For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	7 June 2021
Report of:	Caroline Henry Police and Crime Commissioner
Report Author:	Kevin Dennis
E-mail:	Kevin.Dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	9

#### POLICE AND CRIME COMMISSIONER'S CLOSING REPORT 2020/21

### 1. PURPOSE OF THE REPORT

- 1.1 This report provides the Police and Crime Panel with review of progress in delivering the Police and Crime Plan for 2018-21, in compliance with the Commissioner's statutory duties.
- 1.2 The report includes an update on key performance indicators to 31 March 2021 as detailed in the latest quarterly Performance and Insight Report (appendix A), the revenue and capital outturn positions for 2020/21 (appendices B and C), and the 2020/21 Annual Report (Appendix D).

### 2. RECOMMENDATIONS

- 2.1 The Police and Crime Panel has a statutory duty<sup>1</sup> to scrutinise performance and delivery against the ambitions of the Police and Crime Plan and of the Commissioner in fulfilling his statutory duties (Section 14 of the Policing Protocol 2011). The Police and Crime Panel also has a statutory duty to review the Commissioner's Annual report<sup>2</sup>. This paper is designed to assist the Police and Crime Panel in fulfilling these responsibilities.
- 2.2 The Police and Crime Panel is invited scrutinise the contents of this report and seek assurance on any specific areas of concern, request further information where required and make recommendations within the scope of their role<sup>3</sup>. The Panel is also invited to review the outgoing Commissioner's Annual Report for 2020/21 and provide a report or recommendation as appropriate.

<sup>&</sup>lt;sup>1</sup> Section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 requires the Commissioner to, subject to certain restrictions, provide the Panel with any information which they may reasonably require in order to carry out their functions, and any other information which the Commissioner considers appropriate

<sup>&</sup>lt;sup>2</sup> Section 12 of the Police Reform and Social Responsibility Act 2011

<sup>&</sup>lt;sup>3</sup> <u>Police and Crime Panels: A Guide to Scrutiny</u>, Local Government Association (Updated 2016)

### 3. POLICE AND CRIME PLAN PERFORMANCE (2018-21)

- 3.1 The outgoing Commissioner's Police and Crime Plan (2018-21) set 57 performance indicators and 12 sub-measures across four strategic themes. These indicators have been tracked by the force and OPCC on a quarterly basis as part of the Performance and Insight report which is published on the Commissioner's website<sup>4</sup>. This paper provides an update on key performance headlines from the Quarter 4 Performance and Insight report 2020/21.
- 3.2 **Protecting vulnerable people from harm**: Nottinghamshire continues to see strong and improving performance in police and partnership activity to protect vulnerable people from harm. Adult and child safeguarding referrals have continued to increase during the year (+16%) as a result of improvements in the identification of risk and earlier intervention to ensure that appropriate safeguarding actions are taken. This has included improvements in training and partnership responses to Child Sexual Exploitation, knife crime and modern slavery.
- 3.3 Missing person reports fell by 16% in 2020/21 affected, in part, by the Coronavirus Restrictions which reduced opportunities for missing person episodes and enabled individuals to be located faster. Mental health related incidents recorded by police also fell in 2020/21 (-11%) despite an increase the complexity of presenting demand and the use of health based places of safety under s136 of the Mental Health Act. Positively, there were no cases in which custody was used as a place of safety under the Act in 2020/21.
- 3.4 The number of recorded drug trafficking and supply offences recorded by police increased by 12% in 2020/21, partly driven by increases in proactive policing activity as part of the Operation Reacher programme, which has been active across all 12 policing neighbourhoods since 5 October 2020. During the financial year, the combined Reacher Teams helped to secure 1,106 arrests, 492 drug seizures, 233 offensive weapon seizures, the recovery of around £470,000 in criminal cash and the seizure of 353 vehicles. The teams also issued 503 traffic warrants and generated and submitted around 1,195 pieces of intelligence to assist further enforcement and safeguarding. A breakdown of outcomes by local authority is shown below:

<sup>4 &</sup>lt;u>https://www.nottinghamshire.pcc.police.uk/Public-Information/Performance/</u>

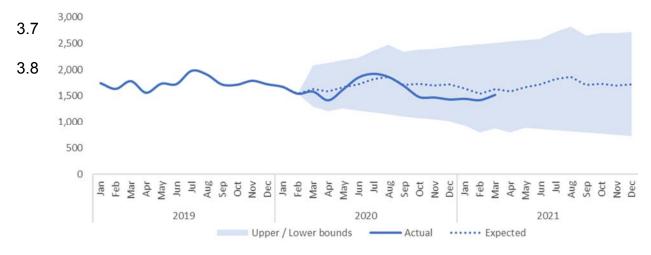
Fig 1. Operation Reacher Outcomes by Policing Neighbourhood - April 2020 to March 2021

	Arrests and VA	Magistrates warrants	Traffic offences	PACE Searches	Stop and searches	Weapons seizures	Drug seizures	Cash Seized	Vehicles seized	Intel generated
Ashfield	120	33	58	29	348	22	56	£10k	48	149
Bassetlaw	95	14	26	13	152	7	11	£9k	28	83
Broxtowe	56	27	10	38	38	7	25	£13k	12	112
Gedling	148	35	110	44	310	47	84	£258k	47	177
Mansfield	141	28	89	31	496	17	56	£4.5k	47	88
Newark & Sher.	54	14	22	19	114	7	23	£6.9k	22	87
Nottingham	443	128	154	154	731	114	217	£155k	130	439
Rushcliffe	49	18	34	40	80	12	20	£14k	19	60
Force wide	1,106	297	503	368	2,269	233	492	£470k	353	1,195

3.5 **Helping and supporting victims:** Levels of reported domestic abuse crimes reduced by 7% reaching the lowest level in two years. This reduction is likely to have been affected by the Coronavirus restrictions in place during 2020/21 resulting in fewer opportunities for domestic abuse to be identified and a significant reduction in night time economy-related activity. The proportion of repeat victims having reported a separate offence during the previous 12 months remained stable at 34%.

Fig 2. Police recorded domestic abuse in Nottinghamshire by month
Actual versus expected during period of Coronavirus Restrictions 2020/21

3.6



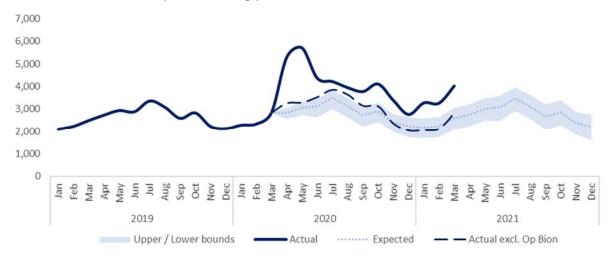
- 3.9 Force compliance with the Victim's Code of Practice remains strong (93.9%) following the introduction of stringent reviews across adult and child public protection since June 2020 and continued robust screening of rape and serious sexual offence compliance.
- 3.10 Positive 'cope and recover' outcomes among victims accessing Ministry of Justice funded support services deteriorated by 11.2% points in 2020/21. The most significant areas of deterioration were seen in positive outcomes among those exiting restorative justice services (-27%, n=53), CSA/CSE services (-18%, n=196) and domestic abuse services (-14%, n=1,663). These reductions should be viewed in the context of the changing profile of victimisation and service provision, with some providers reporting an increase in levels of anxiety and case complexity among service users in the wake of the pandemic.

Fig 3. Percentage of victims exiting PCC Commissioned services reporting 'Improved ability to recover and cope with everyday life'

	Oct 2018 to Sep 2019	Apr 2019 to Mar 2020	Oct 2019 to Sep 2020	Apr 2020 to Mar 2021
Overall Positive Outcome rate	78.1%	79.0%	72.7%	67.8%
Restorative Justice	73.2%	70.5%	54.1%	43.4%
Sexual Violence	72.4%	59.5%	53.7%	51.5%
Domestic Abuse	75.8%	83.0%	73.3%	68.5%
Victim Care	77.5%	76.4%	76.2%	69.7%
Child Sexual Abuse/Exploitation	94.6%	89.2%	86.6%	70.9%
New COVID-19 funded services	n/a	n/a	93.3%	94.7%

- 3.11 Around 11,300 individuals were supported by core OPCC commissioned victim services in 2020/21, with a further 691 receiving support via additional Ministry of Justice funded domestic and sexual abuse services in the wake of the pandemic. Positive service outcomes among those exiting the new COVID-19 funded services remained strong during the year at 95% (n=207).
- 3.12 Tackling crime and Anti-social Behaviour (ASB): Police recorded victim-based crime fell markedly in 2020/21 (-22%), largely impacted by Coronavirus Restrictions in place since 23 March 2020. Overall levels of police recorded anti-social behaviour increased by 50% in 2020/21, primarily driven by the enforcement of Coronavirus Restrictions (Op Bion) which accounted for around 12,820 recorded ASB occurrences during the year. When Op Bion incidents are excluded from the profile, the overall volume of ASB incidents saw no significant change in 2020/21 (+0.6%). It should be noted, however, that reductions in night time economy-related ASB which were off-set by more widespread increases in neighbourhood level nuisance during this period.

Fig 4. Police recorded anti-social behaviour incidents in Nottinghamshire by month Actual versus expected during period of Coronavirus Restrictions 2020/21



- 3.13 Nottinghamshire continues to see reductions in levels of violent knife crime (-8%) and in the number of possession of weapon offences recorded (-16%), despite maintaining around 5,100 stop and searches across the force area over the last year. The positive outcome rate for stop and search saw a marginal deterioration during 2020/21, failing from 41% to 39%.
- 3.14 Feelings of safety by day (89%-90%) and after dark (62%-64%) remained strong in Nottinghamshire throughout 2020, however recent national events including the murder of Sarah Everard and rise in reports of dog theft have potential to impact upon this trend. New results from the quarterly Police and Crime Survey are expected in late May following delays in fieldwork on account of the Coronavirus restrictions in place.
- 3.15 **Transforming services and delivering quality policing**: 2020/21 saw marked reductions in 999 call demand (-13%) following an increasing trend over the previous two years. The service also received around 172,260 fewer 101 non-emergency calls during the year marking a 23% reduction on 2019/20. Compliance with National Crime Recording Standards (97.6%) has continued to increase, reaching the highest level on record.
- 3.16 Action taken to improve the capture and accuracy of response data as reported via the 'SAFE' Command and Control system<sup>5</sup> has led to a marked improvement in grade 1 urban (+2.7% pts) and rural (+3.2% pts) attendance times over the last quarter. By the end of 2020/21, the proportion of Grade 1 urban (77.7%) and rural (72.6%) incidents attended within the target time stood marginally higher than levels in 2019/20 (77.4% and 72.2% respectively).

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<sup>&</sup>lt;sup>5</sup> The SAFE' system replaced the Legacy system in March 2020 which was no longer compliant with Home Office requirements. SAFE provides Command and Control, telephony and Airwave radio interfaces into the control room, with data recorded in real time. Work has been undertaken to ensure attending officers promptly record 'State 6' on arrival to ensure more accurate and reliable attendance data.

3.17 The number of complaints recorded by the police Professional Standards Department increased by 22% in 2020/21, primarily driven by changes to the Police (Conduct) Regulations in 2020 which saw the complaints system expanded to include elements not previously captured. This includes organisational issues and complaints that are repetitious, relate to historic matters or are vexatious.

### 4. Case Study: Newark Safer Streets Project

4.1 In July 2020, the Home Office awarded the Police and Crime Commissioner £550k following a submission to the Safer Streets fund to reduce specified acquisitive crimes in the Chatham Court and Northgate areas of Newark and

Sherwood.

The area, which had not been previously targeted for intervention, was selected on account of a higher density of residential and nonresidential burglaries.

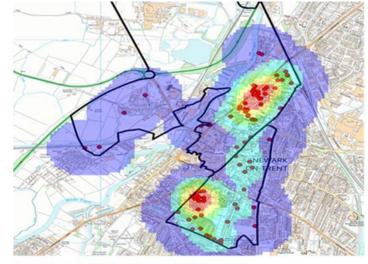


Chart 1 - Hot Spot of Domestic Burglary 1

- 4.2 The Office of the Police and Crime Commissioner, Nottinghamshire Police, Newark and Sherwood District Council and Nottinghamshire County Council set four strategic objectives were set for the project which included:-
  - Community engagement to build capacity and resilience
  - Target hardening to prevent and deter crime
  - Police targeting of hotspots to reduce specified crimes
  - Environmental cleansing to make the area look and feel better
- 4.3 11 specific interventions were deployed as part of the project, which included development of a Community Hub, introduction of a parking permit scheme, bicycle property marking and security, installation of 400 upgraded street lights, 400 extra hours of police patrols, free security upgrades on 140 people's homes including new fencing, high-security doors and windows, automatic number plate recognition (ANPR) camera deployment, enforcement activity, redeployable 4G solar-powered security cameras at over 30 houses and various environmental improvements.

4.4 A survey was undertaken in April 2021 designed to capture residents' views on the work undertaken in the area. The survey found that 82.6% of respondents now felt safe or very safe as a result of the work done. Furthermore, 67.1% of respondents said they now felt safer leaving their homes unoccupied and 69.1% said the 'Safer Streets' improvements had made them feel safer or much safer at night. 67.8% said improved CCTV had made them feel safer and 50.3% felt that their homes were now less likely to be burgled. 63.1% also reported that the improved levels of street lighting had made them feel safer. Overall police recorded crime in Newark fell by 16.9% in 2020/21.

"We have set out to make a real tangible difference to public safety in these areas and that is exactly what we have delivered. Not only are people feeling safer in their homes and on the streets of Newark, crime is actually down and fewer crimes mean fewer victims. The new technology, resources and skills we have secured through Safer Streets will help us to keep it that way in the future"

Nottinghamshire PCC Paddy Tipping

"We are really pleased with these results which show people feel safer in the Chatham Court and Northgate areas of Newark as a result of the Safer Streets project. Among the many successes of this project is teamwork, with partners working seamlessly together for the benefit of our communities in Newark. It is vital we now keep up the good work and sustain the improved levels of confidence, engagement and reassurance this project has delivered and we will be working closely with our colleagues to achieve that"

Chief Constable Craig Guildford

"Since the start of Safer Streets, we have been committed to putting measures in place that go way beyond the short-term, but instead build the foundations of a safe, supported and protected future for our residents and I'm so pleased this is reflected in the survey. We are absolutely committed to making sure our district remains a safe and welcoming place to live, work and visit and it's great to hear that the measures have made, and will continue to make a real difference on residents' lives"

Cllr David Lloyd, Leader of Newark and Sherwood District Council

Following the success of the project, partners are collaborating to deliver further target hardening in three other local crime hotspots in the Beacon and Castle wards of Newark. The work, costing in the region of £102k, is being partfunded by the OPCC with partners contributing matched funding, and will be supported with high-visibility patrols and environmental clean-up activity. It will also cover the cost of the Burglary Reduction Officer's post for a further year.

4.5 Project leaders will also continue to engage with residents in the Chatham Court and Northgate areas to encourage more people to get involved in crime prevention activities including Neighbourhood Watch. The survey showed more than a quarter of residents in these areas were either interested in getting more involved in safety activities or were already playing an active role.

### 5. Activities of the Commissioner

- 5.1 Caroline Henry was elected Police and Crime Commissioner for Nottinghamshire following elections were held on 6 May 2021. Commissioner Henry succeeded formed Commissioner Paddy Tipping who had held the position in Nottinghamshire since 2012. Commissioner's provisional objectives and areas of focus during her first 90 days in office are outlined in the accompanying panel paper.
- 5.2 The Annual Report of the outgoing Commissioner, Paddy Tipping is shown at Appendix D. Panel members are invited to review the contents of the Annual Report and provide a response and recommendations as appropriate. Further details any specific strategic activity listed in the report can be made available to the Panel on request.

### 6. HMICFRS Inspection Report: Policing the Pandemic

- 6.1 HMICFRS published the thematic inspection report 'Policing the Pandemic'<sup>6</sup> on 20 April 2021. The report presents findings from a snapshot of policing based on detailed inspections of 19 forces visited between March and November 2020, of which Nottinghamshire was included.
- 6.2 The report found that, despite some inconsistencies nationally, police responded well to the exceptional circumstances of pandemic, showing dedication, commitment and adaptability in minimising the effect of the virus on public service. Police leadership relied upon tried and tested knowledge, structures and processes to address enormous difficulties and quickly develop new solutions where previous measures did not meet the problem.
- 6.3 The inspection notes that government communication about restrictions and regulations was often at short notice and subject to change, which in turn affected the police service's ability to produce guidance and brief staff. This led to errors and inconsistencies in approach across some areas, including in the application of the Four E's approach<sup>7</sup>, which forces have learnt from.
- 6.4 Most forces improved their use of technology during the pandemic, adapting their working practices and exploiting the benefits of remote working, reduced travel time and greater attendance (by the police and other organisations) at meetings. This has helped to ensure more coherent and robust decision-making

<sup>&</sup>lt;sup>6</sup> Policing in the pandemic - The police response to the coronavirus pandemic during 2020, HMICFRS, April 2021

<sup>&</sup>lt;sup>7</sup> Four Es approach of engaging, explaining and encouraging before enforcing the legal requirements

- in many cases and could offer long-term benefits to police effectiveness and efficiency.
- 6.5 Conversely, other aspects of service were adversely affected in some areas, including a rise in the number of crimes not to investigated as they were deemed unlikely to be solved, reduced in-person visits to registered sex offenders and existing backlogs in the criminal justice system being exasperated by pressures caused by the pandemic. The inspectorate notes that policing, other criminal justice bodies and governments need to work together to ensure that the CJS can recover.
- 6.6 In assessing risks in vulnerability, the inspectorates noted steps taken by Nottinghamshire Police to enhance quality assurance processes and reduce the chances of missing elements of risk and vulnerability by including content about vulnerability in its vlogs and updating officers and staff on how to spot and act on concerns. The inspectorate also noted that when demand dropped from other types of vulnerability in Nottinghamshire, officers and staff from other safeguarding teams were redeployed to support online paedophile investigation capabilities, enabling the service to mitigate the demand impact of new cases.
- 6.7 HMICFRS make five recommendations to local forces in addition to a range of learning points identified as part of the inspection. Recommendations include:
  - Managing registered sex offenders: Forces must immediately make sure that officers understand and correctly implement the guidance for managing registered sex offenders during the pandemic.
  - <u>Legislation and guidance</u>: Forces must ensure that they can manage changes in coronavirus-related legislation and ensure frontline officers and staff understand the difference between legislation and guidance.
  - <u>Test, track and trace</u>: Forces must immediately put in place a policy to make sure they follow guidance and self-isolation directions when employees come into contact with someone with coronavirus symptoms.
  - <u>Custody records</u>: Forces must immediately make sure clear and consistent records on how/when/if detainees are informed of temporary changes to how they can exercise their rights to legal advice and representation.
  - Overall scale and impact of changes: Within six months, forces must assess temporary measures introduced during the pandemic that change the way they work considering positive, negative and unintended consequences, before determining if any of these new ways of working should continue.

#### 7. Decisions

7.1 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.<sup>8</sup>

### 8. Financial Implications and Budget Provision

- 8.1 The Commissioner's Strategic Resources and Performance meetings (SSRP) provide a formal mechanism for holding the Chief Constable to account. At this meeting the Chief Constable submits a number of financial reports for scrutiny.
- 8.2 The financial outturn position for 2020/21 was reported to the SSRP meeting held on 19 May 2021 and Joint Audit and Scrutiny Panel held on 25 May 2021. As at the end of the 2020/21 financial year, the review of revenue expenditure showed an outturn position of £65k overspend for Police and an on budget position for the OPCC.

Nottinghamshire Police - Revenue Outturn Position 2020/21

Expenditure Type	Total Base £'000	Virements £'000	Revised Budget £'000	Actual £'000	Variance Over/(Under) £'000
Employee	142,858	1,540	144,398	145,038	639
Pension	34,460	365	34,824	35,416	592
Agency & Contract Services	12,763	51	12,813	13,815	1,001
Supplies & Services	9,834	275	10,109	9,597	(512)
Comms & Computing	8,915	535	9,450	10,054	604
Capital Financing	8,482	1,000	9,482	16,015	6,533
Transport	6,144	(1)	6,143	7,363	1,220
Premises	6,118	(1)	6,117	6,501	383
Income	(13,054)	(3,729)	(16,784)	(27,180)	(10,396)
	216,519	35	216,554	216,618	65

Overspends shown as positive numbers, under-spends shown as () numbers.

8.3 Capital Financing, which includes the transfers in and out of reserves, contributions to capital financing, MRP (Minimum Revenue Provision) charges and interest costs, accounted for the largest overspend in 2020/21 (£6,533k), largely driven by a £6,668k transfer from general reserves to offset the purchase of the vehicle fleet from Venson.

<sup>8 &</sup>lt;a href="http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx">http://www.nottinghamshire.pcc.police.uk/Public-Information/Decisions/Decisions.aspx</a>

- 8.4 Other notable overspends included transport (£1,220k), primarily driven by the force ending the Vehicle PFI contract on 22nd December 2020 at a net cost of £1,518k. The force identified savings of £353k as a result of the change. Agency and Contracted Services costs also reported an overspend of £1,001k with a £1,696k charge from the region for EMSOU collaboration being partly offset by income, leaving a shortfall of £264k. MFSS costs have reduced; (£703k) with a reduction in the GEN 2 costs, inflation and relative growth.
- 8.5 Income increased by £10,396k in 2020/21, which includes £6,500k from the Home Office to off-set the Vehicles PFI exit costs. £529k to off-set EMSCU charges, £1,632k income from EMSOU CID for officer contributions and a (£536k) + (£1,035k) grant for Covid-19 Enforcement. These income streams have helped to off-set £273k loss of income for sporting events as a result of Covid-19 and a reduction in the PFI income of £317k.
- 8.6 The Capital budget for 2020/21 is £42,431k, calculated as £1,169k slippage from 2019/20 and £41,263k new allocations. The 2020/21 outturn position of £30,369k represents an underspend of (£3,426k) largely driven by an underspend in building improvement, renovation and conversion works (£2,150k) to address risks identified within the building condition survey which was delayed due to the COVID-19 pandemic. The multiyear project to deliver a new headquarters supporting the needs of Nottinghamshire Police and Nottinghamshire Fire and Rescue Service also saw an underspend of £639k in 2020/21.
- 8.7 Slippage to 2021/22 of (£8,636k) has been primarily driven by the new Joint FHQ build (£6,351k), with the ongoing Essential Services Network (ESN) project and Sexual Assault Referral Centre (SARC) new build accounting for (£800k) and (£615k) respectively. Progress of the national ESN programme to replace the current airwave service remains fragmented with an expectation that the project see further slippage in 2021/22. The overall budget is likely to increase considerably and discussions at a national level are being held as to how the project will progress. The capital budget for the SARC is slightly out of alignment with planned works, with design and planning fees being incurred in 2020/21 and the build commencing in June 2021.

# **Capital Projects Outturn Position 2020/21**

	Revised Budget	Actual	Under Spend	Slippage to 2021/22
	£'000	£'000	£'000	£'000
Estates				
Nottingham Custody Suite	13,000	12,968	0	(32)
New HQ Joint Build	11,959	4,969	(639)	(6,351)
Building Improvement, Renovation & Conversion Works	2,640	437	(2,150)	(53)
SARC New Build	800	185	0	(615)
Estate Improvements	567	107	(204)	(256)
Northern Control Room Conversion & Refurb.	362	2	0	(360)
Custody Improvements	166	28	0	(139)
West Bridgford Relocation	198	177	(21)	0
Hucknall EMAS	17	17	(0)	0
Operation Uplift - Estates	500	331	(163)	(6)
	30,208	19,221	(3,178)	(7,810)
Information Services				
Technology Services Refresh & Upgrades	2,573	2,531	(16)	(26)
Operation Uplift - IS	1,426	1,344	(82)	0
ESN	800	0	0	(800)
ANPR Camera Project	244	244	(0)	0
Command & Control	0	0	0	0
March and a control of the control o	5,043	4,119	(98)	(826)
Other Projects				
Operation Uplift - Fleet	445	402	(43)	0
Vehicle & Equipment Replacement	662	554	(108)	0
PFI Transport Purchase	5,987	5,987	0	0
Operation Uplift - Other	0	0	0	0
Taser	87	87	0	0
	7,180	7,029	(151)	0
Total	42,431	30,369	(3,426)	(8,636)

8.8 **Appendices B and C** contain the full finance revenue and capital reports submitted to the Strategic Resources and Performance Board on 19 May 2021.

# 9. Human Resources Implications

9.1 None - this is an information report.

# 10. Equality Implications

10.1 None

# 11. Risk Management

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

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

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

### 13. Changes in Legislation or other Legal Considerations

13.1 The Commissioner publishes a horizon scanning briefing on a fortnightly basis which is widely accessed by OPCC, policing and other partner agencies nationally. The briefing captures information from a wide range of sources including emerging legislation, government publications, audits and inspections and significant consultations, statistics and research findings in order to help inform local strategic planning and decision making. The briefings can be accessed via the Commissioner's website9.

### 14. Details of outcome of consultation

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

### 15. Appendices

- A. Nottinghamshire Performance and Insight report to March 2021
- B. Revenue Outturn Position 2020/21
- C. Capital Outturn Position 2020/21
- D. Nottinghamshire PCC Annual Report 2020/21

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

### Police and Crime Plan 2018-2021

For any enquiries about this report please contact:

Kevin Dennis, Chief Executive of the Nottinghamshire Office of the Police and Crime Commissioner <a href="mailto:Kevin.dennis@nottinghamshire.pnn.police.uk">Kevin.dennis@nottinghamshire.pnn.police.uk</a>
Tel: 0115 8445998

Dan Howitt, Head of Strategy and Assurance of the Nottinghamshire Office of the Police and Crime Commissioner <a href="mailto:daniel.howitt13452@nottinghamshire.pnn.police.uk">daniel.howitt13452@nottinghamshire.pnn.police.uk</a> Tel: 0115 8445998

<sup>9</sup> http://www.nottinghamshire.pcc.police.uk/Public-Information/Horizon-Scanning/Horizon-Scanning.aspx