

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 27 November 2017 at 14:00

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

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

AGENDA

- | | | |
|----------|---|----------------|
| 1 | Minutes of last meeting held on 18 September 2017 | 3 - 12 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Work Programme | 13 - 18 |
| 5 | PCC Performance Update Report - to September 2017 | 19 - 60 |
| 6 | Police and Crime Plan (2016-18) - Theme 7 - Reduce the Threat from Organised Crime | 61 - 72 |
| 7 | Policing Planned Events - An Update | 73 - 78 |

Notes

- (a) Members of the public are welcome to attend to observe meetings of the Police and Crime Panel. Please note that there is no opportunity for the public to speak at these meetings.
- (b) Declarations of Interests – Persons making a declaration of interest should have regard to their own Council's Code of Conduct and the Panel's Procedural Rules.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 9772590) or a colleague in Democratic Services at Nottinghamshire County Council prior to the meeting.

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

Customer Services Centre 0300 500 80 80

- (d) Membership:-

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

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

1

1

- Page 11 – 1st bullet point – replace ‘it is now very quiet’ with ‘it is now very tired looking’.

2. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Toby Neal (Councillor Michael Edwards attended as a substitute).

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. REVIEW OF MEMBERSHIP – BALANCED APPOINTMENT OBJECTIVE

Keith Ford introduced the report. Following discussions, Members agreed that it was too early to review the impact of the previous meeting’s decision to reduce the number of elected members on the Panel and that further consideration of this issue should be given at a future meeting.

RESOLVED 2017/021

That the decision to reduce the number of elected members on the Panel to ten be reviewed at a future Panel meeting, at a point when the impact of the reduction can be fully assessed.

5. WORK PROGRAMME

Keith Ford introduced the report and confirmed the date of the Performance Framework workshop as Monday 30 October 2017.

Councillors Tony Harper and Francis Purdue-Horan fed back from the Local Government Association Police and Crime Panel Workshop of 12th July, which had focussed largely on the implications of Police and Crime Commissioners (PCCs) taking responsibility for Fire Services. With regard to that issue, the PCC summarised the national context and the statutory duty for the Police to collaborate with Fire and Ambulance services. He highlighted that the Essex PCC was due to take on responsibility for Fire and Rescue services from 1 October 2017.

The PCC was currently a non-voting member of the Nottinghamshire and City of Nottingham Fire and Rescue Authority (pending a change in the legislation to enable PCCs to be voting members of combined Fire and Rescue Authorities). Opportunities for collaboration were being pursued, including the possibility of more joined-up working with local authorities around emergency planning. It was highlighted that the Meadows Neighbourhood Policing Team was relocating to the new London Road Fire Station. The Deputy Chief Constable was working with the Assistant Chief Officer to pursue the collaboration agenda and the two Chief Officer teams were also working closely together to draw up structured plans, including shared buildings, emergency planning and communications, by the New Year. In response to a query from Members as to whether the focus on collaboration was moving away from regional Police collaboration to ‘blue light’ collaboration, the PCC felt that these were not mutually exclusive and that both agendas could still be progressed, in line with expectations within the Policing Vision 2025 (the PCC offered to share this document

with Members). Members expressed concerns about the potential for regional collaboration to make real improvements to services and achieve savings.

With reference to the proposed Regional Collaboration workshop, Kevin Dennis stated that this issue was being discussed at the Regional PCC meeting on 19 September and he agreed to feedback the outcomes of those discussions. The Chair underlined the aims of the workshop in terms of sharing knowledge and understanding across the region. Members felt that it would be unfortunate if other PCCs were not willing to attend.

RESOLVED 2017/022

- 1) That the work programme be noted.**
- 2) That the confirmed Performance Framework workshop date of 30 October 2017 – 10 am - 12pm be noted.**
- 3) That the Chief Executive of the OPCC feedback on discussions at the Regional PCC meeting of 19 September about views on the proposed Regional Collaboration workshop so that these can be shared with the workshop organisers as appropriate.**

6. POLICE AND CRIME PLAN 2016-17 – ANNUAL REPORT

The PCC introduced the report, highlighting the main issues and thanking the former Chief Constables, Chris Eyre and Sue Fish, for their input into the progress made by the Force. The PCC referred to the national funding issues and the slight increase in incidents logged by Nottinghamshire Police, largely as a result of changes in accounting rules and a high compliance rate with those rules. He also mentioned that the British Crime Survey showed that crime continued to reduce.

The PCC referred to the £34 million national investment in armed policing, although the increase in funding in Nottinghamshire was relatively small compared to the significant investment in the Metropolitan Police. He highlighted how the nature of crime was changing with more online offences being committed, with resources needing to be targeted accordingly.

The report reflected the work undertaken in Nottinghamshire to address serious sexual violence, both contemporary and historical, and work was underway to quantify the resources involved compared to other crimes such as burglaries. The PCC highlighted the progress being made with the investigation into historical sex abuse in children's homes and felt that there was good co-operation between the PCC, the Force, the City and County Council and the Victims' Group. He underlined the need for any mistakes to be acknowledged, whilst he recognised that practice had improved greatly in the last 30-40 years with Nottinghamshire now seen as an area of good practice.

The PCC reiterated his commitment to regional collaboration and the potential savings this could achieve. He underlined that changes in PCCs in the region and the more favourable than expected funding settlement had seen the pace of progress slow down and Forces drift apart again.

The PCC also highlighted the benefits of the joint working with the NHS around issues such as the mental health triage cars and the reduction in children and adults being detained in police cells for their own safety. He also underlined the positive work with Black and Asian Communities which had resulted in the Stop and Search rate being lower than the national average whilst the rate of positive outcomes from such searches was more than double the national average.

During discussions, Members raised the following issues:-

- Members highlighted that the Force was losing Police Officers at a faster rate than it was recruiting. It was queried whether the change in the crime priorities through THRIVE (whereby the focus was now on more medium level crimes than low-level volume crimes) and the changes in crime accounting had led to a change in people's perception of crime and anti-social behaviour (ASB) in the City, as evidenced by the recent ASB Community Trigger meeting arranged by Nottingham City Council. Members highlighted the increase in acquisitive crime, aggressive begging and shop thefts and felt that this could also be linked to the changes in focus of the Integrated Offender Management (IOM) team rather than changes in crime accounting. The important role of the Street Engagement Teams in helping people who were addicted to Class A drugs, and who were likely to fund their drug use through acquisitive crime and begging, was also raised. The City Council was keen to improve partnership working with the Police, hence their investment in 88 Police and Community Safety Officers.

In response, the PCC clarified that the existing number of Police Officers was 1840 and he underlined his commitment to recruit a further 200 officers in order to have closer to 2000 officers ultimately (subject to the grant settlement and revised funding formula). He felt that it was right to focus resources on people most at risk although he accepted that the change in priorities had led to an increase in incidents and burglaries in two City wards (Radford and the Park). He felt that the Police were addressing aggressive begging and that research into aggressive behaviour had been produced, highlighting that most arrests around that issue were made by mainstream Police Officers. With regard to the PCSOs he clarified that the City Council had funded 80% of these posts. He underlined that the new system of IOM had only just been implemented and he did not think this was causing the problems. He underlined the importance of open dialogue in joint meetings and he did not feel that the City Council's adverts aimed at aggressive begging had been helpful.

ACC Cooper added that the new IOM model helped the Force to take an integrated approach to managing threat, harm and risk. It was clarified that the ASB incident rate was reducing but a lot of the incidents recorded were as a result of the accounting changes. The reported victim rate for ASB had reduced significantly and a paper was due to be considered by the Crime and Disorder Partnership on the 18 September about joint tasking. With regard to the increase in burglaries in the two City wards, the Force did deploy greater increases when genuine increases became apparent. Trends were considered on a long-term strategic basis (looking at three year trends and hotspots) as well as on a short-term daily, weekly and monthly basis.

- Members welcomed the fact that the Force was now in a position to recruit again but queried the impact of the Government's recent decision to award a higher pay

increase for Police Officers than the standard public sector 1% pay increase. The PCC clarified that the Force had budgeted for a 1% increase and therefore the increase to 2% would double the budget requirement for the pay award to £2.4 million.

- Members commended the Force for their high compliance rates in terms of crime recording, in contrast to the performance of some of the Forces in the region. It was felt that this gave a superb baseline to work from and offered the Panel some reassurance that crimes were being recorded correctly. Members welcomed the work to address Child Sexual Exploitation and queried whether there were any plans to utilise the help of 'paedophile hunters'. The reduction in ASB was disputed and it was queried whether this was being masked by the 92% increase in public order offences. The reasons for the under-performance with the Proceeds of Crime Act (POCA) targets were also queried.

In response, the PCC acknowledged that the Force could improve performance with POCA, with discussions planned with Derbyshire, as a Force which has a better record on that issue. The PCC underlined that the compliance rate was greater than 95%. He accepted that there had been a shift away from ASB due to changes in recording practices. DCC Barber added that the Force would take a holistic view of an area and therefore if incidents were now being logged as public order offences rather than ASB then this should not greatly change the approach the Police were taking in an area.

With regard to 'paedophile hunters', DCC Barber stated that there was a fine balance between such practice and vigilantism and the Force would prefer to have more resources to enable this sort of online investigative work to be undertaken by the Police. There had been a few reported cases in Nottinghamshire but the Force was not planning on collaborating with these people, although a similar approach to online investigations would be taken through the Force's own undercover online approach.

- Members queried the Crime Survey for England and Wales (CSEW) finding that the risk of crime felt by Nottinghamshire household residents had fallen from 6.8% in March 2016 to 3.7% in March 2017. With reference to the ASB Community Trigger meeting arranged by Nottingham City Council, this had highlighted a feeling that some of the procedures from previous years had fallen out of practice and Members queried whether this was the case and a refresh of practice was needed. It was also queried whether a distinctive divide between the incidence rate in the City Centre and elsewhere was evident.

In response, the PCC clarified that the CSEW was independently run and a better judge of trends than the local surveys undertaken. The OPCC planned to run quarterly local surveys going forward, instead of annually as previously. With regard to begging, the PCC clarified that a 'necessity to arrest' test needed to be met before arrests were made, otherwise the Custody Sergeant would be obliged to release a person. There was some variation between the approach taken by the Police and the British Transport Police in that respect.

- With regard to early guilty plea rates being below the national average, Members highlighted that defendants were advised to plead 'not guilty' until the Crown Prosecution Service (CPS) brought the files to Court, thereby only offering a guilty

plea at the last possible opportunity. Therefore, if files could be brought earlier then the early guilty plea rate would increase.

In response, the PCC stated that some officers rarely complete a submission to Court. Work was underway to ensure better file preparation. DCC Barber accepted that there were issues with file quality and submission rates, with some common mistakes. Best practice from elsewhere would be shared although it would take a while to see improvements from the ongoing work in the Courts.

- Members also suggested that the submission of body worn camera evidence earlier in the process could also increase the early guilty plea rate.

DCC Barber agreed and said that this was linked to the digitalisation of back office functions and this evidence had been factored into plans for improvements. The PCC added that discussions were ongoing with the CPS about the storage of the video cameras and some grant funding had been made available to the Courts and the CPS around this issue (but not to the Police).

- Members welcomed the funding for a domestic violence advisor in Mansfield and Ashfield but queried the length of the funding period and the exit strategy.

The PCC said that a meeting with the City and County Councils was planned about the resource implications of such roles. The PCC recognised that some victims of domestic violence were male and he was particularly keen to focus upon the impact on children in all cases.

- Members referred to the work of the voluntary organisation The Women's Quilt and queried whether the PCC was satisfied with the rates of reduction of risk, with a third of survivors having their risk of harm reduced.

The PCC underlined his commitment to continue to increase funding for services such as the Independent Domestic Violence Advisers but highlighted the difficulty in persuading other partners such as the NHS to provide funding. He felt that voluntary groups such as The Women's Quilt would assist in helping to see risk reduced.

- Members referred to Appendix C of the Annual Report and felt that this diagram illustrated the relatively high percentage of reduction in Police Officers in Nottinghamshire, compared to nationally, and the consequent impact on the Force.

The PCC agreed and stated that the funding formula had always disadvantaged Nottinghamshire. He had met with the Minister of State for Policing and the Fire Service last week and the funding formula would be reconsidered once the grant settlement for 2018-19 had been finalised. The PCC also stated that a lot of the demand for the Police was not crime-related – for example, the cost of searching for missing persons nationally was £620 million and this included people who had gone missing from hospitals and care homes. The PCC offered to share a study undertaken by West Midlands Police that illustrated Police involvement was only appropriate in 6 out of 50 cases of people going missing from care homes. The Chair suggested that it would be helpful to look at this issue when considering the budget and precept.

- Members queried the outcomes of the work undertaken with Nottingham Trent University about modern day slavery and asked whether an evaluation of this work could be shared with the Panel. They queried whether the £500 per year contribution towards police dogs retirement fund was sufficient to cover veterinary costs.

The PCC said that the amount of funding was under review currently.

RESOLVED 2017/023

- 1) **That the progress made be noted.**
- 2) **That the issues raised by the Members in their consideration be collated and fed back to the PCC as the Panel's formal response to the annual report.**

7. POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

The Commissioner introduced the report and highlighted the progress with the ECINS project (detailed in Appendix A), the development of the Bridewell in Nottingham and the review of the custody suite in Newark (detailed in Appendix B).

During discussions, the following issues were raised:-

- Members raised concerns about the 38.4% increase in crime in rural areas, with reference to the potential closure of Newark & Sherwood custody suite and consequent resource implications, including officer travelling times in transit. In response, the PCC underlined that the consultation process around this proposal was ongoing and underlined that the vast majority of people taken to that custody suite were from areas closer geographically to Mansfield than Newark. DCC Barber stated that the travelling times for officers would be considered as part of the decision-making about this issue and also underlined that work was ongoing in recognition of the challenges of policing in more rural issues.
- Members queried whether it would be possible to do anything to resolve the issues with the Riverside transport Private Finance Initiative contract. The PCC clarified that the only way out of such a PFI contract was through breach of contract or by buying the contract out.
- With regard to the Bridewell refurbishment, Members suggested that the City Council needed to be kept up to date with the proposals. Clarification of the cost of the project brief and concept design was requested. Further information was also requested about why the current building was deemed not fit for purpose. The PCC clarified that the Chief Constable had held discussions with the City Council's Chief Executive and Property Services Department. Problems with the building included it being expensive and not easy to maintain or extend, and the limited number of floors which could be used. Members requested a brief report to a future meeting but the PCC suggested a private briefing for Members would be more appropriate, in light of some of the commercial sensitivities and ongoing discussions.

- Members queried the barriers in other organisations implementing the ECINS system. Kevin Dennis, who was the lead on the Management Team for the system, explained that a centralised, properly informed implementation had been favoured over a 'big bang' introduction, winning over the hearts and minds of workers to the benefits of the system. The resources available to organise the development of the system were also better suited to a gradual step by step implementation.
- Members highlighted the frequent use of virements as detailed in Appendix C and asked the PCC whether he was satisfied that the baseline budget was appropriate. The PCC said that he had raised this issue with the Chief Constable last week and the budget would be better realigned for next financial year.
- Members queried whether the Statement of Accounts had now been approved. The PCC said that a meeting of his Audit and Scrutiny Committee would take place in two weeks' time to finalise the process, with the Accounts due to be published later this week as part of the agenda pack. The statement had been delayed due to issues of presentation and layout but in general terms the auditor was content.

RESOLVED 2017/024

That the contents of the report be noted.

8. POLICE AND CRIME COMMISSIONER FUTURE OPTIONS AND RESPONSIBILITIES FOR DEALING WITH POLICE COMPLAINTS

The PCC introduced the report and explained that his preferred option at this stage was Option1 - Oversight and Complaint Reviews. He had been keen to explore the potential for regional collaboration around this issue. He agreed to keep the Panel updated on this issue and his final decision. Members underlined from their own experience the professional, independent approach taken by Police Complaints departments.

During discussions, Members raised concerns about the approach being taken to policing parades and events such as Armed Forces Day, the recent Battle of Britain Day and forthcoming Remembrance Day services. The PCC clarified that there would be approximately forty parades in Nottinghamshire for Remembrance Day, most of which would see the Police represented in some way to lay wreathes etc. The Police would have a direct input into the organisation of three of these events, with the others arranged directly by the organisers. It was clarified that the Police do not have the power to close roads and that this rests with the Highways Authority. DCC Barber underlined that the Police would be happy to support training for organisers and Members raised the possibility of sharing costs in that respect. The PCC gave a commitment that no parades would be cancelled due to a lack of Police presence.

The Chair stated that this issue had arisen at the Panel in previous years and suggested that it would be helpful to have a report to the next meeting to clarify the approach for future years. The PCC agreed to bring a report outlining what occurred this year and the proposals for the future.

RESOLVED 2017/025

- 1) That the changes to the potential role in handling complaints, as set out in the Police and Crime Act 2017, be noted.
- 2) That the Panel receives future information as part of the PCC update report once the options and the full implications of the Act had been reviewed.
- 3) That a report on the policing of parades and events be submitted to the next meeting of the Panel.

9. **POLICE AND CRIME PANELS – CONSULTATION ON PROPOSALS FOR NATIONAL REPRESENTATION**

RESOLVED 2017/026

That Members share their views on the proposals with Keith Ford so that a composite response could be submitted on behalf of the Panel.

The meeting closed at 4.05 pm

CHAIRMAN

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

27 NOVEMBER 2017

WORK PROGRAMME

Purpose of the Report

1. To give Members an opportunity to consider the work programme for the Panel and suggest further topics for inclusion **(see appendix A)**.
2. To seek Members' approval to continue the subscription to the regional PCP network.

Information and Advice

3. The work programme is intended to assist with the Panel's agenda management and forward planning. The draft programme will be updated and reviewed regularly in conjunction with the Chairman and Vice-Chairman of the Panel and is subject to detailed discussion with the Chief Executive of the Office of the Police and Crime Commissioner (OPCC).
4. The work programme is updated to include specific focus on each of the seven Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel. Members' views are welcomed on the initial suggested updated cycle of Priority Themes included within the work programme.
5. Discussions take place with the Chair and Vice-Chair and the OPCC to schedule future agenda items as appropriate. Suggestions about future agenda items are welcome from Members and the PCC at any time.

Performance Framework Workshop / Reflections on Chief Constable's first 6 months

6. The Workshop was held at County Hall on 30th October. The initial aim of the Workshop was to examine the challenges raised in attempting to compare performance data over time. The Workshop consisted largely of a presentation by the Chief Constable and the subsequent question and answer session.
7. There will be a further opportunity to input into the new Police and Crime Plan Strategic Framework at the Stakeholder Event on 11th December – 9.00am – 1.30pm – ICCA, 99 Hucknall Road, Carrington, Nottingham NG5 1QZ. All Panel Members have received an invitation to this event.

6th National Conference for Chairs, Members and Support Officers of Police and Crime Panels

8. The conference took place on Monday 6th November at Scarman House, Warwick Conference Centre and was attended by Christine Goldstraw and Pete Barker. The day consisted of a morning plenary session which covered a range of national issues including the possibility of a national voice for Police and Crime Panels. The afternoon consisted of workshops covering 10 different topics, each delegate attending one workshop.

Regional Collaboration Seminar

9. As previously reported this workshop has now been arranged with the assistance of Frontline Consulting. The event will take place on **Tuesday 28th November in the Rufford Suite at County Hall – 10.00 am – 1pm.**
10. The following Panel Members have confirmed their interest in attending the event:-
 - Christine Goldstraw
 - Councillor Debbie Mason
 - Councillor David Ellis
 - Councillor Keith Girling
 - Councillor Tony Harper
 - Councillor Francis Purdue-Horan

Members from the Northamptonshire, Derbyshire and Lincolnshire Police and Crime Panels are also expected to attend.

11. The aim of the session is to enable an informal exploratory conversation about regional collaboration. The event will be attended by a Home Office representative, Jonathan Scanlan of the Police Strategy and Reform Unit.
12. The Nottinghamshire PCC and OPCC Chief Executive have confirmed their attendance at the event. Derbyshire and Northamptonshire PCCs have confirmed that they will not be attending nor sending representatives. Confirmation of attendance or otherwise from Derbyshire and Northamptonshire PCCs is currently awaited.
13. The outline schedule for the day is as follows:-
 - 9.30am – arrival & refreshments
 - 10.00am – practical workshop for Panel Members to look at current context and to prepare for the joint seminar
 - 11.15am – comfort break
 - 11.30am – Joint seminar – PCCs and their representatives are invite to attend for this session
 - 12.30pm – Panel members to consider next steps
 - 1.00pm – close and lunch

14. The seminar will be followed by a Regional Network meeting at 1.30pm, to be attended by Panel Chairs (or their deputies) and support officers. This is the latest in the series of 6 monthly meetings arranged by Frontline which are normally held at Melton Mowbray.

Other Options Considered

15. All Members of the Panel are able to suggest items for possible inclusion in the work programme.

Reasons for Recommendation/s

16. To enable the work programme to be developed further;

RECOMMENDATIONS

- 1) That the work programme be updated in line with Members' suggestions as appropriate.
- 2) That Members share any views about the recent Strategic Framework workshop and the National PCP conference as appropriate.
- 3) That Members note the details of the forthcoming Regional Collaboration Seminar and Police and Crime Plan Stakeholder Event.

Background Papers and Published Documents

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

For any enquiries about this report please contact:-

Keith Ford, Team Manager, Democratic Services, Nottinghamshire County Council
keith.ford@nottscc.gov.uk
Tel: 0115 9772590

Nottinghamshire Police and Crime Panel**Work Programme (as at 3 November 2017)**

<u>Agenda Item</u>	<u>Brief Summary</u>
7 February 2018 – 10.00am	
Assets and Estate Strategy	To consider the latest position on assets (including liquidation) and estate management – item to be confirmed.
Proposed Precept and Budget 2018/19	To consider the Commissioner's proposed Council Tax precept.
Police and Crime Plan 2014-18 Delivery Plan Refresh	To seek the Panel's views on the draft refreshed Police and Crime Plan Delivery Plan.
Police and Crime Commissioner's update, (including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme 4 – Reduce the impact of drugs and alcohol on levels of crime and anti-social behaviour
23 April 2018 – 2.00pm	
Independent Member recruitment	To consider the issue of independent member recruitment following the decision of the Panel on 24 April 2017.
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme 1 – Protect, support and respond to victims, witnesses and vulnerable people.
4 June 2018 – 2.00pm	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the 2018/19 year.
Review of Balanced Appointment Objective.	The Panel will review its membership to see whether any actions are required in order to meet the requirements for:-

<u>Agenda Item</u>	<u>Brief Summary</u>
	<ul style="list-style-type: none"> • the membership to represent all parts of the police force area and be politically balanced; and • members to have the skills, knowledge and experience necessary.
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on a specific Priority Theme 2 – Improve the efficiency, accessibility and effectiveness of the criminal justice process.

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	27th November 2017
Report of:	Paddy Tipping Police and Crime Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.Police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	5

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – to September 2017

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) update report.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which he thinks appropriate.
- 1.3 This report provides the Panel with an overview of performance in respect of 1st April to 30th September 2017-18 where data is available. This is the second report for this financial year 2017-18.

2. RECOMMENDATIONS

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

3. REASONS FOR RECOMMENDATIONS

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

4. Summary of Key Points

POLICING AND CRIME PLAN – (2016-18)

Performance Summary

- 4.1 Performance against refreshed targets and measures across all seven themes is contained in the Performance section of the Commissioner's web site to September 2017.^a This report details performance from 1st April 2017 to 30th September 2017 where data is available and is the second report submitted to the Panel for this financial year 2017-18.

Reporting by Exception

- 4.2 The Commissioner's report focuses on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.3 The table below shows a breakdown of the RAGB status the Force has assigned to the 22 targets reported in its Performance and Insight report to September 2017.^{bc}
- 4.4 It can be seen that 12 (55%) of these measures are Amber, Green or Blue indicating that the majority of measures are close, or better than the target. Currently 41% (9) of targets reported are Red and significantly worse than target. It can be seen that 3 more targets have moved to Green, Amber rated measures have reduced by 5 and Reds targets have increased by 2. There are no measures rated Blue.

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

- 4.5 One measure i.e. the 'Percentage of victims and witnesses satisfied with the services provided in Court', taken from the Witness and Victim Experience

^a <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Performance/2017/Performance-and-Insight-Report-to-September-2017.pdf>

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

^c New RAGB symbols have been used for this report in case readers are limited to black and white print.

Survey (WAVES) is no longer active and therefore it is not possible to report on this measure.

- 4.6 The table below provides an overview of the 9 targets (41%) graded Red, which is three more than the previous Panel report.

<input checked="" type="checkbox"/>	Objective / Target RAGB Status Red ●	Jul-17	Sep-17
	1. A reduction in All Crime compared to 2015-16	35.9%	29.6%
	2. A reduction in Victim-Based Crime compared to 2015-16	33.6%	27.8%
	3. To reduce the levels of rural crime compared to 2015-16 and report on: 1.1. Rural and 1.2. Urban	28.9%	25.3%
	4. A reduction in the number of non-crime related mental health patients detained in custody suites	100%	100%
	5. A 10% increase in the number of POCA orders compared to 2016-17	-46%	-48.7%
	6. Increase BME representation within the Force to reflect the BME community	4.3%	4.7%
	7. NEW: Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	56.7%	55.7%
	8. NEW: A reduction in the number of repeat victims of hate crime compared to 2016-17	-1	7
	9. NEW: The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	-40.1%	-33.6%

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

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

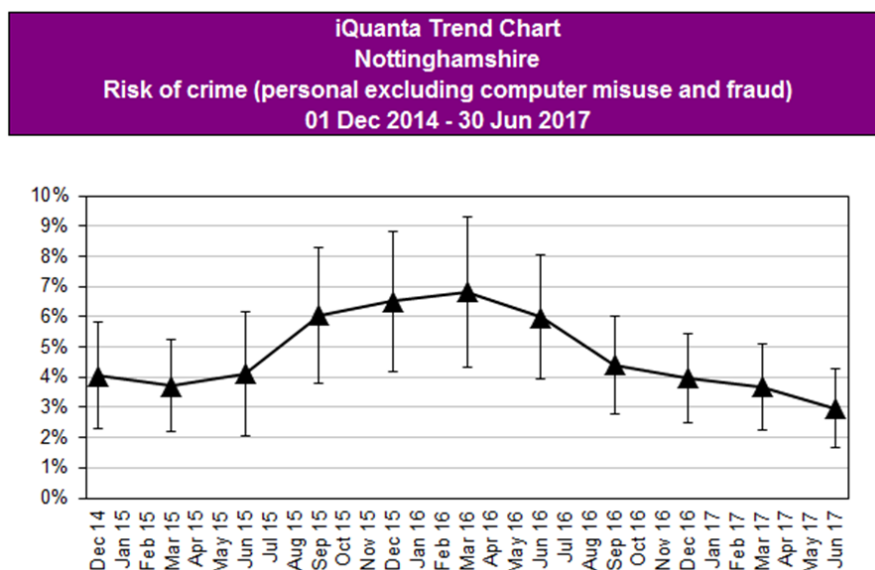
- 4.8 The Force has provided the following responses to these questions in sections 5 and below. There are no Blue measures identified during this reporting period.

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

- R1. A reduction in All Crime compared to 2015-16
R2. A reduction in Victim-Based Crime compared to 2015-16
R3. To reduce the levels of rural crime compared to 2015-16

<input checked="" type="checkbox"/>	Objective / Target RAGB Status Red ●	Jul-17	Sep-17
	1. A reduction in All Crime compared to 2015-16	35.9%	29.6%
	2. A reduction in Victim-Based Crime compared to 2015-16	33.6%	27.8%
	3. To reduce the levels of rural crime compared to 2015-16 and report on: 1.1. Rural and 1.2. Urban	28.9%	25.3%

- 5.1 The first six months of this year have seen the Force record a 29.6% (10,930 offences) increase in All Crime compared to the same period last year. This is an improved position since the last report when recorded crime was +35.9%.
- 5.2 Victim-Based crime has increased by 27.8% (9,180 offences) year-to-date. Other Crimes Against Society have increased by 44.3% (1,750 offences). The increase in Other Crimes Against Society is driven by a 108.2% increase in Public Order offences. Public Order offence volumes remain high following the NCRS audit, as a result of the daily incident checks now in place.
- 5.3 Following the NCRS audit last year, the Force has put in place new daily processes to maintain compliance with the national standards (NCRS). This means that recorded crime volume remains at a higher level and this is expected to continue as the accepted new 'normal' level. The Force is now recording around 2,000 offences more each month than this time last year.
- 5.4 When considering the longer term trend, the Force has recorded a 30.4% (21,736 offences) increase in All Crime in the 12 months to September 2017 compared to the previous 12 months.
- 5.5 Forecast figures suggest that at the end of the year this position will have stabilised and the Force will end the year with an increase of approximately 12-17% which would be in line with the current national average increase
- 5.6 Recently published national data (covering performance in the 12 months to June 2017) reveals that almost all forces in England and Wales are recording increases in crime. Nottinghamshire is recording an increase above both the national and regional average.
- 5.7 However, in contrast to recorded crime, the most recent Crime Survey for England and Wales (CSEW) reveals that the risk of crime felt by household residents in Nottinghamshire fell from 6.8% in March 2016 to 3% (a fall of 3.8%) in June 2017 placing the Force third best in its MSG (Most Similar Group of forces) indicating that people's experience of crime is in stark contrast to recording crime. The Iquanta chart below illustrates the trend.



R4. A reduction in the number of non-crime related mental health patients detained in custody suites

<input checked="" type="checkbox"/>	Objective / Target RAGB Status Red ●	Jul-17	Sep-17
	4. A reduction in the number of non-crime related mental health patients detained in custody suites	100%	100%

5.8 Data for this measure relates to quarter one (April-June 2017^d). In this respect, two people have been presented to custody as a first place of safety. On average last year, less than 3% of mental health patients were taken to custody, with the vast majority taken to the mental health suite.

5.9 So whilst the measure is graded Red, this is due to the significant improvements made year on year since it was introduced as a measure in 2014-15. The table (right) provides a summary of the trend.^e It can be seen that in 2013-14 (prior to the target being set) there were on average 28 people detained under S136 each month; so far this year it is less than one person.

Year	No. Presented to Custody	Ave Per Month
2017-18 (Apr-Jun)	2	0.7
2016-17	11	0.9
2015-16 (Apr-Nov)	50	6.3
2014-15	167	13.9
2013-14	336	28.0

R5. A 10% increase in the number of POCA orders compared to 2016-17

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

5.10 The Force recorded 46 fewer Confiscation and Forfeiture Orders compared to last year-to-date; this equates to a reduction of 38.7%, placing the Force 48.7 percentage points below the 10% increase target.

5.11 It should be noted that any decision to apply for an order is made by the Crown Prosecution Service (CPS), based on information and advice provided by the Police. A decision to grant an order is one for the Court alone.

5.12 An order is not granted until sentencing and in many cases there can be a gap of many months between point of arrest and an order being granted.

^d Next Update will be November 2017

^e This table is a summary of analysis undertaken of previous Force Performance and Insight reports.


R6. Increase BME representation within the Force to reflect the BME community (11.2%)

☒	Objective / Target RAGB Status Red ●	Jul-17	Sep-17
	6. Increase BME representation within the Force to reflect the BME community	4.3%	4.7%

- 5.13 This measure is rated Red because the 11.2% representation as defined by the 2011 Census has not been achieved.
- 5.14 Staff turnover and recruitment causes changes to BME representation and in September 2017, data shows that the BME headcount increased to 4.62% for Police Officers (previously 4.45%) and increased to 4.69% for Police Staff (previously 4.23%) resulting in an increase of 0.4% since July and an overall representation of 4.7% (previously 4.3%). Representation of Police Cadets is 26% and Special Constables 8%.
- 5.15 The Commissioner has been working closely with the BME Steering Group since 2013 and established a BME Working Group to advance BME recruitment and selection, BME advancement and retention as well as other issues which may adversely affect attraction of BME candidates, i.e. stop and search and diversity training of officers. Members were provided with a case study on this work listed at [Appendix A](#) of the 18th April 2016 Panel meeting.
- 5.16 When the Commissioner took office in 2012 BME representation was 3.7% so overall representation has increased by 1% overall. Austerity and the 2 year recruitment freeze did hamper progress. However, the Chief Constable opened up recruitment for both PCSOs and Police Officers since January 2017 and numerous recruitment processes have been undertaken.
- 5.17 To achieve an 11.2% BME representation an additional 144 BME police officers would need to be recruited. The Commissioner has worked closely with the Chief Constable during 2017 in relation to the recruitment of Police officers especially from BME communities. A range of positive activities have been undertaken to attract applicants from BME communities under Operation Voice which included talent spotting, buddying, awareness events, marketing publications.
- 5.18 Since January this year, there have been four Police officer recruitment campaigns attracting 2,131 applicants with 11.54% from our BME communities and 3.28% from our Eastern European communities and 11.07% from our LGBT+ communities. There were 246 applications from members of the BME community of which 103 (41.87%) passed the Competency Based Questionnaire (CBQ) which is slightly less than the overall figure (44%, 940).
- 5.19 Recruitment for PCSOs commenced in February this year and the Force received 131 applications with 17 (12.98%) from our BME communities. The total number of applicants passing CBQ was 60 (45.8%), of whom 8 were BME (47%). The latest PCSO recruitment attracted 210 applications with 21 (10%) from our BME communities.
- 5.20 The Chief Constable intends to recruit a total of 200 officers in 2017-18 (which started in September 2017) and has ambitions to recruit a further 158 in 2018-

19.^f The Commissioner hopes to see the number of officers grow in Nottinghamshire to a figure approaching 2,000. However, that will depend upon November's budget and the outcome of discussions on the Police Funding Formula on Government funding.


7. NEW: Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues

 Objective / Target RAGB Status Red ●	Jul-17	Sep-17
7. NEW: Percentage of people who agree that the police and local councils are dealing with Anti-Social Behaviour and other crime issues	56.7%	55.7%

5.21 Current performance covers interviews in the year to June 2017. The Force is now 4.3% below the 60% target. This measure has reduced for the third time since its peak in December 2016 when it was 58.7%. The average for the Force's Most Similar Force group (MSG) is 57.7% and Nottinghamshire is ranked in 5th place in this group of 8.

5.22 Of course this measure is as much about the Council as it is the Police. However, another measure specifically relating to the Police, *'The police do a good or excellent job'* has also fallen to 54.4% since December 2016 when it peaked at 60.6%. Although survey results do fluctuate, if this trend continues it may indicate that pressures of demand is placing greater pressure on available resources which in turn is having a detrimental effect on quality policing.

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

 Objective / Target RAGB Status Red ●	Jul-17	Sep-17
8. NEW: A reduction in the number of repeat victims of hate crime compared to 2016-17	-1	7

5.23 The Force definition of a repeat victim is based on the national definition^g. Of a total of 150 hate crime victims in the month of September, 22 were repeat victims.^h

5.24 This compares to a baseline monthly average for the 2016/17 year of 15 repeat victims per month, which represents 7 more repeat hate crime victim in September compared to the baseline figure. However, the number is still relatively small.

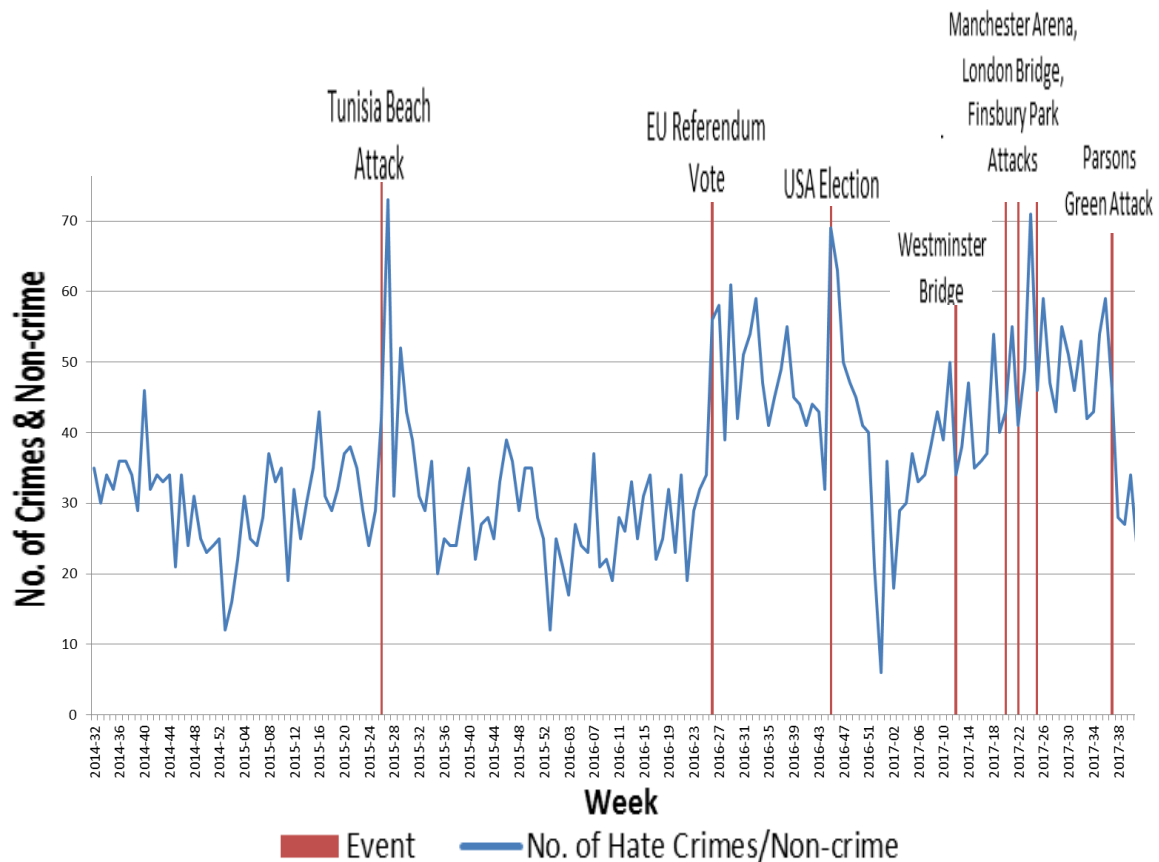
5.25 As a proportion, 14.7% of hate crime victims in September were repeat victims. This figure is greater than the baseline monthly average for 2016/17 (11.5%).

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

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

^h 22 victims who had one or more previous hate crimes in the 12 months prior (October 2016 –September 2017).

- 5.26 Analysis of hate crime identifies a pattern of increase following national and international events as illustrated in the chart below. This will also include repeat offences. As can be seen spikes occur and then incidents fall back to lower levels.



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

<input checked="" type="checkbox"/>	Objective / Target RAGB Status Red ●	Jul-17	Sep-17
	9. NEW: The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	-40.1%	-33.6%

- 5.27 Data for quarters one and two (1st January 2017 – 30th June 2017) shows a 33.6% reduction (111 fewer persons) in persons Killed or Seriously Injured (KSI) on Nottinghamshire's roads compared to the 2005-2009 baseline period. However a slight increase is apparent when comparing the current year to the equivalent period of last year (+23.1% or 3 persons). In June 2017, the target was better with a -40.1% reduction.
- 5.28 All user groups with the exception of pedal cyclists are seeing a reduction in KSIs when compared to the baseline average. Pedal cyclist KSIs have increased by 4.3% (1 person) against the baseline average this period.
- 5.29 KSIs in the 0-15 age group have reduced by 55.6% (20 persons) compared to the 2005-2009 baseline.

- 5.30 In response to the deterioration of this target a representative from the Nottinghamshire Road Safety Partnership has been requested to attend the next Force Performance Board in November 2017 to provide further insight so that appropriate remedial action can be considered and taken.

HMIC PEEL EFFECTIVENESS INSPECTION 2016 - UPDATE

- 5.31 At the Panel meeting of 29th June 2017 the Commissioner provided a further update on Her Majesty's Inspectorate of Constabulary (HMIC), PEEL Effectiveness (2016) report published 2nd March 2017 following its inspection of the Force in September last year.
- 5.32 The Panel should note that the Commissioner and Chief Constable's Joint Audit and Scrutiny Panel consider and monitor all recommendations from HMIC and internal audit reports.
- 5.33 The Commissioner had previously explained that in order to ensure that every critical aspect of the HMIC report (including comments, areas for improvement, areas of concern and recommendations) were all considered and responded to, that the Chief Constable would provide a written response for each point so he can be fully assured that improvements are being made in every area.
- 5.34 Since then, the fully completed template has been sent to Panel members and the Commissioner has provided his written response to HMIC and the Home Office as required.ⁱ
- 5.35 In his letter to HMIC the Commissioner states:

In addition, to obtaining written assurance on all points of criticism, it is my intention to go further by asking my internal auditors to test some of the new procedures implemented by the Force to ensure that vulnerable victims will never be exposed to the risk identified by HMIC. In this respect, my auditors will:

- 1) Review every point of criticism relating the management of domestic incidents as identified in the Assurance Framework Template to provide me with assurance that that victims are not exposed to any further risk.
 - 2) Review every point of criticism relating to the need to better understand local communities identified in the Assurance Framework Template to provide me with assurance that officers do understand the risks they face, together with their vulnerabilities and their priorities.
- 5.36 At the last Panel meeting in September members requested an update on progress. In this respect, as directed by the Commissioner, during the summer of 2017, Mazar's the internal auditor undertook an internal audit in respect of issues outlined in sections 1 and 2 above and provided a report in August 2017 (see **Appendix A**).

ⁱ <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/HMIC-Reports/Responses-to-HMIC/PCC-Response-PEEL-Police-Effectiveness-2016.pdf>

- 5.37 Mazar's concluded that the Force has clearly made progress against implementing actions to directly address HMIC concerns and to prevent a repeat of previous issues. However, in a number of the actions taken they remain on-going and the Force should consider reiterating the need to complete the agreed actions in a timely manner.

The following is a Force update on recommendations identified in Mazar's Effectiveness Audit:

1. Implementation of E-Cins for sharing information, including processes for managing the information stored on the system and keeping it up to date;

ECINS has been implemented and is now being used by the police and a number of partners. It has a dedicated Project manager to ensure the effective roll out across Nottinghamshire. All statutory partners are signed up to an information sharing agreement that deals with the sharing, storing and management of information stored within the database and an audit is planned to ensure that information is being managed and stored in accordance with this agreement.

2. The completion, and approval, of an Engagement Strategy for local communities;

An Engagement Strategy for local communities has been produced and approved and guides our community engagement activity. This document outlines specific responsibilities for Neighbourhood Policing Inspector's in maintaining and updating local community profiles and engagement plans.

A copy of the Engagement Strategy is enclosed as Appendix to this report.

3. Management Information for breakdown of Force response time to visit domestic abuse victims.

Management information detailing a breakdown of Force response times in relation to visiting domestic abuse victims is now provided to Contact Management to enable them to consider the effectiveness of our response. The most recent data for attendance to Grade 1 incidents shows that our performance for domestic abuse attendance is slightly better than our wider Grade 1 times at an average of 13.42 minutes for both Urban and Rural incidents. This data provides assurance that we are responding promptly to those people who are most vulnerable and at risk of significant harm.

The long term police response trends show that overall Grade 1 and 2 times have increased and so a wider review of response times has now been completed by Process Evolution on behalf of the force, and this has indicated that improved response times will be achieved by a re-deployment of response officers to additional response bases. A business case is currently being prepared for consideration by the Chief Officer Team, with the aim of implementing by the end of this financial year.

4. Reconciliation of NICHE records to MARAC records to ensure all high risk cases recorded have been submitted for review.

This is an amalgamation between two areas of business that were being looked at by the HMIC. For clarity see the response below.

MARAC:

All High Risk cases of domestic abuse now go to the Multi Agency Risk Assessment Conference MARAC. Where incidents are brought to the MARAC by partners that were hitherto unknown to policing services, they now have a NICHE crime occurrence created to provide a corporate memory. All victims that are now heard at the MARAC are also flagged on NICHE. Police MARAC chairs now raise this as an action as a matter of course. As such the MARAC flag and associated vulnerability follows the victim and not the occurrence. In this way NICHE now correctly and adequately reflects all the HR cases that brought to both City and County MARAC's.

Repeat victims and IOM repeat offenders – High Risk:

Repeat victims (2 or more incidents in a 12 month process) of domestic abuse are identified during a Management Information search and discussed at the Public Protection Operational Performance Review. Incidents are then reviewed cumulatively to establish if there has been an increase in risk. If there is, resulting in an increase in risk level to high, then a referral will be made to commissioned services and safeguarding interventions put in place. Again this process is recorded on NICHE.

IOM repeat offenders

The most dangerous Domestic Abuse (DA) offenders (top 40) have been identified using the PPIT tool (Priority Perpetrator Identification Tool) which uses a scoring model (Cardiff Model) to tackle DA perpetrators using IOM techniques. The top 40 have been established, supporting IDVA's recruited and the first IOM panel meeting to manage these offenders took place on 18th October 2017.

In both above ways, all High Risk DA cases of victims (and offenders now) are submitted for review so that relevant risk be identified and addressed.

Additional Information

Since this audit was carried out, the force has been re-inspected as part of the 2017 Peel Effectiveness Inspection Programme. Whilst the force is yet to receive its report, the feedback from the 'hot debrief' provides further re-assurance that the force has made good progress with the areas for improvement from 2016.

Holding the Chief Constable to Account

- 5.38 The Commissioner is represented at the key Thematic, Partnership and Force Local Performance board meetings in order to obtain assurance that the Force and Partners are aware of the current performance threats, and are taking appropriate action to address the emerging challenges. Should there be any

issues of concern these are relayed to the Commissioner who holds the Chief Constable to account on a weekly basis.

- 5.39 In addition, the Commissioner meets quarterly with the Head of Investigations and Intelligence and Head of Operations to gain a deeper understanding of threats, harm and risk to performance. The last meeting was held on 20th September 2017 and the next meeting will take place on 4th December 2017.
- 5.40 Panel Members have asked if a case study could be prepared for each meeting. Previous case studies were:
1. Shoplifting
 2. The Victims Code
 3. Improving BME Policing Experiences
 4. Hate Crime
 5. Knife Crime
 6. Stop and Search
 7. Rural Crime
 8. The new victim services CARE
 9. Evaluation of Community Remedy
 10. ECINS database
- 5.41 For this meeting, a case study has been prepared in respect of (11) Data Integrity and Compliance with NCRS (see **Appendix B**).

Updates Requested By the Panel (IDVA and Modern Slavery)

- 5.42 The County IDVA service is provided as part of two co-commissioned domestic abuse support contracts that are funded by the PCC and County Council, with the County Council acting as the lead body. The contracts were awarded for 3 years with the possibility of two one year extensions. We are currently in Year 3, which will finish in September 2018. The Commissioner and County Council are currently considering the options to extend the contracts.
- 5.43 The University of Nottingham is undertaking research alongside international modern slavery experts Professor Kevin Bales and Professor Zoe Trodd, as part of a multi-million pound investment to assist communities and Governments in achieving the United Nations goal of ending slavery and forced labour by 2030. The 'slavery-free communities' component of this research is being taken forward in collaboration with the Nottinghamshire Modern Slavery Partnership, and aims to:-
- **Strengthen local civic leadership** by encouraging local political, faith and business leaders to take a pro-active role in raising awareness of modern slavery and promoting local action.
 - **Raise public awareness** so that everyone understands how to recognise signs of slavery, and what action to take if they have concerns.
 - **Train staff working in frontline services**, across the public and private and voluntary sector, who may come into contact with individuals caught in slavery.
 - **Work with local businesses** to eradicate slavery from contracts and supply chains.

- **Create a 'slavery-free economy'** finding ways to predict the distribution and prevalence of slavery, disrupt potential sites and practices and understand and promote conditions for sustainable economic growth.
- **Identify and co-ordinate support services** for survivors of slavery, such as temporary housing, legal and welfare advice, counselling and mental health support.

5.44 Similar models have been successfully developed with communities in the US, but this is the first time that an integrated place-based response has been developed and applied in a UK context. In addition, the University is undertaking **national comparative research** in partnership with the Independent Anti-Slavery Commissioner to map existing local, sub-regional and regional multi-agency modern slavery partnerships across the UK, identify emerging examples of 'good practice' among them and the conditions promoting success. Further information about the project and its aims can be found at the link below.^j

Activities of the Commissioner

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

DECISIONS

- 5.46 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.^l
- 5.47 Panel Members have previously requested that the Commissioner provide a list of all forthcoming decisions (Forward Plan) rather than those already made. This Forward Plan of Key Decisions for the OPCC and the Force has been updated and is contained in **Appendix C**.

^j <https://www.nottingham.ac.uk/world/beacons/rights-lab/>

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

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

6. Financial Implications and Budget Provision

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

6.2 At the most recent meeting on 9th November 2017^m the Force's Finance Performance & Insight Report for 2017/18 as at September 2017 forecasted that revenue expenditure may result in an underspend (in the Force budget) of £1,846k with a

projected revenue spend of £183,501k; and an on budget position within the OPCC of £4,758k. Appendix A of that report provides a more detailed position for each item.

6.3 The full year net revenue budget for 2017/18 is £190,105k. This is split the Force Budget £185,347k and the Office of the Police and Crime Commissioner (OPCC) £4,758k. The above table summarises the variance to budget. Further reports can be downloaded by following the link below.

Nottinghamshire Police Group Position Total: Budget Variance Analysis			
	Variance to Budget		
	£'000	£'000	£'000
			Note
Pay & allowances			4.2
Police officer	1,618		
Staff	(1,080)		
PCSO	(568)		
		(31)	
Overtime			
Police officer	-		
Staff	-		
PCSO	-		
		-	
Other employee expenses		287	4.3
Medical retirements		295	4.4
		551	
Premises costs	(38)		4.5
Transport costs	(408)		4.6
Comms & computing	(513)		4.7
Clothing, uniform & laundry	128		4.8
Other supplies & services	38		4.9
Collaboration contributions	(374)		4.10
Capital financing	(400)		4.11
Other	13		4.12
		(1,554)	
Income		(844)	4.13
Force underspend		(1,846)	
OPCC		-	
Group underspend		(1,846)	

7. Human Resources Implications

7.1 None - this is an information report.

8. Equality Implications

8.1 None

^m <http://www.nottinghamshire.pcc.police.uk/Public-Information/Meetings/Strategic-Resources-and-Performance-Meetings/Strategic-Resources-and-Performance-Meetings.aspx>

9. Risk Management

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

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

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

11. Changes in Legislation or other Legal Considerations

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

12. Details of outcome of consultation

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

13. Appendices

- A. Mazars Internal Auditor Report - PEEL Review Action Plan(August 2017)
- B. Case Study – Data Integrity NCRS Compliance
- C. Forward Plan of Key Decisions for the OPCC and the Force

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

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

For any enquiries about this report please contact:

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

Kevin.dennis@nottinghamshire.pnn.police.uk

Tel: 0115 8445998

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

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

philip.gilbert11028@nottinghamshire.pnn.police.uk

Tel: 0115 8445998

PEEL Review Action Plan
August 2017
(Final)

Contents

01 Introduction

02 Background

03 Key Findings

04 Conclusion

Appendices

A1 Detailed Audit Findings

A2 Audit Information

A3 Statement of Responsibility

01 Introduction

This audit forms part of the agreement between Mazars LLP and the Office of the Police & Crime Commissioner (OPCC) for Nottinghamshire and Nottinghamshire Police. It has been carried out as an addition to the approved Internal Audit Plan for 2017/18, upon request of the Police & Crime Commissioner.

The audit review focused on Force responses and actions taken to address the issues in the Monitoring Assurance Framework that was produced by the OPCC following the publication of the HMIC PEEL: Police Effectiveness Report in March 2017. The audit focused on whether:

- The Force has effective and robust plans in place to address the issues raised in the PEEL report.
- The action plans specifically address the issues raised in the PEEL report.
- The plans have been approved and communicated, and there are effective processes in place to monitor their delivery.

We engaged with a number of staff members across the Force and OPCC during the review and are grateful for their assistance during the course of the audit.

02 Background

The Force were subject to a Her Majesty's Inspectorate of Constabulary ("HMIC" inspection in September 2016 as part of annual inspections of police effectiveness, efficiency and legitimacy (PEEL), HMIC assesses the effectiveness of police forces across England and Wales.

The outcome of the inspection was published in a HMIC report in March 2017. The report made a number of observations of how the Force could improve and, overall, it was rated as 'requires improvement'. The OPCC reviewed the report in full and created an Assurance Monitoring Framework, which includes 78 observations or comments in the HMIC report that the Force needed to action. Moreover, the Police & Crime Commissioner wrote an open letter in response to the report, and asked for the internal auditors to review the Force responses to ensure they were addressing HMIC concerns.

There were two specific areas of concern highlighted by the PCC; these were in respect of observations in relation to domestic abuse and the Force understanding of local communities. As a consequence, internal audit selected the observations in the Assurance Monitoring Framework that related to these two areas and carried out a review of the Force response.

Following the inspection in September 2016, a 'hot de-brief' was undertaken with HMIC, and the Force reviewed and responded to the observations that HMIC raised. A gold meeting group was formed and has been meeting regularly to action the concerns raised. Audit were informed that one of the key findings in the HMIC report highlighted a difference over the handling of vulnerability at the Force compared with HMIC's expectations. Therefore, at the request of the Chief Constable, a two day visit by HMIC is planned for August to directly address these differences in approach.

In addition to the Gold Group meetings, the Risk & Business Continuity Advisor has been monitoring the Force responses to the HMIC report and actions have been added to the '4action' monitoring software, which the OPCC have access to, which enables them to also track progress.

03 Findings

The Force have put in place an action plan where they have recorded all agreed actions following the PEEL inspection de-brief meeting and the subsequent publication of the report. Audit reviewed each of the observations under two areas 1) Domestic Abuse and 2) Local Communities. A detailed review of each Force action is documented in Appendix A1, with the findings summarised below.

3.1 Domestic Abuse

There are a total of 13 individual observations within the Monitoring Assurance Framework that related to domestic abuse, however there are a number of responses that address more than one observation. Audit confirmed that a Daily Management Briefing Process is now in place. This includes a daily review of outstanding Domestic Incidents and Domestic Abuse for appropriate priority rating and the resource allocation to address them. The aim is to prevent backlogs being created and abuse victims not receiving appropriate visits.

In addition, work has been carried out by the Force Crime Registrar to review the recording of incidents and crimes. A daily audit process is in place that highlights any incidents that are recorded with key markers, including domestic abuse, that have not been 'crimed'. These incidents are then allocated the appropriate response so victims are not missed. Moreover, updated guidance has been produced by the Contact Management Centre to ensure they are made aware of how to correctly record domestic incidents and domestic abuse. These factors combine to ensure victims are correctly recorded when the Police are made aware of them and that they receive a timely response through daily monitoring of outstanding incidents. Whilst general response times are monitored by the Force, at present they do not break these down by type of incident and therefore cannot see the response times for victims of domestic incidents. Whilst the information has been requested from the Performance Team, it is not in place as yet with no timetable for this to be completed.

The HMIC report highlighted that a high number of DASH forms were awaiting secondary assessment, resulting in cases involving abuse victims not being thoroughly assessed. Additionally, there was no process in place for escalating repeat victimisation. Audit confirmed that a Managing Demand Gold Group meeting is now in place and meet on a monthly basis to allow senior management to highlight any issues of concern across key areas in the Force. Since the HMIC inspection, the department in question, DASU, have increased its resources, they have also established a monitoring spreadsheet within the department so twice daily they are able to see how many DASH forms are awaiting the secondary assessment. This allows management in the department to allocate resources accordingly and ensure backlogs do not escalate.

The Force have also introduced a monthly management information report that highlights any repeat victims. These are reviewed by management at the Monthly Operational Performance Review and the risk level updated or escalated as required following review.

HMIC highlighted an inconsistency across the Force area in relation to Multi-Agency Safeguarding Hubs (MASH) and the Force has liaised with the OPCC and partners and a MASH was opened in June 2017 and has subsequently been visited by HMIC.

There was also an inconsistency in the Force approach to Multi-Agency Risk Assessment Conferences (MARAC) where the approach in the city and the county differed when referring high risk cases. The Force has a documented referral process for high risk victims to the DART (Domestic Abuse Referral Team). Agreement has recently been made with the Force's city partners to host a city MARAC on a more frequent basis to ensure all high risk cases will be reviewed at a MARAC. This is due to be put in place from September onwards.

A number of observations by HMIC focused on ensuring officers understanding of how children can be affected by domestic abuse. Audit confirmed that a Voice of the Child action plan had been created within the Public Protection department. This action plan included increasing awareness of staff and, as a result, a number of bite size videos have been produced and are available for staff to view on the Force intranet.

3.2 Local Communities

There are a total of nine observations made in the Monitoring Assurance Framework in respect of communities, with a number of these all relate to the Force's understanding of the communities that it serves. The Force response focuses on the creation of Community Profiles for each of the Force areas and the development of Engagement Plans for each area to reflect the needs and priorities of that area.

Audit confirmed that progress had been made in the development of the community profiles and engagement plans, with 23 profiles and associated engagement plans being put in place. The Force have put in place a Support and Scrutiny process for its individual engagement plans where the Neighbourhood Police Inspectors (NPI's) present their plans to senior management and open discussions are held to support the inspector and provide feedback on areas on which the plan could be further developed. The process is to be completed bi-annually to ensure NPI's remain focused on their engagement plans. In addition to the engagement plans, the Neighbourhood Policing Team are currently in the process of writing an Engagement Strategy, although there is no timeline for completion of this document at present.

An observation by the HMIC was that the Force did not effectively share information with its partners. The Force has worked with the OPCC on the implementation of the E-Cins software, a web based sharing portal, where the Force intends to hold the community profiles so partners can have access to appropriate levels of Force information. However, this process is still ongoing and a review of E-Cins found that data had not been uploaded as yet and levels of access for relevant police staff and partners was yet to be formalised.

The community profiles and engagement plans are considered 'live' documents and the NPI's are responsible for the regular update of these documents. However, at present this responsibility is not clearly documented and guidance is not in place to inform NPI's how this updating should be completed.

One of the other observations by HMIC was that the Force did not use the MoRiLE risk assessments methodology and this included how the Force assesses the vulnerability of communities. Audit confirmed that the Force have recently put in place a Strategic Intelligence Assessment that has adopted MoRiLE as its methodology.

04 Conclusion

The Force have clearly made progress against implementing actions to directly address HMIC concerns and to prevent a repeat of previous issues.

However, in a number of the actions taken they remain on-going and the Force should consider re-iterating the need to complete the agreed actions in a timely manner, these being:

- Implementation of E-Cins for sharing information, including processes for managing the information stored on the system and keeping it up to date;
- The completion, and approval, of an Engagement Strategy for local communities; and
- Management Information for breakdown of Force response time to visit domestic abuse victims.

There were also a number of actions that could be further strengthened to ensure the processes are clearly embedded, these being:

- Documentation of responsibilities for NPI's in managing the community profiles and engagement plans;
- Regular updating of the community profiles and engagement plans; and
- Reconciliation of NICHE records to MARAC records to ensure all high risk cases recorded have been submitted for review.

For one of the observations this was not listed on the Force action plan being monitored by the Risk Advisor. This related to a HMIC observation around the Operation Vanguard Team. The Forces' response in the monitoring assurance framework focused on the fact that this team has now been incorporated into a new structure. Clarification on how the new structure addressed the observation was sought and, although a response was provided to audit, the Force should review what processes it has in place within the new structure to ensure that the HMIC observation has clearly and fully been addressed.

A1 – Detailed Audit Findings

Local Community Understanding

We identified all instances of HMIC observations in relation to local community understanding listed in the action plan and reviewed the Force response to the observation, with the findings summarised in the table below.

HMIC Observation (Reference in Assurance Monitoring Template)	Force Response in Assurance Monitoring Template	Audit Findings
<p>The Force's understanding of the communities it serves, the risks they face and their priorities is limited (Reference Page 17, Item 2).</p> <p>Local teams still do not have sufficient information to enable them to improve their understanding of local communities (Reference Page 18, Item 3).</p> <p>Nottinghamshire Police has a limited detailed understanding of the communities it serves and the risks they face and their priorities (Reference Page 24, Item 10).</p> <p>We said that the force should ensure that its local teams have sufficient information available to enable them to improve their understanding of local communities. This situation has not improved. Local policing teams still do not have access to a comprehensive range of information (Reference Page 25, Item 12).</p> <p>There are inconsistent local arrangements to meet with communities and sometimes a limited understanding of their priorities (Reference Page 25, Item 14).</p> <p>The force should work with partner organisations to share information and improve its understanding of local communities (Reference Page 6, Item 1)</p>	<p>The force has updated the community profiles for each of its communities within the Neighbourhood Policing Teams. Every area now has a community profile and an engagement plan. The profiles and documents are 'live' and subject to regular review and update.</p> <p>Supt Fretwell is meeting each Neighbourhood Policing Inspector individually to review the profiles and plans to embed the process and share best practice across the force. The Community Profiles are shared with local authority partners and there has been positive feedback with some areas looking to now further develop joint community profiles. This will be systemised and shared through ECINS when all partners have access.</p> <p>The development of new partnership hubs in the County area, similar to those in existence already within the City, have been developed on the established best practice of Op Aurora 2.</p> <p>Mansfield Officers and staff now collocate with a range of partners in the Council offices, as do Ashfield. Both are proving effective in further developing the community profiles and engagement plans and increasing the knowledge of the communities in the areas.</p> <p>The force have completed a first round of support and challenge performance meetings and this cycle will repeat</p>	<p>The Force response to lack of local community understanding focuses around the development and ongoing monitoring of Community Profiles and Engagement Plans.</p> <p>Audit reviewed existing processes that have been developed and found the implementation of bi-annual support and scrutiny meetings to ensure Neighbourhood Police Inspectors are monitoring and updating engagement plans.</p> <p>Audit were provided with an example of an engagement plan and a community profile. It was noted that the profile stated that it was last updated in September 2016. Whilst it is a live document, care should be taken to ensure they are updated regularly.</p> <p>The Force has an Engagement Strategy in place, however there is a proposed addendum to this policy that will reflect how the Neighbourhood Policing Teams will engage with their local areas. It was noted there is no timetable for the completion of this strategy.</p> <p>Audit also observed in the Engagement Plans that a variety of ways to engage with the community are listed by type i.e. social media, joint events etc.</p> <p>Audit also agrees with the Force response in that engagement will be bespoke to the area and so will not</p>

	<p>every 6 month. Each Neighbourhood Policing Inspector will report on progress made to achieve the agreed engagement and identification of vulnerability.</p> <p>Our staff who work in the county are linked in to the SNB 'new and emerging communities' work stream.</p> <p>In the city our officers and staff work within the Cohesion Team to develop our understanding and engagement with communities, both existing and emerging.</p> <p>The force also works closely with the Officer of the Police and Crime Commissioner in developing the Police and Crime Needs Assessment.</p> <p>The Office of the Police and Crime Commissioner has funded a web based solution (ECINS) that allows for information sharing and tasking between partners to take place in an efficient way</p> <p>Community profiles, engagement plans and problem solving plans are uploaded onto the system and where appropriate then these can be shared on ECINS with relevant partners.</p> <p>Nottinghamshire Police has undertaken significant work to co-locate with partner organisations for example Central Police station and Mansfield District Council to name two, where fast time information sharing and partnership assets are deployed to service local need.</p> <p>The work within the city unitary council area and sharing of information through the joint working has been favourable reported upon by the Home Office in terms of Community Cohesion and Serious and Organised Crime.</p> <p>Since the last inspection Nottinghamshire Police has signed an Information Sharing Agreement with the Strategic Analytical Unit of the County Council to improve information sharing</p>	<p>necessarily be consistent across areas. However, the introduction of the template for all plans ensures a consistent way to document the approach.</p>
--	--	---

	<p>which has now commenced.</p> <p>Data used within the Neighbourhood profiles is obtained from a number of partnership sources provided by the Strategic analytical unit at the County Council.</p> <p>Data sets used includes Nottingham Insight, census data, CCG data etc. Work is underway to access additional data sets to make the profiles even more meaningful and informative.</p> <p>The profiles are new and currently stored on force systems but they will go on to ECINS in the very near future and through that platform they will be shared with partners. All of the NPIs have had a one to one support and challenge meeting and in the next six months they have been tasked to approach Local partners and share the profiles with them and look at what data sets are held locally in order to grow the profiles and make them more informative at the local level.</p> <p>We are working with the County New and Emerging Communities Group to look at how the profiles can be further developed.</p> <p>We are also working with the Strategic Analytical Unit to develop improved data that can be made available on ECINS for partners.</p> <p>Nottinghamshire Police is committed to maintaining a substantial dedicated Neighbourhood Policing throughout the county and this supports vast community engagement activity thus ensuring that we understand local community priorities.</p>	
<p>In some areas there is a good understanding, for example, the community cohesion team in Nottingham has good links with minority communities, including Polish, Kurdish and Somali. However, this understanding is not widespread (Reference Page 25, Item 13).</p>	<p>The engagement plans that have been developed are bespoke around the local communities so will not look the same in all areas.</p> <p>Specific examples are:</p> <ol style="list-style-type: none"> 1. Emerging Romanian community in Warsop has led to 	<p>The work completed by Insp Kaur, in the Community Cohesion Team, in co-coordinating, liaising and communicating with local communities and partner organisations was highlighted as best practice. Insp Kaur has been involved in leading on the community engagement and advising on the engagement approaches taken and will</p>

	<p>bespoke plans around engagement</p> <p>2. Large Gypsy Roma Travelling community in Newark and refreshed engagement plan</p> <p>It should also be noted that Insp Kaur attends the NP 1/4ly meeting to share best practice. She has also led on a piece of work to develop the KIN network and utilise ECINS to share this information.</p> <p>Insp Kaur is also tactically advising Supt Firth around engagement approaches to identify and engage with at 'risk communities' around SOC, cyber-crime and fraud etc. This is a really good example of the sharing of best practice.</p>	<p>feed into the ongoing Engagement Strategy that will be completed to share this best practice approach.</p> <p>Consistency in engagement plans across the areas also assists in sharing best practice.</p>
<p>Although the link to the strategic assessment is not clear. It has not yet adopted the MoRiLE risk assessment process, which is the preferred model of assessment within the East Midlands region. The force currently assesses the threat and risk from organised crime using a risk assessment methodology which does not consider the capability or capacity of the force to deal with the problem, and is limited in how it assesses vulnerability in its communities.</p>	<p>The force is using MoRiLE in all tactical tasking and strategic processes</p>	<p>The Force published the Strategic Intelligence Assessment in April 2017 that clearly includes the MoRiLE risk assessment methodology.</p>
<p>Operation Vanguard team: While staff in this team are aware that the force's priorities are to cut crime and keep people safe, they <u>have limited knowledge of the national serious and organised crime priorities</u>. Work assignments do not routinely assess the threat, harm and risk of the organised crime group or its impact on local communities (Reference Page 44, Item 58)</p>	<p>This now sits within the Integrated Offender Management structures and is part of that governance process.</p> <p>The Vanguard Plus team has now been moved under the IOM structure. The cohort is now managed to IOM standards using systems and processes which have been rated as good practice by the HMIC. (Daily risk review, weekly multi agency case conference, intel and PND monitoring).</p> <p>The cohort is also now subject to a case management system (ECINS).</p> <p>The pertinent offences (knife and gun crime particularly) have been added to the IOM selection and risk matrix and as of April 2017. The Vanguard Plus managed cohort has been absorbed into the wider IOM cohort.</p>	<p>This particular observation was not part of the Force action log being managed by the Risk Advisor, however this was due to the fact the Force believe the new structure for Organised Crime covers the observation that was made in reference to the Operation Vanguard Team.</p> <p>The Force feel that the tasking element within the new structure ensures staff are tasked in regard to the national serious and organised crime priorities.</p>

	<p>The engagement staff from Vanguard Plus have been relocated to the City YOT (which also sits under the IOM structure) to deliver statutory/non statutory, early intervention and diversion work (including schools delivery). In addition to this the seconded officer within social care now operates under IOM with a view to coordinating action across CSE, Girls and Gangs and the exploitative part of the national EGVE strategy.</p> <p>DWP has also co-located within the IOM multi agency premises to share information more effectively and deliver pathways work around training, education and employment.</p>	
--	--	--

Domestic Abuse

We identified all instances of HMIC observations in relation to domestic abuse listed in the action plan and reviewed the Force response to the observation, with the findings summarised in the table below.

HMIC Observation (Reference in Assurance Monitoring Template)	Force Response in Assurance Monitoring Template	Audit Findings
<p>During fieldwork, HMIC identified serious concerns with crimes still not being recorded for those incidents that are not allocated to an officer...they include crimes of domestic abuse where victims have not been visited, in some cases for many weeks, and are not recorded as a crime. (Reference Page 24, Item 9)</p> <p>The force reports that on most days there are 130 unallocated incidents and these are described as lower-risk incidents. During our fieldwork, we found 247 unallocated incidents, none of which had been assessed to see if a crime needed to be recorded. Of these, 61 were domestic incidents and when these were examined, 23 incidents were immediately brought to the attention of the force because of serious concerns regarding welfare and safeguarding (Reference Page 38, Item 39).</p> <p>There are significant delays in attending some of these incidents; one domestic related incident had still not been attended after four weeks and the victim did not wish to have any further police contact. Appointments are booked with victims and witnesses, but sometimes these appointments take place a considerable time after the incident (Reference Page 39, Item 41).</p> <p>HMIC is seriously concerned about the number of incidents which remain unallocated and which involve victims who are</p>	<p>Nottinghamshire Police identified that as a result of reducing the Crime Management Bureau (the unit that traditionally conducted audits and compliance work) staff in an attempt to release staff to deal with demand, the force began to see a dip in overall NCRS compliance.</p> <p>To remedy this dip in NCRS performance, Nottinghamshire Police introduced a daily audit regime looking at closed incidents, prioritising violence and sexual offences, to provide assurance that our compliance would improve.</p> <p>Rather than simply look at current incidents, the force led an internal review of all incidents over the period from when the CMB team was disbanded. This identified a number of incidents where NCRS standards were not achieved and all of these were allocated crime numbers retrospectively and further reviewed to ensure that a proper service had been given to the victims. Nottinghamshire police highlighted these shortfalls to the HMIC when they visited.</p> <p>Going forward, Nottinghamshire Police will have an established review and audit team (NCRS Champions team) who will work closely with the CRIM to ensure that all incidents are reviewed to ensure NCRS compliance.</p> <p>Until fully established, the daily audits remain in place to ensure compliance going forward.</p>	<p>An audit is undertaken on a daily basis by the NCRS Team – headed by Paul Cook, the Force Crime Registrar. Internal Audit carried out a review of this area of work in May 2017 with Satisfactory Assurance Opinion give.</p> <p>As part of this teams work, they identify where incidents are not recorded as crimes when they should do and therefore prevent any domestic incidents being incorrectly recorded and thus not being allocated to officers in a timely manner.</p> <p>Audit were provided with the updated Contact Management Process – this states any incidents of domestic abuse will be a Grade 2 (out of 5 grades) and this will have a quicker response to it.</p> <p>Each Head of Dept is provided with a daily management briefing which includes a review of all incidents that are outstanding from the last 24 hours. IT provides a breakdown of outstanding incidents across the policing areas. However, it also includes a list of individual incidents that are recorded as Domestic Incident, Domestic Abuse and Vulnerabilities. During the meeting the management team in that area review each case to ensure the grading is correct and then they will allocate the necessary resources to ensure it is dealt with.</p> <p>The Force does have performance monitoring in general for its response times to incidents however, at present, it does not break this information down at a type of incident level. Det Ch</p>

<p>vulnerable, particularly domestic abuse victims. At the time of our inspection, there were 61 domestic-related incidents where the victim had yet to receive a visit from the force, the oldest of which dated back four weeks. This level of backlog is unacceptable. It means that the force is not giving vulnerable victims any form of protection for several days and is missing valuable opportunities to collect evidence and move an investigation forward (Reference Page 40, Item 46).</p>	<p>This finding was immediately actioned by the force with the establishment of the Vulnerability Gold Group Chaired by the ACC.</p> <p>This has cross references with the Demand Gold Group that is planning to mitigate seasonal demand spikes.</p> <p>Key Police officers and staff attended these meetings and a series of actions were created and completed to address the concerns raised.</p> <p>The Review of unallocated domestic abuse at the Daily Management Meeting ensures that this is no longer possible.</p> <p>A review of incidents on the 27/4/17 showed that there were 17 domestic incidents in total that were yet to be resourced and of those 8 were older than 24 hours and the eldest was 8 days.</p> <p>The daily review ensures that the force is constantly making attempts to see the victim and in cases where we are not able to attend it is usually because of an uncooperative victim rather than because we have been unable to identify a resource to attend.</p>	<p>Insp Foster informed audit that he has requested that this information become available from the Performance Team, and it is anticipated that this will be in place by Sept 2017.</p> <p>Audit were informed that a HMIC Vulnerability and Managing Demand meeting now takes place on a monthly basis and heads of departments review their staffing level against current demand to highlight where outstanding incidents maybe increasing. Audit confirmed that a specific Managing Demand Action Plan is in place where agreed actions are tracked to confirm they are completed.</p>
<p>The appointments which involve a domestic abuse incident are booked for a two-hour slot, which means that although this gives sufficient time to conduct an initial investigation, it means that there is sometimes a lack of resources to cover other appointments (Reference Page 39, Item 42)</p>	<p>The response to this point reflects the observation and also comments made during the inspection 'Hot debrief'</p> <p>Nottinghamshire Police continues to make use of scheduled appointments to respond to the needs of victims of domestic abuse and a 2 hour slot provides sufficient time for an officer to attend and make relevant enquires. Officers attending these incidents are trained to provide a response in line with force policy.</p> <p>The number of diary appointments available is regularly reviewed by contact management and the Scheduled Appointments Inspector</p>	<p>The Force carried out a review of its scheduled appointments and found that they believed a 2 hour slot was still required to give sufficient time to conduct investigations into the domestic abuse incidents.</p> <p>Lack of resources are managed through the Daily Management Briefing, see the audit finding recorded above, where outstanding DV incidents are reviewed and resources allocated where required.</p>

<p>In this inspection, we found the backlog had been considerably reduced, but there were 171 DASH forms still awaiting secondary assessment by domestic abuse specialists.</p> <p>We found that only those cases involving victims at high risk are thoroughly assessed and there is no escalation process in terms of repeat victimisation (Reference Page 40, Item 49)</p>	<p>The influx of additional resource into this area of business has enabled the Domestic Abuse Support Unit to completely clear this backlog.</p> <p>The issue described is not whether the DASH form had been completed and initially assessed and graded by the attending Officer. This relates to the “backlog” within the unit re-assessing the DASH forms. The backlog was caused by a lack of resourcing which has now been addressed and the team are now established.</p>	<p>Audit confirmed that the DASU Team that handles the DASH forms has been further resourced, they have also implemented a monitoring system so twice a day management have a clear view of the number of outstanding forms and can allocate resources to ensure backlogs are managed in a timely manner.</p> <p>Audit confirmed that management have an automated reporting system to highlight any potential repeat victims and these are reviewed on a monthly basis and risk escalated where necessary.</p>
<p>However, there is inconsistency across the force area in how the processes work and the type of information shared between the multi-agency safeguarding hub (MASH) located in the county area, involving Nottinghamshire County Council and the domestic abuse referral team (DART), covered by Nottingham City Council. For example, in the MASH there are daily ‘Encompass’ meetings to review all high and medium-risk domestic abuse incidents where a child lives within the family unit and a referral is made to the education authorities. This allows for the early exchange of information and a safeguarding function with schools. There is no equivalent process in the city, and, in addition, city-based partner organisations which were co-located with police have moved out to other premises. This reduces the opportunities for sharing information and working together (Reference Page 41, Item 51).</p>	<p>The City Encompass meeting has been running since November 2016, and mirrors the arrangements that already existed in the County. A Daily meeting now takes place, each morning with both City and County in the same way.</p> <p>Agreement has been reached with partners in the city to establish a City MASH accommodation has been identified and agreed and final arrangements are being implemented around IT and data security arrangements that will enable the team to commence work together in the next few weeks.</p>	<p>A business case was put forward for the implementation of a Multi-Agency Safeguarding Hub (MASH) in the City in March 2017, and the unit was opened on 1st June 2017 and has since been visited by the HMIC during their last visit in June 2017.</p>
<p>National Report: Figure 28: Rate of ‘Evidential difficulties: victim does not support action’ outcomes recorded in the 12 months to 30 June 2016 for domestic abuse-related offences. Notts unable to provide this data. (Reference Page 45 Item 64).</p>	<p>Nottinghamshire Police is reviewing any data that it was unable to provide when requested for this inspection to ensure that it is able to respond to future data requests.</p>	<p>The Management Information Team, headed by Kate Hemstock, are responsible for providing HMIC with appropriate data sets. Audit were informed the process for collating data for the next inspection in Sept 17 is currently ongoing and at present the Force are on track to provide all data sets.</p>

<p>The force should ensure that officers and staff understand how children can be affected by domestic abuse....., and that there is a process to ensure they undertake safeguarding actions and make referrals to other organisations which have a role in safeguarding (Reference Page 9, Item 4)</p>	<p>Following the HMIC visit in September 2016, Public Protection conducted a further audit/review of our approach to children in the context of Domestic abuse.</p> <p>An action plan was then developed, which is RAG rated and designed specifically to further embed the “Voice of the Child “ in our response to Domestic abuse incidents.</p>	<p>The action plan included the production of bite size training videos that were rolled out to officers to increase understanding. These are available on the Intranet for officers and staff to view.</p> <p>It also includes how to place MARAC flags on Niche to refer cases to other organisations, and mentioned including other agencies to Encompass meetings to support families and children. The Domestic Abuse Procedure makes reference to the DASH Form Pathway and shows high risks needed to be referred to MASH, or Women’s Aid, IDVA or DART. The Operating Protocol for the Nottingham City MARAC clearly states that all High Risk evaluated cases should be forwarded to MARAC via the DART so procedure can be seen within the Police.</p> <p>A pre-programmed search of the Niche System is undertaken that shows all High Risk cases and is compared to the Case Logs created by the Administrators to confirm all cases have been referred. However this reconciliation process is not documented or recorded.</p>
<p>Moreover, repeated incident reports relating to domestic abuse but graded as standard risk would not receive any additional scrutiny or review by partner organisations. It is unclear whether children’s services would escalate any child referrals within this context, so it is therefore possible that nothing would be done to limit the effect on a child’s welfare in respect of exposure to on-going domestic abuse (Reference Page 41 Item 50).</p> <p>The force does not refer all high-risk cases to multi-agency risk assessment conferences (MARACs). High risk domestic abuse victims are those who are at risk of murder or serious harm and the criteria differ between the county and city areas for those cases that will and will not be</p>	<p>Repeat victimisation is now identified through an automated search developed by MI for the Head of PP, and features in the monthly Operational Performance review.</p> <p>The review at OPR then triggers a “re-view” of repeats (at any level, including standard) by the DASU, who then determine whether or not the information needs to be shared.</p> <p>All County high risk cases are now referred to and considered by a Multiagency risk assessment conference on a weekly basis.</p>	<p>A monthly Operational Performance Review includes Management Information that highlights repeat victimisation and these are reviewed at this forum and they escalate based on level of risk where they feel it is appropriate to do so. There is an on-going Domestic Abuse Action Plan, which included the review of repeat victims. Audit observed the monthly report of repeat victims’ data that is produced and reviewed.</p> <p>There has been a recent agreement by the Force and City partners to resource a City MARAC that is able to meet more frequently and thus all high risk referrals are able to be reviewed.</p>

<p>considered. In this inspection we again saw that this triage process does not involve all partner organisations and is contrary to national guidance. (Reference Page 41, Item 52)</p> <p>The force should improve the way it works with partner organisations to share information and safeguard victims of domestic abuse and their children, specifically in relation to addressing the backlog of cases that require further assessment and referral to other organisations (Reference Page 10 Item 5)</p> <p>The force should improve its approach to safeguarding victims of domestic abuse who are assessed as high risk. It should review the referral process to multi agency risk assessment conferences to ensure that victims of domestic abuse are not being placed at risk as a result (Reference Page 10, Item 6)</p>	<p>When we were inspected City Partners were unable to resource sufficient MARAC meetings for all high risk cases and so the following approach was being followed:</p> <p>Nottinghamshire Police is committed to running additional meetings to ensure that all High Risk Cases go to MARAC. This position was articulated by the Head of PP at the City MARAC Steering group on 11th April, 2017. – Where the proposal has been agreed.</p> <p>The current establishment for risk assessors within DASU is 8. For a number of reasons (including sickness and some challenges with recruitment), the team had been running with 4 assessors. Inevitably, this had meant an ever growing backlog in risk assessments, which hit its high point in and around the HMIC Inspection in September 2016, when the figure was 273. The resource position as of today (26th April 2017) is, 8 staff operating full time. The figure now reads 40-50 on a daily basis - which is approximately equal to one-days work. It is felt that now the team are up to full strength there is sufficient resilience to meet demand and this risk is constantly being monitored, not only in the daily PP management meeting but also on the force risk register.</p>	<p>The previous 'triage process' that had a pre meeting review of the high risks to reduce the number of referrals has been removed as all high risks will now be submitted.</p> <p>The MARAC has all partner organisations so the review of all high risk referrals will be in line with national guidance.</p> <p>The Daily Management Briefings are now reviewing all outstanding incidents of domestic abuse (see audit findings to the first action noted above).</p>
--	---	--

A2 - Appendix 2 – Audit Information

Audit Control Schedule	
Client contacts:	Charlie Radford, OPCC Chief Financial Officer Chief Supt, Paul Winter DCI Leigh Saunders DCI Phil Davies Amanda Frogatt, Risk and Business Continuity Officer
Internal Audit Team:	David Hoose, Partner Brian Welch, Internal Audit Senior Manager Mark Lunn, Senior Auditor
Finish on Site \ Exit Meeting:	6 th July 2017
Draft report issued:	24 th July 2017
Management responses received:	25 th August 2017
Final report issued:	29 th August 2017

Scope & Objectives

Our audit considered the following area objectives:

- The Force has effective and robust plans in place to address the issues raised in the PEEL report.
- The action plans specifically address the issues raised in the PEEL report.
- The plans have been approved and communicated, and there are effective processes in place to monitor their delivery.

The objectives of our audit were to evaluate the adequacy and effectiveness of the Force response to the observations highlighted in the HMIC PEEL report.

In giving this assessment it should be noted that assurance cannot be absolute. The most an Internal Audit Service can provide is reasonable assurance that there are no major weaknesses in the framework of internal control.

We are only able to provide an overall assessment on those aspects of the Force response and actions that we have tested or reviewed. Testing has been performed on a sample basis, and as a result our work does not provide absolute assurance that material error, loss or fraud does not exist.

A3 - Statement of Responsibility

Status of our reports

We take responsibility to the Office of the Police & Crime Commissioner for Nottinghamshire and Nottinghamshire Police for this report which is prepared on the basis of the limitations set out below.

The responsibility for designing and maintaining a sound system of internal control and the prevention and detection of fraud and other irregularities rests with management, with internal audit providing a service to management to enable them to achieve this objective. Specifically, we assess the adequacy and effectiveness of the system of internal control arrangements implemented by management and perform sample testing on those controls in the period under review with a view to providing an opinion on the extent to which risks in this area are managed.

We plan our work in order to ensure that we have a reasonable expectation of detecting significant control weaknesses. However, our procedures alone should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify any circumstances of fraud or irregularity. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.

The matters raised in this report are only those which came to our attention during the course of our work and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. The performance of our work is not and should not be taken as a substitute for management's responsibilities for the application of sound management practices.

This report is confidential and must not be disclosed to any third party or reproduced in whole or in part without our prior written consent. To the fullest extent permitted by law Mazars LLP accepts no responsibility and disclaims all liability to any third party who purports to use or reply for any reason whatsoever on the Report, its contents, conclusions, any extract, reinterpretation amendment and/or modification by any third party is entirely at their own risk.

Registered office: Tower Bridge House, St Katharine's Way, London E1W 1DD, United Kingdom. Registered in England and Wales No 0C308299.

APPENDIX B

Case Study - Crime Data Integrity

Paul Cook - Force Crime Registrar

Summary

This case study provides a summary of the activity undertaken locally over the past three years to increase compliance with the national crime recording standard (NCRS). In simple terms a compliance rate of 90% equates to a crime reduction of 10%. However, failing to record certain incidents as crimes may mean some victims are deprived the support services they need.

In 2014 the Commissioner was made aware that compliance with the standard was an issue locally and nationally. This case study briefly explains what action the Commissioner took and how the Force has responded. It will be seen that the Force compliance rate has improved from a low of 88.6% in 2013/14 (the national average was 79.6%) to 95.9% currently and indications are that it is one of the highest nationally. Whilst crime levels may have increased as a result of improved compliance, we can be assured that all victims are being offered the support they need as this is triggered by a crime record.

The National Crime Recording Standard (NCRS)

The National Crime Recording Standard (NCRS) was introduced to all 43 forces in England & Wales on 1st April 2002, with the aim of:

- promoting greater consistency in the recording and disposal of crime
- and, **crucially**, to take a more victim oriented approach.

It identifies the criteria which must be applied in determining whether or not to formally record an incident as a crime.

The standard is underpinned by the Home Office Counting Rules which set out 'whether and when' a crime should be recorded, the 'classification' to be applied, how many crimes should be recorded, when a recorded crime can be 're-classified' or 'cancelled' and so on. They also govern the application of the crime 'outcomes' framework.

Chief Constables have a legal requirement under Section 45 of the Police Act 1996 to return accurate and timely recorded crime figures to the Home Office.

Confidence in Police Recorded Crime Figures

On 24th January 2013, a report was published by the Office for National Statistics (ONS), in consultation with the Crime Statistics Advisory Committee (CSAC), highlighting a divergence between Police Recorded Crime (PRC) figures and the Crime Survey of England and Wales (CSEW) statistics.

Briefly, the two series were moving in different directions. The results showed that following the introduction of NCRS in 2002 the two datasets became very close for four or five years, running in parallel, but for the five years or so preceding the report, they had drifted apart, undermining trust and confidence in the figures. HMIC was commissioned by the Policing Minister to find out and report back by the end of that financial year (March 2014).

On 16th October, 2013, a Public Administration Select Committee (PASC) inquiry into the Accuracy of Police Recorded Crime (PRC) data was commenced.

The committee's report 'Caught Red Handed: Why we can't count on Police Recorded Crime Statistics' was published on the 9th April 2014; whilst in the intervening period, based in part on evidence being exposed by the Committee, the UK Statistics Authority (UKSA) decided in January 2014 to strip PRC data of its designation as 'National Statistics'.

Local Commissioner Action

In Nottinghamshire, as a result of discussions which took place at the Joint Audit and Scrutiny Panel meeting on 18th February 2014, the Commissioner requested Baker Tilly (the NOPCCs Internal Auditors) to conduct an audit review of Nottinghamshire Police, to provide independent assurance around crime recording, the robustness of the governance framework, processes, accuracy and management information.

Baker Tilly reported back on their findings on 9th May 2014. At a time of reducing budgets and competing demands the report ensured that the strategic focus was on maintaining a robust crime management process, when it would have been so easy to have made savings in that area; something that was being seriously considered at the time. Baker Tilly made a number of key recommendations to ensure increased compliance with NCRS. There can be no doubt whatsoever that the recommendations within the report helped to increase NCRS compliance.

On 18th November 2014 HMIC published its final report on the inspection of crime data integrity in police forces in England and Wales – 'Crime Recording – Making the Victim Count'. Individual force reports were also published on the same date.

In Nottinghamshire, although the overall NCRS compliance rate wasn't good – 87.3% - it compared very favourably with most forces nationally, with the national average being 79.6%, and compliance rates ranging from 97.4% down to 65.8%. Nottinghamshire was ranked 10th best nationally, albeit with work to do.

Similarly, compliance for No Crime decisions made was very good in Nottinghamshire, again when compared to the national figures: Nottinghamshire 92.3% compliant against a national average of 79.5% and compliance rates ranging from 100% to 44.3%. Nottinghamshire was ranked 9th best nationally.

Nottinghamshire Police was identified as 'best practice' nationally for its Rape 'No Criming' processes in that: all requests had to be submitted to a Rape Detective Inspector in the first instance; then if appropriate to the Superintendent Head of Public Protection; and then if deemed appropriate to the Force Crime Registrar for final approval. This was subsequently included as a national recommendation in HMICs report and later mandated as a requirement within the Home Office Counting Rules.

Baker Tilly re-visited Nottinghamshire Police on 2nd March 2015 to undertake a follow up review of the progress the Force has made with implementing the 17 advisory recommendations included within their Crime Recording report in May 2014 concluding that the Force had demonstrated good progress in implementing actions agreed to address internal audit recommendations.

It was essential that governance arrangements improved, culture changes are embedded and training takes place. It is pleasing to report that these significant findings have either being fully addressed, or are in the process of being fully addressed. Culture changes will take time, but early indications highlight the positive steps being made. Changes and clarifications around the governance, leadership and ownership of this particular area have taken place.

Force Activity

In response to the Commissioner's leadership a lot of hard work was undertaken and continues to be done in Nottinghamshire Police to change the culture with regards to crime recording in line with the

national and local recommendations; driven by the Command Team and more specifically the various NCRS Chief Officer leads – ACC Jupp, followed by DCC Torr and currently DCC Barber. They have enjoyed the complete support of the Police and Crime Commissioner throughout and continue to do so. Ongoing activity includes the following:

- Clear and unequivocal Communications Strategy including the development of an internal NCRS website for reference and support
- NCRS training delivered to all staff (over 70 x 2 hour inputs delivered in person by the FCRs; opened by the Chief Officer lead) Training continues.
- Robust centralised independent audit, crime validation and intervention process.
- Strong Governance and oversight regime – Quarterly Crime and Incident Data Quality Board chaired by the NCRS Chief Officer lead – with representation from the OoPCC

As a result, overall NCRS compliance increased by the end of 2014/15 to 95.8% from **88.53%** in 2013/14. That excellent level of compliance was maintained in 2015/16 at 95.6%.

The Current Position

HMIC is currently engaged in completing a 4 year programme of ‘unannounced’ Crime Data Integrity Inspections of all Forces in England and Wales. To date the results of 14 forces inspected are in the public domain. Of these, 7 have been graded as ‘Inadequate’, 4 ‘Requiring Improvement’ and only 3 graded as ‘Good’. None of the forces inspected to date have received a grade of ‘Outstanding’. Please see **Annex 1** for a breakdown of their results.

Although Nottinghamshire Police has still to be inspected, it is anticipated that the Force will receive a favourable report and grade as it continues to maintain very good overall NCRS compliance – **95.9%** this year to date.

New staff are being recruited into the proposed NCRS Compliance Team. In addition to the daily checks and validation activity outlined above, the team are also now reviewing all open incidents with a ‘vulnerable’ or ‘domestic’ marker and recording crimes where appropriate.

In order to ensure that excellent data quality in all areas of the Force’s business is achieved and maintained, a Force Data Quality Strategy and Improvement Plan is currently being developed by the new Data Quality Working Group reporting to DCC Barber. It will incorporate a Performance Management Framework to address on-going prioritised issues including NCRS Compliance.

Nottinghamshire Police, the Police and Crime Commissioner and partners are committed and determined to ensure that victims of crime and the communities of Nottinghamshire continue to receive the tailored service they expect and deserve.

ANNEX 1

HMIC Crime Data Integrity Inspections – Summary Results of Forces Inspected

(Reports Published between 25th August 2016 and 7th September 2017)

FORCE	GRADE	OVERALL COMPLIANCE	Overall - Estimated under recording per year	VAP recording rate	VAP - Estimated under recording per year	Sexual offences (inc Rape) recording rate	Sex off's - Estimated under recording per year
Sussex	Good	94.6%	5,300+	95.7%	1,100+	95.6%	130+
Northumbria	Req. Improvement	92.7%	7,300+	93.7%	1,400+	91.9%	240+
Staffs	Good	91.0%	6,700+	90.0%	2,500+	94.7%	120+
Wiltshire	Good	90.9%	4,100+	87.7%	1,800+	97.8%	30+
Avon & Somerset	Req. Improvement	89.6%	13,700+	88.5%	4,000+	91.9%	270+
North Wales	Req. Improvement	88.3%	5,300+	82.9%	2800+	96.9%	50+
Cambridgeshire	Req. Improvement	87.8%	7,000+	80.0%	2,900+	91.1%	130+
GMP	Inadequate	85.5%	38000+	75.4%	16,800+	91.7%	500+
Merseyside	Inadequate	84.2%	19,200+	81.4%	5,600+	91.2%	220+
West Mids	Inadequate	83.8%	38,800+	77.9%	13,600	91.4%	440+
Kent	Inadequate	83.6%	24,300+	79.2%	10600+	90.2%	400+
Cheshire	Inadequate	83.6%	11,600+	80.9%	3,800+	84.8%	280+
Devon & Cornwall	Inadequate	81.5%	17,400+	76.1%	7,700+	85.2%	470+
Leicestershire	Inadequate	75.8%	21,200+	65.8%	7,900+	79.4%	400+

APPENDIX B
Decisions of Significant Public Interest: Forward Plan
October 2017

Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
1.1	September 2017	Closure of Newark Custody Suite	Feasibility Study regarding potential closure of Newark Custody Suite.	NA	Supt Paul Winter	Force

Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
2.0	TBC	IT Storage Solution	Award to supplier following procurement	TBC >£250k	Ronnie Adams EMSCU	Force
2.1	TBC	Bridewell Consultants	Architectural practice to develop the project brief and concept design for a new custody suite.	£1,700,000	Ronnie Adams EMSCU	Force
2.2	TBC	ESN Devices	National Programme for the replacement of Airwaves		Ronnie Adams EMSCU	Force
2.3	TBC	BMS & Boiler Contractor	Replacement of the Building Management Systems (BMS) that control the heating and cooling of buildings.	£2,439,000	Ronnie Adams EMSCU	Force
2.4	TBC	Information Solutions Services	Framework for the provision of Information Solutions Services	TBC >£250k	Ronnie Adams EMSCU	Force
2.5	TBC	Hucknall EMAS Works	Building Contractors	£515,000	Ronnie Adams	Force



Nottinghamshire

POLICE & CRIME COMMISSIONER

					EMSCU	
2.6	TBC	West Bridgford	1 ST Floor refurbishment of West Bridgford Police Stations	£270,000	Ronnie Adams EMSCU	Force
2.7	January 2018	Custody FME Services	Provision for Forensic Medical Examinations in the custody suites	<£250k	Ronnie Adams EMSCU	Force
2.8	TBC	Police Constable Degree Apprenticeships	Appointment of apprenticeship provider	<£250k	Ronnie Adams EMSCU	Force
2.9	September 2017	Holmes 2	Five force contract for Holmes system	£326,000	Ronnie Adams EMSCU	Force
2.10	TBC	Multi use building FHQ	Building consultants & contractors	<£250k	Ronnie Adams EMSCU	Force
2.11	TBC	ANPR	Procurement of ANPR hardware, support and maintenance	TBC >£250k	Ronnie Adams EMSCU	Force

Estates, ICT and Asset Strategic Planning						
3.1	September 2017	FHQ New Build	Construction of new training centre, canteen, gym, conference and locker facilities at Sherwood Lodge	Project Team working up details and costings for final Business Case.	Tim Wendels, Estates and Facilities	Force
3.2	October 2017	Nottingham Bridewell	Replacement of the Bridewell.	Project Team working up details and costings for final Business Case.	Tim Wendels, Estates and Facilities/Ch. Supt. Julia Debenham – EMCJS.	Force
3.3	October 2017	Hucknall Police Station	Construction of extension at Hucknall Ambulance Station, sale of Hucknall Police Station and termination of lease at Watnall Road training centre.	Business Case in course of preparation.	Tim Wendels, Estates and Facilities	Force



Nottinghamshire

POLICE & CRIME COMMISSIONER

3.4	Nov 2017	Worksop Police Station	Surrender of Lease of former Custody Suite at Worksop Police Station.	Capital receipt from surrender to be subject of negotiations with freeholder.	Tim Wendels, Estates and Facilities	Force
3.5	TBC	Bunkered Fuel Sites	Decommissioning, repair and addition of bunkered fuel sites around Nottinghamshire. Please note, the repair of bunkered fuel sit at FHQ, has now been approved.	TBC	Tim Wendels, Estates and Facilities	Force

Workforce Plan and Recruitment Strategies

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



Nottinghamshire

POLICE & CRIME COMMISSIONER

Strategic Issues including Finance						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available.</i>	Contact Officer	Report of OPCC / Force
4.1	Nov 2017	Statement of Accounts (SOA)	Approve Annual Audit Letter	NA	Charlotte Radford	OPCC
4.2	Nov 2017	Summary Statement of Accounts	Approve summary SOA	NA	Charlotte Radford	OPCC

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	27th November 2017
Report of:	Paddy Tipping Police Commissioner
Report Author:	Kevin Dennis
E-mail:	kevin.dennis@nottinghamshire.pnn.police.uk
Other Contacts:	Kevin Dennis
Agenda Item:	6

POLICE AND CRIME PLAN (2016-18) –THEME 7 REDUCE THE THREAT FROM ORGANISED CRIME

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Police and Crime Panel with a progress report on how the Commissioner is delivering his strategic activities in respect of Theme 7 of his refreshed Police and Crime Plan for 2016-18.
- 1.2 The report identifies success measures and an outline of the activities that have been progressing across policing and community safety. This report covers the time period 1st April 2016 to 30th September 2017.

2. RECOMMENDATIONS

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

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Panel has requested an update on Theme 7 in its work plan for 2017-18.
- 3.2 This 6 monthly monitoring report provides an overview of the delivery of the activity and performance in respect of Theme 7 of the Police and Crime Plan (2016-18).

4. Summary of Key Points

- 4.1 It should be noted that most of the strategic activities have been in place since April 2016 as the Commissioner chose not to refresh his Police and Crime Plan in 2016 in order to allow the new Chief Constable time to review the Force and implement necessary changes. This means that many activities have already been

completed and graded **Green**. However, there were eight additional strategic activities added to the Police and Crime Delivery Plan two of which are listed in Theme 7 and these are identified in the plan.

- 4.2 A new Police and Crime Plan together with new themes, strategic outcomes and performance measures are currently being developed and consulted on, and will be incorporated into the Commissioner's refreshed plan for implementation on 1st April 2018.
- 4.3 **Appendix A** provides a Table summarising the progress and achievements in respect of Theme 7 of the current plan. The activities have been graded in terms of completion/progress and it will be seen that 60% of activity is **Green** i.e. has been achieved or adequate progress made and 40% is graded **Amber**.

5. Details of outcome of consultation

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

6. Appendices

- A. Table detailing the progress and achievements of the Commissioner's toward Theme 7 of the Commissioner's Police and Crime Plan (2016-18).

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

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

For any enquiries about this report please contact:

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

Kevin.dennis@nottinghamshire.pnn.police.uk

Tel: 0115 8445998

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

philip.gilbert11028@nottinghamshire.pnn.police.uk

Tel: 0115 8445998

APPENDIX A

POLICE AND CRIME PLAN (2016-18)

COMMISSIONER'S STRATEGIC THEME 7 UPDATE

Draft V1

QRT 2 UPDATE (April 2017 to September 2017)

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

Green	Achieved or Adequate Progress being Made	Amber	Started but Inadequate Progress or Risk that it won't be achieved	Red	Unachieved or likely that it won't be achieved	White (NS)	Not Started but Planned to take place during later Qrt
Number & %	12/20 (60%)	Number & %	8/20 (40%)	Number & %	0/20 (0%)		0/20 (0%)

THEME 7: SPENDING PUBLIC MONEY WISELY

Ref	Lead Officer	Strategic Activity	RAGB STATUS
7C01	KD	PL1: Provide leadership and active support for the development of a strategic alliance with Leicestershire and Northamptonshire Police.	G
Update	A decision had been made not to progress with the full proposals of the TR-Force Collaboration at this time. Key work streams that will progress as part of this collaboration are Information Services, Finance and ICT.		
7C02	CR	Ensure the Force achieves a balance budget and delivers the required efficiency savings.	G
Update	A report detailing a balanced budget was submitted and approved by the Police and Crime Panel on 6th Feb 2017. Budget management meeting between the PCC and Force take place on a monthly basis. The Force is on track to achieve a balanced budget. Current indications are that the expenditure will be within budget with a possible underspend.		

7C03	CR	Achieve greater financial savings and improve service delivery through collaboration with other Forces and organisations.	G
Update	See 7C05 below.		
7C04	NW	Produce a commissioning framework with clear outcomes, which supports social responsibility strategies.	A
Update	The OPCC has a large portfolio of commissioning activity, with only one dedicated post in place. Funding has been earmarked to pay for an additional commissioning post, which will bring extra capacity and allow the commissioning framework to be developed during 2017. The target is to complete this action by the end of Q4.		
7C05	CR	Submit bids to maximise funding opportunities nationally.	A
Update	<p>The Tri Force Collaboration is £5.2m over two years.</p> <p>National projects with Notts as PCC lead and originally CC lead include:</p> <ul style="list-style-type: none"> • National Business Crime Hub £203,541 approved for 16/17, £398,681 for 17/18, £398,681 for 18/19, Total £1,000,903 – revised figures have been submitted awaiting approval. • Public Private Partnership Intelligence £125,000 16/17, £250,000 17/18, £125,000 18/19 Total £500,000 <p>More bids for Transformation Funding have been made we are awaiting notice of any award.</p>		
7C06	KD	Actively support and work with partners to develop a business case and develop an appropriate relationship between the future Mayor and PCC, subject to local consent.	A
Update	Devolution deal for Nottinghamshire and Derbyshire is on hold. Police and Crime Commissioner for both areas were actively engaged in the discussions about the proposal for a single Mayor to have responsibility for policing and other emergency services as part of the formal submission to Government. Nottingham and Derby cities have developed a joint metro strategy to increase opportunities to bring investment and jobs for local people. This action is being kept under review by the Commissioner and will form part of future priorities if circumstances change.		
7C07	KD	Work with emergency service providers to improve the efficiency and effectiveness of public services.	G
Update	<p>The Policing and Crime Act received Royal Assent in January 2017. The Act put in place a statutory responsibility for police and fire to collaborate to deliver efficiency, effectiveness and better public safety outcomes. Different collaboration models are permissible under the Act. Fire and Police are working in collaboration on a number of different levels. Examples include:</p> <ul style="list-style-type: none"> - Collocation of premises - NFRs is embedded with police emergency planning - NFRS/Police staff part it dedicated teams to support working the high crime neighbourhoods 		

	<ul style="list-style-type: none"> - NFRS/Police supporting Princes Trust Programme - Joint engagement in local delivery of national programme for the Emergency Service network - Joint East Midland blue light collaboration meeting. <p>The Commissioner is now a co-opted member of Nottinghamshire and Nottingham City Fire and Rescue Authority as of June 2017. A joint 'collaboration' board has been established to formalise and agree a joint work programme.</p>		
7C08	KD	PL1: Review regional governance structure to align with strategic alliance 'single operating model'	A
Update	<p>A common scheme of Governance including financial regulations across the three forces is under development.</p> <p>A decision had been made not to progress with the full proposals of the TR-Force Collaboration at this time. Key work streams that will progress as part of this collaboration are Information Services, Finance and ICT.</p>		
7C09	KO/PG	New: The PCC supports the Committee on Standards in Public Life and will hold the Chief Constable explicitly to account for promoting ethical behaviour & embedding the College of Policing's Code of Ethics. The Force to prepare a report to the Strategic Resources & Performance Meeting on how this standard is embedded.	G
Update	<p>The Force produced a report for the Strategic Resources and Performance meeting of 25 May 2017 to explain how this standard is embedded within the Force.¹ This will now form part of the Annual Forward Plan to hold the Chief Constable to account.</p>		
7F01	SO	PL7.3. Recruit more volunteers (especially BME) to support policing.	G
Update	<p>There are 80 volunteers of which 8.75% are from BME communities. This is twice as high as the overall Force representation which is 4.7%. 20 volunteers were recruited during 2016-17.</p>		
7F02	ACC Prior	*Provide operational leadership to progress the Tri-Force collaboration subject to the business case.	A
Update	<p>A decision had been made not to progress with the full proposals of the TR-Force Collaboration at this time. Key work streams that will progress as part of this collaboration are that of Information Services, Finance and ICT.</p> <p>Phil Eaton has now been appointed to progress the IS element of the Tri-force collaboration and during the recent E-FEB panels he was able to assess how the proposals for each operational department will be linked to IS programme. Whilst no longer supporting a programme for a Strategic Alliance the three forces continue to work closely together to improve the effectiveness and efficiency of the forces. Some Transformation funding has been awarded mainly to provide the enterprise architecture that will enable a single way</p>		

¹

<http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Meetings/Strategic-Resources-and-Performance/May-2017/Item-04-Code-of-Ethics-update.pdf>

	<p>of working and standardise policies and procedures particularly in relation to the use of IT. This work continues even though Northants are exploring further options in relation to all of their IT provision.</p> <p>The tri-force collaboration is now complete. This action can now be closed.</p>		
7F03	ACC Prior/ AF Austin Fuller	PL5 - New: Ensure that the National Strategic Policing Requirements are reviewed regularly	G
Update	<p>10.10.17 – These areas were re-inspected by HMIC in September. HMIC undertook a risk based approach and did not examine in detail because the Force had been graded as 'Good' in previous inspections. There were no concerns raised at the time of Inspection.</p> <p>The force continues to robustly comply with its obligations to meet the Strategic Policing Requirement (SPR) and help plan, prepare and mitigate against national threats that extend beyond force boundaries. The force addresses the following national threats outlined in the SPR by ensuring resourcing and process solutions are in place between regional and national forces, ROCUs and other law enforcement partners. This is undertaken within the SPR's 5 C's framework consisting of Capacity & Contribution; Capability; Consistent; and Connectivity.</p> <p>Terrorism – Nottinghamshire Police form part a regional Counter Terrorism resourcing solution that operates throughout the East Midlands. Governance is via a regional Supt reporting into the national forum for counter terrorism. A local link is maintained by a Special Branch function operating at Police HQ.</p> <p>Serious Organised Crime – Nottinghamshire Police has a SOC unit that is supported by Intelligence and neighbourhood Policing teams in order to mitigate threats. High risk issues are escalated via the force tasking & coordination process to the East Midlands ROCU, with further escalation to national tasking process and the NCA as required, should the extent of the threat necessitate a national response. Governance is provided by a Supt lead officer for SOC who reports into the ACC for Crime. Multi-agency working is in place via City & County SOC Partnership Boards.</p> <p>CSEA – The Force level Public Protection team has a dedicated Child Abuse and Sexual Exploitation Unit. In line with national recommendations capacity and capability is being invested in and grown across the online and digital specialisms in order to improve knowledge and connectivity. Local governance is via a Supt lead officer, with high risk issues escalated to regional and national tasking. A Strategic Governance Group also exists which is overseen by an assigned lead officer from within the region (currently a Lincs Supt).</p> <p>National Cyber Security Incident(s) – A force and regional Cyber lead officer (ACC Prior – Nottinghamshire) is in place. At a local and regional level threats and vulnerabilities are managed in line with the national Cyber security strategy (2016-21) based upon <i>defend</i>, <i>deter</i> and <i>develop</i> implementation plans.</p> <p>Large Scale Civil Emergencies and Public Order – Nottinghamshire Police form part of a 4 force solution (EMOpSS) that provide operational support services to the majority of the region. This incorporates the primary response to large scale public order or civil contingencies issues. EMOpSS have collaborative arrangements in place with other forces to ensure sufficient capability in specific specialisms within operational support policing. EMOpSS maintain a local presence within each of the 4 regional forces and attend each forces Tasking & Coordination meeting to assist</p> <p>Force and Regional Strategic Tasking & Coordination processes review and assess the 5C framework in line with SPR. Both the force and region refresh their local priorities and Control Strategies within their respective Strategic Intelligence Threat & Risk Assessments.</p>		
7F04	Jo Ratchford	PL7.4 - New: Provide Positive Action support for BME candidates	G

	JR		
Update	The Force has in Positive Action plans in place for recruitment, which incorporate the College of Policing BME action plan. Operation Voice was launched aimed at increasing applications from our diverse communities. Positive action activity included recruitment seminars for BME/LGBT+ potential applicants, allocation of buddies/mentors, workshops on completing the CBQs and we have recently engaged the services of Talking Blues to provide pre-assessment centre support to BME & LGBT+ candidates.		
7F05	DCC Barber	PL7.5 - New: Introduce proactive mentoring, training and recruitment to ensure greater representation of women & BME candidates in senior roles?	G
Update	<p>The Force has recently promoted coaching and mentoring opportunities across the organisation with a particular focus on increasing mentoring/coaching take up by our underrepresented groups. Also to increase the Mentors/Coaches from these groups. Senior Managers involved in the recent Inspector promotion process received unconscious bias training. The EDI team have conducted 30 confidential discussions with BME & LGBT+ officers and staff with a view to understanding more about barriers to progression and required interventions to assist with progression.</p> <p>10.10.17 - An integrated modular programme is being developed to address each development need identified within the confidential discussions report and the DCC is working with the BPA (Black Police Association) to support and identify specific actions to achieve greater representation. The force has run a number of positive action recruitment events to complement its recruitment drive and is exploring alternative methods of targeting recruitment events to underrepresented groups.</p>		
7F06	DCC Barber	PL7.6 - New: Publish annual reports on the perceptions and experiences of BME officers in the force & the steps which have been identified to bring about change?	A
Update	<p>During the year, 30 confidential discussions have taken place with BME and LGBT+ officers, in order to gather information that will assist Nottinghamshire Police to form the basis of a mentoring/ development programme, aimed at enabling officers to pursue their own professional development and to assist them to fulfil their career aspirations. A report detailing the findings has been prepared and submitted to the DCC for consideration.</p> <p>10.10.17 - The force is currently identifying the best way to publish and share perceptions and experiences to better shape behaviours in the workplace. Furthermore, a research project has been agreed with Nottingham Trent University to undertake research into BME Police officers and Police staff perceptions and experiences of hate crime. The research contract is currently being finalised and it is estimated that the research will be undertaken during the remaining time of December 2017 to March 2018.</p>		

7F07	DCC Barber/DH	<p>NO COMPREHENSIVE STRATEGY FOR MANAGING DEMAND: Work with Partners to develop and implement a comprehensive strategy to better manage demand through prevention, building shared capacity and capability. Within the Force Quality of Service Programme a systematic review of service provision will occur and this will incorporate the following activities:</p> <ul style="list-style-type: none"> * Analysing the type and nature of police and relevant partnership demand to determine how such demand should be responded to having regard to available shared resources. * Explore ways in which repeat demand can be reduced by early preventative interventions and better use of technology's * Make recommendations in regards to the level of resilience and capacity of Volunteers and Special Constables. * Consider future service provision related to investigations to ensure that resources are more effectively utilised. * Develop a communications strategy that seeks to better manage public expectations with regard to changes in service provision and priorities 	A
New 2016/17 Update		<ul style="list-style-type: none"> • The force has engaged Process Evolution to complete a 'Deep Dive' review of Contact Management to help us understand how the department deals with conventional demand and to make recommendations on how it can work more efficiently to give improved customer service. The initial findings are expected to be reported in September and this will lead to the development of a business case. Following this review will be reviews of other departments and functions where demand enters the organisation to deliver efficient ways of working in those areas. • This work will be overseen by a Programme Board chaired by an ACC and decisions will then pass to the Force Executive Board for sign off prior to implementation. The PCC will be reviewing the Force's understanding of demand and how it intends to work with partners at the November Strategic Resources Meeting. Chair of the main Public Partnerships for the City and County will be invited to this meeting. The PCC's Strategic Assessment will also include information on demand and on current and future threats. • The force has engaged Process Evolution to complete a 'Deep Dive' review of Contact Management to help us understand how the department deals with conventional demand and to make recommendations on how it can work more efficiently to give improved customer service. The initial findings are expected to be reported in September and this will lead to the development of a business case. Following this review will be reviews of other departments and functions where demand enters the organisation to deliver efficient ways of working in those areas. • This work will be overseen by a Programme Board chaired by an ACC and decisions will then pass to the Force Executive Board for sign off prior to implementation. • 10.10.17 - The force is developing its use of technology to reduce demand and is looking to further invest in neighbourhood policing to ensure early preventative interventions. • 10.10.17 – Update Dan Howitt - The force continues to systematically identify opportunities to better manage demand as part of Annual Departmental Assessment process introduced in 2017. Underpinned by more targeted 'deep dive' reviews in areas such as Contact Management and Response, the ADA process is helping to improve our understanding of demand and improve organisational efficiency and effectiveness in dealing with demand as part of the business planning process. • The 2017 Police and Crime Needs Assessment continues to highlight growing agency demands in relation vulnerability and complex need, particularly in respect of mental health demands, improvements in the identification of hidden harm and bespoke neighbourhood issues of Anti-social Behaviour. Work continues via the Mental Health Crisis Care Concordat, community safety and victim service commissioning framework and neighbourhood-level problem solving to maximise opportunities to best prevent and manage these areas of demand. The OPCC is also exploring opportunities to progress a bid for academic research into the changing demands on the police service and the implications for front line officers, police training and development and partnership working in an age of austerity. 	
7F08	DCC Barber	<p>BME REPRESENTATION AND DISPARITIES IN SERVICE OUTCOMES: Explore and implement ways in which the workforce levy and Apprenticeship opportunities can be utilised locally and or regionally to advance BME representation within the Force(s) for school leavers</p>	A

New 2016/17 Update	<ul style="list-style-type: none"> One of the new Strategic Priorities for the force is to be an Employer of Choice, having a representative workforce is directly linked to this priority. At the recent E-FEB panels a number of proposals were considered and approved to look at developing new entry routes into the organisation. This work will be progressed by individual departments but with the oversight of HR to ensure that achieving a representative workforce remains a priority. 10.10.17 - As highlighted earlier the force is actively exploring new ways to engage with under-represented groups and encourage entry to policing through a number of employment choices, including apprenticeships. 		
7P01	NW	Greater commissioning, pooling budgets and integration of services to achieve greater efficiency and to deliver service improvement.	G
Update	<p>The Commissioner has been working towards greater integration of budgets and services. Achievements include pooling domestic abuse support funding with the County Council to enable an integrated holistic service for survivors, and pooling funding with the City Council and Nottingham Clinical Commissioning Group to enable an integrated support service for sexual violence survivors. The Commissioner's substance misuse funding and service delivery are also pooled and integrated.</p> <p>The Victim CARE service has brought services together to provide enhanced support to a greater range of victims.</p> <p>Following the 2015 Grant Thornton Community Safety Audit there is further work to be done to implement greater budget and service integration with the community safety partnerships.</p> <p>Greater commissioning, pooling of budgets etc.: the PCC's new Victim CARE service, which began in January 2017, has pooled his budgets for victim support and restorative justice, resulting in a more holistic integrated service for victims as well as financial savings. In addition, the PCC has pooled budgets where possible as part of co-commissioning arrangements. Examples include domestic abuse support in the county, sexual violence support in the city. Discussions are on-going with partners at the time of writing about pooling budgets for SARC and domestic abuse in the city when services are re-commissioned.</p>		
7P02	ME	PL1: Ensure there are practical information sharing agreements in place to support multi-agency and locality working.	G
Update	Currently there are ISAs in place with 26 multi-agency organisations which are supporting locality working.		
7P03	WB	Provide enhanced leadership and decision making through reviewing the role and function of SNB.	G
Update	<p>The SNB review work was delivered in two phases, the first being related to governance was agreed and signed off by the Safer Nottinghamshire Board (SNB) in April 2016, this agreement confirmed the SNB interim review findings and initial recommendations of; Role and function, Vision and principles, Governance and Priorities.</p> <p>The second phase was agreed in August 2016 and included a range of operational matters relating to what the SNB would focus on and how business would be conducted. The only outstanding matter from this phase is the establishment of cross organisation / function analytical resources which is work in progress and is still reporting to the SNB – see 3C02 above.</p>		

PERFORMANCE

Strategic Priority Theme 7: Spending your money wisely				
Measure		Objective	Target	Performance to date
1	Make efficiency savings	Make savings in line with MTFP by the end of each financial year Ensure that detailed plans are in place to ensure the savings target is met.	To make £5.5m saving by March 2018	<ul style="list-style-type: none"> • Latest position statement – September 2017. • Financial savings continue to be closely monitored as we end the first half of the year ensuring that they are aligning to the Medium Term Financial Plan (MTFP) and the recent ADA business planning process. Indications still show that we are on course to meet our financial objectives for this year whilst maintaining the levels of planned recruitment throughout the organisation. Departmental budget meetings will commence in October to begin the process for assessing any further risks or opportunities for 2018/19.
2	Total number of days lost to sickness	Reduce the number of days lost to sickness to ensure that the Force remains in line with national trends	a) 3.7% for officers (8.2 days) b) 3.7 % for staff (8.2 days)	<ul style="list-style-type: none"> • Data is to the end of September 2017. • The latest rolling 12 month (October 2016 to September 2017) sickness data for the Force reveals that officer sickness is 5.3% against the target of 3.7%. This equates to 11.6 days lost to sickness versus the target of 8.2 days. September, August and July have remained stable following recent months of an increasing trend for police officer sickness. • For the same period, staff sickness was 3.5% against the target of 3.7%. This equates to 7.7 days lost to sickness versus the target of 8.2 days. Staff sickness rates continue to reduce month on month.
3	BME representation	To reduce the gap in current BME representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	Increase BME representation within the Force to reflect the BME community ²	<ul style="list-style-type: none"> • September data shows that BME headcount is at 4.62% for Police Officers and 4.69% for Police Staff. This is below the 11.2% for Nottinghamshire resident population (2011 Census).
4	Improve data quality ³ and	To improve the quality and integrity of data recording to ensure that crime is	Compliance rate with national recording	<ul style="list-style-type: none"> • This measure is reported quarterly. Latest position statement for August 2017. The next update will be in the November Report.

² The overall objective is for the Force to represent the community it serves. The county BME population is 11.2%.

³ Data Quality to be monitored through the PCC Delivery Plan to evidence that quality is improving.

	compliance with national recording standards.	better understood, ethically recorded and responded to.	standard in respect of Total Crime. ⁴	<ul style="list-style-type: none"> The NCRS Compliance Team will be phased in throughout 2017, albeit with a leaner structure than first proposed. The team will be responsible for reviewing all crime related incidents, immediately after opening, to record crimes where the basic principles for doing so are met. Where there is insufficient information initially recorded to make a determination, incidents will be reviewed again for compliance if closed without a crime number. Processes will evolve and be regularly reviewed to ensure that excellent levels of NCRS compliance are consistently achieved. The Force are still due to be subject to a Crime Data Integrity Inspection by the HMIC at some point in the future. The HMIC visits are unannounced with forces being given three weeks' notice of their intention to arrive in force. The work already undertaken and proposed for the future puts Nottinghamshire Police in a strong position ahead of the HMIC inspection. The latest weekly audit conducted by the Force Crime Registrar (FCR) revealed a compliance level of 91.9%, in respect of the appropriate creation of crimes from incidents. Compliance for violence and sexual offences was found to be extremely good at 100%. Compliance for burglary and robbery offences was lower however and requires action to improve. The FCR has communicated a reminder to all sergeants and performance will be monitored through the on-going audit process.
5	Manage Demand for Service with partners	Reduce Unnecessary Demand for Service	Monitor the number of: <ul style="list-style-type: none"> a) Total Calls received at Control Room b) 999 calls per 100k Population 	<ul style="list-style-type: none"> The Force received 52,641 calls to the control room in September 2017. Performance year to date (April to September 2017) suggests an approximate 8% increase in the number of calls to the control room against predicted values for the same period. Of the calls to the control room, a total of 14,915 were 999 calls which is below the anticipated level (average 16,200 calls anticipated in September). This equates to 1,366 calls per 100k population.
<p>Why is it important?</p> <p>The Commissioner has a legal requirement to provide a balanced budget and monitor actual spend against budget for Police and crime. Sickness monitoring contributes to providing an effective and efficient workforce. The Commissioner aims to ensure that Nottinghamshire Police is an employer that reflects the communities it serves.</p> <p>The public need to be assured that they can rely on Police crime figures and in order to build trust and confidence its importance to publish the results.</p> <p>With diminishing resources, managing demand by reducing unnecessary calls for Police service is more important now <i>than it's ever been so that resources are available to respond to incidents which carry a high Threat, Harm or Risk to people living, working or visiting Nottinghamshire. HMIC Value for Money Profiles 2015 identifies that Nottingham has one of the highest 999 calls per 1000 population nationally.</i></p>				

For Information	
Public/Non Public*	Public
Report to:	Nottinghamshire Office of the Police and Crime Commissioner
Date of Meeting:	27th November 2017
Report of:	ACC Stuart Prior
Report Author:	Inspector Rob Taylor
E-mail:	stuart.prior13480@nottinghamshire.pnn.police.uk
Other Contacts:	Pc Jayne Walters
Agenda Item:	7

*If Non Public, please state under which category number from the guidance in the space provided.

POLICING PLANNED EVENTS – AN UPDATE

1. Purpose of the Report

- 1.1 To provide the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) with an update on the current working arrangements of Nottinghamshire Police for policing planned events.

2. Recommendations

- 2.1 It is recommended that the NOPCC note the content of the report.

3. Reasons for Recommendations

- 3.1 To keep the NOPCC up-to-date regarding Nottinghamshire Police's approach to policing planned events. The approach will ensure that the resources of Nottinghamshire Police are focused on the key priorities of cutting crime and keeping the public safe, increasing public trust and confidence and spending money wisely.
- 3.2 To provide a detailed update on the approach to providing support at Remembrance Day parades.

4. Summary of Key Points

4.1 Background

- 4.2 At the Nottinghamshire Police Force Executive Board on 20th January 2014 a decision was made to cease policing planned events that do not fit the Association of Chief Police Officers' (APCC) criteria outlined in the document 'Guidance on Public Safety Policy'.
- 4.3 At the same meeting, it was also decided that the process of engaging with event organisers be formalised, ensuring that specified points of contact are used for all events. This point of contact is Operational Planning Team.

- 4.4 A paper was presented to the Police and Crime Panel on the 28th April 2014 outlining the decision taken at the Force Executive Board with the relevant background information, legislation, advice and guidance.
- 4.5 The position outlined above remains unchanged as of today.
- 4.6 Remembrance Day Events
- 4.7 With regards to Remembrance Day parades we will always show our respect for the fallen and, wherever possible, will maintain a visible presence at the parades for community engagement, public safety and, in some cases, counter terrorism patrols.
- 4.8 Nonetheless, Nottinghamshire Police needs to carefully manage its resources to ensure that 'normal business' continues across the county. In 2016, we were aware of over forty parades taking place in the county, of which many had little or no formal traffic management arrangements in place. This meant that a high number of our staff were required to assist in facilitating those parades. This had an impact on our day-to-day operations and demands and, unfortunately, this is something we simply cannot sustain whilst attempting to support events.
- 4.9 In June 2017, ACC Prior wrote to the Royal British Legion, the City and County Councils and the Notts Association of Local Councils to clarify the Force's position. A copy of the letter is attached at Appendix A.
- 4.10 To support individual parade organisers, our Operational Planning Department, along with the County Highways, have met with their teams to advise them on the most appropriate traffic management they need to have in place for the parades. Some routes have been altered as a result meaning safer and more visible parades in some locations as well as reducing the prospective cost of their traffic management.
- 4.11 Parade organisers have the responsibility to apply for a Temporary Traffic Regulation Order (TTRO) from the local authority highways department. These are the legal documents that empower the organiser to close the road and they are free of charge for events such as Remembrance Day. The organiser should then obtain appropriate and approved traffic management by hiring a traffic management company or by buying/hiring their own signs and cones to deploy themselves.
- 4.12 The organiser is then obliged to provide marshals/stewards at road closure points to re-enforce the physical traffic management (not to direct traffic). There is no formal training needed to be able to perform this role as the only requirements are for the marshal to be an adult, to wear a high visibility jacket/tabard and to stand behind any physical traffic management as another visual aid to road users that the road is closed. There is no prescriptive programme of training for this role.

- 4.13 Nottinghamshire Police Operational Planning Department have also been advising parade organisers to speak with local business (where they often allow poppy collection appeals) to see if any financial support is available and to signpost them to local councillors. A few parades have successfully obtained private funding; one in Mansfield Woodhouse has secured a private business to support them with their traffic management for as long as the company exists. Another in Sutton-in-Ashfield has set up a crowd funding page to sustain the funds needed for traffic management for future years.
- 4.14 There were 54 remembrance events held across Nottingham and Nottinghamshire this year and none were cancelled as a result of the Force's approach to supporting the events.
- 4.15 Nottinghamshire Police were represented at around 75-85% of the remembrance events held in an engagement capacity. Officers from the Force laid wreaths at 10 remembrance events across the County and City. This is in line with previous years.

5. Financial Implications and Budget Provision

- 5.1 Nottinghamshire Police already has structures and personnel in place to effectively manage and plan events. There are no financial implications arising from this report.

6. Human Resources Implications

- 6.1 Nottinghamshire Police already has structures and personnel in place to effectively manage and plan events. There are no human resources implications arising from this report.

7. Equality Implications

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

8. Risk Management

- 8.1 Organisationally Nottinghamshire Police has reduced the exposure to risk and liability.

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

- 9.1 The policy adhered to by Nottinghamshire Police is the APCC Guidance on Public Safety Policy. Full event planning details are available on the intranet and have been communicated to all officers and staff.
- 9.2 The approach to policing planned events is linked with the Commissioner's Police and Crime Plan, specifically; 'Protect, support and respond to victims, witnesses and vulnerable people' and 'Spending your money wisely'. The approach ensures that the resources of Nottinghamshire Police are focused

on cutting crime and keeping the public safe, increasing public trust and confidence and spending money wisely.

10. Changes in Legislation or other Legal Considerations

10.1 There are no changes to legislation required. Relevant legislation has been detailed within this report and the report tabled in April 2014.

11. Details of outcome of consultation

11.1 Formal consultation was not thought necessary in this case.

12. Appendices

12.1 Appendix A – letter from ACC Prior.

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

ACPO Guidance on Public Safety Policy

HSE Purple Guide for Events

HSE Green Guide for Sporting Events

Home Office Good Practice Safety Guide

Police and Crime Panel report on, 'Policing Planned Events' (28th April 2014)



APPENDIX A

29th June 2017

Nottinghamshire Police HQ
Sherwood Lodge
Arnold
Nottingham
NG5 8PP

Tel: 0115 9672197

Email: operational.planning@
nottinghamshire.pnn.police.uk

Dear Sir/Madam,

I am writing to you to clarify the current position with regard to the attendance of Nottinghamshire Police at Remembrance Day Parades and the reasoning behind the Forces decisions.

As a Force we are keen to show respect for the fallen and, wherever possible, to maintain a visible presence at Remembrance Day parades for community engagement, public safety and, in some cases, counter terrorism patrols.

In order to support these Remembrance Day events we need to carefully manage our resources to ensure 'normal business' continues and that our level of service to the people of Nottinghamshire is maintained. Last year we were aware of over forty parades taking place in the county, of which many had little or no formal traffic management arrangements in place. This meant that a high number of staff were required to assist in facilitating those parades which had an impact on our day-to-day operations and demands. Unfortunately, this is something we simply cannot sustain whilst attempting to support events.

Traditionally, the police have been seen as the relevant body to participate in such events by stopping/directing traffic. This is based more around historical and outdated arrangements rather than having the most appropriate organisation dealing with traffic management at parades.

Modern legislation places responsibility for managing the highway network onto the local traffic authorities. This means that Nottingham City Council and Nottinghamshire County Council are the lead agencies for the approval of traffic management for events. It is these authorities which can permit the closing of roads for planned events and approve traffic management measures (Via East Midlands' carry out this function on behalf of Nottinghamshire County Council). However, responsibility for planning and providing the traffic management falls to the event organiser.

Our powers to close roads are only to be used in emergency circumstances (e.g. a road traffic collision) and it would be inappropriate for us to use these powers for planned parades such as these.



In addition to this, in previous years we have been the 'single point of failure' for some parades when performing a traffic management role. If, for example, organisers were expecting six police staff to assist with road closures at their parade and, on the morning of the event there was a major incident requiring a high level of resources, those six staff would undoubtedly be redeployed to where the operational need is greatest. This could mean that the organiser is suddenly faced with an event with no legal or safe way of closing the road to facilitate the parade thus meaning it may have to be cancelled. This, in the eyes of Nottinghamshire Police is not an acceptable outcome for you and is something we hope to resolve by emphasising the correct approach.

Over the last eighteen months staff from our Operational Planning Team have met with, and spoken to, a number of Royal British Legion Branches/NALC members/local councils about their individual parades and have supported them with appropriate advice and guidance. This has, in many cases, been done alongside our partners from the County Council & City Council Highways Departments.

Working closely with the Highways teams means that parade organisers can be correctly advised on how to apply for and obtain a legal road closure in the form of a Temporary Traffic Regulation Order (TTRO) and what the most appropriate traffic management infrastructure (signs/cones) would be. Any traffic management should be sourced by the event organiser.

Our work around Remembrance Day parades is on-going and we would ask that you continue to work with ourselves and Highways to ensure that your parades have the safest, most impactful routes for your communities and, above all, the most appropriate people performing the most appropriate roles.

We would be more than happy to hear from you if you have any questions or concerns around any of the above – please do get in touch via the contact details on this letter head.

Yours sincerely,

ACC Stuart Prior