

# NOTTINGHAMSHIRE POLICE AND CRIME PANEL

**Wednesday, 30 October 2013 at 10:30**  
**Reception Room, Civic Centre, Gedling Borough Council,**  
**Arnot Hill Park, Arnold, Nottingham NG5 6LU,**

**There will be a pre-meeting for Panel Members**  
**only at 9.30 am in the Committee Room**

## **AGENDA**

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Minutes of last meeting held on 16 September 2013</b>  | <b>3 - 12</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>Review of Membership - Update</b>  | <b>13 - 16</b> |
| <b>5</b> | <b>Police and Crime Commissioner's Update</b>   | <b>17 - 48</b> |
| <b>6</b> | <b>Regional Collaboration Further Update</b>  | <b>49 - 58</b> |
| <b>7</b> | <b>Base Budget Review</b>   | <b>59 - 68</b> |
| <b>8</b> | <b>Alcohol Strategy and Action Plan Update</b>  | <b>69 - 72</b> |

<b>9</b>	<b>Online Child Safety</b>	<b>73 - 76</b>
<b>10</b>	<b>Work Programme</b>	<b>77 - 80</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 such 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

Councillor Chris Barron – Ashfield District Council  
 Councillor Eunice Campbell – Nottingham City Council  
 Councillor David Challinor – Bassetlaw District Council  
 Councillor John Clarke – Gedling Borough Council  
 Councillor Jon Collins – Nottingham City Council  
 Councillor Georgina Culley – Nottingham City Council  
 Mayor Tony Egginton – Mansfield District Council  
 Mrs Christine Goldstraw – Independent Member  
 Mrs Suma Harding – Independent Member  
 Councillor John Handley – Nottinghamshire County Council  
 Councillor Glynn Gilfoyle – Nottinghamshire County Council  
 Councillor Pat Lally – Broxtowe Borough Council  
 Councillor Bruce Laughton – Newark and Sherwood District Council  
 Councillor Keith Longdon – Nottinghamshire County Council  
 Councillor Debbie Mason – Rushcliffe Borough Council  
 Councillor Carole McCulloch – Nottingham City Council

## **NOTTINGHAMSHIRE POLICE AND CRIME PANEL**

### **MINUTES OF THE MEETING HELD ON 16 SEPTEMBER 2013 AT 2.00 PM AT MANSFIELD DISTRICT COUNCIL**

#### **MEMBERS PRESENT**

(A denotes absent)

Chairman - Councillor John Clarke – Gedling Borough Council

Vice-Chairman - Executive Mayor Tony Egginton – Mansfield District Council

Councillor Chris Baron – Ashfield District Council

Councillor David Challinor – Bassetlaw District Council

Councillor Eunice Campbell – Nottingham City Council - A

Councillor Jon Collins – Nottingham City Council - A

Councillor Georgina Culley – Nottingham City Council - A

Councillor Glynn Gilfoyle – Nottinghamshire County Council

Christine Goldstraw – Independent Member

Councillor John Handley – Nottinghamshire County Council

Suma Harding – Independent Member – A

Councillor Pat Lally – Broxtowe Borough Council - A

Councillor Keith Longdon – Nottinghamshire County Council

Councillor Debbie Mason – Rushcliffe Borough Council– A

Councillor Carole McCulloch – Nottingham City Council – A

Councillor Bruce Laughton – Newark and Sherwood District Council

#### **OFFICERS PRESENT**

Sue Bearman – Senior Solicitor

) Nottinghamshire

Keith Ford – Senior Democratic Services Officer

) County Council

(Host Authority)

#### **OTHERS PRESENT**

Paddy Tipping – Police and Crime Commissioner

Chris Cutland – Deputy Police and Crime Commissioner

Kevin Dennis – Chief Executive, Office of the Police and Crime Commissioner

Chief Constable Chris Eyre – Nottinghamshire Police

Charlotte Radford – Treasurer, Office of the Police and Crime Commissioner

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

The minutes of the meeting held on 24 June 2013, having been previously circulated, were agreed as a true and correct record and were confirmed and signed by the Chairman.

#### **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Suma Harding and Councillors Campbell, Collins, Culley, Lally, Mason and McCulloch.

### **3. DECLARATIONS OF INTERESTS**

Councillor Bruce Laughton declared a private interest as his spouse works for Nottinghamshire Police, which did not preclude him from debating or voting on the items on this agenda.

### **4. POLICE AND CRIME COMMISSIONER'S UPDATE**

The Commissioner introduced his update report and highlighted the following key points:-

- with regard to CCTV cameras, the Force had contacted all Councils in Nottinghamshire to seek further discussions about potential savings to be made in the long-term by the rationalisation and investment in equipment (a number of authorities had underlined to the Commissioner that this issue fell within their remit but they were keen to have an exploratory conversation);
- in relation to the reform of Probation, the Commissioner continued to work with Leicestershire and Derbyshire Commissioners around the possibility of submitting an indicative bid to be a private contractor of reform services, although he was not confident that this would be possible;
- he underlined that expenditure was broadly in line with budget targets with a slight underspend anticipated. He highlighted that the overtime budget was overspent;
- the recruitment of an additional 150 police officers was now well underway and advertisements for more officers and Police and Community Support Officers (PCSOs) would be placed in Spring 2014. The Commissioner underlined the need for further work to ensure that recruitment overall was able to reflect the Force's communities;
- the initial report from Deloitte on the Base Budget Review would be available by the end of this week and the Commissioner looked forward to sharing this with the Panel;
- the Commissioner was seeking to create new pots of funding for more preventative work with partners to help address the recent increase in crime. The Commissioner continued to hold regular meetings with the Chief Constable and the Divisional Commanders, particularly around performance in the Partnership Plus areas which he felt could be improved. He planned to visit all of those areas soon and to discuss ways of improvement with partners. He stated that approximately 50% of crime in the City was committed in the high impact wards;
- he highlighted the positive work undertaken by the Force in partnership with highways authorities (the City and County Councils) to address issues such as parking on pavements.

During discussions, the following points were raised:-

- it was queried whether it fell within the remit of the Commissioner to pursue CCTV improvements. In response, the Commissioner stated that the need for improvements had been highlighted during different meetings he had arranged with Council Leaders. A number of Councils had underlined to the Commissioner their desire to retain control of this issue, although the Commissioner and the Force were happy to be involved. The Chief Constable had commissioned a report to consider the current arrangements and this had resulted in broad headline findings which sought to deliver a more consistent and coherent approach whilst delivering savings. The Chief Constable accepted that this was not a policing matter but stressed the need for a permissive approach in order to work collaboratively. He planned to discuss the report further with Council Chief Executives to consider how best to progress this matter as it would require the informed commitment of local authorities.

Members highlighted the recent CCTV improvements in Ashfield which now operated a shared system with Newark and Sherwood. This approach had delivered savings for both Councils although the initial IT problems encountered and the cautious approach taken by the Police around integrating their systems with those of the local authorities underlined the benefits of collaboration in order to access more technologically advanced equipment. The Commissioner felt that it would be useful to have this issue discussed at a future meeting of the Nottinghamshire Leaders' Group. Members raised concerns that if the service became a centralised function overseen by the Police and based in police stations then there was potential for Councils to withdraw their funding of the service in the future. The Commissioner acknowledged these concerns and underlined the potential savings to be achieved by working together on such issues;

- Members highlighted the benefits of working in collaboration on other issues with the recent Ashfield District contribution of £30,000 into each of the Partnership Plus areas in Ashfield highlighted. The Commissioner welcomed this financial contribution and underlined the need to reconsider the approach in such areas in light of recent results. The Chief Constable welcomed the support of Ashfield District Council and underlined the need for a reinforced grip and control of issues in those areas. Members felt that, from their experience, the recent crime increases in those areas could be down to officers transferring from those areas and a lack of beat officers on their beats. The Chief Constable stated that there was continued potential to be as effective in reducing crime in the future as in the past three years and acknowledged that the Force had 'taken their eye off the ball' in July 2013. He underlined that similar increases in crime levels recently had been experienced in Derbyshire and Leicestershire;
- Members raised concerns about a new Probation Service house which the Police had not been notified about. Burglary rates had risen in the relevant area since the house had been operating. In response, the Commissioner and the Chief Constable felt that it was unlikely that this was a facility run by the Probation Service and was probably an approved premise. The Commissioner voiced his own concerns that young people were being put at risk in some

small, residential accommodation run by private sector providers. He felt that it was wrong that the Police were not notified about the opening of such accommodation and felt that a change in legislation might be needed to address the problem;

- Members expressed concern about the Police's refusal to provide officer support for anything other than 'nationally significant' events such as Armistice Day parades, meaning officer support for carnivals and other such local community events would not be available. In response, the Commissioner clarified that this was not due to financial restrictions (as suggested in the media) but was a result of the Highways Act 1992 which meant that the Police may have acted improperly in escorting local parades in the past. The issue needed further thought with regard to how police input (including training) could be given into the advance planning of such events by community groups and Highways Authorities. The Chief Constable added that as well as the legal issues there were also resource implications in providing officers at such events. Members queried whether the Force had held discussions with local authorities ahead of this approach being taken and underlined the need for discussions in the future to agree a sensible, cost-effective approach. The Commissioner underlined the need for a clear, consistent, public message about why the Police were no longer supporting such events (including lack of proper notice and legal implications) and underlining the offer of support in planning these events. The Chief Constable underlined that conversations did take place with the County Council and others and that they were in agreement about the issue. He agreed that there was a need to meet with Councils regarding planning for the future in order to agree a legal, effective and affordable way of dealing with community events. Members felt there was a need for flexibility so that a different approach could be taken with events that could be planned well in advance (such as Christmas events) compared to more ad hoc events such as open bus tours following sporting successes. The Commissioner agreed to bring an update on this issue in a future report to the Panel;
- Further to the issue of Black and Minority Ethnic representation within the Force's officers and staff, Members also requested breakdowns in terms of age, particularly with regards to Police and Community Support Officers (PCSOs). The Commissioner agreed to share that information with Members in relation to warranted officers and PCSOs. He also highlighted that many of the new officers recruited were previously PCSOs or Special Constables, which would result in a knock-on effect further down the line. The Chief Constable added that transferees were able to take up duties within 3 weeks whereas 'raw' recruits may need six months, followed by a further six month period before they are properly effective. One anticipated impact of the A19 process around retirements was that the age profile of the Force would get younger. However, the reverse had occurred with less interest shown by younger people than expected. The Chief Constable added that recruitment events were planned for October 2013, targeting under-represented groups and that the Force was unique nationally in seeking to recruit officers at this time;

- Members highlighted the cost agreement which the Force had with a private school in Newark in terms of dealing with missing pupils etc. Members queried whether consideration had been given to rolling out such an approach to enable other private providers to contribute towards the cost of policing related to their establishments. The Commissioner agreed to look into this issue. He added that with regard to care homes, many of those in the County were small although the Police were unaware of the exact numbers. This underlined his concerns about the undisclosed use of regulated accommodation as previously discussed;
- Members highlighted a recent lack of Police officer presence at local community group meetings, such as tenant and resident groups;
- Members felt that cross-border crime, particularly along the A1 corridor, was sending out the wrong message about the County. Bassetlaw District Council had undertaken a scrutiny review which had highlighted the high number of lay-bys on the A1 in the area and the problems in encouraging drivers to park up in safe areas. The Commissioner was requested to consider the findings of that scrutiny report with a view to seeking improvements. Members also felt that the use of Automatic Number Plate Recognition (ANPR) in the County needed to be widely promoted to discourage criminal activity. The Commissioner underlined the Force's investment in ANPR but he felt that this technology had not been used to full effect as yet. He recognised the need to encourage lorry drivers to park in safer places and confirmed that organised crime was behind some of the thefts, with high value loads being targeted. Partnership working had resulted in some companies agreeing to let any HGV park outside their units in industrial estates. Some haulage companies and lorry parks were now operating cashless systems so that drivers would not gain personally from parking in lay-bys. The Commissioner agreed to pursue this issue and promote the use of cashless systems. Members underlined the need to consider the wider implications so that increased numbers of HGVs were not driving through villages as a result of any change in approach;
- Members highlighted the lack of clarity about how much to hold the Commissioner to account for targets that were shared with partner agencies. The Commissioner acknowledged this and referred to correspondence from the Lord Chancellor that underlined the courts were not part of the Commissioner's remit. However, the Commissioner had included certain partnership performance indicators (which were not set by him) within his Police and Crime Plan as he was keen to improve services for victims in general. The Chief Constable had been working with partners to try and make the criminal justice process better for victims. The Chief Constable acknowledged that the Police input was only part of the issue and underlined that the Police and Crime Panel was the only forum able to look at this issue in public. He encouraged Members to address the following issues and query what the Police were doing in these matters (to prevent accountability from getting lost in such areas of partnership working):-
  - the efficiency and timeliness of justice for victims and offenders;
  - the justness of the criminal justice experience for victims (an area which the Deputy Commissioner was addressing);



- the effective management of offenders so that the public can feel this is happening;
- Members highlighted that the recently published Her Majesty's Inspectorate of Constabulary (HMIC) / HMI Prisons Joint Inspection of Police Custody Suites report stated that Nottinghamshire had not required the unplanned use of other suites or neighbouring forces' custody suites but prisoners had been taken from Nottinghamshire to Doncaster custody suites in December 2012. The Commissioner confirmed that prisoners had been taken to Doncaster on occasions and felt that the Inspectors must not have realised that. He added that discussions had taken place about utilising the Doncaster custody suites in the future if necessary;
- Members raised concerns about the safety of children using social media sites without appropriate privacy controls. They queried what work was being done to educate children and their parents about the dangers and whether the Police were prosecuting perpetrators. The Commissioner agreed that social media was a fast-moving environment and that work was being undertaken by the Force to get up to speed on the threats posed by such technology. The Deputy Commissioner highlighted the work being undertaken by the Public Protection Unit (PPU) and underlined that this was a Government priority and a safeguarding issue which was international in its scope. Such social media sites had potential to make vulnerable people more vulnerable. The Chief Constable invited Members to visit the PPU. He said electronic criminal activity included social media, intellectual property rights, on-line fraud and identity theft. Such issues could not be addressed on an individual force basis and the Home Secretary was considering the issue. The Chief Constable underlined that perpetrators were being prosecuted once certain thresholds of activity had been reached. The Commissioner agreed to provide an update on this issue to the next panel meeting;
- Further to paragraph 4.2 of the report, Members expressed concerns about those targets and performance indicators featured within the Police and Crime Plan for which figures were still not available;
- Members requested that a policy be formulated with all local authorities to deal with illegal traveller camps. The Commissioner had discussed with the Deputy Chief Constable the need to renew the protocol that exists between the Police and local authorities, in light of a recent Government publication that emphasised the benefits of more effective working in partnership. The Commissioner added that he would welcome a discussion with local authorities about this issue;
- Members asked to receive reports to the Panel when police stations were being closed to ensure that discussions took place with local authorities. The Commissioner underlined that he did not have a closure plan and that any possible closures would be considered on a case-by-case basis with due public consultation. He underlined that there was a move towards having less police stations and more community points and co-location with partner agencies.



## **RESOLVED 2013/026**

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

### **5. REGIONAL COLLABORATION UPDATE REPORT**

The Commissioner introduced the report which informed Members of the regional collaborative work being undertaken in 2013-14. Further to paragraph 4.10 of the report, HMIC were undertaking the review of the regional collaboration, acting in the role of consultants rather than inspectors. The Commissioner underlined that the savings generated by undertaking more work regionally enabled him to safeguard funding for neighbourhood policing. With regard to concerns expressed by Members previously that collaboration was an indirect means of introducing regional Police forces, the Commissioner understood that there were currently no Home Office plans for regional Forces but collaboration and co-operation was being encouraged. The Chief Constable highlighted that the current collaboration on Forensics was being widened from three Forces to five. He stated that discussions were underway with local authorities on potential collaboration around community safety issues.

During discussions, Members queried the budget implications of not all five Forces collaborating on certain issues and queried whether pump priming funding was required, for example to enable technological improvements so that all five Forces could use the same IT system. In response, the Commissioner stated that ideally all five Forces would be involved in all the collaborative approaches but not all had the same appetite for change and wanted the same pace of change. With regard to funding, the Home Office had a £50m collaboration fund for 2014/15 but there had been talk about this being available before 2014. If that occurred, the region would be in a good position to make a bid. He was clear that public/private partnerships were the way forward and would like to see the five Forces agree on that point. He hoped that this issue could be resolved at the next regional meeting and stated that he would update the Panel with plans for future development as appropriate.

## **RESOLVED 2013/027**

**That the report be noted.**

### **6. DOMESTIC VIOLENCE UPDATE**

The Deputy Commissioner introduced the report, which was the first of an ongoing series of updates requested by the Panel. She highlighted a number of issues within the report including the research project commissioned to look at the lack of support available to medium risk repeat victims, the research being undertaken in both the City and the County to highlight any gaps in provision and the funding from the Partnership Fund to address known gaps. She stated that the changes to the Public Protection Unit were resulting in a more consistent service for victims and underlined that the increase in Domestic Violence reporting was a good thing as it indicated increased confidence that the Police will

deal with the issue. She outlined the work being undertaken in schools around early prevention and intervention which would help children understand what healthy relationships were. She also highlighted the work being undertaken with victims and to hold perpetrators to account.

During discussions, the following issues were raised:-

- Members felt that it was inappropriate to describe an increase of 42 incidents as “a small rise”, which the Deputy Commissioner accepted;
- Members commended the ‘Great Project’ work that was being undertaken in schools and queried whether there were plans to develop this further. In response the Deputy Commissioner said that this project had won national awards but further work was needed to seek funding and to encourage schools to participate. £500,000 would be required to provide the project in every school in Nottinghamshire and discussions were underway with partner agencies about this. Members highlighted that the DARE programme continued to be funded by some schools themselves. Members added that the Multi Agency Safeguarding Hub was looking at improving ways of promptly informing Head Teachers about any domestic violence incidents experienced or witnessed by pupils;
- in response to a query from Members about whether work with perpetrators was being targeted at specific communities, the Deputy Commissioner recognised that different communities had different needs. She highlighted the Respect Project (which was being implemented by Nottinghamshire Domestic Violence Forum in conjunction with the Youth Offending Team) and a planned meeting of local faith groups on the issue of domestic violence. She stated that there were a number of specialist Asian workers within local domestic violence agencies. She added that the biggest gap currently was around working with Eastern European communities and this required further consideration. Members queried whether European funding may be available for work with these communities, with 2014-2020 bids currently being looked at;
- Members thanked the Commissioner and Deputy Commissioner for the work they had done so far in raising the media profile of domestic violence and fulfilling this manifesto pledge;
- in response to a query from Members about male victims, The Deputy Commissioner clarified that there were also male victims of domestic violence and that there was a specialist male worker in post to deal with high risk men. The reviews being undertaken in the City and the County would help to highlight any gaps in services, one of which was known to be around working with perpetrators to make a difference. Members understood that currently male victims of sexual violence had to go to Derby to access services. The Deputy Commissioner clarified that male rape victims could go to their local SARC and that most domestic violence services were encouraged to assist male callers before referring them on. Members suggested involving Health agencies within the research around service provision;

- The Commissioner highlighted the further work needed around the wider issue of working with voluntary sector partners.

**RESOLVED 2013/028**

**That the report be noted.**

**7. WORK PROGRAMME**

Mr Dennis confirmed that the items scheduled within the work programme for October 2013 (including the further Regional Collaboration update requested at this meeting) would be available for that meeting. However, he highlighted that the Commissioner's six monthly review of the Police and Crime Plan would not be completed by that point and therefore suggested deferring that item to the following meeting.

**RESOLVED 2013/029**

**That the updated work programme, as amended at the meeting, be agreed.**

**8. REVIEW OF MEMBERSHIP – UPDATE**

**RESOLVED 2013/025**

**That the latest position and the planned recruitment process be noted.**

The meeting closed at 4.13 pm

CHAIRMAN  
M\_16Sept2013



**REVIEW OF MEMBERSHIP – UPDATE**

**Purpose of the Report**

1. To seek Panel approval for the two nominations of the independent co-optee appointment sub-group.

**Information and Advice**

2. The Panel agreed on 24 June 2013 to seek two further independent co-optees to address the Panel's recognised skills gap in terms of community and voluntary sector experience.
3. The posts were advertised in The Nottingham Post, The Mansfield and Ashfield Chad, The Newark Advertiser, The Worksop Guardian and The Retford Times. The advertisement was also circulated to various community and voluntary sector groups, utilising the circulation lists of the Office of the Police and Crime Commissioner. Previous applicants for the positions of independent members who had requested that their details be kept on file were also contacted. The vacancies were also publicised through press releases from the County Council.
4. A total of eleven applications were received by the closing date of 27 September 2013 and two late applications were also submitted after that date but before the shortlisting.
5. The appointment sub-group met on 3 October 2013 to undertake shortlisting. The sub-group decided that it would not be fair to consider the two late applications. Five out of the eleven on-time candidates were shortlisted for interview.
6. The interviews took place on 10 October 2013. One of the five shortlisted candidates withdrew late on 9 October 2013 due to health issues. Following the interviews, the sub-group agreed to recommend Rizwan Araf and Bob Vaughan-Newton for appointment.
7. Subsequently, it was brought to our attention that a further person had submitted an application electronically on 11 September 2013. This application had been flagged by the County Council's IT security as spam and had therefore been sent to Junk Mail without any alert or notification being received. In light of these circumstances the sub-group agreed to consider the application with a view to potential shortlisting and interview. Following consideration on 11 October the sub-group decided that this candidate did not meet the thresholds they had set for shortlisting and the candidate was informed accordingly. The sub-group therefore confirmed its original decision to recommend Mr Araf and Mr Vaughan-Newton for appointment (a summary of the nominees' skills and experience follows). The appointments, if agreed will be for a two year term, in line with the agreed Panel Arrangements.

#### 8. Rizwan Araf

Rizwan has extensive experience of the voluntary and community sector, particularly through his long-term, ongoing employment with the international relief agency, Muslim Hands. He has a managerial role with Muslim Hands, helping the organisation to set strategic goals and respond to the challenges of the current financial context of reduced funding. Throughout this work, and his life in general, he has developed links with communities from a diverse range of backgrounds.

Rizwan was previously a Director and Vice-Chair for New Deal for Communities in Nottingham. As Director of Crime Prevention and Community Safety he helped to introduce a project to support the Police in recruiting Community Support Officers, a development which has since been replicated as good practice nationally.

He led this organisation's scrutiny panel, thereby taking a role in scrutinising the delivery plans of Directors and Chief Executives. He also developed his scrutiny skills through his role as Quality Manager when seeking ISO 9001 accreditation for the organisation.

Rizwan lives in the City and is a magistrate, a role which enables him to further utilise his skills in making sound judgements based on facts.

#### 9. Bob Vaughan-Newton

Bob's significant voluntary sector experience includes a seven year period as Chair of the Nottinghamshire Neighbourhood Watch Association. He also represented Nottinghamshire on the National Neighbourhood Watch Association from 1996-98. Through this role he worked with Nottinghamshire Police and played a key part in building positive working relationships between Neighbourhood Watch and the Police.

Bob previously undertook a strategic role with Framework Housing Association as a specialist volunteer (Police Liaison Officer). Through this role he restructured Framework's working protocols and relationships with Nottinghamshire Police and subsequently with Police Forces within other Counties. He also gave informed support and advice to staff working with current offenders and substance misusers in a supported housing context. Bob is currently employed one day a week by Framework, developing a strategy around the mentoring of prisoners at Her Majesty's Prison Nottingham. This aims to work with prisoners before, during and after their release in order to reduce re-offending (in line with the Ministry of Justice's strategy on transforming rehabilitation). Bob is also the Treasurer to the Vale Liaison Group.

From 2006 to 2011, Bob was employed by Nottinghamshire Police as a Crime Reduction Manager and therefore has experience of scrutinising information from partner agencies, including through his involvement with the various Crime and Disorder Reduction Partnerships that existed in the South Nottinghamshire area at that time. Bob was a member of the D Division Independent Advisory Group, which acted as a critical friend for D Division officers and staff, considering a wide range of diversity issues in order to improve the quality of life of local people.

Bob has lived mainly in Nottinghamshire since 1973, and has been a resident of Gedling for the last 20 years. He is also familiar with Ashfield, Mansfield, Worksop and the rural areas of Bassetlaw and Newark & Sherwood.

### **Other Options Considered**

10. The Panel could choose to continue with its current membership but this would not address the identified gap in terms of community and voluntary sector experience and skills.

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

11. The appointment sub-group felt that the two nominees had the most in-depth and relevant skills and experience required for the positions of independent co-optees and best addressed the gaps on the Panel. Positive references have been received for both nominees.

### **RECOMMENDATIONS**

- 1) That Rizwan Araf be appointed as an independent co-optee to the Panel for a two year term of office.
- 2) That Bob Vaughan-Newton be appointed as an independent co-optee to the Panel for a two year term of office.

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

- 1) Person Specification for Panel members
- 2) Report to Police and Crime Panel meeting – 19 October 2012 – ‘Panel Arrangements’ and minutes of that meeting (published)
- 3) Reports to meetings of Police and Crime Panel – 24 June 2013 – ‘Review of Membership – Balanced Appointment Objective’ and ‘Review of Membership – Update’ and minutes of those meetings (published).

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

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Tel: 0115 9772590 E-mail: keith.ford@nottscc.gov.uk





<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>30<sup>th</sup> October 2013</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>5</b>

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

### **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 the body thinks appropriate.
- 1.3 This report provides the Panel with an overview of current performance, key decisions made and his activities since the last report in September 2013.

### **2. RECOMMENDATIONS**

- 2.1 The Panel to note the contents of this update report and consider and discuss the issues.

### **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 – (2013-18)**

- 4.1 Performance against targets across all themes is contained in the tables at **Appendix A** up to August 2013.
- 4.2 It should be emphasised that some of the performance data is only readily available on a quarterly basis (especially partnership and other national data) and therefore not available for this report. However, some data is now reported on to show comparative City and County performance.
- 4.3 The Performance data contained in this report has been taken from the Force's detailed and validated unrestricted monthly Performance and Insight Reports and Commissioner's weekly performance reports in respect of key Policing Plan priorities.
- 4.4 The Commissioner has a statutory duty to ensure that the Force is efficient, effective and provides value for money. A range of performance indicators relating to the 7 strategic themes contained within the current Police and Crime Plan are monitored by the Office of Commissioner and where performance is identified as a risk the Commissioner holds the Chief Constable to account to seek assurances that action is being taken to address the performance concerns.
- 4.5 The Commissioner will do this through bilateral weekly meetings with the Chief Constable and through an extended bimonthly Resource and Performance meeting with the wider Chief Officer Team. In addition, the Commissioner his Deputy and various members of his office attend a number of Force and Divisional performance meetings where necessary assurances are sought and obtained.

### **Theme 1 Protect, support and respond to victims, witnesses and vulnerable people (August 2013)**

#### **Performance**

- 4.6 It will be seen that 87.3% of victims of crime are completely, very or fairly satisfied with the service they have received from Nottinghamshire Police which is just 2.7% away from the 90% target. The County is 88.1% and the City is 86.4%.
- 4.7 In June, 98% of victims and witnesses were extremely or very satisfied with the services provided in Court and the 90% target has been achieved in each of the last six months. Year-to-date figures (April - June 2013) show an average satisfaction level of 95.6%, while 88.0% felt confident to give evidence.

4.8 As of March 2013, over the past 12 months 49.4% of people agreed that the Police and Council are dealing with local anti-social behaviour and other crime issues. This is 10.6% short of the 60% target to be achieved by 2015-16.

4.9 The Force has been set a target (5% year on year compared to 2012-13) to reduce the number of repeat victims of:

- Domestic Violence
- Hate Crime
- Anti-Social Behaviour

4.10 The Table below shows the current performance:

	2013/14	Repeat Victims		
		2012/13	Change	% Change
Offence	4212	4887	-675	-13.8%
Domestic Violence	867	796	71	8.9%
Hate Crime	34	17	17	100.0%
Anti-Social Behaviour	3311	4074	-763	-18.7%

4.11 Year-to-date (April to August 2013) there has been a 13.8% reduction in the number of people that have been repeat victims of domestic violence, hate crime or Anti-Social Behaviour (ASB) within the previous 12 months, when compared to the same period of last year. This equates to 675 fewer repeat victims.

4.12 The Force is currently achieving target on this measure, with the strong performance driven by a reduction of 18.7% in repeat ASB victims when compared with the same period last year.

4.13 In terms of repeat victims of domestic violence, the Force is currently experiencing an increase of 8.9% (71 victims) when compared to last year, while repeat victims of hate crime have doubled from 17 last year to 34 this year.

4.14 Quarter 1 and 2 figures reveal that between January and June 2013, the Force recorded a 23.5% reduction in people killed or seriously injured (KSIs) when compared to the same period of 2012. This equates to 64 fewer people Killed or Seriously Injured on Nottinghamshire's roads, and means that the Force is currently on course to meet the long term target reduction for this measure.

4.15 The reduction has been driven by a large reduction in fatalities (31.3% or 5 KSIs), while serious injuries have also reduced by a healthy 23.0% (59 KSIs). The vulnerable road groups show the greatest reductions, with motorcyclist and pedestrian KSIs reduced by more than 30%, and pedal cyclists down by 19.0%

## Activity:

4.16 The Force continues with its activities and implementation of its Public Engagement Strategy 2013-2018 as reported at the last meeting.

## Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process (August 2013)

4.17 Performance on this measure remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of partnership data. Where information on direction of travel is provided for this measure, it will reflect the current month's position compared to last month's position.

4.18 In terms of the quality of files submitted, the error rate was **10.5%** for the Magistrates Court and **56.9%** for the Crown Court. This represents a slight deterioration on the previous month's performance for both the Magistrates Court and the Crown Court (increases in error rate of **0.5** percentage points and **4.5** percentage points respectively).

4.19 In terms of timeliness, the late rate was **20.9%** for the Magistrates Court and **56.4%** for the Crown Court, with both of these positions representing improvements in performance when compared to last month. The late rate reduced by **1.4** percentage points for the Magistrates Court and by **6.3** percentage points for the Crown Court.

4.20 There is also a partnership target to reduce the % of ineffective trials in the Magistrates' and Crown Courts (HMCTS Measure) compared to 2012-13 and maintain or exceed a 50% effective trial rate. In this respect, performance across both Courts has been fairly static over the last 14 months although the Crown Court has seen a slight reduction compared to the same period last year.

4.21 Currently (the year-to-date average, April to July), the Magistrates Court (MC) is 43.5% effective and Crown Court (CC) 42.6%.

4.22 Nottinghamshire Criminal Justice Area is showing a conviction rate for the month of July 2013 of **85.6%** for cases prosecuted through the Magistrates' Courts (MC) and **78.6%** for cases prosecuted through the Crown Court (CC).

4.23 Although the Crown Court conviction rate for July represents a deterioration in performance when compared to the **92.1%** recorded the previous month, the Crown Court continues to meet target on this measure, having a year-to-date conviction rate of **84.6%** compared to a national average of **81.6%**. The Magistrates Court also remains on target, with a year-to-date rate of **84.8%** compared to a national average of **84.6%**.

## Activity:

4.24 The Force is aware of the issues and continues to work with its local criminal justice partners to take action to increase the quality and timeliness of the evidence submitted by officers. Key issues have been identified and a Force working group has been established to tackle the range of issues.

### Theme 3: Focus on those local areas that are most affected by Crime and anti-social behaviour (ASB) (August 2013)

4.25 The Force continues to record an increase (+3.2%) in All Crime volume when compared to last year, and although the performance picture has improved since the start of the year, the Force is noticeably over target on this measure and performance remains of concern.

4.26 However, analysis of Iqanta data to August 2013 identifies that 23 of the 43 Forces nationally (53.5%) have seen an increase in crime since April 2013 indicating that the crime increase is a national issue.

4.27 In terms of divisional performance, the City is currently experiencing the larger percentage increase in offence volume, with a **4.7%** (589 offences) increase, compared to the County's **2.0%** (324 offences) increase. The table below details the crime levels for the Priority Areas (PPA) across the City and County. It can be seen that crime increases are more substantial in most PPA areas compared to the overall increase of 3.2%.

Priority Area	Operational Area	YTD 2013-14	LYTD 2012-13	Diff	% Diff	Stretch Target
Aspley	City	708	725	-17	-2.3%	551
Bulwell	City	815	800	15	1.9%	608
St Anns	City	556	465	91	19.6%	353
Arboretum	City	641	509	132	25.9%	387
Bridge	City	341	409	-68	-16.6%	311
Carr Bank	Ashfield/Mansfield	131	125	6	4.8%	103
Hucknall Central	Ashfield/Mansfield	147	173	-26	-15.0%	142
Hucknall East	Ashfield/Mansfield	261	238	23	9.7%	195
Kirkby East	Ashfield/Mansfield	245	265	-20	-7.5%	217
Portland	Ashfield/Mansfield	359	297	62	20.9%	244
Sutton Central and East	Ashfield/Mansfield	470	473	-3	-0.6%	388
Woodlands	Ashfield/Mansfield	331	312	19	6.1%	256
Castle/Magnus	Bassetlaw/Newark & Sherwood	608	588	20	3.4%	494
Worksop	Bassetlaw/Newark & Sherwood	1083	1030	53	5.1%	865
Eastwood South	South Nottinghamshire	324	209	115	55.0%	171
Netherfield & Colwick	South Nottinghamshire	229	262	-33	-12.6%	215

4.28 The Theft and Handling and Violence Against the Person offence groups continue to drive the current All Crime increase.

4.29 Violence Against the Person offences are currently showing a 5.6% increase (348 more offences) year-to-date, with this increase the result of a rise in Violence 'with injury' offences (+29.9% or 820 offences), while 'without injury' offences continue to decrease (-13.6% or 472 offences).

- 4.30 However, members should note that in March 2013 there was a national recording change which resulted in Violence with injury going up significantly and Violence Without injury going down equally significantly.
- 4.31 Although the Force recorded a drop in volume between July and August, the long-term performance picture reveals that the trend has been stable for over a year, with no real reductions recorded in this offence group since the 2010/11 performance year. Both the County and City BCU's are recording increases in VAP, although the percentage increase on the City is the greater, with increases on all three operational areas. Closer examination of performance on the County reveals that the increase here has been driven by Bassetlaw/Newark & Sherwood, with both Ashfield/Mansfield and South Nottinghamshire actually recording a similar number of offences to last year.
- 4.32 VAP offences can be further broken down into the sub-groups of Domestic Violence (DV), Night-Time Economy (NTE) and Other Violence offences in order to provide a better understanding of the nature of the offences taking place. It is apparent that while the proportion of both DV and Other Violence offences is increasing this year compared to last, the proportion of NTE violence is decreasing, with figures to the end of August revealing a 7.0% (60 offences) decrease in NTE related offences this year compared to last. This is a positive finding which suggests that efforts to tackle violence in and around Nottinghamshire's licensed venues are proving successful.
- 4.33 The increase in Domestic Violence is something which has been seen in Force for some time, with both domestic incidents and recorded crimes increasing, and in fact this trend is anecdotally mirroring the national performance picture. Incidents of domestic violence in England and Wales rose by 6.3% (21,000 more incidents) in the 12 months to June 2012. With offences of this type an increase can be the result of an increase in reporting of offences, rather than an actual increase in incidences and this can occur because of factors such as improved practices in Force and/or an increase in the confidence of the public in coming forward to report offences. Something which is of particular concern in the current figures however is an increase in the number of repeat victims of Domestic Violence, with an increase of 8.9% (71 persons) year-to-date, and this picture is seen on both City and for the first time this month on the County.
- 4.34 The Force continues to experience an increase in Theft and Handling, with an increase of 11.6% (963 offences) this year compared to last. Both the City and the County are experiencing a similar level of increase with this primarily being driven by shoplifting offences. Operation Dormice continues to run across the Force in an attempt to reduce shop theft, and this appears to be delivering mixed results. The City shows signs of a drop in monthly volumes in both July and August, however this performance is not sufficient to minimise the effects of the increase recorded earlier in the year.
- 4.35 Theft from a Person offences also continue to record a year-to-date increase, although on a positive note, within this offence type mobile phone thefts in the City have seen notable reductions this year. Looking ahead to September and



October it is Theft from Person offences which continue to be a risk area for the Force, with the return of student residents to the City expected to bring a further increase in these offences. Operation Graduate was launched in September to manage this expected increase in student-related crime – early results are promising.

- 4.36 Burglary Dwelling offences are also of concern in the current year-to-date picture, with the Force currently experiencing a 24.2% (348 offences) increase. The volume increase in Burglary Dwelling this year is at a similar level to the volume increase in VAP, however Burglary Dwelling generally does not account for a high proportion of All Crime volume in the way that VAP and Theft and Handling do, which means that this increase does not have as large an effect on the Force level All Crime picture. The Burglary Dwelling increase is seen on both the City and the County; however it is the County which is driving current performance, with increases of more than 30% in the Ashfield/Mansfield and Bassetlaw/Newark and Sherwood areas.
- 4.37 Although the Force is currently achieving target on ASB reduction, recent reductions have been smaller than those seen last year and downward momentum continues to slow. The likely driver behind this is seasonal patterns which were not evident in recorded incident volumes last year, when the Force experienced an unexpectedly low level of ASB during the summer months.
- 4.38 The overall year-to-date detection rate of 30.2% is considerably lower than the current target of 37.0%, and is also below the 36.8% rate recorded last year. Detection rates on the BCUs are similar to those seen at Force level (30.7% on the City, 29.7% on the County). The current detection rate is 6.6 percentage points lower than the rate recorded last year, and this has been driven by both an increase in offence volume, and a decrease in the volume of detections recorded (7.7% or 818 less detections compared to last year). With the exception of Community Resolutions, all of the main types of disposal have shown a reduction this year; with the reduction in offences Taken Into Consideration (TICs) of most concern.

**Activity:**

- 4.39 The Commissioner reported in the last Panel report that he had a plan of activity to visit all key crime areas with the Deputy Commissioner over the next few months to better understand the issues at grass roots levels and in liaison with Partners ensure that what can be done is being done. These visits have commenced and the Commissioner is obtaining valuable insight to key issues.
- 4.40 The Commissioner continues to obtain assurance that the Chief Constable is firstly aware of the issues and is taking appropriate action to tackle them. In support of this, officers from the Commissioner's Office attend Force and Divisional Performance meetings and the Commissioner and Deputy Commissioner are subsequently briefed on any emerging risks to performance.

4.41 Three Partnership Gold Groups have now been established following recent Crime Summits (i.e. Burglary, Violence and Shoplifting) and action plans are being developed and actions implemented where possible to tackle identified key risks. The chairs are as shown below:

<b>Burglary Gold Group</b>	<b>Violence Gold Group</b>	<b>Retail Crime</b>
Chair: Philip Marshall Ashfield CEO Vice Chair: Ch Supt Ian Waterfield	Chair: Dave Wakelin Gedling Director Vice Chair: Ch Supt Ak Khan	Ch Supt Khan as Force champion

4.42 At the last Panel meeting it was requested that further detail on activity to tackle retail crime following the Retail Crime Summit be reported. In this respect:

- The Retail Crime Gold Group has now been established chaired by Councillor Glynn Gilfoyle and the Group has met once already.
- The Group has identified the top 10 hotspots and are working with the retailers to reduce crime
- A formal action plan has been put together and each of the Neighbourhood Policing Inspectors has put together a retail crime plan for their area.
- Shoplifting has increased in most areas across the City and County and is one of the main threats to performance.

4.43 Analysis of recent Iqanta year to date data (April to August 2013) reveals that 40 of the 43 Forces nationally (93%) have seen increases in Shop theft. The Table below lists the top 10 Forces nationally (by % increase) and shows that Nottinghamshire has seen the fourth highest percentage increase (+25%) nationally. Had these increases in shoplifting not occurred, the Force would only be seeing a +1.8% increase overall as opposed to +4.2% as the additional 657 shoplifting crimes has driven Total Crime up by 2.3% on its own.

<b>Rank</b>	<b>Force</b>	<b>LYTD</b>	<b>YTD</b>	<b>Change</b>	<b>% Chang</b>
1	West Midlands	5177	6533	1356	26.2%
2	Cumbria	907	1144	237	26.1%
3	Dorset	1403	1754	351	25.0%
4	Nottinghamshire	2628	3285	657	25.0%
5	Humberside	2751	3319	568	20.6%
6	Leicestershire	2137	2556	419	19.6%
7	Devon & Cornwall	2846	3369	523	18.4%
8	West Mercia	2306	2695	389	16.9%
9	City of London	241	281	40	16.6%
10	Merseyside	3664	4272	608	16.6%

4.44 Retail Store policies of no confrontation or reports to the Police after the shop theft has occurred inhibit the Force's ability to detect shop theft. For example, the Force detection rate for shop theft is only 58.3%<sup>a</sup> which is 7.2% less than the same period last year. This means that currently 41.7% of all shop theft

<sup>a</sup> Year to date detection rate for shop theft (58.3%) as of 8<sup>th</sup> Sept 2013.

reported is undetected. This will include many crimes reported to the Police after the incident has concluded especially by retailers who have policies of non confrontation. Of the 3,285 shoplifting offences recorded in the above table, 1,370 remain undetected. Many offenders will go on to reoffend causing further increases in shop theft.

- 4.45 As part of the Joint Partnership Strategic Assessment an analysis of offenders for shoplifting subject to a positive outcome during the last 12 months to June 2013 has identified that most offenders arrested were charged and bailed to Court (54.5%) with almost a quarter (24%) being charged and detained for Court. However, although 78.5% of offenders are charged and dealt with by the Court there are still high levels of recidivism as seen in the table below.

No. of Custody Records	Volume of Offenders	Proportion of Total
1	938	71.2%
2	197	14.9%
3	83	6.3%
4	35	2.7%
5+	65	4.9%
<b>Total</b>	<b>1318</b>	<b>100.0%</b>

- 4.46 This shows that just under a third (28.8%) of offenders was arrested more than once for a different shoplifting incident. These figures exclude offenders subject to Community Resolution. In fact, nearly 5% were arrested five or more times for different shoplifting incidents indicating that the first, second, third or fourth experience was not effective in deterring further offences including the possibility of being convicted and dealt with at Court.
- 4.47 This data helps to explain the challenges faced by the Police and Partners in respect of shoplifting i.e. that many shoplifters are not detained in the store and are in fact unknown and untraceable; that where they are arrested and dealt with positively by the Police, 78.5% are put before a Court but many go on to reoffend. The analysis further reveals that 1% of these offenders went on to commit 8 or more offences with one offender being arrested and dealt with for shoplifting on 15 occasions within one year.
- 4.48 The Commissioner is about to commission some academic research to better understand why so many offenders continue to commit shop theft even after being dealt with numerous times at Court.
- 4.49 The Action Plan for the Retail Gold Group will have long/medium/short term actions including:
- LONG
  - Working with the top Retailer (subject to shop theft) to get an agreed standard /process for retail crime. This will then be adopted nationally by the retailer.
  - Adopt compatible information sharing systems

- MEDIUM
- Improve information sharing with retail sector
- Improve training in this area for Community Support Officers
- SHORT
- Immediate actions in local stores – product placement, “eyes” shelf posters, Security Guard training
- Improve engagement and involvement of the retail sector
- Gather good practice from elsewhere (Staffordshire is highlighted)
- Obtain a more detailed picture of what is happening currently in City & County
- Increase Police presence in “problem” stores, when this is feasible
- Better links to City – ensure consistency of approach and compatible information systems

4.50 The Retail Gold Group is scheduled to reconvene towards the end of October.

4.51 In addition, the table below summarises key actions being taken by the Force on other key performance risks:

Crime Type	Location	Current Actions
All Crime	County	The County's Partnership Plus Areas are subject to costed delivery plans which are funded through the Safer Nottinghamshire Board. These plans are monitored and delivered through the Community Safety Partnerships for each of the County Operational Areas. The Partnership Plus areas are subject to an inflated All Crime reduction target of 18% (16% in Bassetlaw/Newark & Sherwood) due to the increased funding available to these areas to tackle Crime and Anti-Social Behaviour.
All Crime	City	The City's Priority Wards are monitored through the City Crime and Disorder Partnership and are subject to additional activity in order to tackle the high volume issues in these areas.
VAP	Hotspot areas	Violent crime strategy has been approved by the Gold Commander, ACC Torr, including the "Alliance Against Violence" suite of activity. One tactic within the strategy is a micro-beat technique, which is being used to identify sub-beat level areas within hotspot locations for VAP offences, such as those areas in town and city centres where violence offences are likely to occur. It is intended that this technique will allow officers to prevent or diffuse potentially violent situations before they can escalate.
Theft and Handling	City	Operation Dormice has commenced in the City, working to reduce shop thefts in the top retail premises by identifying and managing prolific offenders through the Integrated Offender Management team.
	Force	Operation Chasible continues to run on both City and County. This is an ongoing operation to tackle shop theft in those retail premises with the highest levels of shoplifting. The operation involves liaising with retail premises to introduce a prevent and deter strategy, and introducing specific action plans for each affected store. CCTV and undercover officers are also being utilised in hotspot locations.
	City	Ongoing engagement between the licensing team and the City's licensed premises in order to reduce theft from person offences in nightclubs and bars, particularly of mobile phones. This includes the use of ID scanners in the City's licensed premises, which was initially piloted in Rock City.
Student-related Crime	City	Operation Graduate began in September with the aim to reduce student-related offences which are known to increase when student residents, particularly first-year university students, return to the City for the start of the academic year. Planned activity will target areas with a high concentration of student residences, and will also use a preventative strategy by educating students on personal safety and home security.
Burglary Dwelling	Force	The new distraction burglary service means that specific CSI officers will act as a dedicated resource for scenes that have been identified as distraction burglaries.
Burglary Dwelling	Force	Operation Optimal Forager commenced in July in the City, using lessons learnt was further rolled out to the County in September, and features cocooning of households who are direct neighbours of burgled houses, and dedicated patrols in identified hotspot areas. This focuses on face to face contact with householders offering bespoke crime prevention advice, and in the case of vulnerable victims in particular, support to secure their property.

4.52 The Force continues to record a reduction in Anti-Social Behaviour (ASB) incidents, with 2,347 fewer incidents recorded this year compared to last.

4.53 Performance is similar across the Forces BCUs, with year-to-date reductions of 8.8% (692 incidents) in the City, and 14.8% (1,655 incidents) in the County.

**Theme 4: Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour (August 2013)**

4.54 Nottinghamshire data is broken down by three Primary Care Trusts; Nottingham City, Nottinghamshire County and Bassetlaw. The volume of admissions in Q3 of 2012/13 was; 1,832 for Nottingham City, 3,745 for Nottinghamshire County and 733 per for Bassetlaw. These totals represent increases for both Nottingham City (+6.8% or 116 admissions) and Nottinghamshire County (+1.9% or 71 admissions), with only Bassetlaw recording a reduction (-2.7% or 21 admissions) compared to the same quarter the previous year.

4.55 Comparing the Q1-3 total in 2012/13 to the same three quarters the previous year, a similar pattern of performance can be seen, both Nottingham City (+6.3%) and Nottinghamshire County (+4.1%) recorded increases whilst again only Bassetlaw recorded a year-on-year decrease in admissions (-1.6%).

4.56 Year-to-date figures reveal that 15.5% of All Crime in Force was alcohol related, compared to 18.1% last year. (Year-to-date: City 17.0%, County 14.3%). Due to current recording limitations there is no target for this measure and the current results should be treated with some caution during the monitoring phase. Improvements in recording practices will be monitored this year with a view to setting a target in later years.

**Activity:**

4.57 The activities reported in the last report continue to be implemented.

4.58 The Commissioner is in the process of finalising an alcohol strategy and is subject to a separate report to the Panel. The main strategic themes are:

- Working Together and Sharing Intelligence
- Early Intervention and Education
- Treatment and Support
- Diversion and Prevention
- Enforcement

**Theme 5: Reduce the threat from organised crime (August 2013)**

4.59 In respect of the number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders, so far this year the Force has recorded a total order value of £422,127.80 (last year; £441,056.88) which equates to an average order value of £5,343.39, a decrease of 1.9% compared to the average order value recorded during the same period of last year. The target for this measure is to increase the number of confiscation and forfeiture orders and the Force has

actually recorded a decrease in the number of orders, with 79 orders this year compared to 81 last year.

- 4.60 This reduction in the number of orders means that the Force has not achieved the target volume of orders year-to-date, with 79 orders compared to a target of 89 orders, meaning that the Force has fallen short of target by 10 orders or 12.8% based on year-to-date figures.
- 4.61 The year-to-date THR level is slightly reduced when compared to that recorded at the end of last year. In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire can be described as significant and consistent but with evidence of successful disruption within the last 6 month period as a result of various Nottinghamshire Police and EMSOU operations.

**Activity:**

- 4.62 The activities reported in the last report continue.

**Theme 6: Prevention, early intervention and reduction in re-offending (August 2013)**

- 4.63 The use of Restorative Justice disposals and Community Resolutions came into force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year.
- 4.64 There have been 200 First-Time Entrants (FTEs) into the Youth Justice System this year. This is a reduction of 27.3% (75 FTEs) compared to last year. The current year-to-date target has been achieved. Currently 23.8% or 48 FTEs better than target. The largest reduction this year is seen in the County, where a 47.2% reduction was recorded, while the City recorded a reduction of 6.0%.
- 4.65 National data published by the Ministry of Justice covering the quarters April 2010 to March 2011 suggest that Nottinghamshire had a 'proven' re-offending rate of 36.9%, 2.7 percentage points above the national average of 33.9%, placing the Force 31st out of 36 areas.
- 4.66 When considering the Force's Acquisitive Crime cohort (data to end of August 2013), there are currently 323 IOM nominals managed by the Force with 22 of these (6.8%) classed as juvenile offenders, and 61 (18.9%) as young adult offenders. Two offenders are classed as 'high risk of harm' offenders.
- 4.67 Of the 323 nominals, 31.6% are named as an offender in an offence which took place in Force this year. In addition to this, 25.7% are named as a suspect in an offence (please note – this could include offences where the nominal has gone on to be named as the offender in the offence). Of the young adult IOM's, 27.9% have been named as an offender in an offence. The two 'high risk of



harm' offenders have both been named as a suspect in more than one offence this year but have not been named as an offender.

**Activity:**

4.68 The Police and Partnership interventions reported in the previous Panel report continue.

**Theme 7: Spending your money wisely (July 2013)**

4.69 The Government's grant has reduced significantly and in order to balance the budget, savings of £8.6m need to be made in 2013-14. Detailed plans are in place to ensure the savings target is met. However, it is too early in the year to make sensible measure of progress against the target

4.70 Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration. The full year net revenue budget for 2013-14 is £196.998m. Actual net expenditure for Apr – Aug 13 was £82.174m against a budget of £82.232m for the same time period. The resulting position against budget was an under spend of £0.058m (-0.1% of budget), meaning that the Force is currently spending under budget and is achieving target at this time.

4.71 The latest 12 month rolling sickness data for the Force reveals that officer sickness reduced to 3.99% in August 2013 from 4.53% in March 2013, and this compares to 4.73% in August 2012. The reduction appears to coincide with the implementation of the updated Attendance Management policy at the end of October 2012, and HR is continuing to work closely with line managers to deal with outstanding sickness issues in order to enable the Force to meet target on this measure.

4.72 Officer sickness absence in the 12 months to August 2013 amounted to a cost to the Force of £4.078m. This has reduced from £4.825m as at the end of October 2012 when the revised policy was introduced.

4.73 Staff sickness is currently on target, with 12 month rolling figure of 3.78% against the 3.7% target. This represents a notable improvement in performance, with the equivalent figure at the end of October 2012 being 4.44%.

4.74 Current BME representation in Force stands at 3.9% (August 2013). This shows little change from the proportion recorded in March last year, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.

4.75 The 3.9% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).

**Activity:**

4.76 The Absence Management Policy, Procedure and Management Guide were launched in October 2012 and continue to be implemented. This policy appears to be achieving the desired results of reducing levels of sickness.

4.77 A Base Budget Review has been commissioned by the Commissioner using external consultants to ensure independence. The final report has now been received and considered. CIPFA has also been helpful in providing benchmarking data and comparisons over the past 4 years.

4.78 A new system, 'Artemis', is being introduced which will allow the Force to review the vehicle utilisation scientifically and better allocate the fleet to business requirements.

4.79 The Commissioner reported to the Panel at the last meeting an update on the BME project. Since then the BME Project Steering Group has been established and is due to meet on 10<sup>th</sup> October 2013.. The Joint Working Group has been established chaired by the Commissioner and is due to meet on 11<sup>th</sup> October 2013.

**DECISIONS**

4.80 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.

**Significant Public Interest Decisions**

4.81 The Commissioner's web site provides details of all significant public interest decisions. Since the last report a number of decisions have been in respect of:

- A Business Case for the establishment of a regional forensic services structure considered and approved by the 5 force Chief Constables, to deliver significant benefits to the region included cashable savings, improved resilience, breadth of service delivery and future-proofing of a quality forensic service across the 5 forces of the East Midlands region; this also includes cost effective delivery of compliance with nationally mandated quality services
- Update to the Scheme of Delegation. The existing Scheme of Delegation provides some ambiguity in what duties the PCC's CFO can be undertaken in relation to the delegations made to the Chief Executive.
- Stage 2 Staff Transfer: The terms of reference for the Stage Two Staff transfer model were to identify options for police staff to transfer to the

employ of the Chief Constable that complied with the statutory duty of the paragraph 10(1) of Schedule 15 of the Police Reform and Social Responsibility Act 2011, and set a local vision for the organisational structure of police staff for Nottinghamshire Police by developing the principle stage two Staff Transfer Scheme for the consideration of Home Secretary.

- The Charity Fundraising Guide content be noted and approved. To allow publication on the Force intranet, and for Corp Communications to make officers and staff aware of the guidelines.

## **ACTIVITIES OF COMMISSIONER**

- 4.82 Since the last report, the Commissioner and Deputy Commissioner have been engaged in a number of activities and meetings in relation to strategic matters, media activities, conducted numerous walkabouts and engaged with partners and various communities. These extensive activities reflect the Commissioner's commitment and pledge to be the People's Commissioner. A copy of the Commissioner's latest partnership newsletter was tabled at the previous Panel meeting.
- 4.83 As detailed in section 2 above, the Commissioner and Deputy Commissioner continue 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 top 15 Priority Wards in the County and High Impact Wards in the City.
- 4.84 The Commissioner continues to invite partners to raise their game by working even closer together in partnership with the Police to tackle the emerging issues currently adversely impacting overall performance.
- 4.85 The Commissioner's newsletter for September provides more detail of his and his Deputy's activities since the last Panel report. This will be circulated to Members once finalised.

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

- 5.1 None - this is an information report although the report does contain some information on budget variance.

## **6. Human Resources Implications**

- 6.1 None - this is an information report. However, the report does provide some information about BME representation.

## **7. Equality Implications**

7.1 None – although it should be noted that high levels of crime occur predominately in areas of high social deprivation.

## **8. Risk Management**

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

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

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

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

10.1 None which affects the content of this report.

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

11.1 The Deputy Chief Constable has been consulted on this report and feedback has been responded to.

## **12. Appendices**

A. Performance Tables

## **13. Background Papers**

- Police and Crime Plan 2013-2017
- Force Performance and Insight Reports – August 2013
- Exploring BME Policing Experiences (July 2013) Professor Wright  
<http://www.nottinghamshire.pcc.police.uk/Public-Information/Scrutiny-Findings/BME-Report.aspx>

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# **APPENDIX A**

## **PERFORMANCE AGAINST POLICE AND CRIME PLAN 2013-18**

## Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure	Target Profile	Current Performance – 12 months to June 2013 <sup>1</sup>		
		Target	Trend	Summary
1	% of victims of crime that are completely, very or fairly satisfied with the service they have received from the police § 90% § To be in the top five Forces nationally	-2.7pp <sup>2</sup> ●	+0.1pp	Performance is stable when considering the long term trend with the Force remaining below the <b>90%</b> target.  Satisfaction for incidents in the 12 months to June is <b>87.3%</b> . It was <b>87.2%</b> for the comparative period in the previous year.  The gap between the two divisions has closed (City <b>86.4%</b> , County <b>88.1%</b> ) with the County evidencing improvement in Burglary Dwelling.  Theft from vehicle crime satisfaction has deteriorated and remains a performance risk as identified in previous reports. Both the City and the County have experienced a negative trajectory over the last year.
2	% of victims and witnesses satisfied with the services provided in court § 90% satisfied with service received § 85% feel confident to give evidence in court § Improved satisfaction levels compared to 2012-13	+5.6pp ●	<sup>3</sup>	<b>There is no new data available on this measure.</b> In June, <b>98%</b> of victims and witnesses were extremely or very satisfied with the services provided in Court and the <b>90%</b> target has been achieved in each of the last six months.  Year-to-date figures (April - June 2013) show an average satisfaction level of <b>95.6%</b> , while <b>88.0%</b> felt confident to give evidence.
3	% of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues § 60% by 2015-16	-10.6pp ●	-12.0pp	<b>There is no new data available on this measure.</b> Performance is below target following a further dip in agreement levels since the previous quarterly results. The agreement level is <b>49.4%</b> for 12 months interviews ending March 2013.

<sup>1</sup> Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

<sup>2</sup> Percentage points

<sup>3</sup> Should be treated with caution due to limited amount of data available

## Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Target Profile	Current Performance – 12 months to June 2013 <sup>1</sup>		
			Target	Trend	Summary
4	% reduction of people that have been repeat victims within the previous 12 months	§ Reduce the number of repeat victims of Domestic Abuse, Hate Crime & Anti-Social Behaviour by 5% year on year compared to 2012-13	-10.2% ●	-13.8%	<p>Year-to-date (April to August 2013) there has been a <b>13.8%</b> reduction in the number of people that have been repeat victims of domestic violence, hate crime or Anti-Social Behaviour (ASB) within the previous 12 months, when compared to the same period of last year. This equates to <b>431</b> fewer repeat victims.</p> <p>The Force is currently achieving target on this measure, with the strong performance driven by a reduction of <b>18.7%</b> in repeat ASB victims when compared with the same period last year.</p> <p>In terms of repeat victims of domestic violence, the Force is currently experiencing an increase of <b>8.9%</b> (71 victims) when compared to last year, while repeat victims of hate crime have doubled from 17 last year to 34 this year. Whilst these increases are not impacting on the overall performance position for this measure, they are of concern, and will therefore be discussed in further detail in the quarterly Performance and Insight report published in October.</p>
5	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	§ 40% reduction in all Killed and Seriously Injured (KSIs) by 2020 (from 2005-2009 average)	-18.8% ●	-23.5%	<p>Quarter 1 and 2 figures reveal that between January and June 2013, the Force recorded a <b>23.5%</b> reduction in KSIs when compared to the same period of 2012. This equates to <b>64</b> fewer people Killed or Seriously Injured on Nottinghamshire's roads, and means that the Force is currently on course to meet the long term target reduction for this measure.</p> <p>The reduction has been driven by a large reduction in fatalities (<b>31.3%</b> or 5 KSIs), while serious injuries have also reduced by a healthy <b>23.0%</b> (59 KSIs). The vulnerable road groups show the greatest reductions, with motorcyclist and pedestrian KSIs reduced by more than 30%, and pedal cyclists down by 19.0%.</p>



## Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process

Measure		Target Profile	Current Performance – Year-to-date to July 2013 <sup>4</sup>		
			Target	Trend	Summary
1	% of Crown Court files to be submitted by the police to the CPS on time and without deficiencies	§ To improve the current timeliness and quality of files	<p>Timeliness -1.9pp ●</p> <p>Quality +4.5pp ●</p>	5	<p>Performance on this measure remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of data. Where information on direction of travel is provided for this measure, it will reflect the current months position compared to last months position.</p> <p>In terms of the quality of files submitted, the error rate was <b>10.5%</b> for the Magistrates court and <b>56.9%</b> for the Crown Court. This represents a slight deterioration on the previous month's performance for both the Magistrates Court and the Crown Court (increases in error rate of <b>0.5</b> percentage points and <b>4.5</b> percentage points respectively).</p> <p>In terms of timeliness, the late rate was <b>20.9%</b> for the Magistrates Court and <b>56.4%</b> for the Crown Court, with both of these position representing improvements in performance when compared to last month. The late rate reduced by <b>1.4</b> percentage points for the Magistrates Court and by <b>6.3</b> percentage points for the Crown Court.</p>
1	Crown Court and Magistrates Court conviction rates	<p>§ To be better than the national average</p> <p>§ To be consistently in line with CPS national averages</p>	<p>CC +3.0pp ●</p> <p>MC +0.2pp ●</p>		<p>Nottinghamshire Criminal Justice Area is showing a conviction rate for the month of July 2013 of <b>85.6%</b> for cases prosecuted through the Magistrates' Courts (MC) and <b>78.6%</b> for cases prosecuted through the Crown Court (CC).</p> <p>Although the Crown Court conviction rate for July represents a deterioration in performance when compared to the <b>92.1%</b> recorded last month, the Crown Court continues to meet target on this measure, having a year-to-date conviction rate of <b>84.6%</b> compared to a national average of <b>81.6%</b>. The Magistrates Court also remains on target, with a year-to-date rate of <b>84.8%</b> compared to a national average of <b>84.6%</b>.</p>

<sup>4</sup> Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

<sup>5</sup> Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data

## Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process

Measure		Target Profile	Current Performance – Year-to-date to July 2013 <sup>4</sup>		
			Target	Trend	Summary
2	% of effective trials in the Magistrates' and Crown Courts	<p>§ Reduce % of ineffective trials compared to 2012-13</p> <p>§ Achieve an effective trial rate of 50% for Crown Court and 50% for Magistrates Court</p>	<p>CC -7.4pp ●</p> <p>MC -6.5pp ●</p>		<p><b>There is no new data available on this measure.</b> Year-to-date figures to July 2013 show that the current effective trial rate is <b>43.5%</b> for the Magistrates Court, and <b>42.6%</b> for the Crown Court, meaning that neither court is achieving the target 50% effective trial rate.</p> <p>Performance across both courts has been fairly static over the last 14 months. Although the current year-to-date average for the Magistrates Court shows a slight increase, the Crown Court has seen a reduction compared to last year.</p> <p>Current trends suggest that the 50% target will be a challenging one to achieve this year.</p>

### Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to July 2013		
			Target	Trend	Summary
1	Reduction in All Crime across the Force	§ 10% reduction compared to 2012-13	+12.8% ●	+3.2% ⚡	<p>The Force continues to record an increase in All Crime volume when compared to last year, and although the performance picture has improved since the start of the year, the Force is noticeably over target on this measure and performance remains of concern.</p> <p>In terms of divisional performance, the City is currently experiencing the larger percentage increase in offence volume, with a <b>4.7%</b> (589 offences) increase, compared to the County's <b>2.0%</b> (324 offences) increase.</p> <p>The Theft and Handling and Violence Against the Person offence groups continue to drive the current All Crime increase, although it is the Burglary Dwelling offence group which is experiencing the largest percentage increase in offences year-to-date (24.2% or 348 offences).</p> <p>The Force's Priority Areas show mixed performance, with around half recording increases as seen at Force level.</p> <p>The Policing Plan target for this measure is a 10% reduction in All Crime during 2013/14, and based on current performance to date, the Force will require a significant reduction in offences in order to achieve target by the end of the year.</p>

### Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour

Measure	Target Profile	Current Performance – Year-to-date to July 2013		
		Target	Trend	Summary
2	Reduction in Anti-Social Behaviour incidents across the Force  § 8% reduction year on year, from 2013-14 to 2015-16  § A 50% reduction in ASB incidents across the Force by 2015-16 compared to 2011-12	-4.7% ●	-12.3%	<p>The Force continues to record a reduction in Anti-Social Behaviour (ASB) incidents, with 2,347 fewer incidents recorded this year compared to last.</p> <p>Performance is similar across the Forces BCUs, with year-to-date reductions of <b>8.8%</b> (692 incidents) on the City, and <b>14.8%</b> (1,655 incidents) on the County.</p> <p>Although the Force is currently achieving target on this measure, recent reductions have been smaller than those seen last year and downward momentum continues to slow. The likely driver behind this is seasonal patterns which were not evident in recorded incident volumes last year, when the Force experienced an unexpectedly low level of ASB during the summer months. Whilst this change in trend is not impacting on the current on-target position for the Force, this is not of concern at this time, however the situation will be monitored with a more detailed performance overview to be provided in October's quarterly Performance and Insight report.</p>
3	The detection rate (including Positive Outcomes) for recorded offences  § A rate of 37% (including positive outcomes) for All Crime  § To monitor Home Office disposals as follows; Charge/Summons, Caution/Reprimand/Warning Taken into consideration, Penalty Notice for Disorder, Cannabis Warning, Community Resolution.	-6.8pp ●	-6.6pp	<p>The overall year-to-date detection rate of <b>30.2%</b> is considerably lower than the current target of <b>37.0%</b>, and is also below the <b>36.8%</b> rate recorded last year.</p> <p>Detection rates on the BCUs are similar to those seen at Force level (<b>30.7%</b> on the City, <b>29.7%</b> on the County).</p> <p>The current detection rate is <b>6.6</b> percentage points lower than the rate recorded last year, and this has been driven by both an increase in offence volume, and a decrease in the volume of detections recorded (<b>7.7%</b> or 818 less detections compared to last year).</p> <p>With the exception of Community Resolutions, all of the main types of disposal have shown a reduction this year; with the reduction in offences Taken Into Consideration (TICs) of most concern.</p>

## Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour



Measure		Target Profile	Current Performance – Year-to-date to July 2013		
			Target	Trend	Summary
1	Number of alcohol related admissions to hospital	§ A reduction in the number of alcohol related admissions to hospital compared to 2012-13	+2.1% ●	+2.0% ⚠	<p>Nottinghamshire data is broken down by three Primary Care Trusts; Nottingham City, Nottinghamshire County and Bassetlaw.</p> <p>The volume of admissions in Q3 of 2012/13 was; <b>1,832</b> for Nottingham City, <b>3,745</b> for Nottinghamshire County and <b>733</b> per for Bassetlaw.</p> <p>These totals represent increases for both Nottingham City (+6.8% or 116 admissions) and Nottinghamshire County (+1.9% or 71 admissions), with only Bassetlaw recording a reduction (-2.7% or 21 admissions) compared to the same quarter the previous year.</p> <p>Comparing the Q1-3 total in 2012/13 to the same three quarters the previous year, a similar pattern of performance can be seen, both Nottingham City (+6.3%) and Nottinghamshire County (+4.1%) recorded increases whilst again only Bassetlaw recorded a year-on-year decrease in admissions (-1.6%).</p>
1	The number of alcohol related crimes (proxy measure)	§ Monitor the number of crimes which appear alcohol related	N/A	N/A	<p>Year-to-date figures reveal that <b>15.5%</b> of All Crime in Force was alcohol related, compared to <b>18.1%</b> last year. (Year-to-date: City <b>17.0%</b>, County <b>14.3%</b>).</p> <p>Due to current recording limitations there is no target for this measure and the current results should be treated with some caution during the monitoring phase. Improvements in recording practices will be monitored this year with a view to setting a target in later years.</p>

## Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to July 2013						
			Target		Trend		Summary		
2	% of successful completions of OCU and non OCU (Opiate and Cocaine Users)	§ 1% increase compared to 2012-13 § Baseline now established <sup>6</sup>	Increasing the number of successful treatment completions of Opiate and Cocaine Users will reduce the impact of drugs on levels of crime and ASB. Qrt 1 Performance is off target but may be affected by changes to data collection to be rectified by Qrt 2.						
				Opiate		Non Opiate		Alcohol	
				Baseline	Qrt 1	Baseline	Qrt 1	Baseline	Qrt 1
			County	8.90%	8.30%	52.70%	46.90%	39.20%	38.70%
			City	11.10%	8.90%	42.50%	41.10%	28.60%	28.40%

<sup>6</sup> The recent Diagnostic Outcomes Monitoring Executive Summary (DOMES) quarter 1 report produced by the East Midlands Alcohol & Drugs Team shows the current position in respect of Successful Completions for Opiate, non Opiate and Alcohol treatment.

## Strategic Priority Theme 5: Reduce the threat from organised crime

Measure		Target Profile	Current Performance – Year-to-date to July 2013		
			Target	Trend	Summary
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	§ 10% increase (year on year) in the numbers of confiscation and forfeiture orders compared to 2012-13	-12.8% 	-2.5%	<p>So far this year the Force has recorded a total order value of <b>£422,127.80</b> (last year; £441,056.88) which equates to an average order value of <b>£5,343.39</b>, an decrease of <b>1.9%</b> compared to the average order value recorded during the same period of last year.</p> <p>The target for this measure is to increase the number of confiscation and forfeiture orders and the Force has actually recorded a decrease in the number of orders, with <b>79</b> orders this year compared to <b>81</b> last year.</p> <p>This reduction in the number of orders means that the Force has not achieved the target volume of orders year-to-date, with <b>79</b> orders compared to a target of <b>89</b> orders, meaning that the Force has fallen short of target by <b>10</b> orders or <b>12.8%</b> based on year-to-date figures.</p>
2	Force threat, harm and risk (THR) assessment level	§ To reduce THR to below the 2012-13 level			<p>The year-to-date THR level is <b>slightly reduced</b> when compared to that recorded at the end of last year.</p> <p>In terms of criminal intent and capability, the <i>current threat</i> from Serious, Organised Crime in Nottinghamshire can be described as <b>significant</b> and <b>consistent</b> but with evidence of <b>successful disruption</b> within the last 6 month period as a result of various Nottinghamshire Police and EMSOU operations.</p> <p>From an intelligence perspective, despite this successful disruption the recent and upcoming prison release of key individuals linked to organised criminality means that it is likely that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of <b>significant</b> and <b>consistent</b>.</p>

## Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure		Target Profile	Current Performance – Year-to-date to July 2013		
			Target	Trend	Summary
1	First-Time Entrants (FTEs) into the Youth Justice System	§ 10% reduction (year on year) compared to 2012-13	-23.8% ●	-27.3%	<p>There have been 200 First-Time Entrants (FTEs) into the Youth Justice System this year. This is a reduction of <b>27.3%</b> (75 FTEs) compared to last year.</p> <p>The current year-to-date target has been achieved. Currently <b>23.8%</b> or <b>48</b> FTEs better than target.</p> <p>The largest reduction this year is seen on the County, where a <b>47.2%</b> reduction was recorded, while the City recorded a reduction of <b>6.0%</b>.</p> <p>The use of Restorative Justice disposals and Community Resolutions came into force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year.</p>
2	<p>National – reduce the offending of offenders managed and supervised by Integrated Offender Management (IOM) that cause significant harm</p> <p>Local - Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)</p>	<p>§ 10% reduction (year on year) compared to 2012-13</p> <p>§ Reduce (proven) reoffending to be below the national average</p> <p>§ To monitor the Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)</p>	+2.7% ●	N/A	<p>National data published by the Ministry of Justice covering the quarters April 2010 to March 2011 suggest that Nottinghamshire had a 'proven' re-offending rate of <b>36.9%</b>, <b>2.7</b> percentage points above the national average of <b>33.9%</b>, placing the Force 31<sup>st</sup> out of 36 areas.</p> <p>When considering the Force's Acquisitive Crime cohort (data to end of August 2013), there are currently 323 IOM nominals managed by the Force with 22 of these (6.8%) classed as juvenile offenders, and 61 (18.9%) as young adult offenders. Two offenders are classed as 'high risk of harm' offenders.</p> <p>Of the 323 nominals, 31.6% are named as an offender in an offence which took place in Force this year. In addition to this, 25.7% are named as a suspect in an offence (please note – this could include offences where the nominal has gone on to be named as the offender in the offence). Of the young adult IOM's, 27.9% have been named as an offender in an offence. The two 'high risk of harm' offenders have both been named as a suspect in more than one offence this year but have not been named as an offender.</p>



## Strategic Priority Theme 7: Spending your money wisely

Measure		Target Profile	Current Performance – Year-to-date to August 2013 <sup>7</sup>		
			Target	Trend	Summary
1	Make efficiency savings	§ Save £8.6m by March 2014	N/A	N/A	<p>The Government's grant has reduced significantly and in order to balance the budget, savings of <b>£8.6m</b> need to be made in 2013-14.</p> <p>Detailed plans are in place to ensure the savings target is met. However, it is too early in the year to make sensible measure of progress against the target</p> <p>Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.</p>
2	Ensure balanced budget	§ Overall spend v budget	-0.1% ●	N/A	<p>The full year net revenue budget for 2013-14 is <b>£196.998m</b>. Actual net expenditure for Apr – Aug 13 was <b>£82.174m</b> against a budget of <b>£82.232m</b> for the same time period.</p> <p>The resulting position against budget was an under spend of £0.058m (-0.1% of budget), meaning that the Force is currently spending under budget and is achieving target at this time.</p>
3	Total number of days lost due to sickness (Officer)	§ 3.7% for Officers and Staff (8.2 days)	+0.78% ●	-0.74%	<p>The latest 12 month rolling sickness data for the Force reveals that officer sickness reduced to <b>3.99%</b> in August 2013 from <b>4.53%</b> in March 2013, and this compares to <b>4.73%</b> in August 2012. The reduction appears to coincide with the implementation of the updated Attendance Management policy at the end of October 2012, and HR is continuing to work closely with line managers to deal with outstanding sickness issues in order to enable to the Force to meet target on this measure.</p> <p>Officer sickness absence in the 12 months to August 2013 amounted to a cost to the Force of £4.078m. This has reduced from £4.825m as at the end of October 2012 when the revised policy was introduced.</p>

<sup>7</sup> Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

## Strategic Priority Theme 7: Spending your money wisely

Measure		Target Profile	Current Performance – Year-to-date to August 2013 <sup>7</sup>		
			Target	Trend	Summary
3	Total number of days lost due to sickness (Staff)	§ 3.7% for Officers and Staff (8.2 days)	+0.22% ●	+0.53%	Staff sickness is currently on target, with 12 month rolling figure of <b>3.78%</b> against the <b>3.7%</b> target. This represents a notable improvement in performance, with the equivalent figure at the end of October 2012 being <b>4.44%</b> .
4	BME representation	§ To reduce the gap in current Black Minority Ethnic (BME) representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	●	+0.1%	Current BME representation in Force stands at <b>3.9%</b> (August 2013). This shows little change from the proportion recorded in March last year, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.  The 3.9% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).



<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>30<sup>th</sup> October 2013</b>
<b>Report of:</b>	<b>Paddy Tipping Police Commissioner</b>
<b>Report Author:</b>	<b>Kevin Dennis</b>
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<b>Agenda Item:</b>	<b>6</b>

## REGIONAL COLLABORATION – FURTHER UPDATE

### 1. PURPOSE OF THE REPORT

- 1.1 This report presents the Police and Crime Panel (Panel) with a further more detailed update report in respect of Regional Collaboration.
- 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 the body thinks appropriate.

### 2. RECOMMENDATIONS

- 2.1 The Panel to note the contents of this update report and consider and discuss the issues.

### 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

#### LEGITIMACY FOR COLLABORATION

- 4.1 HMIC reports *Policing in Austerity: Rising to the Challenge* (2013) and *Increasing Efficiency in the Police Service: The role of collaboration* (2012) identified the benefits that collaboration can bring. These include encouraging

both a more efficient police service (through economies of scale), and a more effective one (thorough increased resilience and capacity).

- 4.2 A detailed legal framework governing collaboration agreements is set out in the Police Act 1996, as amended by the Police Reform and Social Responsibility Act 2011<sup>a</sup>. This imposes a number of interlocking duties on the Chief Constable of a police force and the Commissioner for a police area. The most significant points include the following:
- A collaboration agreement may be made by two or more policing bodies<sup>b</sup> (including PCCs) or between one or more Chief Constables and two or more policing bodies (including PCCs).
  - The Chief Constable and the PCC are each under a duty to keep under review the ways in which collaboration functions<sup>c</sup> could be exercised so as to improve the efficiency or effectiveness of one or more police forces or policing bodies.
  - Detailed provision is made as to assessing the case for a proposed collaboration and requiring the agreeing parties to give effect to the proposed collaboration if they are of the view that it would be in the interests of the efficiency or effectiveness of one or more police forces.<sup>d</sup>
  - Moreover, the PCC is required to hold the Chief Constable to account for the effectiveness and efficiency of the Chief Constables arrangements for co-operating with other persons, whether pursuant to a collaboration agreement or otherwise.
- 4.3 The Secretary of State has given statutory guidance (under section 23F of the Police Act 1996) as to police collaboration<sup>e</sup>. Chief Constables and Commissioners are required to take this guidance into account in considering whether or not to enter into a collaboration agreement and in planning and making collaboration agreements.
- 4.4 The 2011 Act inserted sections 22B and 22C into the 1996 Act, which place **new duties** on chief officers and policing bodies (Commissioners) to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas. **This is a stronger duty** than the previous one for police authorities, who were required only to support collaboration by their own forces.

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<sup>a</sup> See sections 22A to 22C; 23; 23AA; 23B-H; 23HA; and 23I of the Police Act 1996 as amended

<sup>b</sup> By s.23I of the 1996 Act, „policing body“ includes a local policing body; and by s.101(1) of that Act, a local policing body includes a police and crime commissioner

<sup>c</sup> In one area, police air support, the Secretary of State has required collaboration between all police areas: see SI 2012/1690 Police (Collaboration: Specified Function) Order 2012

<sup>d</sup> 1996 Act, section 22B (duty on chief officers) and section 22C (duty on policing bodies, including PCCs)

<sup>e</sup> Statutory Guidance for Police Collaboration, Home Office, October 2012, available at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/117559/police-collaboration.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117559/police-collaboration.pdf)

- 4.5 The new duties require chief officers and policing bodies (Commissioners) to work together to review opportunities to collaborate, to engage with their prospective collaboration partners and to make a judgment as to whether those opportunities present the best option available. Where collaboration is judged to be the best option, **they must collaborate**. Another key difference from the previous arrangements is that where collaboration would provide the best outcome for another police force or group of forces, then a chief officer or policing body (Commissioner) **should pursue it – even if they do not expect their own force to benefit directly itself**. This is designed to ensure that collaboration takes place wherever it is in the wider public's best interest.
- 4.6 Following their election, the PCCs for the East Midlands region<sup>f</sup> recognised the importance of understanding their financial commitments related to regional collaboration arrangements in order to ensure that these were fully reflected in their medium-term financial strategies. In February 2013, they therefore set up a Regional Efficiency Board to review the current arrangements for joint working. Her Majesty's Inspectorate of Constabulary (HMIC) was invited to join this board as an independent observer.

## HMIC REVIEW

- 4.7 In July 2013, the Police and Crime Commissioners (PCCs) for the East Midlands Region commissioned Her Majesty's Inspectorate of Constabulary (HMIC) to conduct a review of the arrangements for collaboration between the five forces in the region<sup>g</sup>. The purpose of the commission was:
- To provide [the PCCs] with high-level assurance on the overall approach to collaboration between, and by, forces within the East Midlands policing region; by assessing current arrangements; by assessing what is being developed and by considering future possibilities.
- 4.8 A draft of this HMIC report is currently being considered by Commissioners and the content therefore is currently restricted.
- 4.9 Commissioners in the Region want to be assured that both current and future collaboration arrangements are providing value for money and in commissioning the HMIC to review the arrangements wish to explore whether there is room to improve still further the efficiency and effectiveness of the service offered by EMSOU.
- 4.10 The HMIC report once agreed and finalised will be made available to the public on its web site and the Panel via the PCC website soon.<sup>h</sup>

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<sup>f</sup> *The East Midlands region comprises the police forces of: Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire.*

<sup>g</sup> *Police and Crime Commissioners can commission HMIC to undertake inspections under section 54(2BA), Police Act 1996.*

<sup>h</sup> <http://www.hmic.gov.uk/>

## **EMSOU HISTORICAL DEVELOPMENT**

- 4.11 The forces of the East Midlands have been working in collaboration for over a decade, since the establishment of the East Midlands Special Operations Unit (EMSOU) in 2002. This started as a dedicated undercover policing and test purchase unit covering just Nottinghamshire and Leicestershire. It has since expanded incrementally to include all five East Midlands forces, as well as five major areas of policing: serious and organised crime; major crime; intelligence; forensics; and counter-terrorism.
- 4.12 EMSOU was the first regional unit of its kind in England and Wales. It is widely considered that the forces showed great vision, as well as strong and cohesive leadership, in establishing the collaboration programme, which was ahead of its time. The forces and their successive leaders have continued to support and develop it. As a result, the region was the first to increase capabilities in critical operational areas through joint working; and forces continue to reap significant benefits in terms of resilience in some major operational areas (such as serious and organised crime and major crime).
- 4.13 EMSOU has a number of key strengths. These include its efficient and effective structure which provides the five forces with resilience in relation to serious and organised crime and it is able to manage operations well with access to a broad range of operational tactics. The forces have a strong history of dealing with serious and organised crime groups. Collaboration in this area is considered by most as effective but the HMIC review will hopefully provide Commissioners with the necessary assurances.
- 4.14 Similarly, the Major Crime Unit is considered by many to deliver an effective response to major crimes. It has skilled staff that have responded well to the workload and coped with the demand in the region.

## **CURRENT COLLABORATION ARRANGEMENTS**

- 4.15 The following collaboration arrangements are in place as shown in the table below:

2002	East Midlands Special Operations Unit EMSOU undercover policing and test purchase unit 2007
2002	East Midlands Special Operations Unit EMSOU Counter Terrorism Intelligence Unit
Apr-10	Regional Asset Recovery Team
Jul-11	East Midlands Special Operations Unit EMSOU Technical Support Unit
Jul-11	Regional Review Unit
Aug-11	East Midlands Strategic Commercial Unit (Procurement)
Sep-11	Major Crime
Sep-11	Serious and Organised Crime
Oct-11	East Midlands Special Operations Unit EMSOU Special Branch
Feb-12	Police e-Crime unit
Feb-12	Regional Intelligence Unit
Apr-12	Forensic Services
Apr-12	Learning & Development
Apr-12	Occupational Health
Nov-12	Legal Services (initially Nottinghamshire and Derbyshire in July 2011 – joined by Leicestershire and Northamptonshire in November 2012)
Nov-12	Fraud and Financial Investigation
Apr-13	Serious Collision Investigation Unit

4.16 In addition, the Protected Persons Unit<sup>i</sup> (went live this summer (2013)).

4.17 The East Midlands Police Collaboration Programme (EMPCP)<sup>j</sup> is based in Hucknall, in Nottinghamshire, and has the task of delivering changes which will improve many areas of operational and non-operational policing functions.

4.18 It has four portfolio areas, each overseen by a Chief Constable from one of the East Midlands forces, with the fifth Chief Constable in the role of Programme chair.

4.19 The portfolio areas are:

- Specialist Crime
- Operational Support
- Specialist Operations
- Resources

4.20 In total, the EMPCP is working on more than 40 projects as diverse as improving IT infrastructure, police legal services, training programmes, streamlining fraud and financial investigations and regionalising the management of HR data.

4.21 **East Midlands Special Operations Unit** - operates from various locations around the region. It is divided into a number of specialist policing units, many

<sup>i</sup> The Protective Unit is a collaboration of 3 Forces Notts, Derbys & Leics

<sup>j</sup> <http://www.eastmidlandscollaboration.police.uk/About%20Us.html>



working with a range of other law enforcement partners at regional and national level.

- 4.22 **EMSOU Major Crime (EMSOU-MC)** - investigates homicides and kidnap with demands and extortion, and other serious cases, as well as managing issues of threat, risk and harm in all five force areas.
- 4.23 **EMSOU Serious Organised Crime (EMSOU-SOC)** - tackles organised crime groups involved in drugs supply, supply of firearms, cyber crime, armed robbery and money laundering across all five force areas.
- 4.24 **EMSOU Forensic Services (EMSOU-FS)** - undertakes forensic analysis, identification and crime scene investigation across three force areas - Derbyshire, Lincolnshire and Nottinghamshire.
- 4.25 **EMSOU Special Branch (EMSOU-SB)** - assesses and reduces the risk to the whole region from potential terrorist activity and domestic extremism.
- 4.26 **EMSOU Regional Review Unit (RRU)** - independently reviews on behalf of all five forces undetected major crime investigations, as well as procedure and practice of critical incidents and missing persons inquiries, as well as analysing acquittals at court and successful appeals against conviction.
- 4.27 **Regional Asset Recovery Team (RART)** - uses specialist financial investigation techniques to recover assets from criminals involved in money laundering and serious organised crime in the East Midlands.

## **RECENT ACHIEVEMENTS**

- 4.28 While collaboration has achieved a lot in terms of organisational change, improving policing standards, saving public money and making the East Midlands police forces much more resilient, the bottom line is about making the region a safer place to live, work and visit.
- 4.29 Some of EMSOUS's most recent successes include:
  - In February 2013, 18 men were given prison sentences totalling 120 years after EMSOU-SOC foiled the gang's plan to distribute around £2m worth of high value cocaine in Lincolnshire.
  - In December 2012, a Derby man was sent to prison for his part in a £52 million money laundering operation which was investigated by the Regional Asset Recovery Team.
  - That same month an EMSOU-led investigation into a drugs supply network operating throughout Britain resulted in a total of 64 years in prison for 13 people. EMSOU worked closely with colleagues in the West Midlands and the North West to bring the gang to justice.

- In November 2012, members of a 14-man car theft gang from across the Midlands were sentenced to a total of more than 24 years in prison for burgling houses to steal car keys and vehicles in Nottinghamshire, Derbyshire, Leicestershire and further afield, some of which were then shipped to southern Africa.
- EMSOU-SOC successfully established a link between 60 different crimes and recovered 40 stolen vehicles, including a dozen already in Africa, working with the South African Police Service to trace the stolen cars.

## **OTHER COLLABORATION OPPORTUNITIES UNDER CONSIDERATION**

4.30 On 2<sup>nd</sup> September 2013, the Police and Crime Commissioners Board was briefed on proposed collaborative developments, which are not at the stage of full business cases. These include:

### **OPERATIONAL SUPPORT**

- CRIMINAL JUSTICE
- EAST MIDLANDS IT
- PROFESSIONAL STANDARDS - VETTING
- LEGAL SERVICES
- CONTACT MANAGEMENT
- INFORMATION MANAGEMENT

### **SPECIALIST OPERATIONS**

- SERIOUS COLLISION INVESTIGATION UNIT
- STRATEGIC ROADS POLICING
- ARMED POLICING INTEROPERABILITY
- SPECIALIST OPERATIONS – COMMAND & CONTROL
- SPECIALIST DOGS
- CIVIL CONTINGENCIES
- EMRICC – PUBLIC ORDER
- EMRICC – PUBLIC ORDER & CBRN

### **RESOURCES**

- TRANSACTIONAL HR SHARED SERVICE CENTRE
- EMCHRS – OCCUPATIONAL HEALTH UNIT
- EMCHRS – LEARNING & DEVELOPMENT
- PROCUREMENT
- ESTATES & FACILITIES

- CORPORATE SERVICES
- ERP - SHARED SERVICES
- FLEET

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

- 5.1 The financial implications of regional collaboration were reported in the previous report to the Panel but for completeness are repeated in this section of the report.
- 5.2 The regional collaboration revenue budget for 2013-14 is £20,931,299. This was approved by the regional PCC's in February. The latest forecast out-turn reported to PCC's on 2nd September 2013 is estimated to be £20,699,816 and represents an estimated under spend of £231,483.
- 5.3 The revenue budget is supplemented by Force's Contributions of Officers in Kind who provide the regional services. The estimated Officer in Kind contribution for the year equates to £8,933,237.
- 5.4 The revenue contributions are split based upon each PCC's share of the funding formula for government grant. This equates to the following percentage shares where there are 5 forces collaborating:
- Nottinghamshire 27.3%
  - Leicestershire 22.8%
  - Derbyshire 22.2%
  - Northamptonshire 14.9%
  - Lincolnshire 12.8%
- 5.5 These percentages vary where there are only 3 forces in the collaboration.
- 5.6 The Regional PCC's were presented with a growth budget over the medium term financial plan period, which they did not agree. They requested that a piece of work should be undertaken to identify further efficiencies within the regional services. An Efficiency Board was set up with the aim of identifying savings by the end of July.
- 5.7 At the September 2013 board meeting of the regional PCC's there was a recommendation from the Efficiency Board to action the identified savings of £2.4m phased over the next 3 years.
- 5.8 The regional collaboration also has a capital programme totalling £420,471. This is to provide vehicles and equipment to the regional services. This

expenditure will be financed by the use of regional reserves £377,468 and a contribution from the regional collaboration fund £43,003.

- 5.9 Regional Reserves were £1,207,428 as at 01.04.13 and are estimated to be £874,960 as at 31.03.14.

## **6. Human Resources Implications**

- 6.1 None - this is an information report.

## **7. Equality Implications**

- 7.1 None as direct result of this report.

## **8. Risk Management**

- 8.1 All risks are managed within each regional project/service. By collaborating risks relating to finances and resilience are being mitigated.

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

- 9.1 The objective to Spend Your Money Wisely within the Police & Crime Plan includes a commitment to achieve greater savings from existing collaborations.

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

- 10.1 Recent legislative changes in respect of collaboration are detailed in paragraphs 4.2 – 4.5.

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

- 11.1 The Deputy Chief Constable has been consulted on this report and feedback responded to.

## **12. Appendices**

- 12.1 None

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

- Police and Crime Plan 2013-2017

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<b>For Information / 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>30 October 2013</b>
<b>Report of:</b>	<b>Chief Finance Officer</b>
<b>Report Author:</b>	<b>Charlotte Radford</b>
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>7</b>

## **Base Budget Review**

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

- 1.1 To provide members with a copy of the final report executive summary for the review of the force revenue budget.

### **2. Recommendations**

- 2.1 Members are requested to note the report and make comments or observations on the report.

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

- 3.1 Good governance and financial management.

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

- 4.1 The report executive summary attached at **Appendix A** is part of the final report produced by Deloitte: the consultants that have worked intensely for 7 weeks in reviewing the budget.
- 4.2 The report details the work undertaken and the findings relating to comments made by staff during the course of their interviews and subsequent detailed review of financial records.
- 4.3 The work included a review of projects already underway within the force and there was assurance that the Chief Officer Team had a full understanding of what was needed and what was being done to drive out further efficiencies.
- 4.4 This also included a review of the work being done in relation to the Target Operating Model (TOM).
- 4.5 The report identifies where further work could be done to align budgets to priorities and drive out further savings.

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

5.1 This contract was met from reserves at a cost of £128,000.

## **6. Human Resources Implications**

6.1 None as a direct result of this report.

## **7. Equality Implications**

7.1 None as a direct result of this report.

## **8. Risk Management**

8.1 The risk for the Police & Crime Commissioner relates to being able to set a balanced budget over the next four years. Without the identification and transformation of the organisation there is a risk that expenditure will exceed finances available by several million.

8.2 The next risk is that budgets are not aligned to priorities resulting in priorities not being met and potential funding be used in non priority areas.

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

9.1 One of the outcomes from this review was to identify how budgets can be better aligned to Police & Crime Plan priorities.

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

10.1 None as a result of this report but there is an awareness that the Government may extend the role of the PCC further and this could also impact on the services provided.

10.2 The Commissioner is eager to prioritise budgets to preventative work and the force have identified through the TOM the need to cut demand in the first instance and this can only be achieved through preventative work.

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

11.1 An independent panel was convened during this review. The panel met at the start of the review to consider the terms of appointment. It met again mid-review to hear and challenge the consultants on their initial findings. And it met to consider this final report. The final meeting provided a robust and challenging discussion.

## **12. Appendices**

12.1 Appendix A – The Final Report: Base Budget Review – Executive Summary

<b>13. Background Papers</b>
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13.1 Nottinghamshire Base Budget Review – Deloitte's Final report (of which some elements are exempt from publication)





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## Executive Summary

## Executive Summary

# Scope and introduction

- This report has been prepared for the Nottinghamshire Police and Crime Commissioner. Deloitte were engaged to undertake a project with three primary objectives:
  1. To **review the Force budget**, and examine the extent of **alignment with the PCC's priorities**;
  2. To **compare the costs of Corporate Services** with other forces and identify if there is scope for savings; and
  3. To identify **potential opportunities for new ways of working** across the Force that could help **transform service delivery and reduce costs**.
- We are conscious that Nottinghamshire Police has been on a **significant transformation journey** over the last few years. Our overall approach has been to build on, rather than duplicate, work that is already on-going within each functional area of the Force. To achieve this we have tried to understand and make reference to, as far as possible, the change programme that is underway. It should be noted that the effectiveness of regional collaboration arrangements are out of scope.
- The review has been undertaken over a period of **seven weeks** during August and September. The level of support and engagement we have received from the Force has been high, both in terms of availability for interviews and willingness to provide data.
- Nonetheless, to review the entire scope of the Force in this timescale has necessarily placed a **limit on the depth of analysis** that could be undertaken in any single area. What the report seeks to provide is an **initial level of insight** that both the Force and Office of the PCC can build upon in the months ahead, and it draws attention to comparisons with other policing and non-policing organisations that could serve as a basis for further analysis.
- In 2009/10, we understand that Nottinghamshire Police Authority's accounts were qualified due to a failure to demonstrate sufficient focus on value for money. It is clear that the Force has made **significant progress** since then in **getting in control of its budget**, and through a period when it was also very focused on improving policing performance.
- In summary, whilst there are a number of areas for potential improvement highlighted in this report, our overall impression from this short review is that the leadership team does have a **good grip of how resources are managed in the Force**, and has plans in place for how this could continue to be improved in the future.

## Executive Summary

# Overview of the budget

- Understanding the Force's budget is the starting point for identifying **potential savings opportunities and new ways of working**. During the analysis we explored the individual budget lines within each functional area of the Force, but also sought to understand the **process for building the budget itself**.
- Many of the **headline figures in the budget** will not be a surprise. For example, approximately 80% of the Force's budget (just under £160m) is spent on officers and staff, a figure that is consistent with the wider police service, with over two thirds of that accounted for by police officers. Similarly, the budget for the County Division is 25% larger than the budget for City, equating to £10m. This is broadly reflective of the overall balance of demand for policing services, with c.60% of crime occurring in County (although it should be noted that City receives a greater proportion of resources from the regional units).
- The **balance of spend across policing services** is perhaps more interesting. For example, Response policing accounts for over half the combined budget of the two divisions and Neighbourhood just under one third, with the remainder being accounted for by Investigation teams. There is also some subtle variation between the two divisions: for example, County spends around 53% of its budget on Response, compared to 48% in City; the reverse appears to be the case for Neighbourhood, with City's budget eight percentage points higher than County's (34% and 26% respectively). This is reflective of the different demands within each area. The Force as a whole is aiming to achieve the following split by March 2014 based on the workforce plan: Response 43%, Neighbourhood 27%, and Investigation 30%. The expectation is that the emergence of the TOM and the shift towards more preventative work will further reduce the proportion devoted to Response.
- It is **hard to quantify what proportion of resources are deployed to reactive and proactive policing**, and significant additional data collection would be required given the multiple roles many officers perform. Nonetheless, there has been a strong desire among many interviewees to see the proportion of proactive policing increase, also reflected in the workforce plan, provided it is within a clear, outcome-based framework that is shared with other partner agencies. There is also an appetite to consider innovative mechanisms for delivering such outcomes (e.g. social impact bonds).
- Beyond the two divisions, **approximately 12% of the Force budget is spent on Corporate Services**, and the Force has a **target to reduce this to 10%**. Separately, the budget does suggest areas of duplication of activity across the Force, such as in performance and partnerships, which should be investigated further.
- This exercise has suggested that, while it has evolved, the **building of the budget itself** has not always kept pace with wider changes in the Force. This needs to be developed further if it is to facilitate the kinds of analyses that Chief Officers and the OPCC will want to undertake in the future. For example, in spite of delivering nominally the same services, budgets are built differently in the two divisions, making direct comparisons difficult; budget lines such as 'Command' and 'Admin' can be misleading, masking a range of operational functions, including spend on PCSOs; and contingency budgets are dispersed across the Force, making it difficult to realise savings from them.
- What would be helpful in the future would be a **budget that aligns to the overall operating model for the Force**, with budgets more clearly linked to the key services delivered – such as Neighbourhood Policing, or Investigative Services – thus enabling clear prioritisation choices to be made. Existing ICT presents a significant challenge in doing this, preventing the effective linking of finance and workforce data, for example. Nonetheless, given the on-going work in Force on the Target Operating Model (TOM), now would be a good time to review and refresh the overall approach to budgeting.

## Executive Summary

# Comparative analysis of Corporate Services

- We have compared Business & Finance, Estates, Professional Standards and HR with similar functions in other forces to understand if there is potential to drive out further savings. The majority of this analysis has been based on comparisons with the HMIC's most similar force group, plus forces from the East Midlands in the analysis where relevant (e.g. Lincolnshire's outsourced arrangements have been excluded in some areas).
- **Overall Nottinghamshire performs relatively well against the peer group average**, especially in relation to Business & Finance, Estates and Professional Standards. Business & Finance in particular has a lower cost as a percentage of the total budget for the Force in comparison to the peer group average, and has a lower cost per FTE than its peers.
- Nottinghamshire **performs less well in comparison to peers in HR**. The cost of the HR function, as a percentage of total force spend, is higher than the group average and the second highest overall, and the cost of the HR function per FTE is also high - almost £80 more per person than the group average and £240 per person more than the group leader. The ratio of HR staff to officers and staff in the Force is 1:62, whilst the leading force operates at 1:117. It should be noted that the high costs in HR seem to be driven by a number of factors including the current high levels of recruitment and the need to support the TOM work.
- In addition, part of the **culture change** the Force is looking to implement within this area relates to supervisors and line managers across the Force taking more responsibility for people and finance issues that currently have to be dealt with at the centre. If this is achieved, this should help reduce the HR requirement.
- If Nottinghamshire could attain **the same staffing ratios as the best performer** among its most similar forces it could potentially reduce Corporate Services headcount by over 50 FTEs (although it should be noted that there are other drivers of cost in Corporate Services that are perhaps more significant than headcount). In this context it would be useful to examine in more detail how Northumbria, one of the best performers, configures its Corporate Services.
- However, it should be emphasised that **policing as a sector is not a high performer** in relation to the efficiency of its Corporate Services, and the scale of potential improvement for Nottinghamshire is starker when other public and private sector benchmarks are considered. **The Force has rightly set ambitious targets and savings plans**, including £3.9m to be realised within Corporate Services by 14/15.
- The achievement of these targets would significantly improve the relative position of the Force against its peers, and would release funds that could potentially be redeployed to proactive and other policing services. Whilst we have not been able to examine the delivery plans for these targets in detail in this review, this implementation will need to continue to be a key focus for the Force and OPCC over the coming months.

## Executive Summary

# Opportunities to make savings through new ways of working (1/2)

Taking the budget analysis as a prompt, we have worked with officers and staff to examine particular agreed areas in more detail, to identify and develop possible savings opportunities through new ways of working. It should be noted that the wide range of areas covered and the limited time frame mean that there has been a limit to the depth of the analysis, particularly in relation to HR, Procurement and Criminal Justice – each of these areas could be subject to their own individual reviews, as have been undertaken in other forces. These suggestions should therefore be seen as a **starting point for further consideration** and potentially a **platform for additional analysis**.

Among the headlines from this work are:

- Our contract experts have reviewed in detail the **fleet** contract with Venson, and confirmed the Force view that **there is no easy exit route** from the contract. Nonetheless, there are a number of things that the Force can do to get best value from the contract, including **ensuring officers understand the cost implications of using different vehicles**, and building on current efforts to ensure a consistently robust approach is taken to monitoring performance and managing the contract.
- The Force has already undertaken considerable review and improvement work in **contact management**. There remain two areas of potential improvement worthy of on-going focus. Firstly at the front end, the Force handles a significant volume of low-value demand – for example, 55% of calls do not relate to Force priorities, and only a very small proportion relate to crimes. Such demand has **increased as many other agencies have reduced their own service levels**, and there is a clear need for the Force and PCC to examine how they can work with other agencies to reduce such demand. Secondly, there may well be potential to **reduce knock-on demand in local policing teams** through reducing the number of deployments. Our work in other forces has shown the extent to which incorrect call grading, and a lack of confidence and/or limited knowledge among call handlers that limits effective call resolution at first receipt, can quickly drive up costs 'downstream'. We recommend carrying out a **'deep dive' analysis of the effectiveness of current grading/deployments**, and a suggested set of questions for such an analysis is included in this report. The **Force's own review of its 100% attendance policy** – itself a product of its time – will also help deliver efficiencies in this area.
- **Airwave** expenditure within Nottinghamshire is relatively low at under £700k p.a., which naturally limits the potential for savings. While we have worked with other forces to identify the potential for savings, these have typically related to **reducing coverage or CCI ports** – both of which carry a certain level of risk, which is likely to negate the limited savings possible in Nottinghamshire. A further opportunity relates to the **rationalisation of handsets**: this could result in savings in capital investment, but would require cultural change for the Force if there was a move away from the policy of personal issue. There is also potential to reduce cost through **changing the way officers and staff use Airwave**, and the Force is considering this.
- **HR** in Nottinghamshire Police has faced **some challenges** over the last few years, but has made **significant progress** towards overcoming these. The department as a whole is quite resource-heavy, although the number of demands on HR at the moment seem to be contributing to this. There could be potential, however, to drive efficiencies in HR through undertaking **resource-to-task modelling**, to meet both business-as-usual demands and special project requirements as efficiently as possible.

## Executive Summary

# Opportunities to make savings through new ways of working (2/2)

- The police service as a whole has tended to manage its **estate** poorly, with many police buildings under-utilised, expensive to maintain, and not aligned to modern policing methods. Recently, however, a number of forces have taken **radical steps to reduce estate footprint**, and through PCC-led publicity campaigns such as 'bobbies not buildings', to do so whilst limiting the impact on public perception. **Plans and an agreed vision are in place to achieve this in Nottinghamshire**, and there is considerable opportunity to drive out cost, as well as generate capital receipts, by changing working practices to use less space and paying less for the space the Force uses. This is recognised in the emerging Force plans. In addition, increasing the extent of co-location and integrated working could help drive closer working relationships with public sector partners. Both cultural and IT-driven change will be required to realise the full benefits, through mobile working for example, but we have also seen elsewhere the **potential for a reconfigured estate to help drive wider transformation** across the organisation. The Force is considering this.
- The plans to **regionalise Criminal Justice** are likely to go some way to modernising this area in Nottinghamshire. Inefficiency in criminal justice is a national issue which the Force is right to be trying to address. The Force is aiming to be at the **forefront of the modernisation agenda**, and as well as implementing a regional model, could work with CJS partners to consider more innovative approaches such as **digital courts and alternative custody delivery models**.
- The Force is focusing on driving savings in **Procurement** through the East Midlands Strategic Commercial Unit. This is **modernising procurement practices**, and focusing increasingly on **effective contract and supplier management**. To build on this success, we recommend that the Force consider enhancing purchasing power through **'bundling' low-value ticket items**, and continuing to examine innovative sourcing models, such as delivering printing more cheaply through **'prison printing'**.
- A number of potential opportunities have been identified by the Force in relation to the police **workforce**, including the potential to **extend Workforce Modernisation** to ensure a better alignment between skills, powers and tasks (e.g. extending the use of PCSOs to release officers).
- Perhaps the greatest potential lies in reconfiguring a **more consistent, organisation-wide approach to how resources are matched to demand**. At a tactical level, for example, **supervision ratios** vary between similar teams across the Force area. At a more strategic level, some policing functions appear to be fragmented across the Force, with **'hard' geographical boundaries** existing in a number of places. We have not been able to analyse this in detail, but our work in other forces has shown the extent to which this can drive inefficiency, through duplication and over-resourcing to meet demand peaks, as well as militating against collaborative working. The potential for creating more **Integrated, force-wide capabilities** should be examined by the Force's Target Operating Model work. As part of this work we would recommend consideration be given to developing a single, comprehensive **'service catalogue'** for the Force to help inform prioritisation decisions, as well as facilitate demand-reduction discussions with partners.

<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>30/10/13</b>
<b>Report of:</b>	<b>Police and Crime Commissioner</b>
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<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>8</b>

## **Alcohol Strategy and Action Plan Update**

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

- 1.1 This report presents the Police and Crime Panel with an overview on progress to date on the Alcohol Strategy and Action Plan, a specific piece of work which falls within the key work stream of the Police and Crime Plan to reduce the impact of alcohol on levels of crime and anti-social behaviour.

### **2. Recommendations**

- 2.1 The Panel is asked to consider the contents of this report and the Alcohol Strategy and Action Plan and offer any comments.

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

- 3.1 Members of the Police & Crime Panel at their last meeting requested updated information on the progress of the Alcohol Strategy and Action Plan.

### **4. Summary of Key Points (this should include background information and options appraisal if applicable)**

- 4.1 On 1<sup>st</sup> July 2013 the Commissioner and the Panel held their joint Inaugural Alcohol Conference for Nottinghamshire. Key speakers included John Carnochan from Glasgow's Violence Reduction Unit, Iain Armstrong from Public Health and local policy makers Dr Chris Kenny from Public Health Nottingham City and County and Christine Oliver from the Crime and Drugs Partnership. The purpose of this conference was to give the opportunity for representatives from across Nottingham and Nottinghamshire to come together to share good practice and inform the development of a new action plan to address alcohol related concerns.
- 4.2 In addition to the conference, the Commissioner has met with numerous agencies and individuals from the statutory sector, voluntary sector, private industry and local residents to hear views on what action should be taken to address alcohol related harm.



4.3 Throughout the summer an alcohol survey was conducted with local residents in person at numerous local events and also via the Commissioner's website.

4.4 This consultation process concluded at the end of August and the Alcohol Strategy and Action Plan has now been prepared. The Commissioner was particularly pleased to be supported in this process by Public Health, the Force and Gedling Borough Council. The plan is driven by the principle that every agency affected by alcohol misuse must also play a role in solving it and to this end within the plan the Commissioner has suggested agencies that he believes should lead on the key strategic themes.

4.5 The draft plan has been circulated to key stakeholders for comment and is due to be launched on 25<sup>th</sup> October 2013. The Commissioner has invited identified lead agencies and key partners to the launch to collectively discuss how to implement its proposed actions. The report will be attached as an addendum for circulation to panel members once it has been launched on the 25<sup>th</sup> October.

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

5.1 None as direct result of this report

## **6. Human Resources Implications**

6.1 None as direct result of this report

## **7. Equality Implications**

7.1 None as direct result of this report

## **8. Risk Management**

8.1 None as direct result of this report

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

9.1 In March 2012 the Government launched its Alcohol Strategy which identified its main outcomes as creating:

- A change in behaviour so that people think it is not acceptable to drink in ways that could cause harm to themselves or others
- A reduction in the amount of alcohol fuelled violent crime
- A reduction in the amount of adults drinking above the NHS guidelines
- A reduction in the number of people "binge drinking"
- A reduction in the number of alcohol related deaths
- A sustained reduction in both the numbers of 11-15 year olds drinking alcohol and the amounts consumed.

9.2 As part of his Police and Crime Plan the Commissioner has committed to reducing the impact of alcohol on levels of crime and antisocial behaviour.

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

10.1 None as direct result of this report

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

11.1 The Alcohol Strategy and Action Plan is a direct result of an extensive consultation process over the summer.

## **12. Appendices**

12.1 Alcohol Strategy and Action Plan – to follow

## **13. Background Papers**

13.1 None



<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>30<sup>th</sup> October 2013</b>
<b>Report of:</b>	<b>Nottinghamshire Police &amp; Crime Commissioner, Paddy Tipping</b>
<b>Report Author:</b>	<b>Laura Spinks</b>
<b>E-mail:</b>	<b>Laura.spinks@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Superintendent Helen Chamberlain, Head of PPU</b>
<b>Agenda Item:</b>	<b>9</b>

## Online Child Safety

### 1. Purpose of the Report

- 1.1 The purpose of this report is to provide information to Members regarding education packages available for schools to educate children and parents in online safety.

### 2. Recommendations

- 2.1 It is recommended that Members consider and note the report.

### 3. Reasons for Recommendations

- 3.1 At the previous Police and Crime Panel meeting on 16<sup>th</sup> September 2013 there was a discussion regarding education for children and parents about online safety. A report was requested to inform a further conversation regarding this matter.
- 3.2 This report provides that further detail about what internet products are currently available and how the Police are linked in with local schools on this subject.

### 4. Summary of Key Points

- 4.1 Nottinghamshire Police provides local schools with support and information regarding online child safety when requested.
- 4.2 Ultimately, online child safety education is supported by the Police for provision by schools to children and their parents.
- 4.2 Every school across the country deals with the subject of online child safety differently. The subject is taught through the Personal, Social, Health, and Economic Education (PSHE) curriculum.

- 4.3 Every school has access to a number of online websites, specifically for parents and teachers, with information about how they can best advise children about online safety.
- 4.4 There are no national education packages for online child safety that are included in school curriculums. However, there are a number of websites that incorporate online safety advice. A list of these websites can be found below:
- [www.facebook.com/safety](http://www.facebook.com/safety)
  - CEOP website – [www.thinkuknow.co.uk](http://www.thinkuknow.co.uk)
  - [www.iwf.org.uk](http://www.iwf.org.uk)
  - [www.saferinternet.org.uk](http://www.saferinternet.org.uk)
  - Childnet – [www.childnet.com](http://www.childnet.com)
  - [www.kidsmart.org.uk](http://www.kidsmart.org.uk)
- 4.5 Nottinghamshire Police receives regular requests via Public Protection to provide online safety input to schools. These requests are responded to positively and where possible, members of staff do attend. If the school has a particular issue – such as if there are victims of child sexual exploitation (CSE) attending the school - then this will be prioritised.
- 4.6 The issue of online child safety is an issue for both of the Children's Safeguarding Boards. Nottinghamshire Police also chairs the cross authority group on CSE and the education authorities are also linked in to this meeting.
- 4.7 Through the Child Sexual Exploitation Community Action Group (CSE CAG) the Force is providing awareness in relation to CSE through schools.
- 4.8 An example of this is the 'Theatre Project', which is in conjunction with the Pintsize Theatre Company and is in partnership with the Health authorities. They have raised funds of between £10-17,000 for a bespoke performance regarding sexual exploitation, which has been performed in both City and County schools. There will also be a one-off special production for 'City Looked After Children', currently planned to be performed at NGY on 25/11/2013.

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

- 5.1 There are no financial implications arising from this report.

## **6. Human Resources Implications**

- 6.1 There are no HR implications arising from this report.

## **7. Equality Implications**

- 7.1 There are no equality implications arising from this report.

## **8. Risk Management**

- 8.1 There are no new risks to report as a result of this paper.

- 8.2 There are always opportunities for partnership working in this area with schools and Public Protection are engaged with local schools where requested or where there is a particular need that is identified.

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

- 9.1 The work undertaken by Public Protection within the Crime and Justice Department is intrinsically linked to the Police and Crime Plan priorities; 'protect, support and respond to victims, witnesses, and vulnerable people', and 'prevention, early intervention and reduction in reoffending'.
- 9.2 Staff within Public Protection are available for local schools to seek advice and support in educating, not just children, but also parents who are concerned about these matters and to respond to any matters that may be raised in relation to this.

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

- 10.1 Any changes in legislation with regards to online child safety are monitored and implemented as necessary by the Force.

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

- 11.1 There has been no consultation with regards to the report and it will be presented to the Police and Crime Panel on 30<sup>th</sup> October 2013.

## **12. Appendices**

- 12.1 There are no appendices to this report.

## **13. Background Papers**

13. There are no background papers relating to this report.



**WORK PROGRAMME**

**Purpose of the Report**

1. To give Members an opportunity to consider the work programme for the Panel and to suggest further topics for inclusion (see appendix).

**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.

**Other Options Considered**

3. All Members of the Panel are able to suggest items for possible inclusion in the work programme.
4. The Work Programme has been updated following discussions around the Commissioner's update report at the last meeting. The regular standing items and statutory requirements have also been scheduled into the proposed meeting timetable.
5. One aim of the Panel Development Session to be held after the meeting on 30 October 2013 will be to further develop the work programme and look at any potential topics which the Panel may want to focus on as scrutiny reviews.

**Reasons for Recommendation/s**

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

**RECOMMENDATION/S**

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

**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 5 September 2013)

<u>Agenda Item</u>	<u>Brief Summary</u>
<b>16 December 2013 – 2.00pm – Nottingham City Council</b>	
Police and Crime Commissioner's update (including 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 issues within the Force.
Domestic Violence update	Regular update on progress with this issue and the related strategic themes and key activities.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
<b>3 February 2014 – 2.00pm – Broxtowe Borough Council</b>	
Police and Crime Commissioner's update (including 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 issues within the Force.
Police and Crime Plan	Annual Review
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.
Proposed Precept and budget 2014/15	To consider the Commissioner's proposed budget and Council Tax precept.
<b>28 April 2014 – 2.00pm – Bassetlaw District Council</b>	
Police and Crime Commissioner's update (including 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 issues within the Force.
Domestic Violence update	Regular update on progress with this issue and the related strategic themes and key activities.
Review of the Costs of the Commissioner's Office	To review the ongoing costs of the Commissioner's Office, including benchmarking against other Commissioner's Offices nationally.
Complaints update	Regular update on any complaints received against the

<b><u>Agenda Item</u></b>	<b><u>Brief Summary</u></b>
	Police and Crime Commissioner or Deputy Police and Crime Commissioner.
<b>18 June 2014 – 10.30am - Annual Meeting – Newark and Sherwood District Council</b>	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2014/15 year.
Review of Balanced Appointment Objective.	<p>The Panel will review its membership to see whether any actions are required in order to meet the requirements for:-</p> <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> <li>•</li> </ul>
Police and Crime Commissioner's update (including 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 issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner or Deputy Police and Crime Commissioner.

