



# JOINT AUDIT AND SCRUTINY PANEL

**Monday 15 December 2014 at 5.00 pm**  
**County Hall**  
**West Bridgford**  
**Nottingham NG2 7QP**

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## **Membership**

Stephen Charnock (Chair)  
Leslie Ayoola  
John Brooks  
Peter McKay  
Philip Hodgson

## **A G E N D A**

1. Apologies for absence
2. Declarations of Interest by Panel Members and Officers (see notes below)
3. To agree the minutes of the previous meeting held on 23 September 2014
4. Professional Standards reporting procedure 'Whistle Blowing'
5. Anti-fraud and Corruption Policy – review of compliance April - November
6. IPCC investigations
7. Force Improvement Activity
8. External Audit – Annual Audit letter
9. Managing Information Reports
10. Internal Audit Progress Report

11. Audit and Inspection Report
12. Panel Work Plan and Meeting Schedule

### **FOR INFORMATION ITEMS**

PCC Update Report – report to Police and Crime Panel on 10<sup>th</sup> November 2014

Performance & Insight Report – report to Strategic Resources and Performance meeting on 13 November 2014

### **NOTES**

- Members of the **public are welcome to attend** to observe this meeting
- For **further information** on this agenda, please contact the Office of the Police and Crime Commissioner on 0115 9670999 extension 801 2005 or email [nopcc@nottinghamshire.pnn.police.uk](mailto:nopcc@nottinghamshire.pnn.police.uk)
- A **declaration of interest** could involve a private or financial matter which could be seen as having an influence on the decision being taken, such as having a family member who would be directly affected by the decision being taken, or being involved with the organisation the decision relates to. Contact the Democratic Services Officer: [sara.allmond@nottscc.gov.uk](mailto:sara.allmond@nottscc.gov.uk) for clarification or advice prior to the meeting.

**NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER**  
**County Hall, West Bridgford, Nottingham, NG2 7QP**

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**MINUTES**  
**OF THE MEETING OF THE**  
**NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER**  
**JOINT AUDIT & SCRUTINY PANEL**  
**HELD ON TUESDAY 23 SEPTEMBER 2014**  
**AT COUNTY HALL, WEST BRIDGFORD**  
**NOTTINGHAM**  
**COMMENCING AT 2.00 PM**

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**MEMBERSHIP**

(A - denotes absent)

- A Mr Stephen Charnock (Chair)  
A Mr Leslie Ayoola  
Mr John Brooks  
Dr Phil Hodgson  
A Mr Peter McKay

**OFFICERS PRESENT**

Adrian Benselin	KPMG (External Audit)
John Cornett	KPMG (External Audit)
Sara Allmond	Democratic Services, Notts County Council
Alison Fawley	Democratic Services, Notts County Council
Chris Eyre	Chief Constable, Notts. Police
Margaret Monckton	ACO Resources, Notts. Police
Charlotte Radford	Chief Finance Officer, OPCC
Angela Ward	Baker Tilly (Internal Audit)

**1. CHAIR**

In the absence of Stephen Charnock, the panel agreed that John Brooks take the chair for this meeting.

**2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Stephen Charnock, Leslie Ayoola,

Peter McKay and Paddy Tipping.

**3. DECLARATIONS OF INTERESTS BY MEMBERS AND OFFICERS**

None

**4. MINUTES OF THE PREVIOUS MEETING**

The minutes of the last meeting held on 17 June 2014, having been circulated to all Members, were taken as read and were confirmed, subject to the following amendment, and were signed by the Chair:

- Paddy Tipping was removed from the list of Officers present as apologies for absence had been received.

**5. MATTERS ARISING -**

Item 15 - Charlie Radford confirmed that the issues regarding performance data had been resolved.

**6. AGENDA ORDER**

The Panel agreed to discuss Agenda item 5 prior to Agenda item 4.

**7. EXTERNAL AUDIT OF THE ACCOUNTS 2013-14 (ISA 260)**

John Cornett introduced the report and summarised the key findings of the external auditors during the audit of accounts for 2013-14. He confirmed that he intended to issue an unqualified opinion in relation to the accounts, governance arrangements and value for money. This was a good achievement as a number of changes to the reporting format had been made.

During discussion the following points were raised:

- The Auditors had worked closely with management to reflect the new CIPFA accounting guidance. The hard work of the finance team was commented on and congratulations were offered for a job well done.
- The Finance team would work with KPMG to address the key issues and implement recommendations.

**RESOLVED 2014/28**

- 1) That the report of the External Auditor be noted and its findings be recommended to the Police and Crime Commissioner.

- 2) That the letter of representation be recommended to the Police and Crime Commissioner for signing and sending to the external auditors.

8. **STATEMENT OF ACCOUNTS AND ANNUAL GOVERNANCE STATEMENTS FOR 2013-14**

Charlie Radford introduced the report which included the audited statement of accounts and annual governance statements for 2013-14. The accounts were the final accounts which included changes identified by the auditors and which fairly represented the financial position of the group and its individual entities.

During discussion the following points were raised:

- A vacancy control process was in place to mitigate any impact on performance through budget reductions. The Force had signed up to paying the Living Wage and was encouraging contractors to do the same. Black and Minority Ethnic (BME) recruitment strategy was still a focus for the Force and was moving slowly in the right direction.
- The titles on each statement would be checked.
- Other local authority debtors had increased significantly and it was agreed to look into the reasons why.
- The Chief Constable would bring a report on the Proceeds of Crime Act and Police Property Act to a future meeting.
- Forces were being consulted on a proposal to bring forward the deadline for year-end accounts to May with audit opinions by July. The changes would be incremental to 2017-18. The new format used this year would help with meeting the new deadlines.
- The Business Continuity Plan should be checked to ensure it reflected that it was a joint document and the date that it was presented to Panel.

**RESOLVED 2014/29**

- 1) To recommend the accounts and annual governance statements to the Police and Crime Commissioner for approval.
- 2) To recommend the accounts and annual governance statements to the Police and Crime Commissioner and Chief Constable for signing.

9. **STRATEGIC RISK REGISTER REPORT (2014/15 QUARTER 1)**

Margaret Moncton introduced the report which provided an update on the strategic risk across Nottinghamshire Police and the Nottinghamshire Office of the Police & Crime Commissioner (NOPCC).

During discussion the following points were raised:

- Standards had not changed but inspection against the standards had changed. More offences were now recorded than previously would have been. New standards would give like for like comparisons across all Forces. Data was still in line with NOPCC targets.
- Updates to the risk register were on a quarterly basis and sometimes this did not align with agenda dates so it was agreed to share information with Panel Members at point of completion via email and to add to agenda for the next meeting.
- The contract with Microsoft for Microsoft XP had been extended until April 2015 whilst the roll out of new technology continued to be implemented.
- PCC001 and PCC002 would be reworded to explain the low probability ratings.

#### **RESOLVED 2014/30**

- 1) That the current level of strategic risk be noted.
- 2) That the Panel had received assurance as to the effectiveness of corporate risk management within Nottinghamshire Police and the Nottinghamshire Office of the Police and Crime Commissioner.

#### **10. EAST MIDLANDS POLICE COLLABORATION UPDATE**

Margaret Moncton introduced the report which gave a high level overview of collaboration in the East Midlands.

During discussion the following points were raised:

- The regional OSD senior management team was in place and an outline business case for phase three implementation would be presented to the Programme Board at the end of September. The East Midlands region had been successful in a number of bids submitted for 2014-15 and preparations were underway for the next round of bids to be allocated for 2015-16.
- Changes to governance & decision making arrangements meant that only those involved in a project were at the meeting. Forces can join in projects at any point. Collaboration was seen as the way forward as funding cuts could be anticipated up to 2019/20.
- A LEAN specialist had been appointed to work with the business support project team as part of the collaboration between Nottinghamshire and Northamptonshire to transform infrastructure and service base.

## **RESOLVED 2014/31**

That the report be noted.

### **11. INTERNAL AUDIT PROGRESS REPORT**

Angela Ward introduced the report to update Panel Members on progress against the Annual Plan and the findings from audits completed to date.

During discussion the following points were raised:

- A review of Microsoft licences would be undertaken as part of the regional review and would use an allocation of days previously given to HR Training and Skills audit. The number of days required would be confirmed.
- The Business Continuity report was not yet finalised but a positive opinion was expected.
- The scope of the report regarding Information Management arrangements had changed and the arrangements had been tested as part of a pre HMIC inspection. The findings would be reported back to the Panel as concerns were expressed regarding the availability of the uninterrupted power supply.
- Confirmation that actions had been completed was requested for those items showing a completion date of 31 August 2014.

## **RESOLVED 2014/32**

That progress against the Internal Audit Annual plan be noted.

### **12. AUDIT AND INSPECTION REPORT**

Margaret Moncton introduced the report which provided the Panel with an update on the status of audits and inspections taking place in the Force and provided information on expected future audits and inspections.

During discussions the following points were raised:

- It had been decided to defer the staff survey due to lack of resources and on-going changes within the Force. A PULSE survey might be used to judge morale in the interim.
- A new leadership development programme (QUEST) was being rolled out.

### **13. PANEL WORK PLAN AND MEETING SCHEDULE**

The work plan and schedule of meetings was considered by the Panel.

**RESOLVED 2014/33**

- 1) That the work plan and schedule of meetings be noted.
- 2) That the scheduling of future reports be reviewed.
- 3) That the Panel consider appointing a vice chair.

The meeting closed at 3.55pm

CHAIR

<b>For Information</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15 December 2014</b>
<b>Report of:</b>	<b>PROFESSIONAL STANDARDS REPORTING PROCEDURE ('WHISTLE BLOWING')</b>
<b>Report Author:</b>	<b>DCI Windmill-Jones</b>
<b>E-mail:</b>	<b>michael.windmill-jones@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>D/I Allison, D/I Tracey Reynolds, Nicky Thomas, Pat Stocker</b>
<b>Agenda Item:</b>	<b>04</b>

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

## **PROFESSIONAL STANDARDS REPORTING PROCEDURE ('WHISTLE BLOWING')**

### **1. Purpose of the Report**

- 1.1 To inform the PCC regarding the above procedure and outline how the organisation in general and the Professional Standards Directorate manages and deals with those members of the organisation who make reports concerning breaches of Professional Standards. In particular how they can be provided with support and confidentiality, when appropriate and necessary.

### **2. Recommendations**

- 2.1 That the Panel receive assurance from the processes in place relating to whistle blowing as detailed within the report.

### **3. Reasons for Recommendations**

- 3.1 To provide the PCC with relevant information and oversight in respect of how Nottinghamshire Police ensures that appropriate systems are in place to both encourage and support officers and staff to report concerns in respect of unethical behaviour or 'wrong doing'.

### **4. Summary of Key Points (this should include background information and options appraisal if applicable)**

- 4.1 There can be no more important qualities for members of the police service than that they are honest and act with integrity. Without these key attributes public trust and confidence will be eroded. The reputation of any organisation must always be considered as one of its most cherished assets.
- 4.2 The Procedure for Professional Standards Reporting aims to create a climate where staff feel a genuine commitment to openness and transparency when reporting breaches of Professional Standards, their motivation arising from a

desire to maintain the integrity of the police service and in the knowledge that such action will be universally acknowledged as 'doing the right thing'.

- 4.3 This force professional standards reporting procedure defines how Nottinghamshire Police will protect and support its staff by providing a broad range of options for reporting breaches of Professional Standards and providing consistent and meaningful support to colleagues who report concerns.
- 4.4 The recent HMIC Police Integrity and Corruption draft report highlighted that staff are generally confident to challenge and report wrongdoing. There is evidence that staff report unprofessional behaviour of others, either to a supervisor or to the PSD. There is good evidence to show that unethical and unprofessional behaviour is being appropriately challenged within the force. Numerous examples were provided to HMIC to demonstrate this was happening. They further identified that there is a culture of challenge within the force and members of staff are aware of their responsibility to challenge and report misconduct or unprofessional behaviour.
- 4.5 The PSD newsletter 'Integrity Matters' includes reminders to staff about their responsibilities and obligations in relation to integrity and their reporting of wrong doing, alongside advice and guidance on conduct.
- 4.6 Staff have a clear responsibility to report suspected breaches of Professional Standards by others in Nottinghamshire Police and should feel that they can report such breaches openly and with the support of their colleagues and managers in line with our PROUD Values and Code of Ethics
- 4.7 The procedure identifies guiding principles and some examples of what activity or conduct should be reported, before outlining the different mechanisms for making such reports which can be done anonymously, confidentially or in an open report.
- 4.8 Professional Standards Directorate have a key part to play in this procedure once information comes into the Directorate, including agreeing a 'Statement of Expectations' with the member of staff and including offering support from a group of trained 'Supporters'.
- 4.9 The 'Supporters' have been established as part of this procedure to offer support on a one to one basis. The volunteer police officers and police staff have been given training and an input from PSD as to the procedure and they do not work within PSD, but can be utilised where necessary as a conduit for the staff member in terms of the progression and updates of any enquiry. This is in addition to any welfare support.
- 4.10 While acknowledging a culture of reporting, the HMIC Inspection also found that the Supporters Scheme is not widely known and recommended that

further steps are taken to publicise the Scheme. This we will do through the PSD newsletter and the focus groups.

- 4.11 For any officers and staff who are concerned about coming forward to report any suspicion of 'wrong doing' or unethical behaviour, the force has provided an anonymous and confidential e-reporting system called 'Integrity Messenger'. This system allows two-way communication with the force counter-corruption unit while preserving the anonymity of the referee for as long as they feel the need. It also allows rapport and confidence to be built which may lead to the referee providing personal details in due course.
- 4.12 In the relevant period (April 1<sup>st</sup> to September 30<sup>th</sup> 2014) 40 referrals were made to the Counter Corruption Unit comprising of Integrity Messenger, Confidential Reporting Line & anonymous internal contact. This compares to 38 referrals in the previous six months.

## **5. Financial Implications and Budget Provision**

- 5.1 No specific financial implications are noted

## **6. Human Resources Implications**

- 6.1 No specific HR implications are noted

## **7. Equality Implications**

- 7.1 This document has been drafted to comply with the general and specific duties in the Equality Act 2010; Data Protection Act; Freedom of Information Act; ECHR; Employment Act 2002; Employment Relations Act 1999 and other legislation relevant to policing.
- 7.2 This procedure is robust and the evidence shows there is no potential for discrimination and that all opportunities to promote equality have been taken.

## **8. Risk Management**

- 8.1 It is essential the public have confidence in the service Nottinghamshire Police provide.
- 8.2 The overwhelming majority of individual members of police personnel including Police Officers, Police Staff and members of the Special Constabulary within the Nottinghamshire Police are dedicated, hard working, compassionate, and deliver policing services with a high degree of integrity. Regrettably, there are a small number of police personnel that are guilty of and vulnerable to, unethical behaviour, dishonesty and corruption. The harm they do far outweighs the numbers they represent

8.3 We all have a part to play in enhancing the integrity and reputation of the Force. This process starts with recognition that we are all individually accountable for our actions and responsible for our behaviour

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

9.1 By having a Professional Standards Reporting Procedure we are able to set out ways that staff can make reports concerning breaches of Professional Standards and ensure we support the organisations 'Vision', 'Values' (PROUD) and 'Plan' 'To cut crime and keep you safe', 'To spend your money wisely' and 'Earn your trust and confidence', ensure all relevant parts of the organisation are given help to improve our service and ultimately achieve the force priorities.

## **10. Changes in Legislation or other Legal Considerations**

10.1 None

## **11. Details of outcome of consultation**

11.1 None

## **12. Appendices**

12.1 None

<b>For Information</b>	
<b>Public</b>	
<b>Report to:</b>	<b>Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15<sup>th</sup> December 2014</b>
<b>Report of:</b>	<b>R. Adams, Commercial Director, East Midlands Strategic Commercial Unit</b>
<b>Report Author:</b>	<b>G.Unwin, Procurement Policy Manager</b>
<b>E-mail:</b>	<a href="mailto:Graeme.unwin@emscu.pnn.police.uk">Graeme.unwin@emscu.pnn.police.uk</a>
<b>Other Contacts:</b>	<a href="mailto:Steve.north12381@nottinghamshire.pnn.police.uk">Steve.north12381@nottinghamshire.pnn.police.uk</a>
<b>Agenda Item:</b>	<b>05</b>

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

## **ANTI-FRAUD & CORRUPTION POLICY – REVIEW OF COMPLIANCE (APRIL – NOV)**

### **1. Purpose of the Report**

- 1.1 The East Midlands Strategic Commercial Unit (EMSCU) published their policy entitled Prevention of Fraud and Corruption in the Procurement Process (the Policy) on 16<sup>th</sup> May 2013 – see Appendix A. The policy is written for all three partner Forces and whilst written to be applicable to procurement activity conducted by EMSCU for contracts with a total value of £25k and above, the principles are equally applicable to lower level procurements. The three partner Forces are Nottinghamshire Police, Derbyshire Constabulary and Northamptonshire Police.
- 1.2 The report informs the Audit and Scrutiny Panel of the level of compliance against the EMSCU Fraud and Corruption Policy for the period April 2014 until November 2014.

### **2. Recommendations**

- 2.1 It is recommended that the Panel notes the following:
- 2.2 That EMSCU's Commercial Director has received no reports of any fraudulent activity following any audit of procurement activity undertaken by the Force.
- 2.3 That EMSCU's Head of Procurement Services (to which the Policy directs any individual wishing to report any suspicion of fraudulent activity) has advised that there has been no reports of any fraudulent activity in relation to procurement activity undertaken within Nottinghamshire Police.
- 2.4 That EMSCU's Head of Supplier Services has written to Suppliers to re-iterate the Force position in relation to Gifts, Gratuities and Hospitality. The relevant Force procedure states that Police Officers and Staff should not accept the offer of any gift, gratuity, favour or hospitality as to do so might compromise their impartiality or give rise to a perception of such compromise.

- 2.5 That EMSCU's Commercial Awareness training programme which was launched in December last year is being delivered on an on-going basis, includes content on the prevention of fraud and corruption in the procurement process.

### **3. Reasons for Recommendations**

- 3.1 To give the Panel confidence that there is policy, guidance and training in place to mitigate the risk of fraudulent activity occurring during the procurement process.

### **4. Summary of Key Points**

- 4.1 Nothing further to note.

### **5. Financial Implications and Budget Provision**

- 5.1 Not applicable

### **6. Human Resources Implications**

- 6.1 Not applicable

### **7. Equality Implications**

- 7.1 Not applicable

### **8. Risk Management**

- 8.1 EMSCU maintains its own Risk Register and manages and controls all identified commercial risks. Currently, there are no high risks recorded in relation to fraud and corruption.

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

- 9.1 Not applicable

### **10. Changes in Legislation or other Legal Considerations**

- 10.1 None to note at present.

### **11. Details of outcome of consultation**

- 11.1 Not applicable

### **12. Appendices**

- 12.1 The Policy is attached to this report.

## East Midlands Strategic Commercial Unit



<b>TITLE OF DOCUMENT</b>	<b>PREVENTION OF FRAUD AND CORRUPTION IN THE PROCUREMENT PROCESS</b>
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### VERSION CONTROL

Version No	Published Date	Review Date	Document Owner	Document Author	Reason for issue
1.0	16 <sup>th</sup> May 2013	16 <sup>th</sup> May 2014	Graeme Unwin (Procurement Policy Manager)	Graeme Unwin (Procurement Policy Manager)	New process
1.1	18 <sup>th</sup> Nov 2013				New Form created
1.2	23 <sup>rd</sup> Jan 2014				Minor amendment
1.3	23 <sup>rd</sup> June 2014				Signposting how to report fraud

### PROCUREMENT FRAUD

Procurement is a particularly high risk area in terms of fraud. It is important that EMCSU officers, Force officers and staff involved in the procurement process are aware of procurement fraud risks and able to recognise and report potentially fraudulent activity.

There are two basic types of procurement fraud:

- i) Collusion between procurer and supplier
- ii) Collusion between suppliers

Listed below are the specific fraud risks that fall under these two general headings (based on information provided by CIPFA), including controls for mitigating the risks. Whilst the Force(s) Contract Procedure Rules and Standing Orders embed these controls, Force officers and staff should be conscious of the risks and the reasons for the controls.

## **COLLUSION BETWEEN PROCURER AND SUPPLIER**

The principle Risks that could exist in relation to fraud during the relationship between the procurer and the supplier are as follows -:

- A need / requirement is invented
- Matching a specification to favour a particular supplier
- Supplier introduced to selection / evaluation process by single officer
- Tender invitations only made to preferred supplier
- Provision of information is only provided to preferred supplier
- Tender documents disappear or are altered
- Inadequate records showing, for example, when tenders were received
- Undeclared interests of members of the evaluation panel or bidders
- Tender assessment criteria not established, allowing manipulation of the evaluation
- Use of non-standard contracts, including an overly complex / vague schedule of charges.
- Payment risks, e.g. payment for goods that were not received or were of lower quality, over ordering, duplicate invoices, suspicious invoices (no valid VAT no., mobile phone no. only, little / vague information, round sum amounts, sequential invoice nos. over extended period).

Controls:

- Specifications drafted wherever possible, as a result of the Force Procurement Business Partner consulting with users and the supply market (not just one provider), encouraging innovation by stating outcomes wherever possible, and stating 'or equivalent' wherever appropriate
- Documented policies and procedures. For example, how and in what circumstances shortlists are compiled (see Clause 7.6 and 7.14 of the Contract Procedure Rules)
- Authorisation and documentation of exceptions from policy and procedure (see Clause 8.4 of the Contract Procedure Rules and specifically Clause 7.5 – Exemptions to normal procedures/single tender action)
- Standing / Approved List membership being subject to authorisation, and adherence to submission, financial and technical criteria (see Clause 7.8 of the Contract Procedure Rules)

- Standing / Approved List / Framework Agreement usage monitored to track for example contract awards
- Equality of opportunity for all suppliers to submit tenders (see Clause 7.6 of the Contract Procedure Rules)
- Management trail – documented evidence of how suppliers were selected (see Clause 7.18 of the Contract Procedure Rules)
- Clear instructions in independently despatched tender invitation documents
- Any clarifications following the issuing of the Request for Quotation or Invitation to Tender are provided to all potential bidders
- Declaration of interests of evaluation panel members – completion of Tender Panellist Declaration form (Form Ref EMSCU 002) as per Appendix A (see Clause 2.3.2.1 of the Contract Procedure Rules)
- Declarations of interests of tenderers. The following question (or similar) should be asked in the Pre-Qualification Questionnaire or Invitation to Tender:
  - *To the best of your knowledge, does any director or senior officer of your organisation have any personal or financial connection with any member or senior officer of Nottinghamshire Police / Derbyshire Constabulary / Northamptonshire Police?*
- Procedures for tender receipt, e.g. fully auditable for every stage of the tender process using the Proactis e-tendering system, including recording, date/time stamping, opening, custody (see Clause 7.11 of the Contract Procedure Rules)
- Evaluation methodology and criteria formally established prior to issuing Request for Quotation or Invitation to Tender (see Clause 7.14 of the Contract Procedure Rules)
- Policy for post tender negotiation (see Clause 7.15 of the Contract Procedure Rules)
- Contract conditions approved by Legal Services
- Documentation of the recording, authorisation, acceptance (see Clause 7.11), notification to tenderers (see Clause 7.16) and retention of tender documents (see Clause 7.18)
- Ordering, receipt and invoicing in compliance with approved electronic system, whether National Police Procurement Hub (NPPH), Force(s) Financial System, Procurement Card

## **Valuation of works and services**

### **Risks:**

- Valuations are made at face value without checks and / or verification to supporting documentation
- Authorisation of payments is made without assurance that checks have taken place
- Inflated claims for payment
- Due damages and credits not being deducted

Controls:

- Checking and sign off of interim valuation certificate
- Full supporting documentation provides completeness, for example how the valuation was compiled, calculated, that deductions (such as for defective work) are included and mitigating actions taken on delays
- Adherence to Force(s) Financial Regulations and the necessary checks of the above prior to payment certification
- Documentation and approval of decisions to deduct damages/apply credits

### **Collusion between suppliers**

Risks:

- Suppliers are part of a cartel and divide up contracts between them by sharing tender information
- Pressure on non-cartel members to not submit tenders

Controls:

- Suppliers appointed on the basis of quality as well as price – most economically advantageous tender
- Monitoring of tender activities and market awareness by Procurement Services – to identify suspicious behaviour, e.g.:
  - patterns of successful tenderers
  - high margins between tenders
  - same price, discounts, service, credit terms offered by tenderers
  - unexpected refusal to tender
- Maintain the confidentiality of tenderers

***How do you report suspected collusion between procurer and supplier or between suppliers?***

*Inform Ronnie Adams, Commercial Director, EMSCU  
(Ronnie.adams@emscu.pnn.police.uk) Mobile: (07702 141531)*

*Or*

*Employees should use their internal Force reporting system for incidents of suspected corruption. This is usually signposted on the Force Intranet or employees can contact their Professional Standards Department for further information.*

**TENDER EVALUATION PANELLIST  
DECLARATION REGARDING ANY CONFLICT OF INTEREST  
AND CONFIDENTIALITY UNDERTAKING**

I, (Title) (Name) (Surname)  
(Job title) (Organisation/Department)  
(Email address) (Contact phone number)

Conflict of Interest

**Conflict of Interest** refers to situations in which personal interests (which may include financial interests) may compromise, or have the appearance of, or potential for, compromising professional judgement and integrity and, in doing so, the best interests of [Nottinghamshire Police / Derbyshire Constabulary / Northamptonshire Police](#).

Examples of conflicts of interest include: *(This is not an exhaustive list)*

- Having a financial interest (e.g. holding shares or options) in a potential tenderer or any entity involved in any tendering consortium
- Having a financial or any other personal interest in the outcome of the evaluation of any tender evaluation process
- Being employed by (as staff member or volunteer) or providing services to any potential tenderer
- Being a member of a potential tenderer's management/executive board
- Receiving any kind of monetary payment or non-monetary gift or incentive (including hospitality) from any tenderer or its representatives
- Canvassing, or negotiating with, any person with a view to entering into any of the arrangements outlined above
- Having a close member of your family (which term includes unmarried partners) or personal friends who falls into any of the categories outlined above

Having any other close relationship (current or historical) with any potential tenderer

It is the individual's responsibility to ensure that any and all potential conflicts are disclosed to the EMSCU (the Chair of the Tender Evaluation Panel) in writing prior to them becoming involved in any procurement process. Individuals will be excluded from the procurement process where the identified conflict is in the EMSCU's opinion material and cannot be mitigated. The decision as to whether the identified conflict is material, and whether any mitigating arrangements are required, is to be made by the line manager of the Chair of the Tender Evaluation Panel (with support from the respective [Category Manager](#)).

Option 1:

"I do not have any conflicts of interest that prevent my full and unprejudiced participation in any procurement process.

I also declare that I will inform the EMSCU immediately, should my circumstances change in any way that effects this declaration."

**Signature**

**Date**

Option 2:

“I **do have** a conflict of interest that may prevent my full and unprejudiced participation in a procurement process. The nature of this conflict of interest is described below:

I also declare that I will inform the EMSCU as soon as is practicable, should my circumstances change in any way that effects this declaration.”

**Signature**

**Date**

Confidentiality Undertakings

“**Procurement process**” encompasses any formal and informal meetings, associated discussions, meeting preparation and follow up or any other related activity.

“**Information**” means all information, facts, data and other matters of which I acquire knowledge, either directly or indirectly, as a result of my activities as an evaluator of any supplier Pre-Qualification Questionnaire or Tender submissions or tender interviews/presentations etc.

“**Documents**” means all draft, preparatory information, documents and any other material in either paper or electronic form, together with any information contained therein, to which I have access, either directly or indirectly, as a result of my participation in any procurement process. Furthermore, any records or notes made by me relating to information or documents shall be treated as Confidential Documents.

I understand that I may be invited to participate either directly or indirectly in the procurement process and agree:

1. To treat all information and documents under conditions of strict confidentiality
2. Not to disclose, make copies of, or discuss any received information with any person who is not a member of the Tender Evaluation Panel (without the prior written approval of the Chair of the Tender Evaluation Panel)
3. Not to use (or authorise any other person to use) information and documents other than for the purpose of my work in connection with the procurement process
4. To return documents to the Chair of the Tender Evaluation Panel as soon as the evaluation process is complete

Unless otherwise agreed with the Chair of the Tender Evaluation Panel, and subject to relevant legislation, this undertaking applies until the end of the contract, including any contract extensions.

This undertaking shall not apply to any document or information that becomes public knowledge otherwise than as a result of a breach of any of the above undertakings.

**Signature**

**Date**

**PLEASE FORWARD THE COMPLETED AND SIGNED FORM  
TO THE CHAIR OF THE EVALUATION PANEL**



<b>For Information</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15 December 2014</b>
<b>Report of:</b>	<b>IPCC Investigations, recommendations and actions</b>
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<b>Agenda Item:</b>	<b>06</b>

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

## **IPCC INVESTIGATIONS**

### **1. Purpose of the Report**

- 1.1 To inform the PCC in respect of complaint and conduct matters which have been referred by Nottinghamshire Police to the IPCC during the period 1 April to 30th September 2014, together with relevant recommendations and actions.

### **2. Recommendations**

- 2.1 That the Panel receive assurance from the processes in place relating to IPCC investigations as detailed within the report.

### **3. Reasons for Recommendations**

- 3.1 To provide the PCC with relevant information and oversight in respect of cases that Nottinghamshire Police refers to the IPCC

### **4. Summary of Key Points (this should include background information and options appraisal if applicable)**

- 4.1 The Force has referred 44 cases to the IPCC during the relevant period 1 April to 30 Sept 2014. This compares to 17 in the previous period (October 2013 to 31<sup>st</sup> March 2014). Details of the referrals made, in the relevant period, are attached to this report at Appendix A.
- 4.2 Of the 44 referrals made in the relevant period, 34 were mandatory referrals in line with IPCC statutory guidance, and ten were voluntary referrals. 40 of the 44 referrals made were referred back to the force PSD for a local investigation. The remaining four were determined by the IPCC to be suitable for two Independent and two supervised investigations.
- 4.3 In addition, in this period, three of the allegation details relate to the same person and two to the same person.

4.4 During the relevant period three public complaints, two conduct matters and five miscellaneous matters, that had previously been referred to the IPCC were finalised. All of the matters were dealt with locally by PSD.

4.5 For the three Public Complaints now finalised;

- One was for allegations of using homophobic language, by an off duty officer, this was not upheld, but the officer was given Management Action re the use of his warrant card.
- One was for an allegation of racism when issuing a fixed penalty for a traffic matter. This was not upheld.
- One was for an allegation of racism for stopping the complainant who was driving at the time. This was not upheld.

4.6 For the two conduct matters now finalised;

- An allegation of sexual assault by an off duty officer. The officer was found to have no case to answer.
- An allegation an Officer sent sexualised text messages to members of the public. The officer resigned during the investigation.

4.7 For the five Miscellaneous Matters now finalised;

- Two was for 'Death following police contact' One was a man sleeping rough who accidentally ignites his clothing when sleeping; the police had been in contact with him in the previous months and given and offered support. The other was a man seen at his home address by officers and paramedics offered assistance, but he refused any help. The man was later found at home by his daughter in his bed having died in his sleep.
- One was for a detainee who escaped from police custody, but was later re-captured. This identified organisational learning.
- One was for injury to a drunken male found sleeping rough and officers required to perform CPR on the male resulting in broken ribs. The man was conveyed to QMC hospital for treatment.
- One was for a man who attempted to commit suicide by overdose whilst under investigation under Operation Daybreak.

4.8 The two live Independent cases are;

- One involving a person detained in custody whilst pregnant and handcuffed in a cell for several hours. This case was initially finalised at a hearing with two officers receiving a Final Written Warning and one

receiving a Written Warning. The case has been re-opened by the IPCC and new notices issued to additional officers and staff.

- One involves a detainee in a police cell causing serious injury to his own eye.

4.9 The two live Supervised cases are;

- One involves an allegation of corruption by a serving police officer in Nottingham alleged to have abused his position in relation to speeding matters, supply of drugs and theft.
- One is an allegation of using excessive force during an arrest which is alleged to have resulted in significant bruising and to be racially motivated

4.10 One live Independent case has been finalised in relation to the death of Mr John McGrath. A number of recommendations were made by the IPCC which have been accepted and implemented. (See details contained in December Force Improvement Activity report).

4.11 Of the remaining 31 live investigations being conducted by PSD, they cover the following themes;

- DSI (Death or serious Injury)
- Theft of money during a search
- Taser
- Forgery
- Public Order
- Racist comments during traffic incident
- Use of Force on arrest or whilst in Custody leading to extensive bruising or fracture
- Discrimination due to being disabled and female
- Poor investigation leading to child abduction
- Racist comments on Face Book
- Excessive bites from a police dog

## **5. Financial Implications and Budget Provision**

5.1 While there are no specific financial implications in respect of the above cases, the Directorate is well aware of its responsibilities in relation to 'Spending Money Wisely' and ensures its resources are managed effectively.

## **6. Human Resources Implications**

6.1 PSD resources are under constant review, ensuring that the department has both the capacity and capability to meet demand. Where additional resources

have been required these have been authorised and temporary staff recruited where necessary.

## **7. Equality Implications**

7.1 No specific implications

## **8. Risk Management**

8.1 It is essential the public have confidence in the service Nottinghamshire Police provide.

8.2 Where it is identified that mistakes have been made, there needs to be an open and transparent process, ensuring the circumstances are reviewed and any recommendations for change are implemented, with robust governance and accountability.

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

9.1 Clearly the IPCC Investigations ensure that the public can have confidence in the independence, accountability and integrity, of the most serious of cases, most notably Death or Serious Injury.

9.2 It is the responsibility of the force to ensure mandatory and voluntary referrals are made in a timely fashion and that all appropriate support is given to the IPCC investigators to ensure we deliver a professional service that supports the organisations 'Vision', 'Values' (PROUD) and 'Police Plan'

## **10. Changes in Legislation or other Legal Considerations**

10.1 None

## **11. Details of outcome of consultation**

11.1 None

## **12. Appendices**

12.1 Appendix A - Cases referred to the IPCC 1<sup>st</sup> April to 30 September 2014

## APPENDIX A

Sep-2014

	Referred To IPCC	Reason Referred	Mode of referral	IPCC Decision	
1	3-Apr-2014	Criminal allegation that whilst in custody at the Bridewell alleged that unnecessary force amounting to assault was used against her.	Voluntary	INDEPENDENT	LIVE
2	3-Apr-2014	Criminal allegation that an officer has perverted the course of justice in relation to speeding offences and other criminal allegations in relation to property and information	Mandatory	SUPERVISED	LIVE
3	7-May-2014	Criminal allegation that a staff member stole items of police uniform and equipment.	Mandatory	LOCAL	LIVE
4	10-May-2014	Allegation that officers used their tasers excessively when arresting a man wielding two knives and under the influence of drugs and alcohol.	Mandatory	LOCAL	LIVE
5	7-Apr-2014	DSI Death of male with whom Notts Police had had recent prior contact, believed to have accidentally ignited his clothing with a naked flame whilst sleeping and under the influence of alcohol resulting in his death	Mandatory	LOCAL	FINALISED
6	6-May-2014	Allegation of common assault and threatening behaviour aggravated by homophobic comments by an off duty officer.	Mandatory	LOCAL	FINALISED
7	2-Jun-2014	Allegation over whose signature is on a caution document	Voluntary	LOCAL	LIVE
8	8-Jun-2014	DSI Death of male with whom Notts Police had had recent prior contact. The deceased was found by his daughter believed to have died whilst asleep no suspicious circumstances.	Mandatory	LOCAL	FINALISED
9	23-May-2014	Allegation that arrest was racially motivated and excessive force used.	Mandatory	LOCAL	LIVE
10	28-May-2014	DSI Death of a male who contacted police stating he was going to commit suicide. After being taken to the hospital the man later returned home where he was later found to have hung himself. No suspicious circumstances.	Mandatory	LOCAL	LIVE
11	12-May-2014	Allegation that officer was racially abusive towards complainant and spat at him.	Mandatory	LOCAL	LIVE
12	6-Jun-2014	Allegation that an officer attended the address of the complainant and had non consensual sex with her.	Mandatory	LOCAL	FINALISED
13	19-Jun-2014	Escape of a suspect from custody.	Voluntary	LOCAL	FINALISED
14	9-Jun-2014	Allegation that an officer issued a fixed penalty ticket and that the motivation was racist.	Mandatory	LOCAL	FINALISED

15	23-Jun-2014	Allegation that the term 'Monkey' was used and that the term was intended to be racist.	Voluntary	LOCAL	LIVE
16	9-Jun-2014	Allegation an officer stole property from the police and failed to declare information on transfer to Nottingham.	Mandatory	LOCAL	LIVE
17	27-Jun-2014	DSI Death of male with whom Notts Police had had recent prior contact where the male had been detained under Mental Health Act. The man was later found hanged at home no suspicious circumstances.	Mandatory	LOCAL	LIVE
18	7-Jul-2014	Allegation that an officer sent sexualised text messages to members of the public.	Mandatory	LOCAL	FINALISED OR
19	6-Jul-2014	Allegation that excessive force was used against the complainant whilst in custody extensive bruising to body **	Voluntary	LOCAL	LIVE
20	14-Jul-2014	Allegation that CS was used on a detainee who was in a cell and the door closed with no after care to the detainee.	Voluntary	LOCAL	LIVE
21	7-Jul-2014	Allegation that an offender under investigation was released on bail and then arrested for attempt murder of her husband **	Mandatory	LOCAL	LIVE
22	15-Jul-2014	DSI Injury caused to a drunk male given CPRd and the man recieved three cracked ribs prior to being conveyed to hospital.	Mandatory	LOCAL	FINALISED
23	12-Jun-2014	Allegation that officers used racial language when stopping the complainant in his vehicle.	Mandatory	LOCAL	FINALISED
24	28-Jul-2014	DSI Attempt suicide of member of public following interview by Notts Officers	Mandatory	LOCAL	FINALISED
25	5-Aug-2014	Criminal allegation of assault that the complainant was stopped in his vehicle and assaulted, searched without proper grounds being given and without being provided with a copy of the search record.	Mandatory	LOCAL	LIVE
26	15-Jul-2014	Allegation that officers used excessive force against the complainant whilst in custody causing extensive bruising to body **	Voluntary	LOCAL	LIVE
27	13-Aug-2014	criminal allegation that during arrest assaulted the complainant causing a fracture to her right arm. *	Mandatory	LOCAL	LIVE
28	11-Aug-2014	Criminal allegation of forged entries and signature on a DASH form.	Voluntary	LOCAL	LIVE
29	20-Aug-2014	The complainants son was arrested and it is alleged excessive force was used and alleges mistreatment of his son was racially motivated	Mandatory	SUPERVISED	LIVE
30	20-Aug-2014	Criminal allegation that during arrest assaulted the complainant causing a fracture to her right arm. *	Mandatory	LOCAL	LIVE

31	12-Aug-2014	Allegation that the complainant was stopped in their vehicle and was racially motivated.	Mandatory	LOCAL	LIVE
32	22-Aug-2014	Allegation that whilst being arrested on suspicion of a Criminal offence the complainant states this was discriminatory as she was arrested for being a female and disabled.	Mandatory	LOCAL	LIVE
33	21-Aug-2014	DSI Whilst in custody detainee caused serious injury to his eyes	Mandatory	INDEPENDENT	LIVE
34	1-Sep-2014	DSI A woman who asked for assistance having been locked in her house by her ex partner chose to jump from the second floor window causing serious injury to her head	Mandatory	LOCAL	LIVE
35	8-Sep-2014	Criminal allegation that officers stole cash from vehicle search	Voluntary	LOCAL	LIVE
36	8-Sep-2014	Allegation that whilst officer dealing with a Criminal offence the motivation was racial.	Mandatory	LOCAL	LIVE
37	8-Sep-2014	DSI A man dealt with for Drink Driving was released from custody and was found at his home address 7 days later having hung himself, family believe it was due to the possibility of losing his driving job..	Mandatory	LOCAL	LIVE
38	15-Sep-2014	Allegation that whilst being arrested the complainant was bitten by a police dog and alleges the officer did not call the dog off and the use was excessive.	Mandatory	LOCAL	LIVE
39	19-Sep-2014	Criminal allegation assault of partner by police officer	Mandatory	LOCAL	LIVE
40	19-Sep-2014	Criminal allegation assault of child by police officer	Mandatory	LOCAL	LIVE
41	26-Sep-2014	Allegation that the police conducted a poor investigation led to the release of a man who then went on to abduct a child	Voluntary	LOCAL	LIVE
42	29-Sep-2014	Criminal allegation racist content on face book	Mandatory	LOCAL	LIVE
43	29-Sep-2014	Criminal allegation non consensual intercourse	Mandatory	LOCAL	LIVE
44	17-Sep-2014	Allegation that officers arrest a man for a Criminal offence and is alleged used excessive force and discriminatory behaviour.	Mandatory	LOCAL	LIVE

\* Relates to the same complainant

\*\* Relates to the same complainant



<b>For Information</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15 December 2014</b>
<b>Report of:</b>	<b>FORCE IMPROVEMENT ACTIVITY, LESSONS LEARNED MONITORING, IPCC LESSONS LEARNED REPORT</b>
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<b>Agenda Item:</b>	<b>07</b>

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

## **FORCE IMPROVEMENT ACTIVITY**

### **1. Purpose of the Report**

- To inform the PCC in respect of force improvement activity, lessons learned monitoring, and the implementation of learning from the IPCC 'lessons learned' bulletins during the relevant period – April to September 2014.

### **2. Recommendations**

- That the Audit and Scrutiny Panel receives assurance that lessons learned are being implemented.

### **3. Reasons for Recommendations**

- To provide the PCC with relevant information and oversight in respect of how Nottinghamshire Police responds to lessons learned as a result of public Complaints and internal conduct matters.

### **4. Summary of Key Points (this should include background information and options appraisal if applicable)**

- The DCI Head of Complaints and Misconduct Unit (CMU) is the Professional Standards Directorate (PSD) lead for organisational learning. Where PSD investigate a public complaint or conduct matter, or are asked to review a particular incident to determine whether it was appropriately dealt with, the investigation also considers whether there is any learning that can be used to improve future organisational responses. We capture that information on the Organisational Learning tab of our recording system which is called Centurion.
- Following these investigations, if the learning is for an individual through management action, an action plan or additional training, this will be progressed following disclosure to the officer's or staff member's line management.

- Where the learning is considered relevant to the wider organisation then this will be shared by PSD with the most appropriate lead department, such as Learning & Development, Custody or Contact management, and will also be communicated on the PSD intranet site.
- If there is any learning which requires fast-time action that will be progressed with the appropriate department and the recipient asked to reply back with any action taken by a given deadline. The requests and responses will also be attached to the Centurion record.
- Where appropriate, PSD will conduct reviews to ensure that any immediate or recommended changes have been effectively implemented.
- In addition, the CMU DCI also reviews the 'Learning the Lessons' bulletins (Appendix A Bulletin 21 Taser) including a new Focus document (Appendix B) from the IPCC, which is generally for PSDs to pick up national learning to improve our business and key functions. These documents are circulated to all Heads of Departments and placed on the PSD website. Identifying and implementing best practice from the 'Learning the Lessons' bulletins helps to manage risk and maintain or improve the service we provide, thus impacting positively on the trust and confidence from those we protect and serve.
- The effective implementation of all relevant learning is also monitored through the force 'Professional Standards and Integrity' board, chaired by the DCC. Membership of this board includes representation of the OPCC. The quarterly PSD newsletter 'Integrity Matters' and the PSD intranet site are also used to further communicate or refresh key messages regarding organisational learning for all staff and officers.
- In the relevant reporting period, April to September 2014, there has been one IPCC Independent investigation finalised with recommendations in relation to the way Nottinghamshire police responded to a complaint of attempted robbery and the subsequent death of John McGrath.
- This had already been looked at by the IPCC in a 'Managed' investigation in 2009 which identified learning that was accepted and implemented at the time and included;
  - DS to receive Management Action
  - PSD review the implementation of the previously identified fast track learning regarding Violent Crime Handovers
  - Officers to be reminded of the importance of checking intelligence
  - With IPCC Commissioners permission copy of the report to be released to NHS Mental Health Team
  - With IPCC Commissioners permission copy of the report to be released to Nottinghamshire Police Authority.

The IPCC also released 'learning the lessons' Bulletin in August 2012 raising awareness of this case and asking questions of policy makers and managers in all forces into areas identified in their managed investigation asking;

Are you confident that your officers know when and how to circulate a suspected offender as wanted on the PNC?

Do you require your officers to routinely check other intelligence databases, as well as the PNC?

Does your force actively engage with partner agencies when trying to locate serious/dangerous offenders?

Are you confident that where staff are aware that lack of resources is impacting on ability to carry out critical activities that they are confident to raise these issues with supervisors, and that you have sufficient mechanisms in place to support this?

How do you help ensure that outstanding tasks in investigations like this one are handed over effectively, and how do you check all your officers follow this approach?

As a supervisor, how do you ensure that all key suspects in an investigation are arrested in a timely manner, especially in serious crimes such as robbery?

All the above were incorporated into one improvement plan and completed.

The following are specific recommendations from the second Independent Investigation into John McGrath;

- a) Recommendations that specified officers had a case to answer. The force response was that relevant officers received 'Management Action' for;  
Failure to conduct an expeditious and diligent investigation into an attempt robbery,  
Failure to effectively supervise officers and ensure there was an expeditious and diligent investigation into attempt robbery and;  
Failing to record decisions and rationale following discussions with officers and supervisors.
- b) Recommendations that Violent crime rolling handover process needed to be reviewed The force response was that; Inspectors had been reminded of the process (Demand Management Inspectors (DMI) to DMI), clarity about ownership and scrutiny at Daily Management Meeting by senior officer. Violent crime rolling handovers now in place and subject to robust scrutiny by a senior officer
- c) Recommendations that Officers should be reminded of the importance of checking other systems in particular intelligence databases when researching an individual's arrest history, in the knowledge that data collated prior to December 2005, may now have been deleted from the Police National Computer (PNC) in accordance with Management of

Police Information (MOPI). The force response was to remind officers through formal briefings and at Daily Management Meetings (DMM).

- d) Recommendation that where staff are aware that lack of resources is impacting on ability to carry out critical activities that they are confident to raise these issues with supervisors. The force response was that Demand Management Meetings (DMM) includes a review of resources as well as risk/threat to enable escalation where necessary. This process is carried out daily by a senior officer and creates the opportunity for escalation.
- e) Recommendations that Nottinghamshire Police ensure all officers complete the mental health Training package as soon as possible. The force response is that a new programme of mental health training will begin in autumn 2014. Approximately one third of frontline staff/officers have completed existing training. Custody sergeants and new recruits receive bespoke training.
- f) Recommendations that Nottinghamshire Police review its policies and procedures in relation to property to ensure that property in police possession is accounted for and can be readily obtained. The force response was that Policies and Procedures reviewed and found to be relevant and up to date. This case highlighted a gap between local property management and HOLMES property management. This issue has now been resolved.
- g) Recommended that Nottinghamshire Police ensure all frontline staff are aware of specific policies e.g. Nottinghamshire Police – Investigative Procedure Policy 2008, Nottinghamshire Police Incident Management Policy and understanding of the Crime screen unit. The force response was that they are reviewing the policies and staff would be reminded through the intranet and through individual training for officers

A), b), c), d) and f) are completed e) and g) are part of on-going work and form part of an improvement plan or are featured in the Delivering the Future programme and will be monitored through the Standards and Integrity Board.

Other learning is included on the PSD intranet site along with a link to the IPCC 'Learning the Lessons' bulletins. The last bulletin was Bulletin 21 in July 2014 which is a national publication pulling together various learning from around the country concerning 'Taser'. This has been circulated to all Heads of Departments particular OSD and Firearms Training.

The issues covered in the bulletin included;

- Taser and CS spray
- Length of time a Taser is cycled for
- Immediate after care for people suffering adverse effects from Taser

- Decision to use Taser
- Authorisation process for Taser
- Taser use in custody
- Taser use on people with mental health difficulties
- Post-incident procedures following Taser use
- Recording of Taser complaints
- Use of Taser in drive-stun mode
- Process for signing Tasers out of armouries
- Accurate record keeping following use of Taser
- Accidental Taser use
- Taser used on the wrong person
- Approval process for Taser officers

These are also being progressed through the process as described above and will be monitored through the Standards and Integrity Board.

## **5 Financial Implications and Budget Provision**

5.1 No specific financial implications have been identified.

## **6 Human Resources Implications**

6.1 No specific implications.

## **7 Equality Implications**

7.1 No specific internal equality implications are identified. Learning around improving services to the vulnerable, the young and in respect of mental health services will enhance equality of service across the local communities.

## **8 Risk Management**

8.1 The process as described, ensures that learning is embedded in a way that reduces and mitigates against risk.

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

9.1. Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people.

## **10 Changes in Legislation or other Legal Considerations**

10.1 None.

## **11 Details of outcome of consultation**

11.1 None

## **12. Appendices**

12.1 Appendix A IPCC BULLETIN 21

12.2 Appendix B IPCC FOCUS 5

# LEARNING THE LESSONS

[www.ipcc.gov.uk/learning-the-lessons](http://www.ipcc.gov.uk/learning-the-lessons)

Ask yourself:  
Could it  
happen here?

## Bulletin 21: Taser

Learning the Lessons bulletins summarise investigations conducted by the Independent Police Complaints Commission (IPCC) or police forces where learning opportunities are identified. Police forces facing similar situations to those described can use the experience of other forces to improve their policies and practices. The bulletin challenges forces to ask “Could it happen here?”

### Issues covered in this bulletin:

- Taser and CS spray 1
- Length of time a Taser is cycled for 2
- Immediate after care for people suffering adverse effects from Taser 2
- Decision to use Taser 3
- Authorisation process for Taser 5, 6
- Taser use in custody 4, 5, 6
- Taser use on people with mental health difficulties 1, 4, 5
- Post-incident procedures following Taser use 5, 7
- Recording of Taser complaints 5
- Use of Taser in drive-stun mode 7, 8
- Process for signing Tasers out of armouries 7
- Accurate record keeping following use of Taser 7, 8
- Accidental Taser use 8
- Taser used on the wrong person 9
- Approval process for Taser officers 10

### Contacting us

Please email [learning@ipcc.gsi.gov.uk](mailto:learning@ipcc.gsi.gov.uk) with any queries or to join our mailing list.

## Foreword



**James Dipple-Johnstone  
and Cindy Butts  
IPCC Commissioners with  
responsibility for Taser**

Recent Home Office figures show that police use of Taser in England and Wales is continuing to rise. In 2009 police forces introduced specially trained Taser units and between 2009 and 2013 Taser use increased by 232 per cent. However, increases in Tasers being fired or used in drive-stun, have been lower than the overall increase (139 per cent and 116 per cent increase respectively).

Taser remains a contentious and emotive issue for many. The IPCC is generally supportive of police use of Taser – as long as it is used appropriately and monitored by police forces correctly.

In light of public concern, since 2009 the IPCC has required police forces to refer any complaint or conduct matter arising from the use of Taser to us, for us to determine how they should be investigated. This has provided us with an important opportunity to identify emerging themes and ensure that any organisational learning can be shared effectively across the police service.

This bulletin includes a small number of cases, which broadly represent many of the key issues we have seen, ranging from cases where Taser was used disproportionately and inappropriately, to others where its use was proportionate, well-judged and where it defused a dangerous situation.

In researching a large number of Taser investigations in order to produce this bulletin it became apparent that there is a growing disconnect between the national media and the general public's perceptions of Taser and those of police officers on the ground.

Taser is often viewed by the media and sections of the public as a high level use of force whereas, increasingly, officers who have used Taser to resolve a situation say, when interviewed, that it was the lowest form of force that was available to them.

It is important to remember that no form of force can be considered non-lethal. Whenever force is used it carries risk. Taser, when used appropriately, is a valuable tool, which can assist officers with the often dangerous and challenging situations that they are forced to face while serving the public.

Our experience, as set out in the IPCC's report on Taser, has led us to be concerned about a number of issues, including about how Taser is used:

- in confined spaces such as custody suites
- in drive-stun mode
- on young people
- on people with mental health problems

We recognise that use of Taser may sometimes be justified in these instances, however, where these factors apply, these cases will be subject to greater scrutiny because of the greater potential for its use to be disproportionate or carry more risk of adverse outcomes for those involved. We are currently undertaking a wider piece of work on police use of force, which will incorporate outcomes from use of Taser.

Robust oversight of cases involving Taser, transparency around how and when it is used and a visible demonstration of police forces learning from their experiences of using it are essential for maintaining public confidence in Taser. We are confident that the cases explored in this bulletin will add to that learning.

  
James Dipple-Johnstone

  
Cindy Butts

## Case summaries:

### 1. Taser ignites CS spray

Police were called to attend a residential property to deal with a report of a man in his early 20s cutting his wrists with a knife and holding the knife to his neck. Police were told that there was concern for the man's mother and a child who also lived at the property.

Two officers arrived at the property, one of whom was trained to use and was carrying a Taser. The officers spoke with the man's mother outside the property. Following this, they entered the house believing that they could talk to and reason with the man and that although he had a knife, he did not pose a threat to them.

The officers made their way upstairs and approached the man's bedroom door. When the officers were close to the man's bedroom door, he emerged suddenly from the bedroom. The man was wearing only boxer shorts and had a number of cuts on his torso. He was also carrying a knife in one hand. He moved quickly towards the officers.

Fearing for their safety, one of the officers sprayed approximately half of his CS spray at the man, before moving into a nearby doorway to avoid the man. The other officer who was behind him was unaware that he had used CS spray. This officer then used his Taser, which caused the man to fall to the floor. The officer then cycled his Taser again. This allowed both of the officers the opportunity to start restraining the man.

When the officers went to restrain the man they saw that his hair and head were on fire. This had been caused by the Taser igniting the flammable CS spray. The officers quickly extinguished the flames using linen that was lying nearby.

The man was taken to hospital for treatment and for a mental health assessment.

#### Key questions for policy makers/managers:

- Does your police force policy and training emphasise the risks around using Taser in conjunction with CS spray or the danger of using Taser around flammable substances, as set out in the national training guidance?
- Does your police force provide officers with guidance on using Taser on people who are threatening to self-harm or are in the process of self-harming?

#### Key questions for police officers/staff:

- If time allows, before entering residential properties or areas of confined space, do you and your colleagues plan which order you are to go into the

property, as part of your risk assessment? Do you take into consideration what personal protective equipment each officer has been issued with and whether any officer is carrying a Taser?

- Do you issue a verbal warning to colleagues when using CS spray, especially if you are with a colleague who is carrying a Taser?

#### Outcomes for the officers/staff involved:

- There were no misconduct or criminal outcomes for any of the police officers or police staff involved in the handling of this incident.

 [Click here for a link to the full learning report](#)

### 2. Tasered man suffers cardiac arrest

Two police constables were patrolling a town centre in the early hours of Saturday morning. They were in an unmarked police car and were carrying standard personal protective equipment and Tasers.

They approached a hotel where a number of people were gathered outside. A security officer flagged them down while they were in their car and told them that it had "kicked off". The officers got out of the car and approached the group.

As the officers got closer they saw a fight in progress between one man who was bleeding and a number of other men. The injured man ran into the hotel pursued by two of the men.

Both officers drew their Tasers but did not radio in to the control room or activate their emergency control buttons. One of the officers pushed past one man who was trying to block his way and went in to the hotel foyer. Once inside he saw two men beating the injured man as he lay in a foetal position on the floor. The officer shouted to the men to stop and that he was a Taser officer. The two men then pushed the officer to the ground.

While that was happening the other police constable was outside and had his path to the hotel blocked deliberately by a man who was refusing to move. He targeted the man with the red laser sight on his Taser. As a result, the man started to comply and he moved aside from the door. The officer could now see inside and saw his colleague being pushed from behind.

After the first police constable had been pushed to the ground, the two men ran out of the hotel. As they ran off, the police constable who was on the floor inside the foyer discharged his Taser at one of them but

only one of the barbs struck the man so it did not have any effect.

As the two men ran out of the hotel, they barged into the police constable who was outside. The police constable kept his footing and successfully fired his Taser onto one of the men causing him to fall to the floor.

The police constable told the man to stay on the floor but he got to his feet and started to run away. The police constable then cycled the Taser for a second time and kept his finger on the trigger causing it to cycle for 11 seconds. Although, he was not conscious of how long he was keeping his finger pressed down.

The man fell to the floor and the police constable, together with two hotel staff, pulled the man's arms behind his back and handcuffed him. The police constable then radioed for assistance to take the man back to the police station.

Meanwhile, the other police constable had pursued the other man and had been able to affect an arrest.

A crowd began to form near the officer and the man who had been Tasered. Some of the people knew the man and were being very verbally aggressive towards the police constable.

A couple of minutes later other police officers arrived to provide assistance. The police constable who had Tasered the man asked them to check on the man as he had been unresponsive for a couple of minutes.

The two officers were unable to locate a pulse on the man. As a result, the man was unhandcuffed and rolled onto his back. The police constable who had fired the Taser then performed cardiopulmonary resuscitation on the man and then used an automated external defibrillator (AED) from one of the first aid kits in one of the police cars.

The AED delivered two or three shocks to the man at which point he started to breathe again but did not regain consciousness. Shortly afterwards an ambulance crew arrived and took the man to hospital.

The hospital later diagnosed that the man had suffered a cardiac arrest and was under the influence of illegal drugs. The consultant responsible for the man's care determined that the man had no underlying heart conditions and that the cardiac arrest was most likely due to the use of the Taser. The consultant also reported that this would have been compounded by his increased adrenalin levels at the time of Taser and the use of cocaine.

The man later made a full recovery.

#### Key questions for policy makers/managers:

- **What training does your police force give to officers who use Taser to help them deal with any medical emergencies that may arise as a result of someone being Tasered?**
- **What steps has your police force taken to ensure that Taser officers are able to access first aid kits or automated external defibrillators if needed?**

#### Key questions for police officers/staff:

- **Under what circumstances would you consider activating your emergency control button and calling for assistance?**
- **Are you aware of the potential dangers of Taser use on people who are under the influence of legal and illegal drugs?**

#### Outcomes for the officers/staff involved:

- **The investigation found that the officer's use of Taser was proportionate and justified in the circumstances.**
- **The officer who allowed his Taser to cycle for 11 seconds received additional training on this issue.**



[Click here for a link to the full learning report](#)

### 3. Partially sighted man Tasered in a case of mistaken identity

Early on a Friday evening, police received three separate reports of a man walking around a town centre carrying and waving a sword.

A variety of units were despatched to search for the man, this included units with standard personal protective equipment, units with Tasers and units armed with Tasers and conventional firearms.

Over the course of the next 15 minutes, six separate descriptions were broadcast to all officers engaged in the search. During this period, the Force Incident Manager (FIM) authorised the use of Taser and conventional firearms. The FIM also communicated that due to conflicting reports that the man appeared drunk, that officers were to treat him as potentially vulnerable and enter into early negotiations and modify behaviour as though the man were drunk.

A police constable armed with Taser in a single-crewed police van was involved in the search. He drove past the end of a street and saw a man heading in the opposite direction. He reversed the van and saw a flash of light at the man's side. Believing this to be the sword he got out of the van.

The police constable made his way to the man and radioed in that he had seen him. The constable then shouted for the man to stop and that he was a police

officer and that he had a Taser. The man did not acknowledge him. The constable shouted to the man again telling him to stop. Again the man did not acknowledge him and kept walking.

The police constable fired his Taser into the man's back causing him to fall to the ground face down. The police constable caught up with the man, pulled his arms behind his back and handcuffed him. He then picked up the object he had seen the man carrying and realised that it was in fact a white stick, which the man had been using as he was partially sighted.

Other officers arrived shortly afterwards and after several minutes of lying handcuffed, face down on the ground, the man asked to be un-handcuffed. The police constable did so, having realised that it was a case of mistaken identity.

#### Key questions for policy makers/managers:

- **As a FIM what techniques do you use to ensure that, in dynamic situations, that all police officers are aware of the latest intelligence and how do you communicate multiple, potentially varying, descriptions of a suspect?**

#### Key questions for police officers/staff:

- **When you are single-crewed in a police vehicle how do you ensure you have taken in all of the relevant information and/or any descriptions of suspects that have been relayed over the radio?**
- **Where Tasers have been authorised, do you ensure that you do not use them as a default option and, where safe to do so, ensure that the correct person/suspect has been identified and that negotiation has been given every reasonable chance of success before Taser is used?**
- **Do you consider any other reason for a lack of response from a suspect or lack of compliance with instructions? For example, a learning disability or visual, hearing or speech impairment or not understanding English?**

#### Outcomes for the officers/staff involved:

- **The police constable was issued with a performance improvement notice and told to apologise to the man.**



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## 4. Taser used in custody

A man was arrested for providing a positive road-side breath test. He was then taken to the local custody suite by the arresting officer, a police constable, who was trained to use and was carrying a Taser.

At the custody desk the man was agitated and difficult in his manner and explained that he had

substance dependency issues, had attempted to self-harm previously and had undiagnosed mental health problems.

The man was asked to remove his shoes so they could be searched. The man took off his shoes and kicked them in the direction of the police constable.

The police constable took hold of the man and the custody sergeant informed him that he was about to be searched. At this point the man pulled away and began to remove his clothes and throw them in the direction of the custody sergeant and the police constable.

The police constable and sergeant then took hold of the man and attempted to physically move him to a cell. The man resisted being moved.

After a brief struggle the police constable moved a few paces away, pulled out his Taser and pointed it at the man. He told the man to face the wall but the man did not comply. The man was now calmer but was asking why he should face the wall. The police constable informed him that it was because he was being violent and aggressive. The man strongly denied being violent.

This exchange lasted for a few seconds during which the man said that if the police constable said "please" he would comply and face the wall. The police constable did not respond to this.

The police constable then shot the man with his Taser causing the man to fall to the floor in a squat position. The police constable then told the man to lie down but the man did not do so. The man was disorientated but conscious and had maintained his squatting position. The police constable then cycled the Taser for a second time. The man then complied and lay down whilst continuing to protest that he was not being violent. At this point a nearby door in the custody suite opened and a number of officers came out and handcuffed the man and escorted him to a cell.

The man had the Taser barbs removed by the police constable just before going in to the cell and was seen very shortly afterwards by a forensic medical examiner.

The man later complained that the use of the Taser was disproportionate and unjustified.

#### Key questions for policy makers/managers:

- **Does your Taser policy specifically deal with the use of Taser in custody suites as opposed to just 'confined spaces'?**
- **Do your police officers know that the College of Policing guidance specifically states that Taser use**

**will be subject to more scrutiny when it is used on people with mental health difficulties and also when it is used on people in confined spaces such as custody suites?**

**Key questions for police officers/staff:**

- **What other options would you have considered before using a Taser in this situation?**
- **Are you aware of the guidelines and issues around Taser use on people with mental health difficulties?**
- **As a custody sergeant or detention officer what further checks, considerations or instructions would you give following a detained person's admission of mental health difficulties?**
- **Are you clear that every time you use force in a situation, you must be able to justify that use of force?**

**Outcomes for the officers/staff involved:**

- **The officer received management advice. He was also required to go through the CCTV footage together with a conflict management trainer. The trainer also advised the officer on the National Decision Model, assessment of threat, use of tactical communication and use of tactical options.**

**Find out more online**

Learning reports available online include the recommendations made in each case, full details of action taken by each of the forces involved, and details of any criminal or misconduct outcomes.



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## 5. Taser used on a man for refusing to put on a safety suit

Police officers arrested a man for motoring offences and took him into custody.

The man told the custody sergeant that he was on medication for a mental health condition and asked to see a doctor for another undisclosed mental health condition.

While at the desk the man produced a bladed article and was further arrested.

As the man's police national computer (PNC) record showed a number of self-harm markers the custody sergeant asked him to put on a safety suit. Once in his cell, the man refused and threatened to fight any officers who tried to remove his clothes.

The police officer who arrested the man, who was a Taser trained officer, asked for authorisation to use Taser. The Force Incident Manager (FIM) granted

authorisation based on a brief description of the man's behaviour but asked no follow-up questions.

The police constable who arrested the man went to the man's cell with four other police officers who were in the area on patrol and had been called to attend the custody suite and assist. The police constable asked the man through the cell hatch to remove his clothes but the man did not respond. The police constable entered the cell and told the man to stand against the wall, which the man did. The man breathed in and tensed up. The police constable shouted "Taser, Taser" and then successfully fired his Taser.

The man fell to the bench and the four other police officers entered the man's cell. They removed his clothes and the Taser barbs and then left the cell.

After they had left the cell, some of the police officers involved were captured on CCTV having a conversation about the use of Taser and stated that the man had "glowed in the dark" and had "blue flames" coming out of his eyes.

An hour later the custody sergeant again requested authorisation to use Taser from the FIM in case he needed to in order to allow a force medical examiner (FME) to examine the man. The man was agitated and angry and the custody sergeant thought he posed a risk to the FME. The FIM refused authorisation. The custody sergeant recorded on the custody record that he was not letting the FME examine the man due to safety concerns. The man was seen by an FME eight hours later when he was calmer.

The FIM did not make a record of either of his decisions on Taser authorisations, although, the telephone calls were recorded. He also did not ensure that the post-incident procedures were followed.

The man complained to his solicitor while he was in custody about the use of Taser and his solicitor relayed the complaint to custody staff and asked that all CCTV be preserved. Custody staff told the on-duty inspector, who then went off duty shortly afterwards and did not tell the incoming inspector of the complaint. As a result, no action was taken for over two months until the man's solicitor wrote to the police force. Consequently, the complaint was not referred to the IPCC as it should have been, the CCTV was nearly lost and the six-month time limit for the Crown Prosecution Service (CPS) to consider statutory offences such as common assault was nearly breached.

**Key questions for policy makers/managers:**

- **How does your police force ensure that any complaints made by people whilst in custody are properly recorded and acted on?**
- **How do you ensure handovers between duty**

inspectors are carried out effectively and that no outstanding actions are lost?

- How does your police force ensure that the rationale given for authorising use of Taser is properly recorded and subject to effective scrutiny?
- How do you ensure that post-incident procedures, particularly following the use of Taser, are properly followed?
- Does your police force provide officers with a list of issues to consider before authorising Taser use?
- As a police officer responsible for authorising Taser use, are you clear on what your role is in relation to post-incident procedures?

#### Key questions for police officers/staff:

- How do you ensure that you record as detailed as possible rationale for your use of Taser? How do you ensure you do it as soon as is practicable after the event?
- Are you clear what your responsibilities are around post-incident procedures?
- When you receive complaints are you clear where they should be recorded and to whom they should be referred?

#### Actions taken by police force

- The policy and learning around the use of Taser in custody suites was reviewed.
- The police force's Taser Use Policy was reviewed to ensure roles and responsibilities were appropriate.
- A review of the complaints process relating to complaints made by those in custody was carried out.

#### Outcomes for the officers/staff involved:

- The inspector who authorised the use of Taser was put on a performance plan.
- The inappropriate comments captured on CCTV were referred to the police force's professional standards unit.



[Click here for a link to the full learning report](#)

## 6. Taser used on a man in a police cell

A man was arrested for racially aggravated assault. During the booking-in procedure at the custody suite he was difficult, drunk, verbally aggressive and using racist language. He tore up the custody record before the risk assessment could be completed.

As the risk assessment had not been done, the man was treated as high risk. He was taken to a cell and asked to strip so that he could dress in a safety (paper) suit. In the cell the man removed all of his clothes but refused to remove his boxer shorts, saying that officers would have to fight him to get them. As he was arguing with the officers a religious hat which the man had been secreting in his boxer shorts, fell out.

The police officers who had escorted him to the cell returned to the custody sergeant to discuss how to proceed. The custody sergeant had not been in post very long and had limited training since completing his initial custody training many years before. He also had very limited experience of Tasers.

After discussion, the decision was taken to seek authorisation for Taser use from the Force Incident Manager (FIM). The custody sergeant recorded on the custody record that authorisation was sought to gain 'compliance' from the man. This was in contravention of the police force's guidance that stated Taser should not be used to gain compliance. The sergeant did not record any other rationale or further detail his decision-making.

A police constable, rather than the custody sergeant, contacted the communications room who despatched a Taser trained officer and contacted the FIM. The FIM then authorised the use of Taser based on the information on the incident log as there was sufficient information on the log to do so. However, the FIM did not speak to any of the officers present in the custody suite.

After the Taser trained officer had arrived at the custody suite, he and several other officers went to the man's cell. The Taser officer and two police constables entered the cell with the Taser officer in the lead. They made the reasonable decision not to use shields as was taught by the police force for Taser use in cells because the cell was too small.

The Taser officer identified himself as a Taser officer and asked the man to remove his boxer shorts. The man said he would and stood up off the bench where he was lying. Once standing, however, the man refused and clenched his fists.

The Taser officer fired the Taser successfully causing the man to fall to the ground. The other police officers were then able to remove his boxer shorts. The Taser officer then removed the barbs to prevent the man self-harming or using them as a weapon.

The man was later seen by a force medical examiner. Shortly after this, he was examined at hospital and given the all-clear.

Following the incident, the Taser officer recorded a detailed rationale for his use of the Taser in the custody record, a Taser deployment form and his duty statement. In addition, all of the correct post-incident procedures were followed by the Taser officer and custody staff. The FIM, however, was unaware that these had been completed correctly as he was unaware that, as per police force policy, it was his responsibility to ensure the procedure had been followed correctly.

**Key questions for policy makers/managers:**

- How do you ensure that staff returning to custody roles, after service in other areas of the police force, are up to date with the latest guidance and skills?
- As a police officer responsible for authorising the use of Taser, what steps do you take to gather evidence before authorising its use? What are the key factors you consider? Do you take into account the location that the Taser is to be used e.g. in custody?
- What guidance or training has your police force given to custody officers or staff equipped with Taser to prepare them for the specific challenges and risks attached to using Taser in a custody environment?
- Does the training you provide to officers on the use of Taser in confined spaces include the use of shields in conjunction with Taser, and if so, does the training take into account the action that should be taken in very confined spaces such as police cells?
- What steps has your police force taken to ensure that police officers properly record their rationale for using Taser and that this rationale is subject to effective scrutiny?

**Key questions for police officers/staff:**

- When in custody, if you are required to use force, where do you record your rationale and decision-making? How do you ensure you do this as soon as practicable?
- How do you demonstrate and record that you have considered all of the possible alternatives before using force?

**Actions taken by police force**

- The policy and learning around the use of Taser in custody suites was reviewed.
- The police force's Taser use policy was reviewed to ensure roles and responsibilities are appropriate.
- Training around the use of shield tactics was updated.

**Outcomes for the officers/staff involved:**

- The custody sergeant received advice on how to accurately record his rationale on the use of force.
- The investigation found that the use of Taser was justified and as a result there was no case to answer for misconduct.



[Click here for a link to the full learning report](#)

## 7. Use of Taser as part of a planned operation

A man was arrested as part of a pre-planned drugs operation. Due to the severity of the offences under investigation and the man's previous history, firearms units armed with conventional firearms, Tasers and a dog unit were deployed to make the arrest.

The police officers that had been issued with Tasers had received them from one of the firearms team leaders who had signed all of them out and then handed them to the police officers.

The man was arrested after he had got out of a car outside a residential property. He did not initially comply with instructions to get down on the ground. He was then forcibly taken face down to the ground by a number of police officers. He was instructed to place his arms behind his back, however, he kept one arm tucked under him near his waistband.

One police constable thought that the man might be reaching for a weapon and so used his Taser in drive-stun mode to the side of the man's body. Police officers were then able to securely handcuff the man behind his back.

During the course of the incident, a police dog handler had sent his dog to grab hold of the man but another police officer got in the line of sight and was hit by the dog.

After the man had been handcuffed, the police constable who had used the Taser told the officer that had been hit by the dog that he used Taser on the man. No other officers were aware that the man had been Tasered.

The man was taken back to the local custody suite. None of the custody staff were informed that the man had been Tasered. As a result, none of the medical post-Taser procedures were followed.

The police officer who had used the Taser was an officer safety trainer and had completed the Taser instructor course, however, he required help from another police officer to submit a Taser deployment form. There were a number of basic inaccuracies on the form.

The police officer who used the Taser and the officer who deployed the police dog did not record in their pocket notebooks that they had taken part in the operation and therefore did not record anything about the incident. Furthermore, the statements provided by several of the police officers involved in the operation contained very little information.

The man later complained that he had been stamped on and Tasered unnecessarily.

**Key questions for policy makers/managers:**

- What processes do you have in place for ensuring that there is a clear audit trail for weapons allocated to police officers so it can be clearly demonstrated to whom they were allocated and when?
- After a suspect has been Tasered, who is responsible for informing custody staff? The

police officer who deployed the Taser? Who is responsible if the police officer who deployed the Taser is absent?

- What steps do you take to ensure that post-Taser deployment forms are properly completed, and within the 24 hours specified by College of Policing guidance?
- How do you ensure that all Taser-deployment forms are submitted to the Home Office and ACPO Conductive Energy Device Section as required by Authorised Professional Practice?
- Is it police force policy that police officers record their attendance at every incident in their pocket notebook?
- Is it police force policy for police officers to record every use of force in their pocket notebook, no matter how minor?

#### Key questions for police officers/staff:

- Are you aware of the correct level of information required for post-Taser deployment forms as set out in training?
- Where do you record your rationale for deploying a Taser?
- If you have used your Taser, how do you ensure that custody staff are aware that, in line with College of Policing guidance, the suspect is required to be seen by a forensic medical examiner?
- Do you routinely record your attendance at every incident in your pocket notebook?
- Do you routinely record your use of force in your pocket notebook, no matter how seemingly minor?

#### Action taken by this police force:

- Following this incident a new firearms issues and return form was implemented. This form requires each officer to sign for a specific and designated weapon.
- The firearms unit has also introduced a new deployment form that ties in to the issues and return form and must be counter-signed by a senior officer.

#### Outcomes for the officers/staff involved:

- All police officers involved were reminded of the importance of recording and justifying any use of force, particularly in incidents where firearms have been issued.
- The police officer who deployed the dog received management advice around the need for accurate record keeping in incidents where police dogs have been deployed.
- The police officer who used his Taser left the police force before he could attend a misconduct meeting.

 [Click here for a link to the full learning report](#)

## 8. Accidental Taser discharge to the head

In a busy town centre in the early hours of Saturday morning, a man approached two police officers who were crouched down and in the process of handcuffing and arresting a suspect.

The man began to argue with the two police officers and swear at them, asking them what they thought they were doing.

At this point, a police sergeant who was nearby attempted to push the man away. However, the man was aggressive and would not comply. Consequently the sergeant, several other officers, and two night marshals, who were working nearby, attempted to physically restrain the man.

Due to the man's large size and his level of resistance, they were unable to take him to the ground. As a consequence, one of the police officers sprayed PAVA spray in the man's face but this did not have any effect.

Eventually the man was taken to the floor but continued to resist. One of the police officers then shouted for people to get back as he was going to use his Taser. The Taser did not fire properly and so the police officer used it in drive-stun mode on the man's back.

The police officers were then able to get the man handcuffed behind his back and on to his feet. The police officer with the Taser then loaded a new cartridge in the Taser. This police officer then took part in the escort of the prisoner by entangling the man's arm with his left arm.

The police officers escorted the man, who was still resisting, to a nearby police van. The police officer who had used his Taser on the man still had his Taser drawn.

When they reached the back of the police van, one of the police officers let go of the man and went to open the back door of the van. At this point the police officer who still had his Taser out tried to reinforce his grip on the man using the same arm he was using to hold the Taser.

Shortly after he had reinforced his grip, the police officer accidentally discharged the Taser. One of the barbs struck the man on the side of his head, just above the temple. The Taser fully deployed and the man fell to the ground.

The man was conscious and still able to communicate and was placed in the back of the van after the barbs had been removed. He was then taken to the local custody suite.

At the custody suite, the man became aggressive and agitated again and was placed in a cell. He was later examined by a medical examiner who noted a number of injuries, including a penetration mark above his temple.

The police officer later submitted a use of Taser form, which was found to include insufficient information.

After the man was released from custody, he visited his GP on two occasions and complained of various medical complications he had suffered after being Tasered.

Following the conclusion of a court case against the man for his actions on the evening of the incident, he submitted a complaint to the police force alleging a number of matters, most notably that the use of force and specifically both deployments of the Taser were excessive.

#### Key questions for policy makers/managers:

- **Is your training and police force policy clear that Taser officers become a different tactical option to escorting officers as soon as they draw their Tasers?**
- **What steps does your police force take to ensure that use of Taser forms are properly completed?**

#### Key questions for police officers/staff:

- **Do you always re-holster your Taser as soon as the incident no longer requires it to be used?**
- **If a Taser barb had struck a suspect in a sensitive area, such as their head, what steps would you take to ensure they received the appropriate medical care as soon as possible?**
- **Are you aware of College of Policing guidance that states barbs should only be removed from sensitive areas by medical professionals?**

#### Action taken by this police force:

- **All Taser trained officers are now required to submit use of Taser forms to their direct line supervisor prior to the forms being sent to the chief firearms officer.**
- **All operational supervisors, including inspectors who supervise Taser officers have received additional training on the guidance for the correct deployment of Taser, including tactical options and an input on the submission of use of Taser forms.**

#### Outcomes for the officers/staff involved:

- **The police constable who discharged the Taser received management advice and is no longer authorised to carry or use Taser.**



[Click here for a link to the full learning report](#)

## 9. Taser used mistakenly on Good Samaritan

At around 10pm, two rival gangs of girls in their late teens became involved in an altercation outside a supermarket.

During the course of this altercation a young man who was with one of the groups punched one of the girls in the head causing her to fall to and remain on the floor.

A man was passing by with his friend. He went over to try and defuse the situation. He placed the girl in the recovery position, asked a passer-by to call the police and then escorted the man who had hit the girl inside the supermarket where the doors were locked.

Shortly afterwards a police car arrived with two firearms officers inside, one of whom was armed with a Taser. The police officers had been told that several calls had been received about the incident and one of the callers had mentioned knives and bottles being used in the altercation.

The Taser armed officer identified the man who had been helping the girl as a potential protagonist due to his large size and how vocal he was being. Consequently, the police officer went up to the man and tried to take hold of his arm.

The man did not immediately recognise the officer as a police officer and snatched his arm away. The police officer then pushed the man to move him away but the man did not move. The police officer then moved to pull his Taser out.

This caused the man to put his hand on the police officer's forearm in order to prevent him drawing his Taser. The police officer then pushed the man again causing him to stumble over a bike rack. The police officer then told the man to lie on the floor but the man tried to get up.

The police officer then fired his Taser at the man causing him to fall face down on to the floor. At this stage other police officers and a dog unit had arrived. A non-firearms police officer then helped the first police officer by assisting in placing the man in handcuffs.

The police officer got one of the man's hands into the handcuffs. The man did not immediately comply with the instructions to place his other hand behind his back. The firearms officer then cycled the Taser for a second time.

The police officers were then able to get the man's other hand into the handcuffs. He was then helped to his feet and placed in the back of a police van.

He was taken to the local custody suite and was released without charge the following afternoon. He later complained that he was grabbed from behind by a police officer, pushed to the ground and Tasered twice unnecessarily.

CCTV footage was taken from the supermarket but it was not checked until many months later and was found to be footage of a different time period to that of the incident. By then, the supermarket had deleted the original footage.

#### Key questions for policy makers/managers:

- **Does your police force have specific rules of engagement for firearms officers on their own in crowd situations i.e. situations where the integrity of their firearms might be put at risk?**
- **In high profile incidents such as Taser discharges what steps does your police force take to ensure that all relevant CCTV is seized and checked?**

#### Key questions for police officers/staff:

- **How do you ensure in fast moving, stressful situations that you follow the national decision model before using force?**

#### Outcomes for the officers/staff involved:

- **The case was referred to the Crown Prosecution Service which took no further action.**
- **The firearms officer who used their Taser left the police force before the investigation was completed.**



[Click here for a link to the full learning report](#)

## 10. Changes to approval process for Taser officers

After reviewing Taser complaints and looking at its practices, one police force decided to change its process for approving and vetting officers interested in becoming Taser officers.

Previously police officers wanting to become Taser officers submitted their application to the Taser unit. The police officer's inspector was then responsible for checking the police officer's complaints history and submitting their written approval if they agreed that the police officer was suitable. Guidance did not specify whether specific types of complaint or levels of severity would make an applicant unsuitable. Decisions were made purely at the inspector's discretion.

Following approval from their inspector, police officers were required to undertake a fitness and eye-sight test and to read a set of documents and information for the

first day of the Taser course. Applicants could potentially fail any of either the fitness tests, eye-sight test or the first day of the Taser course.

After reviewing this process, the police force decided to make it more consistent with the process for applying to become a firearms officer. A slimmed down version of the firearms form was created and the initial stages of the two processes became broadly the same.

These revised applications have to be signed-off by an applicant's inspector after they have checked the police officer's complaints history. The application and complaints history are then reviewed by the inspector's line manager and finally by the superintendent for that area.

While the police force did not introduce any specific criteria around the types and severity of complaints that would make a police officer unsuitable to be a Taser officer, these additional layers of decision-making ensured continuity of decisions and also built further checks into the process.

The police force also introduced measures to ensure all Taser officers were reviewed annually by their line manager. Line managers looked at the police officer's complaint history for the previous year before confirming their suitability to continue in the role.

In addition, the police force has raised the fitness level for Taser officers to the level of fitness required for public order officers. This change was made because research demonstrated that people who are healthier and more active make better decisions under pressure. Additional research also found that when people were physically fatigued their perceptions and fine motor skills, such as those used for the operation of a Taser, deteriorated rapidly.

#### Key questions for policy makers/managers:

- **What is your approval process for police officers wanting to become Taser officers?**
- **Has your approval process been reviewed since the introduction of Specially Trained Units?**
- **Do you have higher fitness requirements for Taser officers than those required for entry level to the police service? (the issues around use of force and fitness levels are currently being debated nationally)**
- **Have you undertaken any benchmarking with other police forces around the vetting process for Taser officers?**
- **Are Taser officers' complaints histories annually reviewed?**

## Additional themes

In reviewing cases for possible inclusion in this bulletin we have identified a number of recurring issues that we felt it was also important to circulate.

### Evidence from in-house Taser experts

In several local Taser investigations, professional standards departments used evidence from the police force's in-house Taser expert or lead. In our view this practice could create potential accusations of bias, justified or not, as frequently the police officers in question could be personally known and /or have been trained by the Taser expert or lead.

#### Key questions for policy makers/managers:

- Does your police force consider using Taser leads or experts from other police forces in serious cases? (these could be identified with the assistance of the College of Policing).

### Applying the national decision model instead of a continuum of force

In complaint investigations Taser officers, at interview, have offered a range of explanations for why they chose to use Taser as opposed to other forms of force. These included:

- Not using CS Spray because the incident was indoors and the spray would also have affected the police officers who were present.
- Not using CS Spray because the incident was outside and therefore the spray would have dispersed and affected the police officers who were present.
- Not using a baton strike, police dog, or open-hand techniques as these would have caused more injury than Taser.
- Getting close enough to use a different technique would place the police officer in danger of being hit/hurt.

However, many police officers rationalised their use of Taser by saying that it was the lowest form of force that was available to them. The national decision model argues against some forms of force being seen as potentially less likely to injure than others, but argues that all force options are to be seen as part of a range of options

for use depending on the specific situation and the level of threat.

#### Key questions for policy makers/managers:

- Does your police force advise officers investigating Taser allegations to explore decisions to use Taser based on the national decision model?
- Does your police force advise investigating officers to consider the possibility that in certain situations Taser might be more dangerous than other forms of force?

#### Key questions for police officers/staff:

- Are you aware of the factors that might increase the risk to a person if Taser is used on them? For example, a pre-existing heart condition, being under the influence of drugs, or the person having a medical condition such as epilepsy or the person being stood on potentially dangerous ground, for example stairs or a high balcony?
- Are you aware that College of Policing guidance states that anyone subject to Taser use who is later found to have a pacemaker or similar implanted device should be transferred to hospital for immediate assessment?

#### Related reading

The Learning the Lessons webpages on the IPCC website ([www.ipcc.gov.uk/learning-the-lessons](http://www.ipcc.gov.uk/learning-the-lessons)) contains links to a variety of research and other publications relating to Taser, as well as previously published bulletins, and copies of the more detailed learning reports which accompany each case.

Find out  
more online

Learning reports available online include the recommendations made in each case, full details of action taken by each of the forces involved, and details of any criminal or misconduct outcomes.

## IPCC Focus – Issue 5

### Conducting investigations

This edition will cover the following topics:

1. Proportionate enquiries

*IPCC Statutory Guidance paragraphs 9.14 – 9.16*

2. Staying within the remit of the complaints system
3. Other matters

#### **Proportionate enquiries**

The basic standards of investigation apply equally to investigating complaints and the investigation of criminal offences. The following guidance is based on the College of Policing's *Guidance on Managing Investigations*, which can be found at:

<http://www.app.college.police.uk/app-content/investigations/managing-investigations/>

The volume of work needed to adequately deal with a complaint will vary significantly depending on the nature of the complaint. Investigators should always use a proportionate approach. The word 'proportionate' does not mean 'less' – it means doing the right amount of work to satisfactorily address the complaint.

When you decide whether a line of enquiry is proportionate the investigator can consider:

- the seriousness of the matter
- public interest
- likely outcome
- the likelihood and difficulty of getting useful evidence

### Case study one: serious assault

A man was arrested for being drunk and disorderly at a nightclub. He alleged that an officer repeatedly stamped on his hand, breaking his knuckles, while being arrested. CCTV footage of the scene of arrest is poor quality and it is not possible to see what happened. CCTV footage of the custody suite does show the man complaining that his hand hurts and the custody record has details of a medical examination, which resulted in him going to hospital. The investigation is declared subject to special requirements and a notice of investigation served on the arresting officer. Pocket notebook entries from the officers, along with radio traffic, give no sign that the man was hurt during his arrest. The investigating officer gets a statement from the doctor who saw the man in hospital and he gives an account undermining the complaint – the man had told him that he had punched the inside of the police van repeatedly on his way into custody in frustration and he had felt a sharp pain then. The investigating officer finds out from one of the club doormen that he heard banging coming from inside the van as it drove off and that he did not see any stamping while the man was being arrested.

There is no requirement to go further with this investigation and interviewing the officer would not be proportionate. The credibility of the complainant's account has been called into question by the doctor's account and none of the evidence collected supports that any stamping occurred. On the balance of probabilities, the man's injuries were caused by punching the inside of the van. No further investigation is going to tip the balance of probabilities back towards stamping by the officer.

Before any investigation starts, the investigating officer must know what the investigation's objectives are, what questions need answers, and what lines of enquiry will provide enough evidence to answer those questions.

It is good practice to record each allegation within a complaint and brainstorm what lines of enquiry exist for each allegation, what evidence that would produce, and identify which enquiries, or combination of, would satisfactorily answer every aspect of the complaint. Gap analysis can be used where needed.

Hypotheses should not be used to fill any gaps at this stage and there should be no judgements about reliability and integrity of the evidence that the lines of enquiry might gather.

This should be a specific, audited process at the beginning of every investigation. This does not have to be a difficult, time-intensive process.

There are certain pieces of evidence that should always be collected:

- CCTV. This should always be looked for– it is a truly independent witness. It should also be watched as a priority. It is often the most significant evidence and can change the direction of the investigation dramatically. CCTV can provide evidence of people's reactions which can be used to decide which account is more credible, even if the allegation is one of incivility and there is no sound on the CCTV.
- Injury photographs. They add weight to the fact that *something* happened, even if they have been taken by the complainant, the timing cannot be proven, and they cannot *prove* that the injuries were caused by the officer. Unless the injuries can be adequately attributed to another event, they

support the allegation that the officer was responsible for the injuries. If the complainant says that he was hit repeatedly with an asp, but his bruising is not the distinctive 'tramline' bruising that an asp causes, this undermines the allegation.

- Officer history. This will never undermine a complaint, but it can support an allegation if there is a history of very similar allegations.
- Pocket notebook/arrest statements. These are an officer's first account of an encounter, usually written before the officer knows there will be a complaint. It is the most impartial account of an incident and inference can be drawn if the officer's account changes significantly between his pocket notebook entry and his subsequent response to a complaint.
- Incident logs/ custody records. These provide background and subtle details, even if they do not contain any evidence that undermines or supports the allegation. For example, an officer says that the amount of force he used when moving a detainee between cells was proportionate to the aggression he was faced with. The custody record does not show that the detainee had been aggressive at any other time during his detention and had been civil with other officers. Although this does not definitely undermine the officer's account (it is possible that the detainee was well-behaved until the cell extraction), it can provide supporting evidence that it was the officer who was responsible for escalating the confrontation in the cells.

The above lines of enquiry all require minimal effort, but the potential evidence they could return is significant – it will always be proportionate to look at these pieces of evidence.

Evidence from other officers and members of the complainant's family or his/her friends should not be dismissed as being without value, they will always have some weight. However, the weight of evidence already obtained should be considered in deciding whether it is proportionate to get this further evidence.

### **Case study two: witness statements**

A man attended a football match, after which there was widespread crowd disturbance. The man made subsequent complaints that an officer had shoved him in the back with a baton and told him to move on and that a mounted police officer had ridden a horse at him and then kicked him. He had attended the match with a relative and two other people. The investigation found that he had no injuries, the CCTV footage did not show any interaction between any of the police and him, but did show him standing some distance away from an altercation in which batons were used before he walked away. None of the officers could remember him and the footage did not show any inappropriate behaviour by the officers involved in the altercation, or the horse riders. One of the other people who attended the match with him said that he had seen the man having an argument with an officer, but did not mention a baton strike, and that he had seen the horse pinning the man against the fence with the horse then standing on his foot. The investigation decided not to ask his relative, or the other person present, for their accounts as they were satisfied that, on the balance of probabilities, the man had not been involved in the altercation where batons were drawn. Even if the horse had pinned him and then trodden on his foot, it was not possible to show that this was because of misconduct on the part of the rider – it was entirely possible that it was accidental.

The man appealed to the IPCC and the IPCC did not uphold his appeal – agreeing that proportionate lines of enquiry had been followed and that, even if his relative and the other person had supported his account, the CCTV did not support the allegation to the extent that the balance of probabilities would not be changed by their evidence. A subsequent judicial review agreed with the IPCC's, and the police's, assessment of the proportionality of obtaining the further evidence.

The lines of enquiry that are identified during the initial scoping stage are not a checklist – an investigation cannot assume that once those are complete, the investigation is finished. Lines of enquiry are driven by the investigation and the evidence generated during it. If the complaint remains unanswered, or further lines of enquiry are opened up that would provide useful evidence, then those lines of enquiry should be followed. The action plan for the investigation should be under constant evaluation, either to identify new lines of enquiry or because the remaining lines of enquiry are now no longer needed. At all times, any decisions should be fully audited in a timely manner.

### **Staying within the remit of the complaints system**

Complaints are often made because people are unhappy with the outcome of operational policing. It is important that the complaint investigation remains within its jurisdiction and does not formally review matters which are outside the scope of the complaints system.

### **Case study three: volume crime handling**

A man reported his motorcycle stolen. The motorcycle was not found and his insurance company settled a claim on it. Some years later, the motorcycle was sold at auction and it was at that point that it was recovered. The matter was investigated and no further action was taken against the new owner as it was decided that they were an innocent purchaser. The new owner settled matters with the insurance company. The man then complained that he had not been contacted when the motorcycle was found to allow him to buy it back and should not have assumed the purchaser was innocent.

The complaint investigation concentrated on reviewing the operational policing decision to close the investigation into the purchaser. This was disproportionate to the complaint – the complaint was actually very straightforward to answer. By settling the insurance claim with his insurers, the man no longer had any fiscal interest in the motorcycle and was not the ‘injured party’ when it was found – it ‘belonged’ to the insurance company. There was therefore no requirement to update him when it was recovered and only the insurance company could raise issues with the decision that the purchaser was innocent.

### **Case study four: public order**

Animal rights protestors attended an organised protest outside a factory that had an injunction in place, preventing protesting outside designated protesting zones. During the protest, one of the protestors was arrested. She complained that she was wrongfully arrested – she had not been protesting in the wrong place – she had been walking away from the protest and the force used to arrest her was unlawful. The investigation into this complaint was complicated unnecessarily because the force failed to spot the assumption she had made – that her arrest was for protesting in the wrong place.

The core evidence in this case was that the arrest was not because she had been protesting in the wrong place. She was moving away, with a group of people and a loud hailer, walking past the transport options for leaving the protest and towards an area she was not permitted to protest in. She was asked by officers to return to the designated area and she refused. The language she used in refusing to return to the designated area meant she committed a public order offence. It was for that public order offence that she was arrested.

Therefore, the examination of the precise boundaries of the exclusion zone, whether the injunction had been properly applied for, whether the injunction was reasonable, and whether the injunction had been adequately notified to the protest were irrelevant to answering the complaint – the reason she had been arrested was for the public order offence, not for protesting in the exclusion zone. What remained was to decide whether the officers’ belief that she was trying to reach the exclusion zone to protest was reasonable and whether the level of force used in her arrest was unreasonable.

### **Other matters**

If, during the course of an investigation, other conduct issues are identified, these should be addressed. If they are nothing to do with the complainant, then they can be recorded as separate conduct matters, but if they concern the complainant, they should be reported within the final report. The complainant has the right to know the full outcome of their complaint.

**Case study five: pocket notebook falsification**

A man made a complaint that a Police Community Support Officer had given him a fixed penalty ticket for parking on zigzag lines, and while doing so, had made racist comments to him that 'You Pakis are all the same'. During the investigation, the officer was asked for his pocket notebook. When the notebook was received, it was clear that the officer had tried to change the date on which the notebook had been issued to the same day as the incident. Further enquiries found that the pocket notebook had been given to him the day after the incident, not on the day of the incident. When questioned about this, the officer admitted that he had lost his previous pocket notebook some time before the encounter and that, when he had been told about the complaint the following day, he had got a new notebook and tried to retrospectively record the encounter.

The complainant had a right to know what the officer had done, even though they would have had no way of knowing about it, and therefore did not know to complain. This was part of the officer's conduct surrounding the encounter.

<b>For Information / Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Joint Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15<sup>th</sup> December 2014</b>
<b>Report of:</b>	<b>Chief Finance Officer</b>
<b>Report Author:</b>	<b>Charlotte Radford</b>
<b>E-mail:</b>	
<b>Other Contacts:</b>	<b>John Cornett</b>
<b>Agenda Item:</b>	<b>08</b>

## **EXTERNAL AUDIT ANNUAL AUDIT LETTER**

### **1. Purpose of the Report**

- 1.1 To provide members with a copy of the Annual Audit Letter - the final stage in the Statement of Accounts 2013-14 process.

### **2. Recommendations**

- 2.1 Members are requested to consider and forward to the PCC and CC for approval.

### **3. Reasons for Recommendations**

- 3.1 This complies with good governance and in ensuring assurance can be obtained from the work carried out.

### **4. Summary of Key Points**

- 4.1 The Annual Audit Letter is attached at **Appendix A** this is the final part of compliance with the Accounts and Audit Regulations for closure of the 2013-14 accounts.
- 4.2 The Letter itself is not dissimilar to the External Highlight report presented to this panel at the September meeting.

### **5. Financial Implications and Budget Provision**

- 5.1 None as a direct result of this report.

### **6. Human Resources Implications**

- 6.1 None as a direct result of this report.

### **7. Equality Implications**

- 7.1 None as a direct result of this report.

## **8. Risk Management**

8.1 None as a direct result of this report.

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

9.1 This report complies with good governance and financial regulations.

## **10. Changes in Legislation or other Legal Considerations**

10.1 None – this complies with the Accounts & Audit Regulations.

## **11. Details of outcome of consultation**

11.1 Not applicable

## **12. Appendices**

12.1 Appendix A - External Audit – Annual Audit Letter.



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# Annual Audit Letter 2013/14

**Police and Crime Commissioner for  
Nottinghamshire**

**Chief Constable of Nottinghamshire**

**31 October 2014**



**The contacts at KPMG  
in connection with this  
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## Report sections

- Headlines

## Appendices

1. Summary of reports issued
2. Audit fees

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This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any member of staff acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document which is available on the Audit Commission's website at [www.auditcommission.gov.uk](http://www.auditcommission.gov.uk).

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact John Cornett, the appointed engagement lead to the Authority, who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 246 4000, or by email to [trevor.rees@kpmg.co.uk](mailto:trevor.rees@kpmg.co.uk), who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you are still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Unit Manager, Audit Commission, 3<sup>rd</sup> Floor, Fry Building, 2 Marsham Street, London, SW1P 4DF or by email to [complaints@audit-commission.gsi.gov.uk](mailto:complaints@audit-commission.gsi.gov.uk). Their telephone number is 0303 4448 330.

**This report summarises the key findings from our 2013/14 audit of the Nottinghamshire Police and Crime Commissioner (PCC) and the Nottinghamshire Chief Constable (CC).**

**Although this letter is addressed to the Nottinghamshire Police and Crime Commissioner and the Nottinghamshire Chief Constable, it is also intended to communicate these issues to key external stakeholders, including members of the public.**

**Our work covers the audit of the PCC and CC 2013/14 financial statements and the 2013/14 VFM conclusion.**

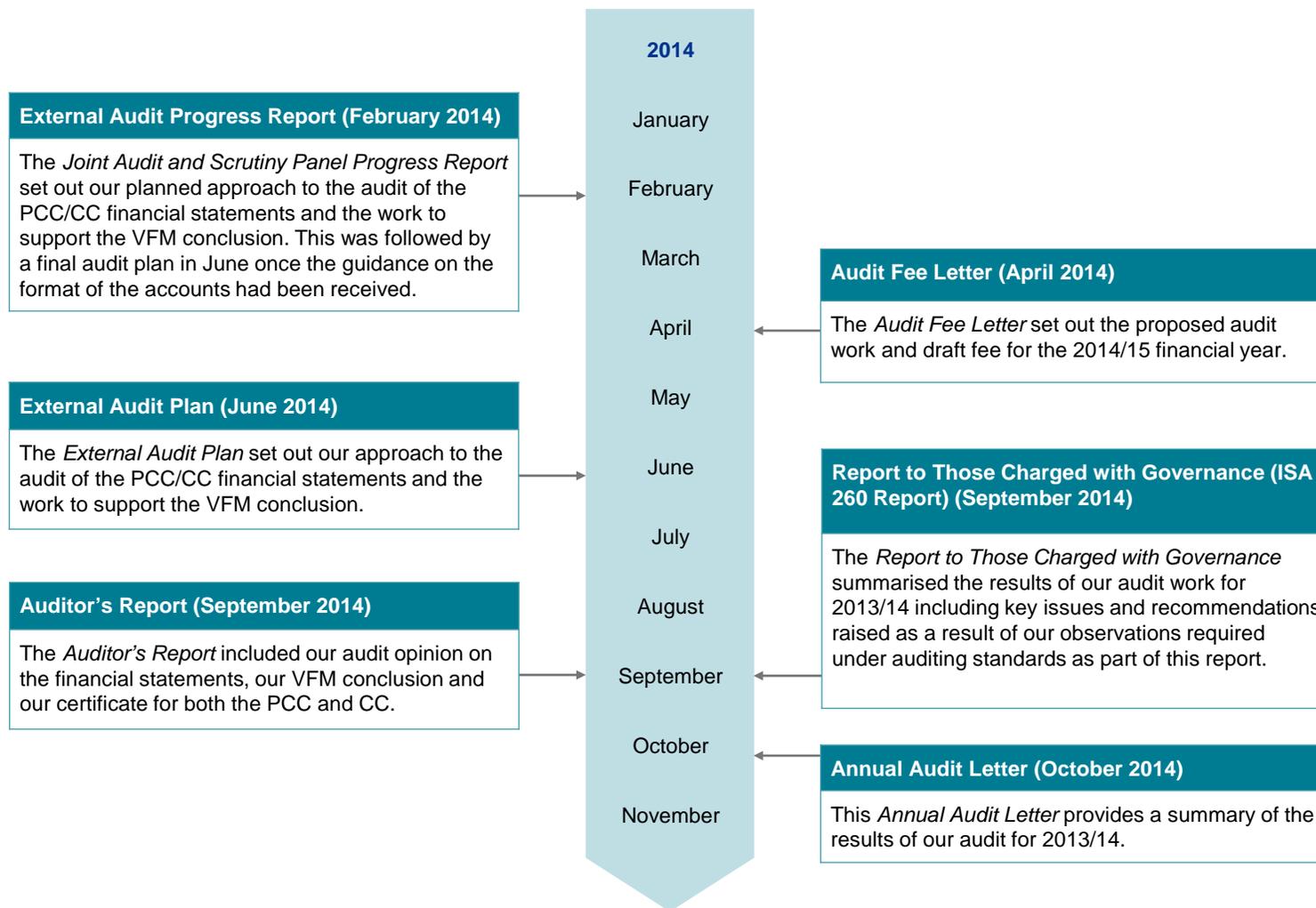
<b>VFM conclusion</b>	<p>We issued an unqualified conclusion for the Police and Crime Commissioner's (PCC) and Chief Constables' (CC) arrangements to secure value for money (VFM conclusion) for 2013/14 on 30 September 2014. This means we are satisfied that you have proper arrangements for securing financial resilience and challenging how you secure economy, efficiency and effectiveness.</p> <p>To arrive at our conclusion we looked at your financial governance, financial planning and financial control processes, as well as how you are prioritising resources and improving efficiency and productivity.</p>
<b>VFM risk areas</b>	<p>Our planning work identified that Nottinghamshire Police had recently lost the employment tribunal brought against them and four other forces by the Police Superintendents Association of England and Wales. This challenged the legality of their decision to force nearly 100 officers with more than 30 years service to retire.</p> <p>The PCC is currently appealing the decision of the employment tribunal. The potential financial exposure should the appeal be unsuccessful will depend on the individual circumstances of the officers involved.</p> <p>The PCC's reserves strategy includes the current employment tribunals relating to A19 as one of the significant risks that have been considered, and that will be kept under review.</p> <p>The PCC is also considering an application to the Home Office for special grant, should the appeal not be upheld</p>
<b>Audit opinion</b>	<p>We issued an unqualified opinion on the financial statements of the PCC (which incorporated the financial statements of the CC), and the separate financial statements of the Chief Constable on 30 September 2014. This means that we believe that both sets of financial statements give a true and fair view of the financial position of the respective bodies and of their expenditure and income for the year.</p>
<b>Financial statements audit</b>	<p>We identified three audit risks affecting the Authority's 2013/14 financial statements:</p> <ul style="list-style-type: none"> <li>■ A three-yearly valuation of the local government pension scheme by the scheme's actuary;</li> <li>■ Late issue of guidance on the form and content of the 2013/14 accounts; and</li> <li>■ The impact of the decision of the employment tribunal mentioned above.</li> </ul> <p>In all cases the PCC/CC addressed the issues appropriately.</p> <p>We did not identify any material misstatements. The PCC/CC made a small number of non-trivial adjustments to the financial statements, most of which were of a presentational nature. There was no impact on the General Fund.</p> <p>We made one recommendation in our <i>Report to Those Charged with Governance</i> that was neither fundamental nor material to your system of internal control.</p>

All the issues in this letter have been previously reported. The detailed findings are contained in the reports we have listed in Appendix 1.

<b>Annual Governance Statement</b>	<p>We reviewed your <i>Annual Governance Statements</i> and concluded that they were both consistent with our understanding of arrangements put in place by both the PCC and CC.</p>
<b>Whole of Government Accounts</b>	<p>We reviewed the consolidation pack which the PCC prepared to support the production of Whole of Government Accounts by HM Treasury. We reported that pension liabilities and property, plant &amp; equipment disclosed in the consolidation pack were consistent with the audited statutory accounts.</p>
<b>Certificate</b>	<p>We issued our certificate on 30 September 2014 for both the PCC and the CC.</p> <p>The certificates confirm that we have concluded the audits for 2013/14 in accordance with the requirements of the <i>Audit Commission Act 1998</i> and the Audit Commission's <i>Code of Audit Practice</i>.</p>
<b>Audit fee</b>	<p>Our scale audit fee for 2013/14 is £66,960 excluding VAT. We are discussing with the Chief Finance Officer a possible additional fee for additional work undertaken in delivering the Opinion and the Value for Money conclusion. Any such additional fee will be subject to final confirmation by the Audit Commission.</p> <p>Further detail is contained in Appendix 2.</p>

## Appendix 1: Summary of reports issued

This appendix summarises the reports we have issued since our last *Annual Audit Letter*.



**This appendix provides information on our final fees for 2013/14.**

To ensure openness between KPMG and your Joint Audit and Scrutiny Panel about the extent of our fee relationship with you, we have summarised the outturn against the 2013/14 planned audit fee.

**External audit**

Our scale audit fee for 2013/14 is £66,960 excluding VAT. We are discussing with the Chief Finance Officer a possible additional fee for additional work undertaken in delivering the Opinion and the Value for Money conclusion.

Any such additional fee will be subject to final confirmation by the Audit Commission

**Non-audit work**

We facilitated a workshop for members of the Joint Audit and Scrutiny Panel, for members to better understand the role of the panel, identify what they do well/where can they improve/develop, identify best practice and agree an action plan for the next 12 months.

Our fee for the workshop was £5,000 excluding VAT.

We did not undertake any other non-Code work for the PCC/CC in 2013/14.



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<b>For Information</b>	
<b>Public</b>	
<b>Report to:</b>	<b>Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15<sup>th</sup> December 2014</b>
<b>Report of:</b>	<b>R. Adams, Commercial Director, East Midlands Strategic Commercial Unit</b>
<b>Report Author:</b>	<b>Ronnie Adams</b>
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<b>Other Contacts:</b>	<b>Caroline Murphy</b>
<b>Agenda Item:</b>	<b>09</b>

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

## Managing Information Reports

### 1. Purpose of the Report

- 1.1 This paper gives an update on progress against EMSCU efficiency activities specific to Nottinghamshire for 2014/15 and in particular against the efficiency saving target of £1.207m that was set for EMSCU for the year.

### 2. Recommendations

- 2.1 This report is for information only

### 3. Reasons for Recommendations

- 3.1 For information

### 4. Summary of Key Points

- 4.1 There is an average saving of 19% when EMSCU procures, this is supported by the findings of the Local Government Partnership (LGP) review.
- 4.2 Supplier Services are working closely with budget holders to review performance and recover costs where service levels/requirements do not match contracts.

### 5. Financial Implications and Budget Provision

- 5.1 The figures contained within this report are directly linked to the Nottinghamshire Police budget and the total £12.7m efficiency savings that need to be achieved in 2014/15.

### 6. Human Resources Implications

- 6.1 Not applicable

### 7. Equality Implications

7.1 Not applicable

## **8. Risk Management**

8.1 Not applicable

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

9.1 Not applicable

## **10. Changes in Legislation or other Legal Considerations**

10.1 None to note at present.

## **11. Details of outcome of consultation**

11.1 Not applicable

## **12. Appendices**

12.1 Appendix A - EMSCU Management Information Report



<b>Document Name</b>	<b>EMSCU – Management Information Report</b>
<b>Date</b>	1 December 2014
<b>Author</b>	Ronnie Adams

## **Introduction**

The purpose of this paper is to update on progress against EMSCU efficiency activities specific to Nottinghamshire for 2014/15 and in particular against the efficiency saving target of £1.207m that was set for EMSCU for the year.

This paper has drawn from a number of sources to present details of supplier segmentation, contracts management in Crystal, inflation forecasts for contracts, potential areas for savings and procurement savings made. For ease of reading this paper has five sections listed below:

1. Key indicators
2. 2014/15 Completed Nottinghamshire activity
3. Ongoing activity to achieve savings
4. Strategic suppliers
5. Supply chain development

## **Section 1 – Key Indicators**

There is an average saving of 19% when EMSCU procures, this is supported by the findings of the Local Government Partnership (LGP) review.

EMSCU has worked with ICT to identify rolling contracts and these are being reviewed with a view to cancel/extend/retender.

Supplier services are working closely with budget holders to review performance and recover costs where service levels/requirements do not match contracts.

EMSCU cannot influence timing of revenue/capital split for procurement requirements and whilst EMSCU will always deliver savings, there remains a challenge in how these are removed from budgets.

The challenge to recognise EMSCU savings across budgets is shown in the table below:

<b>EMSCU Activity</b>	<b>Budget stream</b>	<b>Savings Achieved</b>	<b>Budget Impact</b>
Tendering	Revenue	£493,988	£77,190
Tendering	Capital	£320,369	-
Ongoing activities	Capital	£9,200	-
Ongoing activities	Revenue	£82,890	£82,890
Ongoing activities	Cost avoidance	£8,307	-
Interventions	Revenue	£574,000 (estimated)	£400,000 (estimated)
Renegotiations	Revenue	Ca. £90,000 potential	£22,500 pro rata
Supply chain	Revenue	£120,000 potential savings not yet realised	£30,000 pro rata
<b>TOTAL</b>	<b>Revenue</b>	<b>£1,369,185</b>	<b>£612,580</b>
<b>TOTAL</b>	<b>Capital</b>	<b>£329,569</b>	<b>-</b>

There is no budget impact relating to capital savings or cost avoidance savings as the cost was not included in the revenue budget.

The budget impact on revenue savings is the impact on the year in progress and so where the savings have started after April 2014, only the proportion relating to the financial year 2014/15.

## **Section 2 – 2014/15 Completed Nottinghamshire Activity**

<b>Item</b>	<b>Saving Description</b>	<b>Capital Saving</b>	<b>Cost Avoidance Saving</b>	<b>Revenue Saving</b>
Uniform Recycling	Savings to end October	-	-	£37,353

Travel costs	New framework in place	-	-	£3,000
OPEX software	Software replaced with a cheaper contract reducing cost from £15k to £8k pa	-	-	£7,000
Experian contract	Removal of RPI inflationary factor	-	-	£834
PHS Rebate	Rebate on 13/14 spend	-	-	£510
Biffa Waste Services Ltd	Reduce demand on collection of General Waste & Dry Mixed Recycling	-	-	£16,618
Derbyshire PCC	2/3 cost of J Parsons redundancy never charged to Derbyshire	-	-	£17,575
GPS Tagging	Against 14/15 capital budget	£9,200	-	-
Hays	Reduction in cost of transferring contractor to payroll	-	£8,307	-
<b>TOTAL</b>		<b>£9,200</b>	<b>£8,307</b>	<b>£82,890</b>

These figures are included in the summary table in section 1 under Ongoing Activities.

### **Section 3 – Interventions to achieve savings**

#### **URN 94: PFI Contract Savings (Target = £125,000)**

Local Government Partnerships have been conducting a review of the Venson's contract in conjunction with EMSCU. This review has highlighted a number of possible areas of savings as well as the need to manage the contract better and to challenge the charges.

At present, work has been done to stop the force buying any new cars – EMSCU have prevented the purchase of 11 new vehicles which would have cost £1m over

4 years without any adverse operational impact as the Force is making better use of the existing fleet.

With regards to the PFI contract for Riverside, LGP are now reviewing it with the Finance Business Partner in order to verify that charges are correct and to maximise contract optimisation opportunities.

**URN 107: 3% uplift on contract renewals (Target = £94,000)**

Following a review of the Nottinghamshire IS contracts, LGP have estimated that Nottinghamshire could make savings of 15-20% of the value of the top 10 contracts. This would lead to possible savings in Q4 14/15 and then ongoing in to 15/16 which could release ca £200,000 over the next 12 months.

EMSCU has recognised the potential significant savings on contracts year on year for the life of the contract and as such has included contract and supplier managers in the new structure to focus in the key business areas of ICT and Estates.

**URN 102: Energy and Utilities (Target = £10,000)**

AMR loggers have been procured from Severn Trent Water and are going to be installed this month. They will enable the force to assess where there may be leaks/wastage in order to reduce costs.

There is also a capital saving as Estates had budgeted for these loggers and EMSCU negotiated for them to be free.

An energy review has not highlighted any immediate savings in the way that the force is billed, but discussions are currently ongoing with Inspired Energy in order to generate greater value in the way that we buy our energy. There is a potential saving of £45-65k pa to be made as well as the potential for income from a framework that would be set up in conjunction with Inspired Energy.

**URN 106: 5% saving on current spend (target = £750,000)**

We have negotiated a £133,000 equipment fund from our mobile provider. We are also in discussions with them regarding £180,000 of outstanding invoices due to concerns about whether contractual obligations have been fulfilled.

Vision software : we have only paid half of the bill so far this year as we do not agree with the amount that we have been charged.

Car servicing : Nottinghamshire Police currently service the car fleet more frequently than is actually necessary. Venson's are in agreement that there is the potential to save approx. £300 per car per year if the service intervals were lengthened. We are in discussion with the Fleet team and we would expect this to equate to approx. £40k saving for this year.

**URN 122: Regional Stores Project (target = £5,000)**

The Uniform framework is already established with three other forces signed up to it and the possibility of others joining. It is still to be determined exactly how much income this will mean for EMSCU.

**URN 123: Setting up frameworks that others can access (target = £20,000)**

The Body Worn Video framework is currently going through the ITT process and should the 5 East Midlands forces use it, EMSCU would receive approx. £26k in

income. Should other forces throughout the country use it, there would be an increased level of income based on a 1% management fee.

#### Section 4 - Strategic Suppliers

Using the EMSCU contract register, June 2014, we can estimate the 3 Forces have 519 'ICT' contracts. The vast majority of these are 'completed' meaning they may be either being extended or in progress of being re tendered. The top ten value contracts logged as 'active' are approximately £31.5 million.

As part of the ongoing work with LGP, EMSCU have started to engage with two strategic suppliers, Capita and Northgate to try and combine and co-terminate the contracts across the region in order to negotiate discounts on annual spend. The combined value of contracts between the two suppliers is approximately £8.9 million. Work will focus on savings opportunities for Nottinghamshire / Northamptonshire and a three Force collaboration in order to evaluate where the most value to Nottinghamshire is.

Nottinghamshire spend approximately £620,000 per annum with the two identified suppliers on current contracts. There are potential procurement opportunities for either or both suppliers in the future and they need to recognise our approach to achieving annual savings, value for money and innovative contract management post award.

Further negotiations are planned with Airwave and Vodafone.

#### Section 5 - Supply Chain Development

A number of activities are being carried out which will deliver efficiencies and/or generate income. Note these are potential savings and Supplier Services are limited in terms of what can be achieved without the buy in from other departments.

<b>Budget</b>	<b>Savings by Type</b>	<b>Description</b>	<b>Value of potential savings</b>	<b>Notes</b>
Fleet – telematics	Saving	Reduction in fuel usage	>£100k	Installation issues have meant Notts has not benefitted from the system as early as expected despite it working well in other forces e.g. Northants, who have saved over £70k on fuel
Estates - energy	Saving	Usage of more energy efficiency lighting in new builds/refurbs	Unknown	Recommend we become a member of Efficiencies East Midlands (EEM) and use their frameworks. Currently EEM proposing some benchmarking savings
Facilities – Cleaning consumables	Savings	Rationalise range of cleaning products	£20k	Notts spend approx. £45k pa vs Derbys £15k due to the wide range of products Notts purchase.

Estates – repairs and maintenance	Savings	Peer review	Unknown	To establish whether another organisation with more expertise in this area would be able to deliver repairs and maintenance at a lower cost
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<b>For Information / Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Joint Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15<sup>th</sup> December 2014</b>
<b>Report of:</b>	<b>Chief Finance Officer</b>
<b>Report Author:</b>	<b>Charlotte Radford</b>
<b>E-mail:</b>	
<b>Other Contacts:</b>	<b>Angela Ward</b>
<b>Agenda Item:</b>	<b>10</b>

## **INTERNAL AUDIT PROGRESS REPORT**

### **1. Purpose of the Report**

- 1.1 To provide members with an update on progress against the Internal Audit Annual Plan and the findings from audits completed to date.

### **2. Recommendations**

- 2.1 Members are recommended to consider the report and where appropriate make comment or request further work in relation to specific audits to ensure they have adequate assurance from the work undertaken.

### **3. Reasons for Recommendations**

- 3.1 This complies with good governance and in ensuring assurance can be obtained from the work carried out.

### **4. Summary of Key Points**

- 4.1 The attached report details the work undertaken to date and summarises the findings from individual audits completed since the last progress report to the panel.

### **5. Financial Implications and Budget Provision**

- 5.1 None as a direct result of this report.

### **6. Human Resources Implications**

- 6.1 None as a direct result of this report.

### **7. Equality Implications**

- 7.1 None as a direct result of this report.

## **8. Risk Management**

8.1 None as a direct result of this report.

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

9.1 This report complies with good governance and financial regulations.

## **10. Changes in Legislation or other Legal Considerations**

10.1 None

## **11. Details of outcome of consultation**

11.1 Not applicable

## **12. Appendices**

12.1 Appendix A - Internal Audit progress report.

# **Nottinghamshire Office of the Police & Crime Commissioner & Nottinghamshire Chief Constable**

[Internal Audit Progress Report](#)

Audit Committee meeting: December 2014

## Introduction

The internal audit plan for 2014/15 was approved by the Joint Audit & Scrutiny Panel in June 2014. This report provides an update on progress against that plan and summarises the results of our work to date.

### Summary of Progress against the Internal Audit Plan

The table below provides a progress summary of the reports that have been finalised, in draft or are work in progress. There are no fundamental issues to report to the Committee that may impact on our annual Head of Internal Audit opinion at this time.

Assignment <i>Reports considered today are shown in italics</i>	Status	Opinion	Actions Agreed (by priority)		
			High	Medium	Low
<b>Audits to address specific risks</b>					
Information Management Arrangements	Final Report	Advisory	-	8	2
<i>Information Security – Disaster Recovery</i>	<i>Final Report</i>	<i>Amber/Green</i>	-	2	3
Commissioning	Q4				
Governance – Delivery of Police & Crime Plan	Fieldwork planned to commence 12/01/2015				
Partnerships	Fieldwork planned to commence 02/03/2015				
Policy Review	As and When				
Scrutiny Panel	Fieldwork planned to commence 16/02/2015				
Crime Recording Follow Up	Q4				
Volunteering	Draft Report issued				
Regional HR – Training & Skills	Refer to comments included in the Change Control section				
Victims Code of Compliance	Fieldwork planned to commence 05/01/2015				
Key Financial Controls	Draft Report issued				

Forensics Support Scientific Support	Refer to comments included in the Change Control section				
Financial Regulations	Refer to comments included in the Change Control section				
Corporate Governance / Policy Making	Refer to comments included in the Change Control section				
Follow Up	Q4				
Regional Review	The scope has been agreed				

**Other Matters**

**Planning and Liaison:** We have met with management to discuss the progress of the 2014/15 audit plan.

In addition, we held a Joint East Midlands Chief Finance Officers (OPCC & Force) workshop to discuss collaborative assurances and how these can be effectively achieved and how Internal Audit can feed into this process.

Since the last meeting, following discussion at the East Midlands Joint Chief Finance Officers meeting it was agreed that we would undertake an additional review of G4S Niche Service Provision through Lincolnshire Police to be able to provide assurance to the region on the arrangements in place. The results of this audit are included in this progress report for information, but have been scrutinised at Lincolnshire Committee.

**Internal Audit Plan 2014/15 - Change Control:**

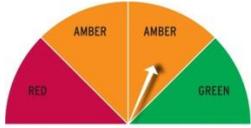
<b>Action</b> <i>Changes considered today are shown in italics</i>	<b>Date</b>	<b>Agreed By</b>
<i>The regional HR Training &amp; Skills audit has been requested to be deferred until 2015/16. However, it is intended to utilise the allocation for this review to complete the regional review (with Northamptonshire Police) on System Licensing.</i>	September 2014	To be agreed by the Joint Audit & Scrutiny Panel – September 2014
<i>We had an allocation for Financial Regulations &amp; Corporate Governance, but this has not been required. Instead, the allocation will be utilised to complete regional work around the Assurance Framework for Collaborations.</i>	December 2014	To be agreed by the Joint Audit & Scrutiny Panel – December 2014
<i>We had an allocation for Forensics – Scientific Support, but this has not been required. Instead, the allocation will be utilised to complete some audit work around grants and grant allocations within Force.</i>	December 2014	To be agreed by the Joint Audit & Scrutiny Panel – December 2014

**Information and Briefings:**

We have issued the following updates since the last Committee:

- Emergency Services News Briefing – October 2014
  - Code of Ethics: A Code of Practice for the Principles and Standards of Professional Behaviour for the Policing Profession of England and Wales.
  - Fire Incidents Response Times: England, 2013-14.
  - Revised PACE Code A.
  - Core business: An inspection into crime prevention, police attendance and the use of police time.
  - A master class in managing contracts and getting best value from third party providers.
  - New National Fraud Initiative Security Policy Compliance Declaration.

## Key Findings from Internal Audit Work

<p><b>Assignment: Business Continuity &amp; IT Disaster Recovery Planning</b></p>	<p><b>Opinion: Amber / Green</b></p>	
<p>The Force is currently in a period of transition moving a number of its virtual servers into a cloud based solution. Furthermore, the personnel within IT has changed during 2014 with the Infrastructure and Service Delivery Manager taking on responsibility for IT business continuity. Support and guidance for Force-wide Business Continuity is provided by the Strategic Support Officer.</p> <p>The Force is driven by ACPO guidelines to determine the criticality of IT systems and services for response times. The main IT operating site is at Police Head Quarters in Nottingham, with a failover site located within the county at Mansfield and a third smaller site is available for IT disaster recovery and continuity at Carlton Police Station.</p> <p>The key findings from this review are as follows:</p> <p><b>Design of control framework</b></p> <ul style="list-style-type: none"> <li>▪ The Force has a combination of physical servers, a virtualised platform and a cloud platform. All business continuity data is backed up according to a documented schedule to a backup server which is housed at Force Headquarters in Nottingham.</li> <li>▪ The Force has two data centres facilitating the continuity of data - Force Headquarters which is the backup site and Mansfield Police Station which is the recovery site. A further smaller recovery site is sited at Carlton Police Station within the County.</li> <li>▪ These three core sites are triangulated in their configuration so if a link fails at any one site the others will remain operable; we verified this by review of a network diagram showing that it was last updated January 2014.</li> <li>▪ The IT department has an Excel document which shows what servers are backed up, the frequency and the storage location to failover site. There is also a data domain backup document which covers how backups are performed. A Legato Data Domain Backup System is used by the IT department to manage and review backups; this is referred to as DDR.</li> <li>▪ The backup system in place is designed to enable the IT Operations Team to monitor backup success, incidents and failures on a daily basis via the system management console; this ensures they are completed in accordance with the schedule.</li> <li>▪ A Formal Business Impact Analysis has been undertaken and is documented in the Force's IT Business Continuity Toolkit which is maintained and retained on the Operations J Drive on the Force's network. The Business Impact Analysis shows interruption exposures to the IT systems and services, their probability and impact and remediation alternatives.</li> <li>▪ To ensure that staff are aware of their responsibilities in the event of a disaster, responsibility for IT Business Continuity has been assigned to appropriate members of staff and a Crisis Management Team have been defined.</li> <li>▪ An uninterrupted power supply (UPS), which is used to supply a safe power supply should there be a loss of main power is in place and is powered by a generator at the three core sites. The time available is dependent on the current server load which was showing as 78 minutes during our review.</li> <li>▪ To ensure that IT hardware is available and would be replaced should an issue occur there are a number of contracts in place with 3<sup>rd</sup> party suppliers. The scope and remit of this cover was found to be satisfactory.</li> <li>▪ An adequate service level management control framework for the provision of hardware, telephony and airwave services is in place and is designed to ensure that third party arrangements exist to maintain the continuity of IT services.</li> <li>▪ To ensure appropriate finance would be available in the event of a disaster the Force also has computer insurance with Tokio Marine London for the period 1st May 2014 to 30<sup>th</sup> April 2015 which includes schedules for computer and business interruption.</li> </ul>		

**Application of and compliance with control framework**

- We reviewed the DDR backup console for one day during our fieldwork to confirm that live daily backups and network monitoring using Solarwinds were occurring at the Force’s backup site in accordance with documented procedures. We found these to be operating without any continuity issues at the time of review.
- Monthly failover testing of the Force control room system “Vision” is conducted. We obtained and reviewed the log of these monthly tests for the previous six months and can confirm that these were carried out satisfactorily and any issues with the equipment were reported and logged for resolution rendering the system fit for purpose.

However, we have made two medium category and three low category recommendations to assist the Force with its IT Business Continuity Planning. The medium rated findings and recommendations are summarised below:

- The IT Department has recently developed an IT Business Continuity Toolkit which contains a suite of related documents and is aligned to ISO 22301. The document is not yet fully complete. In addition associated key recovery documentation for each of the IT services held separately within the Business Continuity Folder on the network is also not complete and has not been formally reviewed as appropriate and approved by senior management (this will be updated as part of the IT Business Continuity Toolkit documentation). Therefore there is an increased risk if relevant required guidance and information is not available in a disaster event, which could lead to a delay or inability to restore key IT services across the Force within an acceptable timeframe.
- The Business Continuity Plan is currently only tested using "desktop" Force wide exercises. It has yet to be tested for IT failure scenarios and results recorded; a full periodic test at the disaster recovery site is yet to be scheduled and undertaken and our review of the documentation provided and discussions with IT Management confirmed that they do not currently perform restoration testing of servers containing critical IT services from backup data. Currently without comprehensive testing there is limited assurance that the Force is able to recover critical systems and data within an acceptable recovery time should a disaster occur.

Recommendation	Management Action	Responsible Officer / Date
<p>An action plan needs to be developed to ensure IT Information Services have a complete and up to date Business Continuity Toolkit and associated suite of recovery documentation covering all the identified critical IT services. (Medium)</p>	<p>This is already work in progress, Action: Update the Information Services department Business Continuity Plan using the Force BC Toolkit. Action: Create a suite of recovery documentation covering all identified critical IT systems.</p>	<p>Julie Mansfield 31 Dec 2014</p>
<p>Job descriptions need to be aligned to the IT Business Continuity Toolkit and updated to include responsibilities for IT Business Continuity, particularly for those in the Crisis Management Team. (Low)</p>	<p>Responsibilities for business continuity and crisis management are contained within the Force BC Policy and Strategy; to include specific reference to this in individual job descriptions would be overly bureaucratic and add no value.</p>	<p>N/A</p>

<p>The Business Continuity Toolkit and other supporting documentation held in the directory to assist recovery in the event of a disaster occurring should be completed and stored securely offsite; in addition to the backup so available immediately should a disaster occur. (Low)</p>	<p>Implemented</p>	<p>Julie Mansfield Implemented</p>
<p>The IT Business Continuity Toolkit - Tests &amp; Exercise Tab should be fully completed and should provide comprehensive details of testing planned and undertaken. (Low)</p>	<p>Update the Information Services department Business Continuity Toolkit Test &amp; Exercise record with the results of Exercise Candle and the date of next year's test</p>	<p>Julie Mansfield 31 Dec 2014</p>
<p>An IT Business Continuity test schedule should be documented and approved. The IT Business Continuity Toolkit should be tested at least annually or after a change of key personnel, operational system or any aspect of the operational infrastructure. Where recovery testing takes place this should also assess recovery point and recovery time testing to ensure the specified objectives are achieved. (Medium)</p>	<p>This approach is becoming normal for new systems and as confidence grows this can form part of a planned approach and performed during the pre-planned maintenance windows.  Action:  Plan, document and gain approval from the head of department for an Information Services disaster recovery test schedule and record; tests should be at least annually and after any changes to key personnel, operational system or infrastructure.</p>	<p>Julie Mansfield 31 Dec 2014</p>

<p><b>Lincolnshire Police - G4S Niche Service Provision (for information only)</b></p>	<p><b>Opinion: Green</b></p>	<p><b>Substantial Assurance</b></p>
<p><b>Introduction</b></p> <p>Niche RMS (hereafter referred to as Niche) is a single, unified, operational policing system that manages information in relation to the core policing entities – people, locations, vehicles, organisations, incidents and property.</p> <p>Niche was implemented by Lincolnshire Police Force (hereafter referred to as Lincolnshire) in January 2010 and the system was identified as having the potential of becoming the spinal infrastructure for policing information going forward.</p> <p>G4S Care and Justice Services (UK) Limited were contracted to deliver various services incorporating ICT (including Niche), in April 2012 and following extensive work, the Chief Constables and Police &amp; Crime Commissioners for Lincolnshire, Leicestershire, Northamptonshire and Nottinghamshire forces agreed to move to a single instance of Niche for crime, intelligence, case, custody and associated information databases.</p> <p>The preferred method for achieving this is for Leicestershire, Northamptonshire and Nottinghamshire to enter into a formal collaboration agreement with Lincolnshire, and for Lincolnshire to provide the Niche hosting service.</p>		

Leicestershire, Nottinghamshire and Northamptonshire will therefore be reliant upon Lincolnshire and its G4S contractors for the provision of essential operational IT services for a period of at least three years. Accordingly, the relevant Chief Constables and Police & Crimes Commissioners wished to secure assurance of G4S's performance delivery regarding services provided to Lincolnshire in respect of Niche.

## Conclusion

Based on the work undertaken as part of this review, Lincolnshire can take substantial assurance that the control framework and infrastructure that are currently in place allow for the effective facilitation, management and governance of the G4S Niche service provision. The control framework is supported by effective communication and a strong working relationship that will help to ensure processes remain robust and reflective of developing arrangements as Niche is driven forward and rolled out across the other forces in the East Midlands region.

The scope of the review and indeed our conclusion has focused upon the governance framework and management of the existing G4S contractual arrangements. There are other areas that will need deliberation once the project is in its implementation stage that the individual Forces will need to consider and manage and these areas are around the cleansing of data within the individual force systems and the accuracy of this, prior to it being transferred to any new system and indeed the ownership of such data once it is transferred.

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

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<b>For Information</b>	
<b>Public/Non Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15 December 2014</b>
<b>Report of:</b>	<b>ACO Resources</b>
<b>Report Author:</b>	<b>Natalie Baker, Strategic Support Officer</b>
<b>E-mail:</b>	<b>natalie.baker@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Julie Mair, Organisational Development Manager Paul Steeples, Interim Head of Business and Finance</b>
<b>Agenda Item:</b>	<b>11</b>

## **AUDIT AND INSPECTION**

### **1. Purpose of the Report**

- 1.1 To provide the Force Executive Board with an update on the status of audits and inspections taking place in Force. This report also informs the Board of expected future audits and inspections.

### **2. Recommendations**

- 2.1 That the Board notes the progress made against audit and inspection recommendations.
- 2.2 That the Board takes note of forthcoming audit and inspections.

### **3. Reasons for Recommendations**

- 3.1 To enable the Board to fulfil its scrutiny obligations to oversee and consider Force arrangements to deliver against audits and inspections.

### **4. Summary of Key Points**

- 4.1 The actions outlined in this report are the result of recommendations made by the Force's internal auditor Baker Tilly and external inspectorates, such as Her Majesty's Inspectorate of Constabulary (HMIC). They are managed through the Force Activity Plan process and reported at the Chief Officer Portfolio Boards on a monthly basis.
- 4.2 Appendix 1 'Audit, Inspection and Review Status Report Quarter 2' gives a summary of current, recent and forthcoming audits, inspections and reviews taking place in force.
- 4.3 Appendix 2 outlines the actions arising from audits and inspections that are off target, at risk of being off target, closed, on target and new actions added in Quarter 2.

4.4 **Overdue actions** - There are currently no actions showing as overdue.

Please see appendix 2 for the most recent updates and proposed completion dates.

4.5 **Recent Audits and Inspections.**

See appendix 1.

4.6 **Forthcoming audits and inspections**

See appendix 1.

4.7 A number of audit reports have recently been received and actions need to be agreed for these, there are also a number of reports due. All of these reports will be scrutinised and where necessary actions agreed and added to the Force Activity Plan.

## **5. Financial Implications and Budget Provision**

5.1 There are no direct financial implications. If financial implications arise from recommendations raised from audits, inspections and reviews these implications are considered accordingly. Where an action cannot be delivered within budget provision, approval will be sought through the appropriate means.

## **6. Human Resources Implications**

6.1 There are no direct HR implications. Where an audit or inspection has Human Resources implications, these will be managed through the Force Activity Plan.

## **7. Equality Implications**

7.1 There are no direct equality implications. Any equality implications which arise from an audit or inspection recommendation will be managed on an individual basis.

## **8. Risk Management**

8.1 There is a risk to Force reputation, if mandatory or agreed actions identified as a result of audit or inspections are not completed. The degree of risk will depend on the nature of the audit or inspection and will be assessed on a case by case basis.

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

9.1 Where an audit or inspection recommends changes to Force Policy or Strategy, those changes will be managed through the Force Activity Plan.

## **10. Changes in Legislation or other Legal Considerations**

10.1 Where an audit or inspection relates to a change in Legislation or other legal considerations, those changes will be managed through the Force Activity Plan.

## **11. Details of outcome of consultation**

11.1 This process for monitoring audits, inspections and reviews has been agreed by the Chief Officer Team (COT).

11.2 Action owners are consulted through the action monitoring process.

## **12. Appendices**

12.1 Appendix 1: Audit and Inspection Status Report Q2

Appendix 2: Actions arising from audits and inspections that are off target, at risk of being off target, proposed for closure, on target and new actions added in Quarter 2.



## Appendix 1: Quarter 2 Audit and Inspection Status Report

<b>On target</b>	On target to deliver within constraints, including target completion date, budget and resource allocated. It is also anticipated that any expected efficiency savings will be met. No further action required at this time.
<b>At risk</b>	Actions will be off target within one month and / or are unlikely to be completed by the end date.
<b>Off target</b>	Target date and / or other constraints such as budget or available resource have been exceeded, or it is anticipated that an expected efficiency saving will not be met. Issue to be highlighted to the Portfolio Board and corrective action sought to meet business objectives.

### Current audits and inspections

COT Portfolio	Title	Scrutiny Body	Audit, Inspection or Review	Total number of actions	Actions				
					On target	At risk of being off target*	Off target	Proposed for Closure	Closed
ACC Jupp	Domestic Abuse	HMIC	Inspection	8	7			1	
ACO Monckton	Policing in Austerity: Meeting the Challenge	HMIC	Inspection	3					3
ACO Monckton	Partnerships Governance	Baker Tilly	Audit	1				1	
ACO Monckton	Environmental Policy	Baker Tilly	Audit	1				1	
ACO Monckton	Workforce Planning	Baker Tilly	Audit	4		1			3
ACO Monckton	Absence Management	Baker Tilly	Audit	1	1				
DCC Fish	Information Management Arrangements	Baker Tilly	Audit	8	8				
ACO Monckton	Business Continuity & IT Disaster Recovery Planning	Baker Tilly	Audit	2	2				
ACC Jupp	Business Planning	Internal	Audit	1				1	
				29	18	1	0	4	6

\*Actions will be off target within one month and/ or are unlikely to be completed by the original target date.

## Recent audits and inspections

COT Portfolio	Title	Description	Date	Force Lead	Status
ACC Jupp	HMIC: Crime Data Inspection	This inspection will examine the effectiveness of the police in dealing with reports of crime by members of the public.	8th - 10th July 2014	Paul Cook	Final report received. Activity arising out of recommendations to be captured.
DCC Fish	HMIC: Police Integrity and Corruption	HMIC examined plans to embed the new Code of Ethics in Force as well as follow up on the Dec 2011 "Without Fear or Favour" report and the 2012 revisit to forces.	23rd - 25th July 2014	Det Supt Alexander	Final report received. Activity arising out of recommendations to be captured.
ACC Jupp	HMIC: Child Protection Arrangements	Focus on the following areas of child protection work in police forces: - Section 47 Children's Act 1989 cases where there has been police involvement; - Domestic abuse cases where children	2nd - 11th September 2014	Supt Helen Chamberlain	Awaiting final report.
ACC Jupp	HMIC: Interim Crime Inspection	An interim inspection that will concentrate on the effectiveness of forces at cutting crime and is designed to support forces to improve the way they reduce, prevent and investigate	31st September - 3rd October 2014	Det Ch Supt Jebb	Final report received. Activity arising out of recommendations to be captured.
ACO Monckton	HMIC: Valuing the Police 4 Revisit	Re-inspection following recommendations from original March 2014 VTP4 Inspection.	16th October 2014	Supt Mark Holland	Recommendations implemented.
ACO Monckton	Baker Tilly: Budgetary Control, Payroll and Expenses, Cash, Banking and Treasury Management, Fixed Assets and Insurance.	Part of the annual audit of key financial controls.	6th – 20th October 2014.	John Gordon	Awaiting draft report.
ACC Torr	Baker Tilly: Volunteering	The review will consider how the use of volunteers is aligned to Force Priorities and linked to the requirements of Divisions and Force departments.	27th – 29th October 2014	Ch Insp Stapleford	Awaiting draft report.

### Forthcoming audits and inspections

COT Portfolio	Title	Description	Date	Force Lead	Planning and Policy SPOC
ACC Jupp	Police Response to Online Child Sexual Exploitation*	An additional inspection to update HMIC's original report on 21st Century Child	TBC	Supt Helen Chamberlain	Vijayshree Appa / Beverly Topham
ACC Jupp	HMIC: Unannounced Custody Inspection**	Part of the rolling programme of unannounced custody inspections.	TBC	Paul Saint	Vijayshree Appa / Beverly Topham
ACC Jupp	HMIC: Digital Crime and Policing Inspection	To be scoped.	January - March 2015	Supt Mark Pollock	Vijayshree Appa / Beverly Topham
ACO Monckton	Baker Tilly: General Ledger, Income and Debtors, Payments and Creditors	Part of the annual audit of key financial controls.	w/c 24th November 2014.	John Gordon	Vijayshree Appa / Beverly Topham
ACC Torr	Baker Tilly: Victims Code of Compliance	To provide assurances over compliance with the new Victims Code.	w/c 5th January 2015	Ch Insp Murphy	Vijayshree Appa / Beverly Topham
ACO Monckton	Baker Tilly: Governance – Delivery of Police and Crime Plan	To provide assurances that the Police and Crime Plan is being delivered as expected.	w/c 12th January 2015	Charlotte Radford	Vijayshree Appa / Beverly Topham
ACO Monckton	Baker Tilly: Scrutiny Panel Follow up	The review will provide assurance that the recommendations from the Scrutiny Panel reviews have been appropriately addressed and implemented or alternatively the resource can be used to assist the Scrutiny Panel with any particular views.	w/c 16th February 2015	TBC	Vijayshree Appa / Beverly Topham
ACC Torr	Baker Tilly: Partnerships	The review will provide assurance that the Force is maintaining its robust partnership links but in addition provide assurance that there is a mechanism in place for measuring outcomes for their investment in time, money and effort.	w/c 2nd March 2015	Supt Paul Burrows	Vijayshree Appa / Beverly Topham
ACO Monckton	Baker Tilly: Corporate Governance/Policy Making	This will include a review of the governance around policy making and policy decision to ensure a transparent and accountable decision making process is in place.	2014/15 Q4	Charlotte Radford	Vijayshree Appa / Beverly Topham

\* This is a thematic inspection. HMIC are yet to confirm whether Nottinghamshire will be visited as part of this inspection.

\*\* Unannounced inspection, the Force will be informed on the Thursday prior to the fieldwork commencing.

## Appendix 2: Audit and Scrutiny Panel - Actions Update Report

## Quarter 2: December 2014

NB. Actions include those arising from recommendations highlighted by audit, inspection or internal / external review, and any activity on the Force Activity Plan, where monitoring is required but not project management.

### Summary

	Previous	Current
Action(s) off target	1	0
Action(s) at risk of being off target	1	1
Action(s) proposed for closure	0	5
Action(s) on target	3	1
New action(s)	0	16
Total closed action(s)	8	3
Total actions	13	26

### RAG Key

On target	On target to deliver within constraints, including target completion date, budget and resource allocated. It is also anticipated that any expected efficiency savings will be met. No further action required at this time.
At risk	Actions will be off target within one month and / or are unlikely to be completed by the end date.
Off target	Target date and / or other constraints such as budget or available resource have been exceeded, or it is anticipated that an expected efficiency saving will not be met. Issue to be highlighted to the Portfolio Board and corrective action sought to meet business objectives.

### Action(s) off target

Ref	Source/ Title	Action overview	Dept / Div	Action Owner	End date	Original end date	Action status	Action Update
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No actions showing as off target.

### Action(s) at risk of being off target

Ref	Source/ Title	Action overview	Dept / Div	Action Owner	End date	Original end date	Action status	Action Update
BT/9499/18314	Baker Tilly: Workforce Planning	Add an authorised 'Acting and Temporary Duty' form reference into the 'Police Officer Acting Duties and Temporary Promotion Procedure'.	Human Resources	James Lunn	30/11/2014	31/08/2014	At Risk	The procedure has been drafted and includes the form reference. Initial consultation on the draft procedure has been completed.  The draft procedure requires further review due to MFSS / PBS proposals. The target date has been reviewed and agreed for 30/11/2014.

### Action(s) proposed for closure

Ref	Source/ Title	Action overview	Dept / Div	Action Owner	End date	Original end date	Action status	Action Update
BT/64a3/8914	HMIC: Domestic Abuse	Review the pilot being trialled on one of the control room groups whereby Dispatchers are closing DA incidents after all the checks have been verified as completed against a checklist. Managers to dip test incidents.  Rollout to the rest of the groups if the trial is deemed a success.	Crime & Justice	Insp Lovegrove	30/11/2014	30/11/2014	Proposed for closure	Draft report submitted by PS Gaunt having completed one month's analysis of incidents. Recommendations from that report include:  1. All DV incidents to be closed by a supervisor with appropriate training. 2. The compliance checking should be a team approach by both control room managers and CRT sergeants. CRT sergeants should take the lead role as they already check compliance for NCRS. However, control room managers must be proactive in taking the task on during peak periods and solely between 02:00 -07:00 hours. 3 This would ensure violent incidents are not masked from NCRS checking by the DV priority tag. 4. Incidents need to be reviewed as they become available for closure so as not to become a burden on the supervisor.  The report has been shared with the CM SLT for further discussion regarding the recommendations.  <b>Action proposed for closure once evidence seen by DCC.</b>
BT/44b3/141113	Baker Tilly: Partnership Governance	Develop a Partnership Policy.	Business and Finance	Martin Bakalarczyk	30/09/2014	31/10/2013	Proposed for closure	A Notts CDP Partnership Policy is currently in development and the Force intends to use the experience and principles attained from that to inform the Force's general policy on Partnership Working.  <b>Update FEB 24/11/2014 CC, ACO and ACC Jupp read Martin Bakalarczyks update (as above) and they also added that a lot of activity is developing around partnerships. Prevention work, the re definition of partnerships and there is activity around the City CDP. Please close down this action.</b>
BT/c482/13314	Baker Tilly: Environmental Policy.	Work with Corporate Communications to develop and produce a strategy and plan to ensure all employees are fully aware of environmental targets.	Estates and Facilities.	Andy Baker	30/09/2014	30/09/2014	Proposed for closure	The current Environmental Strategy has been refreshed and a meeting has taken place with Paul Coffey to develop a communication plan around this.  <b>24/11/2014 FEB update CC supports completion in the absence of DCC Fish. BT read out update dated 06/11/2014 this states that Corporate Communications have supported raising awareness of the environmental targets. The activity has been publishing news articles, force messages and ad hoc information when needed.</b>

BT/44b1/8914	HMIC: Domestic Abuse	Develop an intelligence log on MEMEX. Intelligence 'drops off' PNC after 28 days. This intelligence needs to be retained. This links to the National Work serial and perpetrator management.	Crime & Justice	Det Insp Quinn	31/08/2015	31/08/2015	Proposed for closure	All successful applications for Domestic Violence Protection Orders (DVPO) are entered into MEMEX to provide corporate memory and for potential use for bad character evidence in future proceedings. Please show this action as complete.
BT/d493/8914	HMIC: Domestic Abuse	b) The recruitment into 3 posts in Public Protection has finalised. Research to compile a demand profile which will inform 'Delivering the Future'  ACC Jupp supports the recent re structure. As PP is a critical function it is of a high priority to keep resourced.	Crime & Justice	Supt Chamberlain	30/04/2015	30/04/2015	Proposed for closure	DCC scrutiny comment: There is I feel good evidence of equality and diversity in the selection and promotion process. We ask questions around vulnerability and partnership working. We recruit to values and competencies. Interviewees are assessed against decision making and leading people and working with others for example. The application form is assessed against the PP framework.

### New action(s)

Ref	Source/ Title	Action overview	Dept / Div	Action Owner	End date	Original end date	Action status	Action Update
BT/44a5/71114	Baker Tilly: Absence Management	HR consultants to remind managers of their responsibility to conduct Return to Work Interviews for all periods of absence via email. Introduce a monthly report and send out to divisional and departmental line managers. Complete audits to check compliance in December 2014 and March 2015	Human Resources	Susan Meadowcroft	30/04/2015	30/04/2015	On target	No update provided to date.
BT/0488/8914	HMIC: Domestic Abuse	Develop a clear multi-agency strategy to address DA, across the City and County. Identify ownership and incorporate defined objectives.	Crime & Justice	Supt Chamberlain	30/04/2015	30/04/2015	On target	Clarification is needed on this action to determine whether it is linked to action: BT/f4a4/8914 To develop and implement a Joint Strategic Board for oversight of City and County.
BT/24b1/8914	HMIC: Domestic Abuse	Research to compile a demand profile which will inform 'Delivering the Future'	Crime & Justice	Supt Chamberlain	31/08/2015	31/08/2015	On target	There is currently work to support the business case for additional staff within PP to manage the additional workload, this will be based on demand modelling.
BT/3491/8914	HMIC: Domestic Abuse	Include in the next strategic intelligence risk assessment references to stalking / harassment, Honour based violence and forced marriage.	Crime & Justice	Richard Goold	31/08/2015	31/08/2015	On target	These references have been considered and there is no explicit reference in the STRA because these are part of the overall crime types of DA 'other' violence. STRA signed off by COT and there will be a review in 6 months time.
BT/f4a4/8914	HMIC: Domestic Abuse	Develop and implement a Joint Strategic Board for oversight of Domestic Abuse issues within City and County partnerships.  Link to action BT/0488/8914: Develop clear multi-agency strategies in the City and the County to address DA. Identify ownership and incorporate defined objectives. Ensuring that the strategies are aligned	Crime & Justice	Supt Chamberlain	30/04/2015	30/04/2015	On target	ACC Jupp recently chaired a cross authority oversight meeting including all partners and the Deputy PCC to ensure that commissioning and service are aligned and an assurance that practice will continue to align
BT/f4a6/8914	HMIC: Domestic Abuse	Create and communicate a problem profile so that staff are more aware of victims and perpetrators which will enable them to be proactive and apply offender management principles. Profiles to include: perpetrators details, definitions of serial and repeat and identification of management plans.	Crime & Justice	Det Insp Quinn	31/12/2014	31/12/2014	On target	An officer is now permanently embedded in the City Probation Service. Joint Police and Probation is designed to manage the risk of serial perpetrators of domestic abuse therefor reducing victimisation. There is a multi-agency meeting on 9th December with a view to defining serial perpetrator management following the ratification of the definition.
BT/04a6/71114	Baker Tilly: Information Management Arrangements	Review the training delivery via the Training Priorities Panel chaired by the Force SIRO.	Business and Finance	Pat Stocker	31/12/2014	31/12/2014	On target	No update provided to date.
BT/2480/101114	Baker Tilly: Information Management Arrangements	Carry out a data flow mapping exercise to identify information that leaves and enters the organisation.	Business and Finance	Pat Stocker	31/3/2015	31/3/2015	On target	No update provided to date.
BT/3487/101114	Baker Tilly: Information Management Arrangements	Identify during the development phase additions of MOPI grouping and linking of relevant records as an Information Assurance requirement.	Business and Finance	Pat Stocker	31/3/2015	31/3/2015	On target	No update provided to date.
BT/649c/101114	Baker Tilly: Information Management Arrangements	Review all the ISA's to ensure fit for purpose and place in the NC Forms network folder so it is accessible to all staff.	Business and Finance	Pat Stocker	31/12/2014	31/12/2014	On target	No update provided to date.
BT/748a/71114	Baker Tilly: Information Management Arrangements	Commission training at regional level at the regional IA Board chaired by the SIRO and deliver e-learning packages for all staff.	Business and Finance	Pat Stocker	31/12/2014	31/12/2014	On target	No update provided to date.
BT/a491/101114	Baker Tilly: Information Management Arrangements	Staff to undertake mandatory Information Management Training as per the Information Assurance Framework. Continue to report training records to FIAB.	Business and Finance	Pat Stocker	31/12/2014	31/12/2014	On target	No update provided to date.

BT/a4a9/101114	Baker Tilly: Information Management Arrangements	Conduct a Training Needs Analysis to identify those staff with elevated information management responsibilities, including IAOs, in order to inform an IA training plan. Review the training delivery via the Training Priorities Panel and commission required training via the Regional IA Board chaired by the SIRO	Business and Finance	Pat Stocker	31/12/2014	31/12/2014	On target	No update provided to date.
BT/c4a4/71114	Baker Tilly: Information Management Arrangements	Regularly review the Information Management responsibilities to ensure the process identifies any gaps and risks to information management responsibilities and that they are identified and addressed in the Information Management Strategy.	Business and Finance	Pat Stocker	31/12/2014	31/12/2014	On target	No update provided to date.
BT/44b6/81014	Baker Tilly: Business Continuity and IT Disaster Recovery	Update the Information Services department Business Continuity Plan using the Force BC Toolkit.	Information Services	Julie Mansfield	31/12/2014	31/12/2014	On target	No update provided to date.
BT/b4ad/81014	Baker Tilly: Business Continuity and IT Disaster Recovery	Create a suite of recovery documentation covering all identified critical IT systems.	Information Services	Julie Mansfield	31/12/2014	31/12/2014	On target	No update provided to date.

#### Closed action(s)

Ref	Source/ Title	Action overview	Dept / Div	Action Owner	End date	Original end date	Action status	Action Update
BT/84b3/8914	Policing in austerity: meeting the challenge.	<p>Recommendation 4</p> <p>Not later than 15 October 2014, each of the 20 forces which plan to achieve less than 10 percent of their savings in the current spending review period from collaboration should:</p> <p>(a) review its plans for increasing savings from collaboration with other organisations (in the public, private and voluntary sectors) in 2015/16 and 2016/17;</p> <p>(b) consult its police and crime commissioner and HMIC on the amendments to which it considers are necessary or expedient to improve the level of savings from collaboration to the greatest extent reasonably practicable; and</p> <p>(c) after taking into consideration such representations as may be made in that respect by the police and crime commissioner and HMIC, provide its police and crime commissioners and HMIC with amended collaboration plans that specify, in detail, the steps it will take in those financial years to improve its level of savings from collaboration to the greatest extent reasonably practicable.</p>	Business & Finance	Paul Steeples	15/10/2014	15/10/2014	Action closed	23/10/2014 Report completed as per recommendation and sent to HMIC.  <b>Action complete.</b>
BT/a49e/8914	Policing in austerity: meeting the challenge.	<p>Recommendation 1</p> <p>Not later than 30 September 2014, each of the three forces with an overall assessment of 'requires improvement' should:</p> <p>(a) carry out an urgent review of its savings plan; and</p> <p>(b) provide to its police and crime commissioner and HMIC a comprehensive and detailed plan which specifies the sufficient steps it will take to remedy the failures and other shortcomings which have led to the assessment in question.</p> <p>Those steps may include, but should not be limited to:</p> <p>(i) a comprehensive assessment and understanding of current demand;</p> <p>(ii) developing and implementing an affordable organisational model (often referred to as the force's operating model); and</p> <p>(iii) assuring themselves that the model for policing can respond to the assessed demand that the force faces.</p>	Business & Finance	Paul Steeples	30/09/2014	30/09/2014	Action closed	23/10/2014 Action plan template supplied by HMIC completed as per instructions and sent to HMIC with other supporting material.  <b>Action complete.</b>
BT/b490/8914	Policing in austerity: meeting the challenge.	<p>Recommendation 3</p> <p>Not later than 30 September 2014, the Chief Constable of each force that has a savings plan which fails to assume that the level of year-on-year funding restrictions from 2015/16 will continue at the same rate as those in the current spending review period should:</p> <p>(a) review the force's savings plans in that respect;</p> <p>(b) consult his or her police and crime commissioner and HMIC on the amendments which he or she considers are necessary to remedy that failure; and</p> <p>(c) after taking into consideration such representations as may be made in that respect by the police and crime commissioner and HMIC, amend the plans so as to ensure that the failure in question is remedied.</p>	Business & Finance	Paul Steeples	30/09/2014	30/09/2014	Action closed	23/10/2014 Report completed as per recommendation and sent to HMIC.  <b>Action complete.</b>

Action(s) on target								
Ref	Source/ Title	Action overview	Dept / Div	Action Owner	End date	Original end date	Action status	Action Update
NB/c49e/1414	Business Planning	Implement the Schengen protocol to share information to safeguard public safety following the European Union wide removal of border controls.	Crime and Justice	Insp Simon Carter	31/03/2015	31/10/2014	On Target	<p>The Home Office have announced a slippage of the Schengen, which will go live by the end of the financial year at the latest.</p> <p>Policy and procedural guidance with quick guides for staff have all been completed. The website has now launched force wide.</p> <p>Mandatory NCALT training has now commenced within Force and is being monitored by our Training Department. A Weekly Order reminding staff to undertake the mandatory training was published in September.</p> <p>The form to ensure communication between the PNC Bureau and Contact Management is still in design stage. This awaits the introduction of the PNC training database.</p> <p>Back Record conversion assessment for Article 36 Discrete checking is currently being undertaken. This will need manual inputting post go live. The numbers required for circulation are anticipated to be less than 400 circulations.</p> <p>Richard Mace has audited PNC Objects and found a high 90's % compliance in readiness for go live.</p> <p>Information Services have confirmed that Capita have scoped the costs of any potential changes to the interfaces with the Home Office and Capita.</p> <p><b>Update FEB 24/11/2014 CC supports new completion date of 31st March 2015.</b></p>



<b>Consideration</b>	
<b>Public/Non Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Audit and Scrutiny Panel</b>
<b>Date of Meeting:</b>	<b>15 December 2014</b>
<b>Report of:</b>	<b>The Chief Executive</b>
<b>Report Author:</b>	<b>Sara Allmond</b>
<b>E-mail:</b>	<a href="mailto:sara.allmond@nottscc.gov.uk">sara.allmond@nottscc.gov.uk</a>
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>12</b>

## **PANEL WORK PLAN AND MEETING SCHEDULE**

### **1. Purpose of the Report**

1.1 To provide the Panel with a programme of work and timetable of meetings

### **2. Recommendations**

2.1 To consider and make recommendations on items in the work plan and to note the timetable of meetings

### **3. Reasons for Recommendations**

3.1 To enable the Panel to manage its programme of work.

### **4. Summary of Key Points**

4.1 The Panel has a number of responsibilities within its terms of reference. Having a work plan for the Panel ensures that it carries out its duties whilst managing the level of work at each meeting.

### **5. Financial Implications and Budget Provision**

5.1 None as a direct result of this report

### **6. Human Resources Implications**

6.1 None as a direct result of this report

### **7. Equality Implications**

7.1 None as a direct result of this report

### **8. Risk Management**

8.1 None as a direct result of this report

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

9.1 This report meets the requirements of the Terms of Reference of the Panel and therefore supports the work that ensures that the Police and Crime Plan is delivered.

## **10. Changes in Legislation or other Legal Considerations**

10.1 None as a direct result of this report

## **11. Details of outcome of consultation**

11.1 None as a direct result of this report

## **12. Appendices**

12.1 Work Plan and schedule of meetings

## JOINT AUDIT AND SCRUTINY PANEL WORK PLAN

<u>ITEM DESCRIPTION</u>		<u>REPORTING REQUENCY</u>	<u>LEAD OFFICER</u>
<b>XX February 2015 – 2pm</b>			
1.	<b>(11)</b> Draft Audit Plan (Annual Internal Audit Strategy and Audit Plan)	Annually	
2.	<b>(43)</b> Risk report on monitoring and actions for mitigation update	6 monthly	
3.	<b>(45)</b> Business Continuity compliance and assurance of testing and exercising plan lessons learned	Annually	
4.	<b>(46)</b> Publication Scheme monitoring, review and assurance	Annually	
5.	<b>(51) &amp; (49)</b> Information Management Policy monitoring, assurance and improvement outcomes. Records review, retention and disposal guidance and audit monitoring, review and assurance	Annually	OPCC & Force?
6.	Future Scrutiny Topics – from current work plan	Annually	OPCC
7.	<b>(35)</b> Force Governance monitoring, assurance and improvement outcomes for decision making	6 monthly	
8.	Revenue Budget Management report	Annually	Force CFO
9.	Capital Expenditure Outturn and Slippage	Annually	
10.	Treasury Management Report	Annually	
	<b>Standard items:-</b>		
	Scrutiny Update Report	As required	
	<b>(12) &amp; (40)</b> Internal Audit Progress Report	Quarterly	
	<b>(40)</b> Audit & Inspection Report	Quarterly	
<b>XX June 2015 – 2pm</b>			
1.	Election of Chair	Annually	OPCC
2.	<b>(5)</b> IPCC investigations, recommendations and actions (October – March)	6 monthly	Force
3.	<b>(36)</b> Force Improvement Activity Lessons Learned monitoring, IPCC lessons learned report (October - March)	6 monthly	Force
4.	<b>(6) &amp; (7)</b> Whistle Blowing Policy and review of compliance (October – March) and Anti-Fraud and Corruption Policy - review of compliance update (October – March)	6 monthly	Force <b>CR to check frequency</b>
5.	<b>(10) &amp; (42)</b> Force, PCC and Regional Draft Annual Governance Statements	Annually	OPCC & Force

<u>ITEM DESCRIPTION</u>		<u>REPORTING REQUENCY</u>	<u>LEAD OFFICER</u>
6.	<b>(39)</b> Internal Audit Annual Assurance and Performance Report	Annually	OPCC CFO
7.	Police and Crime Plan		OPCC CFO
8.	Verbal update on progress of Statement of Accounts		OPCC CFO
9.	Verbal update from External Audit		OPCC CFO
	<b>Standard items:-</b>		
	Updates on scrutiny and other reviews	As required	OPCC & Force
	PCC Update Report	Quarterly	OPCC
	<b>(12) &amp; (40)</b> Internal Audit Progress Report	Quarterly	OPCC CFO
	<b>(40)</b> Audit & Inspection Report	Quarterly	ACO Resources
<b>XX September 2015– 2pm</b>			
1.	<b>(23 &amp; 24)</b> Statement of Accounts and Summary Statement of Accounts	Annually	OPCC & Force
2.	<b>(10 &amp; 42)</b> Annual Governance Statements	Annually	OPCC & Force
3.	External Audit – Annual Governance report	Annually	OPCC CFO
4.	<b>(43)</b> Risk report on monitoring and actions for mitigation update	6 monthly	OPCC & Force
5.	<b>(35)</b> Force Governance monitoring, assurance and improvement outcomes for decision making	6 monthly	Force
6.	Regional Collaboration Update	Annually	Force
	<b>Standard items:-</b>		
	Updates on scrutiny and other reviews	As required	OPCC & Force
	PCC Update Report	Quarterly	OPCC
	<b>(12) &amp; (40)</b> Internal Audit Progress Report	Quarterly	OPCC CFO
	<b>(40)</b> Audit & Inspection Report	Quarterly	ACO Resources
<b>XX December 2015 – 2pm</b>			
1.	<b>(5)</b> IPCC investigations, recommendations and actions (April – September)	6 monthly	Force
2.	<b>(36)</b> Force Improvement Activity Lessons Learned monitoring, IPCC lessons learned report (April – September)	6 monthly	Force
3.	<b>(6) &amp; (7)</b> Whistle Blowing Policy and review of compliance (April – September) and Anti-Fraud and Corruption Policy - review of compliance update (April – September)	6 monthly	Force & OPCC <b>CR to check frequency</b>
4.	External Audit Annual Audit letter	Annually	OPCC CFO
5.	<b>Verbal update on regional assurance work – to be added for December meeting -</b>		C Radford

<u>ITEM DESCRIPTION</u>	<u>REPORTING REQUENCY</u>	<u>LEAD OFFICER</u>
see email		
<b>Standard items:-</b>		
Updates on scrutiny and other reviews	As required	OPCC & Force
PCC Update Report	Quarterly	OPCC
<b>(12) &amp; (40)</b> Internal Audit Progress Report	Quarterly	OPCC CFO
<b>(40)</b> Audit & Inspection Report	Quarterly	ACO Resources

DRAFT

<b>For Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Police and Crime Panel</b>
<b>Date of Meeting:</b>	<b>10<sup>th</sup> November 2014</b>
<b>Report of:</b>	<b>Paddy Tipping Police and Crime Commissioner</b>
<b>Report Author:</b>	<b>Kevin Dennis</b>
<b>E-mail:</b>	<b>kevin.dennis@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Kevin Dennis</b>
<b>Agenda Item:</b>	<b>5</b>

## **POLICE AND CRIME COMMISSIONER'S UPDATE REPORT**

### **1. PURPOSE OF THE REPORT**

- 1.1 This report presents the Police and Crime Panel (Panel) with the Police and Crime Commissioner's (Commissioner) update report.
- 1.2 In accordance with section 13 of the Police Reform and Social Responsibility (PR&SR) Act 2011 and subject to certain restrictions, the Commissioner must provide the Panel with any information which the Panel may reasonably require in order to carry out its functions. The Commissioner may also provide the Panel with any other information which the body thinks appropriate.
- 1.3 This report provides the Panel with an overview of current performance, key decisions made and his activities since the last report in September 2014.

### **2. RECOMMENDATIONS**

- 2.1 The Panel to note the contents of this update report and consider and discuss the issues.
- 2.2 The Commission recommends that future reports include an update on the budget and efficiency programme.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 To provide the Panel with information so that they can review the steps the Commissioner is taking to fulfil his pledges and provide sufficient information to enable the Panel to fulfil its statutory role.
- 3.2 Information on the budget and efficiency programme will further assist the Panel to fulfil its statutory responsibility and enable the Commissioner to receive increased scrutiny in a critical area at a time of increased economic pressures.

## 4. Summary of Key Points

### POLICING AND CRIME PLAN – (2014-18)

- 4.1 Performance against targets across all seven themes is contained in the tables at **Appendix A** up to August 2014.
- 4.2 The Commissioner's report has been simplified to focus on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.3 The table below shows a breakdown of the RAGB status the Force has assigned to the 28 measures reported in **Appendix A**. It can be seen that 21 (75%) of these measures are Amber, Green or Blue indicating that a majority of measures are close, better or significantly better than the target. Only 25% of measures reported are significantly worse than target.

KEY to Performance Comparators			
Performance Against Target		Aug-14	% of Total
●	Significantly better than Target >5% difference	1	3.6%
●	Better than Target	13	46.4%
●	Close to achieving Target (within 5%)	7	25%
●	Significantly worse than Target >5% difference	7	25%
		28	100.0%

- 4.4 In summary, total crime is higher than last year (+2.4%, Amber) and so is antisocial behaviour (ASB) (+8.6%, Red). In the last Panel report crime was +0.07% and ASB was +19.5% so there has been a slight increase in crime but a significant reduction in ASB. Violence is the key driver to the overall increase in Total crime.
- 4.5 It should be emphasised that most red ratings relate to shared measures e.g. effective trials at courts and satisfaction levels with local authorities in which the Police have no overall control.
- 4.6 Blue Rating (● significantly better than Target >5% difference)

#### **The Number of people killed or seriously injured (KSIs) on Nottinghamshire's roads**

- 4.6.1 There has been a 10.5% reduction in this measure despite an increase in the number of fatal accidents and casualties. Q1 figures are usually influenced by the weather but the winter months of 2014 didn't see the severe winter weather which suppresses serious Road Traffic Accidents (RTC's) that makes the overall reduction in Q1 2014 even more heartening and reflects a genuine reduction.
- 4.6.2 The biggest reductions came in the pedal cyclist category -42% and amongst car drivers -21% but there were increases in motor cycling KSI's +43% and amongst pedal cyclist minor injury casualties +65%. This

strongly suggests that the mild winter of 2014 saw vulnerable road user group out on the roads in strength. Operation 'Drosometer 4' commences from mid October to mid December and will focus on the fatal 4 offences<sup>a</sup> and high visibility enforcement.

4.7 Red Rating (● significantly worse than Target >5% difference)

### **Improve Satisfaction Levels (Police and Council)**

4.7.1 Currently, 53.2% of people surveyed agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues this is an improvement over the last Panel report when it was 51.1%. The Force is now 6.8% away from the 60% target. However, it should be noted that this is a shared measure and is impacted by both Police and Local Authority performance.

### **Effectiveness of Magistrates (MC) and Crown Courts (CC)**

4.7.2 This is the same data as reported previously.<sup>b</sup> The percentage of effective trials in the Magistrates' and Crown Courts is lower than the 50% target i.e. MC 40.10% and CC 46.30%. The Magistrates Courts rate shows a slightly decreasing trend over the last twelve months, this being the result of a slight increase in the ineffective trial rate. Ineffective trials are when a trial does not go ahead as planned for reasons which may be due to the prosecution, defence or administrative reasons within HMCTS.

4.7.3 The Crown Court Effective Trial rates saw a positive spike in April 2014 however levels have returned to a more usual level. The long term trend is showing an overall downwards trajectory, again with an increase in ineffective trials showing an upwards trajectory.

### **Reducing Violence with Injury**

4.7.4 The Force was set a target to significantly reduce levels of Violence with Injury but currently it is +11% (year to date) which is an increase on the previous Panel report when it was +9.1%. This type of crime continues to show an increase. The short and long-term significant upward trends suggest that the Force is unlikely to achieve target if current performance continues.

4.7.5 However, performance does appear to have improved month-to-date with a smaller increase of 10.5% compared to the 16% increase recorded in July compared to July last year.

4.7.6 Members may be aware that the recent HMIC inspections into recorded crime has resulted in Forces nationally taking a more robust approach to ensure greater compliance with the crime recording standards. Consequently, violent crime has increased nationally. For example, 39 of

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<sup>a</sup> The fatal 4 offences refer to speeding, mobile phone use, drink/driving and seatbelts.

<sup>b</sup> Partnership data is generally reported quarterly and is not always available in time for the Panel meeting.

the 43 Forces have seen an increase in violence with injury ranging from +1% to +41%<sup>c</sup>.

4.7.7 The Force has not been complacent in responding to the sharp increase and has nominated a Force lead to oversee an Action Tracker to drive performance in all aspects of violent crime. In addition, the Force is taking a two-pronged approach to achieve short-term and medium term results.

4.7.8 Short term results driven by police activity:

- Geographical approach
- Identifying hotspot areas for volume and volume increase
- Operational activity to tackle volume in identified key areas

4.7.9 Medium and long term results driven by partnership and police activity:

- Thematic approach
- Key themes as identified by Other Violence analysis
- Partnership activity, coordinated through established partner/police performance groups.

4.7.10 Hot spots are being identified and action is being taking with partners to tackle the emerging issues with a greater focus being placed on analysing Other Violence as it relates to:

- Stranger Attacks
- Domestic Related<sup>d</sup> (e.g. 15 year old assault on mother)
- Alcohol Related
- Youth on Youth

4.7.11 The analysis identified a number of common themes:

- Many offences are low level and result from an escalation of a minor argument
- Alcohol is a contributory factor
- Mental health and drug issues were also apparent in a number of offences
- A high level of youth involvement
- Uncooperative victims
- Key locations identified for stranger attacks and alcohol related
- High volume beats for domestic related correspond with partnership plus/high impact areas

4.7.12 The Force Tactical Group and City and County Division Violence groups continue to oversee the range of activity.

### **Reducing Antisocial Behaviour (ASB)**

4.7.13 The Commissioner has pledged to reduce antisocial behaviour (ASB) by 50% reduction by 2015/16 (compared to the 2011/12 baseline). This year ASB has increased by 8.6% which is much better than the previous Panel

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<sup>c</sup> *Iquanta data to July 2014.*

<sup>d</sup> *The current national domestic violence definition relates to 16 year olds and above, so excludes incidents where a young male of 15 years assaults his mother.*

report when ASB was +19.5%. The increase (in part) was due to changes in noise reporting to the Police Control Room which is generally a civil matter and tackled by Local Authorities. New advice to callers regarding noise-related complaints and the introduction of the City Council's Community Protection 'Night Car' appears to be having a positive effect.

### **Make Efficiency Savings**

4.7.14 The Force is required to make efficiency savings of £12.7m by March 2015 and is currently off target by £0.6m<sup>e</sup>. The Force has not provided any new data since the last report but detailed plans are in place to ensure the savings target is met. Data is not available for August but is currently being worked on.

4.7.15 The Force's overtime expenditure year to date was £2.030m, which is an over spend of £0.195m against a forecast of £1.835m. The majority of the over spend was in County, City and OSD. This over spend has been partially offset by income from mutual aid and providing cover during the Fire Service strikes.

4.7.16 Overtime was incurred to undertake a number of major crime operations and provide additional safety measures connected to ministerial visits for the Newark By-Election (Kapok).

4.8 The Commissioner's staff are represented at the key Divisional, Partnership and Force local Police Board meetings in order to obtain assurance that the Force and Partners are aware of the current performance threats, and are taking appropriate action to address the emerging challenges. Should there be any issues of concern these are relayed to the Commissioner who holds the Chief Constable to account on a weekly basis.

4.9 Due to the rise in violent crime and ASB reported at the last Panel meeting the Commissioner held a special performance stock take meeting on 5<sup>th</sup> September 2014 at which the Force and key partners provided a detailed overview of current trends in crime and ASB. The Commissioner is assured that all possible interventions are in place to tackle the current challenges.

## **DECISIONS**

4.10 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.

### **Significant Public Interest Decisions**

4.11 The Commissioner's web site provides details of all significant public interest decisions. Since the last Panel report a number of decisions have been approved in respect of:

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<sup>e</sup> *This is rated red due to the short term trend*

- **Provision of Pensions Services to Nottinghamshire Police:** A Contract has been awarded to Mouchel Business Services Limited for the period 23 September 2014 to 31 August 2019 (with the option to extend for 2 x 12 month periods) for the provision of Pension Services to Nottinghamshire Police.
- **Redevelopment of Kennel Facilities Force Headquarters:** Approved the contract to Robert Woodhead Ltd for the Redevelopment of the Kennels at Force Headquarters for the total contract value of £498,595.
- Policy - Change in Wording (CC Package): Word change approved.
- **Funding for UK Network of Sex Work Projects for Ugly Mugs initiative:** £3,000 safety grant funding approved for 2013/14 and again in 2014/15 to support Ugly Mugs initiative.
- **Dragons Den Style DV Schools Awareness Project:** Agreed to make a revenue contribution to capital.
- **Provision of Arrow Centre Redevelopment at Hucknall, Nottingham:** Approved the recommendation to award to Derwent Valley Construction Limited for the total contract value of £860,699.99
- Invitation to Tender for the service provision of 'The Voice' survey and Police Budget Participatory Groups for Nottinghamshire: Invitation to tender offered for a bespoke piece of social research to support the Review of Priority Plus Areas in Nottinghamshire, together with providing information for the Police and Crime Needs Assessment to identify threats and opportunities for future priorities for the Police and Crime Plan and setting the precept.
- **Nottinghamshire County Business Crime Partnership (BCP) - £10k Funding:** Approved £10k funding toward the Nottinghamshire County Business Crime Partnership (BCP) in support of reducing retail crime.
- **Collaboration Agreement - Multi Force Shared Services (MFSS):** Approved the collaborative agreement between Nottinghamshire, Northamptonshire and Cheshire.

## ACTIVITIES OF COMMISSIONER

4.12 The Commissioner and Deputy Commissioner continue to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City.

4.13 Some recent activities and developments include:

### **Multi Agency Mental Health Conference**

- A multi-agency event was held in Nottingham on 25<sup>th</sup> September to identify how services and support can be improved for people experiencing mental health distress. The Crisis Concordat meeting, brought together experts from a range of agencies including policing, health, third sector organisations and social care to examine the response to people facing mental health crisis in Nottingham and Nottinghamshire and how this can be improved.

- The Commissioner has prioritised the welfare and safety of those suffering a mental health crisis in his Police and Crime Plan. As part of an effort to improve the way police respond to vulnerable people, he has worked with Clinical Commissioning Groups to introduce Mental Health Triage Cars in Nottingham. These vehicles are staffed by a police officer and a mental health nurse and will respond to people experiencing a mental health crisis.

### **Beechwood and other Children's Homes – Historic Abuse Allegations**

- The Commissioner has recently had discussions with leaders of both the City and County Councils and local Safeguarding Boards in respect of the emergence of local historic abuse allegations made about Beechwood and other children's homes. He published a statement on 15<sup>th</sup> September 2014 in which he stated that an independent review in Nottinghamshire should be carried out as soon as practically possible. Although the details and timetable for this need to be agreed, the Leaders of both the City and County Councils endorse this approach and would like to make progress as soon as possible. The Commissioner is in discussions with the local Safeguarding Boards to determine the best way forward.
- In the meantime the Commissioner is receiving on going briefings from the Chief Constable to make sure that he is up to date with the Force's progress in these matters and has been monitoring the development of Operation Daybreak.

### **Domestic Abuse Recovery Courses**

- The Commission secured £228,175 in July 2014 from the Ministry of Justice's PCC Competed Fund to pay for projects supporting women affected by domestic abuse. He has earmarked £125,000 of that sum to finance the Rights and Recovery project that includes five healthy relationship courses for women survivors in the city and ten in the county.
- The Deputy Commissioner who heads up the work on domestic abuse-related issues is overseeing the project. A series of courses specially developed to help women cope with the aftermath of domestic abuse is now underway in Nottinghamshire. Learning about healthy relationships is an important part of helping victims to cope with the effects of domestic abuse and recover from the harm they have experienced.
- Abuse behind closed doors in what should be the safety of home is traumatic, affecting not only the present but the future for many women who experience it. The courses are designed to enable survivors to reach a greater understanding of domestic abuse, why and how it happens and the impact it has on both them and their children.

### **Ending Alcohol Harm**

- The Commissioner is supporting a new campaign which highlights the problems caused by excessive drinking. The Ending Alcohol Harm campaign, co-ordinated by the Nottingham Crime & Drug Partnership (CDP), brings together key partners to deliver a targeted communications intervention with the aim of getting people to think twice before they drink too much. The campaign explores a new way of approaching specific harms through various interventions and smaller mini-campaigns delivered throughout the year,

focused on the health, financial and social effects of alcohol, including crime and where to get help.

- The work to date has involved representatives from the City's Universities, Police and Licensing, the City Council, Community Protection, alcohol service providers, and many more. Driven by Nottingham's status as a Local Alcohol Action Area (LAAA), a section of the work will be delivered in partnership with Drinkaware, the national alcohol charity.

### **Police Cadets - Summer School Certificates**

- On 29<sup>th</sup> August 2014 the Commissioner together with the Chief Constable, presented the Police Cadets with their Summer School Certificates of Completion, and is looking forward to them using their new skills and knowledge of crime prevention for the benefit of the County's communities.
- The 25 cadets, who have already completed half of their two years' training, were the second and final batch of Nottinghamshire Cadets to show off their newfound skills at the end of a Summer School at the University of Derby. The Cadet Scheme is specially designed for young people who may later want to join the force as a regular officer or Special Constable.

### **Commissioner urges Prime Minister to increase firearms licensing fees**

- The heavy cost of administering firearms licensing, paid by Nottinghamshire taxpayers, has prompted the Commissioner to personally urge the Prime Minister to support an increase in fees.
- The Commissioner has written to David Cameron (Friday, 29 August) pointing out that the costs to police forces in administering the scheme far outweighs the income generated from fees.
- This year, the cost of firearm licensing in Nottinghamshire is more than £450,000. Yet the income received from fees was around £82,000 in 2012-2013 and £56,000 in 2013-14, with a broadly similar sum anticipated this year.
- The Commissioner has argued that it is difficult to justify public support for shooting sports in Nottinghamshire of around £400,000 per annum when difficult decisions about police priorities, including the loss of police officers, are being made.
- Fees have not been increased since 1 January 2001 and nationally, the cost to the public purse of firearm licensing is estimated at £23.7m, the amount recovered thought to be £6.4m, leaving a shortfall of £17.3million.
- The Commissioner believes that organisations representing shooting recognise the costs involved in administering the lengthy and time-consuming licensing process – and would accept a fee increase provided they receive an efficient and speedy service.

### **Strategic Resources and Performance Meetings**

- The Commissioner continues to hold the Chief Constable to account at the Strategic Resources and Performance meeting which is open to the public. The last meeting was held on 3rd September 2014 at Broxtowe Borough Council.

## Visits to Priority Plus and High Impact Areas

- The Commissioner has made arrangements to visit a number of key Priority Plus areas in the County and High Impact areas in the City over the next five months. The purpose of the visits is to obtain assurance from Police, Partners and local Councillors that current community safety issues are fully understood and that appropriate action is being taken. He is keen to learn of any barriers and especially any concerns from local residents so that he can have regard to these when he considers his Policing and Crime Plan priorities.
- So far this year the Commissioner and his Deputy have visited the following areas:
  - Bulwell 25<sup>th</sup> June 2014 Commissioner
  - St Anns 14<sup>th</sup> July 2014 Deputy
  - Arboretum 21<sup>st</sup> July 2014 Deputy
  - Meadows 2<sup>nd</sup> Sept 2014 Commissioner

### 5. Financial Implications and Budget Provision

- 5.1 None - this is an information report. Although the report does contain some information on budget variance.

### 6. Human Resources Implications

- 6.1 None - this is an information report. However, the report does provide some information about BME representation.

### 7. Equality Implications

- 7.1 None – although it should be noted that high levels of crime occur predominately in areas of high social deprivation.

### 8. Risk Management

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

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

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

## 10. Changes in Legislation or other Legal Considerations

### ANTISOCIAL BEHAVIOUR CRIME AND POLICING ACT 2014 – COMMUNITY TRIGGER AND REMEDY

10.1 The Anti-social Behaviour, Crime and Policing Act 2014 received royal assent on 13 March 2014 and the provisions became effective from 20 October 2014. Some key aspects were reported to the Panel at the last meeting i.e. Community Remedy and Community Trigger.

#### Community Remedy Document

10.2 At the previous Panel meeting Members were briefed on the development of the Commissioner's Community Remedy document and its purpose. For example, over the summer the Commissioner undertook a major publication consultation exercise to obtain the public's views on a range of sanctions for perpetrators of low level crime or ASB. The document contains a list of actions that victims will be able to choose from in order to punish offenders.

10.3 Findings from this consultation exercise have since been analysed and taken into account in the development of the Community Remedy Document.

10.4 A first version is now available as required by the Act as of 20<sup>th</sup> October 2014 (**Appendix B**) and is available to the public on the Commissioner's web site<sup>f</sup>. However, the process has identified a number of issues which will need more time to resolve and resource to make the remedy more robust e.g. procedures where an offender fails to comply with the agreed remedy, possible pathways of support using the third sector and potential links to the Commissioner's Community Grants Scheme. This may lead to a second version at some time in the future.

#### Community Trigger Document

10.5 The Community Trigger is defined in the Act as being a requirement of the relevant bodies in a Local Government area to carry out a review of the response to anti-social behaviour where a person has made a complaint about anti-social behaviour and

- (a) that person, or any other person makes an application for such a review, and
- (b) the relevant bodies decide that the threshold for a review is met.

10.6 The Act states that the relevant bodies in each Local Government area must produce a Review Procedure which describes the arrangements for carrying out ASB Case Reviews by those bodies and ensure that the Review Procedure is published.

10.7 The ASB Transition Group has sought to develop a consistent approach to the implementation of the Community Trigger across the City and County. However, Local Authorities are required to produce their own.

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<sup>f</sup> <http://www.nottinghamshire.pcc.police.uk/Our-Work/Restorative-Justice.aspx>

- 10.8 The Commissioner must be consulted on the Community Trigger procedure when it is set up, and must also be consulted whenever the procedure is reviewed. Depending on how the local council areas are arranged for the purposes of the Community Trigger, there may be a number of different procedures in one Police Force area. Arrangements may be made for the PCC to be directly involved in the Community Trigger, for example by:
- auditing case reviews;
  - providing a route for victims to query the decision on whether the threshold was met or the way a Community Trigger review was carried out; or
  - monitoring the use of the Community Trigger to identify any learning and best practice.
- 10.9 The Commissioner is very keen that he is involved in reviewing cases where the victim is not satisfied with local reviews and has developed a procedure similar to the Merseyside Commissioner's model which has been termed 'Commissioner's Community Trigger Appeal Process'. The Commissioner has asked Local Authorities to incorporate this escalation process into their local Community Trigger documents. **Appendix C** details the process and this is also made public on the Commissioner's web site.<sup>g</sup>
- 10.10 The 'Appeal Process'<sup>h</sup> will essentially be a desk top review and will not involve hearings or meetings with victims although the Commissioner may consider meeting with victims in exceptional circumstances. The Commissioner's appeal process will be subject to periodic review to ensure that victims' interests are adequately considered.

## 11. Details of outcome of consultation

- 11.1 The Deputy Chief Constable has been consulted on this report and feedback has been taken into account.
- 11.2 Local Police practitioners have assisted with the development of the Community Remedy document and the Chief Constable and local Partners have been consulted and feedback has been taken into account.

## 12. Appendices

A. Performance Tables

B. Community Remedy Document (Version 1)

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<sup>g</sup> <http://www.nottinghamshire.pcc.police.uk/Get-in-touch/Community-Trigger-Appeal.aspx>

<sup>h</sup> *Whilst the legislation does not refer to an Appeal Process this term has been used to distinguish it from the Review Process already undertaken by the Local Authority.*

*In addition, it would seem that the legislators may have had regard to the Commissioners responsibilities under the Police Reform and Social Responsibility Act 2011 [Schedule 11 5(3)[1A]] i.e. he may require a report under subsection (1) only if— (a) the Commissioner is not satisfied that the responsible authorities for the area are carrying out their functions under Section 6 Crime and Disorder Act 1998 (Formulation and implementation of strategies) in an effective and efficient manner, and (b) the Commissioner considers it reasonable and proportionate in all the circumstances to require a report."*

## C. Commissioner's Community Trigger Appeal Process

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

- Police and Crime Plan 2014-2018 (published)
- Force Performance Report – August 2014
- Anti-social Behaviour, Crime and Policing Act 2014: Reform of antisocial behaviour powers, Statutory guidance for frontline professionals (July 2014).

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# **Business & Finance**

## **Performance & Insight Report**

Police & Crime Plan Objectives One to Seven

Performance to August 2014

## Executive Summary

### Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Current Performance - Year-To-Date to August 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Percentage of victims that are completely, very or fairly satisfied with the service provided	86.8% 		
2	Percentage of victims and witnesses satisfied with the services provided by the Courts	96.4% 		
3	Percentage of people who agree that the Police and Council are dealing with local ASB and other crime issues	53.2% 		
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Repeat DV -0.1%  % DV Victims 38.2% Repeat HC +3.1%  Repeat ASB +10.5%		
5	Public confidence in reporting offences to the Police	Serious Sex +41.0% Domestic Ab -20.0% DA Sat 91.1% Hate Crime +14.0%		
6	The number of people killed or seriously injured (KSIs) on Nottinghamshire's roads	-10.5% 		

### Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice System

Measure		Current Performance - Year-To-Date to August 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Percentage of Crown and Magistrate's Court files submitted to the CPS on time and without errors	CC Quality -0.4pp  CC Time -0.4pp  MC Quality +0.5pp  MC Time -0.7pp 	   	
2	Crown Court and Magistrate's Court conviction rates	CC 82.1%  MC 83.8% 		

3	Early guilty plea rate for Crown Court and Magistrate's Court	CC 38.0% MC 67.1%	● ●		
4	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	CC 46.3% MC 40.1% CC 46.3% MC 40.1%	● ● ● ●		

### Strategic Priority Theme 3: Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour

Measure		Current Performance - Year-To-Date to <b>June</b> 2014			
		Performance / Difference	Short-term Trend	Long-term trend	
1	Reduction in 'All Crime' across the Force	+2.8	●	▲	▲
2	Reduction in Anti-Social Behaviour (ASB) incidents across the Force	+8.6%	●	▲	▲
3	The detection rate (including positive outcomes) for Victim-Based Crime	-2.5pp	●	▼	▼

### Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour

Measure		Current Performance - Year-To-Date to <b>June</b> 2014			
		Performance / Difference	Short-term Trend	Long-term trend	
1	The number of alcohol-related crimes	Crime +2.8% ASB +8.6%			
2	Re-offending of drug fuelled offenders in the Force IOM cohort				

### Strategic Priority Theme 5: Reduce the threat from organised crime

Measure		Current Performance - Year-To-Date to <b>June</b> 2014			
		Performance / Difference	Short-term Trend	Long-term trend	
1	Reported drug offences	-0.4%		△	▽
2	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	-1.2%	●		

3	Force Threat, Harm and Risk (THR) assessment level	●		
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### Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure		Current Performance - Year-To-Date to <b>June</b> 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Re-offending of offenders in the Force IOM cohort			
2	Youth Offender re-offending rates	Ci 32.6%		
3	Community Resolutions for Youth Offenders			

### Strategic Priority Theme 7: To spend your money wisely

Measure		Current Performance - Year-To-Date to <b>June</b> 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Make efficiency savings	Data Unavailable	●	●
2	Ensure balanced budget	£0.0m +0.0%	●	●
3a	Total number of days lost to sickness (Officers)	3.6%	●	●
3b	Total number of days lost to sickness (Staff)	3.3%	●	●
3c	BME representation	4.2%	●	●

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Target Profile	Current Performance - Year-To-Date to August 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	90% of victims completely, very or fairly satisfied	86.8% ●	◆	◆	Performance remains stable, and the most recent figure, covering satisfaction for incidents reported in the 12 months to May, contrasts with 87.2 percent for the same period last year. While there is no underlying difference between the divisions in terms of the headline figure (City 85.7 percent, County 87.4 percent), theft from vehicle crime satisfaction remains a differentiating factor. The Force is above peers, both nationally and when compared to the Most Similar Group (MSG) average (based on 12 months of interviews ending March 2014).
2	Percentage of victims and witnesses satisfied with the services provided in Court	An increase in the percentage of victims and witnesses satisfied compared to 2013/14	96.4% ●	△	▲	<b>There has been no further data since last month.</b> In May, around 98 percent of victims and witnesses responding were satisfied or very satisfied with the services provided in Court. Figures for the 12 months to May show that more than nine in every ten respondents were satisfied in comparison with the 2013/14 level of 95.7 percent (April 2013 - March 2014).
3	Percentage of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	60% agreement by 2015-16	53.2% ●	n/a	◆	<b>Current performance covers interviews in the year to March 2014.</b> The Force is 6.8 pp away from the 60 percent target. Performance remains stable over the last year while there has been some positive movement since the previous quarter.

4	Percentage reduction of people that have been repeat victims within the previous 12 months	A reduction in the number of repeat victims of Domestic Violence compared to 2013/14	-0.5		n/a	n/a	There has been a 0.5% decrease in the number of repeat victims of Domestic Violence, this equates to 4 less victims. This is in comparison to the increases reported in recent months, which may be due to certain individual no longer being counted as the original incident occurred over twelve months ago. The proportion of domestic violence crime which are repeats remains relatively stable.
		To monitor the proportion of Domestic Violence crimes which are repeats	38.2%		n/a	n/a	
		A reduction in the number of repeat victims of Hate Crime compared to 2013/14	+3.1%		n/a	n/a	There was one more repeat victim of hate crime year-to-date, however, given the reduction reported last month, examining year-to-date figures may mask spikes in the most recent month. This will be analysed further in future reports.
		To monitor repeat victims of Anti-Social Behaviour incidents	+10.5%		n/a	n/a	As ASB continues to increase, as has the number of repeat victims, it will be interesting to monitor if the predicted reductions in ASB have an impact on the numbers of repeat callers.
5	Public confidence in reporting offences to the police	To monitor the number of Serious Sexual offences	+40.0%		n/a	n/a	There have been 160 additional Sexual Serious Offences recorded compared to the previous year. The main driver appears to be the increase in Sexual Assaults (59%).
		To monitor the number of Domestic Violence incidents and crimes	-20.0%		n/a	n/a	In terms of Domestic Abuse, crimes year-to-date have increased by 8.0% (191 offences), compared to a 29.0% reduction in the numbers of Domestic Incidents (-2,135).
		To monitor satisfaction levels of victims of Domestic Abuse through the Force victim surveys;	91.1%		n/a	n/a	Results of the Domestic Abuse Victim Satisfaction Survey for incidents reported in the 12-months to the end of April 2014 demonstrate that rates remain broadly stable with more than nine in every ten victims satisfied with the whole experience (534 out 586 respondents). There is insufficient data to determine short-term and long-term trends.

		To monitor the number of Hate Crimes	+14.0%	n/a	n/a	There have been 48 more Hate Crimes recorded year-to-date. The increase was driven by a 28% increase on County Division, whilst City is now also recording an increase of 3%.
6	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	<p>To maintain a reduction in the number of persons Killed or Seriously Injured on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 40% reduction by 2020 (from the 2005-2009 baseline)</p> <p>This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year;</p>	-10.5% ●	◆	◇	<p><b>Monitored Quarterly data to March 2014:</b></p> <p>Performance in the first quarter of 2014 is also showing a positive trend and direction of travel. Definitive Q1 figures show an overall reduction in KSI's of 10.5% and a reduction in KSI RTC's of 12.4%. This is despite an increase in the number of fatal accidents and casualties. Q1 figures are usually influenced by the weather but 2014 didn't see the severe winter weather which suppresses serious RTC's – that makes the overall reduction in Q1 2014 even more heartening and reflects a genuine reduction.</p> <p>The biggest reductions came in the pedal cyclist category – 42% and amongst car drivers – 21% but there were increases in motor cycling KSI's + 43% and amongst pedal cyclist minor injury casualties +65%. This proves that the mild winter of 2014 saw vulnerable road user group out on the roads in strength.</p>

		Monitor KSIs for 0-15 year olds.	-12.5%		<p>Nottinghamshire undertook Operation Drosometer 3 in April/May 2014 which saw over 7000 drivers caught for seat belt offences and mobile phone use. Throughout the summer months activity is being focussed in the County where targeted fatal 4 operations are taking place.</p> <p>Q2 2014 indicative figures suggest that although the number of fatalities has diminished and returned to normal levels the overall KSI reduction figure has weakened. Provisional figures indicate that the H1 KSI figure has reduced to -4% compared to the same period in 2013. It must be borne in mind that in April and May 2014 all FCR staff received training on how to correctly categorize the grade of RTC according to the severity of the injury and it is possible that this deterioration reflects better recording. Until the definitive Q2 figures come out we won't be able to test this theory.</p> <p>It will remain challenging for the remainder of 2014 to preserve the 20.2% reduction seen in 2013.</p>
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Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice System							
Measure		Target Profile	Current Performance - Year-To-Date to August 2014				
			Performance / Difference	Short-term Trend	Long-term trend	Summary	
1	Percentage of Crown and Magistrates' Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A reduction in the error rate and late rate compared to 2013/14	CC Quality -0.4pp	●	◆ <sup>1</sup>	n/a	A new quality review system is being implemented through the Prosecution Team Performance management meeting. Data is not yet available for this measure.
			CC Time -0.4pp	●	◆ <sup>1</sup>	n/a	
			MC Quality +0.5pp	●	◆ <sup>1</sup>	n/a	Data shown reflect performance to March 2014. At this time the Crown Court continued to meet target in terms of both file quality and timeliness. The Magistrates Court on the other hand, were achieving target in terms of file quality but not in terms of timeliness.
			MC Time -0.7pp	●	◆ <sup>1</sup>	n/a	
2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC 82.1% (-0.6%)	●	n/a	n/a	<b>Data are now monitored on a monthly basis.</b> Conviction rates in the Crown and Magistrates Courts are currently relatively in line with the national averages for Nottinghamshire (Year to date).
			MC 83.8% (+0.5%)	●	n/a	n/a	
3	Early Guilty Plea Rate for the Crown Court and Magistrates' Court	An increase in the Early Guilty Plea rate compared to 2013/14	CC 38.0% (-1.3%)	●	n/a	n/a	<b>Data are now monitored on a monthly basis.</b> Year-to-date the Crown Court are slightly below target in terms of improving the guilty plea rate at first hearing with an average of 38.0% but is nearly four percent above the national average.
			MC 67.1% (+4.6%)	●	n/a	n/a	
		To be better than the national average	CC Nat Ave: 34.4%	●	n/a	n/a	

<sup>1</sup> Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data

			CC Quality -0.4pp	●	◆ <sup>2</sup>	n/a	Magistrates' Courts on the other hand are on target in terms of improving on last year (+4.6%), but again are nearly four percent away from the national average.
4	Percentage of effective trials in the Magistrates' and Crown Courts	Reduce % of ineffective trials compared to 2012/13	CC 46.30%	●	n/a	n/a	<b>There is currently no data sharing protocol between the Force and the Ministry of Justice with regards this area. Until a data sharing protocol can be agreed, data are too March 2014.</b> The Magistrates Courts Effective Trial Rates show a slightly decreasing trend over the last twelve months, this being the result of a slight increase in the ineffective trial rate. Ineffective trials are when a trial does not go ahead as planned for reasons which may be due to the prosecution, defence or administrative reasons within HMCTS. The Crown Court Effective Trial rates saw a positive spike in April 2014 however levels have returned to a more usual level. The long term trend is showing an overall downwards trajectory, again with an increase in ineffective trials showing an upwards trajectory.
			MC 40.10%	●	n/a	n/a	
		Achieve an effective trial rate of 50%	CC 46.30%	●	n/a	n/a	
			MC 40.10%	●	n/a	n/a	

<sup>2</sup> Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data

Strategic Priority Theme 3: Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour						
Measure		Target Profile	Current Performance - Year-To-Date to August 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	A reduction in All Crime, particularly Victim-Based Crimes compared to 2013/14	A reduction in All Crime compared to 2013/14	+2.4% ●	▲	▲	The Force continues to see a decline in performance around 'All Crime' although August this year compared to last, was considerably better than July 2014 compared to July 2013. This performance is being driven by continued increases recorded on County Division (+3.5%), although the trend does appear to be slowing, whilst City Divisions performance is now declining with an increase of 1.8%.
		A reduction in Victim-Based Crimes compared to 2013/14	+1.5% ●	▲	△	The increases reported in Victim-Based Crime appear to be slowing, with August showing an increase of 2.9% compared to the same month last year; this is in contrast to the 10.4% increase month-on-month reported in July. As with All Crime, City Division is starting to show an increase (0.6%), although County Division continues to drive overall performance (2.2%).
		To monitor the number of	Ci +3%	n/a	n/a	In the Priority Plus Areas, there has been a 3%

		offences in those local areas which experience a high level of crime	Co +5%		n/a	n/a	increase on the City compared to a 5% increase on the County taking into consideration the different numbers and profiles across the two Divisions.
		To significantly reduce levels of: Burglary Dwelling	-6.2%	●	▽	▽	The projected short and long-term trends for Burglary Dwelling no longer show significance, suggesting the declining performance is predicted to continue, with a possible increase by the end of the reporting year. Month-on-month increases recorded since May are being masked by the Forces incredible performance reported previously. Through the Burglary Gold Group increased operational activity has been actioned throughout the City and County Divisions to address this.
		To significantly reduce levels of: Robbery	-0.6%	●	▲	△	Robbery performance has improved on last month, with August recording six less offences when compared to the same month last year (2 less business, and four less personal robberies).
		To significantly reduce levels of: Violence with injury	+11.0%	●	▲	▲	Whilst the Force continues to record an increase in Violence with Injury, performance does appear to have improved month-to-date with a smaller increase of 10.5% compared to the 16% increase recorded July compared to July last year.
		To reduce Shop Theft	-1.5%	●	▲	▽	Performance around Shop Theft continues to decline with the Force, although August showed improved performance compared to July.
2	Reduce Anti-Social Behaviour incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB Incidents in line with the long-term target of 50% reduction by 2015/16 (compared to the 2011/12 baseline)	+8.6%	●	▲	▲	The Force is continuing to show an increase in ASB with a significant long-term upward trend. However, the trend is slowing, suggesting that new advice to callers regarding noise-related complaints may be having an effect.
3	The detection rate (including Positive Outcomes) for Victim-	An increase in the detection rate for Victim-Based Crime;	-2.5pp	●	▼	▼	The year-to-date detection rate for Victim-Based Crime is slightly better than reported last month (24.8% compared to 24.6%), and this compared

	Based Crime					to last year is better than previously reported. The decline in performance is mainly being driven by the City Division (-5.7pp), whilst the detection rate on the County Division remains relatively stable (-0.7pp).
		To monitor the proportion of Community Resolution disposals.	-0.14pp ●	▼	▼	The proportion of Community Resolutions remains relatively stable at around 18%, whilst the use of Cautions has considerably declined (-10.7%) and Charge / Summons have seen a comparable increase (+13.4%). The use of Outcomes is currently under review.

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour						
Measure		Target Profile	Current Performance - Year-To-Date to August 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	The number of alcohol-related Crimes	To monitor the number of crimes and ASB incidents which appear to be alcohol-related	Crime +2.8%	n/a	n/a	Based on a complex search it is estimated that 13.4% of Crime is alcohol-related, this is a comparable proportion when compared to ASB. For the time this financial year, the increases in alcohol-related crime and ASB are the same as overall increases in crime and ASB, which may be an indication of better data quality.
			ASB +8.6%	n/a	n/a	
		To monitor the proportion of alcohol-related Violent Crime	23.6%	n/a	n/a	
2	Re-offending of drug fuelled offenders in the Force IOM cohort	To monitor the number and seriousness of offences committed by drug fuelled offenders in the IOM cohort				New scoring process implemented August 2014 to include offences of violence, new cohort identified for August 2014 and offending level baseline measured. Measurements will be taken every quarter to compare offending levels with the previous year and quarter on quarter.

**Strategic Priority Theme 5: Reduce the threat from organised crime**

Measure		Target Profile	Current Performance - Year-To-Date to August 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Reported drug offences	To monitor the number of production and supply of drug offences	-0.4%	△	▽	Whilst the number of Production and Supply of Drug Offences has fallen year-to-date, the reduction is smaller than reported last month and it is estimated that numbers will increase in the short but not the long-term. As reported last month the main driver of the reduction is due to a considerable fall in the numbers of Production offences (-19.7%) compared to considerable increase in Supply offences (34.6%), but numbers are however low.
2	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	A 10% increase in the number of orders compared to 2013/14	-1.2% ●	n/a	n/a	Year-to-date there have been 82 successful Confiscation and Forfeiture Orders, this is only 1.2% less than last year, or one less in real terms. This places the Force 11.3pp away from the 10% increase target, but this is an improvement on the previous report where the Force was 27.9pp away from target. In terms of value, there has been considerable improvement, with year-to-date figures showing a £82,849.57 increase which equates to 19.5pp, with the average value rising 20.9pp to £6,198.30. If performance continues at this level, the Force may end the year close to or even on target.

3	Force threat, harm and risk (THR) assessment level	To reduce the Threat, Harm and Risk below the 2013-14 level	●		<p>In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and EMSOU operations.</p> <p>The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent.</p>
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**Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending**

Measure		Target Profile	Current Performance - Year-To-Date to August 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Re-offending of offenders in the Force IOM cohort	To reduce the number and seriousness of offences committed by offenders in the IOM cohort				New scoring process implemented August 2014 to include offences of violence, new cohort identified for August 2014 and offending level baseline measured. Measurements will be taken every quarter to compare offending levels with the previous year and quarter on quarter.
2	Youth offender re-offending rates	To monitor re-offending rates and offending levels of youth offenders in the Youth Justice System	Ci 32.6%			<b>No data received this month:</b> City Youth Offending Team reported a re-offending rate of 1.07 12 months to August 2014, with 32.6% of the cohort re-offending. There are no data to report on for the County.
3	Community Resolutions for Youth Offenders	To monitor re-offending in Youth Offenders who have received a Community Resolution				A query is currently being built to facilitate the analysis of this area.

**Strategic Priority Theme 7: To spend your money wisely**

Measure		Target Profile	Current Performance - Year-To-Date to August 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
2.1	Make efficiency savings	Save £12.7m by March 2015	-£0.6m	●	●	<p><b>No new data available:</b> The Government's grant has reduced significantly and in order to balance the budget, savings of <b>£12.7m</b> need to be made in 2014-15. Detailed plans are in place to ensure the savings target is met.</p> <p>Data not available for August and is currently being worked.</p>
2.2	Ensure balanced budget	<p>Overall spend v budget</p> <p>2014/15 budget - £193.8m</p> <p>2014/15 Q1 Forecast - £193.8m</p>	£0.0m +0.0%	●	●	<p>Expenditure was £0.031m better than forecast. This was largely due to capitalisation of agency costs relating to the Multi Force Shared Services (MFSS) project; a rates rebate for St Anns and Oxclose Lane Police stations; transport costs resulting from lower mileage and fuel costs; and mutual aid income predominantly for provide cover to the Fire Services during industrial action which offsets some of the over spend on overtime.</p>

2.3	Total number of days lost to sickness (Officers and Staff 3.7% (8.2 days))	Officers	3.6%	●	●	<p>The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 3.57% in August 2014 from 3.99% in August 2013. This represents a reduction of 10.6% over the past year.</p> <p>HR continues to work closely with line managers to reduce the number of officers on long term sick.</p> <p>Officer sickness absence in the 12 months to August 2014 amounted to an annual cost to the Force of £3.6m.</p> <p>Following the upgrade to our HR system, there is concern that the upgrade has affected the complex recording and reporting process of sickness absence. This issue is being investigated. Until this is resolved we recommend that the sickness information is used with caution.</p>
		Staff	3.3%	●	●	<p>The latest 12 month rolling sickness data for the Force has shown that staff sickness reduced to 3.28% in August 2014 from 3.78% in August 2013. This represents a reduction of 13.1% over the past year.</p> <p>HR continues to work closely with line managers to reduce the number of officers on long term sick.</p> <p>Staff sickness absence in the 12 months to August 2014 amounted to an annual cost to the Force of £1.4m.</p> <p>Following the upgrade to our HR system, there is concern that the upgrade has affected the complex recording and reporting process of sickness absence. This issue is being investigated. Until this is resolved we recommend that the sickness information is used with caution.</p>

2.4	BME representation	BME representation within the Force to reflect the BME community	4.2%	●	●	<p>Current BME representation in Force stands at 4.2%. This shows little change from the proportion recorded in March 2012, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.</p> <p>The 4.2% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).</p>
Pm	Overtime Budget	Maintain overtime spend below budget 2014/15 budget - £3.3m	-£0.2m -10.6%	●	●	<p>The Force's overtime expenditure year to date was £2.030m, which is an over spend of £0.195m against a forecast of £1.835m. The majority of the over spend was in County, City and OSD. This over spend has been partially offset by income from mutual aid and providing cover during the Fire Service strikes.</p> <p>The main operations were: major crime ops Hallux, Hearth and Pelfry; County Encollar, Claustral, Packhouse, Jejunal and Raspberry; City centre patrols; OSD Eagre, Genre; ministerial visits for the Newark By-Election (Kapok); increased regional activities around major crimes.</p>
Pm	Establishment (FTE's)	<ul style="list-style-type: none"> <li>▪ Officer establishment TBC</li> <li>▪ Staff establishment TBC</li> </ul>	<p>2,036 FTE -2 v latest forecast</p> <p>1,530 FTE -102 v budget</p>	●	●	<p>Officer establishment at the end of August was 2,036 FTE's which was 2 lower than latest forecast. This was due to a higher number of police officers leaving than originally anticipated. To date 56 officers have left the force.</p> <p>Staff establishment at the end of August was 1,530 FTE's (including PCSO's at 343 FTE's) which was 102 FTE's lower than forecast. PCSO's were 3 higher than forecast.</p>



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## APPENDIX B

# Community Remedy

### Introduction

Section 101 of the Anti-social Behaviour, Crime and Policing Act 2014, is designed to place the victim at the heart of decision making and requires the Commissioner and Nottinghamshire Police to consult with community members and Partners relating to the use of Community Remedy.

This document is required legally to provide guidance aimed to support and guide activity between the Police, victims of crime and anti-social behaviour, communities and offenders in delivering community remedy through the use of Out of court Disposals. Should supporting partnership agencies want to take cognisance of the document outcomes to support wider performance delivery and victim care they may do so, but this document contains specific community opinion aimed to enhance community remedy delivered by Nottinghamshire Police.

The document will undergo continuous assessment regarding the use of Community Remedy within certain crime types whilst ensuring the changing views of victims and communities are represented and reflected. Since the legislation is new there are likely to be sceneries occur which will require amendments to this document.

Anti-social behaviour and low-level crime affects people's lives on a daily basis, it matters to the victims and communities of Nottinghamshire. Dealing with Anti-social behaviour is a multi-agency responsibility due to the wide range of behaviours that are involved, from vandalism, street drinking to noisy and abusive neighbours and the Community Remedy document will be used to enhance the existing processes to deliver community resolutions and conditional cautions.

Although there are other Out of Court Disposals available to the Police, such as cautions and fixed penalty notices, only conditional cautions and community resolutions allow for additional reparation in consultation with the victim to be made.

The document is a list of options which might be appropriate to be carried out by a person who has engaged in anti-social behaviour or who has committed a low level offence and is suitable to be dealt with by means of a community resolution (CR) or conditional caution (Youth or Adult).



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The Community Remedy is a means of consulting the victim about any possible conditions to be attached to their resolution. The legislation does not specify what actions should be included in the Community Remedy document; however, this document will specify the community opinion.

Each of the activities undertaken must, help to improve public confidence in the use of out of Court disposals and must be compatible with the perpetrators human rights. Each of the actions must have a:

- Punitive element; reflecting the effects on the victim and wider community; or
- Reparative element; achieving appropriate restitution/reparation to the victim; or
- Rehabilitative element; helping to address the causes of the perpetrators behaviour; or
- Combination of all of the above

The victim's involvement with the community remedy is completely voluntary and the victim must be made to feel that they are central to the decision making process. If the victim does not feel as though they want to take part in the community remedy it is for the officer in the case to choose an appropriate professional action, taking into consideration the victim wishes.

An officer must have evidence that the person has engaged in anti-social behaviour or committed an offence; the perpetrator must admit to the behaviour and agree to participate in a community remedy.

Specifically relating to anti-social behaviour, Section 2 of the Anti-Social Behaviour, Crime and Policing Act 2014 defines ASB as follows:

- a) Conduct that has caused, or is likely to cause, harassment, alarm or distress to any person
- b) Conduct capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises, or
- c) Conduct capable of causing housing related nuisance or annoyance to any person

### **Strategic Intention**

Through increased use of Community Resolution (CR) and Restorative Justice (RJ) we aim to increase officers' professional judgement, to enable swift resolution to anti-social behaviour and crime, empowering victims to have a greater voice and influence over the reparative outcomes of incidents, increasing victim satisfaction, whilst aiming to prevent re-offending through early intervention.

\*\* Please note this is the current Police Community Resolution strategy.

## Community Remedy and Community Resolutions:

- When dealing with anti-social behaviour or low level offences through a community resolution, the Police officer will use the Community Remedy document as a means to engage the victim in having a say in the punishment of the perpetrator
- If the officer considers that the action chosen by the victim is appropriate, the perpetrator should be asked to carry out that action
- The Police officer will have ultimate responsibility for ensuring that the action offered to the perpetrator is appropriate and proportionate to the offence
- If there are multiple victims, the officer should make all reasonable efforts to take all of their views into account – the officer will make the final decision based on their professional assessment as to the appropriate outcome if the views of the victims differ
- The officer needs to ensure the victim understands the purpose of the Community Remedy and that it is entirely voluntary, this will help ensure the victim has realistic expectations as to what can be achieved
- The victim must be informed that they do not have to be involved in the Community Remedy if they don't wish to be
- The resolution may not be legally enforceable if the perpetrator fails to complete the agreed action. However, the offender should be warned at the outset by the officer that any failure to take part in this Out of Court procedure may lead to the case being referred to the Crown Prosecution Service (CPS) otherwise the Community Remedy scheme may fall into disrepute
- The victim does not need to meet the perpetrator in order to choose an action
- Victims under 18 or vulnerable, may require a family member or appropriate adult to assist them in understanding the purpose of the community remedies and to choose an action, if the victim is unavailable then wider consultation with the community (i.e. ward members) may be appropriate
- If the victim is not contactable, or there is no apparent victim i.e. Regina offences the officer will choose the appropriate action in line with community opinion held within the document

- Officers should continue to follow the current guidance for when it is appropriate to use community resolutions, and ensuring the correct authority is sought prior to issuing a community resolution
- When dealing with youth offenders, consideration should be given for a referral to the Youth Offending Team (YOT) in order for further preventative measures to be undertaken with the young person to provide ongoing support and intervention
- It will be the responsibility of the Officer in the Case (OIC) to ensure the compliance/completion of the community remedy, this will then form part of the future community remedy tender

### **Community Remedy (Resolution) and Conditional Cautions:**

- The Community Remedy document should be considered when it is proposed that a perpetrator be given a community resolution, conditional caution or youth conditional caution to aid consultation with the victim about the possible conditions to be attached to the outcome
- Conditional cautions are available for all offences except domestic violence and hate crimes
- Youth conditional cautions are available for any offence except for domestic violence or hate crime which scores 4 on the ACPO Gravity Matrix
- Ensuring the correct authority has been sought for a conditional caution;
  - A Sergeant may authorise a conditional caution for an adult for all summary only and either way offences
  - A Sergeant should refer a youth for consideration of a Conditional Caution to the YOT

**There are a number of current options available to officers and options which have been included in the Community Remedy document (this list is not exhaustive) and ongoing consultation with victims and offenders to provide relevant pathways:**

- A written or verbal apology
- Mediation in order to solve a neighbour dispute
- Restorative Justice activity



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- Compensation to the victim, whether for damages, repair or replacement of stolen property (in line with DPP guidance for Conditional Cautions)
- Cleaning graffiti
- Reparation to the community (unpaid local work for a short period)
- Educational or rehabilitative courses
  - “Last Orders” for alcohol related crimes
  - Holocaust Centre for Hate Crimes (Mansfield & Ashfield)
  - Substance Misuse (County division)

Nottinghamshire Police is currently looking at designing and developing its own educational and diversionary packages in consultation with the PCC.

- The perpetrator signing an Acceptable Behaviour Contract (ABC) – where they agree to improve their behaviour, in the future or face more formal consequences, consideration should also be given when the perpetrator has signed an ABC of notifying the relevant Local Authority to assist in monitoring and supporting compliance of the contract.

### **Current Public Opinion of Community Remedy**

There are concerns that having a prescriptive list of options will stifle officer’s innovation and aptitude for developing bespoke remedies to suit specific victims, there is a necessity to make officers aware that the list is not an exhaustive list and other options may be available to them or that options can be tailor made to a specific case.

The Restorative Justice Council welcomes the Community Remedy but that it should be offered as part of a restorative justice approach rather than it being part of the menu of options. They recommend that the Community Remedy and the options selected should be used as a means of opening a dialogue between the victim and offender, thereby using a restorative justice approach rather than it being a remedy. Officers may wish to ask an offender what they consider to be an appropriate remedy – however the victim’s preference is paramount.

Nottinghamshire Police has already allayed some national fears from the Magistrates Association and wider partner agencies in relation to the use of out of court disposals. Through the utilisation of dedicated decision makers and partnership involvement in the scrutiny panel for out of court disposals, which is attended at Chief Executive level from CPS, Probation, Youth Offending Service, Magistrates and importantly Victim Support, all of which

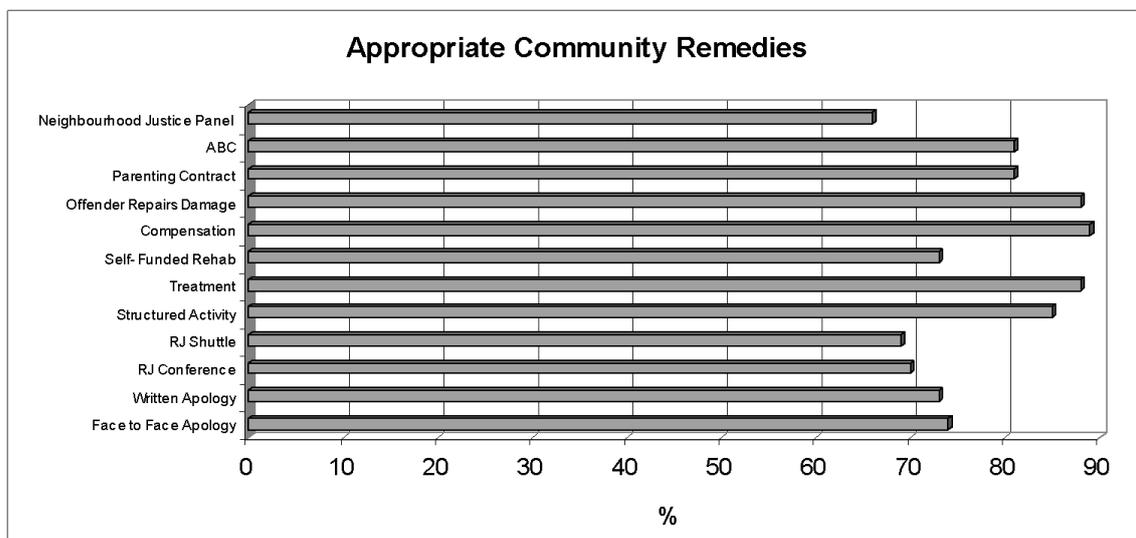
can assess Nottinghamshire’s use of out of court disposals. The Community Remedy will form part of this scrutiny panel.

The Commissioner’s Office (OPCC) has already conducted a community consultation within Nottinghamshire to establish the thoughts and understanding of Restorative Justice and Community Remedy by the public and whether they think it’s appropriate and under what circumstances it should be used. Specifically this activity took place during a number of key events across the County during 2014, whilst further work is underway in order to ensure regular notification of future views electronically and in person.

The most common remedies that have been identified by the public are:

- Face to Face apologies
- Written apologies both of which are already available to victims through the Community Resolution disposal
- RJ Conference
- RJ Shuttle which is currently undertaken by Constables and PCSO
- A structured activity, training or treatment – for example through the use of the Substance Misuse Course and “Last Orders” (the development of further educational programmes is ongoing work with the OPCC)
- Compensation (again which is already utilised through the Conditional Caution and Community Resolution although on a lower scale)
- Neighbourhood Justice Panels – further work in relation to who would participate on a Justice panel is being conducted by the OPCC

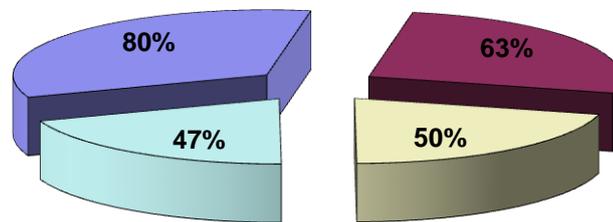
The consultation showed that the following types of remedies would be deemed most appropriate and acceptable by the communities within Nottinghamshire:



The consultation identified that offences such as low level criminal damage and low level theft were deemed to be the most appropriate for the use of Community Remedy, it also identified that the use of Community Remedy for offences such as minor assaults and anti-social behaviour are less supported by the public where they would prefer to see them dealt with within the Criminal Justice system, however there is still clear view that where the victim supports the activity of community remedy the approach can be utilised.

Those offences which were considered as appropriate to use the Community Remedy document can be shown in the table below:

**Types of Offences**



## Conclusion

The new legislation requires the victim to be at the centre of decision making when using Community Remedy and that it should be considered when dealing with low level offences. Officers should ensure that in partnership with their victim the most appropriate reparation is assigned to the offender and in line with current guidelines on the use of out of court disposals.

Community Remedy will be continuously reviewed to ensure that those remedies that are being offered are consistent with the views of the victim and the wider communities of Nottinghamshire e.g. where an offender has victimised a number of people, community remedy may not be appropriate.

Ensuring the victim is part of the decision making process will increase their confidence and further enhance the victim satisfaction and resolution.

## APPENDIX C

### COMMUNITY TRIGGER APPEAL PROCESS

Should the ASB victim(s) be not content with the outcome of a case review, a community trigger **may only** be escalated to the Commissioner's office where one of the following measures is satisfied:

**Measures:**

1. The community trigger review has failed to consider a relevant process, policy or protocol;
2. The community trigger review has failed to consider relevant factual information.

The role of the Office of the Police and Crime Commissioner will be to consider due process and ensure that the Community Safety Partnership has properly and effectively undertaken a review. In considering a community trigger escalation the Office of the Police and Crime Commissioner can either:

**Outcome:**

1. Uphold the appeal and refer the case back to the Community Safety Partnership asking them to consider a particular process, policy or protocol not previously considered;
2. Determine that the Community Safety Partnership has reviewed the case, considering all relevant policies, process and protocols satisfactory in line with its Community Trigger Procedure.

A community trigger review cannot be escalated where a complainant is dissatisfied that a particular agency has not utilised a particular enforcement tool and where it has been established through the review that appropriate consideration has been given to the use of that tool but, having consideration of the facts and relevant protocols, that agency has determined that it would not be appropriate to utilise the enforcement tool.

The appeal process will essentially be a desk top review and will not involve hearings or meetings with victims although the Commissioner may consider meeting with victims in exceptional circumstances. The Commissioner's appeal process will be subject to periodic review to ensure that victims interests are adequately considered.

Should the victim wish to invoke the Appeal procedure this should be done through the relevant local Community Safety Partnership (CSP) who will make the referral to the Commissioner's Office submitting all relevant paperwork together with the grounds for the appeal (i.e. why measures 1 or 2 or both have not been met). The Commissioner's office will undertake the appeal and let the victim(s) know the outcome (either 1 or 2 above) as soon as possible.



<b>For Information</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	<b>13 November 2014</b>
<b>Report of:</b>	<b>The Chief Constable</b>
<b>Report Author:</b>	<b>Performance &amp; Reporting Team</b>
<b>E-mail:</b>	<b>mi@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>11</b>

## **Performance & Insight Report**

### **1. Purpose of the Report**

- 1.1 The purpose of this report is to inform the Office of the Police and Crime Commissioner (OPCC) of the key performance headlines for Nottinghamshire Police.

### **2. Recommendations**

- 2.1 It is recommended that the contents of the attached report are noted.

### **3. Reasons for Recommendations**

- 3.1 To ensure that the OPCC is aware of performance in line with the Force priorities.

### **4. Summary of Key Points**

- 4.1 The summary tables in the attached report provide an overview of performance across the seven Police and Crime Plan objectives. Performance compared to target as well as trends in the short and long-term are considered. Appendix A provides a breakdown of the methodology employed, and Appendix B provides additional tables and charts. To summarise the headline targets:

4.1.1 Victim Satisfaction – current rate is 86.7%, 3.3pp away from target, long-term trend is stable, Force is in-line or better than peers and is recording a similar satisfaction rate to that recorded 12 months ago.

4.1.2 All Crime Reduction – Force is recording a +3.4% increase compared to the previous year, following recent months of improvements.

4.1.3 Ensure Balanced Budget – Savings of £12.7 million need to be made in 2014/15. The Force is currently on target.

### **5. Financial Implications and Budget Provision**

5.1 There are no immediate financial implications relating to this report.

## **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 Please see attached Appendices A and B.

## **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 covered in more detail in each of the individual Performance and Insight Reports and are monitored through; Operational Performance Review, Joint Performance Board, Corporate Government Board and the Force Executive Board meetings on a monthly basis.

## **12. Appendices**

12.1 Appendix A provides the methodology in terms of short and long-term trend analysis. Appendix B provides additional tables and charts.

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

13. There are no background papers relating to this report.

# **Business & Finance**

## **Performance & Insight Report**

Police & Crime Plan Objectives One to Seven

Performance to September 2014

Executive Summary				
Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people				
Measure		Current Performance - Year-To-Date to September 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Percentage of victims that are completely, very or fairly satisfied with the service provided	86.7% 		
2	Percentage of victims and witnesses satisfied with the services provided by the Courts	96.5% 		
3	Percentage of people who agree that the Police and Council are dealing with local ASB and other crime issues	54.5% 		
4	Percentage reduction of people that have been repeat victims within the previous 12 months	Repeat DV +0.3%  % DV Victims 38.4% Repeat HC +15.4%  Repeat ASB +10.7%		
5	Public confidence in reporting offences to the Police	Serious Sex +41.0% Domestic Ab -17.0% DA Sat 90.9% Hate Crime +14.0%		
6	The number of people killed or seriously injured (KSIs) on Nottinghamshire's roads	-10.5% 		
7	Non-Crime Mental Health related detainees	-42.4% 		

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice System				
Measure		Current Performance - Year-To-Date to September 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Percentage of Crown and Magistrate's Court files submitted to the CPS on time and without errors	CC Quality -0.4pp  CC Time -0.4pp  MC Quality +0.5pp  MC Time -0.7pp 	   	
2	Crown Court and Magistrate's Court conviction rates	CC 83.4%  MC 83.8% 		

3	Early guilty plea rate for Crown Court and Magistrate's Court	CC 38.0% MC 67.3%	● ●		
4	Percentage of effective trials in the Magistrates' and Crown Courts (HMCTS Measure)	CC 46.3% MC 40.1% CC 46.3% MC 40.1%	● ● ● ●		

### Strategic Priority Theme 3: Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour

Measure		Current Performance - Year-To-Date to <b>June</b> 2014			
		Performance / Difference	Short-term Trend	Long-term trend	
1	Reduction in 'All Crime' across the Force	+3.4%	●	▲	▲
2	Reduction in Anti-Social Behaviour (ASB) incidents across the Force	+9.3%	●	▲	△
3	The detection rate (including positive outcomes) for Victim-Based Crime	-2.8pp	●	▽	▽

### Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour

Measure		Current Performance - Year-To-Date to <b>June</b> 2014			
		Performance / Difference	Short-term Trend	Long-term trend	
1	The number of alcohol-related crimes	Crime -0.9% ASB +12.5%			
2	Re-offending of drug fuelled offenders in the Force IOM cohort				

### Strategic Priority Theme 5: Reduce the threat from organised crime

Measure		Current Performance - Year-To-Date to <b>June</b> 2014			
		Performance / Difference	Short-term Trend	Long-term trend	
1	Reported drug offences	-3.2%		▽	▽
2	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	+7.2%	●		

3	Force Threat, Harm and Risk (THR) assessment level	●		
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### Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure		Current Performance - Year-To-Date to <b>June</b> 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Re-offending of offenders in the Force IOM cohort			
2	Youth Offender re-offending rates	Ci 25.1%		
3	Community Resolutions for Youth Offenders			

### Strategic Priority Theme 7: To spend your money wisely

Measure		Current Performance - Year-To-Date to <b>June</b> 2014		
		Performance / Difference	Short-term Trend	Long-term trend
1	Make efficiency savings	+£0.1m	●	●
2	Ensure balanced budget	£0.2m +0.2%	●	●
3a	Total number of days lost to sickness (Officers)	3.66%	●	●
3b	Total number of days lost to sickness (Staff)	3.22%	●	●
3c	BME representation	4.2%	●	●

## Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Target Profile	Current Performance - Year-To-Date to September 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Percentage of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	90% of victims completely, very or fairly satisfied	86.7% ●	◆	◆	Performance remains stable, and the most recent figure, covering satisfaction for incidents reported in the 12 months to July, contrasts with 87.2 percent for the same period last year. While there is no underlying difference between the divisions in terms of the headline figure (City 85.7 percent, County 87.1 percent), theft from vehicle crime satisfaction remains a differentiating factor. The Force is above peers, both nationally and when compared to the Most Similar Group (MSG) average (based on 12 months of interviews ending June 2014).
2	Percentage of victims and witnesses satisfied with the services provided in Court	An increase in the percentage of victims and witnesses satisfied compared to 2013/14	96.5% ●	▽	▲	Around 96 percent of victims and witnesses responding were satisfied or very satisfied with the services provided in Court in August. Figures for the 12 months to August show that more than nine in every ten respondents were satisfied in comparison with the 2013/14 level of 95.7 percent (April 2013 - March 2014).
3	Percentage of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	60% agreement by 2015-16	54.5% ●	n/a	◆	<b>Current performance covers interviews in the year to June 2014.</b> The Force is 5.5 pp away from the 60 percent target. Performance remains stable over the last year while there has again been positive movement since the previous quarter.

4	Percentage reduction of people that have been repeat victims within the previous 12 months	A reduction in the number of repeat victims of Domestic Violence compared to 2013/14	+0.3%	●	n/a	n/a	There has been a 0.3% increase in the number of repeat victims of Domestic Abuse. This resulted from a 0.9% increase in the County, and a 0.5% decrease in the City. The proportion of all Domestic Abuse which are repeats remains stable at 38.4%, very slight decrease on the previous year. When Domestic Abuse Incidents are excluded, the proportion drops to 20.7% which is an increase on the previous year.  Numbers of repeat victims of Hate Crime continue to grow, with six more offences recorded year-to-date. The increases recorded occurred on City Division alone.  Numbers of repeat victims of ASB continue to rise in line with overall ASB, with the majority predominantly in the City Division (22.9%),
		To monitor the proportion of Domestic Violence crimes which are repeats	38.4%		n/a	n/a	
		A reduction in the number of repeat victims of Hate Crime compared to 2013/14	+15.4%	●	n/a	n/a	
		To monitor repeat victims of Anti-Social Behaviour incidents	+10.7%		n/a	n/a	
5	Public confidence in reporting offences to the police	To monitor the number of Serious Sexual offences	+41.0%		n/a	n/a	There have been 188 additional Serious Sexual Offences recorded by the Force year-to-date. This equates to a 41% increase. Both Divisions are recording increases, City 46% and County 36%.
		To monitor the number of Domestic Violence incidents and crimes	-17.0%		n/a	n/a	In terms of Domestic Abuse, crimes year-to-date have increased by 7%, whilst numbers of incidents appear to have reduced by a quarter.
		To monitor satisfaction levels of victims of Domestic Abuse through the Force victim surveys;	90.9%		n/a	n/a	Results of the Domestic Abuse Victim Satisfaction Survey for incidents reported in the 12-months to the end of June 2014 demonstrate that rates remain broadly stable with more than nine in every ten victims satisfied with the whole experience (529 out 582 respondents). There is insufficient data to determine short-term and long-term trends.

		To monitor the number of Hate Crimes	+14.0%	n/a	n/a	There has been 14% increase in the numbers of recorded Hate Crime, which equates to 58 additional offences. Public Order Hate Crimes have seen the biggest increase (23%, 48 offences), when compared to Victim-Based (5%, 10 offences). Every additional Public Order Hate Crime was recorded in the County Division, whilst every additional Victim-Based Hate Crime bar one, occurred in the City. Given this, it is clear that County Division is driving Force performance.
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	<p>The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads</p>	<p>To maintain a reduction in the number of persons Killed or Seriously Injured on Nottinghamshire's roads, in-line with the Nottinghamshire Road Safety Partnership target of a 40% reduction by 2020 (from the 2005-2009 baseline)</p> <p>This can be monitored according to an annualised (calendar year) target, which will be calculated at the start of each year</p> <p>Monitor KSIs for 0-15 year olds</p>	<p>-10.5% ●</p> <p>-12.5%</p>		<p>Quarter 3 Indicative figures for July to September suggest that the gains made in the H1 2014 are being seriously eroded and that unless the Q4 figures show a downturn on Q4 2013 we will be reporting a rise in KSI's for 2014 over 2013. The latest refined data for Q2 2014 shows the Force recorded 83 serious injury collisions compared to 100 in 2013. For Q3 we recorded 93 SI collisions compared to 78 in Q3 2013, a 20% increase.</p> <p>To date the number of fatalities was 29 compared to 31 for the whole of 2013. 2014 will see a rise in the number of fatalities, probably in the 34 – 37 range. This will be highest figure for four years. Operation Drosometer 4 has now started and will run until 15<sup>th</sup> December 2014 focusing on fatal 4 enforcement – to try and drive down road casualties in Q3.</p> <p>It will remain challenging for the remainder of 2014 to preserve the 20.2% reduction seen in 2013 and it is highly likely it will not happen. Young drivers are emerging as a risk as are elderly road users. Alcohol and drugs remain highly visible in the statistics as does speed and the generally poor standard of driving. Motor cyclists and pedal cyclists remain very vulnerable with an increase in the numbers seriously injured.</p>
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7	The number of non-crime related mental health patients detained in custody suites	Reduce the number of non-crime related mental health patients detained in custody suites	-42.4% 		<p>There was a 42.4% reduction in the numbers of non-crime related mental health patients detained in the Forces Custody Suites. This includes those patients referred to Custody Suites from other agencies i.e. hospital Section 136 suites. To provide a wider context, overall S136 detainees have reduced by 42.4%, with a 34.7% reduction in the numbers presented to hospital S136 suites. There are a number of reasons for custody suites being the first place of safety<sup>1</sup>, sadly the reason is not recorded or recorded as 'other' in a number cases.</p>
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<sup>1</sup> Reason not recorded, suite full, suite refused, suite has no staff, male on suite, female on suite, too violent, detained for safety, and other.

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the Criminal Justice System						
Measure		Target Profile	Current Performance - Year-To-Date to September 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Percentage of Crown and Magistrates' Court files to be submitted by the police to the Crown Prosecution Service on time and without errors	A reduction in the error rate and late rate compared to 2013/14	CC Quality -0.4pp ●	◆ <sup>2</sup>	n/a	A new quality review system is being implemented through the Prosecution Team Performance management meeting. Data is not yet available for this measure. Data shown reflect performance to March 2014. At this time the Crown Court continued to meet target in terms of both file quality and timeliness. The Magistrates Court on the other hand, were achieving target in terms of file quality but not in terms of timeliness.
			CC Time -0.4pp ●	◆ <sup>1</sup>	n/a	
			MC Quality +0.5pp ●	◆ <sup>1</sup>	n/a	
			MC Time -0.7pp ●	◆ <sup>1</sup>	n/a	
2	Crown and Magistrates' Courts conviction rates	To record a conviction rate in line with the national average	CC 83.4% (1.4pp) ●	n/a	n/a	Year-to-date data to August 2014 show that Nottinghamshire have a Crown Court conviction rate of 83.4%, 3.5pp higher than the national average, and in line with the East Midlands average rate of 83.1%. In terms of Crown Court convictions, Nottinghamshire is currently ranked 20 <sup>th</sup> nationally (Q1), with the highest rank in the region behind Lincoln which is ranked 1 <sup>st</sup> .
			MC 83.8 (-0.9pp) ●	n/a	n/a	Magistrates' Courts recorded an 83.8% conviction rate year-to-date, placing Nottinghamshire 0.3pp away from the national average. Nottinghamshire are currently ranked 24 <sup>th</sup> nationally (Q1), with Leicester having the highest rank in the region of 18 <sup>th</sup> , whilst Northampton ranked 42 <sup>nd</sup> .

<sup>2</sup> Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data

						<p>The East Midlands as a whole ranked 7<sup>th</sup> and 8<sup>th</sup> in terms of Crown Court and Magistrate’s Courts conviction rates.</p> <p>Data are also broken down into the categories of Violence against women, sexual offences and hate crimes. The table below provides a summary of Nottinghamshire’s performance year-to-date (August 2014):</p> <table border="1"> <thead> <tr> <th></th> <th>r</th> <th>Notts</th> <th>MC</th> <th>CC</th> </tr> </thead> <tbody> <tr> <td>VAP against women</td> <td>33<sup>rd</sup></td> <td>73.6%</td> <td>73.6%</td> <td>73.6%</td> </tr> <tr> <td>DV</td> <td>33<sup>rd</sup></td> <td>80.0%</td> <td>84.4%</td> <td>74.3%</td> </tr> <tr> <td>Rape</td> <td>22<sup>nd</sup></td> <td>63.1%</td> <td></td> <td></td> </tr> <tr> <td>Hate Crime</td> <td>15<sup>th</sup></td> <td>86.8%</td> <td>88.6%</td> <td>76.5%</td> </tr> </tbody> </table> <p>A breakdown of the conviction rate for Hate Crime shows Nottinghamshire to be ranked 17<sup>th</sup> for Racially &amp; Religiously related Hate Crime (87.8%); 26<sup>th</sup> for Homophobic &amp; Transphobic related (77.4%) and 26<sup>th</sup> for Disability related (71%) – although there was a 100% conviction rate recorded in the Crown Court.</p>		r	Notts	MC	CC	VAP against women	33 <sup>rd</sup>	73.6%	73.6%	73.6%	DV	33 <sup>rd</sup>	80.0%	84.4%	74.3%	Rape	22 <sup>nd</sup>	63.1%			Hate Crime	15 <sup>th</sup>	86.8%	88.6%	76.5%
	r	Notts	MC	CC																											
VAP against women	33 <sup>rd</sup>	73.6%	73.6%	73.6%																											
DV	33 <sup>rd</sup>	80.0%	84.4%	74.3%																											
Rape	22 <sup>nd</sup>	63.1%																													
Hate Crime	15 <sup>th</sup>	86.8%	88.6%	76.5%																											
3	Early Guilty Plea Rate for the Crown Court and Magistrates’ Court	<p>An increase in the Early Guilty Plea rate compared to 2013/14</p> <p>To be better than the national average</p>	<p>CC 38.0% (-0.2pp) ●</p> <p>MC 67.3% (+4.4pp) ●</p> <p>CC Nat Ave: 34.5% ●</p>	<p>n/a</p> <p>n/a</p> <p>n/a</p>	<p>n/a</p> <p>n/a</p> <p>n/a</p>	<p>Year-to-date the Crown Court is closing in on its target to improve on its Early Guilty Plea rate, recording better performance than in the previous month (-1.3pp). However, in comparison to the national average, the Crown Court remains above target by 3.5pp, this is mainly due to declining performance nationally (-4.4pp) which has been mirrored in the region (-4.5pp). The overall Guilty Plea rate for the Crown Court was 75.7%, again above the national average of 72.2%.</p>																									

			MC Nat Ave: 70.6%	●	n/a	n/a	<p>The Magistrates' Courts on the other hand continue to maintain improved performance recording a 4.4pp increase on last year, whilst this still places the Magistrates' Courts 3.3pp below the national average, current improvements continue to exceed both the region and national improvements (+3.0pp and +3.5pp respectively).</p> <p>As might be expected the overall Guilty Plea rate in Magistrates' Courts is below the national average, at 69.4% against 71.4%, however, this is a small gap to close given recent and continuing improvements.</p>
4	Percentage of effective trials in the Magistrates' and Crown Courts	Reduce % of ineffective trials compared to 2012/13	CC 46.30%	●	n/a	n/a	<p><b>There is currently no data sharing protocol between the Force and the Ministry of Justice with regards this area. Until a data sharing protocol can be agreed, data are too March 2014.</b></p> <p>The Magistrates Courts Effective Trial Rates show a slightly decreasing trend over the last twelve months, this being the result of a slight increase in the ineffective trial rate. Ineffective trials are when a trial does not go ahead as planned for reasons which may be due to the prosecution, defence or administrative reasons within HMCTS. The Crown Court Effective Trial rates saw a positive spike in April 2014 however levels have returned to a more usual level. The long term trend is showing an overall downwards trajectory, again with an increase in ineffective trials showing an upwards trajectory.</p>
			MC 40.10%	●	n/a	n/a	
		Achieve an effective trial rate of 50%	CC 46.30%	●	n/a	n/a	
			MC 40.10%	●	n/a	n/a	

**Strategic Priority Theme 3: Focus on those priority crime types and local areas that are most affected by Crime and Anti-Social Behaviour**

Measure		Target Profile	Current Performance - Year-To-Date to September 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	A reduction in All Crime, particularly Victim-Based Crimes compared to 2013/14	A reduction in All Crime compared to 2013/14	+3.4% ●	▲	▲	Despite month-on-month reductions in 'All Crime' recorded since July 2014, the Force continues to show a decline in performance, year-to-date compared to the previous month (+2.8%). Both Divisions are now showing increases with City up 2.7% and County 3.9%. These increases are being driven by all Districts within the County, particularly on County East (+8.5%). In the City, City South is currently recording an increase of 11.7% compared with City Centre where there is a reduction of 5.6%. Month-to-date performance shows marked increases in September compared to September of last year, with 383 or 6.9% more crimes recorded.
		A reduction in Victim-Based Crimes compared to 2013/14	+2.4% ●	▲	▲	There have been increases recorded in both Victim-Based and Other Crime Against Society, hence there being a smaller increase in Victim-Based Crimes than for 'All Crimes'. However, this is little reassurance, given that month-to-date there were 7.5% more Victim-Based crimes recorded than in September of last year. This means that whilst there have been reductions month-on-month recorded since July, performance is still at a high volume. In addition, whilst the previous quarter has recorded month-on-month reductions, Victim-Based crimes are predicted to have a significant upward trend in

						in the County (2.8%) than the City (1.8%) and is showing increases in the same lower level areas as for 'All Crime'.
	To monitor the number of offences in those local areas which experience a high level of crime	Ci +5%	n/a	n/a		In the Priority Plus Areas, there has been a 5% increase on the City compared to a 4% increase on the County. Month-to-date however, City Division are showing a 10% increase, whilst County Division are showing no change.
		Co +4%	n/a	n/a		
	To significantly reduce levels of: Burglary Dwelling	-8.4%	●	▽	△	<p>Month-to-date saw the Force record 66 or 17.3% fewer Burglary Dwellings than in September of last year. This pushed improving performance year-to-date from -6.2% in the previous month to -8.4%. Whilst the Force is still showing 'exceptional' performance, the short-term and long-term trends no longer predict significant reductions, with the long-term prediction being an upward trend. Both divisions recorded marked month-on-month reductions between August and September, which has reversed the previous month-on-month increases recorded since April / May of this financial year.</p> <p>Year-to-date performance however, is being driven by strong improvements in the County Division (-19.8%), while pressure is increasing in the City Division, which is starting to record a steady decline in performance (+4.8%).</p> <p>Considerable increases have been recorded in both City North (9.9%, 34 offences) and City South (11.5%, 23 offences), these are continuing trends since the beginning of the financial year for these two areas, and appear out of kilter with other areas performance. NB: whilst a 26.9% increase has been recorded in City Centre, this equates to only 7 offences, as the volume of Burglary Dwellings is very low in this area.</p>

		To significantly reduce levels of: Robbery	-1.6%	●	△	▽	<p>Robbery performance continues to improve, with the Force now recording a -1.6% reduction year-to-date. The driver for these reductions, have been improvements around performance regarding Robbery of Business Property with 15 less (-25.4%) so far this financial year, Robbery of Personal Property has on the other hand has gone up by 6 (1.2%), however volume factors very heavily when considering overall Robbery performance. City Division accounts for just over 70% of all Robbery recorded by the Force, which is up from nearly 65% in the previous year, it is therefore fair to say that the County Division is driving performance with a 17.5% reduction, compared to 7% increase in the City. However, there are pockets of the County (Bassetlaw, Newark &amp; Sherwood, Broxtowe and Rushcliffe) where declining performance is being masked by considerable improvements elsewhere. Within the City Division, it is City Centre and City Central where considerably increases are being recorded (+63.5% and +13.7% respectively) which is actually masking considerable improvements in performance on City North and City South (-14.2% and -13.0% respectively).</p>
		To significantly reduce levels of: Violence with injury	+13.4%	●	▲	▲	<p>Following a 15.8% month-on-month reduction in Violence with injury between July and August, there was a 4.4% increase between August and September, which with September 2014 recording 27.1% more Violence with Injury than in the previous year, accounts for the 13.4% increase currently being recorded year-to-date. Performance on the County Division is driving these increases, accounting for 57% of the Force recorded Violence with Injury. All areas across</p>

						<p>the County have recorded increases, most notably County South where there has been a 31.3% (202 offences) increase. Each of the three County Districts account for more Violence with Injury than any of the four City areas. Whilst City Division have recorded a 6.7% increase, there was only a 0.7% increase recorded in City Centre, which in volume terms equates to 20% of Violence with injury recorded in City Division.</p>
		To reduce Shop Theft	-1.5%	● ▲	△	<p>Month-to-date there has been a 3.1% increase in Shop Theft compared to the previous September, however the Force is still recording month-on-month reductions since June 2014. The County Division continues to drive performance with a year-to-date reduction of 2.2%, however, there was a 10.5% increase recorded in County West, driven predominantly by a 19.5% increase in Mansfield.</p>
2	Reduce Anti-Social Behaviour incidents in Nottinghamshire with a focus on those local areas which experience a high level of ASB	A reduction in ASB Incidents in line with the long-term target of 50% reduction by 2015/16 (compared to the 2011/12 baseline)	+9.3%	● ▲	△	<p>Following a reductions recorded between July and August, there was a slight increase in ASB recorded between August and September (2.4%), together with a month-to-date increase of 12.9% compared with September of last year resulting in a decline in Force performance. As reported previously, City Division is driving performance with a year-to-date increase of 20.7% compared to County which is recording a minimal increase of 0.7%. Whilst ASB continues to increase across all four City areas, it is a different picture in the County Districts. Whilst there has been a 3.4% reduction in County East, there has been a 4.3% increase in County South, with ASB recorded in Gedling being the key driver (+8.3%). It should also be noted that month-to-date there was a 15% increase in ASB in Gedling suggesting that</p>

						<p>this declining performance is likely to continue. Furthermore, whilst there has been a reduction year-to-date in County East, month-to-date shows a 20.3% increase, which should be monitored moving forward.</p>	
3	The detection rate (including Positive Outcomes) for Victim-Based Crime	An increase in the detection rate for Victim-Based Crime;	-2.8pp	●	▽	▼	<p>Detection performance for Victim-Based crimes continues to decline, with only 24.6% of these offences being detected year-to-date. The decline is mirrored on both Divisions, although the County continues to outperform the City(25.4% and 23.6% respectively). Two areas which continue to maintain stronger detection rates are City Centre (32.4%) and Mansfield (31.2%), however all areas including these have recorded a reduction in the rate. Only two categories of Victim-Based crimes have shown an increase in the detection rate, Vehicle Interference (+1.1%), and Theft from Person (+2.2%), however both of these categories offer low detection rates (5.6% and 6.5%) respectively. There has been a sharp decline in the detection rate for both Violence without and Violence with Injury (-16.1% and -6.8% respectively), and these represent two of the strongest categories for potential detections. Consideration of the All Crime detection rate shows a similar picture, with a decline of 3.8pp from 33.1% year-to-date last year.</p>
		To monitor the proportion of Community Resolution disposals.	-0.1pp	●	▽	▼	<p>The proportion of detections derived from Community Resolutions remains relatively stable at 17.7%, although the overall volume has decreased by 8.9% in line with a 8.4% decrease in the volume of all detections. The use of Cautions and TICs has halved, whilst the use of Charge / Summons continues to increase with 15.2%</p>

						increase in volume year-to-date, increasing its proportion by 13.2pp to 64.1% year-to-date.
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Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour						
Measure		Target Profile	Current Performance - Year-To-Date to September 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	The number of alcohol-related Crimes	To monitor the number of crimes and ASB incidents which appear to be alcohol-related	Crime -0.9%	n/a	n/a	Based on a complex search it is estimated that 13.2% of Crime is alcohol-related, this is a comparable proportion when compared to ASB. As reported previously, there is a considerable disparity between the 3.4% increase in 'All Crime' compared with the 0.9% reduction in Alcohol-related 'All Crime' whilst ASB performance appears to line up, which may be an indication of better data quality.
			ASB +12.5%	n/a	n/a	
		To monitor the proportion of alcohol-related Violent Crime	23.4%	n/a	n/a	
2	Re-offending of drug fuelled offenders in the Force IOM cohort	To monitor the number and seriousness of offences committed by drug fuelled offenders in the IOM cohort				New scoring process implemented September 2014 to include offences of violence, new cohort identified for September 2014 and offending level baseline measured. Measurements will be taken every quarter to compare offending levels with the previous year and quarter on quarter.

**Strategic Priority Theme 5: Reduce the threat from organised crime**

Measure		Target Profile	Current Performance - Year-To-Date to September 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Reported drug offences	To monitor the number of production and supply of drug offences	-3.2%	▽	▽	<p>The number of recorded drug offences (production and supply) continues to reduce, with 19.1% less recorded offences in September month-to-date. The main driver with this is reduction in the numbers of Possession offences recorded (71 less offences, -4.7%), whilst there has also been a reduction in Production offences, (-28 less offences, -12.9%). Supply offences have actually increased by 32.01%, or 39 more offences. County Division appear to be driving performance in terms of all Drug Offences (-6.2%), with County South showing the biggest reduction (-20.6%), whilst it appears on City Division that drug offences have actually moved onto the City Centre, which may be indicative of operational activity.</p> <p>In terms of outcomes, detections for All Drug Offences have fallen by 12.8%. With regard to detections for Possession, County South (-35.4%) and City Central (-40%) have shown the largest reductions. This has moved the Force position from 92.3% last year, to 83.2% year-to-date, with detections for Possession down from 94.7% to 86.4%.</p>
2	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	A 10% increase in the number of orders compared to 2013/14	+7.2% ●	n/a	n/a	<p>Year-to-date there have been 104 successful Confiscation and Forfeiture Orders, this is 7.2% more than in the previous year, and places the Force 2.8pp away from target. Performance is continuing to improve as the year progresses,</p>

						with the average value of orders up by 15.5% to £5,367.07. The total value year-to-date being £558,175.75 or 23.9% more than in the previous year.
3	Force threat, harm and risk (THR) assessment level	To reduce the Threat, Harm and Risk below the 2013-14 level	●			<p>In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and EMSOU operations.</p> <p>The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent.</p>

**Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending**

Measure		Target Profile	Current Performance - Year-To-Date to September 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
1	Re-offending of offenders in the Force IOM cohort	To reduce the number and seriousness of offences committed by offenders in the IOM cohort				New scoring process implemented September 2014 to include offences of violence, new cohort identified for September 2014 and offending level baseline measured. Measurements will be taken every quarter to compare offending levels with the previous year and quarter on quarter.
2	Youth offender re-offending rates	To monitor re-offending rates and offending levels of youth offenders in the Youth Justice System	City 25.1%			City Youth Offending Team reported a re-offending rate of 0.84 12 months to September 2014, with 25.1% of the cohort re-offending. This is a reduction in re-offending as reported previously. There are no data to report on for the County.
3	Community Resolutions for Youth Offenders	To monitor re-offending in Youth Offenders who have received a Community Resolution				A query is currently being built to facilitate the analysis of this area. IS are currently building additional objects to enable an accurate search

**Strategic Priority Theme 7: To spend your money wisely**

Measure		Target Profile	Current Performance - Year-To-Date to September 2014			
			Performance / Difference	Short-term Trend	Long-term trend	Summary
2.1	Make efficiency savings	Save £12.7m by March 2015	+£0.1m	●	●	<p>The Government's grant has reduced significantly and in order to balance the budget, savings of <b>£12.7m</b> need to be made in 2014-15. Detailed plans are in place to ensure the savings target is met.</p> <p>To date £3.449m of efficiencies have been achieved against a target of £3.881m.</p>
2.2	Ensure balanced budget	<p>Overall spend v budget</p> <p>2014/15 budget - £193.8m</p> <p>2014/15 Q1 Forecast - £193.8m</p>	£0.2m +0.2%	●	●	<p>Expenditure was £0.249m better than forecast. This was largely due to capitalisation of agency costs relating to the Multi Force Shared Services (MFSS) project; a rates rebate; review of accruals for onerous rates and rates; transport costs resulting from lower mileage and fuel costs; and mutual aid income predominantly for provide cover to the Fire Services during industrial action and the NATO summit, which offsets some of the over spend on overtime</p>

2.3	Total number of days lost to sickness (Officers and Staff 3.7% (8.2 days))	Officers	3.66%	●	●	<p>The latest 12 month rolling sickness data for the Force has shown that officer sickness reduced to 3.66% in September 2014 from 4.05% in September 2013. This represents a reduction of 9.7% over the past year.</p> <p>HR continues to work closely with line managers to reduce the number of officers on long term sick.</p> <p>Officer sickness absence in the 12 months to September 2014 amounted to an annual cost to the Force of £3.7m.</p> <p>Following the upgrade to our HR system, there is concern that the upgrade has affected the complex recording and reporting process of sickness absence. This issue is being investigated. Until this is resolved we recommend that the sickness information is used with caution.</p>
		Staff	3.22%	●	●	<p>The latest 12 month rolling sickness data for the Force has shown that staff sickness reduced to 3.22% in September 2014 from 3.80% in September 2013. This represents a reduction of 15.1% over the past year.</p> <p>HR continues to work closely with line managers to reduce the number of officers on long term sick.</p> <p>Staff sickness absence in the 12 months to September 2014 amounted to an annual cost to the Force of £1.4m.</p> <p>Following the upgrade to our HR system, there is concern that the upgrade has affected the complex recording and reporting process of sickness absence. This issue is being investigated. Until this is resolved we recommend that the sickness information is used with caution.</p>

2.4	BME representation	BME representation within the Force to reflect the BME community	4.2%	●	●	<p>Current BME representation in Force stands at 4.2%. This shows little change from the proportion recorded in March 2012, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months.</p> <p>The 4.2% figure is lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).</p>
Pm	Overtime Budget	Maintain overtime spend below budget 2014/15 budget - £3.3m	-£0.2m -10.2%	●	●	<p>The Force's overtime expenditure year to date was £2.235m, which is an over spend of £0.206m against a forecast of £2.028m. The majority of the over spend was in County, City and OSD. This over spend has been partially offset by income from mutual aid and providing cover during the Fire Service strikes and NATO summit.</p> <p>The main operations were: major crime ops Hallux, Hearth and Pelfry; County Encollar, Claustral, Packhouse, Jejunal and Raspberry; City centre patrols; OSD Eagre, Genre; ministerial visits for the Newark By-Election (Kapok); increased regional activities around major crimes.</p>
Pm	Establishment (FTE's)	<ul style="list-style-type: none"> <li>▪ Officer establishment TBC</li> <li>▪ Staff establishment TBC</li> </ul>	<p>2,037 FTE -3 v latest forecast</p> <p>1,512 FTE -101 v budget</p>	●	●	<p>Officer establishment at the end of September was 2,034 FTE's which was 3 lower than latest forecast. This was due to a higher number of police officers leaving than originally anticipated. To date 67 officers have left the force. During September 14 there were 14 new recruits.</p> <p>Staff establishment at the end of September was 1,512 FTE's (including PCSO's at 338 FTE's) which was 101 FTE's lower than forecast. PCSO's were 2 lower than forecast</p>

## Appendix B

### Accompanying Tables and Charts

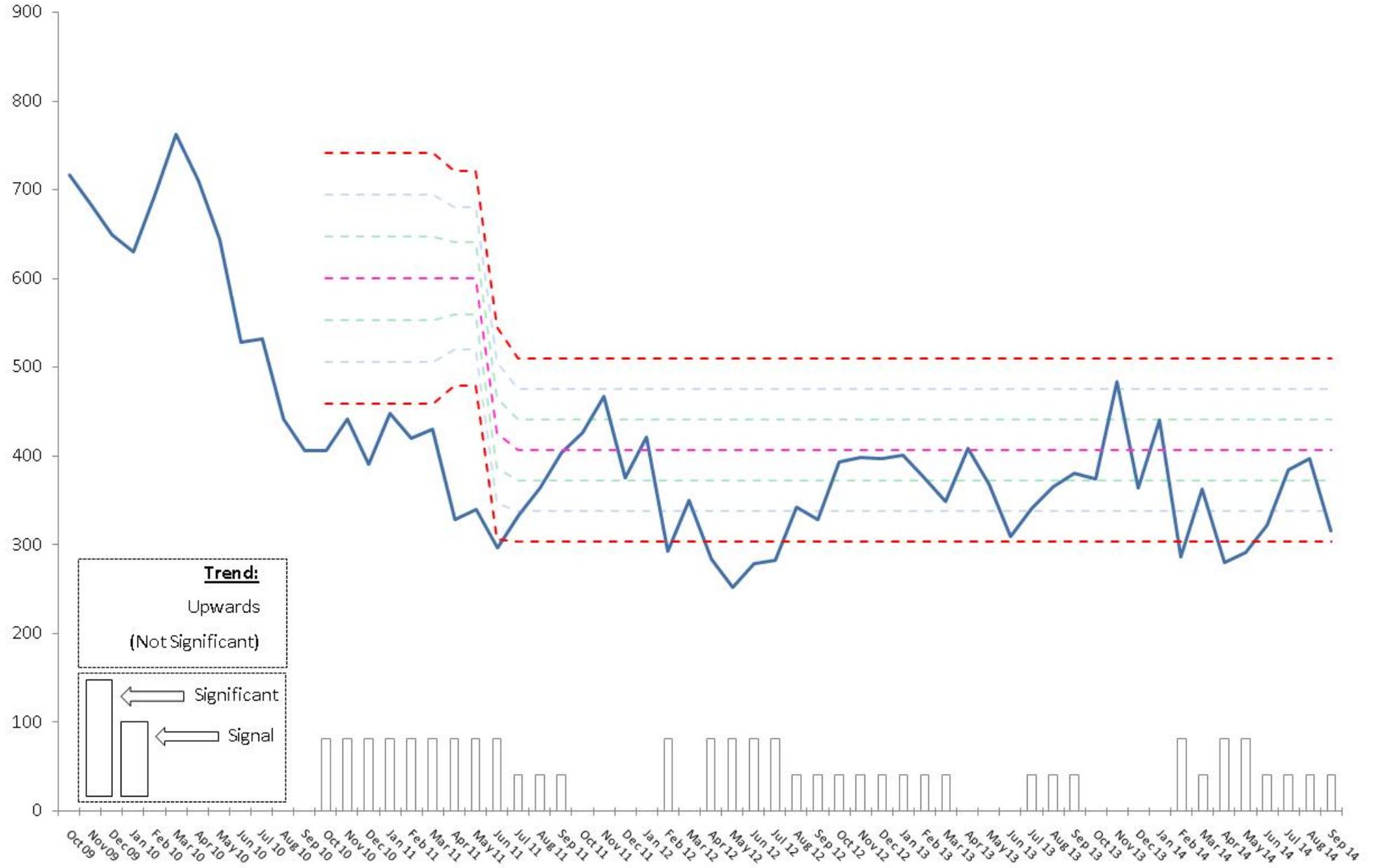
#### 1.6 Reduction in 'All Crime' across the Force

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	September 2014	September 2013	Volume Change	Percentage Change
<b>Force</b>	<b>36390</b>	<b>35,201</b>	<b>1189</b>	<b>3.4%</b>	<b>35,200</b>	<b>1190</b>	<b>3.4%</b>	<b>5959</b>	<b>5576</b>	<b>383</b>	<b>6.9%</b>
City Division	15816	15,396	420	2.7%	15,395	421	2.7%	2519	2346	173	7.4%
County Division	20574	19,805	769	3.9%	19,804	770	3.9%	3440	3230	210	6.5%
<b>County West</b>	<b>7115</b>	<b>6,957</b>	<b>158</b>	<b>2.3%</b>	<b>6,956</b>	<b>159</b>	<b>2.3%</b>	<b>1212</b>	<b>1150</b>	<b>62</b>	<b>5.4%</b>
Ashfield	3383	3,548	-165	-4.7%	3,547	-164	-4.6%	586	609	-23	-3.8%
Mansfield	3732	3,409	323	9.5%	3,408	324	9.5%	626	541	85	15.7%
<b>County East</b>	<b>6792</b>	<b>6,259</b>	<b>533</b>	<b>8.5%</b>	<b>6,258</b>	<b>534</b>	<b>8.5%</b>	<b>1095</b>	<b>1018</b>	<b>77</b>	<b>7.6%</b>
Bassetlaw	3874	3,613	261	7.2%	3,612	262	7.3%	657	573	84	14.7%
Newark & Sherwood	2918	2,646	272	10.3%	2,645	273	10.3%	438	445	-7	-1.6%
<b>County South</b>	<b>6667</b>	<b>6,589</b>	<b>78</b>	<b>1.2%</b>	<b>6,588</b>	<b>79</b>	<b>1.2%</b>	<b>1133</b>	<b>1062</b>	<b>71</b>	<b>6.7%</b>
Broxtowe	2396	2,454	-58	-2.4%	2,453	-57	-2.3%	410	388	22	5.7%
Gedling	2589	2,410	179	7.4%	2,409	180	7.5%	404	386	18	4.7%
Rushcliffe	1682	1,725	-43	-2.5%	1,724	-42	-2.4%	319	288	31	10.8%
<b>City Division</b>	<b>15816</b>	<b>15,396</b>	<b>420</b>	<b>2.7%</b>	<b>15,395</b>	<b>421</b>	<b>2.7%</b>	<b>2519</b>	<b>2346</b>	<b>173</b>	<b>7.4%</b>
City Central	4447	4,206	241	5.7%	4,205	242	5.8%	737	571	166	29.1%
City Centre	3458	3,665	-207	-5.6%	3,664	-206	-5.6%	526	584	-58	-9.9%
City North	4502	4,472	30	0.7%	4,471	31	0.7%	689	748	-59	-7.9%
City South	3409	3,053	356	11.7%	3,052	357	11.7%	567	443	124	28.0%

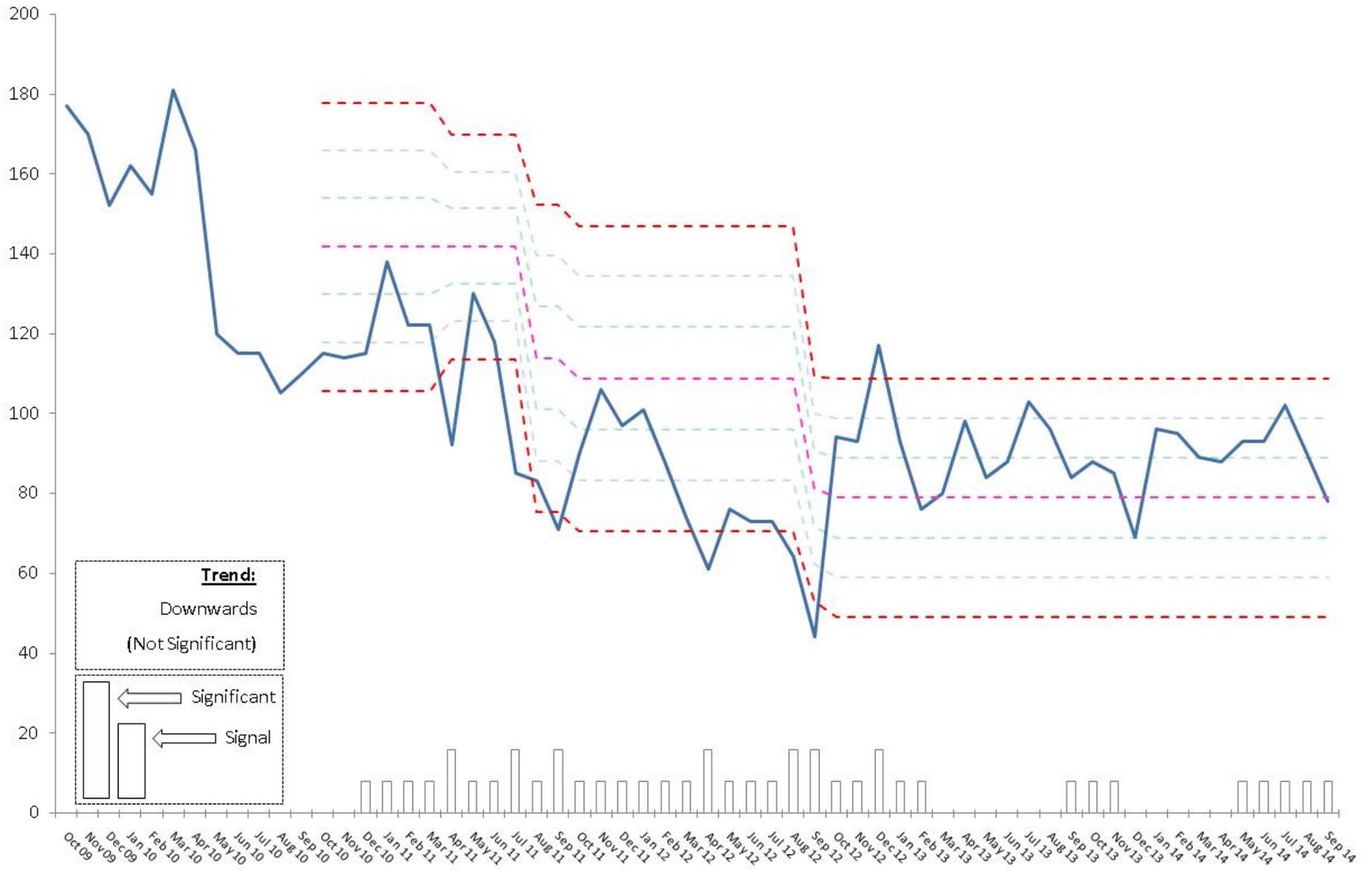
	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	September 2014	September 2013	Volume Change	Percentage Change
<b>All Crime</b>	<b>36390</b>	<b>35,201</b>	<b>1189</b>	<b>3.38%</b>	<b>35,200</b>	<b>1190</b>	<b>3.4%</b>	<b>5959</b>	<b>5576</b>	<b>383</b>	<b>6.9%</b>
Homicide	5	6	-1	-16.7%	5	0	0.0%		2	-2	-100.0%
Violence with injury	4762	4,199	563	13.4%	4,198	564	13.4%	802	631	171	27.1%
Violence without injury	3468	2,705	763	28.2%	2,704	764	28.3%	533	433	100	23.1%
Rape	285	212	73	34.4%	211	74	35.1%	51	22	29	131.8%
Other sexual offences	539	367	172	46.9%	366	173	47.3%	77	72	5	6.9%
Robbery of business property	44	59	-15	-25.4%	58	-14	-24.1%	7	8	-1	-12.5%
Robbery of personal property	500	494	6	1.2%	493	7	1.4%	71	76	-5	-6.6%
Burglary dwelling	1989	2,172	-183	-8.4%	2,171	-182	-8.4%	315	381	-66	-17.3%
Burglary other	2337	2,288	49	2.1%	2,287	50	2.2%	356	430	-74	-17.2%
Theft of motor vehicle	543	732	-189	-25.8%	731	-188	-25.7%	100	119	-19	-16.0%
Theft from motor vehicle	2411	2,489	-78	-3.1%	2,488	-77	-3.1%	451	432	19	4.4%
Vehicle interference	408	154	254	164.9%	153	255	166.7%	78	27	51	188.9%
Theft from person	504	807	-303	-37.5%	806	-302	-37.5%	83	141	-58	-41.1%
Bicycle theft	1224	1,213	11	0.9%	1,212	12	1.0%	260	178	82	46.1%
Shoplifting	3825	3,864	-39	-1.0%	3,863	-38	-1.0%	594	576	18	3.1%
All other theft offences	4452	4,771	-319	-6.7%	4,770	-318	-6.7%	753	710	43	6.1%
Criminal damage	4976	4,986	-10	-0.2%	4,985	-9	-0.2%	794	738	56	7.6%
Arson	233	225	8	3.6%	224	9	4.0%	55	30	25	83.3%
<b>Victim-Based Crime</b>	<b>32505</b>	<b>31,743</b>	<b>762</b>	<b>2.4%</b>	<b>31,742</b>	<b>763</b>	<b>2.4%</b>	<b>5380</b>	<b>5006</b>	<b>374</b>	<b>7.5%</b>
Trafficking in drugs	350	339	11	3.2%	338	12	3.6%	60	52	8	15.4%
Possession of drugs	1444	1,515	-71	-4.7%	1,514	-70	-4.6%	181	246	-65	-26.4%
Possession of weapons offences	289	287	2	0.7%	286	3	1.0%	51	50	1	2.0%
Public order offences	1293	917	376	41.0%	916	377	41.2%	204	161	43	26.7%
Miscellaneous crimes against society	509	400	109	27.3%	399	110	27.6%	83	61	22	36.1%
<b>Other crimes against society</b>	<b>3885</b>	<b>3,458</b>	<b>427</b>	<b>12.3%</b>	<b>3,457</b>	<b>428</b>	<b>12.4%</b>	<b>579</b>	<b>570</b>	<b>9</b>	<b>1.6%</b>

Priority Area	Year-to-Date Performance				Month-to-Date Performance			
	2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Nottingham City</b>								
Arboretum	780	728	52	7%	138	99	39	39%
Aspley	753	830	-77	-9%	120	136	-16	-12%
Bridge	581	439	142	32%	106	65	41	63%
Bulwell	989	973	16	2%	148	160	-12	-8%
St Ann's	674	642	32	5%	105	103	2	2%
<b>Total</b>	<b>3,777</b>	<b>3,612</b>	<b>165</b>	<b>5%</b>	<b>617</b>	<b>563</b>	<b>54</b>	<b>10%</b>
<b>Nottinghamshire County</b>								
Carr Bank	149	168	-19	-11%	29	32	-3	-9%
Oak Tree	174	162	12	7%	17	20	-3	-15%
Portland	585	459	126	27%	100	94	6	6%
Woodlands	466	410	56	14%	74	66	8	12%
Hucknall East	296	323	-27	-8%	42	51	-9	-18%
Kirkby East	317	314	3	1%	59	52	7	13%
Sutton Central	390	378	12	3%	72	59	13	22%
Sutton East	198	210	-12	-6%	21	38	-17	-45%
Sutton In Ashfield North	308	386	-78	-20%	51	56	-5	-9%
Bridge	243	276	-33	-12%	51	47	4	9%
Castle	520	438	82	19%	77	78	-1	-1%
Worksop North West	452	379	73	19%	79	76	3	4%
Worksop South	324	357	-33	-9%	53	58	-5	-9%
Eastwood South	390	391	-1	0%	63	63	0	0%
Netherfield And Colwick	300	286	14	5%	52	53	-1	-2%
<b>Total</b>	<b>5,112</b>	<b>4,937</b>	<b>175</b>	<b>4%</b>	<b>840</b>	<b>843</b>	<b>-3</b>	<b>0%</b>
<b>Discretionary Areas</b>								
Ladybrook	123	154	-31	-20%	25	24	1	4%
Worksop South East	650	588	62	11%	88	117	-29	-25%
Trent Bridge	213	239	-26	-11%	45	34	11	32%
<b>Total</b>	<b>986</b>	<b>981</b>	<b>5</b>	<b>1%</b>	<b>158</b>	<b>175</b>	<b>-17</b>	<b>-10%</b>

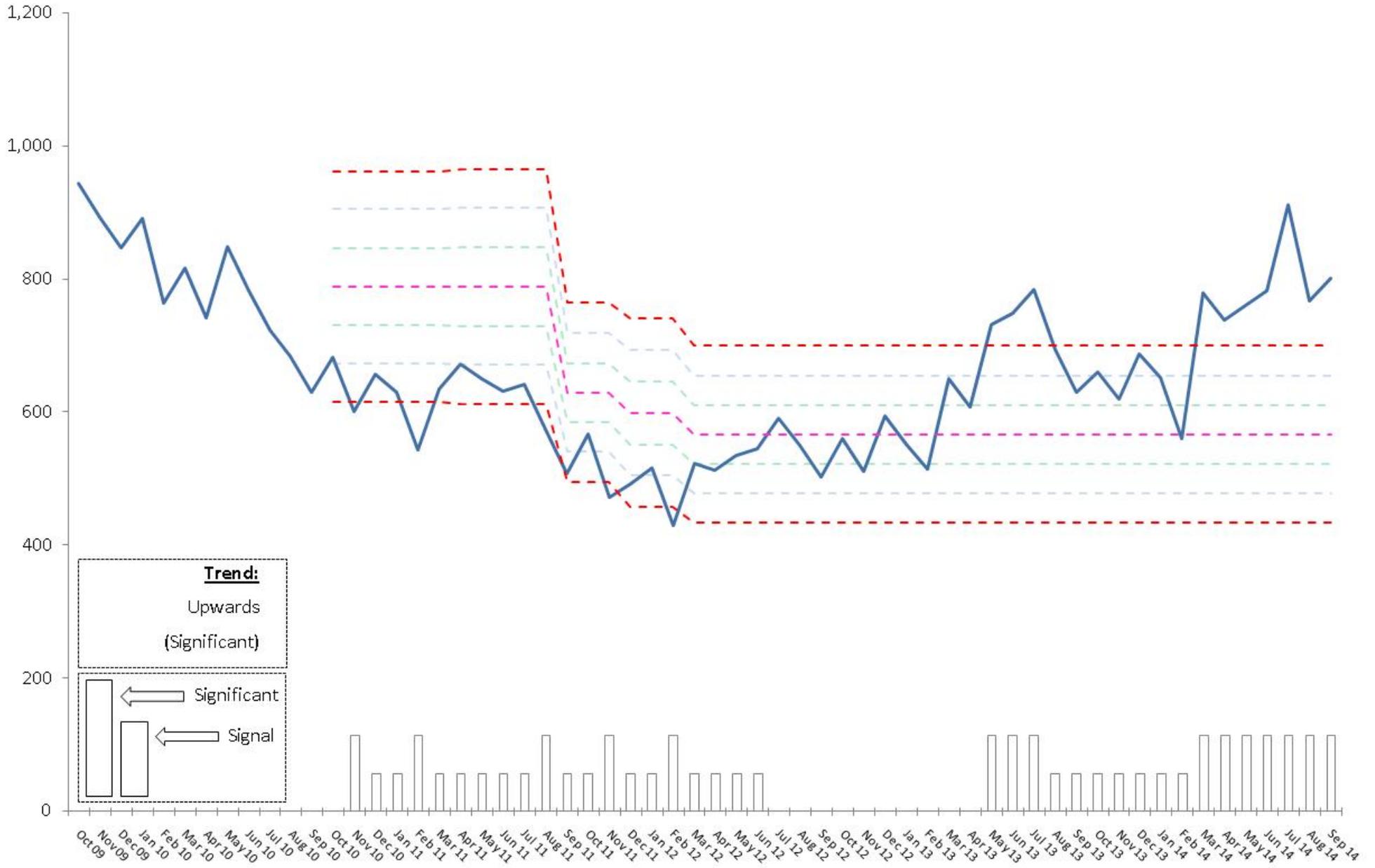
1.6 Burglary Dwelling performance over-time



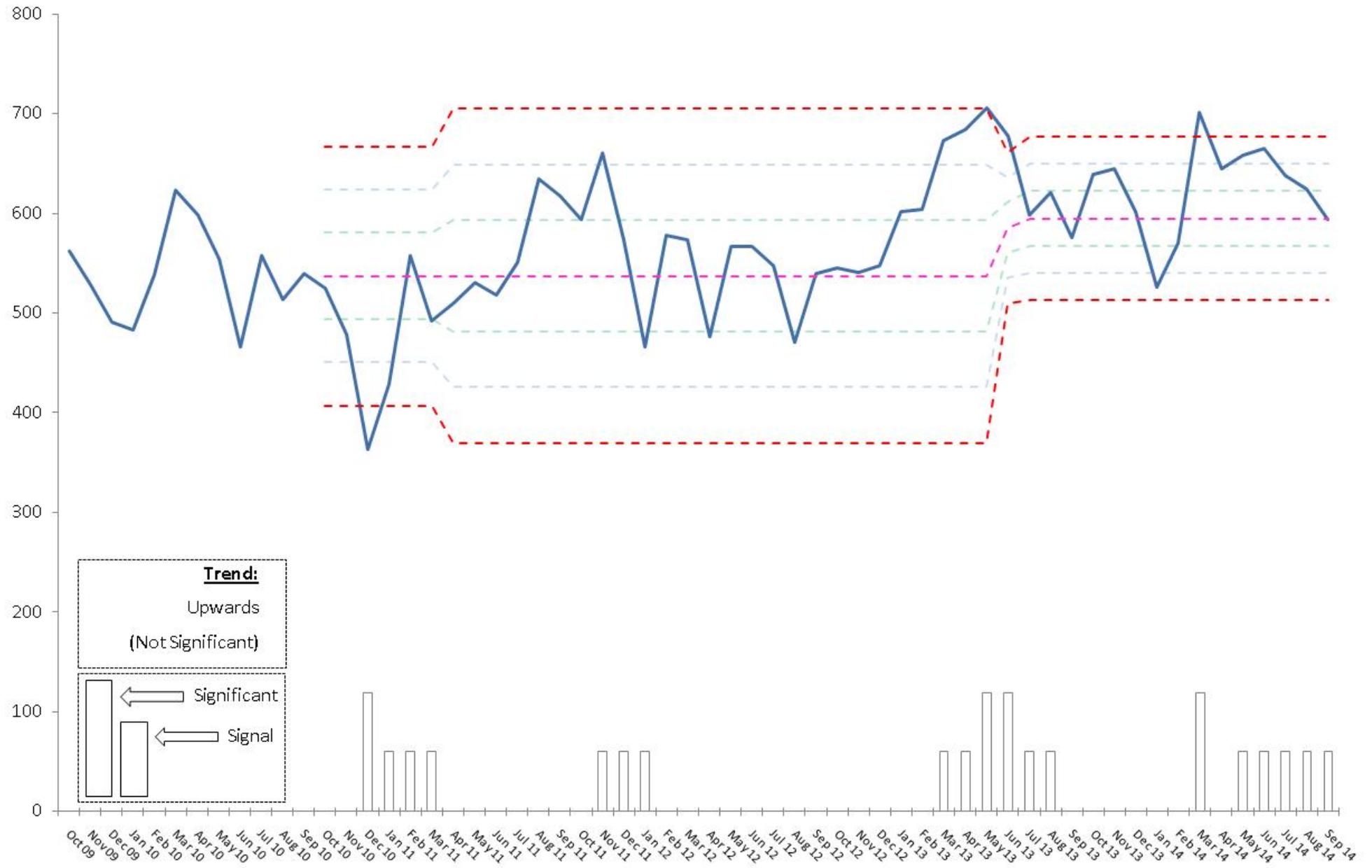
### 1.6 Robbery performance over-time



1.6 Violence with Injury performance over-time



### 1.6 Shop Theft performance over-time



## 1.7 Reduction in Anti-Social Behaviour (ASB) incidents across the Force

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	September 2014	September 2013	Volume Change	Percentage Change
<b>Force</b>	<b>21,572</b>	<b>19,732</b>	<b>1,840</b>	<b>9.3%</b>	<b>18,153</b>	<b>3418.56</b>	<b>15.8%</b>	<b>3413</b>	<b>3022</b>	<b>391</b>	<b>12.9%</b>
City Division	10,250	8,489	1,761	20.7%	7,810	2440.12	23.8%	1629	1343	286	21.3%
County Division	11,322	11,243	79	0.7%	10,344	978.44	8.6%	1784	1679	105	6.3%
<b>County West</b>	<b>4,260</b>	<b>4,207</b>	<b>53</b>	<b>1.3%</b>	<b>3,870</b>	<b>389.56</b>	<b>9.1%</b>	<b>620</b>	<b>679</b>	<b>-59</b>	<b>-8.7%</b>
Ashfield	2,135	2,097	38	1.8%	1,929	205.76	9.6%	294	337	-43	-12.8%
Mansfield	2,125	2,110	15	0.7%	1,941	183.8	8.6%	326	342	-16	-4.7%
<b>County East</b>	<b>3,483</b>	<b>3,604</b>	<b>-121</b>	<b>-3.4%</b>	<b>3,316</b>	<b>167.32</b>	<b>4.8%</b>	<b>599</b>	<b>498</b>	<b>101</b>	<b>20.3%</b>
Bassetlaw	1,839	1,958	-119	-6.1%	1,801	37.64	2.0%	316	286	30	10.5%
Newark & Sherwood	1,644	1,646	-2	-0.1%	1,514	129.68	7.9%	283	212	71	33.5%
<b>County South</b>	<b>3,579</b>	<b>3,432</b>	<b>147</b>	<b>4.3%</b>	<b>3,157</b>	<b>421.56</b>	<b>11.8%</b>	<b>565</b>	<b>502</b>	<b>63</b>	<b>12.5%</b>
Broxtowe	1,333	1,303	30	2.3%	1,199	134.24	10.1%	184	164	20	12.2%
Gedling	1,363	1,259	104	8.3%	1,158	204.72	15.0%	237	206	31	15.0%
Rushcliffe	883	870	13	1.5%	800	82.6	9.4%	144	132	12	9.1%
<b>City Division</b>	<b>10,250</b>	<b>8,489</b>	<b>1,761</b>	<b>20.7%</b>	<b>7,810</b>	<b>2440.12</b>	<b>23.8%</b>	<b>1629</b>	<b>1343</b>	<b>286</b>	<b>21.3%</b>
City Central	2,816	2,352	464	19.7%	2,164	652.16	23.2%	466	396	70	17.7%
City Centre	1,347	1,079	268	24.8%	993	354.32	26.3%	228	190	38	20.0%
City North	3,387	2,831	556	19.6%	2,605	782.48	23.1%	477	432	45	10.4%
City South	2,700	2,227	473	21.2%	2,049	651.16	24.1%	458	325	133	40.9%

	Year-to-date performance				Target Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	September 2014	September 2013	Volume Change	Percentage Change
ASB Nuisance	16,277	14,371	1,906	13.3%	13,221	3055.68	18.8%	2572	2298	274	11.9%
ASB Personal	3,588	3,638	-50	-1.4%	3,347	241.04	6.7%	580	503	77	15.3%
ASB Environmental	1,707	1,723	-16	-0.9%	1,585	121.84	7.1%	261	221	40	18.1%

## 1.8 An increase in the detection rate for Victim-Based Crime

	Year-to-date performance			Target Position		Month-to-date performance		
	2014/15	2013/14	Change	Current Target	Percentage Difference from Target	September 2014	September 2013	Change
<b>Force</b>	<b>24.6%</b>	<b>27.5%</b>	<b>-2.8%</b>	<b>27.5%</b>	<b>-2.9%</b>	<b>20.3%</b>	<b>28.0%</b>	<b>-7.8%</b>
City Division	23.6%	27.4%	-3.8%	27.4%	-3.8%	19.4%	27.7%	-8.4%
County Division	25.4%	27.5%	-2.1%	27.5%	-2.1%	20.9%	28.3%	-7.4%
<b>County West</b>	<b>27.6%</b>	<b>28.1%</b>	<b>-0.5%</b>	<b>28.1%</b>	<b>-0.5%</b>	<b>23.1%</b>	<b>28.0%</b>	<b>-4.9%</b>
Ashfield	23.8%	23.4%	0.5%	23.4%	0.4%	17.2%	23.4%	-6.3%
Mansfield	31.2%	33.3%	-2.1%	33.3%	-2.1%	29.2%	33.5%	-4.3%
<b>County East</b>	<b>25.7%</b>	<b>28.5%</b>	<b>-2.7%</b>	<b>28.5%</b>	<b>-2.8%</b>	<b>19.1%</b>	<b>28.7%</b>	<b>-9.6%</b>
Bassetlaw	25.4%	26.6%	-1.2%	26.6%	-1.2%	18.3%	28.4%	-10.1%
Newark & Sherwood	26.2%	31.1%	-4.8%	31.1%	-4.8%	20.2%	29.1%	-8.9%
<b>County South</b>	<b>22.7%</b>	<b>25.9%</b>	<b>-3.2%</b>	<b>25.9%</b>	<b>-3.2%</b>	<b>20.3%</b>	<b>28.1%</b>	<b>-7.8%</b>
Broxtowe	22.8%	22.6%	0.2%	22.7%	0.1%	15.1%	24.8%	-9.7%
Gedling	24.4%	31.3%	-6.9%	31.4%	-6.9%	25.1%	37.9%	-12.8%
Rushcliffe	20.0%	22.9%	-2.9%	22.9%	-2.9%	21.2%	19.9%	1.3%
<b>City Division</b>	<b>23.6%</b>	<b>27.4%</b>	<b>-3.8%</b>	<b>27.4%</b>	<b>-3.8%</b>	<b>19.4%</b>	<b>27.7%</b>	<b>-8.4%</b>
City Central	19.3%	23.4%	-4.1%	23.4%	-4.1%	14.1%	25.0%	-11.0%
City Centre	32.4%	33.7%	-1.3%	33.7%	-1.3%	24.8%	34.2%	-9.4%
City North	22.8%	26.7%	-3.9%	26.7%	-3.9%	22.8%	25.6%	-2.8%
City South	21.6%	26.4%	-4.9%	26.4%	-4.9%	17.2%	26.2%	-8.9%

	Year-to-date performance			Target Position		Month-to-date performance		
	2014/15	2013/14	Percentage Change	Current Target	Percentage Difference from Target	September 2014	September 2013	Change
Homicide	60.0%	83.3%	-23.3%	83.3%	-23.3%		50.0%	-50.0%
Violence with injury	42.4%	49.2%	-6.8%	49.2%	-6.8%	37.0%	49.8%	-12.7%
Violence without injury	39.9%	56.0%	-16.1%	56.0%	-16.1%	33.8%	53.8%	-20.0%
Rape	13.0%	17.0%	-4.0%	17.0%	-4.0%	5.9%	9.1%	-3.2%
Other sexual offences	21.9%	25.3%	-3.4%	25.4%	-3.5%	16.9%	29.2%	-12.3%
Robbery of business property	25.0%	25.4%	-0.4%	25.4%	-0.4%	28.6%	25.0%	3.6%
Robbery of personal property	24.0%	24.1%	-0.1%	24.1%	-0.1%	23.9%	27.6%	-3.7%
Burglary dwelling	11.9%	12.5%	-0.6%	12.5%	-0.6%	17.1%	16.3%	0.9%
Burglary other	7.2%	7.5%	-0.3%	7.5%	-0.3%	7.0%	7.0%	0.0%
Theft of motor vehicle	18.0%	18.4%	-0.4%	18.5%	-0.4%	14.0%	16.0%	-2.0%
Theft from motor vehicle	5.6%	6.3%	-0.7%	6.4%	-0.8%	2.2%	2.8%	-0.6%
Vehicle interference	5.6%	4.5%	1.1%	4.6%	1.1%	3.8%	7.4%	-3.6%
Theft from person	6.5%	4.3%	2.2%	4.3%	2.2%	2.4%	5.0%	-2.6%
Bicycle theft	5.6%	6.4%	-0.8%	6.4%	-0.8%	3.1%	11.2%	-8.2%
Shoplifting	56.0%	59.2%	-3.2%	59.2%	-3.2%	48.3%	65.5%	-17.1%
All other theft offences	9.9%	12.5%	-2.6%	12.5%	-2.6%	6.9%	13.5%	-6.6%
Criminal damage	18.8%	22.1%	-3.3%	22.1%	-3.3%	15.0%	24.4%	-9.4%
Arson	11.6%	12.4%	-0.9%	12.5%	-0.9%	7.3%	16.7%	-9.4%
<b>Victim-Based Crime</b>	<b>24.6%</b>	<b>27.5%</b>	<b>-2.8%</b>	<b>27.5%</b>	<b>-2.9%</b>	<b>20.3%</b>	<b>28.0%</b>	<b>-7.8%</b>

### 1.8 Use of Community Resolutions

	2014/15	% Prop of total	2013/14	% Prop of total
Cautions	1185	11.1%	2531	21.7%
Charge / Summons	6827	64.1%	5925	50.9%
Community Resolution	1890	17.7%	2075	17.8%
Other	504	4.7%	674	5.8%
Penalty Notice for Crime	105	1.0%	126	1.1%
TIC not previously recorded	7	0.1%	14	0.1%
TIC previously recorded	139	1.3%	294	2.5%
<b>Total</b>	<b>10657</b>	<b>100.0%</b>	<b>11639</b>	<b>100.0%</b>

### 1.8 Breakdown of Outcome Codes

	Year-to-date performance 2014/15
01. Charged/Summons	6827
02. Caution - Youths	159
03. Caution - Adults	1026
04. Taken Into Consideration	146
05. Offender Has Died	5
06. Penalty Notices For Disorder	105
07. Cannabis Warning	499
08. Community Resolution	1890
09. Prosecution Not In The Public Interest (CPS)	495
10. Action Not In The Public Interest (Police)	909
11. Named Suspect below the age of criminal responsibility	43
12. Named suspect too ill (physical or mental health) to prosecute	76
13. Named suspect but victim/key witness is dead or too ill	19
14. Victim declines/unable to ID suspect	527
15. Victim supports but evidential difficulties prevent further action	2391
16. Victim does not support/withdraws support	2452
17. Prosecution time limit expired	32
18. Investigation Complete: No suspect identified	17890
<b>Total</b>	<b>35491</b>

### 1.9 The number of alcohol-related crimes

	Year-to-date performance				Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	September 2014	September 2013	Volume Change	Percentage Change
All Crime	36,390	35,201	1,189	3.4%	5,959	5,576	383	6.9%
Alcohol-related	4,814	4,857	-43	-0.9%	710	748	-38	-5.1%
% Alcohol-related	13.2%	13.8%		-0.6%	11.9%	13.4%		-1.5%
Victim-Based Crime	32,505	31,743	762	2.4%	5,380	5,006	374	7.5%
Alcohol-related	4,258	4,300	-42	-1.0%	626	654	-28	-4.3%
% Alcohol-related	13.1%	13.5%		-0.4%	11.6%	13.1%		-1.5%
Violence Against the Person	8,235	6,910	1,325	19.2%	1,335	1,066	269	25.2%
Alcohol-related	1,927	1,766	161	9.1%	294	265	29	10.9%
% Alcohol-related	23.4%	25.6%		-2.2%	22.0%	24.9%		-2.9%
Anti-Social Behaviour	21,572	19,732	1,840	9.3%	3,413	3,022	391	12.9%
Alcohol-related	2,938	2,611	327	12.5%	467	420	47	11.2%
% Alcohol-related	13.6%	13.2%		0.4%	13.7%	13.9%		-0.2%

1.11 To monitor the number of production and supply of drugs

	Year-to-date performance				Taret Position			Month-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change	Current Target	Difference from Target	Percentage Difference from Target	September 2014	September 2013	Volume Change	Percentage Change
Possession	1444	1,515	-71	-4.7%	1,514	-70	-4.6%	181	246	-65	-26.4%
Production	189	217	-28	-12.9%	216	-27	-12.5%	40	34	6	17.6%
Supply	161	122	39	32.0%	121	40	33.1%	20	18	2	11.1%
Sum:	1794	1,854	-60	-3.2%	1,851	-57	-3.2%	241	298	-57	-19.1%

### 3.4 Percentage reduction of people that have been a repeat victim within the previous 12 months

Domestic Violence Repeat Victims	Year-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change
City	420	422	-2	-0.5%
County	591	586	5	0.9%
<b>Force</b>	<b>1011</b>	<b>1008</b>	<b>3</b>	<b>0.3%</b>

Hate Crime Repeat Victims	Year-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change
City	26	20	6	30.0%
County	19	19	0	0.0%
<b>Force</b>	<b>45</b>	<b>39</b>	<b>6</b>	<b>15.4%</b>

Total Repeat Volume	Year-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change
City	446	442	4	0.9%
County	610	605	5	0.8%
<b>Force</b>	<b>1056</b>	<b>1047</b>	<b>9</b>	<b>0.9%</b>

Domestic Violence	Year-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change
City Central	109	100	9	9.0%
City Centre	9	6	3	50.0%
City North	190	192	-2	-1.0%
City South	112	124	-12	-9.7%

Domestic Violence	Year-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change
Ashfield	105	118	-13	-11.0%
Bassetlaw	93	78	15	19.2%
Broxtowe	71	63	8	12.7%
Gedling	95	92	3	3.3%
Mansfield	123	119	4	3.4%

Domestic Violence Crimes	2013/14				
	Domestic Violence crimes which are repeats	Domestic Violence crimes which are repeats	% Proportion of Domestic Violence crimes which are repeats	Domestic Violence Crimes	Domestic Violence crimes which are repeats
City	1,276	485	38.0%	1,244	497
County	1,674	658	39.3%	1,920	717
<b>Force</b>	<b>2,950</b>	<b>1,143</b>	<b>38.7%</b>	<b>3,164</b>	<b>1,214</b>

\* Includes domestic abuse incidents to determine repeat victimisation

Domestic Violence Crimes	2013/14				
	Domestic Violence crimes which are repeats	Domestic Violence crimes which are repeats	% Proportion of Domestic Violence crimes which are repeats	Domestic Violence Crimes	Domestic Violence crimes which are repeats
City	1,276	238	18.7%	1,244	259
County	1,674	311	18.6%	1,920	396
<b>Force</b>	<b>2,950</b>	<b>549</b>	<b>18.6%</b>	<b>3,164</b>	<b>655</b>

\* Only includes notifiable domestic abuse offences to determine repeat victimisation

Anti-Social Behaviour	Year-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change
City	2,072	1,686	386	22.9%
County	2,107	2,090	17	0.8%
<b>Force</b>	<b>4,179</b>	<b>3,776</b>	<b>403</b>	<b>10.7%</b>

Anti-Social Behaviour	Year-to-date performance			
	2014/15	2013/14	Volume Change	Percentage Change
<b>City</b>	<b>2,072</b>	<b>1,686</b>	<b>386</b>	<b>22.9%</b>
City Central	569	485	84	17.3%
City Centre	275	189	86	45.5%
City North	680	562	118	21.0%
City South	548	450	98	21.8%
<b>County</b>	<b>2,106</b>	<b>2,089</b>	<b>17</b>	<b>0.8%</b>
Ashfield	425	419	6	1.4%
Bassetlaw	336	339	-3	-0.9%
Broxtowe	235	247	-12	-4.9%
Gedling	216	206	10	4.9%
Mansfield	438	437	1	0.2%
Newark & She	291	301	-10	-3.3%

### 3.5 Public confidence in reporting offences to the police

#### To monitor the number of Serious Sexual Offences

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Force</b>	Rape	285	212	73	34%	51	22	29	132%
	Other Sexual Offences	367	252	115	46%	56	52	4	8%
	Serious Sexual Offences Total	652	464	188	41%	107	74	33	45%
<hr/>									
Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Nottingham City</b>	Rape	131	90	41	46%	27	10	17	170%
	Other Sexual Offences	161	110	51	46%	27	22	5	23%
	Serious Sexual Offences Total	292	200	92	46%	54	32	22	69%
<b>Nottinghamshire County</b>	Rape	154	122	32	26%	24	12	12	100%
	Other Sexual Offences	206	142	64	45%	29	30	-1	-3%
	Serious Sexual Offences Total	360	264	96	36%	53	42	11	26%
<hr/>									
Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Ashfield</b>	Rape	27	18	9	50%	5	1	4	400%
	Other Sexual Offences	32	27	5	19%	5	1	4	400%
	Serious Sexual Offences Total	59	45	14	31%	10	2	8	400%
<b>Bassetlaw</b>	Rape	27	16	11	69%	5	2	3	150%
	Other Sexual Offences	33	20	13	65%	5	5	0	0%
	Serious Sexual Offences Total	60	36	24	67%	10	7	3	43%
<b>Broxtowe</b>	Rape	20	20	0	0%	6	1	5	500%
	Other Sexual Offences	24	16	8	50%	5	6	-1	-17%
	Serious Sexual Offences Total	44	36	8	22%	11	7	4	57%
<b>City</b>	Rape	131	90	41	46%	27	10	17	170%
	Other Sexual Offences	161	110	51	46%	27	22	5	23%
	Serious Sexual Offences Total	292	200	92	46%	54	32	22	69%
<b>Gedling</b>	Rape	21	8	13	163%	1	0	1	#DIV/0
	Other Sexual Offences	31	13	18	138%	2	2	0	0%
	Serious Sexual Offences Total	52	21	31	148%	3	2	1	50%
<b>Mansfield</b>	Rape	35	31	4	13%	7	4	3	75%
	Other Sexual Offences	42	29	13	45%	2	5	-3	-60%
	Serious Sexual Offences Total	77	60	17	28%	9	9	0	0%
<b>Newark &amp; Sherwood</b>	Rape	15	20	-5	-25%	0	2	-2	-100%
	Other Sexual Offences	29	31	-2	-6%	9	7	2	29%
	Serious Sexual Offences Total	44	51	-7	-14%	9	9	0	0%
<b>Rushcliffe</b>	Rape	9	9	0	0%	0	2	-2	-100%
	Other Sexual Offences	15	6	9	150%	1	4	-3	-75%
	Serious Sexual Offences Total	24	15	9	60%	1	6	-5	-83%

To monitor the number of Domestic Violence incidents and crimes

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Force</b>	Domestic Crimes	3169	2948	221	7%	507	473	34	7%
	Domestic Incidents	6394	8526	-2132	-25%	1248	1244	4	0%
	Domestic Abuse Total	9563	11474	-1911	-17%	1755	1717	38	2%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Nottingham City</b>	Domestic Crimes	1273	1304	-31	-2%	198	188	10	5%
	Domestic Incidents	2666	3447	-781	-23%	523	547	-24	-4%
	Domestic Abuse Total	3939	4751	-812	-17%	721	735	-14	-2%
<b>Nottinghamshire County</b>	Domestic Crimes	1896	1644	252	15%	309	285	24	8%
	Domestic Incidents	3728	5079	-1351	-27%	725	697	28	4%
	Domestic Abuse Total	5624	6723	-1099	-16%	1034	982	52	5%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Ashfield</b>	Domestic Crimes	311	302	9	3%	63	53	10	19%
	Domestic Incidents	740	1058	-318	-30%	145	135	10	7%
	Domestic Abuse Total	1051	1360	-309	-23%	208	188	20	11%
<b>Bas setlaw</b>	Domestic Crimes	302	228	74	32%	52	29	23	79%
	Domestic Incidents	608	814	-206	-25%	138	123	15	12%
	Domestic Abuse Total	910	1042	-132	-13%	190	152	38	25%
<b>Broxtowe</b>	Domestic Crimes	221	184	37	20%	41	32	9	28%
	Domestic Incidents	429	573	-144	-25%	92	80	12	15%
	Domestic Abuse Total	650	757	-107	-14%	133	112	21	19%
<b>City</b>	Domestic Crimes	1273	1304	-31	-2%	198	188	10	5%
	Domestic Incidents	2666	3447	-781	-23%	523	547	-24	-4%
	Domestic Abuse Total	3939	4751	-812	-17%	721	735	-14	-2%
<b>Gedling</b>	Domestic Crimes	271	249	22	9%	44	39	5	13%
	Domestic Incidents	486	692	-206	-30%	79	91	-12	-13%
	Domestic Abuse Total	757	941	-184	-20%	123	130	-7	-5%
<b>Mansfield</b>	Domestic Crimes	416	329	87	26%	57	64	-7	-11%
	Domestic Incidents	710	974	-264	-27%	130	123	7	6%
	Domestic Abuse Total	1126	1303	-177	-14%	187	187	0	0%
<b>Newark &amp; Sherwood</b>	Domestic Crimes	265	237	28	12%	35	53	-18	-34%
	Domestic Incidents	511	651	-140	-22%	85	101	-16	-16%
	Domestic Abuse Total	776	888	-112	-13%	120	154	-34	-22%
<b>Rushcliffe</b>	Domestic Crimes	110	115	-5	-4%	17	15	2	13%
	Domestic Incidents	244	317	-73	-23%	56	44	12	27%
	Domestic Abuse Total	354	432	-78	-18%	73	59	14	24%

## To monitor the number of Hate Crimes

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Force</b>	Victim-Based Offences	209	199	10	5%	32	28	4	14%
	Public Order Offences	258	210	48	23%	44	37	7	19%
	Hate Crime Total	467	409	58	14%	76	65	11	17%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Nottingham City</b>	Victim-Based Offences	101	90	11	12%	11	9	2	22%
	Public Order Offences	129	129	0	0%	27	21	6	29%
	Hate Crime Total	230	219	11	5%	38	30	8	27%
<b>Nottinghamshire County</b>	Victim-Based Offences	108	109	-1	-1%	21	19	2	11%
	Public Order Offences	129	81	48	59%	17	16	1	6%
	Hate Crime Total	237	190	47	25%	38	35	3	9%

Area	Offence Type	Year-to-Date Performance				Month-to-Date Performance			
		2014/15	2013/14	Volume Difference	Percentage Difference	September 2014	September 2013	Volume Difference	Percentage Difference
<b>Ashfield</b>	Victim-Based Offences	18	17	1	6%	4	5	-1	-20%
	Public Order Offences	23	22	1	5%	5	4	1	25%
	Hate Crime Total	41	39	2	5%	9	9	0	0%
<b>Bas setlaw</b>	Victim-Based Offences	21	6	15	250%	5	2	3	150%
	Public Order Offences	24	9	15	167%	2	3	-1	-33%
	Hate Crime Total	45	15	30	200%	7	5	2	40%
<b>Broxtowe</b>	Victim-Based Offences	6	22	-16	-73%	1	3	-2	-67%
	Public Order Offences	11	8	3	38%	4	1	3	300%
	Hate Crime Total	17	30	-13	-43%	5	4	1	25%
<b>City</b>	Victim-Based Offences	101	90	11	12%	11	9	2	22%
	Public Order Offences	129	129	0	0%	27	21	6	29%
	Hate Crime Total	230	219	11	5%	38	30	8	27%
<b>Gedling</b>	Victim-Based Offences	15	18	-3	-17%	1	1	0	0%
	Public Order Offences	19	11	8	73%	2	2	0	0%
	Hate Crime Total	34	29	5	17%	3	3	0	0%
<b>Mansfield</b>	Victim-Based Offences	20	26	-6	-23%	5	6	-1	-17%
	Public Order Offences	22	24	-2	-8%	4	5	-1	-20%
	Hate Crime Total	42	50	-8	-16%	9	11	-2	-18%
<b>Newark &amp; Sherwood</b>	Victim-Based Offences	21	16	5	31%	5	2	3	150%
	Public Order Offences	21	6	15	250%	0	1	-1	-100%
	Hate Crime Total	42	22	20	91%	5	3	2	67%
<b>Rushcliffe</b>	Victim-Based Offences	7	4	3	75%	0	0	0	#DIV/0
	Public Order Offences	9	1	8	800%	0	0	0	#DIV/0
	Hate Crime Total	16	5	11	220%	0	0	0	#DIV/0