

NOTTINGHAMSHIRE Police & Crime Panel

Annual Report 2024-25



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FOREWORD FROM THE CHAIR OF THE POLICE AND CRIME PANEL

A year of many changes

I start by reflecting on the many changes to the political landscape that have taken place since our previous annual report. The election of Commissioner Godden in May 2024 was followed by election of a new Labour government in July 2024.

For much of the past year, the panel's focus has been on scrutinising the steps taken to address the areas for improvement identified in the PEEL Inspection report of March 2024. This placed Nottinghamshire Police in 'Engage Status', requiring a range of actions and improvements and closer monitoring from HMICFRS. The panel received detailed update reports from the Commissioner and from the Chief Constable, explaining clearly the progress made on the journey of improvement.

The Panel also had the opportunity to attend a briefing at Police Headquarters, led by several of the senior OPCC and Force staff, who were available to discuss how the changes needed were being cascaded to all staff, giving opportunities for staff to input their views.

I am grateful to the Commissioner and Chief Constable for their close engagement with the panel on this important work and am delighted that the Force has now formally exited Engage Status.

Together with the support of our dedicated support officers, we are now designing a program of Induction for all our new members.

I would like to take this opportunity to thank the Commissioner and his Team, plus our invaluable Democratic Officers, for their unstinting support, and last but not least to my Vice Chair and fellow panel members.



Christine Goldstraw
OBE JP DL

BACKGROUND INFORMATION ABOUT THE POLICE AND CRIME PANEL

Police and crime panels (PCPs) provide support and scrutiny to elected Police and Crime Commissioners (PCCs).

The panel conducts its work in public. It reviews information provided by the Commissioner and asks questions about it. It does this on behalf of the people of Nottingham city and Nottinghamshire.

The PCC sets policing priorities by talking to local communities and responding to their concerns. They ensure local and national priorities are suitably funded by setting a budget. They also track the performance of the police force. The PCC sets the strategic direction of the force which the Chief Constable implements operationally.

The panel focuses on the PCC's strategic decisions, and actions planned and undertaken, including whether the Commissioner has:

- Achieved the aims set out in the Police and Crime Plan
- Considered the priorities of community safety partners
- Consulted appropriately with the public and victims

The panel has a responsive work programme and a range of powers that help it carry out its functions. These include reviewing the Police and Crime Plan and Commissioner's annual report, which shows how the plan has been implemented.

The PCP must consider the Commissioner's proposed precept (the amount of Council Tax that goes towards the cost of policing). It has the power to veto the amount proposed and ask the Commissioner to think again.

Before the Commissioner makes a senior appointment, the panel must consider and share its views on the proposed candidate. When considering the appointment of a proposed Chief Constable, the panel has the power to veto if it considers that to be necessary.

Nottinghamshire County Council hosts the panel. Meetings normally take place at County Hall, West Bridgford, and are broadcast live on YouTube. Recordings remain available to view after the event.

Beside the public meetings, the panel also holds workshops and briefing sessions. At these informal sessions, members explore issues in detail, for example, as part of the budget-setting process.

The Police and Crime Commissioner

At the election on 2 May 2024, Gary Godden was elected as the new Police and Crime Commissioner for Nottinghamshire, replacing Commissioner Caroline Henry. This report covers the first year of Commissioner Godden's tenure.

Since September 2024, Commissioner Godden has been supported in his role by his Deputy Police and Crime Commissioner, Angela Kandola BEM.

MEMBERSHIP OF THE POLICE AND CRIME PANEL

Composition

Every council in the Nottinghamshire Police Force area (including Nottingham City) nominates councillors to the panel. Panels must also have at least two independent members.

Each year the panel reviews its membership to make sure it is as politically representative as possible. Membership must reflect the administrations across Nottinghamshire as well as the political make-up of councils in their totality. To achieve balance, the panel can co-opt further elected Members. For 2024/25 each district and borough council had one seat on the panel. Nottingham City Council held a second seat to reflect the population size of that Council's area. Nottinghamshire County Council also had two seats helping the panel's membership better reflect the political landscape across the County.

Independent co-opted members

The panel must also ensure its membership reflects the communities it serves and that members have an appropriate spread of skills, knowledge and experience. Recruitment of co-opted members can help the panel achieve this.

In previous years, the Nottinghamshire PCP has chosen to co-opt four independent members. When independent members' terms came to an end on 31 May 2024, 3 existing members - Christine Goldstraw, Lesley Dalby and Suma Harding - agreed to extend their term until 31 May 2026. A fourth long-standing member, Bob Vaughan-Newton chose to step down.

This prompted a recruitment exercise which attracted two candidates for the vacancy. In view of the small pool of candidates the recruitment process was paused, and the panel has in effect carried the vacancy throughout 2024/25. The panel has subsequently agreed to address independent co-opted member recruitment when all co-opted terms of office are up for renewal in 2026.

and a further round of recruitment be undertaken later in 2024. The panel was due to consider their recommendation at its annual meeting on 17 June 2024.



2023/24 membership

The panel's membership changed in 2024/25 to reflect the nominations received from the panel's nine constituent councils. The panel welcomed two new members who all brought new skills and experience. Through the year the panel has developed the way it works to take advantage of the attributes of the new members.

From its members, the panel elects its Chair and Vice-Chair at its annual meeting, which normally takes place in June each year.

The panel's membership during 2024/25 was:



Chair

Christine Goldstraw OBE
Independent
co-opted member



Vice-Chair

Councillor David Ellis
Gedling Borough
Council



Executive Mayor Andy Abrahams
Mansfield District
Council



Lesley Dalby
Independent
co-opted member



Councillor Boyd Elliott
Nottinghamshire
County Council



Councillor Helen Faccio
Broxtowe Borough
Council



Suma Harding
Independent
co-opted member



Councillor Corall Jenkins
Nottingham City
Council



Councillor Rob Inglis
Rushcliffe
Borough Council



Councillor Mike Introna
Nottinghamshire
County Council



Councillor Madelaine Richardson
Bassetlaw District
Council



Councillor Paul Taylor
Newark & Sherwood
District Council



Councillor Linda Woodings
Nottingham
City Council



Councillor John Wilmott
Ashfield District
Council

PANEL DEVELOPMENT

Visit to Force Headquarters - Briefing & Workshop

On 25 October 2024, the Commissioner and Deputy Chief Constable hosted a panel briefing and workshop session at force headquarters. The panel received an update on the progress of Operation Catalyst, the roadmap for the force to exit Engage status. Panel members also took part in a workshop designed to inform the Commissioner's emerging Police and Crime Plan.

The briefing and workshop helped understand changes being made under Operation Catalyst at the operational level. It also gave members an additional opportunity to directly input to the emerging Police and Crime Plan.

Visit to Nottingham Magistrates Courts

On 8 January 2025, Panel members visited Nottingham Magistrates Courts. In an event facilitated by Suma Harding, independent co-opted panel member, the panel watched several courts in session and enjoyed a Q&A session with Chairman of the Bench.

The visit helped members understand the current challenges within the Criminal Justice System from the perspective of the Courts.

Police, Fire and Crime Panel Conference

The 13th Annual Police, (Fire) and Crime Panel Conference took place in November 2024. Key themes from the conference included:

- Insights on the new government's policing policies and priorities
- Proposed changes to complaints handling in Criminal Justice Bill
- Proposals for remote attendance at meetings

Regional & national network

The panel continues to take part in the regional Police, (Fire) and Crime Panel network. This provides a forum for all the panels in the East Midlands to share good practice. A member of the panel also sits on the national network.



HOW THE PANEL WORKS

At each panel meeting, the Commissioner updates members on key activities and projects. Members also receive regular performance reports and budget updates. The Commissioner also shares decisions he is scheduled make.

The panel reviews reports before its meetings, asking questions and raising concerns as part of its challenge role. If members ask for more information, the Commissioner can provide a report at a future meeting or share it outside the meeting.

The Commissioner attended all the panel's meetings to introduce his reports and respond to questions, with the Deputy Commissioner, Angela Kandola BEM, fulfilling the role where appropriate. Members of the Commissioner's team and the Chief Constable (or their representative) also contributed to debate.

The panel met formally five times in 2024/25. You can view panel meetings on the county council's YouTube channel. For ease of access, the website addresses for a couple of meetings are below:

- Annual meeting (17 June 2024)
<https://www.youtube.com/watch?v=Mj4ggaZ5W8s>
- Budget meeting (3 February 2025)
https://www.youtube.com/watch?v=YQzAkwC0_ns

The panel also held two budget workshops. These helped members prepare for the formal consideration of the Commissioner's proposed precept.





STATUTORY RESPONSIBILITIES

Police and Crime Commissioner's Annual Report 2023/24

The panel considered the annual report of the outgoing Police and Crime Commissioner on 16 September 2024. The report and its consideration by the panel is a requirement of the Police Reform and Social Responsibility Act. It covered the 2023/24 financial year.

The report was originally scheduled for consideration in June 2024 but was delayed because of the General Election in July 2024. Discussion therefore focused on addressing areas of performance identified as requiring improvement and the panel

received assurance that actions previously rated as Amber would be captured and addressed within the new emerging Police and Crime Plan. These included the roll-out of healthy relationships programmes in schools, improving local and regional connectivity in response to serious organised crime and scrutiny of compliance with the Code of Practice for Victims. Assurance was also provided that action would be taken address deteriorating Key Performance Indicators within emerging plans for 2025-29.

Precept

The panel considered the Commissioner's proposed precept on 3 February 2025. Members balanced their support for delivering a high quality, forward-looking, community-focused policing service against cost-of-living pressures. Members asked questions exploring what alternatives the Commissioner had considered to a £13.95 (Band D) increase. Members discussed:

- The outcome of public consultation on the proposed precept and how it differed across Nottingham and Nottinghamshire
- The roll-out of the Neighbourhood Policing model and its anticipated impact on public perceptions of the Police
- Equity of service delivery across Nottingham City and Nottinghamshire

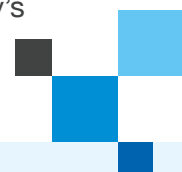
- The impact on service delivery if a lower increase (£10 for a Band D property) or a zero percent increase was introduced
- The Reserves Strategy and plans for the use of reserves
- Exploring the recovering training and related costs from officers who moved to other forces.

Following much discussion and consideration, a majority of members, on balance, supported the proposed increase of £13.95 for a Band D property.

During the year, the panel maintains budget oversight through updates and asks for assurance about value for money where appropriate.

Chief Executive Confirmation Hearing

Further to panel's supporting the appointment of Michelle Buttery as Interim Chief Executive of the Office of the Police and Crime Commissioner on 8 January 2024, the panel held a further confirmation hearing on 6 August 2024 to consider her substantive appointment to the post. The panel was impressed with her responses to questions about the key challenges and risks facing the OPCC over the next three years and how she would address these. She also responded to questions about stakeholder engagement, uncertainty over future funding and collaboration at local and regional level. Citing her calibre and experience and the positive changes made since her appointment on an interim basis, the panel unanimously supported Michelle Buttery's appointment as Chief Executive.



Deputy Police and Crime Commissioner Confirmation Hearings

On 6th August 2024 the panel convened to consider the appointment of Angela Kandola BEM as Deputy Police and Crime Commissioner at the OPCC. At the Commissioner's request, the meeting was rescheduled to allow for outstanding checks and due diligence to be completed.

The panel reconvened on 16 September 2024 to consider the appointment. The Commissioner explained that appointing a Deputy Police and Crime Commissioner would improve public confidence, help maximise investment and allow the appointee to deputise for him in the light of increasing demand on his role. The Commissioner also provided statement of suitability for Angela Kandola BEM, citing her experience in reaching out to Nottinghamshire's diverse communities, her support of women and girls who were victims of violence and her extensive experience of collaborating with the third sector and mainstream services.

The panel asked questions of the Commissioner about the principle of appointing a Deputy Police and Crime Commissioner. In particular several members questioned whether the funding would have greater impact if committed directly to actions under the emerging Police and Crime Plan rather than creating a Deputy Commissioner role.

The panel also questioned Angela Kandola BEM directly about her experience, skills and commitment to the role. She highlighted her experience of organisational change, of bridging the gap between mainstream services and her commitment to supporting women and girls who were victims of violence. She also gave a commitment to working with both urban and rural communities to bring positive change, and to support the Commissioner with his workload. The panel's majority decision was to support the appointment, with those not in support not agreeing to the principle of the appointment, rather than to the choice of appointee.

Nottinghamshire Police and Crime Plan 2025/29

The panel was given several opportunities to comment on and shape the Commissioner's Police and Crime Plan as it developed throughout 2024/25.

At its meeting on 16 September 2024 the panel reviewed the priorities and delivery objectives within the emerging Plan. The panel pressed the Commissioner on the breadth and depth of community engagement in developing the Plan. The panel also explored how issues such as road safety and drug prevention, enforcement and support would be addressed when these did not feature explicitly as priorities within the Plan. Similarly, the Commissioner was pressed on how the public would be informed and educated on the issue of Violence Against Women and Girls when public engagement had identified neighbourhood policing, improving police response and anti-social behaviour as key areas of concern for residents.

Panel members also attended a Police and Crime Plan workshop at Force Headquarters in October 2024 to further inform the development of the Plan. The workshop was facilitated by senior OPCC and Force staff, providing both operational and strategic insight in capturing panel members' views.

In considering the final draft of the Police and Crime Plan on 3 February 2025, the panel sought assurance that the 12 key performance indicators were sufficiently ambitious and robust, particularly around the 2% point increase in positive outcomes for Violence against Women and Girls and the 2% increase for positive outcomes for crime. The Panel also advised that there was scope to have a higher profile for road safety within the Plan.

HOT TOPICS

Inspections/Operation Catalys

Throughout 2024-25, the panel considered regular detailed reports on the actions taken and progress made to address the accelerated causes of concern identified by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) following a police effectiveness, efficiency and legitimacy (PEEL) inspection in March 2024. The inspection had identified the following causes of concern:

- The need to improve how it managed, supervised and carried out effective investigations and make sure that victims got the support they needed;
- The need to address inadequate processes, planning and governance to monitor performance effectively; and
- To ensure that neighbourhood police officers and community support officers weren't diverted from their main duties to deal with other areas of demand.

Operation Catalyst is the force improvement plan to address these concerns, and the panel regularly sought assurance from the Commissioner that actions to address areas of improvement were both appropriate and on track. The panel regularly sought assurance about overall police numbers, recruitment and retention and abstraction rates to ensure that the neighbourhood policing Model was being rolled out effectively and to schedule. The panel also welcomed the collaborative approach between the Commissioner and Chief Constable in addressing the causes of concern identified in the March 2024 report.

Public perceptions and confidence in the Police

In recent years, there has been a gradual downward trend in public perceptions and confidence in the Police in Nottinghamshire. The Commissioner's Police and Crime Plan 2025-29 set the ambition to improve each of the following by 8% points:

- public confidence in the Police;
- perception that the Police are visible in areas of greatest need; and
- perception that Police are tackling issues of local concern.

The panel welcomed the scale of ambition within the Plan and noted the range of community engagement and support initiatives designed to strengthen public confidence in policing and the wider criminal justice system. Despite these interventions and the roll-out of the Neighbourhood

Policing model in 2024-25, confidence and public perceptions have deteriorated over the course of the year. The panel remains concerned that current levels remain stubbornly below target and will continue to hold the Commissioner to account to deliver positive change.

The panel also noted that despite the general low confidence, satisfaction levels of those who had direct dealings with the police were high and victim satisfaction with the services they receive remained on track.

Hate Crime and Community Tension

The panel recognised Nottingham and Nottinghamshire had diverse communities and that wider national and international events, fuelled in some instances by online misinformation, were drivers for increases in hate crime and community tension. There was widespread national unrest in the wake of the tragic murders in Southport in July 2024. Protests in Nottinghamshire, such as that in Nottingham city centre on 3 August 2024, had passed off with minimal incidents. Localised related incidents passed without incident, which was attributable both to a proportionate Police response and strong community relations in Nottingham and Nottinghamshire.

In view of the increase in hate occurrences (both crime and non-crime) in 2024-25 the panel will continue to seek assurance for the Commissioner on this issue.

Violence Against Women and Girls

Since his election as Commissioner, tackling Violence Against Women and Girls (VAWG) has been a top priority, mirroring its prominence at national level. The Commissioner appointed Deputy Commissioner Angela Kandola to co-ordinate progress on addressing VAWG and it was a key theme of his Police and Crime Plan 2025-29.

The panel strongly supported the Commissioner's focus on VAWG. In considering the draft Police and crime Plan the panel sought assurance that focus would remain on such issues as honour-based violence and forced marriage for which specific performance indicators were no longer available.

The panel also welcomed the comprehensive stakeholder engagement conducted to drive progress and expressed support for initiatives and projects to create safe outdoor public spaces for women and girls, as well as safe transport initiatives. The panel also sought assurance that projects and initiatives would be delivered across Nottingham City and County.



Challenge and support

Challenge

Areas where the panel challenged the Commissioner in 2024/25 included:

- The rationale for appointing a Deputy Police and Crime Commissioner and of increasing staff capacity at the OPCC.
- The roll-out of the Neighbourhood Policing model, in particular ensuring that the positive impacts of Operation Reacher on performance were not lost, also ensuring that abstraction rates were kept to a minimum.
- Progress against recruiting to full establishment and action being taken to retain frontline staff.
- Addressing in-year reductions in public confidence in the police among minority ethnic respondents and wider issues of perceptions of the police for those who had not had direct contact with the force.
- Seeking assurance that focus would remain on forced marriage, honour-based violence and FGM crimes when there were no longer specific performance targets for them.

Support

Areas where the panel supported the Commissioner in 2024/25 included:

- The strong proportionate response in Nottinghamshire to the national civil unrest following the tragic murders in Southport in July 2024.
- The positive collaborative working between the OPCC and the force in addressing the HMICFRS causes of concern identified in its March 2024 inspection report
- Ongoing work taking place in Nottinghamshire's schools, particularly work around healthy relationships
- Innovative technology, including:
 - Using artificial intelligence in work around sexual exploitation
 - New sobriety equipment
 - Using the digivan to quickly gather evidence after a crime
- Interventions under the Safer Streets 5 programme, which sought to address neighbourhood crime, anti-social behaviour and improved safety of public spaces in Sutton-in-Ashfield, Worksop North, Beeston Central, Woodthorpe, Mansfield town centre, Balderton and Bingham.
- Proactive work tackling possession of weapons which led to reductions in levels of violence with injury



LOOKING FORWARDS

Areas of work that the panel will focus on during 2025-26 include:

- Scrutiny of Commissioner Godden's first Annual Report.
- Holding any confirmation hearings that are required.
- Understanding how the Panel's work fits alongside both the East Midlands Combined County Authority Elected Mayor.
- Monitoring wider regional collaboration.
- Consideration of the Commissioner's annual update on Force complaints.
- Understanding the implications arising from the roll-out of Local Government Reorganisation
- Holding the Commissioner and through him, the Chief Constable to account in respect of matters arising from the Public Inquiry into the Nottingham Attacks of 2023

CONTACT DETAILS AND FURTHER INFORMATION

For further information about the Nottinghamshire Police and Crime Panel, please contact:

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For agenda packs and related papers, which will provide more detailed information: [Police & Crime Panel agendas, minutes and reports](#)

You can find the PCC's own website using the following link: [Nottinghamshire Police & Crime Commissioner](#)

Other useful links

- [His Majesty's Inspectorate of Constabulary and Fire & Rescue Services - Nottinghamshire](#)
- [College of Policing](#)
- [Independent Office for Police Conduct](#)

