grant to Hetty's to provide support to families of people who are misusing drugs and alcohol. In addition, he has awarded a grant to Al Hurrya, who will provide some targeted and culturally specific substance misuse early intervention support.

<b>3</b>	<b>NOPCC</b>	<b>Undertake a review of the criminal justice substance misuse service to meet current and future drug use.</b>	<b>G</b>
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**Update:** In progress. The PCC will commission an independent review. A project board has been set up and will meet in late March. A programme of work will be developed and overseen by the project board, which will be jointly chaired by the OPCC and Notts Police. Police officers, criminal justice stakeholders such as the CRC, National Probation Service, community safety partnerships and public health are involved in the project board.

<b>4</b>	<b>Force</b>	<b>Recruit dedicated police staff to implement a new cyber fraud prevention and protection strategy to safeguard vulnerable people.</b>	<b>G</b>
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**Lead:** Det Supt, Serious and Organised Crime

**Update:** Cyber Investigator posts and Cyber Capabilities Prepare and Protect Officers will be introduced to enhance cyber investigations as part of the new Force operating model which will go live from April 2018.

<b>5</b>	<b>Force</b>	<b>Continue to undertake 'Fraud Protect' visits to vulnerable victims of financial crime.</b>	<b>G</b>
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**Lead:** Det Supt, Serious and Organised Crime

**Update:** New 'Banking Protocols' and 'Fraud Protect' visits will continue to be generated from the National Fraud Investigation Bureau where vulnerable victims of financial crime are identified.

6	NOPCC	<b>Invest in initiatives to raise awareness and keep people safe on-line, focussing on preventing child exploitation, bullying, sexting, and technologically-assisted harmful sexual behaviour.</b>	G
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Update: In progress. This activity was a priority in the PCC's 2018-9 Community Safety Fund. The PCC has awarded a grant to POW from the 2018-9 Community Safety Fund to provide support around online sexual exploitation.

7	Force	<b>Increase the resource into policing to deal the investigation of paedophiles online.</b>	G
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**Lead:** Det Supt, Public Protection

**Update:** The Paedophile Online Investigation Team (POLIT) are to move to FHQ on 12th April 2018 to work alongside the Digital Intelligence Unit (DIU), gaining efficiencies and closer working relationships for online paedophilia. A Peer review was been requested and conducted by Gwent Police on 24/25th January. A report is expected in the spring of 2018. A business case has been submitted and agreed at the Priority Programme Board on 20th Feb 2018 where Asset Recovery Incentivisation Scheme (ARIS) funding was agreed to fund a staff post (Grade P3) and £5K equipment funding to provide on-site triaging at scenes and increase timeliness of examination of seized media. An advert has been written. Some additional cost has been identified and needs resubmission to the Priority Programme Board Chair to ensure authorisation.

8	NOPCC	<b>PCC to continue to provide leadership and commitment to delivering the mental health crisis care concordat.</b>	G
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**Update:** The Commissioner sits on and in fact chairs, the Mental Health Crisis Care Concordat Group and helps deliver activity toward a shared action plan to enable delivery of shared goals. Last year, the number of non-crime related mental health patients detained in custody suites during the year fell by 78%. This significant improvement in performance is a direct result of the Street Triage Team. The mainstream activity of the Mental Health Street Triage Team continues to be successful. The Force has developed a Service Level Agreement with the East Midlands Ambulance Service, and provides a coordinated approach with the two nominated places of safety. Work toward this objective will continue throughout in 2018-19.

9	NOPCC	<b>PCC to continue building relationship with partners, health sector and Clinical Commissioning Groups (CCG) to further enhance support for people with mental health issues.</b>	G
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**Update:** The PCC has met with the Chief Officers of each of the 3 CCG groupings in Nottinghamshire. Following this, a task and finish group was set up to identify how mainstream mental health commissioning can better support the therapeutic needs of sexual violence victims and survivors. An options paper is being developed by the CCGs which will include piloting new approaches to ensure specialist support is available for survivors. In addition, the OPCC is taking a joint paper with Nottinghamshire County Council public health to the County's Health and Wellbeing Board in April 2018.

10	Force	Continue to better understand and improve partnership response to missing persons from hospital, home and care settings.	G
<p><b>Lead:</b> Ch Insp, Citizens in Policing Department (CiPD)</p> <p><b>Update:</b> The Force continue to work to joint protocols for patients missing from mental health hospitals and children missing from home and care. Training has been delivered both in house and to outside organisations, including hospitals. We review all cases and have a comprehensive data set that is shared with senior NHS Trust management allowing continuous improvement in processes.</p>			
11	NOPCC	Support community led early help services and problem solving approaches for people suffering from mental health and complex needs who are perpetrators of crime and ASB.	G
<p><b>Update:</b> This activity was a priority in the PCC's 2018-9 Community Safety Fund. Through his 2018-9 Community Safety Fund the PCC has funded Al Hurraya (see above) and Changing Lives to work with female offenders.</p>			
12	Force	Mainstream and deploy the Street Triage Team to deal with mental health incidents.	G
<p><b>Lead:</b> Ch Insp, CiPD</p> <p><b>Update:</b> The Street Triage Team will be mainstreamed as part of the new Force Operating Model which will go live in April 2018.</p>			
13	NOPCC	Invest in initiatives to address the complex needs of offenders who are at risk of street homelessness or street drinking.	G
<p><b>Update:</b> Projects are up and running. The PCC invested, via the Safer Notts Board £17,100 in 2017-8 into Project Stepping Stones in Bassetlaw. The project provides assertive outreach to street drinkers to facilitate their engagement with services and reduce anti-social behaviour. The project has already resulted in a reduction of 58 police incidents amongst the 10 individuals engaged with the project. The PCC has agreed to continue to provide funding for Project Stepping Stones in 2018-9.</p> <p>In addition, in 2017-8 the PCC funded, via the Safer Notts Board, £12,831 to fund an assertive outreach worker in Mansfield to focus on persistent perpetrators of ASB and those with complex needs who are also rough sleeping within Mansfield town; £10,858 to fund a Mental Health Worker to work intensively with a small cohort of complex people; £26,511 to fund an Assertive Outreach Worker to provide intensive support to long term vulnerable homeless individuals who have been involved in low level crime and ASB.</p>			
14	NOPCC	Expand the use of E-CINS Case Management system to broaden partnership work to protect people from harm and support problem solving.	G

**Update:** the ECINS Nottinghamshire programme is now in year two of the revised delivery plan. Following an initial year of gaining executive and then subsequent organisational strategic buy-in the second year is focussing on delivering effective operations in the form of revising the existing process and policies in place with large organisations that have been using ECINS for some time and ensuring that new-comers have processes and policies in place from the get-go.

Following a positive external review in December the recommendations made by SMSR (the external review agency) have been turned into an action plan, A revised scope has established accompanied by elementary business delivery definitions.

ECINS is now in use across 27 agencies encompassing statutory and non-statutory bodies.

Delivery of Vulnerable/Complex persons cases is progressing well with particular praise being due to Gedling and Rushcliffe who have delivered a very effective transfer to ECINS and are now running their panels on ECINS, thanks is due to Insp Paul Gummer who devised a process for the managing of these panels which in turn has served as the basis for the management of other similar processes too.

Work is on-going to for a staged and managed transfer of MARAC to ECINS, Amy Styles-Jones of Notts Police has been leading on this with very effective business mapping and technical support provided by Insp Paul Gummer.

ECINS is in use to manage strategic tasking within Nottingham City Council community protection with a view to then using it to support the next tier down of the delivery process in terms of using ECINS to support the local neighbourhood tasking process known as NAT meetings. This latter part has been slowed down slightly by internal restructuring of both NCH and NCC neighbourhood development.

Local areas such as Bassetlaw, Mansfield, Rushcliffe and Nottingham City Council have all found local uses for ECINS in terms of multi-agency problem solving and operational management with work ranging from rough sleeping through to modern slavery.



<b>For Information</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>March 2018</b>
<b>Report of:</b>	<b>Superintendent Matt McFarlane</b>
<b>Report Author:</b>	<b>Amanda Froggatt, Strategic Support Officer</b>
<b>E-mail:</b>	<b>amanda.froggatt@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>n/a</b>
<b>Agenda Item:</b>	<b>8</b>

## **HMICFRS Changes to the Inspection Programme, Framework and Methodology**

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

- 1.1 To provide the Police and Crime Panel with an overview of the HMICFRS inspection regime, framework and methodology.

### **2. Recommendations**

- 2.1 That the Panel notes the contents of the report.

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

- 3.1 To enable the Panel has oversight of the propose changes to the programme, framework and methodology for policing for 2018/19.

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

## **An Overview of HMICFRS' Proposed Inspection Programme, Framework and Methodology for Policing 2018/19**

### **Proposed Inspection Programme**

#### **PEEL Programme**

In previous PEEL assessments, the same set of methods was used to inspect each of the 43 forces. From 2018, HMICFRS plans to move to an integrated approach to PEEL assessment. As in previous years, forces will be assessed and given graded judgments. The categories for the 2018 PEEL inspections will remain the same as in previous years: outstanding, good, requires improvement and inadequate. HMICFRS will continue to acquire information using methods that include: analysis of documents and data; reviews of case files; surveys of the public and others; interviews; focus groups; and observations of police practice but will also use force management statements.

## **National Thematic Inspections**

Some elements of planned thematic inspections for 2018/19 will also be integrated into the PEEL all-force inspection programme; and may also be included in the Criminal Justice Joint Inspection Plan. However, thematic inspections remain an essential part of HMICFRS' programme of work and will continue to take place alongside the PEEL inspections.

HMICFRS' proposed thematic inspections include hate crime, counter-terrorism, fraud (including cyber-enabled fraud), older people in the criminal justice system, cybercrime. They also include a rolling concerning child protection and crime data integrity.

## **Vulnerability and Child Protection Inspections**

HMICFRS will continue to assess the police response to threats to and crimes against vulnerable people in several of their inspection programmes, including custody inspections and specific questions in the PEEL inspections. They also have two rolling child protection programmes:

- **National Child Protection Inspections** which examine the effectiveness of the police at each stage of their interactions with or for children, from initial contact and early identification of children who are at risk, through to investigation of offences against them. The inspections also include scrutiny of the treatment of children in custody, and assessment of how the force is structured, led and governed in relation to child protection services. The inspections also collect evidence about emerging or new areas of concern (such as the use of children in county lines offending).
- **Joint Targeted Area Inspections** where the HMICFRS work with Ofsted, the Care Quality Commission and HM Inspectorate of Probation to examine how local authorities, police, probation and health services work together to help and protect children.

In 2018/19 HMICFRS will publish the results of the first components of their hate crime inspection programme (conducted jointly with HM Crown Prosecution Service Inspectorate). They will also conduct work to follow up on previous inspections relating to victims of honour-based abuse; forced marriage and female genital mutilation; and modern slavery and human trafficking.



## **Super-Complaints**

The Policing and Crime Act 2017 established a new system of super-complaints. A super-complaint is a complaint, made to HM Chief Inspector of Constabulary, that a feature, or combination of features, of policing in England and Wales by one or more than one police force is, or appears to be, significantly harming the interests of the public. This new regime will also apply to the National Crime Agency. Only a body designated by the Home Secretary may make a super-complaint. The legislation provides for the Home Secretary to decide which bodies may be designated, and the criteria to be applied in making such decisions. It is expected that charities and voluntary organisations will apply to be designated bodies. The Home Office consulted from October to December 2017 on the criteria to be applied when deciding which bodies should be designated. Although super-complaints must be made first to HM Chief Inspector of Constabulary, there will be a process – to be set out in secondary legislation – specifying how super-complaints will be dealt with and who will deal with them. It is expected that HMICFRS will work with the College of Policing and the Independent Office for Police Conduct to decide what action should be taken in response to a super-complaint. HMICFRS may decide to undertake inspection activity as a result of a super-complaint.

## **Proposed Inspection Framework**

### **Integrated PEEL Assessments**

Since the establishment of PEEL assessments, HMICFRS have been planning to reduce the intensity of inspections of well-performing forces, in order to focus their work on the areas of policing that present the greatest risk to public safety and security. The purpose of the PEEL inspections is to facilitate improvements to the police service. Integrated inspections will allow HMICFRS to achieve this more effectively by focusing on those aspects of forces' work which they determine present the greatest risks to the public. Assessing risk in this way will involve greater use of the knowledge that HMICFRS already has about each force, including: information from continuous monitoring; more regular data collection; other evidence collected outside the main inspection fieldwork; and the self-assessments provided by forces in their force management statements. Until now, PEEL inspections have been carried out at different times during the year. With these reforms, HMICFRS will carry out PEEL fieldwork once a year in each force. This will involve activity in relation to all three PEEL pillars – efficiency, effectiveness and legitimacy. The resulting judgments and reports will continue to provide regular, easy to understand assessments of police forces. Some changes will be made to the methodology of the inspections, but comparisons with PEEL assessments from previous years will still be possible. HMICFRS plan to start inspection fieldwork for integrated PEEL assessments in autumn 2018.

## **Force Management Statements**

Force management statements (FMSs) will be a new source of evidence for the PEEL inspection programme, which will simplify, strengthen and streamline the information that forces are asked to provide. They will enable HMICFRS to make decisions about which areas of a force's work present the greatest risk, and to design PEEL inspection fieldwork and analysis accordingly. This will mean more focused inspection fieldwork, and, in well-managed forces, less of it. FMSs will cover, for each of the following four years, the chief constable's evaluation and projections in relation to: (a) the full range of demand (crime and non-crime, latent and patent) which the force is likely to face; (b) the condition, capacity, capability, serviceability, performance and security of supply of the force's workforce and other assets (such as ICT); (c) the force's plans to improve its efficiency; and (d) the force's income. Every well-managed enterprise, whether it is in the public or private sector, needs this type of information.

The public consultation on FMSs came to an end in December 2017. HMICFRS are currently in the course of evaluation with a view to publishing a template for the first generation of FMSs. It is HMICFRS' intention that forces will provide the first FMSs by the end of **May 2018**.

## **Police and Crime Commissioners' Priorities**

In the design of each inspection and before carrying out fieldwork in each force, HMICFRS inspectors will examine and review in detail the content of the police and crime plan for that force. The plan will also be used as a material source of information about the local circumstances and characteristics of the force, the police area in question, and the factors which affect considerations of public protection, crime and disorder, including demand – latent and patent – for police services. Force management statements must also be intensively sensitive to and reflective of local conditions and circumstances, and so must show clearly how the chief constable discharges his statutory duty to have regard to the local policing body's police and crime plan.

## **College of Policing Standards**

Where applicable, HMICFRS will take into account the College of Policing standards, in their design of inspections and its assessments of forces.

## **Methodology, Monitoring, Assurance and Analysis**

### **HMICFRS' Monitoring Process**

HM Inspectors of Constabulary (HMIs) routinely monitor all police forces in order to promote improvements in police practice. If an HMI identifies a cause of concern about police practice, it is raised with the chief constable and the police and crime commissioner or local policing body, so that they can take action. HMICFRS are continuing to improve the monitoring process to reflect the developing PEEL programme and to make better use of HMICFRS' insights into police performance and the differing contexts in which services are provided. This will include improving the integration of monitoring with their new approach to PEEL assessments.

### **Follow-up from Previous Inspections**

HMICFRS conducts a number of follow-up activities throughout the year. They range from formal revisits (for instance, as part of the child protection inspection programme, or aspects of their PEEL programme) to offering support to forces in responding to their findings (for instance, in the custody inspection programme). Also, they track the progress that forces have made against our report recommendations.

### **HMICFRS' Knowledge, Information and Digital Strategy**

HMICFRS uses a significant amount of data and information from a wide range of sources. In 2017/18, these will include force management statements and Home Office data, as well as formal requests for data that are used to inform inspections. HMICFRS will continue to ensure they are managing this information effectively, re-using and exploiting it where we can, so that it remains sufficiently protected. This will require a mix of new processes and tools, and better use of existing systems.

### **Data management**

HMICFRS has worked with the London School of Economics to develop a statistical software model that can predict the demand for police services with appreciable degrees of accuracy, particularly in relation to reactive demand. It shows which neighbourhood areas face the greatest problems and provides forces with new information to assess where further improvements can be made. This information is being made available to forces.

### **Response and neighbourhood policing 'big data' project**

HMICFRS has been working, with the support of 18 forces as well as the National Police Chiefs' Council, to develop better ways to collect, analyse and report information.

Rather than use traditional data collection forms, which can be labour intensive to complete and slow to process, this project used a 'big data' approach, with forces submitting raw data extracted from their command and control systems. For each incident, data was collected on the type of incident, when and where it occurred, how it was reported and how it was responded to.

In total, more than 12 million records of incidents have been submitted by 18 forces. These data have been analysed to provide insight into matters such as:

- How well do forces cope with peaks in demand?
- How do forces differ in the way they prioritise and respond to different types of incident?
- How efficiently are resources managed – for example, how often are lone officers used to provide an initial response;
  - and how long do different forces typically spend dealing with incidents such as missing people, traffic disruption or alarm calls?

After a successful initial pilot exercise in 2016, which used a desktop-based system, a cloud-based solution has been developed that allows forces to upload their data directly to a secure facility, which then processes the data overnight. HMICFRS are now developing and testing a range of interactive web-based reports for forces and for HMICFRS inspectors to explore and evaluate a wide range of data.

### **HMICFRS' Assurance Obligations**

In addition to the statutory obligations to inspect police forces and certain other bodies, HMICFRS is obliged to monitor and provide assurance about other aspects of policing. These include matters such as compliance by chief officers with the requirements of the Police National Database statutory code of practice, and the Strategic Policing Requirement.

HMICFRS will continue to conduct monthly reviews at force level to monitor statistics relating to the usage of the Police National Computer. In 2018/19 the will also undertake work to assess how police forces discharge their obligations to have regard to the Strategic Policing Requirement. This work includes our counter-terrorism inspections, the thematic inspection of cyber-crime and the child protection rolling inspection programmes.

### **Advisory and Reference Groups**

HMICFRS regularly convenes reference groups and advisory groups involving experts who have specific skills and experience in the areas that are inspected. They use their knowledge and advice to establish a sound methodology for inspections. HMICFRS' group members are drawn from a wide range of relevant organisations, including several different universities, the National Police Chiefs' Council, the Association of Police and Crime Commissioners and the College of Policing. The HMICFRS Technical Advisory Group (TAG) helps to design inspection programmes, to ensure they are as effective and efficient as possible.

TAG members include representatives of the National Police Chiefs' Council, the Association of Police and Crime Commissioners, the Offices of Police and Crime Commissioners, the College of Policing, the Home Office, the Office for National Statistics, staff associations, police forces and other specialist agencies. HMICFRS also has other programme-specific reference groups covering, for example, each of the PEEL strands of work and inspections, such as child protection and crime data integrity.

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

5.1 There are no direct financial implications as a result of this report...

## **6. Human Resources Implications**

6.1 There are no direct HR implications as a result of this report.

## **7. Equality Implications**

7.1 There are no direct equality implications as a result of this report.

## **8. Risk Management**

8.1 There are no risk implications as a result of this report.

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

9.1 Any policy implications will be subject to current policy development process.

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

10.1 There are no direct legal implications as a result of this report.

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

11.1 HMICFRS are currently in their consultation period in relation to feedback on the proposed policing inspection programme for 2018/19. They have asked for feedback on the following

- national thematic inspections;
- joint inspections;

- integrated PEEL assessments;
- inspections of other national law enforcement agencies;
- commissions from the Home Secretary, and police and crime commissioners and other local policing bodies; and
- HMICFRS work on super-complaints.

Consultation ended on 19<sup>th</sup> February 2018.

## **12. Appendices**

Not applicable.

**REVIEW OF MEMBERSHIP – INDEPENDENT CO-OPTED MEMBERS**

**Purpose of the Report**

1. To consider the Panel's independent co-opted membership.

**Information and Advice**

2. Each Police and Crime Panel is required to co-opt at least two independent members.
3. As part of the initial establishment of the Nottinghamshire Police and Crime Panel, it was previously agreed that appointments should be sought from local magistrates and Nottinghamshire Probation Trust as a means of bringing in relevant knowledge from those areas. The two independent co-optees in question (Suma Harding and Christine Goldstraw OBE respectively) were initially appointed in December 2012.
4. With Secretary of State agreement, the Panel thereafter co-opted an additional two independent members (Bob Vaughan-Newton and Rizwan Araf) in October 2013 in order to capture a more diverse range of skills and experience.
5. As a means of retaining the existing knowledge, to ensure greater continuity of membership (in light of the various changes to the elected member representation) and to help the Panel's membership reflect the communities it serves, it was agreed in June 2015 to extend the co-option of all four independent co-optees for a further two years to June 2017.
6. It should be noted that one of the independent co-optees, Christine Goldstraw OBE, was subsequently elected as the Chair of the Panel.
7. The Panel Arrangements state:-  
  
*Independent members will be appointed for a term of 2 years. There will be no restriction on the overall time period that an independent member can serve on the Panel.*
8. Following consideration of this issue at the meeting of 24 April 2017, the Panel agreed:-
  - a) That each of the four current independent co-optees be offered a further two year term of office up to May 2019;
  - b) That the issue be considered again in April 2018 with a view to:-
    - i) ceasing the membership of two of the four current independent co-optees from May 2019;

- ii) extending the membership of the other two independent co-optees to May 2020;
  - iii) starting the process to recruit four independent co-optees, with two successful candidates taking up office from June 2019 and two more successful candidates taking up office from June 2020, and with the incumbents being given an opportunity to reapply as part of this process.
9. The four Independent Co-Opted Members have been approached to clarify their intentions in this respect.
10. Christine Goldstraw, Suma Harding and Bob-Vaughan-Newton have all expressed an interest in staying on until May 2020 and a willingness to apply again as part of any subsequent recruitment round should their terms of office cease in May 2019 or May 2020. Rizwan Araf has confirmed that he would be happy for his terms of office to cease in either May 2019 or May 2020 and does not intend to re-apply.
11. The Panel are asked to confirm the proposed approach agreed in April 2017 and clarify at which point the terms of office of the present incumbents should cease (i.e. May 2019 or May 2020).

### **Other Options Considered**

12. The Panel could decide to reduce the number of independent co-optees to the legal minimum of two. However, the Secretary of State has previously approved the Panel's increase in independent co-optees, on the basis that this helped to meet the balanced membership objectives and optimised the Panel's overall range of skills, experience and perspectives.
13. Since agreeing the proposed approach in April 2017, the Panel has subsequently reduced the number of elected Members. However that decision is still open to review and the number of elected Members could increase as a result of changes in political balance in the future.

### **Reason/s for Recommendation/s**

14. To enable Members to consider the Panel's independent co-opted membership.

### **RECOMMENDATIONS**

That the Panel:-

1. Confirms the proposed approach agreed in April 2017 as detailed in paragraph 8 above.
2. Decides at what point the terms of office of the four current Independent Co-Opted Members should cease.



### Background Papers and Published Documents

- 1) Police Reform and Social Responsibility Act 2011 (published)
- 2) Nottinghamshire Police and Crime Panel's Panel Arrangements (published)
- 3) Minutes of the Police and Crime Panel meetings of 24 June 2013, 30 October 2013, 16 December 2013, 15 June 2015 and 24 April 2017.

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