

For Consideration	
Public/Non Public*	Public
Report to:	Joint Audit & Scrutiny Panel
Date of Meeting:	15th September 2016
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Agenda Item:	15

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT – to June 2016

1. PURPOSE OF THE REPORT

- 1.1 This report presents the Joint Audit & Scrutiny Panel (JAS Panel) with the Police and Crime Commissioner's (Commissioner) update report which was also presented to the Police and Crime Panel (PC Panel) on 5th September 2015.
- 1.2 This is the first report relating to the Commissioner's refreshed Police and Crime Plan (2016-18) which includes minor amendments to performance measures and the RAGB rating.
- 1.3 It should be emphasised that the action taken by the Chief Constable may be the result of discussions held with the Commissioner during weekly meetings. The Commissioner is briefed weekly on all performance exceptions by his office staff which is then discussed with the Chief Constable the same week.

2. RECOMMENDATIONS

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

3. REASONS FOR RECOMMENDATIONS

- 3.1 To provide the JAS 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 JAS Panel to fulfil its statutory role.

4. Summary of Key Points

POLICING AND CRIME PLAN – (2016-18)

Performance Summary

- 4.1 Performance against refreshed targets and measures across all seven themes is contained in the Performance section of the Commissioner's web site to June 2016.^a This report details performance from 1st April to 30 June 2016.

Reporting by Exception

- 4.2 The Commissioner's report focuses on reporting by exception. In this respect, this section of the report relates exclusively to some performance currently rated red i.e. significantly worse than the target (>5% difference) or blue, significantly better than the target (>5% difference).
- 4.3 The table below shows a breakdown of the RAGB status the Force has assigned to the 22 targets reported in its Performance and Insight report to June 2016. In previous reports there were 33 measures reported on but this year only measures with specific targets will be assigned a RAGB status.^b
- 4.4 It can be seen that 19 (86%) of these measures are Amber, Green or Blue indicating that the majority of measures are close, better or significantly better than the target. Only 13.6% (3) of targets reported are Red and significantly worse than target.

KEY to Performance Comparators			
Performance Against Target		Jun-16	% of Total
●	Significantly better than Target >5% difference	7	32%
●	Better than Target	4	18%
●	Close to achieving Target (within 5%)	8	36%
●	Significantly worse than Target >5% difference	3	14%
Total		22	100%

- 4.5 The table below provides an overview of the 7 (32%) targets graded blue.

^a <http://www.nottinghamshire.pcc.police.uk/Document-Library/Public-Information/Performance/2016/Performance-and-Insight-Report-to-June-2016.pdf>

^b A number of performance measures are monitor only and it has been agreed that it is not appropriate to assign a RAGB to such measures.

Objective / Target – RAGB Status Blue ●	Jun-16
1. A reduction in the number of non-crime related mental health patients detained in custody suites	80.00%
2. An increase in the Early Guilty Plea rate compared to 2014-15 – Crown Court	7.50%
3. To be better than the national average for Early Guilty Plea rate for the Crown and Magistrates' Courts – Crown Court	8.90%
4. Reduce percentage of ineffective trials due to prosecution team reasons compared to 2014-15 – Crown Court	-7.80%
5. A reduction in All Crime compared to 2015-16.	-9.50%
6. A reduction in Victim-Based Crime compared to 2015-16	-8.90%
7. To reduce the levels of rural crime compared to 2015-16	-6.70%

4.6 The table below provides an overview of the 3 (13.6%) targets graded red.

Objective / Target RAGB Status Red ●	Jun-16
1. 90% of victims of crime are completely, very or fairly satisfied with the service they have received from the police	83.70%
2. A 10% increase in the number of POCA orders compared to 2016-16	6.30%
3. Increase BME representation within the Force to reflect the BME community (11.2%)	4.50%

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

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

4.8 The Force has provided the following responses to these questions in sections 5 and 6 below.

5. Blue Rated Measures (● significantly better than Target >5% difference)

1. A reduction in the number of non-crime related mental health patients detained in custody suites - Improved Performance and Reason/Lessons Learned

5.1 One person has been presented to custody as a first place of safety this year. This compares to a total of five in the same period of last year and therefore a reduction of 80%. During the same period of this year, a total of 65 people were taken to the section 136 mental health suite.

5.2 As previously reported, this significant improvement in performance is a direct result of the introduction of the Street Triage Team which has previously been reported on.

2. An increase in the Early Guilty Plea rate compared to 2014-15 – Crown Court - Improved Performance and Reason/Lessons Learned

3. To be better than the national average – Crown Court

4. To be better than the national average for Early Guilty Plea rate for the Crown and Magistrates' Courts – Improved Performance and Reason/Lessons Learned (Crown Court)

5.3 It should be noted that that this performance is dated (Nov-15) and is the same as previously reported. The Commissioner has been made aware that the release of performance information for Crown Court and Magistrates Court is controlled and published in accordance with the UK Statistics Authority Code of Practice and cannot therefore cannot now be published outside of the national publication schedule.

5.4 These measures are clustered together because the improvements are brought about by the same intervention. Please note some measures are reported quarterly.

5.5 Assuming that performance has been maintained since November 2015, as previously reported this is due to the success of Transforming Summary Justice (TSJ).^c

5. A Reduction in Total Crime Compared to 2015-16

6. A Reduction in Victim Based Crime Compared to 2015-16

7. A Reduction in Rural Crime Compared to 2015-16

5.6 The Force is currently recording a 9.5% (-1,835 offences) reduction in All Crime year-to-date, compared to the same period of last year. The long term trend for All Crime is stable with monthly values around the mean and within expected bounds.

5.7 Victim-Based crime has reduced by 8.9% (-1,541 offences) while Other Crimes Against Society have reduced at a greater rate (-14.7% or 294 fewer offences).

5.8 Both City and County partnership areas are maintaining reductions in All Crime (City; -13.8% or -1,101 offences, County; -7.2% or -811 offences).

5.9 Victim-Based crimes account for 90.3% of All Crime recorded by the Force this year, which is in line with the proportion recorded last year (89.7%). The overall volume of victim-based crimes has reduced by 1,541 offences compared to last year.

^c https://www.cps.gov.uk/publications/agencies/transforming_summary_justice_may_2015.html

- 5.10 A significant reduction in Violence Against the Person (VAP) offences has driven the overall reduction in Victim-Based Crime. The Force recorded 829 fewer VAP offences in quarter one of this year compared to the same quarter of last year. Violence without injury offences have reduced by 17.9% (411 fewer crimes), with a similar level of reduction in Violence with injury offences (-15.3% or -418). This reduction can be attributed in part to the significant increase in recorded VAP at the start of last year following the introduction of malicious communications as a recordable offence.
- 5.11 In addition to the reduction in VAP offences, reductions are recorded in a number of other offence types within victim based crime this year, including; Sexual Offences (-21.3% or -118 offences), Robbery (-17.4% or -38 offences), Shoplifting (-2.1% or -45 offences) and Criminal Damage & Arson (-10.5% or -292 offences).
- 5.12 Year-to-date the Force has recorded 2,200 rural crimes, a reduction of 158 offences (-6.7%) on last year. Over the same period crime in urban areas has reduced by 10.6% (-1,786 offences). The rate of offences per 1,000 population in rural areas is 10.3 compared to 17.2 in urban areas.
- 5.13 Crime in rural towns and fringes has reduced by 4.1% (-53 fewer offences) year-to-date, while crime in rural villages has reduced by 11.8% (88 fewer offences).

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

1. 90% of victims of crime are completely, very or fairly satisfied with the service they have received from the police

- 6.1 Satisfaction is 83.7% in the last 12 months to April 2016 and contrasts with 85.4% for the same period last year.
- 6.2 In terms of the aspects of satisfaction, Ease of Contact and Treatment remain high in the mid-nineties for overall satisfaction; with follow up the aspect that shows the lowest level of satisfaction.
- 6.3 When looking at performance by crime type, victims of Vehicle Crime show the lowest overall satisfaction levels. Within this Theft of Motor Vehicle in particular has seen significant deterioration in Follow Up, with this change is linked to the change in the Force attendance policy to Vehicle Crime offences. As part of the Force's implementation of its 'Delivering the Future' strategy, unless there are exceptional reasons officers no longer attend the scenes of vehicle crime as analysis has identified there is limited benefit. However, the satisfaction survey questions suggested that officers should have attended the scene and victims clearly felt less satisfied in this area.
- 6.4 The Force has recently reviewed the interview questions for the Victim Satisfaction surveys and some changes have been implemented as a result of this review. The revised questions took effect last month (May 2016) however it will take at least three months before any changes will have any impact on satisfaction levels.
- 6.5 All supervisors receive and record satisfaction level data on a monthly basis, allowing them to assess their team's performance and address any specific issues. This information enables supervisors to effectively manage performance,

with a view to either recovering service with dissatisfied victims or learning lessons in order to improve future service delivery.

- 6.6 It would seem that there is an expectation by some of the public that Police officers should still visit the scene of a vehicle crime. Doing so is likely to improve satisfaction levels but would reduce capacity to service crimes which carry a higher level of Threat, Harm or Risk. Since satisfaction levels are still much higher than the Force's MSG, the Commissioner is satisfied with the Force's current policy.

2. A 10% increase in the number of POCA orders compared to 2015-16

- 6.7 The Force recorded 4 additional Confiscation and Forfeiture Orders year-to-date compared to last year, this equates to an increase of 6.3%, placing the Force 3.7 percentage points below target. Performance information for the value of orders is currently unavailable.
- 6.8 The Home Affairs Committee is currently undertaking inquiries into how effectively the measures introduced in the Proceeds of Crime Act 2002, to deprive criminals of any benefit from their crimes, are working. In particular, the inquiry is assessing the operation of confiscation orders, which are the main mechanism through which this policy is implemented.^d

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

- 6.9 There has been no deterioration in this measure, but recently under the Force's revised RAGB rating it is rated red because the 11.2% representation as defined by the 2011 Census has not been achieved. BME headcount % is at 4.8% for Police Officers and 4.3% for Police Staff and overall its 4.5%. When the Commissioner took office in 2012 representation was 3.7% so there has been an improvement overall. Austerity and the 2 year recruitment freeze has hampered progress in this area although there have been improvements with representation with Police Cadets (26%) and Special Constables (8%).
- 6.10 The Commissioner has been working closely with the BME Steering Group since 2013 and established a BME Working Group to advance BME recruitment and selection, BME advancement and retention as well as other issues which may adversely affect attraction of BME candidates, i.e. stop and search and diversity training of officers. PC Panel Members were provided with a case study on this work listed at [Appendix A](#) of the 18th April 2016 PC Panel meeting.

Holding the Chief Constable to Account

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

^d <http://www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/inquiries/parliament-2015/proceeds-of-crime/>

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

- 6.12 In addition, the Commissioner meets regularly with the Head of Investigations and Intelligence and Head of Operations to gain a deeper understanding of threats, harm and risk to performance. The last meeting was held on 26th July 2016.
- 6.13 PC Panel Members have asked if a case study could be prepared for each meeting. Previous case studies relating to (1) Shoplifting, (2) the Victims Code, (3) Improving BME Policing Experiences and (4) Hate Crime have been prepared. For this meeting, a case study has been prepared in respect of Knife Crime (see **Appendix A**).

The Committee on Standards in Public Life

- 6.14 On 15th June 2015 the Committee on Standards in Public Life published its report 'Tone from the top Leadership, ethics and accountability in policing'.^e The report included an ethical checklist for PCCs as listed below and in March 2016 prior to the PCC elections the Committee invited candidates to sign the checklist.^f
- 1. Will your Police and Crime Plan for 2016-7 include a commitment to hold the Chief Constable explicitly to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics?*
 - 2. Will you publicly commit to abide by a code of conduct once that has been adopted by the Association of Police and Crime Commissioners?*
 - 3. Will you require the same of any Deputy you appoint?*
 - 4. When making appointments of Chief Constable, Deputy PCC or senior staff to your office will you ensure open and transparent appointment processes and include an independent external member on the appointing panel?*
 - 5. Will you publish, in an easily accessible format, details of your pay and rewards, gifts and hospitality received your business interests and notifiable memberships?*
- 6.15 In this respect, the Commissioner supports the Committee on Standards in Public Life report and has signed the checklist. He will hold the Chief Constable explicitly to account for promoting ethical behaviour & embedding the College of Policing's Code of Ethics. There is a new action included in the Commissioner's revised PCC Police and Crime Delivery Plan (2016-18) for the Force to prepare a report to the Strategic Resources & Performance Meeting on how the standard as listed at 1 above is embedded within the Force.

Activities of the Commissioner

- 6.16 The Commissioner continues to take steps to obtain assurances that the Chief Constable has not only identified the key threats to performance but more

^e https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/439208/Tone_from_the_top_-_CSPL.pdf

^f https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/509730/CSPL_PRESS_NOTICE_210316.pdf

importantly that swift remedial and appropriate action is being taken to tackle the problems especially in the Priority Plus Areas in the County and High Impact Wards in the City. Key activities are reported on the Commissioner's web site.^g

6.17 On 27 April 2016 the Deputy Commissioner retired from her role and the Commissioner would like to place on record his appreciation of her support during his first term in office.

DECISIONS

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

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

7. PCSOs

7.1 Following the last PC Panel meeting a couple of Members emails were referred to the Commissioner's office relating to the merit of PCSOs compared to warranted Police Officers in terms of cost and the difference in the range of powers available to tackle community problems. There was a request that the Commissioner raise this issue in this report so that the matter can be discussed.

7.2 It appears that there are conflicting academic views on this issue. One Member made the point that in the late 1980's a study undertaken by a Professor at Manchester University found that a uniform police presence did not deter crime and as such this would also be true in respect of PCSOs.

7.3 An article in the Telegraph ⁱ on 14th June 2016 reported on a project undertaken in Cambridgeshire making the case that "Bobbies on the beat really do prevent serious crime and police could cut thousands of assaults each year simply by sending officers to problem areas for just 21 minutes a day, a Cambridge University study suggests."

7.4 Over a period of 12 months Cambridgeshire Constabulary allocated just two extra police community support officers (PCSOs) to 34 crime hotspots around Peterborough to see if their presence could make a difference. They found there was a substantial drop in crime in those areas, which if reflected across the city would have prevented 86 assaults a year, six burglaries, or six sex crimes. If extrapolated to all Britain's 69 cities.

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

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

ⁱ <http://www.telegraph.co.uk/science/2016/06/14/bobbies-on-the-beat-really-do-prevent-crime-cambridge-university/>

7.5 The table below shows the current number and rate of PCSOs as at 31st March 2016 and compares the numbers and rate regionally. Despite, the high number of PCSOs leaving the Force during the past 12 months, it can be seen that Nottinghamshire still has the second highest rate of PCSOs per 10,000 population (10.3% above the regional average and slightly lower than the national average).

PCSOs as of March 2016	PCSOs		PCSO Rate per 10K Pop	Compared to Region
	No.	Force Population		
	Leicestershire	210	1,043,580	
Nottinghamshire	214	1,115,658	1.92	10.3%
Lincolnshire	136	731,516	1.86	6.9%
Derbyshire	149	1,032,267	1.45	-16.8%
Northamptonshire	98	714,392	1.37	-21.2%
Regional Average	162	927,483	1.74	
Nationally	11,401	57,408,654	1.99	

7.6 Members should note that the deployment and workforce mix is a matter for the Chief Constable.

8. Chief Constable Appointment Process and Any Additional Costs
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8.1 The PC Panel received a report on the timescales and process for the recruitment of a new Chief Constable in June this year, but Members have asked for an additional update. Since the PC Panel meeting, further discussions have taken place with College of Policing to finalise arrangements. The advert for the new Chief Constable will take place on 1st September 2016 and the closing date for applications has been agreed for 23rd September 2016. The Commissioner's Office is in discussion with Keith Ford, Team Manager of Democratic Services to agree a confirmation hearing with the PC Panel in early December. A number of dates between 5th and 9th December 2016 are being explored as possibilities. Partners and stakeholders will be involved in the selection and final interview process.

8.2 Members of the PC Panel will be aware that the Commissioner has asked the Temporary Chief Constable to delay her retirement until the end of March 2017. During this period as Temporary Chief Constable, she has been asked by the Commissioner to focus on the following objectives:

- Leadership and support for developing the tri-force collaboration
- Achievement of the 2016-17 efficiency plans to balance Force budgets
- Leadership and the development of partnerships plans to address knife crime, hate crime, misogyny and achieving legitimacy.

8.3 Members have asked if the Commissioner would provide information on the cost of the additional pension contributions incurred following the appointment of the Temporary Chief Constable. In this respect, there are no additional costs to the Force as these costs would be incurred regardless of who is filling the vacancy

(i.e. temporary or substantive). However, the contribution made is 24.2% of salary no matter who is in post.

9. Partnership Plus Review - Integrated Locality Working

9.1 The review of Partnership Plus Areas (PPAs) was completed in May 2014 and presented to the Safer Nottinghamshire Board (SNB) in January 2015. Subsequently, a Task and Finish Group was set up and led by Deputy Chief Fire Officer, Wayne Bowcock to develop a common vision and purpose for neighbourhood working. This work involved the development of:

- Compact agreement to underpin partners commitment to integrated locality working
- Revised delivery planning template to improve communication and monitoring of impact of work.
- The design of a self-evaluation template which would assist District Community Safety Partnerships (CSPs) assess their approach to Integrated Locality Working and community involvement.

9.2 The Commissioner is providing funding to support new models of delivery such as the New Cross (Sutton East) and Broomhill Estate Integrated locality teams, Mansfield Community Safety hubs, and E-CINS partnership and Integrated Case Management Systems (VPP and ASB multi-agency arrangements). In 2016-17 the Commissioner has provided £285k to support integrated locality working in the County.

10. Force Restructure

10.1 Members have asked for a report to explain the recent Force restructure. In this respect, **Appendix C** contains a detailed Force report which provides the rationale for developing a policing model for Nottinghamshire for 2020 and beyond.

11. Financial Implications and Budget Provision

11.1 Finance and Budget performance is covered in a separate report under a different agenda item to this meeting. Some key points:

- At the end Quarter One a review of the 2016-17 year end outturn was undertaken resulting in the an projected position of £189.5m, which is a saving of £0.6m against the original budget. The projected outturn is split the Force at £184.8m, which is an underspend of £0.6m and the OPCC at £4.7m is on budget.
- The £0.6m saving is largely due to police officers pay costs, in part due to changing the budgeted assumption for natural leavers in line with HR data; officers which have transferred to externally funded projects or become seconded; and Quarter One savings against budget.

- PCSO pay costs, where the Force has continued to see an increase in leavers, combined with savings generated due to closing 2015/16 with a lower number of FTE's than anticipated
- Partly offset by collaboration contributions which is a projected overspend due to the charges from the MFSS for the delay in the payroll project; professional fees in relation to projects; and Comms & Computing which is mainly due to the Airwave move to ESN project costs and Business Objects & Vision upgrades"
- It should be noted that year to date variance to budget is not that meaningful since the Force has ceased undertaking monthly accruals.

12. Human Resources Implications

12.1 None - this is an information report.

13. Equality Implications

13.1 None

14. Risk Management

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

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

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

16. Changes in Legislation or other Legal Considerations

16.1 None that directly relates to this report.

17. Details of outcome of consultation

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

18. Appendices

A. Case Study – Knife Crime

B. Forward Plan of Key Decisions for the OPCC and the Force

C. Developing a policing model for Nottinghamshire for 2020 and beyond

19. Background Papers (relevant for JAS Panel Only)

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

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