

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

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

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

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

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

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

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

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

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

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

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

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