

# STRATEGIC RESOURCES & PERFORMANCE MEETING

**Thursday 19 July 2018 at 10.00 am**  
**Gedling Borough Council, Civic Centre, Arnot Hill Park,**  
**Arnold, Nottingham NG5 6LU**

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## **Membership**

Paddy Tipping – Police and Crime Commissioner  
Kevin Dennis – Chief Executive, OPCC  
Charlie Radford – Chief Finance Officer, OPCC  
Craig Guildford – Chief Constable, Notts Police  
Rachel Barber – Deputy Chief Constable, Notts Police  
Steven Cooper – Assistant Chief Constable, Notts Police  
Mark Kimberley – Head of Finance, Notts Police

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

- 1 Apologies for absence
- 2 Minutes of the previous meeting held on 24<sup>th</sup> May 2018
- 3 Policing Strategy – Partnership Tasking and Engaging Communities
- 4 Knife Crime Strategy Update July 2018
- 5 Force Delivery Framework
- 6 Police and Crime Plan (2018-21) – Theme 3: Tackling Crime and Antisocial Behaviour
- 7 Performance and Insight Report to May 2018
- 8 Regional Collaboration Update (verbal)
- 9 Work Programme

## **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 8445998 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**

**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 29<sup>TH</sup> MARCH 2018**

**AT NOTTINGHAMSHIRE COUNTY COUNCIL, WEST BRIDGFORD,  
NOTTINGHAM NG2 7QP**

**COMMENCING AT 9.00AM**

### **MEMBERSHIP**

(A – denotes absence)

- Paddy Tipping – Police and Crime Commissioner
- Kevin Dennis – Chief Executive, OPCC
- Charlie Radford – Chief Finance Officer, OPCC
- A Craig Guildford – Chief Constable, Nottinghamshire Police
- Rachel Barber – Deputy Chief Constable, Nottinghamshire Police
- A Steven Cooper – Assistant Chief Constable, Nottinghamshire Police
- Mark Kimberley – Head of Finance, Nottinghamshire Police

### **OTHERS PRESENT**

- Sara Allmond – Democratic Services, Nottinghamshire County Council
- Claire Good – Office of the Police and Crime Commissioner
- Allan Breeton – Chair of the County Safeguarding Adults Board

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from CC Craig Guildford and ACC Steven Cooper

### **2. MINUTES OF THE PREVIOUS MEETING HELD ON 29 MARCH 2018**

Agreed.

### **3. GENERAL DATA PROTECTION REGULATION (GDPR)**

DCC Rachel Barber introduced the report which provided an update on preparations to implement the forthcoming Data Protection reform. These arose from the General Data Protection Regulation (GDPR) and Data Protection Bill 2018 which incorporated Law Enforcement Processing and was awaiting Royal Assent. Kevin Dennis also updated the meeting on the provisions being undertaken by the Office of the Police and Crime Commissioner (OPCC).

### **RESOLVED 2018/013**

To note the report.

#### **4. CHIEF CONSTABLE'S UPDATE REPORT**

DCC Rachel Barber introduced the report which provided an update on significant events and work undertaken since the previous update in November 2017.

During discussions the following points were raised:

- The reorganisation was ongoing and would all be fully implemented by October 2018. This was due to the time required to get new recruits fully trained and in their new roles.
- A new police officer apprenticeship scheme, the first in the country, would begin in the autumn. It was hoped it would attract a different group of applicants to the standard process.

#### **RESOLVED 2018/014**

To note the report.

#### **5. ESTATES STRATEGY AND ESTATES RATIONALISATION UPDATE**

DCC Rachel Barber introduced the report which provided an update on the implementation of the ongoing estates strategy and rationalisation programme.

During discussions the following point was raised:

- The current estate was not all fit for purpose and did not provide a good standard of accommodation to officers and staff based there. There was now a rolling programme in place to improve and maintain the estate and a more detailed stock condition survey was being undertaken to enable the information in the capital programme to be specific rather than indicative. This would also feed into the requirement to have a 30 year capital plan.

#### **RESOLVED 2018/015**

To note the report.

#### **6. HEALTH AND SAFETY MONITORING AND GOVERNANCE STRUCTURE - UPDATE**

DCC Rachel Barber introduced the report which provided an update on health and safety performance and statistics for the period April 2017 to March 2018.

During discussions the following point was raised:

- The increase of accident injuries particularly for police staff was being assessed and measures to address were being considered.

#### **RESOLVED 2018/016**

To note the report.

## **7. CODE OF ETHICS - UPDATE**

DCC Rachel Barber introduced the report which provided an update of on-going activity regarding the Policing Code of Ethics within Nottinghamshire Police.

### **RESOLVED 2018/017**

To note the report.

## **8. 2017/18 COMMUNITY SAFETY FUND (SMALL GRANTS) PROJECTS**

Claire Good introduced the report which provided an update on outputs and outcomes achieved by the 2017/18 successful Community Safety Fund (Small Grants) projects.

During discussions the following point was raised:

- A number of the projects were coming back every year rather than mainstreaming projects due to a lack of funding security from other sources. How the projects could be brought into CSP funding needed to be considered.

### **RESOLVED 2018/018**

To note the report.

## **9. PERFORMANCE & INSIGHT REPORT FOR 2017/18**

DCC Rachel Barber introduced the report which set out the key performance headlines for Nottinghamshire Police in the 12 months to March 2018.

### **RESOLVED 2018/019**

To note the report.

## **10. CAPITAL REPORT FOR YEAR ENDING 2017/18**

Charlie Radford and Mark Kimberly introduced the report which provided an update on the final financial outturn position for capital as at 31<sup>st</sup> March 2018.

### **RESOLVED 2018/020**

To approve the capital virements to the gross value of £2,169k; slippage to the value of £6,915k; and underspends of £2,295k, as set out in Appendix A of the report.

## **11. PROVISIONAL OUTTURN REPORT FOR 2017/18**

Mark Kimberly introduced the report which provided an update on the provisional financial outturn position against the key financial performance headlines for Nottinghamshire Police as at 31<sup>st</sup> March 2018.

## **RESOLVED 2018/021**

- 1) That the outturn position for each legal entity and the net position for the Group, as set out in the report, be noted.
- 2) That the transfer to a new IT Investment & Replacement Fund £250k and £2,178 to the Medium Term Financial Plan (MTFP) reserve be approved, being £2,428k from the underspend set out in the report.

## **12. REGIONAL COLLABORATION VERBAL UPDATE**

Nothing to report.

## **13. WORK PROGRAMME**

### **RESOLVED 2018/022**

That the contents of the report be noted.

The meeting closed at 9.55am

CHAIR

<b>For Information</b>	
<b>Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance</b>
<b>Date of Meeting:</b>	<b>19<sup>th</sup> July 2018</b>
<b>Report of:</b>	<b>Chief Constable</b>
<b>Report Author:</b>	<b>Chief Superintendent Griffin</b>
<b>E-mail:</b>	<b>command@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	<b>Superintendent Roberts</b>
<b>Agenda Item:</b>	<b>3</b>

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

## **Neighbourhood Policing Strategy – Partnership Tasking and Engaging Communities**

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

- 1.1 The purpose of this report is to provide an update to the meeting on the neighbourhood policing strategy for Nottinghamshire Police.
- 1.2 The report will focus on the following areas:
1. Neighbourhood Policing (NHP) Structures – the new structure and the progress against the corporate plan.
  2. College of Policing guidelines for NHP and the Nottinghamshire Police approach to compliance.
  3. The Force's approach to community engagement and tasking.

### **2. Recommendations**

- 2.1 It is recommended that the meeting notes the contents of this report.

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

- 3.1 To ensure that members are appraised on our approach as requested.

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

- 4.1 The new Nottinghamshire NHP structure operates with the following key features;
- There are two geographical, operational policing areas; the city and the county.
  - Both the city and the county have their own area commander (City – Superintendent Baxter, County – Superintendent Roberts).

- Each commander has command and control of all of the resources assigned to their area. These resources include; NHP response and investigation.
- Each command area is sub divided into smaller areas, with each one being under the command of a Chief Inspector.
- Each Chief Inspector then has a number of Neighbourhood Policing Inspectors (NPIs) who are in turn responsible for the policing of their Neighbourhood Policing Area (NPA).
- Within each NPA is an NHP team, each led by a dedicated Inspector, and made up of beat managers and Police Community Support Officers (PSCOs). These teams are geographically based with named contacts for our communities and partners.
- The NHP teams are co-located wherever practicable with key partners in multi-agency hubs. Where they are not co-located officers and staff work hard to ensure close working relationships with key partners.
- The Force has established tasking processes which prioritise the deployment of resources against threat, harm and risk. These are complimented by local multi-agency tasking arrangements. Local meetings take place weekly and at operational delivery level. They also feed into the force tasking processes.
- The local processes aggregate up and feed into the respective partner led CSP (County) and Community Protection (City) meeting structures. These processes provide appropriate accountability and audit.

#### 4.2 **NHP structures – progress against the corporate plan;**

- 4.2.1 **People:** Recruitment and training of student officers is on track with a number of officers being deployed onto Neighbourhood Policing Teams (NPTs) to fill current vacancies. Steps are being taken to ensure that officers receive structured exposure to duties faced by response colleagues in order to provide a rounded probationary period.

Recent promotion processes are now filling supervisory vacancies on NPTs in order to provide stability and resilience from a supervisory perspective. Overall staffing will reach its funded establishment over the next 6-12 months.

Both City and County Commands have regular “People” meetings with operational managers and HR to monitor resourcing, training and performance implications. NHP features as a specific theme in this dialogue.

- 4.2.2 **Premises:** The co-location of NHP and Response Teams with partners is on track as per the Chief Constables plan. Co-location at Jubilee house (Arnold), Queens Building (Worksop) and Ashfield will be completed within the next several weeks. The planned works at Hucknall is a longer term initiative with an approximate time-line given by the Estates Department of 18 months (subject to on-going assessment).



4.2.3 **Agile Working:** The roll-out of Lenovo laptops as part of the force agile working strategy is on-going. This is being well received by staff and is pivotal in delivering increased visibility and an improved service from a NHP perspective. Agile working will help to ensure a more responsive, efficient and effective approach by giving officers more visible time in our communities as officers will not need to return to the station as often.

4.2.4 **Partners:** Our partners are briefed on both the NHP plan and its level of maturity. We have been open and transparent in terms of the expected benefits but also the time it will take to properly embed the NHP component of the new force operating model.

#### 4.3 **College of Policing guidelines for NHP and the Nottinghamshire Police approach to compliance;**

4.3.1 The new College of Policing (CoP) guidance was released in May 2018. Since that time, and in-line with the HMIC recommendation, a review has commenced on how Nottinghamshire Police can implement the new NHP approach. An assessment and gap analysis process is currently underway using the seven pillars identified in the CoP guidelines as the basis for the work. This aim is to complete this initial exercise by 30<sup>th</sup> July 2018. The document shown at **appendix 1** is a draft document outlining early thoughts regarding governance.

4.3.2 The current on-going work relating to the development of problem profiles, initially championed by the Office of the Police and Crime Commissioner (OPCC) and now being led under the over-arching banner of the Safer Nottinghamshire Board, dove-tails into the key recommendations within the CoP guidance relating to effective use of analysis to support problem-solving and evaluation. Although this work is in the development stage, all stakeholders are committed and analytical resource has been identified to provide the much needed capacity to deliver this by the 2019 target date.

#### 4.4 **Community Engagement and Tasking Update**

4.4.1 NPTs use a variety of tactics to engage with communities and partners to task resources according to identified priorities. These include;

- Community profiling – utilising police and partner’s details to compile information on established and emerging communities.
- Safer Neighbourhood groups – A key mechanism for implementing the statutory responsibility placed upon police forces to consult with the public under Section 34 of the Police Reform and Social Responsibility Act 2011.
- NPT Surgeries/drop ins - advertised via local communities/partners.

Use of social media as part of the strategy for both seeking information and providing updates on police/partner activity.

- Joint partnership operational briefings and tasking mechanisms.
- Quarterly Community Safety Partnership (CSP) meetings.
- Problem solving plans shared and stored utilising the ECINS database. This will also ensure that sharing of best practice.
- NHP teams undertake patch walks giving communities the opportunity to engage with local teams whilst out in their local areas.
- Victim surveys are carried out to determine the level of satisfaction that people feel about the service they have received from the police after being a victim of a crime. This provides us with valuable information to help us to continue to improve our service.
- Community profiles developed utilising partnership data in turn used to develop local engagement plans. These plans detail the way in which each area will develop and maintain community engagement, through arrangements such as residents meetings, community events, pop-up police stations and youth groups to name a few. The plans are flexible and responsive and include details on specific projects that could help to enhance engagement.

4.4.2 Nottinghamshire Police's NHP strategy is currently being reviewed and revised to ensure that it is reflective of the College of Policing (CoP) endorsed approach. A key part of the CoP approach to NHP focuses on community engagement and therefore, our review is ensuring that this is at the heart of our review.

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

5.1 There are no financial implications arising from this report.

## **6 Human Resources Implications**

6.1 There are no 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 There are no additional risks associated with this report.

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

9.1 Likely revision of the NHP policy pending COT approval.

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

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

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

11.1 Not applicable at this stage.

## **12. Appendices**

12.1 Appendix 1 – Draft of proposed Governance arrangements.



## Over-arching Governance

The schematic below outlines the proposed governance structure which will be introduced subject to COT approval and after the initial review process.

### Quarterly – Strategic Group

#### Purpose

- Review Strategy and Performance
- Review Action Plan/Milestones
- Take stock of policy/practical changes via CoP
- HMIC Actions
- Training
- Emerging good practice
- Risks/Issues

#### Attendees:

- Chair -Supt Ian Roberts
- City/County CI
- City/County NPI
- Media/Comms
- Training Rep
- Partner/Critical Friend

### Monthly – Operation Delivery Group

#### Purpose

- Review progress of each Thematic Leads Action Plan
- Review risks/issues
- Provide consolidated “Highlight report” to County/City SLT (Very concise to complement Action Plan)

#### Attendees:

- Thematic Lead
- City/County Reps
- City/County Reps

Theme leads to structure  
Attendee’s as required.

## Initial Key Questions?

- Defining NHP in Nottinghamshire Police – what is our NHP offer?
- How does the NHP offer fit into the overall “Local policing structure”
- What are the key functions of an NHP officer and PCSO?
- What do they do? What don’t they do?
- What does an NHP performance framework look like? – Quantative v Qualitative

## Initial Approach

Supt Fretwell to refresh 2015 ASB/NHP Strategy to reflect current position.

CoP NHP Guidance used to deliver a GAP Analysis Exercise. 3 month task and finish exercise comprising of County/City

Delivery plan using COP pillars of NHP to be developed.

Theme Leads to be appointed.  
(To be Chief Inspector Led)

Governance process instituted to oversee implementation.

<b>For Information</b>	
<b>Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance</b>
<b>Date of Meeting:</b>	<b>19<sup>th</sup> July 2018</b>
<b>Report of:</b>	<b>Chief Constable</b>
<b>Report Author:</b>	<b>Supt Simon Firth</b>
<b>E-mail:</b>	<b>Simon.firth@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>4</b>

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

## **Knife Crime Strategy Update July 2018**

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

- 1.1 The purpose of this report is to provide an update on activity currently being undertaken to draft a Nottinghamshire Knife Crime Strategy on behalf of the OPCC and to outline the strategic governance arrangements.

### **2. Recommendations**

- 2.1 It is recommended that the meeting notes the creation of a Strategy Group, a City and County Tactical Group, a Joint Commissioning Group and a Data Sharing Group to manage knife crime.

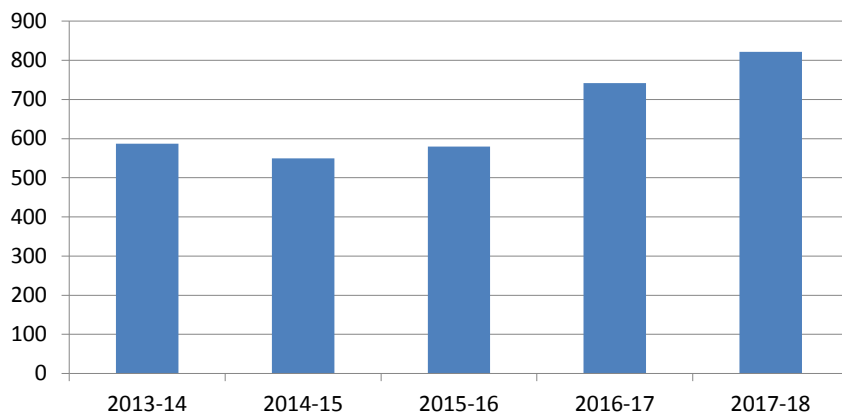
### **3. Reasons for Recommendations**

- 3.1 To oversee the delivery of the strategy, deal with risks and issues by exception, receiving strategic performance updates and ensure effective working.

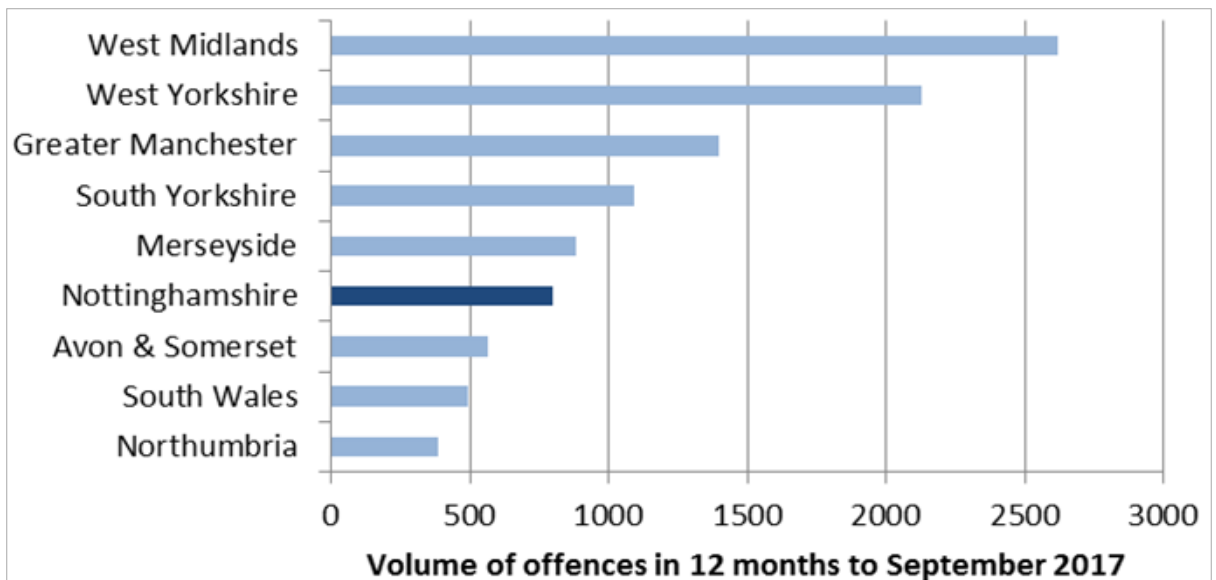
### **4. Summary of Key Points**

- 4.1 During the past 12 months, most areas across the country have experienced an increase in knife crime, with the national average at around 20%. This has led to knife crime being under the media spotlight and a greater prevalence of knife crime related issues and incidents being shared on social media.
- 4.2 Locally, across Nottinghamshire, the number of violent knife crime offences has risen by 10.8% to 822 offences in the year to March 2018, compared to 742 offences in the previous year. The geographic split is 58% City and 43% County. Half of all the offences occurred in a public /open space.

**Knife crime in Nottinghamshire 2013-2018**



- 4.3 There were a total of 487 knife possession offences in the same period with a geographic split of 58% City and 42% County.
- 4.4 A breakdown of the CRIMINAL INTENTION behind the 822 Violent Knife offences reveals that 40% is robbery and that 48% led to a physical injury. Only 1% were sexually motivated.
- 4.5 In the 12 months to September 2017, Nottinghamshire had a lower volume of knife crime than most other forces containing a Core City across England and Wales. It was more than three times lower than in the West Midlands force area and more than two-and-a-half times lower than in West Yorkshire.



- 4.6 The OPCC have appointed Detective Superintendent Simon Firth to co-ordinate a partnership response to weapon enabled violence including the creation of a new strategy to complement the new Home Office Serious Violence strategy.



4.7 In May 2018, the OPCC hosted a '# lives not knives' conference for statutory, non-statutory and third sector organisations and individuals interested in the weapon enabled violence agenda. Approximately 160 delegates attended and took part in a series of presentations and workshops. Feedback from the event is informing the new strategy which will have four strands:

- Identification and management of Risk
- Developing Resilient spaces
- Communications and Behaviour Change
- Communities and the third sector

4.8 The OPCC has asked Detective Superintendent Firth to bring together a strategy group to manage the knife crime strategy supported by tactical groups in the city and county to drive the required activity. Conversations are taking place to bring the strategy group together in including reporting lines and governance.

4.9 The tactical group will need representatives from Probation, CRC, YOT, Police, CP, Education and others. The support of these agencies are currently being sought to allow these groups to come into existence during the summer of 2018.

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

5.1 Not identified at the present time. However, we are aware of a funding stream that will come available under the National Serious Violence Strategy. Work is in progress to construct a bid.

## **6. Human Resources Implications**

6.1 Not identified at the present time other than the continued secondment of Detective Superintendent Firth to the OPCC.

## **7. Equality Implications**

7.1 None identified at this time.

## **8. Risk Management**

8.1 The draft strategy remains under constant review to ensure any risks associated with the project are identified at an early stage.

8.2 To date no significant risks have been identified.

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

9.1 Tackling knife crime is a key priority in the OPCC Police and crime plan.

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

10.1 The new Offensive Weapons Bill, scheduled to be before Parliament in the autumn of 2018 will make it illegal to possess certain offensive weapons like zombie knives and knuckle-dusters in private.

Other measures include:

- Stopping knives being sent to residential addresses after they are bought online
- changing the legal definition for threatening with an offensive weapon to make prosecutions easier
- banning the possession of a knife on a further education premises
- banning rapid firing rifles, and certain powerful firearms and bump stocks, which increase a rifle's rate of fire
- updating the definition of a flick knife to reflect changing weapon designs

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

11.1 The strategy is still in the consultation stage. Feedback from the Commissioners Knife crime conference, which resulted in over 150 suggestions, are being considered for inclusion within the final strategy.

## **12. Appendices**

12.1 There are no appendices attached to this report.

<b>For Decision</b>	
<b>Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Board</b>
<b>Date of Meeting:</b>	<b>19<sup>th</sup> July 2018</b>
<b>Report of:</b>	<b>DCC, Barber</b>
<b>Report Author:</b>	<b>Natalie Baker-Swift, Corporate Governance and Planning Manager</b>
<b>E-mail:</b>	<a href="mailto:natalie.baker-swift@nottinghamshire.pnn.police.uk">natalie.baker-swift@nottinghamshire.pnn.police.uk</a>
<b>Other Contacts:</b>	<b>Supt, Matt McFarlane, Corporate Development</b>
<b>Agenda Item:</b>	<b>5</b>

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

## Force Delivery Framework

### 1. Purpose of the Report

- 1.1 The purpose of the report is to seek approval on the content of the Force Delivery Framework from the Strategic Resources and Performance Board.

### 2. Recommendations

- 2.1 To approve the content of the Force Delivery Framework.

### 3. Reasons for Recommendations

- 3.1 To ensure robust monitoring and delivery of key outcomes in the Police and Crime Plan by the Force.

### 4. Summary of Key Points

- 4.1 The Force Delivery Framework (Appendix 1) articulates the activity which the Force will be undertaking during 2018-21 to deliver key outcomes in the Police and Crime Plan.
- 4.2 The Delivery Framework is a high level document, which outlines:
- The Chief Constable's vision: "Working with partners and the communities we serve to make Nottinghamshire a safe, secure place to live, work and visit"
  - The priorities:
    - Engaged communities
    - A service that works for local people
    - An employer of choice.
  - The PROUD values:
    - Professional
    - Respect for all
    - One team
    - Utmost, honesty and integrity
    - Doing it differently

- 4.3 Relevant leads in each area of the Force have been consulted to determine what activity will be taking place to fulfil each of the deliverables within the Police and Crime Plan.
- 4.4 The actions will be refreshed on an annual basis as part of the Force's annual planning cycle (ADA Process) and will also capture gaps identified as part of the FMS.
- 4.5 Updates against actions in the Force Delivery Framework will be reported to the Police and Crime Panel, as part of the Police and Crime Plan status report.

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

- 5.1 Any actions which have a financial implication will be considered on a case by case basis through the established governance route.

## **6. Human Resources Implications**

- 6.1 Any actions which have an HR implication will be considered on a case by case basis through the established governance route.

## **7. Equality Implications**

- 7.1 Any actions which have an equality implication will be assessed via an Equality Impact Assessment.

## **8. Risk Management**

- 8.1 Any risks which identified as part of the delivery of the Force Delivery Framework will be escalated via the appropriate process.

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

- 9.1 The Force Delivery Framework is intended to directly support the delivery of the Police and Crime Plan Priorities. There are no perceived policy implications.

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

- 10.1 Any actions which may be impacted by legislative changes will be considered on a case by case basis.

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

- 11.1 The following stakeholders / stakeholder groups have been consulted during the development of the Force Delivery Framework:

- CC

- DCC
- ACC, Change
- ACC, Protective Services
- Ch Supt, Local Policing
- Det Ch Supt, Protective Services
- Departmental Heads / Superintendents
- Force Executive Board
- Senior Leadership Conference

The outcomes of this consultation have been reflected in the final document.

## **12. Appendices**

### 12.1 Appendix 1: Force Delivery Framework



## Police and Crime Plan: Force Delivery Framework

*This interim framework sets out how the actions the Force will take to deliver the themes and associated deliverables in the Police and Crime Plan. It will be refreshed and added to as part of the Force's 2018-19 ADA business planning process.*

**Our Vision:** “Working with partners and the communities we serve to make Nottinghamshire a safe, secure place to live, work and visit”.

### Our Priorities:

“Engaged communities”

“A Service that Works for Local People”

“An Employer of Choice”

**Our Values:** Professional   Respect for All   One Team   Utmost, Honesty and Integrity   Doing It Differently

### Police and Crime Plan Themes

- **Protecting People from Harm**, the Force will do this by;
  - Reducing the threat of cyber-crime, including supporting communities to protect themselves.
  - Taking a risk based approach to locating and safeguarding missing persons including working with partners to achieve best outcomes.
  - Improving partnership response to modern slavery and raise public awareness of exploitation.
- **Helping and Supporting Victims**, the Force will do this by;
  - Identifying and protecting vulnerable and repeat victims, and safeguard those who may be susceptible to exploitation.
- **Tackling Crime and Antisocial Behaviour**, the Force will do this by;
  - Reducing the effect of crime which has a high victim impact, including knife crime and burglary.
  - Managing high risk offenders and maximising opportunities to identify and disrupt organised criminality.
  - Working with partners to understand community needs to keep people safe, as communities become more diverse and complex.
- **Transforming Services and Delivering Quality Policing**, the Force will do this by;
  - Designing and implementing a police service fit for 21<sup>st</sup> Century in respect of our people, estates, fleet and technology.

<b>Key</b>
Police and Crime Plan Deliverable
Force Action

### 1. Protecting People from Harm, the Force will do this by;

- Reducing the threat of cyber-crime, including supporting communities to protect themselves.
- Taking a risk based approach to locating and safeguarding missing people including working with partners to achieve best outcomes.
- Improving partnership response to modern slavery and raise public awareness of exploitation.

P&C Plan Ref	Police and Crime Plan Deliverable / Force Action	Lead Officer	Source
T1.1	Continue to improve partnership response to modern slavery, improve understanding and raise public awareness of exploitation.	Det Supt, Intelligence	Police and Crime Plan
1.1.1	Ensure appropriate resourcing in Modern Slavery investigations and safeguarding based on threat, risk and harm as part of the new Force operating model.	Det Supt, Public Protection	Force Restructure/ T&C Process
1.1.2	Continue to take part in the Nottinghamshire Anti-Slavery Partnership Board and implement the strategy and associated action plan.	Det Supt, Intelligence	Lead Officer
1.1.3	Ensure Nottinghamshire is viewed as a hostile place for criminals to commit Human Trafficking and Modern Slavery (HTMS) through the development of local, strategic and tactical plans that reflect the regional strategic plan.	Det Supt, Public Protection	Lead Officer
1.1.4	Establish a framework for engagement with statutory and non-statutory partners.	Det Supt, Intelligence	Lead Officer
T1.4	Recruit dedicated police staff to implement a new cyber fraud prevention and protection strategy to safeguard vulnerable people.	Det Ch Insp Cyber Crime and Fraud	Police and Crime Plan
1.4.1	Recruit two PC/DC Cyber Investigator posts and Cyber Capabilities Prepare and Protect Officers to enhance local resourcing and contribute to the delivery of the National Cyber Security Strategy 2016-21.	Det Ch Insp Cyber Crime and Fraud	Force Restructure
T1.5	Continue to undertake 'Fraud Protect' visits to vulnerable victims of financial crime.	Det Ch Insp Cyber Crime and Fraud	Police and Crime Plan
1.5.1	Continue to undertake 'Banking Protocols' and 'Fraud Protect' visits when vulnerable victims of financial crime are identified from the National Fraud Investigation Bureau.	Det Ch Insp Cyber Crime and Fraud	Lead Officer
T1.7	Increase the resource into policing to deal the investigation of paedophiles online.	Det Chief Insp, Children	Police and Crime Plan
1.7.1	Co-locate the Paedophile Online Investigation Team (POLIT) with Digital Investigations Unit (DIU), in line with identified best practice to maximise resources for increased demand and encourage cross-function working.	Det Chief Insp, Children	Force Restructure
1.7.2	Retain increased resource into the dedicated POLIT and Sexual Exploitation Unit and their dedicated Intelligence support function, and work closely with the regional Undercover Online Team (EMSOU UCOL) and the National Crime Agency.	Det Chief Insp, Children	Lead Officer
1.7.3	Make additional investment in POLIT by way of digital forensic hardware and the addition of a Digital Forensic Examiner post, to enable on-site triage to facilitate an 'intelligence-led' method of search and seizure to reduce demand on DIU.	Det Chief Insp, Children	Force Restructure
T1.10	Continue to better understand and improve the partnership response to missing people from hospital, home and care settings.	Ch Insp, CiPD	Police and Crime Plan
1.10.1	Continue to work to joint protocols for patients missing from mental health hospitals and children missing from home and care.	Ch Insp, CiPD	
1.10.2	Utilise prevention strategies to reduce the number of missing people, including education work and early intervention in cases where children and adults repeatedly go missing.	Ch Insp, CiPD	STRA
1.10.3	Reduce the potential risk of harm to missing people by utilising a tailored risk-based response and ensuring agencies work together to find and close cases as efficiently as possible.	Ch Insp, CiPD	STRA
1.10.4	Provide missing people and their families with support and guidance; ensuring they are referred to appropriate agencies in a timely manner and understand how to access available help.	Ch Insp, CiPD	STRA
T1.12	Mainstream and deploy the Street Triage Team to deal with mental health incidents.	Ch Insp, CiPD	Police and Crime Plan
1.12.1	Establish and mainstream the Street Triage Team as part of the new Force Operating Model to continue to help those with mental health issues or learning disabilities in Nottinghamshire receive the right care and treatment in emergency situations.	Ch Insp, CiPD	Force Restructure



**2. Helping and Supporting Victims**, the Force will do this by;

- Identifying and protecting vulnerable and repeat victims, and safeguarding those who may be susceptible to exploitation.

P&C Plan Ref	Police and Crime Plan Deliverable / Force Action	Lead Officer	Source
T2.2	Continue to support both City and County MASH to identify top repeat victims for partnership interventions.	Det Chief Insp, Children	Police and Crime Plan
2.2.1	Work with partners to identify repeat victims and determine intervention via the Multi-Agency Sexual Exploitation (MASE).	Det Chief Insp, Children	Lead Officer
T2.3	Continue to improve the partnership response to support victims, preventing hate crime and raising public awareness.	Hate Crime Lead	Police and Crime Plan
2.3.1	Work with the Safer Nottinghamshire Board to deliver its Hate Crime Delivery plan.	Hate Crime Lead	Lead Officer
2.3.2	Work with the Crime and Drugs Partnership to develop and deliver the Nottingham City Council Hate Crime Delivery Plan 2018-2021.	Hate Crime Lead	Lead Officer
2.3.3	Respond to the findings of the Nottingham Citizens' Hate Crime Commission research to ensure that Nottinghamshire Police's response to hate crime is informed by community feedback.	Hate Crime Lead	Lead Officer
2.3.4	Respond to HMIC's thematic Hate Crime Inspection effectively to ensure trust and confidence in Nottinghamshire Police is maintained and enhanced.	Hate Crime Lead	Lead Officer
2.3.5	Review Nottinghamshire Police's Hate Crime Procedure following organisational restructuring to ensure that it delivers the best possible response to hate crime.	Hate Crime Lead	Lead Officer
T2.14	Mainstream fund the historic and sexual abuse enquiry team.	Det Supt, Public Protection	Police and Crime Plan
2.14.1	Establish Operation Equinox as part of the new Force Operating Model to continue to ensure sufficient resource is allocated to the investigation and detection of historical sex offences.	Det Supt, Public Protection	Force Restructure

**3. Tackling Crime and Antisocial Behaviour**, the Force will do this by;

- Working with partners to understand community needs to keep people safe, as communities become more diverse and complex.
- Managing high risk offenders and maximising opportunities to identify and disrupt organised criminality.
- Reducing the effect of crime which has a high victim impact, including knife crime and burglary.

P&C Plan Ref	Police and Crime Plan Deliverable / Force Action	Lead Officer	Source
T3.3	Identify high severity 'harm spot' locations in Neighbourhood Policing Areas and produce detailed intelligence profiles to support and deliver effective problem solving.	Det Supt, Intel	Police and Crime Plan
3.3.1	Continue to identify and resource high harm crime types and local problem hotspots through the strategic and tactical use of the national MoRiLE Threat Prioritisation matrix; enriching these assessments with available information from local and upstream law enforcement partners.	Det Supt, Intel	Lead Officer
3.3.2	Detailed intelligence profiling will be undertaken in accordance with the tasking and coordination prioritisation process to ensure available resources are tasked appropriately.	Det Supt, Intel	Lead Officer
3.3.3	Develop Community Profiles with partners using a range of data sets, local knowledge and engagement work and ensure police and partner problem-solving plans are stored on ECINS enabling partnership working aimed at delivering tangible improvement and the sharing of best practice.	Supt, City / Supt County	Lead Officer
3.3.4	Review the recording of use of powers on ECINs to ensure a link to problem-solving plans to provide a platform to analyse their effectiveness more robustly.	Supt, City / Supt County	Lead Officer
T3.4	Invest in community problem-solving approaches to address concerns that matter most to people such as rural crime, motorcycle noise and alcohol-related antisocial behaviour.	Supt, City / Supt, County	Police and Crime Plan
3.4.1	Continue to invest in dedicated Rural Parish Special Constables.	Ch Insp, CiPD	Lead Officer
3.4.2	Work with partners to review and implement the Local Alcohol Action Area (LAAA) programme.	Supt, City / Supt, County	Lead Officer
3.4.3	Continue to develop the partnership working through Aurora 2 (City) and Integrated Locality working project (County SNB).	Supt, City / Supt, County	STRA

3.4.4	Continue to ensure that Neighbourhood Policing Teams remain visible and accessible in local communities wherever possible, seeking to further opportunities for co-location and focusing on integration with other relevant partner agencies.	Supt, City / Supt, County	STRA
T3.6	Continue to work collaboratively in local, regional, national and international structures to obtain, analyse and share intelligence to protect the public from terrorism and extremism.	Det Supt, EMSOU-SB	Police and Crime Plan
3.6.1	Continue to be an active member of the strategy-driven Prevent Steering Group and the Channel Panel, the safeguarding forum for Counter Terrorism and radicalisation.	Det Supt, EMSOU-SB	Police and Crime Plan
T3.7	Police and partners to work closely with statutory partners, community contacts and police colleagues to safeguard people from radicalisation and to prevent the spread of all forms of extremist rhetoric and acts of terrorism.	Det Supt, EMSOU-SB	Police and Crime Plan
3.7.1	Nottingham Prevent team to continue to work closely with statutory partners, community contacts and police colleagues to safeguard vulnerable people from radicalisation and to prevent the spread of all forms of extremist rhetoric and acts of terrorism.	Det Supt, EMSOU-SB	Police and Crime Plan
T3.8	Help develop the Road Safety Partnership using Community Watch and include Fire and Rescue Service in partnership working arrangements.	Supt, Ops Support	Police and Crime Plan
T3.8.1	Explore the appetite of the Fire and Rescue Service and other potential partners to get involved in the work of the Road Safety Partnership.	Supt, Ops Support	Lead Officer
T3.9	Work with national Neighbourhood Watch and Neighbourhood Alert to further develop technological opportunities and other working for sharing and responding to community intelligence.	Supt, County, Corporate Communication	Police and Crime Plan
3.9.1	Continue to develop Neighbourhood Alert as part of the Community Engagement Strategy and ensure each NPI continues to link in with Neighbourhood Watch in their local area.	Supt, City / Supt, County	Lead Officer
T3.10	Pilot 'Safer Schools Officers' to achieve better engagement and introduce early intervention activities.	Supt, County	Police and Crime Plan
3.10.1	Establish Schools and Early Intervention Officers as part of the new Force Operating Model.	Supt, County	Force Restructure
T3.11	Manage suspects and offenders who pose the most risk to committing domestic abuse through the Integrated Offender Management (IOM) programme and through 'alcohol' monitoring tags.	Det Supt, SOC	Police and Crime Plan
3.11.1	Continue to manage the Top 40 Serial Domestic Violence Perpetrators in Nottinghamshire through IOM.	Det Supt, SOC	Lead Officer
3.11.2	Deliver a domestic abuse strategic assessment and problem profile.	Det Supt, Intel	STRA
3.11.3	Work with both City and County Domestic and Sexual Violence Delivery Boards to secure an effective multi-agency response to domestic violence issues; providing a coordinated multi-agency framework for the delivery of Nottinghamshire's domestic and sexual violence action plans.	Det Supt, Public Protection	STRA
T3.13	Improve 101 responses to low level drug dealing, ASB and noise-related ASB through joint partnership working in urban and rural areas.	Supt, County	Police and Crime Plan
3.13.1	Align the Force website information with Nottingham City Council referring to both 101 and the Council ASB hotline.	Head of Corp Comms	Lead Officer
3.13.2	Continue joint working with statutory partners to tackle noise as a themed issue	Supt County	Lead Officer
3.13.3	Install a queue management software solution to even-out demand.	Supt, Contact Management	Lead Officer
T3.14	Appoint a 'Knife Crime Strategy Manager' to improve joint working and mainstream the Knife Crime Team.	Knife Crime Coordinator	Police and Crime Plan
3.14.1	Establish a permanent Knife Crime Team and Knife Crime Strategy Manager to target issues of knife related crime, particularly involving youth violence.	Knife Crime Coordinator	Force Restructure
3.14.2	Establish a multi-agency Knife Crime Plan incorporating an effective process for identifying children and young people at risk of becoming involved in knife crime and ensuring appropriate targeted interventions; an effective communications strategy; and the use of Restorative Justice to resolve on-going tensions and disputes.	Knife Crime Coordinator; Corporate Communication	STRA
T3.15	Establish dedicated burglary reduction teams in the City and County to increase proactive capacity in the Force.	DCI County	Police and Crime Plan
3.15.1	Increase the detective establishment in Local Policing by 2 Sergeants and 24 PCs to support investigations into burglary offences.	DCI County	Force Restructure
T3.16	Continue to support partnership activity and targeted programmes in support of tackling serious and organised crime.	Det Supt, SOC	Police and Crime Plan
3.16.1	Ensure the SOC Partnership Board has appropriate governance, established points of contact for ownership and accountability of identified tasks, and adopts a threat-based approach to prioritising resources that complements the force's existing NIM-based tasking and coordination process.	Det Supt, SOC	Lead Officer

#### 4. Transforming Services and Delivery Quality Policing, the Force will do this by;

- Designing and implementing a police service fit for 21<sup>st</sup> Century in respect of our people, estates, fleet and technology.

P&C Plan Ref	Police and Crime Plan Deliverable / Force Action	Lead Officer	Source
T4.3	Completely review and introduce a new policing model across Nottinghamshire.	ACC, Change	Police and Crime Plan
4.3.1	Introduce a policing model which brings together the Neighbourhood Policing, Response and Complex Crime commands under a single Superintendent for each of the City and County.	Supt, Change	Force Restructure
T4.5	Develop a programme of collaboration with the Fire and Rescue Service, including exploring opportunities for shared estates, vehicles and training.	Supt, Strategic Projects	Police and Crime Plan
4.5.1	Work with Nottinghamshire Fire and Rescue Service to commission an Options Appraisal for a Joint Police and Fire and Rescue Headquarters that will be considered by the Blue Light Strategic Collaboration Board.	Supt, Strategic Projects	Lead Officer
4.5.2	Explore options for collaboration between the Police and Nottinghamshire Fire and Rescue within: <ul style="list-style-type: none"> <li>• Prevention activities</li> <li>• Sharing of equipment</li> <li>• Sharing of estates</li> <li>• Learning and Development</li> <li>• Corporate Communication</li> <li>• Emergency Planning</li> <li>• Organisational performance and working with HMICFRS</li> <li>• To consider any other aspect of each organisations work where efficiencies and service improvements could be achieved by working collaboratively.</li> </ul>	Supt, Strategic Projects	Lead Officer
4.5.3	Develop a shared Communications Approach both internally and externally that promotes collaborative working that builds trust and confidence.	Supt, Strategic Projects	Lead Officer
T4.6	Increase co-location of public services and where beneficial share data, buildings, people and information.	Supt, Change	Police and Crime Plan
4.6.1	Continue progression of the Estates Strategy and the principle of co-location, in line with the new Operating Model, where appropriate.	Supt, Change	Force Restructure
4.6.2	Continue to attend the Joint Estates Steering Group with other Blue Light organisations.	Head of Estates and Facilities	Lead Officer
T4.7	Invest and support a common IT platform and system across policing and other technological solutions such as drones.	DCC	Police and Crime Plan
4.7.1	Implement the Force's Information Services Strategy.	Head of IS	Lead Officer
4.7.2	Move overseas visitor's registration, road traffic collision functionality and COMPACT functionality to Niche.	Head of IS	Lead Officer
4.7.3	Provision of new Niche compatible case management systems for DIEU and DIU.	Head of IS	Lead Officer
4.7.4	Create an information cloud to allow public, officers and partners to share files, videos, images.	Head of IS	Lead Officer
4.7.5	Replace the Force's search engine to be able to increase functionality for officers and staff searching multiple systems.	Head of IS	Lead Officer
4.7.6	Introduce a Multi Force Shared Services interface upgrade to Fusion.	Head of IS	Lead Officer
4.7.7	Replace the Command and Control system to ensure technology for managing first contact, incident recording and deployment is maximised.	Head of IS	Lead Officer
4.7.8	Implement the agile project to equip frontline officers with mobile technology, including the provision of force wide Wi-Fi.	Head of IS	Lead Officer
4.7.9	Contribute to the National Programme to have all case file data captured and stored once and available to CJ partners, including the implementation of a two-way interface.	Head of IS	Lead Officer
4.7.10	Contribute to the National Programme to provide a replacement for PNC and PND.	Head of IS	Lead Officer
4.7.11	Contribute to the National Programme to provide digital services to the public, including the Single Online Home.	Head of IS	Lead Officer
4.7.12	Contribute to the National Programme to provide Microsoft Office365 to provide improved technology to officers and staff.	Head of IS	Lead Officer
4.7.13	Contribute to the National Programme to provide Identity Access Management.	Head of IS	Lead Officer
4.7.14	Contribute to the National Programme to provide National ANPR.	Head of IS	Lead Officer
4.7.15	Contribute to the National Programme to provide a CJS common platform.	Head of IS	Lead Officer

4.7.16	Contribute to the National Programme ESN to replace Airwave and supply mobile data.	Head of IS	Lead Officer
T4.8	Invest and promote the welfare of officers, staff and volunteers.	DCC	Police and Crime Plan
4.8.1	Deliver the Wellbeing Action Plan informed by assessment against the Blue-Light Framework to ensure wellbeing is embedded into daily business.	Ch Insp, CiPD / Head of HR and OD	Lead Officer
4.8.2	Continue to address Disability and Wellbeing issues via the Staff Support Group 'Enable.'	Ch Insp, CiPD / Head of HR and OD	Lead Officer
4.8.3	Continue the Wellbeing Peer to Peer Support initiative to provide a voluntary, independent support and signposting mechanism for Force employees who are struggling with mental health issues.	Ch Insp, CiPD / Head of HR and OD	Lead Officer
T4.9	Ensure the police workforce and supervisory structure is more representative of the community it serves.	Ch Insp, CiPD / Head of HR and OD	Police and Crime Plan
4.9.1	Continue with Community Engagement, awareness/support sessions, Positive Action Ambassadors and Operation Voice.	Ch Insp, CiPD / Head of HR and OD	Lead Officer
4.9.2	Implement a Positive Action recruitment strategy to include the identification of barriers to recruitment, incorporating positive action events, use of media and modern application processes, with a targeted audience, including schools, cadets, colleges and universities.	Head of HR and OD Corporate Communication	Lead Officer
T4.11	Continue to implement HR Strategy to fulfil requirements of Equality Act 2010.	Head of HR and OD	Police and Crime Plan
4.11.1	Implement the new HR departmental operating model to enhance human resource and organisational development capability to support the delivery of the Force's strategic goals.	Head of HR and OD	Lead Officer
T4.13	Undertake education and proactive communication and media campaigns to reduce inappropriate calls for service.	Supt, Contact Management	Police and Crime Plan
4.13.1	Continue to undertake proactive messaging via social media and other channels to reduce inappropriate calls for service.	Head of Corp Comms	Lead Officer
T4.14	Undertake further research to improve understanding of presenting demand, including the drivers of high rates of 999 and 101 calls.	Supt, Contact Management	Police and Crime Plan
4.14.1	Implement recommendations from the recent Process Evolution Deep Dive Review of Contact Management.	Supt, Contact Management	Lead Officer
4.14.2	Undertake work to prevent or divert calls received, in particular through the provision of officer updates and through call diversion at the point of receipt through the option offer in the call auto attender.	Supt, Contact Management	Lead Officer

<b>For Consideration</b>	
<b>Public/Non Public*</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources &amp; Performance Meeting</b>
<b>Date of Meeting:</b>	<b>19<sup>th</sup> July 2018</b>
<b>Report of:</b>	<b>Paddy Tipping Police 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>6</b>

**POLICE AND CRIME PLAN (2018-21) – THEME 3: TACKLING CRIME AND ANTISOCIAL BEHAVIOUR**

**1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to provide the Commissioner with a progress report on how the Chief Constable and partners are delivering his strategic activities in respect of Theme 3 of his new Police and Crime Plan for 2018-21.
- 1.2 The report identifies an outline of the activities that are planned for 2018-2019 or have been progressing across policing and community safety.

**2. RECOMMENDATIONS**

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

**3. REASONS FOR RECOMMENDATIONS**

- 3.1 The Police and Crime Panel have requested an update on Theme 3 in its work plan for 2018-19 and this report gives the Commissioner an opportunity to hold the Chief Constable to account and raise any concerns prior to the next Panel meeting.
- 3.2 This monitoring report provides an overview of the delivery of the activity and performance in respect of Theme 3 of the Police and Crime Plan (2018-21) for quarter 1 of 2018-19.

**4. Summary of Key Points**

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

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

4.2 **Appendix A** provides a table summarising the progress and achievements in respect of Theme 3 of the new plan. The activities have been graded in terms of completion/progress and it will be seen that 100% of activity is currently graded Green (on track) and there are no actions Amber or Red.

## **5. Details of outcome of consultation**

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

## **6. Appendices**

6.1 **Appendix A:** Table detailing the progress and achievements of the Commissioner's toward Theme 3 of the Commissioner's Police and Crime Plan (2018-21).

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

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

For any enquiries about this report please contact:

Kevin Dennis, Chief Executive of the Nottinghamshire Office of the Police and Crime Commissioner  
[Kevin.dennis@nottinghamshire.pnn.police.uk](mailto:Kevin.dennis@nottinghamshire.pnn.police.uk)

Tel: 0115 8445998

Philip Gilbert, Head of Strategy and Assurance of the Nottinghamshire Office of the Police and Crime Commissioner

[philip.gilbert11028@nottinghamshire.pnn.police.uk](mailto:philip.gilbert11028@nottinghamshire.pnn.police.uk)

Tel: 0115 8445998

# APPENDIX A



## POLICE AND CRIME DELIVERY PLAN (2018-21)

Working with you for a safer Nottingham and Nottinghamshire

### COMMISSIONER'S STRATEGIC THEME 3 UPDATE - QRT 1 UPDATE (June 2018)

Final

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

Green	Achieved or Adequate Progress being Made
Number & %	16/16 (100%)

Amber	Started but Inadequate Progress or Risk that it won't be achieved
Number & %	0/16 (0%)

Red	Unachieved or strong likely that it won't be achieved
Number & %	0/16 (0%)

White (NS)	Not Started but Planned to take place during later Qrt
	0/16 (0%)

### THEME 3: TACKLING CRIME AND ANTISOCIAL BEHAVIOUR

No	Organisation	SPECIFIC DELIVERABLES OF COMMISSIONER, CHIEF CONSTABLE AND PARTNERS	RAG Status
1	NOPCC NW	Continue to provide financial support for targeted programmes to divert children and young people away from crime and anti-social behaviour.	G
<p>In the first quarter of 2018/19 the Commissioner has committed £50,000 to three knife crime projects delivered by community organisations (Nottingham Forest Community Trust, Switch Up CIC and Fearless Youth Association) aimed at diverting young people away from knife crime. The three projects are working closely with the Knife Crime Strategy Manager to ensure that robust and appropriate referral mechanisms are in place to capture the most appropriate individuals.</p> <p>In addition, two of the 2018/19 Community Safety Fund projects (Chayah and Al-Hurrayya) totalling £27,500 are focused on diversionary activity.</p> <p>Finally, via PCC funding provided to the Safer Neighbourhood Board, £109,000 has been allocated for the year to the County Youth Justice Service for Youth Crime Prevention and Diversion activity.</p>			

2	NOPCC DH	<b>Undertake research and co-engagement activity to build a better understanding of communities.</b>	G
<p>The final quartile of the Police and Crime Survey data will be reported in July 2018 which will provide a full 12 month baseline for on-going monitoring and more detailed insight into the perceptions, priorities, needs and experiences of local communities. This will also provide a robust framework for monitoring delivery against aspects of the Nottinghamshire Police and Crime Plan. Following changes in key staffing, the Safer Nottinghamshire Board (SNB) lead for New and Emerging Communities held a meeting in May 2018 to re-invigorate partnership working linked to this agenda. The project has been broadened to encompass the City and includes work Nottingham Trent University (NTU) led research involving specific new and emerging communities that aims to inform local integration and cohesion strategies.</p>			

3	Force	<b>Identify high severity 'harm spot' locations in Neighbourhood Policing Areas and produce detailed intelligence profiles to support problem solving.</b>	G
<p>The Force's Performance team has identified high severity 'harm spot' locations within Neighbourhood Policing Areas. This has allowed the Safer Nottinghamshire Board (SNB) and Crime and Drugs Partnership (CDP) to agree an order for the production of detailed local intelligence analytical profiles (using the template designed for the Local Arboretum 'deep-dive' Serious and Organised Crime (SOC) profile which was commended by the Home Office and partners).</p> <p>Two 'proof of concept' profiles have been completed. These are:</p> <ul style="list-style-type: none"> <li>• Worksop Town Centre/ Worksop North East</li> <li>• Carlton &amp; Porchester</li> </ul> <p>Scheduled City Profiles:</p> <ul style="list-style-type: none"> <li>• City Centre</li> <li>• Bulwell</li> <li>• Arboretum refresh/extension (tbc)</li> </ul> <p>Scheduled County Profiles:</p> <ul style="list-style-type: none"> <li>• Sutton in Ashfield local profile</li> <li>• Newark local profile</li> <li>• Mansfield East / West local profile</li> <li>• Stapleford local profile</li> <li>• Worksop South local profile</li> <li>• Hucknall local profile</li> <li>• West Bridgford local profile</li> </ul>			



Note: In addition to the above an additional local intel profile has already commenced for the Bestwood area relating to Operation Reacher.

4	Force	<b>Invest in community problem-solving approaches to address concerns that matter most to people such as rural crime, motorcycle noise and alcohol related anti-social behaviour</b>	<b>G</b>
<p>The Force has conducted extensive benchmarking with other forces in the development of its problem solving model: OSARA (Outcomes, Scanning, Analysis, Response, Assessment). Problem solving data is stored on ECINS to enable the effective sharing of plans and information with our partners who also use the system.</p> <p>In addition to OSARA, the Force is working in partnership to apply a multi-agency problem solving approach to complex issues. For example, the Vulnerable Persons Panel (County) and Complex Persons Panel (City), provides a forum to discuss individuals who are vulnerable, and / or causing crime and ASB in a community, where traditional policing methods are not working. Agencies share their information enabling an effective problem solving approach. This is also seen within Priority Families, where officers and PCSOs are trained to lead a multi-agency response.</p> <p>There is a dedicated Intranet site to support Problem Solving Policing and all our neighbourhood policing staff are being trained in the force problem solving approach using the OSARA model and ECINS.</p> <p>The Force has moved into shared accommodation across many areas of the County, which has led to enhanced partnership working. This includes, not just co-locating services to save estate cost, but to deliver better joined up problem solving for community safety issues and better use of resources through more effective tasking and coordination and daily management processes.</p> <p>The accommodation plan is on track and within the next 6-8 weeks Response and NHP resources will be fully embedded with partners at key bases across the county. The rolling out of the agile working programme will further enhance the ability for all staff to remain visible in communities.</p> <p>In support of the local policing teams (NP, response &amp; CID), a dedicated rural crime resource within the Force is currently provided by a pro-active rural crime specials team (1 Special Sergeant and 5 Special Constables). They are supported by 5 rural parish special constables. The latter have been given a bespoke training package which covered the core policing skills and also additional rural elements.</p> <p>From January to June 2018 Rural Special Constables have contributed over 1000 policing hours in the rural communities of Nottinghamshire. Some of the activities they have completed are:</p> <ul style="list-style-type: none"><li>• Arson reduction patrols - Rural Specials working alongside Notts Fire and Rescue carrying out targeted visits on farms where there have been a number of reported arson attacks and ASB.</li><li>• ANPR Operations has resulted in 5655 vehicles checked by cameras with 7 vehicles seized.</li><li>• Off road areas patrolled utilising 4 x 4 concentrating on off road motorbike/quad use and poaching.</li><li>• Liaised with angling teams and other rural parties to combat fly tipping</li><li>• Currently recruiting for more Rural Specials to join the Rural Specials Team</li></ul> <p>Rural crime activity is coordinated through a Rural Crime Partnership Group chaired by the force lead for rural crime and attended by stakeholders, including the National</p>			

Farmers Union (NFU), community representatives, partners and individual landowners and farmers. It acts as a forum to develop and deliver key activities, such as:

- **Operation Bifocal:** targeting night-time poaching and hare-coursing activities and utilises the expertise and capacity of gamekeepers, farmers and landowners to work alongside Officers.
- **Operation Jericho:** targeting the use of off-road quad bikes, motor bikes and vehicles causing damage to land, crops, hedges and fields. A key part of the operation is the use of civil tools and powers as well as partner agency powers where applicable to take enforcement action.
- **Operation Traverse:** targeting ASB, crime and illegal fishing on the bank-sides of our rivers and waterways. This utilises partners including the Angling Trust voluntary bailiff scheme, Environment Agency fishery enforcement officers and police officers to work collaboratively and for the benefit of all.

The Force have recently convened a county wide internal rural crime group bringing together our wildlife crime officers, media, neighbourhood inspectors and the force lead with the objective to coordinate and oversee the approach to rural crime internally. In addition we are working with the Nottinghamshire Wildlife Trust to promote understanding, awareness and deliver training to officers on wildlife crime. This is being funded through the PCC's Community Safety Grants scheme.

Furthermore, the Force have recently secured a quad bike through PCC funding to enable staff to deal with some aspects of rural and nuisance bike crime. This is used operationally to support rural operations but also in engagement events such as the county show to demonstrate a commitment to rural crime, capability to tackle rural issues and to generate positive engagement opportunities with communities.

Nottingham was successful in being selected for the second round of the Home Office's Local Alcohol Area Action Plan (LAAA2). A comprehensive Delivery Plan is in place for the LAAA2 covering the 5 themes and use of the night time levy funding to implement this is on-going.

5	NOPCC PG	Support community led initiatives to reduce serious acquisitive crime, such as vehicle crime and domestic burglary and reinvigorate traditional target hardening activity	G
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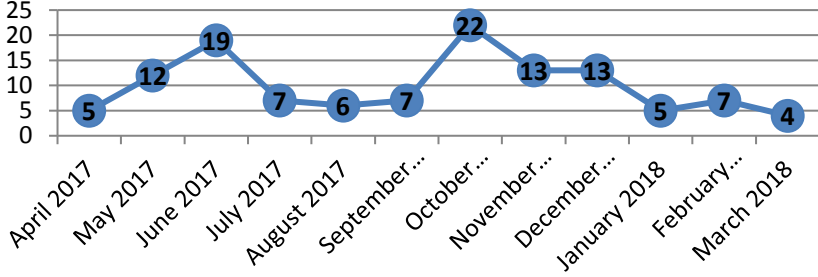
The Chief Constable has established and a City and County burglary team. Residential PCC county funding of up to £70k has been identified and plans are being developed to establish a target hardening scheme to tackle domestic burglary. See also No. 15 below.

6	Force	Continue to work collaboratively in local, regional, national and international structures to obtain, analyse and share intelligence to protect the public from terrorism and extremism.	G
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The Force continues to be an active member of the strategy-driven Prevent Steering Group and the Channel Panel, the safeguarding forum for Counter Terrorism and

radicalisation.

Through NCTPHQ<sup>1</sup> and our Regional and Local teams we work collaboratively to ensure that we identify vulnerable individuals who are at risk of radicalisation and seek to safeguard them. This work is also collaborated with Statutory Partners and the Prevent strategy including the CHANNEL programme. Due to our Regional alignment with Pursue and the Intelligence function we have access to intelligence and information which, when appropriate, we are able to share with partners in a multi-agency environment to ensure that the public and vulnerable are safeguarded.

7	Force	Police and Partners to work closely with statutory partners, community contacts and Police colleagues to safeguard people from radicalisation and to prevent the spread of all forms extremist rhetoric and acts of terrorism.	G																										
<p>The Prevent Team works with statutory partners through the "Prevent Steering group" forum and CHANNEL in terms of mitigating risk and protecting vulnerable persons. There have been 132 referrals on the East Midlands PCM (Prevent Case Management) tracker between 1<sup>st</sup> April 2017 and 31<sup>st</sup> March 2018.</p>  <table border="1" data-bbox="107 667 922 944"><thead><tr><th>Month</th><th>Referrals</th></tr></thead><tbody><tr><td>April 2017</td><td>5</td></tr><tr><td>May 2017</td><td>12</td></tr><tr><td>June 2017</td><td>19</td></tr><tr><td>July 2017</td><td>7</td></tr><tr><td>August 2017</td><td>6</td></tr><tr><td>September 2017</td><td>7</td></tr><tr><td>October 2017</td><td>22</td></tr><tr><td>November 2017</td><td>13</td></tr><tr><td>December 2017</td><td>13</td></tr><tr><td>January 2018</td><td>5</td></tr><tr><td>February 2018</td><td>7</td></tr><tr><td>March 2018</td><td>4</td></tr></tbody></table> <p>The above graph shows the distribution of referrals over the past 12 months. During this time 116 referrals were closed on PCM.</p>				Month	Referrals	April 2017	5	May 2017	12	June 2017	19	July 2017	7	August 2017	6	September 2017	7	October 2017	22	November 2017	13	December 2017	13	January 2018	5	February 2018	7	March 2018	4
Month	Referrals																												
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February 2018	7																												
March 2018	4																												

<sup>1</sup> NCTPHQ: National Counter Terrorism Policing Headquarters

8	Force	<b>Help develop the Road Safety Partnership using Community Watch and include Fire and Rescue Service in Partnership working arrangements</b>	<b>G</b>
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The Force is currently reviewing its Roads Policing provision, having recently re-established local resource which was previously provided by the region. An on-going review will design and deliver the structure required to provide the specialist policing model in line with local requirements and national policing requirements. Our ambition is to have a small dedicated roads policing unit who will target the most risky drivers through an evidence led approach and work with road safety partners to educate and protect the most vulnerable groups. We have already started this transition, for example, the Road Safety partnership has been brought under the leadership of the force roads policing tactical lead to enable co-ordinated tasking in conjunction with the Operational Support capability.

The priority for our roads policing capability will remain that of reducing KSIs (Killed or Seriously Injured) in line with analysis of validated fatal and serious collision data provided by the Department for Transport and recommendations from the Roads Policing STRA. Work will continue with Nottinghamshire Roads Safety Partnership in enforcing fatal 4 and further development of reduction initiatives, such as Operation Tutelage.

The Fire and Rescue Service are currently linked in with Traffic Management in the Nottinghamshire Road Safety Partnership Education Group, with the Education Lead and Persons at Risk Team Manager and Watch Manager Education Team. Both attend the regular meetings of the group. Also present/invited are Nottinghamshire County Council, Nottingham City Council and Highways England.

9	Force	<b>Work with national Neighbourhood Watch and Neighbourhood Alert to further develop technological opportunities and other working for sharing and responding to community intelligence.</b>	<b>G</b>
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As part of each area community engagement plan each Neighbourhood Policing Team (NPT) utilise various social media platforms and more traditional methods of written engagement to deliver messages into the community. These include Neighbourhood Alert and Neighbourhood Watch co-ordinators.

The use and subscription to social media platforms is subject of formal performance reporting through the digital engagement team into the support and scrutiny community engagement meetings held every 6 months.

10	Force	<b>Pilot 'Safer Schools Officers' to achieve better engagement and introduce early intervention activities.</b>	<b>G</b>
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The Force is establishing Schools and Early Intervention Officers as part of a new operating model with the aim of identifying young people at risk of crime and ASB to provide support in a multi-agency framework. The new structure includes plans for schools officers in every Neighbourhood Policing area across the Force, from the start of the academic year 2018/19. This follows a successful trial this year whereby three officers undertook 482 bespoke interventions.

11	Force	Manage suspects and offenders who pose the most risk to committing domestic abuse through the Integrated Offender Management (IOM) programme and through 'alcohol' monitoring tags.	G
<p>In October 2017 Nottingham Integrated Offender Management (IOM) teams took on a cohort of the highest risk serial perpetrators of Domestic Violence. Since October there have been 60 offenders accepted onto the DVIOM cohort. They have all been jointly managed between Police, Public Protection Unit (PPU), Independent Domestic Violence Advisors (IDVA), Probation, Clean Slate, Change Grow Live (CGL) and Community Rehabilitation Company (CRC) substance misuse services.</p> <p>Stalking offenders that fall outside the DA category are now also included in our IOM model.</p> <p>The new IOM model (new cohort) enables the development of programmes of interventions and diversion therefore, for not only domestic abuse stalking but the other forms of stalking as well. Since October there have been 60 offenders accepted onto the Domestic Violence IOM cohort. They have all been jointly managed between Police, Public Protection Team, Independent Domestic Violence Advisors, Probation, Clean Slate, CGL and CRC substance misuse services.</p> <p>Early results are also encouraging, from a PPIT point of view, rescores after IOM actions on the initial cohort saw the removal back to IOM standard of 17 offenders.</p>			

12	Force	Explore new methodology to score and prioritise IOM (Integrated Offender Management) using ONS high harm crime index	G
<p>Nottinghamshire has a well-established IOM scoring matrix which measures frequency and severity of offending to aid in selection and performance reporting. This has been successful in driving the scheme towards risk and harm. The offence scores are allocated in line with harm and sentencing and measured across arrests as well as convictions. This matrix is heavily linked to the IOM Performance Tool and work is on-going to embed 'cost of crime' and pathways effectiveness figures into the performance reporting.</p>			

13	Force	Continue to improve 101 responses to low level drug dealing, ASB and noise related ASB through joint Partnership working in urban and rural areas.	G
<p>The move to shared partnership hubs supports this priority at tactical and operational level as practitioners are co-located and are able to managed cases via the ECINS system. The Force website includes useful information on how to report ASB, including the 101 non-emergency number, Crimestoppers and contact details for Neighbourhood Policing Teams.</p> <p>The current use of the Intelligence Voice Recognition/Referral (IVR) system, and the exploration of the 'Queue Buster' platform to enhance the efficiency of call handling service, are some of the ways that technology is currently assisting our staff to meet incoming calls for service.</p>			

14	Force	<b>Appoint a 'Knife Crime Strategy Manager' to improve joint working and mainstream the knife crime team</b>	<b>G</b>
<p>A Detective Superintendent is based within a specific knife crime partnership role, co-ordinating our work to reduce it. It is hoped this work will see a reduction in incidences of knife crime and weapon carriers.</p> <p>As part of our new operating model a Knife Crime Team of 1 Sgt and 6 PCs is now established to continue to work alongside IOM, School Liaison Officers and community protection colleagues, targeting issues of knife related crime, particularly involving youth violence.</p> <p>A Knife Crime strategy is in draft /consultation and work is on-going to design a multi-agency response. A range of mediation, conflict resolution and other intervention methods are being considered.</p>			

15	Force	<b>Establish dedicated burglary reduction teams in the City and County to increase proactive capacity in the Force.</b>	<b>G</b>
<p>From April 2018 the Force has established two dedicated burglary teams as part of the restructure. Two proactive Detective Inspectors increase capacity and effectiveness and have line management responsibility for the newly formed Burglary teams with uplift of 24 investigators, to form these. This allows these staff to focus solely on burglary dwelling recognising the impact this crime type has on victims.</p>			

16	Force	<b>Continue to support partnership activity and targeted programmes in support of tackling serious and organised crime (SOC).</b>	<b>G</b>
<p>The East Midlands GAIN Coordinator role is a ROCU Core Capability and is well established within the East Midlands. A good network has been developed and continues to be developed further particularly outside of traditional law enforcement agencies. A new Disruption Team will form the operational arm of GAIN and allow greater engagement with Forces and Partners to proactively identify opportunities to disrupt SOC through a multi-agency approach, through both law enforcement agencies and wider partnership working.</p> <p>Diversionsary tactics and opportunities are managed through a fortnightly consultation with the Ending Gang and Youth Violence and Cohesion sections of the local authority. This identifies best practice, new opportunities that are available to intervene with troubled families and third sector providers of intervention. The SOC Board and SOC delivery group lead and review the effectiveness of the partnership approaches.</p>			

<b>For Information / Consideration / Comment / Decision (delete as appropriate)</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>19 July 2018</b>
<b>Report of:</b>	<b>Chief Constable Guildford</b>
<b>Report Author:</b>	<b>Kate Hemstock</b>
<b>E-mail:</b>	<b>Kate.hemstock@nottinghamshire.pnn.police.uk</b>
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>7</b>

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

## **Performance and Insight Report to May 2018**

### **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 in the 12 months to May 2018.

### **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 current performance in line with the PCC and Force priorities, as set out in the Police and Crime Plan.

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

- 4.1 The summary tables in the attached report (Appendix A) provide an overview of performance across the four Police and Crime Plan strategic themes. Trend information is represented as both a percentage and volume change and sparklines are included where possible to give a visual representation of the monthly trend over the last two years. Additional narrative provides context where required, particularly in respect of any performance exceptions.

### **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 There are no risk management implications arising from this report. Performance is monitored on a regular basis through the provision of management information for all key areas of the business, and any exceptional performance is identified, assessed and responded to through the appropriate governance structure.

## **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, Force Performance Board, and the Force Executive Board meetings on a monthly basis.

## **12. Appendices**

12.1 Appendix A: Performance and Insight report





# **Nottinghamshire Police**

## **Performance & Insight Report**

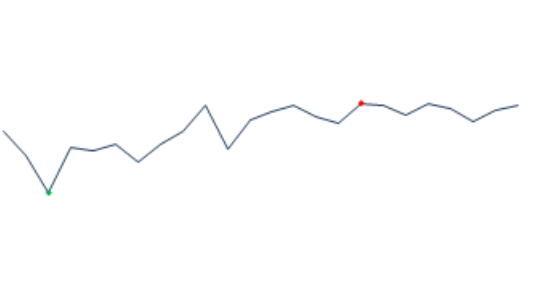
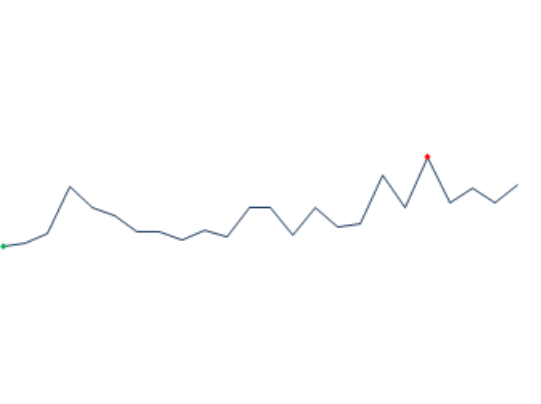
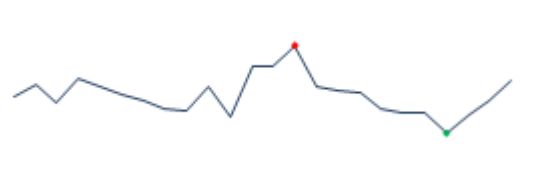
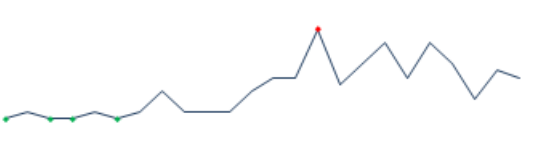
**Performance to May 2018**

**Guidance notes:**

1. The following performance indicators are taken from the Police and Crime Commissioner's (PCC) plan 2018-21. The information is organised in line with the four strategic priority themes in the plan.
2. Wherever possible, performance information is provided for a 12 month period compared to the equivalent 12 months of the previous year, in order to provide an indication of trend. Where information provided is for an alternative period this will be stated.
3. Trend lines are included (where available) to provide a visual indication of trend over the last 24 months. High and low points in the period are shown as red and green dots. The colours are arbitrary and do not indicate positive or negative performance.
4. Additional insight is included in the report in order to provide context, in relation to performance exceptions only. A full report with narrative for each measure is produced once a quarter.
5. Where data has been supplied by a source outside of the Nottinghamshire Police Management Information team, this will be stated.

## Strategic Priority Theme One: Protecting People From Harm

### T1A: More vulnerable people are protected and safeguarded

Measure		Performance	Trend	Insight
T1A.1	Adult and Child Safeguarding Referrals	+33.6%		<p>There is a clear upward trend in recording, allowing confidence that the force and partner agencies are improving the identification and recording of safeguarding concerns, in order to ensure that appropriate safeguarding actions are put in place to minimise the risk of harm.</p> <p>The 33.6% increase recorded this year equates to 1,272 additional referrals (on average about 100 more each month).</p>
T1A.2	Child Sexual Exploitation (CSE)	+49.9%		<p>As with safeguarding referrals, there is an upward trend in the recording of CSE. It is suggested that this is reflective of an increased awareness and understanding of CSE both within the police force and partner agencies but also among the public. The force welcomes this increase as it means that the appropriate, support, safeguarding and offender resolution can be put in place.</p> <p>CSE is a relatively low volume offence type with on average of just below 50 offences recorded a month. The 49.9% increase represents an additional 193 offences over the year.</p>
T1A.3	Missing and Absent Persons	-0.3%		<p>The trend for missing and absent persons reports is relatively stable over the last two years with a monthly average of 570 missing and absent persons.</p>
T1A.4	Modern Slavery	+542.9%		<p>Modern slavery is a relatively new offence which came in to effect in early 2016. As a result there is a clear upward trend in recording, particularly over the last year, as the force has</p>

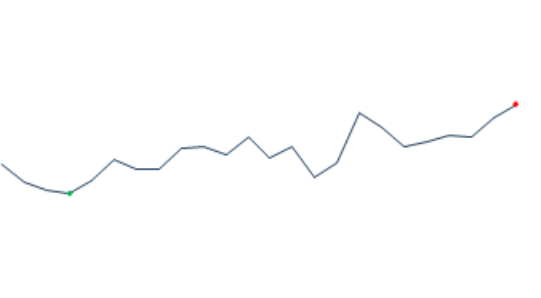
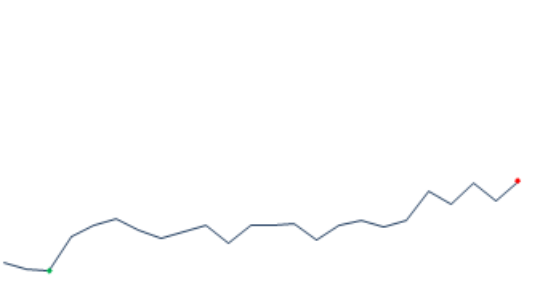
## Strategic Priority Theme One: Protecting People From Harm

T1A: More vulnerable people are protected and safeguarded

Measure		Performance	Trend	Insight
				<p>focussed activity on this offence type.</p> <p>In volume terms this is a low volume offence type, and the 542.9% increase in the 12 months to May 2018 translates in to an increase of 76 offences.</p> <p>The force continues to take a proactive approach to this type of offending - seeking out modern slavery offences in order to ensure that survivors are protected and offenders brought to justice.</p>

## Strategic Priority Theme One: Protecting People From Harm

### T1B: Improve capacity and capability to identify and deal with new serious and emerging threats

Measure		Performance	Trend	Insight
T1B.1	Fraud Offences	+23.7%		<p>There is a clear upward trend in the recording of fraud offences, with an increase of 23.7% (460 offences) this year.</p> <p>Fraud offences represent a significant challenge to the police and in particular place a genuine demand on police resources, with investigations often complex and time consuming. Analysis has revealed that around three quarters of fraud offences recorded in Nottinghamshire are filed with no suspect identified.</p>
T1B.2	Online Crime	+50.2%		<p>Online crime refers to offences where on the balance of probability, the offence was committed, in full or in part, through a computer, computer network or other computer-enabled device. The figures do not include fraud offences, which are captured separately.</p> <p>There is a clear upward trend in the recording of online crime, with an increase of 50.2% or 932 offences this year compared to last.</p> <p>The majority of online crimes recorded are harassment offences, specifically malicious communications offences which have taken place online on forums such as Facebook and twitter.</p>

## Strategic Priority Theme One: Protecting People From Harm

### T1C: Maintain focus on action to address the key drivers of crime and demand

Measure		Performance	Trend	Insight
T1C.1	Mental Health Related Incidents	-5.8%		<p>The trend for mental health related incidents is relatively stable following a peak in May 2017, with around 1,350 incidents recorded each month.</p> <p>The reduction of 5.8% recorded in the 12 months to May equates to 1,010 additional incidents.</p>
T1C.2	Alcohol-Related Violence	-0.7pp		<p>In order to build up a picture of violence offences where alcohol is believed to be a factor, the force is reliant on the use of an alcohol marker on the Niche crime recording system.</p> <p>The force is keen to build up the truest possible picture of alcohol-related crime, and has taken steps to improve the use of the alcohol marker in Niche. This action has seen the proportion of alcohol-related violence increase from 9.7% in November 2017 up to 26.6% in December 2017. This will be monitored over the coming months to ensure that this enhanced level of recording is maintained.</p> <p>At present the trend in the short term is relatively stable, with a rate of 15.3% of all violence recorded as alcohol-related compared to 16.0% last year.</p>

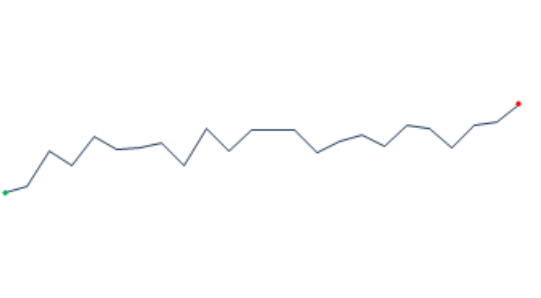
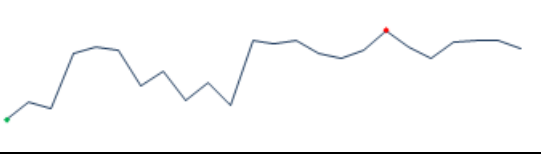

## Strategic Priority Theme One: Protecting People From Harm

### T1C: Maintain focus on action to address the key drivers of crime and demand

Measure		Performance	Trend	Insight
T1C.3	Alcohol-Related ASB	-2.0pp		The trend chart reveals a clear downward trend in the proportion of ASB with an alcohol marker. The rate in the 12 months to May 2018 is 11.4% compared to 13.4% in the previous 12 months
T1C.4	Drug Trafficking and Supply Offences	+4.8%		Drug trafficking and supply offences show a stable trend in the long term. The force records on average about 58 offences each month and this average has not changed over the last two years.

## Strategic Priority Theme Two: Helping and Supporting Victims

### T2A: More people have the confidence to report crime and focus resources on repeat victimisation

Measure		Performance	Trend	Insight
T2A.1	Domestic Abuse	+13.3%		<p>The force is recording a clear upward trend in domestic abuse crime over the last two years. The current increase of 13.3% equates to 1,255 additional crimes.</p> <p>The force welcomes this increase as it is believed that such offences are still under reported, and increasing survivor confidence to come forward and seek support from the force and partner agencies is a key priority for the force.</p>
T2A.2	Proportion of Victim-Based Crime: a. Child Victim b. Adult Victim c. Organisation	a. -0.3pp b. +0.3pp c. -0.8pp		<p>In the majority of victim-based crimes the victim is an adult, with almost 70% of victim-based crime in the 12 months to April 2018 committed against an adult.</p> <p>Organisations then account for around 20% of all victim-based crime, with crimes against children a minority at 8.3%.</p> <p>Each of these proportions remains stable over the last two years.</p> <p>It should be noted that due to data quality limitations, a small proportion of offences cannot be attributed to one of the three groups; therefore the proportions will not add up to 100%.</p>
T2A.3	Serious Sexual Offences: a. Adult	+29.5%		<p>There is a clear upward trend for serious sexual offences against adults and against children. Offences against adults have increased by 29.5% (319 offences) and against children the increase is 8.8% (119 additional offences).</p> <p>As with the recording of domestic abuse, the force welcomes the increase in reports of serious sexual offences.</p>
	b. Child	+8.8%		



## Strategic Priority Theme Two: Helping and Supporting Victims

### T2A: More people have the confidence to report crime and focus resources on repeat victimisation

Measure		Performance	Trend	Insight
T2A.4	Positive Outcome Rate for Serious Sexual Offences	-4.1 pp		<p>There is a slight downward trend apparent in the positive outcome rate for serious sexual offences. The current rate is 9.8% compared to 13.9% last year.</p> <p>In terms of the volume of positive outcomes recorded, performance is relatively stable, meaning that the rate has been affected by the increase in recorded crime.</p> <p>It is believed that this is as a result of an increase in third party reports from partner agencies and also reports where the victim wishes to report the offence but does not support further police action. With offences of this type it is not possible to achieve a police positive outcome and therefore this increase serves to effectively dilute the outcome rate.</p>
T2A.5	Domestic Abuse Repeat Victims	+2.1pp		<p>A repeat victim is any victim from the most recent month, who is also named as a victim on one or more offences (of the same offence type) in the previous 12 months. This is based on the national definition.</p> <p>In May 2018, 33.2% of domestic abuse victims were a repeat victim.</p> <p>The trend chart shows a slight upward trend in the proportion of repeat victims of domestic abuse.</p>

## Strategic Priority Theme Two: Helping and Supporting Victims

T2A: More people have the confidence to report crime and focus resources on repeat victimisation

Measure		Performance	Trend	Insight
T2A.6	Hate Crime Repeat Victims	+3.1pp		<p>In May 2018, 15.3% of hate crime victims were a repeat victim.</p> <p>There is an upward trend apparent in the proportion of repeat victims of hate crime.</p>
T2A.7	ASB Repeat Victims		<p><i>Measure currently under development to allow visual representation of trend.</i></p>	<p>Of a total of 2,481 Anti-Social Behaviour victims in May 2018, 708 had reported a previous ASB incident or incidents in the 12 months prior. This equates to a repeat victimisation rate of 28.5%.</p> <p>Further development of this measure will allow for consideration of the trend over time – this will be included in next month's report.</p>

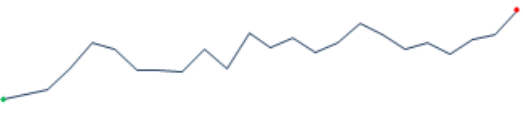
## Strategic Priority Theme Two: Helping and Supporting Victims

### T2D. Victims receive high quality effective support

Measure		Performance	Trend	Insight
T2D.1	Victim's Code Of Practice (VCOP) Compliance	-1.4pp		<p>Victim's Code Of Practice (VCOP) requires that a VCOP assessment be made and recorded for every victim of a crime, and that victim services should be offered as part of this assessment. In order to be VCOP compliant, every victim-based crime should have a completed VCOP recorded on the crime and the officer should record that victim services have been offered.</p> <p>The trend for VCOP compliance is relatively stable; with a higher period of compliance following two low months in May and June of 2016 (June 2016 is shown as the low point on the trend chart). It is suggested that the low months reflect the move on to the new crime recording system and officers getting used to recording VCOP on Niche.</p> <p>The compliance rate in the 12 months to May is 93.0% compared to 94.4% in the previous 12 months.</p>

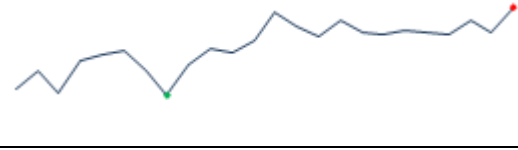
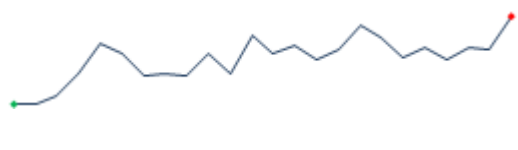

## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

### T3A. Communities and people are safer and feel safer

Measure		Performance	Trend	Insight
T3A.1	Victim-Based Crime	+15.5%	 <p>The graph shows a line representing recorded crime over a 12-month period. The line starts at a baseline, rises to a peak, dips slightly, rises again to a higher peak, and then shows a general upward trend with some fluctuations, ending at a red dot that is significantly higher than the starting point.</p>	<p>The force continues to show a clear upward trend in recorded crime. In the 12 months to May 2018 the increase is 15.5% which equates to 11,824 crimes more than the previous 12 months.</p> <p>The increase is the result of a combination of four factors:</p> <p>The first is the force’s proactive approach to ensuring compliance with the National Crime Recording Standards (NCRS). This has resulted in a continued increase in the recording of offences such as Violence Against the Person (VAP) offences and public order offences.</p> <p>The second factor is improved awareness and public confidence in relation to high harm offence types such as domestic abuse and sexual offences. It is believed that an increase in the recording of these offence types, something which is also evident nationally, reflects increased confidence among survivors to come forward to the police to report these offences.</p> <p>The third factor is changes to crime recording legislation, specifically in relation to stalking and harassment offences, which almost doubled in volume in April 2018 following the implementation of new regulations at the start of the month.</p> <p>The final factor is a genuine increase in the incidence of some crimes, which is corroborated by examining the calls for service in relation to these offence types. Of particular note are vehicle crime and theft offences, both of which are showing a clear upward trend.</p>

## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

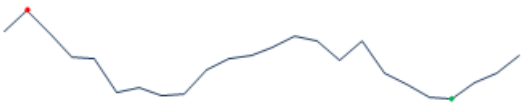
### T3A. Communities and people are safer and feel safer

Measure		Performance	Trend	Insight
T3A.2	Victim-Based Crime: a. Rural Areas b. Urban Areas	+16.0%		Victim-based crime in rural areas and in urban areas follows a similar upward trend to the overall force recorded crime picture. The percentage increase in crime in rural areas is larger than the equivalent figure for urban areas, but not significantly so.
		+14.5%		In volume terms, the 16.0% increase in crime in rural areas translates to 1,495 additional recorded crimes. In urban areas the increase is 14.5% which equates to 9,621 crimes. <sup>1</sup>
T3A.3	Severity Score	+21.0%		<p>The severity score is an alternative method of measuring crime by reflecting the harm caused to society and/or individuals. Each offence carries a different weight (calculated by the Office for National Statistics, based on actual sentences) and this is multiplied by the crime counts to create a severity score. The approach has been built in to the Police and Crime Commissioner's Strategic Framework for 2018-2021 as alongside traditional measures; it provides the PCC and the Force with a new and credible approach to better understand the profile of crime in Nottinghamshire.</p> <p>The force is recording a clear upward trend in the total severity score for recorded crimes. This trend is similar to the trend for All Crime, although the percentage increase in severity score is larger.</p>

<sup>1</sup> Not all recorded crime data has the appropriate coordinates to be able to map the data to rural and urban locations. This means that the total will be less than the overall force level victim based crime total.


## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

### T3A. Communities and people are safer and feel safer

Measure		Performance	Trend	Insight
T3A.4	Severity Score in Local Priority Areas			<i>Measure currently under development.</i>
T3A.5	ASB Incidents	-2.6%		<p>Following a number of low volume months last summer, recorded ASB incidents appear relatively stable, and the force is beginning to record an anticipated increase in incidents as we move in to the summer months.</p> <p>In the 12 months to May 2018, the force recorded a 2.6% reduction in ASB incidents which equates to 897 fewer incidents.</p>

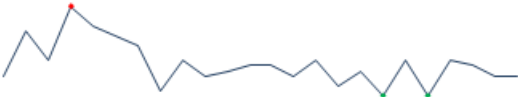

## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

### T3B. Fewer people commit crime and offenders are supported to rehabilitate

Measure		Performance	Trend	Insight
T3B.1	Integrated Offender Management (IOM)	-77.3%		<p><b><i>This measure is reported quarterly. Data shown is Quarter 4 January to March 2018. Next update due in the July report.</i></b></p> <p>Data from the Integrated Offender Management (IOM) Team Tracking Tool reveals that 315 nominals have entered the system since January 2016. Of these, 83 (25.2%) have since exited the programme.</p> <p>The average entry score for all nominals who have entered the programme since January 2016 is 363.4, while the average exit score is 82.5. This reveals a reduction in risk score of -281.0 (-77.3% lower than the entry score).</p> <p>59 nominals have exited with a risk score of less than fifty and 11 of these have exited with a risk score of zero.</p> <p>In October 2017, the force commenced with a domestic abuse cohort. To date 71 nominals have been entered in to this cohort with an average entry score of 239, and an average PPIT score of 10.6. Since October, 22 of these nominals have exited the domestic abuse cohort. The average PPIT entry score for these nominals was 9 and the average PPIT score on exiting the domestic abuse cohort was 5.2, which equates to a reduction of 42%.</p>
T3B.2	Possession of Weapons Offences	+14.5%		<p>There is a clear upward trend in the recording of possession of weapons offences. The force has recorded a 14.5% or 119 offences increase in the 12 months to May 2018.</p> <p>Every possession of weapons offence dealt with by the police is potentially preventing the future use of a weapon in a violent</p>

## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

### T3B. Fewer people commit crime and offenders are supported to rehabilitate

Measure		Performance	Trend	Insight
				offence, and therefore the upward trend in the recording of these offences is viewed as a positive indication of the force's proactivity in dealing with offenders who choose to carry weapons in Nottinghamshire.
T3B.3	Gun Crime	-32.9%		<p>There is a clear downward trend in recorded gun crime, with 49 fewer offences recorded this year compared to last year.</p> <p>This is particularly positive when considered in the context of national performance, with the latest national figures to September 2017 showing an increase in gun crime nationally.</p>
T3B.4	Violent Knife Crime	+8.6%		<p>Violent knife crime includes the offences of Violence Against the Person, Robbery and Sexual Offences where a knife or bladed article is used to cause injury or as a threat.</p> <p>The force has seen a recent uplift in recorded violent knife crime, with a peak in volume in May 2018. In the 12 months to May 2018 the force recorded 67 more offences than in the previous year, which equates to an 8.6% increase.</p> <p>A peak in recorded volume in May was driven by an increase in offences on the City area, with these increases on City Central and City South. The offences that saw an increase were robbery and violence with injury. Performance will be monitored over the coming months to see whether volumes return to expected levels.</p> <p>Current performance appears in line with the national trend however, with published data to September 2017 revealing a national increase in violent knife crime.</p>



## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

### T3B. Fewer people commit crime and offenders are supported to rehabilitate

Measure		Performance	Trend	Insight
T3B.5	Positive Outcomes for Violent Knife Crime	-6.8pp		The trend in respect of the positive outcome rate for violent knife crime is downward, with a rate of 23.2% in the current year compared to 30.0% last year.

## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

### T3C. Build stronger and more cohesive communities

Measure		Performance	Trend	Insight
T3C.1	Hate Crime	-0.4%		<p>The overall trend for hate occurrences (including both hate crime and hate non-crimes) is relatively stable, with an average of around 190 occurrences recorded each month.</p> <p>In the 12 months to May the force recorded a similar volume of hate crimes to the previous 12 months (9 fewer offences or -0.4%).</p> <p>Detailed analysis of recording trends reveals that the reporting of hate crime increases immediately following national hate-related events such as terror attacks.</p>

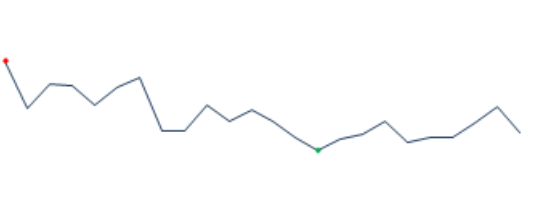
## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

### T3D. Hold offenders to account through an effective criminal justice system

Measure		Performance	Trend	Insight
T3D.1	Positive Outcome Rate for All Crime	-4.4pp		<p>The positive outcome rate shows the rate of police positive outcomes (such as charges, cautions and community resolutions) per recorded crime.</p> <p>The trend in the long term appears relatively stable following a peak in performance (the red point at June 2016) which was the result of an initial dip in the recording of positive outcomes when the force moved to the Niche crime recording system.</p> <p>The current rate in the 12 months to May is 15.7%, which compares to 20.2% in the previous year. Overall the volume of positive outcomes has remained relatively stable, however the steep increase in recorded crime has diluted the positive outcome rate.</p>
T3D.2	Positive Outcome Rate for Victim-Based Crime	-4.1pp		<p>The trend in respect of the positive outcome rate for victim-based crime is similar to the trend for all crime (above). The current rate is 13.1% compared to 17.2% in the previous year.</p>
T3D.3	Proportion of All Crime with an Identified Suspect	+2.3pp		<p>The trend for unresolved outcomes with an identified suspect is relatively stable, with the force identifying a suspect in 24.7% of unresolved crime.</p> <p>Considering the long term trend, there is a clear increase in crimes with a named suspect being filed as unresolved. This correlates with the increase in crime recording following the NCRS audit and is reflects in part an increase in offences where the victim does not support further police action.</p>

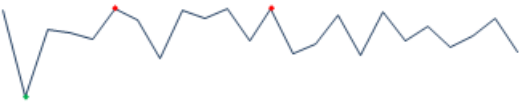

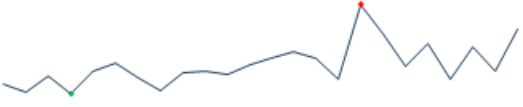
## Strategic Priority Theme Three: Tackling Crime and Anti-Social Behaviour

### T3D. Hold offenders to account through an effective criminal justice system

Measure		Performance	Trend	Insight
T3D.4	Crimes Resolved through Community Resolution	-3.9pp		The force is recording a clear downward trend in the proportion of crimes resolved through community resolution. Currently around 10% of all positive outcomes recorded are community resolution outcomes, which is a reduction of 3.9 percentage points on the 14.3% recorded in the previous year.
T3D.5	Rate of Recidivism for Community Resolution			<i>Measure currently under development.</i>

## Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

### T4A. Improve community and victim confidence and satisfaction in policing

Measure		Performance	Trend	Insight
T4A.1	Victim Satisfaction – Domestic Abuse	-0.6pp		Performance for domestic abuse survivor satisfaction is stable with monthly satisfaction rates consistently above 90%. In the 12 months to March 2018 92.4% of domestic abuse survivors were completely, very or fairly satisfied with the service provided by the police.
T4A.2	Victim Satisfaction – Hate Crime	-4.8pp		<p>There is a clear downward trend in hate crime victim satisfaction, particularly in the last six months. In the 12 months to May 2018 the overall satisfaction rate for victims of hate crime is 80.0% compared to 84.7% in the previous 12 months.</p> <p>Further analysis to understand this trend found that victims reported dissatisfaction with being kept informed on their case as well as with the perceived quality of investigation. There was also evidence of a perception that their report hasn't been taken seriously. Activity to address these issues is being managed through the Force Performance Board.</p>
T4A.3	Professional Standards Department Complaints	+29.3%		<p>Nottinghamshire Police Professional Standards Department (PSD) receives an average of around 70 complaints a month.</p> <p>Despite the increased number (203 additional complaints or an increase of 29.3% this year), complaints are recorded in a timely manner, with the force performing well against the national standard of recording complaints within ten working days (an average of 94% compliance).</p> <p>Analysis of complaint allegations by type are regularly monitored</p>

## Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

### T4A. Improve community and victim confidence and satisfaction in policing

Measure		Performance	Trend	Insight
				to ensure that general 'lessons learned' can be communicated to officers and staff.
T4A.4	Timeliness of Local Resolution	-10.0%		<p>The force has seen an improvement in the timeliness of local resolutions to complaints, with a reduction in the average number of days taken to resolve. On average in the last 12 months complaints have taken 49.2 days to resolve, compared to the previous average of 54.6 days.</p> <p>With the exception of a peak in the number of days taken to resolve in April 2018, the trend is relatively stable.</p>
T4A.5	Stop and Search	+2.7%		<p>The trend for stop and search is stable in the long term. The force recorded 1,877 stop and searches in the 12 months to May, which represents an increase of 2.7% (49 stop and searches) compared to the previous 12 months.</p>

## Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

### T4B. Improve service delivery and save money through collaboration and innovation

Measure		Performance	Trend	Insight
T4B.1	Budget vs. Spend: a. Capital b. Revenue			<i>Numerical data will be included in next month's report. However the force is on track to deliver as expected in respect of both capital and revenue spend versus budget at this stage of the year.</i>
T4B.2	Revenue Efficiencies Against Plan			<i>Numerical data will be included in next month's report. However the force is on track to deliver revenue efficiencies as expected at this stage of the year.</i>

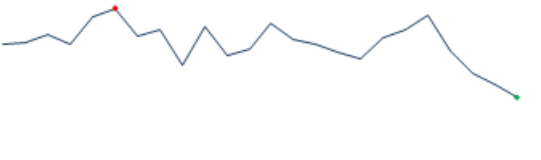
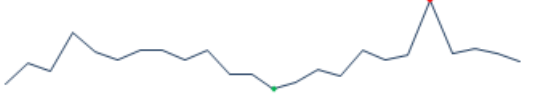

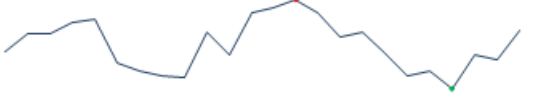
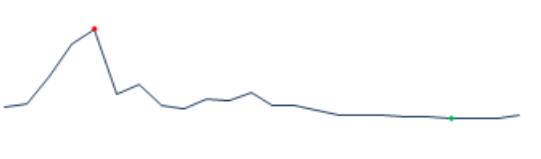
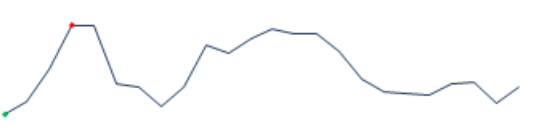
## Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

T4C. The police force is representative of the community it serves and has the resources to do its job

Measure		Performance	Trend	Insight
T4C.1	BME Representation: a. Officers b. Staff	4.65%		<p>The Black and Minority Ethnic (BME) representation of the force currently stands at 4.66% for police officers and 5.14% for police staff. Both of these proportions show an increase against last year.</p> <p>This compares to the overall BME resident population of Nottinghamshire which is at 11.2% according to the 2011 census.</p>
		5.18%		
T4C.2	Staffing Levels – Actual vs. Budget a. Officers b. Staff c. PCSOs	96.9%		<p>In terms of police officer establishment, the force currently has 1879.64 FTE (full time equivalent) in post. This compares to a planned FTE of 1940 by the 31<sup>st</sup> of March 2019, which equates to a percentage of 96.9%.</p> <p>For PCSOs the rate of actual vs budget posts is 92.6%, while for police staff it is 99.5%.</p> <p>It is not possible to report the previous trend for this measure at the current time.</p>
		92.6%		
		99.5%		

## Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing



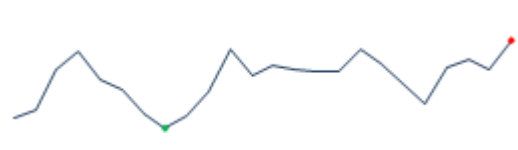
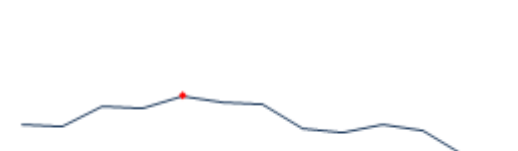
### T4D. Value for money is delivered and waste is minimised

Measure		Performance	Trend	Insight
T4D.1	Days lost to sickness: a. Officers b. Staff	-0.4pp		In the 12 months to May police officer sickness is at 4.8% compared to 5.2% last year, however there is evidence of a recent downward trend, with the last two months below 4% and May 2018 showing a noticeably low rate when compared to previous months.
		+0.1pp		Staff sickness by contrast remains relatively stable at 4.7% compared to 4.6% last year.
T4D.2	Calls For Service: a. 999 b. 101	-3.1%		The trend for both 999 and 101 calls is relatively stable at the current time. 999 calls have reduced by 3.1% (5,797 calls) in the last 12 months, while 101 calls have increased by 0.8% (3,442 calls).
		+0.8%		
T4D.3	Abandoned Call Rates: a. 999 b. 101	-1.1pp		The abandoned call rate shows the number of calls where the caller has hung up before their call has been answered by the force control room. The abandoned call rate for 999 calls has remained low for more than eighteen months, with a rate of 0.22% in the 12 months to May. The abandoned call rate for 101 calls is relatively stable at 10.2%, following a series of high months over summer 2017. It should be recognised however that the force has put action in place to
		-0.4pp		



## Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

### T4D. Value for money is delivered and waste is minimised

Measure		Performance	Trend	Insight
				reduce the abandoned call rate for 101 calls, with the trend showing generally lower monthly abandonment rates in the last six months.
T4D.4	Response Times: a. Grade 1 Urban b. Grade 1 Rural c. Grade 2	-0.7pp		The advised times for attending grade 1 (immediate attendance) incidents are 15 minutes for an incident in an urban area and 20 minutes for an incident in a rural area.  The trend for the percentage of grade 1 urban and grade 1 rural incidents attended within the advised times remains relatively stable.
		-1.7pp		In the 12 months to May 2018 the force attended 78.1% of incidents in an urban area within 15 minutes, and 74.5% of incidents in a rural area within 20 minutes.
		+16.3%		Grade 2 (urgent attendance) incidents are monitored in respect of the average time to attend the incident. The average time to attend grade 2 incidents in the last 12 months is 306 minutes, which equates to 5 hours and 6 minutes. This is a 16.3% increase on the previous 12 months.
T4D.5	Crimes Recorded at First Point of Contact	-6.1pp		On average over the last 12 months, 40.0% of all crime recorded by the force has been recorded by the Contact Resolution Incident Management (CRIM) team based in the force control room. This approach means that crimes can be created as close as possible to the initial call from the public, and also frees up response officers to attend incidents.  There is a reduction in rate apparent, with the rate in the

## Strategic Priority Theme Four: Transforming Services and Delivering Quality Policing

### T4D. Value for money is delivered and waste is minimised

Measure		Performance	Trend	Insight
				previous 12 months higher at 46.1%. Figures for April and May in particular show a drop in the percentage of crimes created by the CRIM, however further examination of the data reveals that the number of crimes recorded by the CRIM has remained relatively stable, but the overall number of crimes recorded by the force has increased, with this impacting on the overall percentage rate.
T4D.6	Compliance with National Crime Recording Standards			<p><b>Latest position statement – May 2018</b></p> <p>The HMICFRS are currently conducting an inspection of the force in relation to our Crime Data Integrity (compliance with NCRS). The audit part of the inspection has now been completed – approx. 2,100 incidents have been scrutinised from an incident to crime conversion perspective, which included listening to all call recordings.</p> <p>The force is now in the process of reconciling the draft results before the field work part of the inspection begins on 29th May 2018.</p> <p>Preparing for the inspection has been the priority; extremely time consuming and onerous; and as a result the force has not had the capacity to conduct any compliance audits.</p> <p>The HMICFRS inspection is extremely probing and thorough, the results of which should be known on Friday 8th June 2018 when the HMICFRS will present their findings to the Chief Officer Team – the OPCC will be represented at that meeting.</p>

<b>For Consideration</b>	
<b>Public/Non Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources &amp; Performance</b>
<b>Date of Meeting:</b>	<b>19 July 2018</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@nottsc.gov.uk">sara.allmond@nottsc.gov.uk</a>
<b>Other Contacts:</b>	
<b>Agenda Item:</b>	<b>9</b>

## **WORK PROGRAMME**

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

- 1.1 To provide a programme of work and timetable of meetings for the Strategic Resources and Performance meeting

### **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 meeting to manage its programme of work.

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

- 4.1 The meeting has a number of responsibilities within its terms of reference. Having a work plan 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 meeting 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

**STRATEGIC RESOURCES AND PERFORMANCE**

**WORK PROGRAMME**

6 September 2018, 10:00am			
	ITEM	FREQUENCY	LEAD OFFICER
	<b>Theme</b> <ul style="list-style-type: none"> <li><i>Compliance with the Victims Code</i></li> </ul>		
1.	Police and Crime Commissioner's Annual Report	Annual	OPCC
2.	Public Protection and Safeguarding		Force
3.	Force Management Statement Outcome		Force
4.	Annual Assessment Department Outcome		Force
5.	Chief Constable's Update Report		Force
	<b>Standard items:-</b>		
6.	Performance Insight Report	Every meeting	Force
7.	Revenue and capital budget monitoring (renamed Force Finance Update Report)	Every meeting	OPCC
8.	Regional Collaboration (verbal update)	Every meeting	Force

8 November 2018, 10:00am

	ITEM	FREQUENCY	LEAD OFFICER
	<b>CHAIRS MEETING</b> <ul style="list-style-type: none"> <li>Restorative Justice</li> </ul>		
1.	Stop and Search – Policing and Performance Monitoring		Force
2.	Police and Crime Plan – Monitoring Delivery		OPCC/Force
3.	Workforce Planning and BME Representation Force		Force
4.	Health and Wellbeing of Police Officers, Staff and Volunteers		Force
5.	Equality, Diversity and Human Rights		Force
	<b>Standard items:-</b>		
6.	Performance Insight Report	Every meeting	Force
7.	Revenue and capital budget monitoring (renamed Force Finance Update Report)	Every meeting	OPCC
8.	Regional Collaboration (verbal update)	Every meeting	Force