

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

Monday, 25 November 2019 at 14:00
County Hall, West Bridgford, Nottingham, NG2 7QP

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

AGENDA

- | | | |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1 | Minutes of last meeting held on 23 Sept 2019 | 3 - 14 |
| 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 | 15 - 20 |
| 5 | Police and Crime Commissioner's Update Report to September 2019 | 21 - 62 |
| 6 | Police & Crime Delivery Plan (2019-20) - Theme 4 Transforming Services & Delivering Quality Policing | 63 - 74 |

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 977 2590) 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: -

Christine Goldstraw – Independent Co-optee– Chair
Councillor David Ellis – Gedling Borough Council – Vice-Chair

Executive Mayor Andy Abrahams – Mansfield District Council
Councillor Leslie Ayoola – Nottingham City Council
Councillor Scott Carlton – Newark & Sherwood District Council
Lesley Dalby – Independent Co-optee
Councillor Tony Eaton – Bassetlaw District Council
Suma Harding – Independent Co-optee
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Francis Purdue-Horan – Nottinghamshire County Council
Bob Vaughan-Newton – Independent Co-optee
Councillor Linda Woodings – Nottingham City Council
Councillor Jason Zadrozny – Ashfield District Council

MINUTES OF THE MEETING HELD ON MONDAY 23 SEPTEMBER 2019 AT 2.00pm AT COUNTY HALL

MEMBERS PRESENT

(A denotes absent)

Christine Goldstraw OBE – Independent Member (Chair)
Councillor David Ellis – Gedling Borough Council (Vice Chair)

Executive Mayor Andy Abrahams – Mansfield District Council - **A**
Councillor Leslie Ayoola – Nottingham City Council
Councillor Scott Carlton – Newark and Sherwood District Council
Lesley Dalby – Independent Member
Councillor Tony Eaton – Bassetlaw District Council – **A**
Councillor Michael Edwards (substitute for Councillor Linda Woodings) – Nottingham City Council
Councillor Kevin Greaves (substitute for Councillor Tony Eaton) – Bassetlaw District Council
Suma Harding – Independent Member
Councillor Rob Inglis – Rushcliffe Borough Council
Councillor Richard MacRae – Broxtowe Borough Council
Councillor Francis Purdue-Horan - Nottinghamshire County Council
Councillor Stuart Richardson (substitute for Executive Mayor Andy Abrahams) – Mansfield District Council
Bob Vaughan-Newton – Independent Member
Councillor Daniel Williamson (substitute for Councillor Jason Zadrozny) – Ashfield District Council
Councillor Linda Woodings – Nottingham City Council - **A**
Councillor Jason Zadrozny – Ashfield District Council - **A**

OFFICERS PRESENT

Keith Ford – Team Manager, Democratic Services	}	Nottinghamshire County Council
	}	(Host Authority)
Pete Barker - Democratic Services Officer	}	

OTHERS PRESENT

Paddy Tipping - Police and Crime Commissioner (PCC)
Craig Guildford – Chief Constable, Notts Police
Kevin Dennis - Chief Executive, Office of PCC (OPCC)
Charlie Radford – Chief Finance Officer, OPCC

1. MINUTES OF LAST MEETING HELD ON 3 JUNE 2019

The minutes of the meeting held on 3 June 2019, having been previously circulated, were agreed as a true and correct record, and were confirmed, subject to the following amendments, and were signed by the Chair: -

- Bob Vaughan-Newton and Lesley Dalby are independent, co-opted members of the Panel and not Councillors as stated incorrectly on the agenda.
- Page 8, bullet point 5 – the problem of public phone boxes being used to deal drugs is not restricted to the Meadows area.
- Page 9, final bullet point – it is the Area Boundaries within the City that have changed, not the City boundaries themselves.

2. APOLOGIES FOR ABSENCE

Apologies were received from Executive Mayor Andy Abrahams, Councillor Eaton, Councillor Woodings and Councillor Zadrozny.

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. REVIEW OF MEMBERSHIP - BALANCED APPOINTMENT OBJECTIVE

Mr Ford introduced the report and informed members that following the nomination of Councillor MacRae by Broxtowe Borough Council, the Panel is now politically balanced as Councillor MacRae is an independent member of that Council. Mr Ford stated he would inform the Home Office of the revised membership of the Panel.

RESOLVED 2019/016

- 1) That the revised membership of the Panel be noted.**
- 2) That the Home Office be informed of the revised membership of the Panel.**

5. WORK PROGRAMME

Mr Ford introduced the report and informed the Panel that changes to the Work Programme are likely as a result of that morning's development session and the follow up session due to take place on 9th October.

Members pointed out that the reference to the Proposed Precept and Budget report at the meeting on 6th February 2020 should be to 2020/21 and not 2019/20 and, similarly, the reference to the Appointment of Chairman and Vice Chairman at the meeting on 1st June 2020, should be to 2020/21 and not 2018/19.

Mr Ford spoke of the forthcoming Annual Conference for Police and Crime Panels to be held at the Warwick Conference Centre on 19th November, informing members that colleagues had found the event useful in the past, that finance was available to cover the costs of those who wished to

attend the event this year and asked members to inform either himself or Mr Barker if they did want to attend.

Mr Ford reminded the Panel that it had previously agreed to the former Vice-Chair, Councillor Debbie Mason, representing the Panel on the new national body, the National Association of Police, Fire and Crime Panels (NAPFCP), but that this appointment was not taken up at the time due to issues of political balance. Mr Ford informed members that pending clarification of the role, Suma Harding had now agreed to be the Panel's representative on the NAPFCP.

RESOLVED 2019/017

- 1) That the Work Programme be updated in line with Members' suggestions as appropriate.**
- 2) That any Members wishing to attend the national Police and Crime Panel Conference on 19 November 2019 contact Peter Barker or Keith Ford.**
- 3) That Suma Harding be nominated as the Panel's representative on the NAPFCP Executive Council and feedback be provided to future meetings of the Panel as appropriate.**

6. POLICE AND CRIME PLAN (2018-19) ANNUAL REPORT

The Police and Crime Commissioner introduced the report and highlighted the following key issues: -

- The Commissioner informed the Panel that the legislation required him to produce an Annual Report in each financial year.
- In this year's report, the Commissioner stated that the major theme throughout was partnerships. The Commissioner informed the Panel that the report contained details of work being undertaken with, among others, local authorities and the NHS. In the latter case the Commissioner informed the Panel that in the 2 Triage cars, community health nurses worked alongside officers with the result that people were admitted into care rather than custody and that funding had been secured to allow this service to operate through the day resulting in people being allocated better places of safety.
- The Commissioner stated that the report also heavily featured the work of Victim Care and informed members that they may want to look at the service's new website. The Commissioner spoke of the debate around who are the Police's customers - victims or offenders? - and spoke of the need to get the balance right.
- The Commissioner informed the Panel that construction of the Tri Force Service Centre in Hucknall was underway and that the report also contained details of the work of volunteers, including that of the Youth Commission, stating that although youths did over offend, they were also more likely to be victims of crime.
- The Commissioner drew the Panel's attention to Appendix C of the report, which contained an infographic showing the demand on Police, and stated that this gave a flavour of the pressure the Police are under.

In response to issues raised by Members, the following points were clarified: -

- The Commissioner confirmed that the increased funding would mean that the operating hours of both Triage cars could be extended and informed the Panel that the NHS had shown great trust in the service.
- The Panel were positive about the success of the Integrated Offender Management (IOM) scheme, commenting that the amount of money saved must be significant given that dealing with just one burglary cost £4k on average (at 2010 prices). The Commissioner stated that the emphasis from the Home Office and the Treasury is now on early intervention and that he was trying to persuade them to invest earlier in the process with priority given to prevention. The Commissioner reminded the Panel that the Chief Constable had set up two burglary teams last year with the result that burglary in Nottinghamshire was going down at a time when it was increasing elsewhere.
- The Commissioner stated that the report does not just contain details of the Force's successes and spoke of the work undertaken around '999' and '101' calls, with the budget for call takers set at 105%. The Commissioner informed the Panel that the number of '999' calls received had reduced slightly but that the Force continued to receive more of such calls than most other Forces. The Commissioner informed the Panel that in the summer, the Force had taken some '999' calls on behalf of other Forces when those other Forces, including the Met, could not cope with the number of calls received. In terms of '101' calls, the Commissioner informed the Panel that the service had been the subject of much debate and that a positive improvement had been achieved.
- The Panel referred positively to the partnership working between the Force and the Gedling Wardens and endorsed the neighbourhood policing work generally.
- The Panel referred to the critical HMICFRS report that followed an inspection of Nottinghamshire police custody facilities. The Commissioner responded by informing the Panel that a Chief Inspector had been tasked to work through the report's recommendations and invited members to visit the Mansfield Custody Suite where many improvements had been carried out. The Commissioner informed the Panel that planning permission for the Bridewell's replacement had been submitted and reminded members that those in custody needed to be treated with respect. The Commissioner stated that the new facility would be an improvement and reduce revenue costs and that he was confident overall that the Force was on track to make changes in the short term.
- The Panel questioned the Commissioner about rural crime, and he replied that he received a lot of correspondence on the subject, that he is a regular visitor to the relevant Parish Councils and that he was aware that a service needed to be provided to rural communities as well as to the City. The Commissioner informed the Panel that it was clear to him that some focus needed to be put in to some areas, including Harworth where there had been a recent spike in burglaries, and that he hoped to increase resources in the area of rural crime. The Commissioner spoke about the possibility of using Bassetlaw District Council's housing section in a positive way and using civil powers in the future and that he was awaiting a response from the Council about agreeing a way forward.
- The Panel asked the Commissioner about the level of satisfaction of Nottinghamshire residents with the Police's performance and the Commissioner replied that the Force was one of the few that surveyed its residents quarterly which allowed it to see changes over

time. The Commissioner informed the Panel that the feedback indicated that residents wanted a visible police presence on the streets with more emphasis on neighbourhood policing and that the HMICFRS had spoken of the erosion of this. The Commissioner confirmed that the Home Office was looking at employing more officers both nationally and locally.

- The Panel asked about the 16.7% increase in complaints against the Police and the Chief Constable replied that in the past one incident was regarded as one complaint whereas now one incident could generate several complaints. The Chief Constable stated that he viewed the increase positively as it provided the opportunity to learn and that he was keen to change the culture to one of learning from complaints. The Chief Constable informed the Panel that the main causes of complaints were around officer conduct including civility, the use of force and the keeping of property. The Chief Constable informed the Panel that the Force also received complaints regarding how often victims were informed about progress with their case and that this needed to be tailored around the individuals concerned.
- In response to a question regarding staff morale, the Commissioner replied that in common with other forces officers were being asked to do more with less. The Commissioner informed the Panel that there was a variety of support available with a good system in place that graded issues according to their severity. The Commissioner stated that the Force was about to undertake a staff survey in liaison with Durham University and also that meetings were held regularly where officers can come forward with suggestions for improvements.
- The Panel asked the Commissioner about the order of the recorded options when using the '101' service and asked whether the option to report an incident could be moved up the list. The Commissioner replied that the '101' service is commissioned nationally, that the service is due to be revised soon and that he would look into how it could be improved. The Commissioner informed the Panel that staff in the control room took a mixture of '101' and '999' calls, and while targets are exceeded for '999' calls, dealing with '101' calls was more problematical. The Commissioner informed the Panel that on 9th October they would be able to visit the control room, where systems are being modernised, but stated that ultimately better facilities would be available in the new building.
- When questioned about the impact of answering calls for other Forces, the Chief Constable replied that there is a national agreement in place which means this happens when call volumes are high or under certain circumstances, for example during a power outage, and that this would have an effect on the Force's figures. The Chief Constable informed the Panel that he would expect the same service to be provided to the Notts Force if it were in a similar position. The Chief Constable informed the Panel that '999' calls are prioritised, with the result that the Force's figures are one of the best in the country. In terms of the handling of '101' calls, the Chief Constable stated that the figures are the best they have ever been.
- The Commissioner stated that he had been informed that the application for the new Bridewell building would be heard in October and that the decision to grant planning permission would be one for the City Council alone to make.
- The Commissioner was invited to comment on the fact that crime overall had increased by 11.2% in Notts and replied by stating that the figures for Lincolnshire showed an increase of 33% and in Cumbria of 20%, but that no one believed that crime had actually increased

by those percentages in reality. The Commissioner informed the Panel that the Force had been inspected by the HMICFRS and its standards assessed and accepted the need for improvements but that it was difficult to assess the extent of the problems faced by using these figures.

- The Panel asked the Commissioner about modern slavery and surprise was expressed that the figures were going down rather than up. The Commissioner replied that the actual numbers involved are very small so that a small change can result in a large fluctuation to the figures. The Commissioner informed the Panel that a more sophisticated approach is being worked on in conjunction with Nottingham University who are the leaders in this field.
- The Commissioner informed the Panel that the increase in Domestic Violence (DV) could partly be explained by changes in recording practices, that the number of repeat offences continues to increase, and more work needed to be done on this, but that the issue was not one solely for the Police.
- The Panel asked the Commissioner to comment on the HMICFRS overall judgement for 2018-19 as 'good' and the Commissioner replied that in the past the Force's performance was assessed as 'requires improvement' but now was rated as 'good' in 2 of the 3 strands leading to the overall rating as 'good'. The Commissioner stated that the Inspectorate's recommendations are being monitored with a view to identifying which areas needed improving, though it had been noted that the Force was not good at predicting demand. The Commissioner informed the Panel that HMICFRS reports on 14 other Forces were due to be published soon and that it would be interesting to compare those reports.
- The Panel congratulated the Force on the good burglary figures and the Commissioner replied that this was due to an initiative of the Chief Constable's. The Chief Constable informed the Panel that burglary had been targeted after the figures were monitored over time and the consequent setting up of 2 specialist teams meant that travelling and local burglars could be tracked, with the result that burglary was now down by 10%, following on from previous reductions of 4% and 8%. The Chief Constable stated that he wanted to replicate this approach for robbery with the focus on prevention and the use of the IOM initiative.
- The Panel commented on the increase in Stop and Search of 47.4% mentioned in the Foreword of the report and made the observation that though the figures looked impressive it did not seem possible to make a meaningful comparison with the past. The Commissioner replied that he would deal with the issue of knife crime in the next report.

RESOLVED 2019/018

- 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 TO AUGUST 2019

The Police and Crime Commissioner introduced the report and highlighted the following key issues: -

- The Commissioner informed the Panel that as a result of discussions regarding demand, the Force had been working with an organisation called Crest who had forecast that the Force faced a shortage of resources. The Commissioner informed the Panel that Crest had concluded that in 3 – 4 years' time 260 extra officers would be required. The Commissioner stated that these findings had gained attention and that the Chief Constable was lobbying colleagues, the Home Office and the Treasury as a result. The Commissioner informed the Panel that the tools would be purchased from Crest so that the Force could produce the figures themselves in the future.
- The Commissioner spoke of knife crime and informed the Panel that the government had made £100m available to tackle the problem, £66m of which was for 'surge' capacity, that is, to put more officers on to the streets. The Commissioner stated that as a result of more officers on the streets and a larger knife team, the number of stop and searches had increased. The Commissioner informed the Panel that the remainder of the government money (£33m) was to be spent on early intervention and that work had taken place with the City and County Councils over the summer to divert youngsters away from knife crime. The Commissioner informed the Panel that the Force had also set up a Violence Reduction Unit (VRU) which was run by a director from Gedling BC and based in Loxley House. The Commissioner stated that the aim was to intervene early and publicise the consequences of involvement in knife crime. The Commissioner informed the Panel that knife crime had peaked in August 2018, it was now coming down slowly and hopefully had plateaued. The Commissioner informed the Panel that initially the £100m of government funding had been for one year but that now a similar sum had been made available for another year and that he was confident this funding would take place over a number of years. The Commissioner spoke of the need for a proper spending review to take place.
- In terms of the budget, the Commissioner informed the Panel that spending was on track after the first 6 months, though a slight overspend is currently being forecast.
- The Commissioner informed the Panel that the Independent Inquiry into Child Sexual Abuse (IICSA) had reported its findings, generating much publicity. The Commissioner informed the Panel that the report was an indictment of the work carried out in care homes in both the City and the County and that the report was also critical of the Force, both historically and when the abuse came to light, concluding that the police response had been slow and ad hoc. The Commissioner stated that the Force had built a team over time and that he was confident that the Force was now on top of the issue. The Commissioner spoke of the large amount of resources being put into counselling for survivors of CSA, much of it short-term, and informed the Panel that he was meeting partners on 8th November in an effort to bolster external support in this area. The Commissioner informed the Panel that an organisation called 'LimeCulture' was due to publish a report about the way forward and the Commissioner stated that he hoped to find more resources in the future.
- The Commissioner spoke of the extension of the Chief Constable's contract and informed the Panel that he had discussed the matter with the Chair and Vice Chair of the Panel before making a decision. The Commissioner stated that he had been keen to extend the

Chief Constable's contract given the problem of leadership recruitment nationally and informed the Panel that when some Forces had advertised the position of Chief Constable, they had received only one application. The Commissioner stated that it was a difficult period but that there were signs conditions were improving and spoke of the government's recent commitment to employ 20k more police officers nationally. The Commissioner informed the Panel that he was waiting to find out what the Force's share of the 20k would be but stated that a bid had been made for 150 more officers in this financial year and that a further bid for 150 – 200 officers would be made next financial year. The Commissioner informed the Panel that the Home Office had assured him that he would be informed of the decision on the Force's allocation this week, though the Home Office had previously stated that it would inform him of the outcome, and this had not happened. The Commissioner undertook to inform Mr Ford of the decision as soon as the Home Office had informed himself.

In response to issues raised by Members, the following points were clarified: -

- In terms of knife crime locally, the Panel spoke of the atypical nature of the two most recent incidents in the Meadows. The Panel also spoke of the solution to knife crime as not being the employment of more police but that it was a wider problem involving probation and health and perhaps it was a sign of things not being right in society. The Commissioner informed the Panel that he used to live in the Meadows, and while he would not talk about specific cases, the Commissioner informed the Panel that he was a regular visitor to the area and is aware of the problems the area faces. The Commissioner spoke of people's perception that they are at risk when they are on the streets and stated that though this was true the chances of being run over are greater than being a victim of knife crime. The Commissioner explained that much crime also took place in private and that attackers and those attacked often knew one another. The Commissioner also informed the Panel that 29% of those stabbed did not cooperate with the Police hinting that something was happening in the background. The Commissioner agreed that the solution to the problem of knife crime was not about employing more officers and informed the Panel that he would prefer it if a higher percentage of the extra £100m made available could be spent on prevention and education. The Commissioner stated that if that approach were to be adopted then it needed to be accepted that it would be a long-term piece of work. The Commissioner stated that the Force was good at policing the streets but that a lot happened on social media which was a challenge for the Force to handle.
- The Commissioner informed the Panel that he was confident that the extra 20k officers would be new, real officers with enough being employed to offset the number of officers who would be retiring. The Chief Constable informed the Panel that the Force was at the front of the queue as far as recruitment was concerned, with 175 constables being taken on. The Chief Constable informed the Panel that this level of recruitment would mean that retirees would be replaced, with more constables and fewer managers, and that the increased number of officers was as a result of the increase in the precept. The Chief Constable informed the Panel that the Force had received 800 applicants in the last 3 weeks so that there was not a shortage of good candidates with the graduates from the scheme run in conjunction with the University of Derby due to start work as constables soon. The Chief Constable reminded the Panel that there were on-costs associated with employing more officers including those for uniforms, vehicles etc. The Chief Constable spoke of the success of Operation Reacher in Bestwood which was helping to reduce crime and the fear of crime and stated that the intention was to replicate this approach in other areas. In terms of stop and search, the Chief Constable emphasised the need for searches to take place as a result of intelligence and stated that the right people were being targeted

in Nottinghamshire. The Chief Constable stated that this generation should not be unfairly labelled as most children are good children.

- The Commissioner agreed that 23k officers had been lost nationally since 2010 so that the recruitment of 20k officers would only partially restore former levels. The Commissioner informed the Panel that the Force had an aspiration to employ 2500 officers, that currently just over 2000 officers were employed, and that if the bids for extra officers were successful then the Force would be employing 2400 officers. The Chief Constable commented that the aim was for officers to be out in the field and investment in laptops had been made to facilitate this. The Commissioner spoke about PCSOs, informing the Panel that the aim was to employ 180 PCSOs and that recruitment was under way. The Chief Constable informed the Panel that the Force had a good record of recruiting constables from the ranks of the PCSOs which meant that local knowledge was retained.
- The Panel spoke of the problems with budget monitoring referred to in the report and the Commissioner replied that his concern was less about the forecast overspend, which represented only 0.5% of the budget, and more about the Multi Force Shared Service (MFSS). The Commissioner informed the Panel that systems were not working properly, that a crisis meeting with partners had been arranged and that consultants had been engaged with the aim of finding a way forward by the end of October.
- The Panel referred to the Police Constable Degree Apprentices (PCDAs) and the Chief Constable informed the Panel that they were the first in the country to be recruited from such a scheme. The Chief Constable informed the Panel that a degree was not required to become a policeman but that half of the Notts force did possess one.
- Councillor Williams spoke of the problems with policing in the Ashfield area, including response times and the level of confidence in the Police, and stated that the visibility of the Police in the area was negligible, with progress only being made when task forces were put in place. Councillor Williams asked about the plans for the Ashfield / Mansfield area in the future. The Commissioner replied that he had looked at the crime figures for the Ashfield area and they were significantly lower than the County as a whole. The Commissioner stated that a lot of time had been spent looking at the Ashfield area, including work that had gone into improving the response times in the area. The Commissioner stated that some of the statements made by local councillors had not been helpful and that he had spoken to Inspector Craig Hall and colleagues who had been distressed at the criticism. The Commissioner stated that if there was anything that needed to be discussed it could be done immediately. The Chief Constable echoed the Commissioner's comments, stating that his door was always open, that it was easy to undermine local police with comments and that it was important as leaders to ensure that the language used was appropriate. The Chief Constable informed the Panel that the Ashfield area receives substantial resources, which has led to a fall in burglary for example. The Chief Constable stated that planning in the area was not piecemeal or ad hoc and details were contained in the current Police and Crime Plan. The Chief Constable stated that the Force responded to local need via local inspectors and that this approach worked in all other neighbourhoods.

RESOLVED 2019/019

That the contents of the report be noted.

8. NATIONAL AND REGIONAL DEVELOPMENTS – POLICE AND CRIME COMMISSIONER UPDATE

The Police and Crime Commissioner introduced the report and highlighted the following key issues: -

- The Commissioner spoke of the fragmented and confused picture nationally and informed the Panel that he chaired the Police Reform and Transformation Board that debated how forces are managed at all levels.
- The Commissioner stated that the Airwave mobile communications network used by the emergency services was out of date and needed to be modernised. The Commissioner informed the Panel that a replacement had been due but had been delayed, was over budget and that no real programme was in place to bring the matter to a conclusion. The Commissioner informed the Panel that the debate between the Force and the Home Office on the subject was ongoing.
- The Commissioner referred to the Air Service which he informed the Panel was traditionally a helicopter service that at the moment had issues, although changes were under way. The Commissioner informed the Panel that the Service was costing the Force more even though they were using it less. The Chief Constable informed the Panel that the aim was to improve the coverage of the service but that there was no investment budget for a replacement service.
- The Commissioner informed the Panel that the first Nottinghamshire officer had been successful in gaining a drone licence. The Chief Constable stated that the drone could be used at fire scenes or for open ground searches for example, and that it was cheaper and more flexible than using the air service.
- In terms of forensics, the Commissioner informed the Panel that the aim was to have a network of forensic assets but that the network was broken. The Commissioner stated that the situation in the East Midlands was a good one and that discussions were taking place with a view to increasing the budget in this area next year.
- The Commissioner informed the Panel that many of the IT systems used by the Force were owned and managed by the Home Office and that the Force is involved in some initiatives that are broadly on track, though the timetable and costs are not readily available at the time of signing up. The Chief Constable informed the Panel that at times the Force could see the benefits of IT to others, for example with the CPS and sending papers electronically, but that the benefits were not always readily obvious to the Force.
- The Police's national IT Company has now been set up and the Commissioner informed the Panel that although it had had a difficult start it was now stable. The Commissioner stated that the MoD and the NHS both have teams that look into the future, but that Policing does not have this resource. The issue of IT would be discussed before the next spending round and the Commissioner stated that there was an argument for bringing the IT service under one umbrella.

In response to issues raised by Members, the following points were clarified: -

- The Panel felt that it was inevitable that drones would make the use of helicopters redundant given the high maintenance costs and environmental impact of the latter and asked the Commissioner where the drones were based, and could they be launched from anywhere. The Commissioner replied that whereas the helicopter service was based in Northamptonshire, which meant significant journey times to Nottinghamshire and the use of much fuel, the drones would be collected by whoever was on duty.
- In answer to a question over how risks associated with government contracts were managed, the Commissioner gave the example of the forensics service where a senior responsible officer reported regularly on the service. The Commissioner informed the Panel that the wider issue for forensics was the fact that over the last 4/5 years the budget has been cut by 50%. The Commissioner informed the Panel that as a result of these over severe savings two out of the three companies providing a forensics service were in financial difficulty. The Commissioner stated that the contract for the Midlands was secure, but that payments had been increased in order to achieve this outcome. The Commissioner informed the Panel that there was a debate going on about how far to intervene in the market and that there was also talk of bringing the forensics service back into the public sector.
- The Panel referred to the advantages to magistrates of adopting a computerised system which meant that files or photos were no longer being lost. The Commissioner replied that that system was just one of a portfolio of systems which included the development of a new portal for the public, which was due to be ready in the spring, and the expansion of the use of videoconferencing which was progressing well. The Commissioner informed the Panel that all of these IT systems had their own budgets which made co-ordination difficult.

RESOLVED 2019/020

That the contents of the report be noted.

9. BLACK AND MINORITY ETHNIC RECRUITMENT UPDATE

The Police and Crime Commissioner introduced the report and highlighted the following key issues: -

- The Commissioner informed the Panel that Peelian principles stated that the composition of the Force should mirror that of the community it serves. The Commissioner stated that in Nottinghamshire this was not the case as the percentage of the general population who were from a Black and Minority Ethnic (BME) background was 11%, whereas the Force's current BME representation was now 5.8%. Colleagues had helped to make progress in this area and the Commissioner informed the Panel that 20% of the entrants to the degree course had a BME background and the figure for 'Specials' was 40%.
- The Commissioner referred to cadet schemes and stated that they had been remodelled and that in disadvantaged areas the focus was on getting black youngsters on to the courses.
- The Commissioner informed the Panel that the planned recruitment of extra officers should allow the Force to increase its BME representation and stated that the Force was keen to work with communities with a lot of mentoring taking place to get candidates ready for exams. The Commissioner informed the Panel that he wanted to make sure

that communities were represented throughout the hierarchy and stated that he thought it was staggering that that there had only ever been one black Chief Constable.

- The Chief Constable stated that this was a difficult area and a work in progress, with the percentage of the general population from a BME background continuing to rise, meaning that the Force had to work to keep up. The Chief Constable informed that Panel that the Force had a black association comprising committed officers which had just marked its 20th anniversary with a celebration at Trent Bridge. The Chief Constable stated that all were determined to make progress in this area.

In response to issues raised by Members, the following points were clarified: -

- In response to a question about the changing communities in Nottinghamshire, the Commissioner replied that he had engaged with those from Somalia, Ethiopia and Eastern Europe and spoke of the large and dynamic Polish community in Worksop.
- The Panel commented positively on the Police presence at the recent Pride march and at the Caribbean Carnival and expressed surprise that BME representation in the PCSOs was not higher. The Panel expressed its concerns about the scheme which allowed direct entry to Inspector level, asking the Chief whether the entrants were being set up to fail. The Chief Constable replied that the scheme was a national one and that he shared the Panel's concerns.
- The Chief Constable spoke of PCSOs and informed the Panel that the BME representation here would alter given the level of 'churn' that occurs, that these were local jobs for local people and that he wanted the balance to change. The Chief Constable stated that both nationally and locally forces needed to continue to be positive and emphasised the importance of retention of BME officers.
- The Panel asked about the Force's awareness of those with a Roma background and the Chief Constable replied that in Nottinghamshire their numbers had increased over time. The Chief Constable informed the Panel that the Force did have a member of staff with a Roma background who was an important soundboard and who liaises with the Roma community.

RESOLVED 2019/020

- 1. That the Police and Crime Panel notes the work being done within Nottinghamshire Police to increase the diversity of its workforce.**
- 2. That the Panel notes that the strategy is currently being reviewed in light of the government announcement on the recruitment of 20,000 new police officers in the next three years.**

The meeting closed at 4.15pm

CHAIRMAN

NOTTINGHAMSHIRE POLICE AND CRIME PANEL

25 NOVEMBER 2019

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 consider other related matters.

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 Strategic Priority Themes included in the Police and Crime Plan at each meeting of the Panel.
5. The schedule for future meetings has been updated in line with the revised Strategic Themes within the refreshed Police and Crime Plan 2018-21.
6. 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.

Awareness Raising Sessions for new and existing Panel Members – Outcomes in relation to Performance Monitoring

7. The sessions facilitated by Frontline Consulting on 23 September and 9 October proved useful and positive. The Chair of the Panel has written to both the Police and Crime Commissioner and the Chief Constable to thank them and their officers for their input.
8. Members at the sessions agreed a new process for monitoring performance against the Police and Crime Plan Strategic Outcomes with each Member asked to confirm their preferred areas of focus. The plan is for each Member to keep a watching brief on that aspect of performance, seeking further information where relevant.
9. A few Members did respond to express their preferred options and following further discussions with the Chair and Vice-Chair it is proposed that 3-4 Members should be allocated to each overall Strategic Theme rather than individual Members focussing on specific Strategic Outcomes. Those Members who did not respond have been allocated an initial Theme to feed into, although there remains some scope to change allocations at this stage if required.

10. The proposed allocations are as follows:-

<u>Strategic Theme</u>	<u>Relevant Strategic Outcomes</u>	<u>Proposed Members</u>
T1. Protecting People from Harm	T1A. – More Vulnerable People are Protected and Safeguarded T1B – Improve Capacity and capability to identify and deal with new serious and emerging threats T1C – Maintain focus on action to address the key drivers of crime and demand T1D – Improve information sharing between organisations using E-CINs	Christine Goldstraw Cllr Francis Purdue-Horan Cllr Leslie Ayoola Cllr Tony Eaton
T2. Helping and Supporting Victims	T2A. – More people have the confidence to report crime and focus resources on repeat victimisation T2B – More Victims cope and recover T2C – Victims cope and recover following restorative justice T2D – Victims receive high quality effective support	Cllr David Ellis Cllr Linda Woodings Cllr Scott Carlton
T3 – Tackling Crime and Anti-Social Behaviour	T3A. – Communities and people are safer and feel safer T3B – Fewer people commit crime and offenders are supported to rehabilitate T3C – Build stronger and more cohesive communities T3D – Hold offenders to account through an effective criminal justice system	Cllr Rob Inglis Bob Vaughan-Newton Suma Harding
T4 – Transforming Services and Delivering Quality Policing	T4A. – Improve community and victim confidence and satisfaction in policing T4B – Improve service delivery and save money through collaboration and innovation T4C – The Police workforce is representative of the community it serves and has the resources to do its job T4D – Value for money is delivered and waste is minimised	Lesley Dalby Cllr Richard MacRae Cllr Jason Zadrozny Exec Mayor Andy Abrahams

11. Having considered a range of performance reports from other panels, the sessions also agreed that a meeting should be arranged between the Chair, Vice-Chair, nominated Panel Members and relevant officers of the OPCC to discuss the Panel's preferred options for the contents and format of future Performance Update reports from the PCC (these preferences were based to some degree on the reports used by the Northumbria Police and Crime Panel).
12. That meeting took place on 4 November 2019 where it was agreed to progress a new format which will include headline reporting along with the more comprehensive detail contained in the Performance and Insight reports produced by the Force for the PCC's own meetings. It is hoped that the Performance and Insight reports can be further developed to include clarification and detail of next steps for areas of good practice and areas of concern. Subsequent discussions are taking place between the OPCC and the Force about this, with a view to having a draft format developed to share at the Panel meeting of 6 February 2020.

Frontline Consulting Annual Conference

13. The eighth Annual Conference for Police and Crime Panels (and Police, Fire and Crime Panels) takes place on Tuesday 19 November 2019 – 9.30am to 4.30pm - at Scarman House, Warwick Conference Centre.
14. The Chair of the Panel, Christine Goldstraw OBE and the support officers Keith Ford and Peter Barker are registered to attend. Christine has also been asked to be a Member of the Conference Panel which will hold a Question and Answer session.
15. There will be a verbal feedback to today's Panel meeting, highlighting the headline issues.

National Association of Police, Fire and Crime Panels (NAPFCP)

16. Further to the update to the last Panel meeting, Suma Harding has been accepted as this Panel's nominated Member of the NAPFCP Executive Committee, subject to endorsement at the Annual General Meeting ahead of the Annual Conference on 19 November.
17. Again, the Conference attendees will feed back to the Panel on any issues arising from the Annual General Meeting.

Budget Workshops

18. As in previous years, two informal Budget Workshops have been arranged to assist Members in scrutinising the PCC's Council Tax Policing precept proposals.
19. The first workshop on 27 January – 2pm at County Hall will be attended by the PCC and his relevant officers.
20. The second workshop on 3 February – 2pm at County Hall will be supported by the Panel's support officers and finance officers from the host authority.

21. Members are encouraged to attend both workshops as a means of better informing their consideration, key lines of enquiry and discussions at the subsequent formal Panel meeting on 6 February – 2pm at County Hall.

Other Options Considered

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

23. The Panel could choose to take a different approach to performance monitoring.

Reasons for Recommendation/s

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

25. To enable the Panel to best monitor performance to undertake its support and scrutiny roles.

26. To enable the Panel to be updated on national issues discussed at the Annual Conference and NAPFCP Annual General Meeting.

RECOMMENDATIONS

- 1) That the work programme be updated in line with Members' suggestions as appropriate.
- 2) That the proposed allocation of Members to Strategic Themes be considered and agreed subject to any further preferences expressed by Members.
- 3) That the proposed amended format of performance reports be endorsed, with a draft revised format presented to the next Panel meeting on 6 February 2020.
- 4) That the feedback from the Frontline Consulting Annual Conference and the NAPFCP Annual General Meeting held on 19 November 2019 be noted.
- 5) That the arrangements for the Panel Budget workshops on 27 January 2020 and 3 February 2020 be noted.

Background Papers and Published Documents

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@nottsc.gov.uk Tel: 0115 977 2590

APPENDIX A
Nottinghamshire Police and Crime Panel
Work Programme (as at 14 November 2019)

<u>Agenda Item</u>	<u>Brief Summary</u>
27th January 2020 (Budget Workshop) (N.B. Not a public meeting)	
With the Police & Crime Commissioner	
3rd February 2020 (Budget Workshop) (N.B. Not a public meeting)	
With the host authority's Finance Officers	
6th February 2020	
Proposed Precept and Budget	To consider the Commissioner's proposed Council Tax precept.
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
N.B. To include consideration of draft revised format of performance reports.	
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on new Priority Theme 1 – Protecting People from Harm.
30th March 2020	
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on new Priority Theme 2 - Helping and Supporting Victims
1st June 2020 (Annual Meeting)	
Appointment of Chairman and Vice-Chairman	To appoint the Chairman and Vice-Chairman of the Panel for the next municipal year.
Review of Balanced Appointment Objective.	The Panel will review its membership to see whether any actions are required in order to meet the requirements for:- <ul style="list-style-type: none"> • 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.

<u>Agenda Item</u>	<u>Brief Summary</u>
Police and Crime Commissioner's update, including Budget and Efficiency Programme update, details of decisions taken and overview of Force Performance).	The Panel will review and scrutinise any decisions and other actions taken by the Commissioner on an ongoing basis. The Panel will also consider the Commissioner's response to the key performance and financial issues within the Force.
Complaints update	Regular update on any complaints received against the Police and Crime Commissioner.
Specific focus on one of the Police and Crime Plan Strategic Priority Themes.	Panel to focus on Priority Theme 3 - Tackling Crime and Anti-Social Behaviour

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	25 November 2019
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 2019

1. PURPOSE OF THE REPORT

- 1.1 This report provides the Police and Crime Panel (Panel) with an update on progress in delivery against the Police and Crime Commissioner's (Commissioner) Police and Crime Plan (2018-21), in compliance with the Commissioner's statutory duties^a.
- 1.2 This report sets out performance highlights and exceptions over the 1st April 2019 to 30th September 2019 period, including any additional contextual information requested by the panel since September 2019.

2. RECOMMENDATIONS

- 2.1 The Panel is invited to note the contents of this update report, consider the issues highlighted and seek assurance from the Commissioner on any outstanding issues or concerns.

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Police and Crime Panel has a statutory duty via the Police Reform and Social Responsibility Act 2011 to provide scrutiny of, and support to, a Commissioner in relation to the Police and crime plan and is empowered to maintain a regular check and balance on the performance of the PCC in that context (Section 14 of the Policing Protocol 2011).
- 3.2 The information provided as part of the Commissioner's update report is designed to assist the Police and Crime Panel in fulfilling these duties.

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

4. Summary of Key Points

POLICE AND CRIME PLAN (2018-21)

- 4.1 The Commissioner's Police and Crime Plan (2018-21) set 57 performance indicators and 12 sub-measures across four strategic themes. This report details performance against a balanced set of headline measures, in addition to notable performance exceptions – both positive and negative – observed during the 2019/20 financial year. Exceptions include indicators that have seen significant divergence from the level or trend expected.
- 4.2 The full suite of performance measures across all four themes for the current year can be viewed in the Performance section of the Commissioner's website^b.

5. Police and Crime Plan Performance Headlines

- 5.1 Performance in relation to 'protecting people from harm' remains strong with ongoing increases in adult and child safeguarding referrals (+24.5%) and reductions in child sexual exploitation crimes (-21%) and missing person reports (-10%). The level of domestic abuse identified by the police continues to increase (+21%) in line with improvements in recording practices and likely increases in levels of disclosure, as indicated by the Crime Survey for England and Wales and Nottinghamshire Police and Crime Survey. See section 6 for further details.
- 5.2 HMICFRS's 2018 integrated PEEL assessment (published in May 2019), assessed the force as 'good' at protecting vulnerable people from harm, marking an improvement on the grading received in 2017. The report states that:
- 'Nottinghamshire Police is good at spotting vulnerable people when they first contact the force. It has got better at responding to them. Officers and staff treat vulnerable people well. The force regularly gets feedback from vulnerable victims to help improve its approach. This includes those who don't support police action. The force makes good use of its powers to protect people. Officers and staff are good at assessing risk at domestic abuse incidents and respond well to people with mental health problems.'*
- 5.3 HMICFRS identify a number of areas for improvement, however, which include completion rates for DASH RIC (Domestic Abuse, Stalking and Harassment Risk Identification Checklist) and the timely response to incidents and appointments assessed 'non-priority'.
- 5.4 Violent knife crimes recorded by police have reduced by around 7.7% over the last year following a peak in August 2018. This has been coupled with increased police pro-activity over this period which led to a 29.5% increase in recorded

^b <https://www.nottinghamshire.pcc.police.uk/Public-Information/Performance/>

possession of weapons offences – largely attributable to Operation Reacher. Every possession of weapons offence dealt with by the police is potentially preventing the future use of a weapon in a violent offence, and therefore, the upward trend in the recording of these offences is viewed positively. See sections 6 and 8 for further details.

- 5.5 A 2018/19 baseline has been established for ‘cope and recover’ outcomes set out in the Ministry of Justice monitoring framework for PCC commissioned victim services. Around 73% of victims leaving these services during 2018/19 reported improvements in cope and recover outcomes. It should be noted, however, that improvements in crime recording and victim disclosure alongside increased pressures on local policing services has led to a steady decline in the rate of positive outcomes for victim based crimes (-2% pts), including cases of domestic violence (-8.4%) and rape (-3% pts). Indicator will be updated in early November.
- 5.6 HMICRFS’s 2018 integrated PEEL Report (published in May 2019), assessed the force as ‘requiring improvement’ in the way it works to prevent crime and ASB. This marks a deterioration on the assessment given in 2017, with ‘minimal progress’ having been made in; working with local people to improve understanding of local communities and demonstrate action taken to address their concerns and; prioritising, evaluating and routinely sharing effective practice in crime and ASB prevention. Extensive work is underway to reinvigorate neighbourhood-based problem solving. This includes the introduction of a new problem solving framework informed by quarterly findings from the Commissioner’s Police and Crime Survey, and a problem solving conference for community safety partners which is being hosted by the PCC on 12 November.
- 5.7 The Nottinghamshire Police and Crime Survey (PCS) indicates that the prevalence of crime has fallen marginally over the previous year at force level (-0.4% pts) and in the city (-3.8%) and Mansfield and Ashfield (-1.6%). Conversely, self-reported experience of crime has increased in South Nottinghamshire (+1.8%) and Bassetlaw, Newark and Sherwood (+2.2%). The overall proportion of PCS crime going on to be reported to the police is also estimated to have increased from 51.5% to 57.7% over the last year.
- 5.8 247 offenders are currently under active IOM management, either in the community or on short-term prison sentences while 254 offenders have been successfully removed from the scheme since January 2016. Together, these cohorts have achieved an average reduction in reoffending risk of 74.0% - which is over and above the level expected of a high performing scheme (45%). To date, the IOM programme has successfully planned, risk triaged and managed 280 prison releases in Nottinghamshire during 2019 and is continues to manage high risk serial domestic violence perpetrators, MAPPA nominals, organised crime group offenders, knife crime-flagged offenders and a non-statutory early intervention cohort for knife crime. The programme is also now making use of

alcohol tags, with the first being used by an offender in Bassetlaw who is successfully addressing their alcohol issues to the point of maintaining a tenancy for the first time.

Nottinghamshire Police and Crime Plan: Headline Indicators

Theme	Measure	Baseline	Current	Trend	Comment
Protecting people from harm	Police Effectiveness: Protecting vulnerable people [HMICFRS PEEL Report]	Requires Improvement (2017)	Good (2019)	▲	HMICFRS PEEL Assessment - May 2019 Inspection reported improvement in grading – noting improvements in response to and early identification of domestic abuse.
	Adult and child safeguarding referrals [Police Public Protection]	5,167 (Sep 2018)	6,433 (Sep 2019)	↑ 24.5%	Safeguarding referrals continue to increase quarter on quarter, largely due to improved identification, referral and recording of safeguarding concerns. 1,266 additional referrals in the year to September 2019.
	Violent knife crime recorded by police [Police Recorded Crime]	882 (Sep 2018)	814 (Sep 2019)	↓ 7.7%	Police recorded violent knife crime displays a sporadic pattern, but has seen an overall decrease of 7.7% over the last year, largely due to reductions in knife-related robbery. Tackling knife crime remains a core priority.
Helping and supporting victims	Victim Services: Improvement in 'cope and recover' outcomes [Ministry of Justice return]	73.5% (Mar 2019)	73.5% (Mar 2019)	n/a	September 2019 Ministry of Justice return in preparation.
	Repeat victims of domestic abuse presenting to police [Police Recorded Crime]	31.9% (Sep 18)	34.4% (Sep 19)	↑ 2.5% pts	The proportion of domestic abuse-related crimes that are repeats has increased by 2.5% points over the last year. This should be viewed in the context of a 21% increase recorded offences over the same period.
	Positive outcome rate for serious sexual offences [Police Recorded Crime]	10.4% (Sep 18)	7.2% (Sep 19)	↓ 3.2% pts	Positive outcomes rates for SSO continue to decline following increases in disclosure and third party reporting. Absolute volume of positive outcomes remains stable.
Tackling Crime and ASB	Police Effectiveness: Preventing / tackling crime and ASB [HMICFRS PEEL Report]	Good (2017)	Requires Improvement (2019)	▼	PEEL Assessment published May 2019 highlights 'minimal progress' in improving understanding of communities and prioritising crime prevention. These areas are receiving a renewed focus in 2019.
	Crime prevalence: % residents experiencing crime in last 12 months [Police & Crime Survey]	18.5% (Sep 2018)	18.1% (Sep 2019)	⇒ 0.5% pts	Overall prevalence of crime monitored via the Police & Crime Survey shows a stable trend over the last year, despite a marginal (+1%) increase in the county and a 3.8% decrease in the City
	Integrated Offender Management – reduction in reoffending risk [IOM Management data]	-74.5% (Sep 2018)	-74.0% (Sep 2019)	-0.5% pts (>45%)	254 offenders successfully removed from the scheme since January 2016 achieved an average reduction in reoffending risk of 74%. IOM continues to be adapted to take account of the changing risk profile
Transformation and quality policing	Police efficiency: Efficiency & sustainability of policing services [HMICFRS PEEL Report]	Requires Improvement (2017)	Requires Improvement (2019)	◀▶	PEEL Assessment published May 2019 : The force 'needs to improve how it meets current demands and uses its resources and how it plans for the future'. See case study detailing current work underway.
	% residents feeling the police 'do a good job' [Police & Crime Survey]	47.3% (Sep 2018)	47.9% (Sep 2019)	↑ 0.5% pts	Overall positive perception of the police remains stable despite marginal increases in the city (up 1.8% pts to 54.9%) Positive perceptions remain lowest in Bassetlaw, Newark and Sherwood (41%).
	Achieving a balanced budget: Budget vs Spend	+£0.85m rev -£4.18m cap (Mar 2019)	+£0.60m rev -£0.01m cap (Aug 2020)	Reduced Reduced	Forecast revenue overspend has reduced to £0.603m, largely due to monitoring on staff pay. Forecast capital underspend has reduced to £10k as a result of variance within the Command and Control project.

- 5.9 HMICRFS's 2018 integrated PEEL Report (May 2019) concluded that the force 'requires improvement' in how efficiently and sustainably it delivers services. Specific areas for improvement include tracking benefits of new arrangements for managing demand, understanding and addressing gaps in workforce capabilities and improving understanding and analysis of future demand. The PCC has commissioned targeted work to help address these issues in 2019, which is detailed in the case study at paragraph 8 below.
- 5.10 Public confidence in the police, as monitored by the Police and Crime Survey, remains relatively stable. As at September 2019, around 53.5% of respondents reported having confidence in the police in their area, while 47.9% agreed that the police in their area 'do a good job'. Confidence remains higher than average in Nottingham (59.8%, 54.9%) and below average in Bassetlaw, Newark and Sherwood (47.3%, 40.7%).
- 5.11 As at September 2019, the force/OPCC are projecting: a revenue overspend of £603,000 in 2019/20, which has reduced as a result of monitoring on staff pay, and a capital budget underspend of £10,000, which has also reduced as a result of variance within the Command and Control project which required the purchase of additional screens at a cost of £183,000. Further details are provided in section 11. The budget is continually scrutinised and challenged with budget holders which will result in ongoing revisions throughout the year.

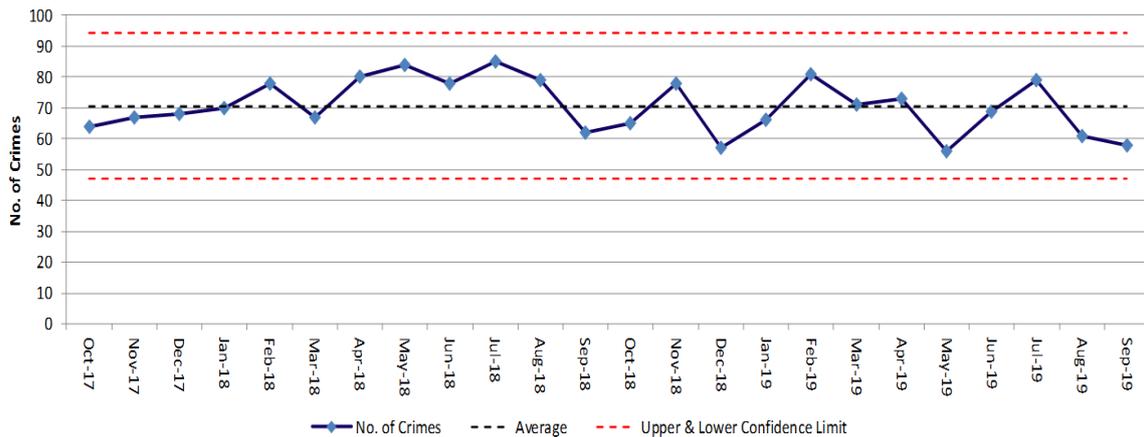
6. Police and Crime Plan Performance – Positive Exception Reporting

- 6.1 Data as at 30 September 2019 highlights strong and improving performance across the following Police and Crime Plan performance indicators in comparison to performance in the previous year:-

Theme	Measures	Sep 2019
Protecting from harm	Reductions in violent knife crime	-7.7%
Supporting victims	Identification and reporting of domestic abuse	+28.1%
Tackling crime & ASB	Drug trafficking and supply offences	+26.3%
	Reductions in crime severity	-2.6%
Quality Policing	Abandoned call rates - 101 and 999 services	-5.5% pts

- 6.2 **Violent knife crimes** recorded by police have reduced by around 7.7% over the last year following a peak in July 2018. This has been coupled with increased offender management (IOM), police pro-activity (Operation Reacher) and a 98% increase in stop and search over the period which helped to deliver a 29.5% increase in the number of possession of weapons offences identified and removed from the streets. Volume reductions in violent knife crime have been most pronounced in the city (-18%) and in relation to knife-related robberies (-14%).

Figure 1. Violent Knife Crime (incl. homicide) Nottinghamshire 2017 to 2019



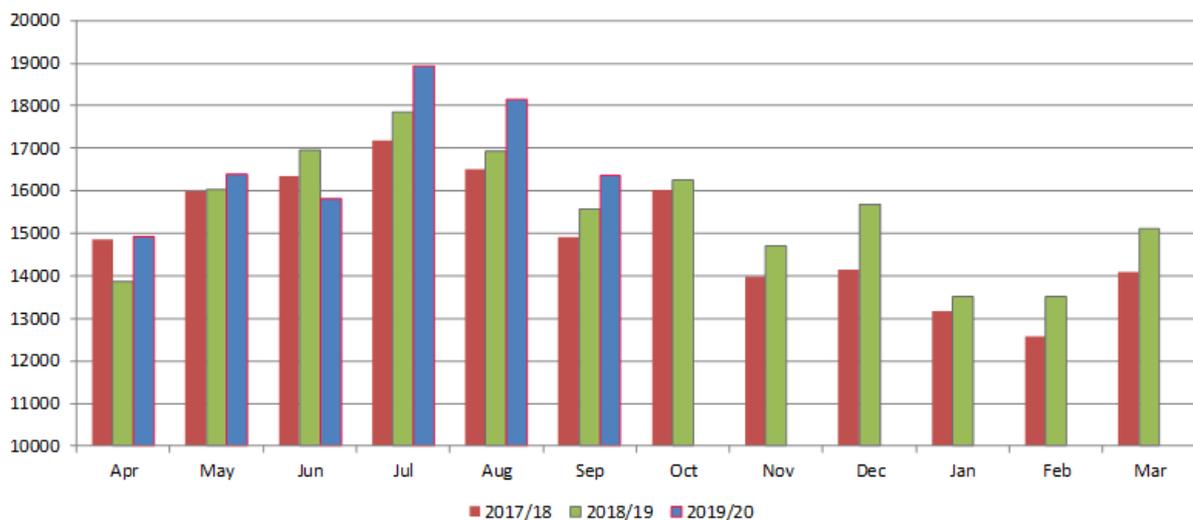
6.3 Levels of **domestic abuse** crime recorded by the police have increased by 20.9% over the previous year, largely driven by improvements in police crime recording practices and likely increases in victim disclosure. Nottinghamshire’s Police and Crime Survey shows no overall change in self-reported experience of domestic abuse (-0.5%) over the previous year, reflecting findings from the national Crime Survey for England and Wales where the proportion of respondents reporting experience of domestic abuse (circa 6%) has remained stable over the last two years and has fallen incrementally since 2005 (8.9%). Although too early to establish a clear trend, rolling two year findings from the Nottinghamshire Police and Crime Survey indicate marginal increases in the level of self-reported domestic abuse that goes on to be reported to police (from 71.5% to 73.4%). It is also important to note that the most significant increases in recorded domestic abuse crimes have been in relation to violence without injury (+36%) and the harassment and stalking (+36%) and coercive control (+105%) categories introduced as specific offences under Protection of Freedoms Act 2012 in 2016.

Domestic Abuse Crimes Recorded by Police in Nottinghamshire

Domestic Abuse Crimes	between 01/10/2018 & 30/09/2019	between 01/10/2017 & 30/09/2018	YTD Volume Change	YTD % Change
Domestic VAP	11,466	9,544	1,922	20.14%
- Domestic Violence without Injury	4,040	2,965	1,075	36.3%
- Domestic Violence with injury	4,183	4,181	2	0.0%
- Coercion & Control	445	217	228	105.1%
- Harassment & Stalking	3,242	2,391	851	35.6%
Domestic Sexual Abuse	451	420	31	7.38%
- Domestic Rape	340	323	17	5.26%
Domestic Abuse: Other Offences	3,005	2,382	623	26.15%

- 6.4 Recorded **drug trafficking and supply offences** have continued to display an increasing trend since March 2019 impacted, in part, by greater use of stop and search and pro-active operations such as ‘Operation Reacher’ to target individuals and gangs involved in drug and weapon possession. The number of drug trafficking and supply offences recorded by police has increased by 26.3% over the previous year. Despite this, the Nottinghamshire Police and Crime Survey indicates that drug use and dealing remains an escalating concern for local residents (49%), particularly in the Mansfield (60.5%) and Ashfield (60.1%) areas.
- 6.5 Average **crime severity** based on the ONS crime severity index^c, has fallen by around 2.6% at force level over the previous year. Most significantly, however, crime severity has fallen across 13 of the 23 priority neighbourhoods subject to enhanced partnership activity. The most notable reductions have occurred in Arboretum (-14%), Aspley (-25%), Berridge (-25%) and Stapleford (-16%). Conversely, the areas of Beeston (+9%), Bingham on Trent (+38%) and West Bridgford (+23%) all saw increases in recorded crime severity.
- 6.6 **Abandoned call rates** for the 101 non-emergency number (1.9%) have fallen by around 5.5% over the last year follows action taken to reduce 101 call volumes (-11.1%) and improve the management of demand and signposting to other services at first point of contact. Abandonment rates for the 999 emergency number (0.05%) have remained low for more than 18 months, despite increases in demand on the number (+4.5%) over the latest quarter (July to September 2019).

999 Calls offered to Nottinghamshire Police – 2017/18 to 2019/20



^c ONS Crime Severity Index weights each police recorded offence according to 5 year sentencing data. The crime severity score provides an indication of the relative harm of recorded offences and the likely demand on the police

7. Police and Crime Plan Performance – Negative Exception Reporting

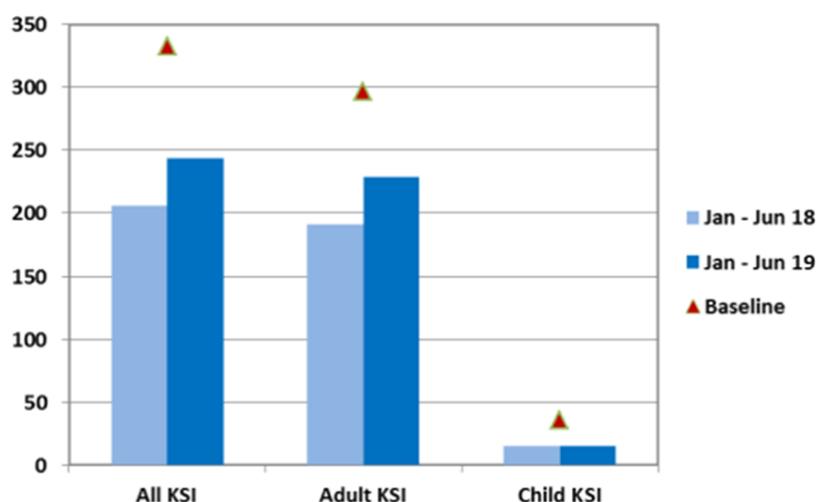
7.1 Data to 30 September 2019 highlights deterioration in performance across the following Police and Crime Plan performance indicators in comparison to performance over the previous year:-

Theme	Measures	Sep 2019
Protecting from harm	Domestic abuse - repeat victimisation rate	+2.5%
	Persons killed or seriously injured on the roads	+18.5%
Supporting victims	Positive outcome rate for serious sexual offences	-3.2% pts
Tackling crime & ASB	First time Entrants into the Youth Justice System (City)	+6.1%
Quality policing	Domestic Abuse – survivor satisfaction with police	-2.0% pts

7.2 **Repeat victimisation for domestic abuse^d** (34.4%) has seen a further incremental increase over the last quarter in the context of a 21% increase in the volume of domestic abuse recorded by the police. The latest domestic abuse **survivor satisfaction** surveys (July 2019) also indicate a 4.8% pt reduction in overall survivor satisfaction, which include reductions in satisfaction with being kept informed (down 3.3% pts to 76.6%), actions taken (down 1.5% pts to 91.5%) and overall treatment (down 2.3% pts to 94.9%). This will be monitored closely over the coming months.

7.3 Latest available data (June 2019 year to date) indicates that there has been a rise in the number of people **killed and seriously injured** (KSI) on Nottinghamshire’s roads compared to the same period in 2018. This has been driven by a 19.9% increase in the number (+38) of adult KSIs. It should be noted, however, that KSI rates remain significantly lower than both the 2005-2009 baseline for both adults (-23%) and children (-58%).

Persons Killed or Seriously Injured (KSI) on Nottinghamshire’s Roads – Year to date



^d As per the national definition – any victim in that is named as a victim in one or offences of the same type over the previous 12 months. Incorporates both crime and non-crime offences.

- 7.4 **Positive outcomes rates for serious sexual offences** continue to show a steady downward trend (-3.2% pts) having fallen from 10.4% in September 2018 to 7.2% in September 2019. This reduction should be viewed in the context of rises in third party reporting from partner agencies and reports where the victim wishes to report the offence but does not support further police action. While the proportion of serious sexual offences resulting in a positive outcome has declined, the absolute number of positive outcomes has remained relatively stable.
- 7.5 **First Time Entrants** (FTE) into the youth justice system in Nottingham saw a marginal (+6.1%) increase in the year to June 2019. The City Youth Offending Service recorded 156 FTE in the latest year compared to 147 during the previous year following a long-term period of decline. Despite this marginal increase, the rate of FTEs per 100k 10 to 17 year olds (605) remains significantly lower than levels recorded in 2013/14 (214).

8. Case Study: Operation Reacher

- 8.1 Panel Members have requested the presentation of a case study for each meeting. Recent case studies have included: Integrity and Compliance with NCRS; Prosecution File Quality Improvements; Knife Crime; Nottinghamshire Police and Crime Survey; OPCC's Sexual Violence Engagement Manager; the Nottinghamshire Victim CARE Service; Nottingham Violence Interrupters Pilot and understanding and managing police demand. For this meeting, a further case study has been prepared detailing outcomes from Operation Reacher.
- 8.2 The PCC set the Chief Constable a strategic objective to support partnership activity and targeted programmes in support of tackling serious and organised crime (SOC). This case study provides a summary of the partnership work undertaken in relation to Operation Reacher which involved targeted police activity in the Bestwood area.
- 8.3 Operation Reacher first started in April 2018 working alongside a number of dedicated investigations involving specialist force assets and regional partners. The strategy involved working with a range of partners and community groups to build trust and confidence leading to the receipt of credible intelligence and subsequent enforcement activity.
- 8.4 Key Performance Successes: In relation to Operation Reacher there were 684 intelligence reports generated in relation to criminal activity in the Bestwood area of Nottingham leading to:
- 102 houses searched following suspected criminal activity
 - 203 individuals arrested or interviewed for a variety of offences
 - Over £300,000 cash seized from criminals

- 23 weapons including eight firearms
- 32 stolen vehicles seized
- 126 individual drugs seizures made at a street value of around £1.8m
- 282 individuals/vehicles stopped and searched
- 337 vehicles seized and 266 penalty notices issued to offenders for traffic offences including no insurance and driving without a licence

8.5 Some trust and Confidence Building Activities: numerous community engagement activities were undertaken to build trust and confidence in the communities including:

- Bestwood Cultural Festivals
- Community litter picks
- Parents and toddler groups
- Various Scout groups
- Local Councillors
- Community coffee mornings
- Annual firework events
- Various Christmas events and Fayres
- Targeted days of action with Partners
- Dedicated Social media Facebook website developed (3000+ followers)

8.6 Detective Chief Superintendent Gerard Milano, who has overseen the operation since the beginning, said:

"This operation is a clear demonstration that when we work effectively with our communities we can tackle top-end criminality with strength and confidence. When our communities say enough is enough we will be there to listen, protect them and take action. Our aim is to be a force for good in the community and by working as a team we can have the biggest impact".

8.7 Some feedback received is illustrated below



9. Activities of the Commissioner

- 9.1 The Commissioner is represented at the key thematic, partnership and force local performance boards to obtain assurance that the Force and Partners are aware of the current performance threats and taking appropriate action to address the emerging challenges. Any issues of concern are reported to the Commissioner who holds the Chief Constable to account on a weekly basis. The Commissioner also meets heads of Investigations and Intelligence and Operations on a quarterly basis to gain a deeper understanding of threats, harm and risk to performance.
- 9.2 The Commissioner continues to take steps to obtain assurances that the Chief Constable has 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 website.^e

Nottinghamshire Violence Reduction Unit (VRU)

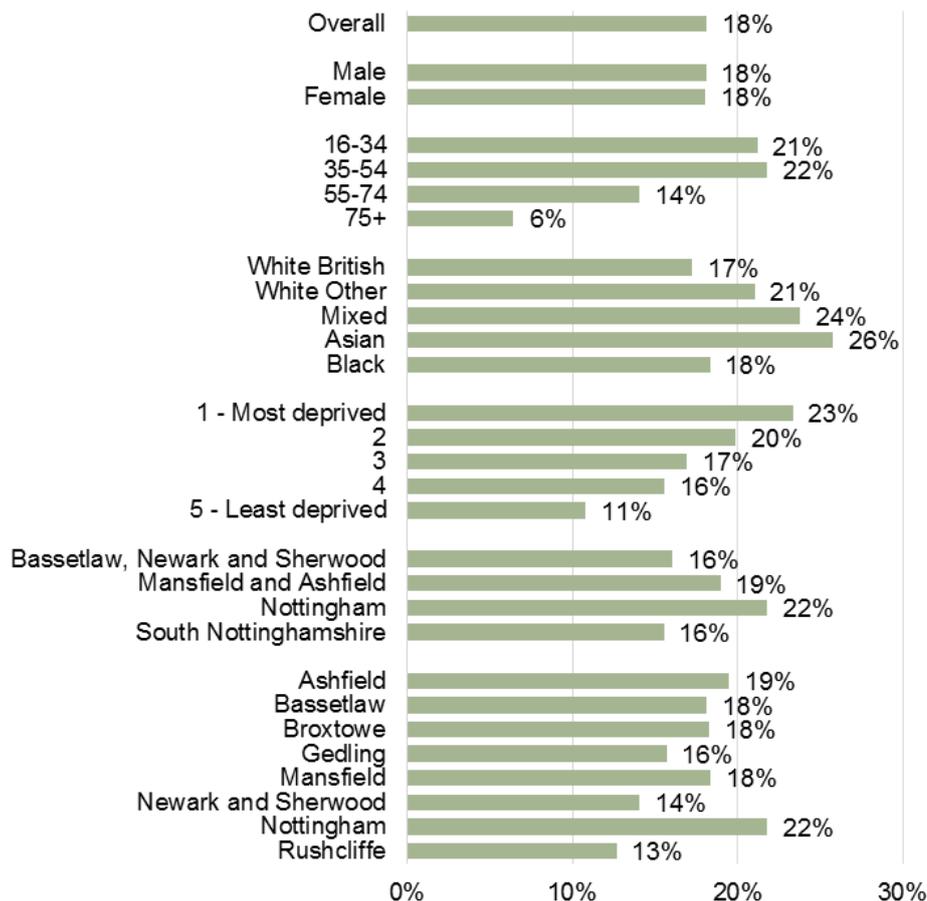
- 9.3 Nottinghamshire OPCC received confirmation from the Home Office on 9th August 2019 of an £880,000 funding allocation to support the establishment of a Violence Reduction Unit (VRU) in the area. The VRU's core function will be to offer leadership and strategic coordination of a local public health approach to serious violence. The Strategic VRU Board, chaired by Paddy Tipping and attended senior colleagues from Public Health, Policing, Children's Services, Education, CCGs and Nottingham University Hospital, continues to meet on a routine basis. A broader governance structure has also been developed alongside this to include a Citizen's Advisory Panel and a VRU Stakeholder Reference Group, which will facilitate meaningful engagement with a network of Community Ambassadors and Senior Practitioners and Managers from partner organisations, respectively.
- 9.4 At the latest Board meeting on 21 October 2019, the VRU launched its website www.nottsvru.co.uk which will be used to engage with communities and stakeholders and provide regular updates on VRU developments and activity. The Board also explored opportunities for tackling the incitement of violence online and preparations for a countywide Contextual Safeguarding event in December which will involve around 550 delegates. Work is also underway to develop a countywide JSNA and a violence reduction strategy working closely with public health analytical teams.

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

PCC Police and Crime Survey Annual Report 2019

- 9.5 The PCC published an annual report on the Police and Crime Survey in October 2019 which for the first time, combined responses from over 8,000 residents over the last 2 years in order to enable robust comparisons at local authority level and among minority subsets of the population.
- 9.6 The paper highlights significant differences in the proportion of respondents who had been a victim of crime in the last 12 months by gender, age, IMD, Community Safety Partnership area and Local Authority, with males, younger residents, people from the most deprived (Index of Multiple Deprivation) quintile, Asian residents and those from Nottingham and Mansfield and Ashfield CSP area being significantly more likely to have been a victim of crime.

Victim of Crime in the last 12 months (excluding online fraud and computer viruses/malware Nottinghamshire Police and Crime Survey 2019



- 9.7 Online fraud presented a clear exception to this pattern with those aged 35-74 and those from the most affluent (quintile of) neighbourhoods in the county being most likely to experience these offences. Women were more likely than men to have experienced intimidation or harassment, with 29% of all self-reported incidents felt to be a hate crime and one-in-six felt that it was domestic abuse related. Less than half of all intimidation and harassment occurrences were reported to the police,

often because the respondent thought the police would not have been interested or could have done nothing about it.

- 9.8 The Police and Crime Survey also captures the information relating to confidence in and satisfaction with the police, the impact of crime on a victim's quality of life and access to victim support services alongside the types of support they received. The survey is now being routinely used by police at a neighbourhood level to inform priority setting and problem solving activity in partnership with other local agencies.

Operation Uplift

- 9.9 Work continues to recruiting new officers as part of the national programme funded by the Home Office to recruit 20,000 additional officers by March 2023. In Nottinghamshire, the service remains on track to recruit 107 new officers as part of Operation Uplift, over and above the 175 new recruits already planned. This is expected to bring the number of full time equivalent (FTE) officers to 2,087 in 2020. Chief Constable Craig Guildford said: "It's a fantastic opportunity for us to increase our Neighbourhood policing numbers and local investigators which will help reduce the risk and harm from crime, keep people safe and pursue those who choose to cause so much angst to our communities".

10. Decisions

- 10.1 The Commissioner has the sole legal authority to make a decision as the result of a discussion or based on information provided to him by the public, partner organisations, Members of staff from the Nottinghamshire Office of the Police and Crime Commissioner (NOPCC) or Chief Constable. The Commissioner's web site provides details of all significant public interest decisions.^f
- 10.2 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 A**.

11. Financial Implications and Budget Provision

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

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

Nottinghamshire Police Revenue Position as at the end of August 2019, by Department

	Revised Budget £'000	Forecast Outturn £'000	FO-RB Variance £'000
Local Policing			
County	43,095	43,159	64
City	29,450	29,433	(17)
Contact Management	16,353	16,226	(127)
	88,898	88,818	(80)
Crime & Operational Services			
Public Protection	12,438	12,229	(209)
Operational Support	10,179	10,354	175
Intelligence	9,205	9,135	(70)
Serious & Organised Crime	7,313	7,250	(63)
Archive & Exhibits	1,078	1,086	9
Other	255	280	25
	40,468	40,334	(133)
Corporate Services			
Technical Accounting	12,449	12,456	6
Information Services	11,324	11,852	528
Estates	6,235	6,724	489
Fleet	3,234	3,346	112
People Services	1,742	1,881	139
PSD	1,633	1,580	(53)
Futures Board	1,083	962	(122)
Command	1,263	1,286	23
Corporate Development	1,080	915	(164)
Corporate Communications	833	642	(191)
Finance	671	794	123
Information Management	503	417	(87)
Other smaller budget departments	215	229	14
	42,267	43,085	818
Collaboration			
EMSOU Operations	13,534	13,827	293
EMCJS	9,066	9,023	(43)
EMSOU Services	4,169	4,354	185
MFSS	2,567	3,055	488
ESN	186	186	0
EMSCU	153	159	7
	29,675	30,605	930
Home Office Grants			
Knife Crime	0	(569)	(569)
ARV Uplift	0	(263)	(263)
Cyber Crime	0	(99)	(99)
	0	(931)	(931)
Force Total	201,308	201,911	603
OPCC	4,975	4,975	0
Group Total	206,283	206,886	603

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

No manual adjustments have been made for rounding

11.2 As at 31 August 2019, the force/OPCC are projecting a financial revenue outturn position of £206,886,000 in 2019/20, which represents a projected overspend of

£603,000 against the approved net revenue budget of £206,283,000. The over spend is predominately being driven by:-

- Unexpected costs in information services for renewal of the data bundle contract and slow progress on realising the £300k efficiency saving
- An over spend on MFSS relating to the extension of early life support
- An increase on estates costs in recognition that Bingham, Worksop and Holmes House sales may not be realised

11.3 As at August 2019, the force/OPCC are projecting a Capital budget outturn of £9,742,000 in 2019/20 against an approved capital programme budget of £12,797,000. The under spend has considerably reduced over the last quarter, largely due to variance within the Command and Control project where it is expected that £183,000 will be required for screens.

Capital Outturn Position as at the end of August 2019, by Project

Project Name	Revised Budget £'000	Forecast Outturn £'000	Underspend £'000	Slippage to 2020/21 £'000
Estates				
New Custody Suite	6,430	3,386	0	(3,044)
Building Improvement, Renovation & Conversion Works	1,172	1,185	0	0
Hucknall EMAS	637	635	(2)	0
Custody Improvements	360	360	(0)	0
New HQ Joint Build	352	352	0	0
Northern Property Store	246	246	0	0
Bunkered Fuel Tanks	76	59	(4)	0
Automatic Gates & Barriers	52	52	0	0
Community Rehabilitation Companies Renovations	25	25	0	0
Estates Total	9,350	6,300	(6)	(3,044)
Information Services				
ANPR Camera Project	126	126	0	0
Technology Services Refresh & Upgrades	1,090	1,090	0	0
Command & Control	1,910	1,909	(1)	0
SICCS Upgrade	59	59	0	0
NEP	112	109	(3)	0
IS Total	3,297	3,293	(4)	0
Other Projects				
Vehicle & Equipment Replacement	150	150	0	0
Overall Total	12,797	9,743	(10)	(3,044)

Overspends shown as positive numbers, under-spends shown as () numbers.
No manual adjustments have been made for rounding

11.4 The budget is continually scrutinised and challenged with budget holders which will result in ongoing revisions throughout the year. Monitoring has been exceptionally problematic this year, with proven errors in the data recoded on the financial system. While work is progressing to address these issues, it should be noted that the year to date actual spend is inaccurate at this present time. There is

confidence that the budget set is robust and will be sufficient to manage capital plans during 2019/20.

11.5 **Appendices B and C** contain the full finance revenue and capital reports submitted to the Strategic Resources and Performance Board on 4th November 2019 and provide more detail regarding the provisional year end position for each.

12. Human Resources Implications

12.1 None - this is an information report.

13. Equality Implications

13.1 None

14. Risk Management

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

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

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

16. Changes in Legislation or other Legal Considerations

16.1 The Commissioner publishes a horizon scanning document⁹ 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.

17. Details of outcome of consultation

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

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

18. Appendices

- A. Forward Plan of Key Decisions for the OPCC and the Force
- B. Finance Revenue Budget Position for Q2 2019/20 as at August 2019: Paper presented to Strategic Resources and Performance Board on 6th November 2019
- C. Finance Capital Budget Position for Q2 2019/20 as at August 2019: Paper presented to Strategic Resources and Performance Board on 6th November 2019

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

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

For any enquiries about this report please contact:

Kevin Dennis, Chief Executive of the Nottinghamshire Office of the Police and Crime Commissioner Kevin.dennis@nottinghamshire.pnn.police.uk
Tel: 0115 8445998

Dan Howitt, Head of Strategy and Assurance of the Nottinghamshire Office of the Police and Crime Commissioner daniel.howitt13452@nottinghamshire.pnn.police.uk
Tel: 0115 8445998



Appendix A: Decisions of Significant Public Interest: Forward Plan September 2019

1.0 Business cases						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
None to report with the exception of those noted under 2.0 Contracts, 3.0 Estates, ICT and Asset Strategic Planning and 5.0 Strategic Issues including Finance						

2.0 Contracts (above £250k)						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
2.1	November 2019	Replacement back-up platform	Direct award via FW	£300K	R.Adams EMSCU	Force
2.2	November 2019	Northern Control Room	Direct Award Lindums from FW		R.Adams EMSCU	Force
2.3	January 2019	Custody Build main Contractor	Award via Scape FW	£15m	R.Adams EMSCU	Force
2.4	November 2019	Fleet Maintenance	Procurement & award of contract	>£250K	R.Adams EMSCU	Force
2.5	December 2019	Airwave Extension		>£250	R.Adams EMSCU	Force
2.6	May 2020	HQ Build Main Contractor	OJEU procurement	£16.5m	R.Adams EMSCU	Force
2.7	February 2020	Fleet related contracts			R.Adams EMSCU	Force
2.8	January 2020	Servers	Direct award via FW	>£250	R.Adams EMSCU	Force



Nottinghamshire

POLICE & CRIME COMMISSIONER

2.9	January 2020	Mobile ANPR	Procurement	>£250	R.Adams EMSCU	Force
-----	--------------	-------------	-------------	-------	---------------	-------

3.0 Estates, ICT and Asset Strategic Planning

Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
3.1	TBC	Replacement SARC	Proposal to replace the existing adult SARC with new, more suitable premises	Business Case in course of preparation	T/DCI Clare Dean and Tim Wendels, Estates and Facilities	Force/OPCC
3.2	TBC	Neighbourhood Offices	Consider the outcome of consultation on the future of Neighbourhood Offices	TBC	Tim Wendels, Estates and Facilities	Force

4.0 Workforce Plan and Recruitment Strategies

Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
<p>Operation Uplift – the national initiative from the government to increase officer numbers by 20,000. The largest officer recruitment in modern times. Nottinghamshire Police is in a healthy position with its recruitment pipeline allowing us to move swiftly to accommodate the additional officers allocated in this financial year.</p> <p>The force is seeking to increase transferees and transferred scores and is currently advertising for these candidates.</p> <p>Planning for next year’s recruitment is underway with positive action events in place and a planned recruitment in November.</p> <p>Additional costs are expected in addition to the recruitment of officers. For example additional assessment centre, OHU and biometric costs. Work is being undertaken at pace to both secure the relevant services and clarify costs required.</p> <p>Increased officer numbers will create opportunities for police staff roles around the Force, particularly PCSO and Control Room roles. PCSO course is planned for early in the new year.</p>						



Nottinghamshire

POLICE & CRIME COMMISSIONER

5.0 Strategic Issues including Finance						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force
5.1	September 2019	Routine monthly monitoring reports in respect of capital and Revenue expenditure'			Mark Kimberley	Force

6.0 Other OPCC Commissioning						
Ref	Date	Subject	Summary of Decision	Cost (£) <i>Where available</i>	Contact Officer	Report of OPCC / Force

Appendix B: Revenue Report presented to Strategic Resources and Performance

For Information Only	
Public	
Report to:	Strategic Resources and Performance
Date of Meeting:	6th November 2019
Report of:	Chief Constable
Report Author:	Tracey Morris
E-mail:	tracey.morris@Nottinghamshire.pnn.police.uk
Other Contacts:	Mark Kimberley
Agenda Item:	

Revenue Report for Period 5; Quarter 2 2019/20.

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on the financial outturn position for revenue as at 31st August 2019 (Period 5, Quarter 2).

2. Recommendations

2.1 Recommendation 1

It is recommended that the contents of the report and virements approved under delegated arrangements for Period 5 2019 shown in Appendix B are noted.

2.2 Recommendation 2

That the Police and Crime Commissioner approve the virements of greater than £100k which have been recommended by the Chief Constable as set out in Appendix C. These virements will be reflected in the outturn position once fully approved.

2.3 Recommendation 3

That the Police and Crime Commissioner note the overspend position and consider any action that might be required as set out in Appendix D.

2.4 Background

The net revenue budget for 2019/20 is £206,283k. This is split between the Force £201,308k and the Office of the Police and Crime Commissioner (OPCC) £4,975k.

Finance in conjunction with the organisation has continued to review the outturn position. At the end of August 2019 the projected year end outturn is £206,886k, which represents an over spend of £603k against the budget, a reduction of £169k against period 4. Please also refer to section 8 of this report which identifies risk issues in respect of this report.

3. Reasons for Recommendations

- 3.1 To update the Chief Officer Team and the Office of the PCC on the Force's projected outturn position for 2019/20 and also to comply with good financial management and Financial Regulations.

4. Summary of Key Points

Executive Summary

- 4.1 The review during period 5 of revenue expenditure is forecasting an over spend in the Force budget of £603k; and an on budget position within the OPCC. Any underspends realised within the OPCC during the year will be transferred to OPCC's commissioning reserve.

In addition to the comments in the Period 4 report the reduction in over spend is mainly due to the monitoring on staff pay with a net in year saving of £305k (actual saving identified £503k, less the reversal of anticipated savings shown in income £225k) this is off-set with a further increase in estates costs, an expected redundancy payment due to recent restructures, overtime costs for Op Scorpion which are now starting to come through and a general increase in costs due to a rise in demand.

There are some mitigating factors that the organisation could consider to bring the force to a balanced outturn position which was reported in P4, however the £140k settlement fee reported last month will now be off-set against the insurance reserve contribution and income now reflects the secondment for Head of People Services. The remaining options total £753k.

Monitoring continues to be problematic and errors in the data continue to be reported. It should be noted that outturn monitoring in relation to staff pay has been attempted this month, however payroll and general ledger continue to be out of balance at the present time, accuracies between departments are also irreconcilable and inconsistent.

There is confidence that further savings could be found within the staff budgets and these are constantly being worked through, however until data in the system has been reconciled this will remain a risk. Officer and PCSO data has not been able to be completed to normal levels of assurance due to inconsistencies within the data.

The table below shows the projected Force (including externally funded and seconded officers/staff) variances against the 2019/20 budget plus approved virements (revised budget) as at the end of August 2019.

Variances greater than £10k are explained in more detail within section 4 of this report, unless there is no movement between last month's variance and this month's variance.

Data explaining the variance between original budget and revised budget can be found in appendix A. Data explaining the virements can be found in appendix B and appendix C.

Nottinghamshire Police Group Position as at the end of August 2019, by Department.

Over spends are shown as + numbers, whilst under spends are shown as () numbers. No adjustments have been made for rounding.

	Revised Budget £'000	Forecast Outturn £'000	FO-RB Variance £'000
Local Policing			
County	43,095	43,159	64
City	29,450	29,433	(17)
Contact Management	16,353	16,226	(127)
	88,898	88,818	(80)
Crime & Operational Services			
Public Protection	12,438	12,229	(209)
Operational Support	10,179	10,354	175
Intelligence	9,205	9,135	(70)
Serious & Organised Crime	7,313	7,250	(63)
Archive & Exhibits	1,078	1,086	9
Other	255	280	25
	40,468	40,334	(133)
Corporate Services			
Technical Accounting	12,449	12,456	6
Information Services	11,324	11,852	528
Estates	6,235	6,724	489
Fleet	3,234	3,346	112
People Services	1,742	1,881	139
PSD	1,633	1,580	(53)
Futures Board	1,083	962	(122)
Command	1,263	1,286	23
Corporate Development	1,080	915	(164)
Corporate Communications	833	642	(191)
Finance	671	794	123
Information Management	503	417	(87)
Other smaller budget departments	215	229	14
	42,267	43,085	818
Collaboration			
EMSOU Operations	13,534	13,827	293
EMCJS	9,066	9,023	(43)
EMSOU Services	4,169	4,354	185
MFSS	2,567	3,055	488
ESN	186	186	0
EMSCU	153	159	7
	29,675	30,605	930
Home Office Grants			
Knife Crime	0	(569)	(569)
ARV Uplift	0	(263)	(263)
Cyber Crime	0	(99)	(99)
	0	(931)	(931)
Force Total	201,308	201,911	603
OPCC	4,975	4,975	0
Group Total	206,283	206,886	603

4.2 Local Policing – under spend (£80k) an increase of (£80k) on last month.

The under spend position mainly represents a review of the staff position, along with an increase in overtime and general equipment costs, mainly due to Op Scorpion and an increase in income in Contact Management for recharging of police monitored alarms.

4.3 Crime and Operational Services – under spend (£133k) an increase of (£192k) on last month.

The under spend position mainly represents a review of the staff position, along with an increase in overtime and general equipment costs, mainly due to Op Scorpion. This is slightly off-set by a general increase in specialist equipment, photographic materials and firearms and ammunition in OS.

4.4 Corporate Services – over spend £818k an increase of £109k on last month.

The review of the staff pay position resulted in a net saving of £267k across the area; other areas of variance are detailed below, Over establishment in People Services £130k some of which will relate to additional support in respect of MFSS.

4.4.1 Technical Accounting – over spend £6k a reduction of £136k.

An assessment of recent restructures has resulted in an expected increase for redundancies. The increase in income of £225k in respect of anticipated staff savings have now been reversed as these are now correctly shown against the respective department's vacancy reserves. The £140k settlement fee reported last month will now be off-set against the insurance reserve contribution.

4.4.2 Information Services – over spend £528k an increase of £30k

IS have realised £158k of savings over a number of contracts. £244k has been spent on NEP; £122k of this is off-set by the futures board.

4.4.3 Estates – Over spend £489k an increase of £256k.

£150k reflects a review of spend on planned and reactive maintenance. £15k reflects an increase in decontamination costs in custody, £50k an increase in uniform costs and a £20k reduction in fuel income (from solar panels).

4.4.4 Fleet – over spend £112k an increase of £17k

This increase reflects the purchase of a van for the NSART team and an increase in vehicle cleaning charges.

4.4.5 People Services – over spend £139k an increase of £145k

There has been an increase in the contract for Police Firearms Officers Association counselling service £11k.

4.5 Collaboration and Partnerships – over spend £930k a reduction of £6k

4.5.1 EMSOU Operations – over spend £293k an increase of £31k

This increase in overspend reflects an increase in the RART (Regional Asset Recovery Team) pension costs identified by region and an increase in the NABIS (National Ballistics Intelligence Service) charge for 2019-20.

4.5.2 EMCJS – under spend (£43k) a reduction of (£56k)

This reflects £86k staff pay saving due to the monitoring off-set by an increase in custody and laundry costs.

4.5.3 EMSOU Services (Legal, OHU, L&D) – over spend £185k an increase of £13k

This reflects an increase in the L&D staffing costs.

4.6 OPCC – on budget

The OPCC is projecting an on budget position, any underspends within the OPCC during the year will be transferred to the OPCC’s reserve and OPCC’s Grant and Commissioning reserve.

4.7 Grant Funding

This section of the reports shows grant funded projects for 2019/20. The use of grant to match expenditure in the outturn figures are shown as income in the tables reported under item 4.1 the detail of which is shown below. The Force has plans to spend the entire grant within the areas identified for each project. The tables now show the grant allocated against the forces core budget, see item 4.1. The tables also show actual year to date spend and committed spend.

4.7.1 Op Scorpion – Grant £1,540k

£569k has been allocated against spend included in the forces outturn position.

Home Office Knife Crime Surge Grant	Core	New/ un-committed	Total Grant	Actual spend YTD + Committed Spend	Balance
	£'000	£'000	£'000	£'000	£'000
Increased Resources	358	197	554	358	196
Surge Activity	212	447	658	400	258
Increased Capability	0	289	289	200	89
Preventative / Diversionary Initiatives	0	39	39	56	(17)
	569	971	1,540	1,014	526

4.7.2 ARV Uplift – Grant £263k

£263k has been allocated against spend included in the forces outturn position, this was set in place before the plans below were identified. Therefore, there would need to be a reduction in overtime spends of £181k to facilitate funds being available to purchase the remaining 5 items.

Home Office ARV Uplift Funding Grant	Core	New/ un-committed	Total Grant	Actual spend YTD + Committed Spend	Balance
	£'000	£'000	£'000	£'000	£'000
RAPT, TST, TAPT related overtime & staffing	236	(181)	55	55	0
Armoury Improvement	0	52	52	0	(52)
Armed team support vehicle	0	50	50	0	(50)
X2 Tasers for initial firearms courses	0	33	33	0	(33)
1 x duty planning staff	27	0	27	27	0
Targetry proposals	0	26	26	0	(26)
Method of entry rig and shelter	0	20	20	20	0
	263	0	263	102	(161)

4.7.3 Cyber Crime – Grant £111k

£99k has been allocated against spend included in the forces outturn position. There is a risk that the costs will over spend by £12k as requests are being made for IS to provide technology equipment. We have received verbal confirmation that this over spend will be met from additional grant, however as this isn't certain no provision for the additional income has been made.

Home Office Cyber Crime Grant	Core	New/ un-committed	Total Grant	Actual spend YTD + Committed Spend	Balance
	£'000	£'000	£'000	£'000	£'000
Employee costs	99	0	99	99	0
Crypto currency equipment	0	2	2	2	0
Technology Equipment	0	0	0	12	12
Travel & accommodation for Cyber Team	0	10	10	10	0
	99	12	111	123	12

4.8 Efficiencies

The 2019/20 efficiency target in order to achieve a balanced budget is £3,300k as per the table below:

Efficiencies Target for 2019/20		
	Target £'000	Outturn* RAG Assessment
Pay & Expenses		
Ongoing staff pay savings	1,500	Green
Overtime	500	Amber
	2,000	
Non Pay		
Procurement	300	Amber
Comms & Computing	300	Amber
Capital Financing	300	Amber
Supplies & Services	200	Red
Income	200	Green
	1,300	
Total Savings	3,300	(2,300) Amber

*Unable to assess due to MFSS quality issues.

The procurement saving was included within the Technical Accounting area for budget purposes and has been reversed out in the June forecast on the basis that the savings will be delivered across numerous lines of expenditure. All other savings targets/achievements are captured in the outturn summary at 4.1.

Finance is constantly reviewing all efficiency targets with the organisation to identify any possible risks or opportunities to delivering the yearend target.

5 Financial Implications and Budget Provision

5.1 The financial information relating to this item is contained within item 4.1 and Appendix A.

6 Human Resources Implications

6.1 There are no immediate Human Resource implications arising from this report.

7 Equality Implications

7.1 There are no equality implications arising from this report.

8 Risk Management

8.1 Monitoring continues to be problematic and errors in the data continue to be reported. It should be noted that outturn monitoring in relation to staff pay has been attempted this month, however payroll and general ledger continue to be out of balance at the present time, accuracies between departments are also irreconcilable and inconsistent. From the monitoring that has been completed a reduction in outturn of £530k has been recognised, however this carries an element of risk due to the errors in the data.

8.2 Recent information relating to pay awards is not reflected in the outturn figures in this report in relation to officer and PCSO pay. An increase of 2% was identified in the budget. It is expected that the additional cost to the Force will be circa £343k assuming that staff will follow officers with a 2.5% approved increase in September 2019.

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

9.1 There are no policy implications arising from this report.

10 Changes in Legislation or other Legal Considerations

10.1 There are no changes in legislation or other legal considerations that are relevant to this report.

11 Details of outcome of consultation

11.1 The figures included in this report are presented to the Force Executive Board on a monthly basis.

12. Appendices

12.1 Appendix A - Revenue Report to August 2019 CIPFA format.

12.2 Appendix B - Virements approved under delegated arrangements.

12.3 Appendix C – Virements greater than £100k requiring PCC approval.

12.4 Appendix D - Outturn movements.

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

NB

See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

Nottinghamshire Police Group Position as at the end of August 2019, by CIPFA format.

The table shows the original budget and approved virements to represent the revised budget. Over spends are shown as + numbers, whilst under spends are shown as () numbers. No manual adjustments have been made for rounding.

	Budget £'000	Virements £'000	Revised Budget (RB) £'000	Forecast Outturn (FO) £'000	FO-RB Variance £'000
Pay & Allowances					
Police Officer	107,907	0	107,907	107,907	0
Police Staff	43,151	0	43,151	42,620	(530)
PCSO	5,723	0	5,723	5,723	0
	156,781	0	156,781	156,251	(530)
Overtime					
Police Officer	4,016	0	4,016	4,076	60
Police Staff	743	(3)	740	760	20
PCSO	60	0	60	60	0
	4,819	(3)	4,816	4,896	80
Other Employee Expenses					
Medical Retirements	4,929	0	4,929	4,929	0
Other Employee Expenses	2,156	19	2,175	2,227	52
	7,085	19	7,104	7,156	52
Total Pay & Allowances	168,685	16	168,701	168,302	(399)
Non Pay					
Collaboration Contributions	10,246	265	10,511	11,307	797
Comms & Computing	8,683	8	8,691	9,172	482
Other Supplies & Services	5,853	(76)	5,777	6,157	380
Premises	5,767	0	5,767	6,156	389
Transport	5,652	39	5,691	5,786	95
Capital Financing	4,335	0	4,335	4,528	193
Forensic & Investigative costs	2,090	0	2,090	2,144	54
Custody costs & Police Doctor	1,483	0	1,483	1,502	18
Partnership Payments	1,312	(251)	1,061	1,089	28
Clothing, Uniform & Laundry	527	0	527	597	70
Income	(13,325)	(1)	(13,326)	(14,830)	(1,504)
Total Non-Pay	32,623	(16)	32,607	33,609	1,002
OPCC	4,975	0	4,975	4,975	0
TOTAL GROUP POSITION	206,283	(0)	206,283	206,886	603

Nottinghamshire Police Group Position as at the end of August 2019, by Department.

The table shows the original budget and approved virements to represent the revised budget. Over spends are shown as + numbers, whilst under spends are shown as () numbers. No manual adjustments have been made for rounding.

	Budget £'000	Virements £'000	Revised Budget £'000	Forecast Outturn £'000	FO-RB Variance £'000
Local Policing					
County	43,081	15	43,095	43,159	64
City	29,450	0	29,450	29,433	(17)
Contact Management	16,479	(126)	16,353	16,226	(127)
	89,010	(111)	88,898	88,818	(80)
Crime & Operational Services					
Public Protection	12,438	0	12,438	12,229	(209)
Operational Support	10,156	23	10,179	10,354	175
Intelligence	9,191	14	9,205	9,135	(70)
Serious & Organised Crime	7,313	0	7,313	7,250	(63)
Archive & Exhibits	1,078	0	1,078	1,086	9
Other	(47)	302	255	280	25
	40,129	339	40,468	40,334	(133)
Corporate Services					
Technical Accounting	12,776	(327)	12,449	12,456	6
Information Services	11,272	53	11,324	11,852	528
Estates	6,235	0	6,235	6,724	489
Fleet	2,876	358	3,234	3,346	112
People Services	1,715	27	1,742	1,881	139
PSD	1,635	(2)	1,633	1,580	(53)
Futures Board	1,280	(197)	1,083	962	(122)
Command	1,235	28	1,263	1,286	23
Corporate Development	1,628	(548)	1,080	915	(164)
Corporate Communications	833	0	833	642	(191)
Finance	671	0	671	794	123
Information Management	0	503	503	417	(87)
Other smaller budget departments	215	0	215	229	14
	42,372	(105)	42,267	43,085	818
Collaboration					
EMSOU Operations	13,781	(246)	13,534	13,827	293
EMCJS	9,066	0	9,066	9,023	(43)
EMSOU Services	4,195	(27)	4,169	4,354	185
MFSS	2,418	150	2,567	3,055	488
ESN	186	0	186	186	0
EMSCU	153	0	153	159	7
	29,798	(123)	29,675	30,605	930
Home Office Grants					
Knife Crime	0	0	0	(569)	(569)
ARV Uplift	0	0	0	(263)	(263)
Cyber Crime	0	0	0	(99)	(99)
	0	0	0	(931)	(931)
Force Total	201,308	0	201,308	201,911	603
OPCC	4,975	0	4,975	4,975	0
Group Total	206,283	0	206,283	206,886	603

Virements Period 5 - Approved under delegated arrangements

Expenditure Type	Description	Amount £
Supplies & Services	Purchase of van for NSART Team	(6,000.00)
Transport Related	Purchase of van for NSART Team	6,000.00
OVERALL MOVEMENT		-

Virements Period 5 - Requiring PCC approval.

Expenditure Type	Description	Amount £
Custody & Police Doctor	General Increase in demand	13,432.00
Forensic & Investigation Costs	General Increase in demand	31,570.00
Other Employee Costs	Contract changes for PFOA counselling	11,000.00
	Potential for additional redundancies due to restructures	55,880.00
	TOTAL	66,880.00
Other Income	Reversal of anticipated staff pay income to off-set revised monitoring	225,000.00
Pay & Employment Costs	Review of staff outturn position	(530,162.48)
	Increase in overtime mainly due to Op Scorpion	79,900.00
	TOTAL	(450,262.48)
Property Related	Increase in demand (incl. DBS)	170,320.00
Seconded Officers & Staff Income	Additional DBS Income	(101,711.96)
Supplies & Services	Increases in demand DBS and MFSS	44,772.44
TOTAL		-

Outturn Movements Period 5- 2019/20

Expenditure Type	Description	Amount £
Clothing & Uniform	Increase in demand, laundry in custody and general uniform costs	60,000
Collaboration	RART Pension costs and Op Advenus reflection in latest figures from region	30,260
Comms & Computing	Savings due to reduction in demand of some lines / systems	(33,328.00)
	Contract changes, Vuleio to PR Gloo (Corp Comms)	7,929.00
	TOTAL	(25,399.00)
Other Income	Increase in Income for monitored alarms, EMSCU Income generation & fingerprint income	(54,500.00)
Partnership Payments & Grants to external organisations	Mainly minor contract savings	4,144.00
Supplies & Services	Reduction in contribution to Insurance Reserves	(140,000.00)
	Changes in demand across several areas	(45,433.64)
	TOTAL	(185,433.64)
Transport Related	Increase in demand	2,100.00
OVERALL OUTTURN MOVEMENT IN P5		(168,828.64)
PREVIOUS OUTTURN MOVEMENT IN Q1 & P4		772,051.36
TOTAL OUTTURN MOVEMENT		603,222.72

Appendix C: Capital Report presented to Strategic Resources and Performance

For Information Only	
Public	Public
Report to:	Strategic Resources and Performance
Date of Meeting:	6th November 2019
Report of:	Chief Constable
Report Author:	Tracey Morris
E-mail:	Tracey.morris@nottinghamshire.pnn.police.uk
Other Contacts:	
Agenda Item:	

Capital Report for Period 5; Quarter 2 2019/20

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update on the financial outturn position for capital as at 31st August 2019 (Period 5, Quarter 2).

2. Recommendations

2.1 Recommendation 1 Outturn Position

That the Police and Crime Commissioner note the outturn position as set out in Appendix A.

Recommendation 2 Virement

That the Police and Crime Commissioner note the virement approved by the Chief Constable under delegated powers, being below £100,000, as set out in Appendix B.

2.2 **Background**

The Capital Programme for 2019/20 to 2023/24 was presented and approved at the Police and Crime Panel Meeting on 7th February 2019.

The capital budget for 2019/20 is £12,797k. This is calculated as slippage from 2018/19 of £1,470k and new allocations in 2019/20 of £11,327k.

Finance in conjunction with project leads and budget holders have continued to review the outturn position (Appendix A). At the end of August 2019 the projected year end outturn is £9,742k which is an increase of £182k on P4.

Actual spend to the end of August 2019 is £2,242k which is an increase of £742k on P4. Please also refer to section 8 of this report.

3. Reasons for Recommendations

- 3.1 To update the Chief Officer Team and the Office of the PCC on the Force's projected outturn position for 2019/20 and also to comply with good financial management and Financial Regulations.

4. Summary of Key Points

4.1 Executive Summary

The review during period 5 of the capital expenditure is forecasting an under spend of £10k, a reduction of £251k against the last report and anticipated slippage of £3,044k an increase of £67k against the last report.

The under spend has considerably reduced since last month. The majority of the variance is within the Command and Control project where it is expected that £183k will be required for screens.

Monitoring has been exceptionally problematic so far this year, with proven errors in the data recoded on the financial system. Work is progressing to address these issues, it should be noted that the year to date actual spend has reversed the anomaly from last month, but is still considered inaccurate at this present time. There is confidence that the budget set is robust and will be sufficient to manage capital plans during 2019/20.

The table below shows the projected Force under spends and slippage against the 2019/20 budget plus virements (revised budget) as at the end of August 2019.

Variances greater than £50k are explained in more detail within section 4 of this report.

Data explaining the variance between original budget and revised budget can be found in Appendix A. Data explaining the virements can be found in Appendix B.

Capital Outturn Position as at the end of August 2019, by Project.

Over spends are shown as + numbers, whilst under spends are shown as () numbers. No manual adjustments have been made for rounding.

Project Name	Revised Budget £'000	Forecast Outturn £'000	Underspend £'000	Slippage to 2020/21 £'000
Estates				
New Custody Suite	6,430	3,386	0	(3,044)
Building Improvement, Renovation & Conversion Works	1,172	1,185	0	0
Hucknall EMAS	637	635	(2)	0
Custody Improvements	360	360	(0)	0
New HQ Joint Build	352	352	0	0
Northern Property Store	246	246	0	0
Bunkered Fuel Tanks	76	59	(4)	0
Automatic Gates & Barriers	52	52	0	0
Community Rehabilitation Companies Renovations	25	25	0	0
Estates Total	9,350	6,300	(6)	(3,044)
Information Services				
ANPR Camera Project	126	126	0	0
Technology Services Refresh & Upgrades	1,090	1,090	0	0
Command & Control	1,910	1,909	(1)	0
SICCS Upgrade	59	59	0	0
NEP	112	109	(3)	0
IS Total	3,297	3,293	(4)	0
Other Projects				
Vehicle & Equipment Replacement	150	150	0	0
Overall Total	12,797	9,743	(10)	(3,044)

4.2 Estates – Under spend (£6k) and Slippage (£3,044k)

4.2.1 New Custody Suite – slippage (£3,044k)

The projected slippage figure is likely to change by the end of the year. The increase in slippage reflects the latest information from the project lead and Gleeds. This is a multi-year project and overall the project is expected to be delivered on target.

4.3 Information Services – Under spend (£4k)

4.3.1 Command & Control – under spend (£1k)

The reduction in underspend reflects a recognition that replacement screens will be required and also reflects some transactional anomalies in the system that have been rectified.

4.4 Other Projects – on budget

5. Financial Implications and Budget Provision

5.1 The financial information relating to this item is contained within item 4.1 and Appendix A.

6. Human Resources Implications

6.1 There are no immediate Human Resource implications arising from this report.

7. Equality Implications

7.1 There are no equality implications arising from this report.

8. Risk Management

8.1 It should be noted that the actual year to date figures shown within this report are not considered to be accurate at this point in time, work is progressing with our outsourced service to rectify current issues.

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

9.1 There are no policy implications arising from this report.

10. Changes in Legislation or other Legal Considerations

10.1 There are no changes in legislation or other legal considerations that are relevant to this report.

11. Details of outcome of consultation

11.1 The figures included in this report are presented to the Force Executive Board on a monthly basis.

12. Appendices

12.1 Appendix A – Detailed Report to August 2019.

12.2 Appendix B – Virements requiring approval.

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

NB

See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

APPENDIX C

Appendix A

Capital Position as at the end of August 2019.

The table shows the original budget, approved slippage, requested virements and outturn position. Overspends are shown as + numbers, whilst under spends are shown as () numbers. No manual adjustments have been made for rounding.

Project Name	Slippage From 2018/19 £'000	New Budget 2019/20 £'000	In Year Virements £'000	Total Available for Project £'000	Total Actual Spend YTD £'000	Out-turn £'000	Under Spend £'000	Slippage to 2020/21 £'000
Estates								
New Custody Suite	0	6,430	0	6,430	532	3,386	0	(3,044)
Building Improvement, Renovation & Conversion Works	0	1,250	(78)	1,172	139	1,185	0	0
Hucknall EMAS	637	0	0	637	162	635	(2)	0
Custody Improvements	260	100	0	360	176	360	(0)	0
New HQ Joint Build	0	352	0	352	285	352	0	0
Northern Property Store	168	0	78	246	145	246	0	0
Bunkered Fuel Tanks	76	0	0	76	31	59	(4)	0
Automatic Gates & Barriers	52	0	0	52	0	52	0	0
Community Rehabilitation Companies Renovations	0	25	0	25	0	25	0	0
	1,193	8,157	0	9,350	1,470	6,300	(6)	(3,044)
Information Services								
Command & Control	0	2,000	(90)	1,910	426	1,909	(1)	0
Technology Services Refresh & Upgrades	0	1,090	0	1,090	243	1,090	0	0
ANPR Camera Project	106	20	0	126	(0)	126	0	0
NEP	112	0	0	112	0	109	(3)	0
SICCS Upgrade	59	0	0	59	0	59	0	0
	277	3,110	(90)	3,297	668	3,293	(4)	0
Other Projects								
Vehicle & Equipment Replacement	0	60	90	150	104	150	0	0
	0	60	90	150	104	150	0	0
Total	1,470	11,327	0	12,797	2,242	9,743	(10)	(3,044)

Appendix B
Virements Period 5 – 2019/20

Project	Description	Amount £
Total		0

There are no virements to report this month.

For Consideration	
Public/Non Public*	Public
Report to:	Police and Crime Panel
Date of Meeting:	25 November 2019
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 DELIVERY PLAN (2019-20) – THEME 4 TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide the Commissioner with a progress report on how the Chief Constable and partners are delivering his strategic activities in respect of Theme 4 of his Police and Crime Delivery Plan (2018-21) for 2019-20.
- 1.2 The report identifies an outline of the strategic activities that have been progressing across policing and community safety since April 2019 in respect of Theme 4.

2. RECOMMENDATIONS

- 2.1 The Commissioner to discuss the progress made with the Chief Constable.

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Police and Crime Panel have requested an update on Theme 4 in its work plan for 2019-20 and this report will also be submitted to the Panel meeting of 25th November 2019.
- 3.2 This monitoring report provides an overview of the delivery of the activity and performance in respect of Theme 4 of the Police and Crime Plan (2018-21) during and up to quarter 2 of 2019-20.

4. Summary of Key Points

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

- T2. Helping and Supporting Victims
- T3. Tackling Crime and Antisocial Behaviour
- T4. Transforming Services and Delivering Quality Policing

4.2 On 7th February 2019 the Commissioner submitted a revised Police and Crime Delivery Plan (2019-20)^a for implementation commencing 1st April 2019.

4.3 **Appendix A** provides a table summarising the progress and achievements in respect of Theme 4 of the plan. The activities have been graded in terms of completion/progress and it will be seen that all activity is graded Green.

5. Details of outcome of consultation

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

6. Appendices

6.1 **Appendix A:** Table detailing the progress and achievements of the Commissioner's toward Theme 4 of the Commissioner's Police and Crime Plan (2018-21).

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

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

For any enquiries about this report please contact:

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

^a Click this [link](#) to download the PCC's revised Police and Crime Delivery Plan (2019-20)

APPENDIX A



POLICE AND CRIME DELIVERY PLAN (2019-20)

Working with you for a safer Nottingham and Nottinghamshire

COMMISSIONER'S STRATEGIC THEMES UPDATE - UPDATE (Qrt 1 and 2)

V1

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

Green	Achieved or Adequate Progress being Made	Amber	Started but Inadequate Progress or Risk that it won't be achieved	Red	Unachieved or strong likely that it won't be achieved	White (NS)	Not Started but Planned to take place during later Qrt
Number & %	15/15 (100%)	Number & %	0/0 (0%)	Number & %	0/0 (0%)	Number & %	0/0 (0%)

THEME 4: TRANSFORMING SERVICES AND DELIVERING QUALITY POLICING

No Organisation SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS			RAG Status
1	Force	Ensure the force achieves a balanced budget and reduces non-pay costs to grow officer numbers and increase service capacity	G
<p>The Force's approved budget included £3.3m of efficiency savings of which £1.3m relates to non-pay costs. Current monitoring shows that we are on track to deliver these savings although some risk exists in the timing of the delivery of some of the non-pay costs. The budget provided for the uplift of 40 Officers, however this has now been overtaken by Governments pledge to deliver an extra 20,000 police officers. This Force is currently working with the Government to deliver an additional 150 Officer uplift in the current financial year (this will be funded by local and national funding).</p>			

2	CR/PT	Continue to put forward a strong national case for Nottinghamshire to receive a fair share of policing resources	G
<p>The PCC is deputy lead of the national APCC Finance & Collaboration body which represents all PCCs in relation to the CSR (Competitive Spending Review) submissions, the funding formula review, resource & demand, non-grant funding and estates & sustainability. Continual lobbying by this group has clearly influenced the Government to commit to providing funding for 20,000 additional police officers nationally over the next three years.</p>			

3	DH	Work with independent external partners to further improve understanding and management of policing demand	G
<p>Crest Advisory have concluded the first phase of their demand modelling work. This culminated in a roundtable event in Nottinghamshire hosted by the PCC on 30th September which brought together national and regional experts police demand including representatives from the Home Office, HMICFRS, College of Policing, Police Foundation and Cabinet Office. The findings of Crest's work are helping to ensure that our resources are configured to achieve best value for money. The PCC intends to continue to work with Crest during 2019/20 to develop more sophisticated and dynamic demand modelling and demand management approaches and explore opportunities to identify process and service efficiencies, review the resources, skills and specialisms required of a 21st Century police service, understanding drivers of demand to inform targeted prevention and problem solving activity and better understand outcomes from partnership and collaboration activity. The OPCC is also undertaking work to better understand community needs and expectations of the police in Nottinghamshire via focus groups and involvement in national research being led by the Police Foundation which is scheduled for publication later this year.</p>			

4	Force	Continue to develop understanding and response to higher than average 999 and 101 call rates and address inappropriate or misplaced calls for service	G
<p>For the year ending 2018/19 the call handling performance of answering 999 calls in 10 seconds for rose from 95.3% to 97.1%, despite there being a 3.4% increase in such calls, from 179,825 to 185,979. Calls were answered in an average of 3 seconds. The increase in 999 calls has been evidenced nationally though there is no clear reason identified for this that could cause reduction activity to take place. The force continues to publicise weekly inappropriate 999 calls in an effort to reduce this number; this publicity has achieved national circulation on a couple of occasions.</p> <p>101 calls have seen a 3.1% reduction from 424,496 to 411,402 this has been supported by a 60.3% reduction in abandoned calls which a meant those callers who put the phone down have not had to call again, which would register as a further call. Calls were answered in an average of 58 seconds against a 60 second target and 72.8% of all calls were answered in this time compared to 58.4% in the previous year.</p> <p>Both the 999 and 101 call handling performance improved largely because the full staffing establishment was achieved and because the re-modelled shift pattern puts staff on duty to answer calls when they were predicted to arrive.</p>			

5	Force	Continue to invest in and promote the welfare of officers, staff and volunteers	G
<p>Nottinghamshire Police recognises that our people are our most valuable asset. Our people are the constant and critical success factor in respect of our past achievements and will be for our future successes. In order to achieve our vision, we need to ensure that they are effectively supported, developed and representative to meet both their needs and the needs of the public of Nottinghamshire.</p> <p>We know that wellbeing means many different things to different people from physical, psychological and financial wellbeing. Our mission is to have a healthy, happy and engaged workforce. To do this we will strive to deliver a positive and healthy workplace, seeking to ensure that Nottinghamshire Police is an employer of choice and delivers a service that works for local people. We are currently developing a 5 year Wellbeing Strategy that will listen to our workforce, commit to develop and embed wellbeing, provide a fit for purpose estate and ensure our practices and procedures recognise and support wellbeing creating a culture that is free from stigma and judgement.</p> <p>We are currently reviewing and evaluating the wellbeing initiatives the Force adopts to ensure that we know what has been effective and what has not. We are reviewing policy and procedure putting employer of choice front and centre and doing the right thing by our staff. We have completed a Staff Survey to ensure that we listen to our staff and when the results are received we will publish them and put in place actions to address their concerns being honest about what can reasonably be achieved.</p> <p>We have developed a comprehensive communications plan which provides meaningful information in one place, accessible by all our staff. We will publish widely information relating to our Employer Assistance Provider – PFOA so that our staff are aware of what is available and we will engage with our staff associations to ensure the support they offer is accessible and published. We are also developing a robust governance programme which builds on the work already completed to ensure we have wellbeing champions across the Force.</p>			

6	Force	Work with partners to identify further collaboration opportunities for pooled budgets, efficiencies and improved services	G
<p>Work is underway to develop a Tri-Emergency Service Hub at the Ambulance Station at Annesley Road, Hucknall and this is expected to be fully operational by the end of January, 2020. This development will bring together EMAS Ambulance and Paramedics, with the Hucknall Fire Station and the Ashfield Response and Neighbourhood Policing Teams and as a consequence will lead to improved inter-agency working and efficiencies as a result of the closure of other Police and Fire Buildings.</p> <p>Nottinghamshire Fire and Rescue and Nottinghamshire Police have recently agreed that the Police training teams based at the Watnall Road Training Centre will move into underutilised space at the Highfields Fire Station in October 2019. This will enable the police to exit the lease at Watnall Road earlier than was originally planned thus providing savings.</p> <p>In a similar way to the Tri-service hub it will promote interagency working, particularly with regard to driver training as both police and fire driver training teams will be based in the same building. Work is now taking place to enable the Police teams based at West Bridgford Police Station to co-locate with the Fire</p>			

teams based at the West Bridgford Fire Station. This move will enable both Police and Fire to retain a base in that community and also enable the police to generate some efficiencies from its estate that will ensure its ability to maintain its levels of front line staff. This move is expected to take place towards the end of 2019.

Following a decision of the Police and Crime Commissioner and the Fire Authority work is taking place to develop a shared Police and Fire HQ at the existing Police HQ at Sherwood Lodge.

A planning application has been submitted that would see an £18.5M re-development of the site to include:

- Space for shared HQ functions
- A new Control Room
- New Police Training School to replace the two existing sites in Hucknall
- A canteen
- Multi-purpose hall and Gym
- Conferencing facilities
- Reconfigured and enlarged car parking space

The planning application is to be determined in October 2019 and if successful enabling works will commence soon after. Subject to planning the main building work will commence in July 2020. The main building will then be completed and occupied by the end of December 2021.

This development will bring together both Police and Fire Command teams and it will provide a first class facility from which major incidents across Nottinghamshire can be managed. Once occupied there will be efficiencies for both organisations through the disposal of the Fire HQ at Bestwood Lodge and the two police training sites.

Operational Initiatives

Police and Fire are working together to create a capability to routinely deploy Aerial Unmanned Airborne Vehicles or more commonly known as 'Drones'

This project is progressing well with a group of 10 pilots in training and they are expected to be operationally deployable at both police and fire lead incidents by the end of December 2019.

This approach will provide additions in operations such as missing persons, sporting events, protest, firearms operations and tackling rural crimes.

This also provides an intermediate measure when the request for support does not quite meet the level of risk that would result in the deployment of the National Police Air Service Helicopter. Experience from other parts of the country indicate that this equipment will prove extremely effective in preventing people from suffering serious harm.

7	Force	Develop a programme of collaboration with the Fire and Rescue Service, including sharing estates, vehicles and training	G
<p>The Force is transferring its driver training to Highfields Fire Station in October 2019, where it will be sharing facilities with the Fire Service.</p> <p>At the Hucknall Ambulance station the Force is building an extension with the Fire Service that will accommodate Police Neighbourhood and Response Team and the Fire Service, in what will be a Tri-Force building, which is expected to be fully operational early in 2020.</p> <p>In West Bridgford the Force will soon to begin alteration works within the Fire Station to create accommodation for Police officers and staff from the current Police Station, and create a shared Police and Fire station and be operational early in 2020. We continue to work on the development of the joint Police and Fire HQ at Sherwood Lodge, which is expected to be, completed late 2021.</p>			

8	Force	Increase co-location of public services and where beneficial the sharing of information, buildings and people	G
<p>In 2019 the Force opened a Partnership hub with Bassetlaw District Council at the Queens Building in Worksop, where officers and staff from the former Police Station have been relocated, and this also includes a Front Counter service for the public to visit.</p> <p>We are transferring our driver training to Highfields Fire Station in October 2019, where we will be sharing facilities with the Fire Service.</p> <p>At the Hucknall Ambulance station we are building an extension with the Fire Service that will accommodate Police Neighbourhood and Response Team and the Fire Service, in what will be a Tri-Force building, which is expected to be fully operational early in 2020.</p> <p>In West Bridgford we will soon to begin alteration works within the Fire Station to create accommodation for Police officers and staff from the current Police Station, and create a shared Police and Fire station and be operational early in 2020.</p> <p>We continue to work on the development of the joint Police and Fire HQ at Sherwood Lodge, which is expected to be, completed late 2021.</p>			

9	Force	Consider any Government opportunities for further devolution of criminal justice services, victims, witnesses and offenders	G
<p>The OPCC are identifying and exploring further opportunities for local devolution arising from national and regional reform. The PCC has a devolved budget from the Ministry of Justice to provide local support services for victims and witnesses.</p>			

10	Force	Embed the National Enabling Programmes and Digital Policing Strategy 2025 to modernise the management and delivery of IT services	G
<p>There are 3 visible stages to NEP implementation. 1) 50 user technical pilot – this went live in early June 2019, with users mainly within Information Services and serves the purposes of a limited test of the technology on Nottinghamshire’s network and infrastructure. This has been a valuable learning experience, which has served to unpick some teething issues and will undoubtedly smooth the process of further rollout. 2) 250 user pilot – this is scheduled from January 2020 and will be based around users for 5 defined ‘use cases’.</p> <p>The teams involved are COT, CSI, Operational Planning, the force Portfolio Management Office and Corporate Communications. Prior to approval being given to move to this phase, considerable testing is undertaken of the IT security arrangements of the organisation and this is where the bulk of the effort has been concentrated in recent months. We have successfully run a table-top exercise for approval to connect to the National Management Centre, which will remotely scan for potential cyber-attacks against the force.</p> <p>The National NEP team are currently in force conducting an NEP Security Assessment. This will undoubtedly result in a number of actions, but every indication is that we are well placed to achieve sign-off to move to the 250 user pilot stage. 3) Full force rollout to all users – this is scheduled to take place from April 2020 onwards and is likely to take the form of rollout to a team or business area at a time; in order to manage the demand on IS services and user training and support.</p> <p>A change champion’s network has been established with members from across the organisation, and they will be fully engaged throughout the process.</p>			

11	DH	Undertake research and co-engagement activity to build a better understanding of communities	G
<p>The first phase of Nottingham Trent University’s research project exploring the needs and experiences of new and emerging communities has concluded. The project engaged with diverse ethnic and cultural groups across Nottinghamshire with a view to improving partner agency understanding of the lived experiences of ‘new’ and ‘emerging’ communities, and in particular, the challenges and barriers they faced in accessing services and how these could be overcome. The research also considered experiences of hate crime and perceptions in relation to Brexit.</p> <p>The PCC and SNB partners are now developing responses to the research recommendations which include; improving information on migrant groups in Nottinghamshire via a snowball sampling framework in order to enable important information to be cascaded onto other migrant groups; providing additional support and advice to be provided to migrants to help them get off to the best start in understanding their rights and obligations; canvassing key information such as the police 101 number and 111 NHS numbers to those not currently engaging with existing community groups; work more closely with schools and universities as organisations to disseminate key information; enhancing the availability of interpreters and small voluntary groups playing a key role in providing access to English; ensuring regular police engagement with new and emerging communities via non-uniform community policing resources;</p>			

explore more work in schools with respect to education on cultural differences. The researchers have gained extensive access to a range of local new and emerging community representatives as part of this work which the PCC and partners are keen to maintain and develop going forward

12	Force	Invest in community-led initiatives to facilitate positive relationships between BME and/or new and emerging communities and the police	G
<p>In respect of community led initiatives, we have significantly changed both our HR and CIPD approach – which now includes;</p> <ul style="list-style-type: none"> - Community cohesion coordinator (reaching out to hard to reach communities) - Vulnerable outreach worker (fast tracking vulnerable youth / hard to reach communities into the police cadets) - Dedicated mini police SPOC (440 inner city pupils now involved in this programme) - SEIO programme (all schools have a dedicated officer) - Children in care officer (disproportionately affects BMAE children from poorer areas) - Hate Crime Officers (working with seldom heard communities) - Dedicated Positive Action team linked with Operation Uplift <p>Nottinghamshire Police are engaging with BMAE/new and emerging communities from a grass roots level through to adults. The IAG are wedded to this programme and are assisting with police promotion boards and observing on new police recruit interviews.</p> <p>New Police recruits now have a dedicated days input around community cohesion, and also meet the community in a local setting to ensure better and more cohesive relationships – this programme has now been running for 18 months, and with a good level of success. Many new recruits were also involved in significant community events throughout 2019 including Stephen Lawrence Day and Taken Too Soon. Both these events were well attended and received positive media coverage.</p>			

13	Force	Develop a police workforce that is more representative of the communities it serves and implement HR Strategy to fulfil requirements of the Equality Act 2010	G
<p>The Force will continue to deliver positive action initiatives aimed at retention and progression and seek to encourage individuals from under-represented groups to consider opportunities to work with Nottinghamshire Police as police officers, police staff, special constables, cadets and volunteers. People Services is currently finalising the Force's 5 year People Strategy and plans.</p> <p>Diversity picture for the Force at 31st July 2019: The male to female ratio being 55.59% male to 44.41% female (female ratio +0.08% on the previous month). BME representation for the force increased by 0.03% to 5.83%. The first regular Police Officer cohort of the financial year started on the 26th April 2019, with</p>			

a BME % of 16.67%, the second cohort who started on the 7th June 2019 has a BME % of 11.11%, and the third cohort who started on the 12th July has a BME % of 5.56%, The overall BME % for the first 3 cohorts of 2019-2020 to date stands at 11.32%. The percentage of the force with a self-declared disability has decreased slightly by 0.01% to 4.41%.

The majority of staff fall into the 26 to 40 and 41 to 55 age bands (40.47% and 40.61% respectively). 10.73% of the force are 25 and under and 8.19% of the force are in the 55+ age band.

Operation Uplift is as a result of the government, pledging to increase police officer numbers by 20,000 within 3 years. Nottinghamshire Police are using this opportunity to further develop our positive action strategy, and ensure that Nottinghamshire Police is more representative of the communities, building on recent success. Operation Uplift is split into three phases – the first being our initial pool of candidates, those with SEARCH transfers from other areas, and then also looking at transferees and re-joiners. During this specific phase, we have utilised opportunities, including the National Black Police Association and other support networks, to attract those with protected characteristics – the first 9 transferees have been 33% female and 22% BAME.

However, the local strategy is of significant importance to us, and that is why in phase 2 of Operation Uplift – we will be changing our method to directly target specific communities and ensure that we ‘go to the communities’ as opposed to expect them come to us. We have also sought assistance from external stakeholders, including famous BMAE professional sportsmen/women and KIN networks; to help unlock new opportunities, together with a refresh of our communications and media strategy.

Phase 3 is our medium to longer term plan, which will involve utilising our more diverse police cadet programme, university and higher education programmes, plus other initiatives such as ‘Inspire to Achieve’. Our Police Cadets sit at 20% BAME and almost a 60/40 gender split, which shows that at a grass roots level, we are improving our representation, which will stand us in good stead for the future.

It is important to note, that Operation Uplift equally applies to police staff – and therefore we can jointly tackle the disproportionality in both officers and staff, however both the race and gender divide is far smaller for staff than officers.

14	Force	Support innovative customer-led approaches to better informing and engaging with local communities and support the transition to Single Online Home	G
<p>Having made a decision to delay implementation in January of this year due to concerns about cost, the readiness of the platform and that we would be losing services by moving away from our existing website, we are now expecting to go live between April and June 2020, when we expect that the services included with SOH will have matured and the pro rata cost will have come down as more forces will have on-boarded. The section 22 agreement has now been signed by the CC and the PCC. In the meantime, provision is being put in place locally for submission of dash cam footage by the public and for online payments for licences etc., which are 2 of the elements of SOH. We have also developed an online crime reporting function as the national product was withdrawn over the Summer, in favour of the SOH service. The service to the public has been seamless in this regard.</p>			

15	KD	Introduce a new model and accountability arrangements for dealing with complaints against the police	G
<p>Update 10.5.19 LG: The implementation date for PCCs taking on responsibility for dealing with public complaints has been delayed. It is expected that any changes will now be introduced between September-December 2019 although there may be further delays due to Brexit and the PCC's elections. In preparation for these changes, work is underway to gain a better understanding of complaints demand submitted to the Force from the public under the Complaints Reform – a definition of a complaint will be 'any dissatisfaction with service'. It is also expected that the Office of the Police and Crime Commissioner will need to take on an additional part-time member of staff to deal with appeals and help prepare for changes. We will have 6 months to implement the changes once they are enacted.</p> <p>Update 23.10.19 LG: The plan is to lay five sets of regulations in early December 2019 and for all of them to come into Force simultaneously on 1st February 2020. The five sets of Regulations are: Conduct, Performance, Complaints and Misconduct, Police Appeal Tribunal Rules and Commencement Regulations (which will commence the relevant primary provisions in the Policing and Crime Act 2017 -mainly relating to complaints).</p> <p>The draft Home Office Guidance and IOPC Guidance is being updated to reflect changes to the regulations. The final versions will not be available until the Regulations have been laid. It is recommended that the Police and Crime Commissioner should commission an external company to undertake the police complaint reviews with sufficient expertise to assess the level and nature of reviews for the first 6-12 months.</p> <p>The external company will act independently under authority from the Nottinghamshire Police and Crime Commissioner's Chief Executive to undertake a review of complaints and make recommendations where the Chief Constable is the appropriate authority.</p>			

