

**NOTTINGHAMSHIRE POLICE AND CRIME COMMISSIONER**  
**Arnot Hill House, Arnot Hill Park, Arnold, Nottingham, NG5 6LU**

**MINUTES OF THE MEETING OF THE NOTTINGHAMSHIRE POLICE AND CRIME  
COMMISSIONER STRATEGIC RESOURCES AND PERFORMANCE MEETING  
HELD ON THURSDAY 25<sup>TH</sup> MAY 2017**

**AT GEDLING BOROUGH COUNCIL, CIVIC CENTRE, ARNOT HILL ROAD,  
ARNOLD, NOTTINGHAM, NG5 6LU**

**COMMENCING AT 11.00AM**

**MEMBERSHIP**

(A – denotes absence)

Paddy Tipping – Police and Crime Commissioner

Kevin Dennis – Chief Executive, OPCC

Charlie Radford – Chief Finance Officer, OPCC

Craig Guildford – Chief Constable, Nottinghamshire Police

Rachel Barber – Deputy Chief Constable, Nottinghamshire Police

Paul Dawkins – Assistant Chief Officer, Finance

**OTHERS PRESENT**

Pete Barker - Democratic Services, Notts County Council

Mark Kimberley - Head of Finance, Nottinghamshire Police

**APOLOGIES FOR ABSENCE**

Apologies were received from Charlie Radford.

**DECLARATIONS OF INTEREST**

None.

**MINUTES OF THE PREVIOUS MEETING HELD ON 16 MARCH 2017**

Agreed.

**CODE OF ETHICS – UPDATE**

The Chief Constable introduced the report and informed those present that although there was the potential for this to become a bureaucratic process that did not involve staff, it was important to avoid this and pointed out that the Code was part of the

recruitment and induction processes with decision makers encouraged to include the principles in their rationale.

During discussions the following points were raised:

- The Commissioner asked the Chief Constable about the view of the HMIC regarding Nottinghamshire and the Chief Constable replied that the HMIC had been complimentary.

## **RESOLVED 2017/0014**

That the update and the progress made to date be noted.

## **NOTTINGHAMSHIRE POLICE PEOPLE SURVEY**

The Chief Constable introduced the report and confirmed that he had spoken to Simon Torr about the survey before his retirement. The Chief Constable spoke of the low participation rate and hoped that this would be higher in future, though there were positives that could be taken from the survey, including the substantial achievement of the Force achieving 35<sup>th</sup> place in the Stonewall Workplace Equality Index.

The Chief Constable spoke of the importance of providing a clear direction to staff, not only from senior management but from supervisors as well. The new People Board allows staff throughout the organisation to make suggestions regarding the well-being agenda and the recruitment of new staff will bring a new cultural experience to the Force and the Chief Constable reiterated the importance of the organisation caring for these staff.

The Deputy Chief Constable stated that she felt that the appointment of new senior staff and the implementation of the new policing model had affected the response rate and hoped that in 18-24 months' time that rate would increase. Despite the changes that have been made, there is a time lag which means that staff have not seen many of the changes made but that the challenge was how to get staff to own the approach in their areas and the need to get staff to feel that things are changing.

During discussions the following points were raised:

- The Commissioner asked how much time would be needed to complete the initial shaping of the approach and the Deputy Chief Constable replied that it was hoped that this would be complete by early summer
- The Chief Constable informed those present that he had met representatives from the Staff Association and Trade Unions and that they were involved more now than in the past, with good feedback being received from both. The Chief Constable said that his approach and that of senior colleague was non-traditional and that they would not be backward in coming forward and informed those present that there would be a radical change to the feel of the Force

- The Commissioner observed how long change can take to implement and emphasised the importance of learning from the past. The Chief Constable agreed and spoke of the need for responsibility to be taken, people did not necessarily want to see people sacked when errors were made, they just wanted an apology. The Deputy Chief Constable spoke of the need for honesty - people were getting into trouble for not being honest after an event rather than through the event itself

#### **RESOLVED 2017/0015**

That the contents of the report be noted.

#### **ESTATES STRATEGY AND UPDATE ON ESTATES RATIONALISATION**

The Chief Constable introduced the report and informed those present that the contents of the report were straight forward with future investment plans in place for Police HQ and Bridewell, amongst others. The next priority would be co-location with partners.

The Commissioner said that the topic would be addressed after the General Election on the 8<sup>th</sup> June and spoke of the need to smarten up many of the estate's buildings.

#### **RESOLVED 2017/0016**

1. That the new Estates Strategy be approved
2. That the progress made in the implementation of the ongoing estates rationalisation programme be noted

#### **FORCE UPDATE ON INFORMATION TECHNOLOGY STRATEGY AND OUTCOMES**

The Chief Constable introduced the report and emphasised the importance of continued investment and informed those present that NICHE was progressing well. The Chief spoke of the need to influence other Chief Constables to keep them on board with the project, especially as the replacement for Airwave was imminent.

During discussions the following points were raised:

- The Commissioner asked about the difficulties of progressing work which involved three Forces. The Chief Constable replied that much hard work was needed and that he was aware that Northants were looking elsewhere, this was not necessarily a problem if everyone was aware but that it was preferable if the work moved forward with all parties involved and it was difficult to see how Northants could move forward without collaborating with others. Paul Dawkins spoke in support of the strategy adopted and pointed out the financial benefits of partners working together.

## **RESOLVED 2017/0017**

1. That the considerable steps being taken towards delivering transformational capabilities for Nottinghamshire Police be noted.
2. That a commitment be made to wider business engagement in the work streams to ensure that benefits are maximised from the new capabilities which are being delivered through the enabling technologies.

## **HEALTH AND SAFETY UPDATE**

The Chief Constable introduced the report and said that the Force had been slow to recognise the problem of mental health, though it was still important to mitigate the threat of physical harm. IN terms of mental health investment was being made in training first line supervisors, in the past it was only senior managers who were involved. More flexibility was being given to front line supervisors to cope with short term mental health problem, for example, encouraging staff to ask for leave. The Chief Constable spoke about allowing decisions to be made at the most appropriate level so that staff could go home and leave the responsibility with someone who could take the problem forward. The Deputy Chief Constable said that the Force are looking to roll out the 'Back Up Buddy' app and were working with professional partners to remove the stigma around mental health.

During discussions the following points were raised:

- The Commissioner spoke positively about the work of the triage cars. The Chief Constable spoke of the problem of high workloads and the importance of staying in touch with frontline staff.

## **RESOLVED 2017/0018**

That the contents of the report be noted.

## **COMMUNITY SAFETY FUNDING 2017-18**

Kevin Dennis introduced the report and informed those present that some projects still needed to be confirmed.

During discussions the following points were raised:

- The Chief Constable asked about the level of the Force's involvement and was informed that there were representatives on the decision making Panel

## **RESOLVED 2017/0019**

That the contents of the report be noted.

## **PERFORMANCE AND INSIGHT REPORT**

The Chief Constable introduced the report.

During discussions the following points were raised:

- The Chief Constable argued that focus should be on 'repeat repeats' as these were the most difficult cases to deal with, impacting as they did on all agencies
- In courts across the region, there were still significant challenges in terms of timeliness and listings
- Nottinghamshire could be a victim of its own success. The Chief Constable has met those responsible for listing at the Crown Court and risky cases from elsewhere do get allocated which has resource implications
- The problem of the lack of notice sometimes given to victims/witnesses was highlighted
- The performance around early guilty pleas does not compare favourably with others and the Chief Constable is due to meet Bhatia Best to discuss the situation

### **RESOLVED 2017/0020**

That the contents of the report be noted.

## **CAPITAL OUT-TURN AND SLIPPAGE 2015-17**

The Commissioner introduced the report and informed those present that there had been some slippage. This had been caused through having too much in the Programme and by the prolonged discussions around collaboration. The Commissioner felt that there was now clarity for this and future years in terms of estates and IT, and was confident everything could be delivered, though partners would be needed.

During discussions the following points were raised:

- In future the revenue and capital reports would be combined and the finance teams unified
- The reporting timetable is to be confirmed

### **RESOLVED 2017/0021**

1. That the capital expenditure of £8.043m be approved
2. That the net slippage of £6.012m, as a formal addition to the 2017-18 programme, be approved
3. That the virement of £0.135m be approved
4. That the overspend on NICHE of £0.977m be noted

## **PROVISIONAL OUT-TURN REPORT FOR 2016-17**

Paul Dawkins introduced the report which highlighted the excellent financial performance of the past year where £12m of savings had been targeted and £13m of had been achieved. Savings in pay have been made through higher than anticipated leavers though the recent events in Manchester may well increase expenditure on pay. Any overspends would be looked at in detail to see where further non-pay savings could be made. Concern was expressed at the level of expenditure on collaboration where inputs were not being matched by outputs and more work would take place aimed at improving financial reporting/forecasting. Income exceeded target but there was no complacency and there was still scope to do more with fees and charges.

During discussions the following points were raised:

- Specific plans were needed regarding the use of the surplus funds generated and discussions were required about the need to replenish long term reserves and how this can be achieved

### **RESOLVED 2017/0022**

That the outturn position for each legal entity and the net position for the Group be noted.

### **WORK PROGRAMME**

A report on the compliance with the victim code would be brought the July meeting.

### **RESOLVED 2017/0023**

That the contents of the report be noted.

The meeting closed at 12.25pm

CHAIR